Criminal Justice Information Systems Strategic Plan

Criminal Justice Information Systems Strategic Plan

Criminal Justice Information Systems Strategic Plan

Vision Statement

Mecklenburg County will have technologically advanced information systems for administering criminal justice services effectively and efficiently.

Mission Statement

To create, integrate, and operate automated systems that support accurate and timely information exchange among criminal justice agencies in Mecklenburg County

Objective

To provide a comprehensive strategy for improving the quality, accuracy, accessibility and timeliness of information generated, updated, managed and disseminated by Mecklenburg County criminal justice agencies. This will enhance the overall quality of information related to criminal justice for Mecklenburg County and the State of North Carolina.

Guiding Principles

We recognize criminal justice agencies as independent; however, no one organization can operate effectively without cooperation.

We value collaboration and communication among all levels of government.

We realize the necessity of protecting shared information and equipment from misuse to ensure the integrity of justice information.

We believe implementing innovative technology within the criminal justice system improves the delivery of services to the community and makes the best use of taxpayer dollars.

Criminal Justice Information Systems Strategic Plan

Executive Summary

This strategic plan exists to pursue, develop, and implement an integrated justice information system for Mecklenburg County. Integrated justice planning is concerned with architecture, infrastructure, and interfaces. It is not about software applications, which is decided by the agencies that use them. The purpose of creating an integrated justice information system is to provide quality, accurate, and timely information to criminal justice personnel so they may conduct their work efficiently and effectively, and make informed decisions regarding public safety.

Currently in Mecklenburg County, there are barriers to exchanging information electronically between criminal justice agencies. These barriers, whether technical or institutional, are wasting resources unnecessarily by limiting productivity and causing significant delays in case processing. Alternatively, information should flow automatically from agency to agency so that key data about a defendant or case is available in real time to those that need it. Linking information systems together will make it possible to eliminate redundant data entry, reduce wasteful paper files, and improve the quality of justice.

This plan outlines a course for achieving integrated justice information systems. The plan begins with an over-arching strategy of understanding the current state, developing a management or governance structure, identifying solutions, and, ultimately, deploying technology. Each of these strategies is then broken down into action items that outline tactics and timeline goals.

The first year of the plan is critical, as it sets the tone and boundaries for the entire initiative. During the early months, a great deal of time will be dedicated to taking what exists and shaping it into a collaborative vision of what can be. In particular, top agency stakeholders will be required to develop standards, address legal issues, evaluate risk, and direct technology staff. Groundwork from the first year will then transition into a multi-year architecture and infrastructure building agenda.

In many ways, this document simply represents a starting point. Over time, things will inevitably change in technology and funding opportunities, for example, which will require adjustments and re-tooling. Moreover, as the process moves forward, the plan will need to be updated to expand the vision beyond the relative short term.

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Current State

The Mecklenburg County criminal justice system has struggled to implement technology that will improve the ability of agencies to communicate electronically. Many agencies rely on outdated technology that binds them to a paper-driven process, and even where robust technology exists, it is often isolated and fragmented. As a result, agencies have difficulty sharing information and encounter reoccurring issues that are troublesome. These issues include: a) the slow exchange of critical information, b) the duplicate collection of information and redundant data entry, c) the linear direction of information flow, and d) the inability to produce key reports on system operation. The impact on the criminal justice system is more congestion, escalating costs, and challenges to the quality of work. Indeed, a Public Safety Task Force in 2008 deemed the current state of technology as a critical problem that adversely affects the efficiency and effectiveness of the criminal justice system.

Complicating the implementation of integrated information systems is the multiple layers of government that oversee the various criminal justice agencies. For example, law enforcement is primarily a service provided by the cities, while jail operations are the responsibility of the county, and the court system the state. While protecting public safety is a mutually shared goal by all, each layer of government and their agencies typically work independently. Thus, a unified vision for the development of connected information systems is lacking across the system. Even the level of resources varies, in terms of investment dollars and staff, and technological gains made by one agency may be easily mitigated by the limitations of another agency.

The ideal state is to have a system whereby digital information is captured at the point of origination, automatically checked whenever possible, and then transmitted to other agencies that need it. The receiving agency should have the ability to accept the information for the purposes of viewing, editing, and adding. Ultimately, information should flow through the criminal justice system, with each agency contributing, in a path that replicates the processing of a case. Just as important, however, is that information should flow in multiple directions, including backwards. For instance, an individual's arrest and booking should trigger auto-generated information to the prosecution, defense, courts, and probation. After the individual's court hearing, information on the case should then bounce back to all parties. Such an approach would immensely improve the productivity of the criminal justice system while greatly enhancing the safety of the community.

