



## PROJECT CHARTER

### Pennsylvania Commission on Crime and Delinquency *County Justice & Public Safety Information Sharing (CJPSIS) Program - Year One Project*

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**Version 1.20**

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#### **Project Background and Description**

Justice agencies and first responders in local communities throughout the Commonwealth are the first line of defense and the agencies that must immediately respond to criminal incidents, terrorist attacks, and natural disasters. Moreover, local justice agencies handle the vast majority of criminal and civil cases adjudicated in daily operations. Information systems supporting these agencies in turn feed state and national information systems, including JNET member agencies, Pennsylvania Criminal History Records, Department of Transportation, the FBI and the NCIC. Criminal Justice practitioners must be able to exchange information with timeliness and accuracy in order to perform their duties efficiently.

The PCCD is initiating the County Justice and Public Safety Information Sharing (CJPSIS) program to build information sharing capabilities within and between county and local agencies for improved justice and public safety operations.

The CJPSIS program is designed to identify common information exchanges that are universal among county justice agencies throughout Pennsylvania and build standards-based reusable components that enable real-time, secure information sharing. This program can be extended to communities throughout the whole of

the Commonwealth to facilitate information sharing for justice and public safety in both horizontal (intra-county and inter-county) and vertical (local-to-state) dimensions with linkage where appropriate to state resources and systems (e.g., JNET, AOPC), and federal/national systems (e.g., NCIC, IAFIS, NLETS). By building county-level justice integration capabilities, the CJPSIS program will improve operations among the key local and county agencies and, in doing so, will establish an operational foundation for improving justice and public safety throughout Pennsylvania.

### **County Information Exchange Pilot**

The CJPSIS program was initially piloted as the County Justice Information Exchange Pilot (CJIEP). The CJIEP effort was initiated gradually by first documenting information exchanges between key local justice agencies (jails, courts, prosecution and adult probation) within three pilot sites (Warren, Lancaster and Allegheny Counties). This pilot effort was designed to document information exchanges involving only county-level adult felony and serious misdemeanor cases as they progress from the point when charges are received by the District Attorney from the District Justice to the point where the Common Pleas Court case disposition occurs and a sentence is executed (parole, incarceration, dismissal). The CJIEP project implemented five distinct data exchanges within the “bind over” and sentencing conversations between the above, key local justice agencies (business needs).

The pilot was driven by detailed analysis of information exchanges between the agencies identified above through the use of the Justice Information Exchange Model (JIEM) methodology and exchange-mapping tool. By bringing agency staff together to review information processing, many localities have been able to make dramatic improvements in working relationships and information flow. Although most justice agency employees have a general understanding of how information is passed between organizations, few grasp the detailed operational intricacies outside of their own agency or domain.

The CJIEP project underscored the heightened need and the readiness of Pennsylvania Counties to move forward with the

electronic exchange of critical criminal justice information among agencies in their efforts to improve public safety. Following the Global Justice Information Sharing Initiative, Service Oriented Architecture (SOA), industry driven open web services standards, and utilizing the Justice Information Exchange Model (JIEM) and Global Justice XML Data Model (GJXDM), the pilot developed, tested and implemented components supporting five web services based information exchanges that were identified from county justice agency users' business requirements. These working components will provide the foundation for the CJPSIS portfolio of components for post-pilot implementation.

The five information exchanges that were best suited for proof-of-concept implementation in the pilot counties were identified as a result of conducting JIEM analysis. This analysis, in addition, identified more than 100 common justice information exchanges within the selected county level criminal justice process "sub-section" of exchanges that occur between the County Jail, District Attorney (DA), Adult Probation (AP) and Court of Common Pleas Clerk of Courts/Court Administration agencies.

### **Business Need/Opportunity**

Reliable, timely and secure information sharing and access are basic tools of Justice and Public Safety agencies. They have continually sought better ways to obtain information. Major advances in the urgency and the technology of collaborative information sharing for justice and public safety have occurred since 9/11/2001. The County Justice & Public Safety Information Sharing Program brings together modern information sharing architectures, processes, tools and open standards to help counties more effectively utilize their existing justice and public safety resources.

The pilot produced a blueprint and portfolio of components for moving forward with the dissemination of these services to other counties; and thus, the ability for the counties to now more easily share and access critical criminal justice information electronically. This portfolio is comprised of Service Agents, Service Providers, a UDDI service and a user acceptance module, as well as comprehensive documentation. All of this has been designed to

serve as the Toolkit for other counties to reuse as they implement CJIEP-proven infrastructure in support of these and additional information exchanges.

The CJPSIS Toolkit (Toolkit) will facilitate not only future deployment, but also county development of additional web services irrespective of the county's legacy criminal justice agency software. In support of this effort, the PCCD plans to work with a qualified Justice Organization to provide Toolkit Development, Enhancement and Support Services for the post-pilot implementation of the CJPSIS portfolio of components in larger jurisdictions with significant case volumes. The ability to successfully deploy this toolkit will further demonstrate the business value of automating the exchange of justice information and promote the core objective of building