To pursue this ideal model, the IJIS Institute was engaged to provide a technical review of the Mecklenburg County criminal justice system. IJIS produced a report that recommended focus on three strategic areas: Policy and Governance, Business Process and Operations, and Systems and Technology. These areas are captured in the conceptual framework of this strategic plan.

Criminal Justice Information Systems Strategic Plan

High Level Strategy

IST took the lead in creating a strategy to effect change within the Criminal Justice Information arena. A high-level strategy was developed:

I - Strategy:	Define, Document, and Disseminate our Current State
Tactics	a. Assess and Define Current State (systems, technology interfaces & business process) b. Examine Best Practices c. Develop the Business Case

II - Strategy:	Establish Criminal Justice Governance Structure
Tactics	a. Develop Governance Concept and get Executive Approval b. Propose committee members consisting of the Criminal Justice Advisory Group (CJAG) c. Propose Governance Charter d. Create a Collaborative Environment for the Sharing of Intelligence and Information e. Develop Standards and Rules of Engagement between Criminal Justice Agencies f. Develop Project Ranking and Priority Strategy

III - Strategy:	Identify, develop and recommend solutions to improve information sharing
Tactics	a. Standards Development b. Privacy and Civil Liberties Policy Development c. Security Plan Development d. Risk, Communication & Training Plan Development e. Articulate and document needs/requirements

Criminal Justice Information Systems Strategic Plan

	High Level Strategy
**IV - Strategy:** Improve information sharing through plan implementation and technology deployment
Tactics	a. Enterprise Architecture Development b. Leverage the Databases, Systems, and Networks available c. Create an Environment to Allow for Future Connectivity to Other Systems d. Recommend Technical Solutions to Business Information Needs

Criminal Justice Information Systems Strategic Plan

Action Plan

Action Plan

Several Key concepts were considered when putting together an action plan:

Data Custodianship

Criminal Justice agencies are really caretakers of data as directed by law, policies, and institutional practices and are ultimately responsible to the public. These agencies recognize the need to challenge conventional ways of thinking about data collection, handling and ownership. The CJAG Committee has identified three general types of criminal justice information; **core data, shared data and restricted data.**

Integration

The CJAG Committee should view an integrated justice system as a way of thinking, a way of conducting the business of the criminal justice system and a constantly evolving process. Three (3) prominent themes emerge when considering the need for an integrated criminal justice information system in Mecklenburg County: 1) the need to improve operational efficiencies; 2) the need for standardization to capture and share enterprise data; and 3) the need for improved access to core and shared data.

Privacy

The amount of electronically stored criminal justice information has expanded rapidly as justice agencies build extensive systems to collect, store and process data. The emergence of extensive, easily accessed information on private citizens begs the question, "how does the criminal justice enterprise balance the need to collect and process information efficiently to ensure public safety, against the need to maintain individual privacy?"

Standards and Regulations for Data Sharing

Mecklenburg County leadership must develop a standardized method of capturing and sharing core and shared data. Information sharing standards enable different information systems to exchange information irrespective of the technology being used. National information sharing standards, such as the National Information Exchange Model (NIEM), are actively being developed and implemented in federal, state, and local jurisdictions throughout the nation. These standards leverage current information technology investments, facilitate improved and expanded information sharing, and provide the operational agility to respond to the evolving needs of a changing world.

Development and Maintenance of Federal, State, and Local Interfaces

Mecklenburg County must provide data exchanges and systems that are systematically becoming the preferred method and source for exchanging critical criminal justice information with external agencies, promoting the timely, efficient, accurate, and secure exchange of criminal justice information.

Criminal Justice Information Systems Strategic Plan

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Funding

In order to accomplish the goal of an integrated criminal justice enterprise for Mecklenburg County, adequate funding must be provided to all criminal justice agencies in the enterprise. The challenge ahead is for Mecklenburg County to manage the continuum of great need against scarce financial resources and to identify the cost-savings that the criminal justice enterprise will generate.

Service Level Agreements and Maintenance

CJIS developed, maintained, and upgraded systems need to be maintained via detailed service level agreements (SLA). To this extent, IST will provide the greatest benefit, continuous operation, best use, and least downtime of Criminal Justice systems. Project/Program management involvement is critical to the successful ongoing operation and integration of the Criminal Justice systems.

Success Measurements

Measuring Success of the Action Plans and Integration Efforts is critical in determining directional efficiency. A survey will be developed to help determine the success of the Strategic Plan Actions. The survey will be broken into 9 major categories:

MEASURE 1: Collaboration   (How well are the CJ Agencies working together?)
MEASURE 2: Data Quality   (How complete and standard-driven is the data?)
MEASURE 3: Data Accessibility   (How available is data across CJ Agencies?)
MEASURE 4: Technical Equity   (Can all Agencies utilize full capability of technology?)
MEASURE 5: Cost Savings
MEASURE 6: Project Success Measures   (Taken from IST PMO project ending surveys)
MEASURE 7: Process Improvement
MEASURE 8: Risk Mitigation
MEASURE 9: Customer Satisfaction

Project/Enhancement Tie-In to Strategic Plan

As new projects are initiated, there should be a direct correlation between the desired result of the project and the Strategic Plan.

Partnership with the State of North Carolina

As Mecklenburg County develops technologies and processes, there needs to be a collaboration with the State of North Carolina to assure the two entities are moving in the same direction.

Criminal Justice Information Systems Strategic Plan

Action Plan

The Action Plan is broken down into target timelines based on the fiscal year in place within Mecklenburg County. Each tactic under every strategy is broken out into action items.

Existing/Baseline (completed prior to July 2010)

IST and the criminal justice agencies have been working together and have completed some of the recommended strategies and tactics, notably in the Governance strategy. The remaining tactics will build upon the base of technology infrastructure and processes in place today.

Year One (July 2010 – June 2011)

The primary focus during the first twelve months will be to initiate the following key strategies: Enable the appropriate management of enterprise CJIS initiatives, Define roles and responsibilities between the PMO Team and departments, Create a Framework for Future Technology Activities, and roll out projects to support the vision, such as NCAWARE and Justice Data Warehouse.

Year Two (July 2011 – June 2012)

The primary focus during the second twelve months will be to initiate the following key strategies: Create an Efficient, Robust Methodology building on the Framework Created in Year One, Build upon Roles and Functions established for Governance Committee, Implement efficient and effective processes, and Continue rolling out Critical Projects.

Year Three and Beyond (July 2012 – future)

The primary focus entering the third year is to continue to utilize the momentum generated in the first two years, roll out effective technology solutions, and scale a methodology that is understood and agreed upon by all

 To execute each strategy successfully, an action plan has been developed for each of the strategies and tactics outline above:

Criminal Justice Information Systems Strategic Plan

Action Plan

I - STRATEGY: Define, Document, and Disseminate our Current State

a. TACTIC: Assess and Define Current State (systems, technology interfaces & business process)	

Action	**0 - 6 Months (July 2010 – December 2010)** • Finalization of a Heat Map showing all CJ systems • Completion of an Information Exchange Overview
	6 – 12 Months (January 2011 – June 2011) • Complete Standard Operating Procedure Assessments for CJ groups. Specific groups and timelines to be determined
	12 - 24 Months (Jul 2011 – June 2012) • Complete Standard Operating Procedure Assessments for CJ groups. Specific groups and timelines to be determined

MEASURES: M1 - Collaboration, M9 - Customer Satisfaction

b. TACTIC: Examine Best Practices	

Action	**0 - 6 Months (July 2010 – December 2010)** • Formalize a process to review best practices of similar-size counties when beginning new initiatives
	6 – 12 Months (January 2011 – June 2011) • Determine primary/critical operations for review versus best practices of similar-size counties.

MEASURES: M7 – Process Improvement, M5 – Cost Savings

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Action Plan

	c. TACTIC: Develop The Business Case

	0 - 6 Months (July 2010 – December 2010)
Action	• Create a Business Case Template to be completed along with the PPR to define Benefit Analysis, Return on Investment, and Process Improvement Savings
	6 – 12 Months (January 2011 – June 2011)
	• Train on and implement the Business Case Template within each agency in the Criminal Justice Organization

MEASURES: M1 – Collaboration, M5 – Cost Savings, M7 – Process Improvement, M9 – Customer Satisfaction

II - STRATEGY: Establish Criminal Justice Governance Structure

	a. TACTIC: Develop Governance Concept and get Executive Approval

	Baseline / Existing (completed prior to July 2010)
Action	• Create and get sign-off on a CJAG IT Governance Team Charter defining purpose and focus areas (completed February 24, 2010 - defined in Appendix)
	• Create a CJAG IT Governance Organizational Chart defining how each of the teams interact (completed January 19, 2010 - defined in Appendix)

MEASURES: M1 - Collaboration

	b. TACTIC: Propose committee members consisting of the Criminal Justice Advisory Group (CJAG)

	Baseline / Existing (completed prior to July 2010)
Action	• Committee member selection and communication of roles (completed January 19, 2010 - defined in Appendix)

MEASURES: M1 - Collaboration

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Action Plan

c. TACTIC: Create a Collaborative Environment for the Sharing of Intelligence and Information	
Action	**0 - 6 Months (July 2010 – December 2010)**
	• Adopt strategic plan at Governance Committee level and presents to CJAG • Identify strategic issues and begin business model plan at Governance Committee • Collaborate with the State of North Carolina on new technologies and strategies
	6 – 12 Months (January 2011 – June 2011)
	• Develop a better understanding of funding across agencies • Build a business case and link to funding opportunities
	12 - 24 Months (Jul 2011 – June 2012)
	• Create a funding model for utilization across agencies • Create a Memorandum of Understanding (MOU) across agencies

MEASURES: M1 – Collaboration, M4 – Technical Equity

d. TACTIC: Develop Standards and Rules of Engagement between Criminal Justice Agencies	
Action	**0 - 6 Months (July 2010 – December 2010)**
	• Develop communication methodology to apprise entire organization of initiatives and/or enhancements that could impact more than the requesting agency • Outline parameters of data exchange limitations, legal and technical • Utilize CJAG Tech Workgroup to leverage knowledge about functional and operational requirements • Create a survey to provide feedback and measurements of strategic plan success

MEASURES: M1 – Collaboration, M9 – Customer Satisfaction, M3 – Data Accessibility

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Action Plan

e. TACTIC: Develop Project Ranking and Priority Process	
Action	**Baseline / Existing (completed prior to July 2010)**
	• Create a Project Dashboard for Projects in Process • Share Project Prioritization methodologies utilized in other areas of the county with Criminal Justice Organizations
	6 – 12 Months (January 2011 – June 2011)
	• Adopt a Project Prioritization Methodology that crosses all Criminal Justice Agencies

MEASURES: M1 – Collaboration, M7 – Process Improvement

Criminal Justice Information Systems Strategic Plan

Action Plan

III – Strategy: Identify, Develop, and Recommend Solutions to Improve Information Sharing

a. TACTIC: Standards Development.	
Action	**Baseline / Existing (completed prior to July 2010)**
	• Commit to utilization of NIEM Standards (National Information Exchange Model) for all projects moving forward
	6 – 12 Months (January 2011 – June 2011)
	• Begin documenting standards for core data, shared data, and restricted data, defining all fields by organization that fall into each category
	12 - 24 Months (Jul 2011 – June 2012)
	• Continue documenting standards for core data, shared data, and restricted data, defining all fields by organization that fall into each category
	24 + Months (July 2012 – future)
	• Retrofit NIEM standards into existing applications • Explore utilizing a Fusion Center** approach to leverage current information technology investments, facilitate improved and expanded information sharing, and provide the operational agility to respond to the evolving needs

** A fusion center is an effective and efficient mechanism to exchange information and intelligence, maximize resources, streamline operations, and improve the ability to fight crime and terrorism by merging data from a variety of sources. In addition, fusion centers are a conduit for implementing portions of the *National Criminal Intelligence Sharing Plan*(NCISP).

MEASURES: M2 – Data Quality, M3 – Data Accessibility, M8 – Risk Mitigation, M1 - Collaboration

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b. **TACTIC:** Privacy and Civil Liberties Policy Development	
Action	**6 – 12 Months (January 2011 – June 2011)**
	• Gather all documentation and knowledge regarding Client Privacy policies and laws • Create a Centralized repository of information for easy access by all organizations
	12 - 24 Months (Jul 2011 – June 2012)
	• Review Mecklenburg policies in relation to other Counties, State, and Federal policies and laws

MEASURES: M7 – Process Improvement, M9 – Customer Satisfaction, M8 – Risk Mitigation

c. **TACTIC:** Security Plan Development	
Action	**12 - 24 Months (Jul 2011 – June 2012)**
	• Gather all documentation and knowledge regarding Criminal Justice Information Security • Create a Centralized repository of information for easy access by all organizations
	24 + Months (July 2012 – future)
	• Review Security Set-ups to assure compliance with acceptable standards • Create Action Plans where appropriate

MEASURES: M7 – Process Improvement, M9 – Customer Satisfaction, M8 – Risk Mitigation

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	d. TACTIC: Risk, Communication, and Training Plan Development
Action	**6 – 12 Months (January 2011 – June 2011)**
	• Define/Discuss the approach to create Risk, Communication, and Training Plans
	12 - 24 Months (Jul 2011 – June 2012)
	• Create a Risk Mitigation Plan for information sharing across agencies • Create a Communication Plan for inter-agency information sharing • Create a Training Plan for implementation of cross-agency information utilization

MEASURES: M9 – Customer Satisfaction, M8- Risk Mitigation

	e. TACTIC: Articulate and Document Needs/Requirements
Action	**6 – 12 Months (January 2011 – June 2011)**
	• Creation of Master List of Data Needs for each Agency from all other CJ agencies
	12 - 24 Months (Jul 2011 – June 2012)
	• Utilization of Business Case Document to Articulate Project Needs

MEASURES: M3 – Data Accessibility, M7 – Process Improvement

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IV – Strategy: Improve information sharing through plan implementation and technology deployment

a. TACTIC:	Enterprise Architecture Development
Action	**24 + Months (July 2012 – future)** • Leverage Standard Operating Procedures to finalize a Enterprise Architecture Plan • Finalize an enterprise framework of business architecture and application interaction

MEASURES: M5 – Cost Savings, M4 - Technical Equity

b. TACTIC:	Leverage the Databases, Systems, and Networks available
Action	**6 – 12 Months (January 2011 – June 2011)** • Leverage ACIS to supply data to complete PD Case Management project • Leverage Daptiv to improve resource management and project performance communication/reporting • Leverage ACIS to supply data to complete Felony File Tracking and Justice Data Warehouse • Leverage OMS for Justice Data Warehouse • Leverage Q-Flow to complete workflow processes within Juvenile and Trial Court **12 - 24 Months (Jul 2011 – June 2012)** • Leverage existing SBI AFIS interface to build new Arrest Process **24 + Months (July 2012 – future)** • Utilize Enterprise Architecture to make decisions on future projects, technology, and needs

MEASURES: M3 – Data Accessibility, M2 – Data Quality, M5 – Cost Savings, M6 – Project Success Measures

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Action Plan

c. TACTIC: Create an Environment to Allow for Future Connectivity to Other Systems

<table>
<tr><td rowspan="7" style="writing-mode:vertical">Action</td><td>0 - 6 Months (July 2010 – December 2010)</td></tr>
<tr><td>

- Utilize Biz Talk for improved intra-application communication
- Complete NCAWARE project
</td></tr>
<tr><td>6 – 12 Months (January 2011 – June 2011)</td></tr>
<tr><td>

- Complete Justice Data Warehouse phase 1, providing dashboard level intelligence pulling together court and jail data
- Complete the Arrest Process Project
- Complete the Public Defender Case Management project
</td></tr>
<tr><td>24 + Months (July 2012 – future)</td></tr>
<tr><td>

- Analyze the project potential of a Justice Data Warehouse phase 2, providing business intelligence across several law enforcement agencies and interface with city and regional justice data warehouses to increase/improve information sharing
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MEASURES: M6 – Project Success Measures, M4 – Technical Equity, M3 – Data Accessibility, M9 – Customer Satisfaction

d. TACTIC: Recommend Technical Solutions to Business Information Needs

<table>
<tr><td rowspan="5" style="writing-mode:vertical">Action</td><td>0 - 6 Months (July 2010 – December 2010)</td></tr>
<tr><td>

- Employ BPM methodology, reviewing business process and making recommendations on technology needs
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<tr><td>6 – 12 Months (January 2011 – June 2011)</td></tr>
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- Develop a strategy for recommending solutions to the business when new needs are defined
- Refine and enhance BPM methodology within the Criminal Justice Organizations
</td></tr>
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MEASURES: M5 - Cost Savings, M7 – Process Improvement

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Conclusion

In closing, the strategic action plan should drive the following key objectives:

Customer Focused: Maintain a clear understanding of customer requirements and expectations to meet business objectives.

Business Oriented: Ensure processes are aligned with strategic plan, business requirements and business objectives.

Efficiency and Quality Driven: Identify and eliminate non-value add activities and waste that cause inefficient processes and poor quality.

Teamwork: Encourage teamwork that minimizes workforce disruption while producing and implementing change.

Enterprise Perspective: Maintain a holistic vantage point from working with other departments and leveraging common solutions applicable to the enterprise

Drive Continuous Improvement: Enable and empower the workplace to embrace continuous improvement through team collaboration.

Productivity Gains and Cost Reduction: Increase productivity with fewer errors and rework, which reduces the cost of providing services and products.

CJIS Strategic Plan
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Active Projects and Initiatives – 2010

Below is a list of the CJIS projects in flight 2010. The top section lists active projects, followed by projects in-queue,

Project	Dept	Status	Completion Dates (est)	Lead / PM
Active				
1. FJSC and Fine Collection	TCA	Active	June 2010	Barbara Lockwood
2. New Quartermaster Inventory System	CMPD	Active	June 2010	Harriett Johnson
3. Predictive Crime Analysis	CMPD	Active	June 2010	Crystal Cody
4. WRRC Resident Tracking	MCSO	Active	June 2010	David Gottlieb
5. BPM – Juvenile Court Process	TCA	Active	September 2010	Lou Fabian
6. BPM – Courtroom 1130 Process Reevaluation	TCA	Active	September 2010	Lou Fabian
7. NCAWARE	AOC	Active	October 2010	Mike Tonsing
8. BPM – MAR Motion for Appropriate Relief Process	DA	Active	December 2010	Lou Fabian
9. Justice Data Warehouse	SJS	Active	December 2010	David Gottlieb
10. Historic Courthouse Renovation	DA	Active	December 2010	Chris Freeman
11. Public Defender Case Management	PD	Active	January 2011	Mike Tonsing
12. Felony File Tracking	DA	Active	March 2011	David Gottlieb
13. DA Papering Automation	CMPD	Active	June 2011	Harriett Johnson
14. COPLINK (CRISS)	CMPD	Active	June 2011	Farley
15. Arrest Process	MCSO	Active	June 2011	Mike Tonsing
16. Arrest Process (KBCOPS)	CMPD	Active	September 2011	Harriett Johnson
In Queue				
1. TCA Case Management	TCA	Queue		
On Hold				
1.		On Hold		

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Active Projects and Initiatives - 2010

In-Flight Project Descriptions

Project	Description	Phase
NCAWARE	**Objective:** To integrate NCAWARE and Central Repository and to insure a smooth transition to the state warrant systems in Mecklenburg County.	Initiation
Justice Data Warehouse	**Objective:** Increase the accountability of the entire Criminal Justice System by creating one consolidated, transparent, understandable, easily accessible, broadly disseminated and regular report available to the public that communicates the effectiveness and efficiency of the Criminal Justice System.	Requirements
Felony File Tracking	**Objective:** The purpose of the project is to implement a file tracking system that allows the District Attorney's office to label, locate, and pull for court or for ADA's all felony files in a more efficient and timely manner.	Requirements
Arrest Process	**Objective:** Expanding the use of the web and improving collaboration by supporting mobile city and county employees through a web-based Arrest Processing (AP) solution and upgrading integration of the overall technology environment for local and state public safety agencies.	Requirements
WRRC Resident Tracking	**Objective:** to reduce the labor intensive process managing resident events and activities currently in place and to minimize the chance for errors	Initiation
BPM – MAR Motion for Appropriate Relief	**Objective:** to map out the process utilized for MAR documentation in the DA's office and provide recommendations on process changes and/or technology	Initiation
BPM – Juvenile Court Process	**Objective:** to review the client arrival, sign-in, and wait process outside of the Juvenile Courtrooms and provide recommendations for process and/or technology changes	Initiation
BPM Courtroom 1130 Process Reevaluation	**Objective:** to review the entire client process, including arrival, sign-in, wait, courtroom, disposition,	Initiation

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	and payment processes. Provide recommendations for process and/or technology changes	

Project	**Description**	**Phase**

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Governance

GOVERNANCE

Although technology is the critical facilitator of integrated criminal justice, in many ways, it may be the least contentious of the potential barriers. Political, legal/policy, organizational, financial and cultural issues, as well as issues of privacy and security, must also be addressed as we move towards achieving the goals of integrated justice. Because of these inherently complex issues, the large number of agencies that participate in or are impacted by the Mecklenburg County criminal justice environment, and the benefit of integrated criminal justice goals to the public safety of the citizens of Mecklenburg County, a formal organization of major stakeholders is needed to be the critical component of planning, implementing and realizing the goals of integrated criminal justice for Mecklenburg County.

Information Technology (IT) Governance Committee

I. **Purpose**

The IT Governance Committee exists to improve the utilization and integration of information technologies within the criminal justice system through cooperation and collaboration between justice agencies.

II. **Authority**

The IT Governance Committee is a standing committee of the Mecklenburg County Criminal Justice Advisory Group (CJAG). The CJAG is responsible for enhancing the performance of the criminal justice system through collaboration between agencies and it is comprised of criminal justice leaders. The CJAG is an informal organization, advisory in nature, and has no authority over any public or private entity.

III. **Mission Statement**

"To create, integrate, and operate automated systems that support accurate and timely information exchange among criminal justice agencies in Mecklenburg County."

IV. **Responsibilities**

A) The IT Governance Committee is responsible for providing direction and leadership for Mecklenburg County's criminal justice system information technology planning and policies.

B) The IT Governance Committee will determine the short and long term information technology priorities for the criminal justice system and make annual budget/funding recommendations to the Mecklenburg County Manager's Office based upon a plan developed by the Committee.

C) The IT Governance Committee will facilitate the implementation of information technology, assure that resources are used responsibly, evaluate progress of initiatives, and monitor risks.

D) The IT Governance Committee will promote the development of integrated information systems.

V. **Membership**

A) The IT Governance Committee is comprised of eight executive members,

Agency Profiles

selected by virtue of their position in the criminal justice system. The members include:

1) A Town Police Chief
2) Charlotte Mecklenburg Police Chief
3) Clerk of Court
4) Criminal Justice Director (Facilitator)
5) District Attorney
6) Public Defender
7) Sheriff
8) Trial Court Administrator

B) The Mecklenburg County Information Systems & Technology (IST) Director shall serve on the IT Governance Committee as an advisory member.

C) A proxy representative may attend a meeting of the IT Governance Committee in the event that an executive member is unable to do so. Proxies are selected by the executive member to ensure that they are in a position to speak for and commit to actions on the entities' behalf.

Voting

A) The IT Governance Committee will operate based on consensus.   No formal voting will occur.

B) Decisions and recommendations of the IT Governance Committee are non-binding and strictly advisory.
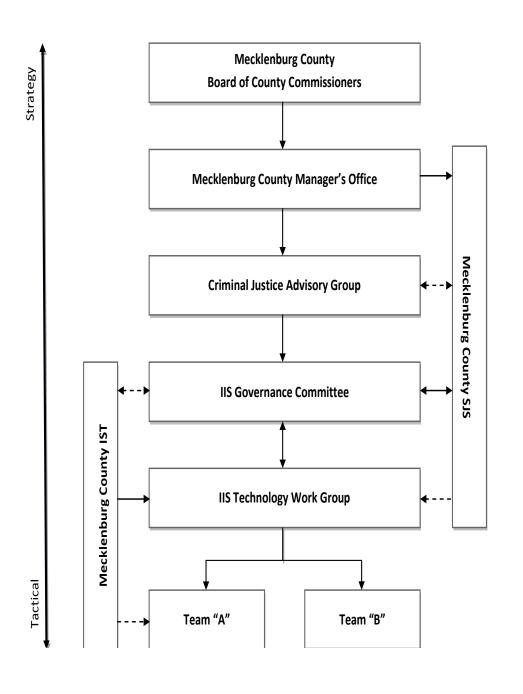
Meetings

A) The IT Governance Committee will meet quarterly, during the months of January, April, July, and October. Each meeting will be on the fourth Wednesday of the month. Additional meetings may be scheduled if necessary.

B) Meeting agendas will be prepared and distributed in advance of each IT Governance Committee meeting to executive members.

C) Minutes of each meeting will be taken and distributed to each executive committee member in a timely manner.

Sub-Groups and Committees

A) The Technology Work Group will be a sub-committee of the IT Governance Committee. The Group, comprised of IT staff from criminal justice agencies, will assist the Governance Committee by identifying areas of need, providing technical assistance, designing integration technology, estimating development costs, and overseeing implementation efforts. A member of the Technology Work Group will provide an update/report to the Governance Committee during each quarterly meeting.

B) The Governance Committee may form additional sub-committees as deemed necessary by the executive members.

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Agency Profiles

Integrated Information Systems (IIS) Governance and Leadership Structure

CJIS Governance Committee Members

Clerk of Court or designee
County Manager or designee
County IST Director or designee (non-voting)
District Attorney or designee
Police Chief or designee
Public Defender or designee
Sheriff or designee
Trial Court Administrator or designee

CJIS Technology Work Group Members
(IT staff from the following organizations)

Administrative Office of the Courts
Clerk of Courts' Office
County IST
District Attorney's Office
Municipal Police Departments (7)
Probation
Public Defender's Office
Sheriff's Office
Trial Court Administrator's Office

Team Members

Varies; based on need

Mecklenburg County
Board of County Commissioners

Mecklenburg County Manager's Office

Criminal Justice Advisory Group

IIS Governance Committee

IIS Technology Work Group

Team "A"

Team "B"

Mecklenburg County SJS

Mecklenburg County IST

Strategy

Tactical

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Agency Profiles

Below is a profile and synopsis of the departments/Agencies within the Criminal justice world.

District Attorney	
District Attorney	Peter Gilchrist
Core Business	Represents the state in superior and district courts. Prosecutes all criminal and traffic violations within the county.
Number of Employees	131
Agency Priorities	Transition to a new District Attorney successfully; Continue Criminal Administrative Plan implementation in superior court and improve information flow through implementation of a case management plan technology system.
Technology Improvement Needs	Currently, all files are in paper format; technology would enable individuals to access documents and work simultaneously instead of waiting for the paper file. Increased efficiency.
Collaborative Needs	CMPD, SHF, SBI and the State AOC - information sharing on case files and criminal histories.

Char-Meck Police Department	
Police Chief	Rodney Monroe
Core Business	Provides law enforcement in the city limit; builds problem-solving partnerships; enhances quality of life within the community; and seeks to reduce crime and the fear of crime.
Number of Employees	2,235
Agency Priorities	Identify and focus efforts on the following: chronic offenders, juvenile crime prevention, juvenile crime enforcement and gang-related activity. Provide appropriate staffing at community police facilities; increase visibility in challenged communities and integrate technology to reduce crime and the fear of crime.
Technology Improvement Needs	Technology provides real-time data for operational decision-making and promotes connectivity b/t systems. Desired outcomes include improved information delivery, increased efficiency for staff via

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	automating and streamlining manual processes and increased ability to interface directly with other agencies to improve overall information sharing.
Collaborative Needs	Includes SHF and County IST via arrest processing system, submitting electronic materials to DA as part of an e-discovery process, and participating as regional partners with other law enforcement as part of a data warehouse project which includes criminal histories and various records on suspects.

Clerk of the Superior Court	
Clerk of Court	Martha Curran
Core Business	Serves as the official record keeper for the court including filing, processing and maintaining all court documentation. Also, the Clerk serves as Judge of Probate.
Number of Employees	206
Agency Priorities	Obtain adequate staffing based on the State's workload formula and ensure implementation of Civil E-Pay, E-Pay traffic tickets and NCAWARE in the Clerk's Office.
Technology Improvement Needs	Technology reduces processing times and promotes staff efficiency. Data sharing promotes efficiencies and improved decision-making.
Collaborative Needs	Includes partnerships with law enforcement, State corrections and SHF via CJLEEDS, which will contain court record information.

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Trial Court Administrator	
Trial Court Administrator	Todd Nuccio
Core Business	Initiates and coordinates problem-solving activities amongst court agencies; develops local rules and administrative policies to facilitate calendaring and other administrative duties. Other responsibilities include personnel oversight, budgeting, facilities management, grant procurement, program development and project management. Specific program oversight includes Caseflow and Jury Management, Alternative Dispute Resolution, Family Court, Drug Treatment Court, Custody Mediation, Fine Collection and Selfserve Center.
Number of Employees	60
Agency Priorities	Continue implementation of the Criminal Re-Organization Plan; Create a new strategic plan for the judicial district, reduce pending caseload in Family Court, expand access to SelfServe Center, provide more connectivity opportunities for jurors and implement way-finding/directional system in the courthouse for public.
Technology Improvement Needs	Technology improves access to court services via web applications, manages workflow and foot traffic through the courthouse, provides management with reports on performance and improves way-finding in the courthouse.
Collaborative Needs	Partnerships such as DA and PD via the use of a case management system which reports information on operations and performance. A queuing software system can be shared amongst various agencies.

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Town Law Enforcement	
Heads	Chief Bence Hoyle – Cornelius Chief Jeanne A. Miller - Davidson Chief Philip K. Potter – Huntersville Chief Rob Hunter – Matthews Chief Tim W. Ledford – Mint Hill Chief Rob Merchant - Pineville
Core Business	Provides law enforcement outside the city limit in the towns of county and seeks to reduce crime and the fear of crime.
Number of Employees	318
Agency Priorities	Focus on crimes in areas of heightened risk; provide professional development opportunities to staff and enhance community partnerships with other public safety agencies.
Technology Improvement Needs	Technology provides access to information quickly. Information sharing increases ability to investigate crimes thoroughly and improves process efficiency.
Collaborative Needs	Includes submitting and transferring case data to the DA's Ofc; web-casting and video-conferencing for warrant applications, domestic violence protective orders which eliminates need to travel downtown to Magistrate's Ofc; mobile CAD reporting provides additional opportunities for shared data/information.

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Public Defenders Office	
Public Defender	Kevin Tully
Core Business	To provide indigent persons accused of crimes effective assistance of a lawyer as mandated in the Federal and State constitutions.
Number of Employees	93
Agency Priorities	To enhance the quality of representation to the client. This goal can be accomplished through better resource management, staff training and improved technology.
Technology Improvement Needs	Improved technology will enable staff to manage caseloads more efficiently. For example, technology could be used to help identify conflicts of witnesses at an earlier stage in the administrative process.
Collaborative Needs	The Public Defender relies on information provided by the Clerk, the District Attorney, Sheriff, Social Services and the Administrative Office of the Courts.

Sheriff's Office	
Sheriff	Chipp Bailey
Core Business	To provide jail and detention services, gun permit issuance, civil process service, court security, incarcerated rehabilitative services, and enforcement of law.
Number of Employees	1,368
Agency Priorities	To continue current efforts which increase the efficiency of the criminal justice system.
Technology Improvement Needs	Improved technology will maximize data sharing and collaboration b/t criminal justice agencies. Technology should be portable and support flexibility; promote data accessibility and security and be cost effective ensuring fiscal responsibility.
Collaborative Needs	Some agencies the Sheriff relies on are CMPD, local county law enforcement, AMH, IST, CMS, AOC, the DA, the PD, the FBI, the US Marshall's Office, the NC DOC, the Federal Bureau of Prisons and regional SHF offices.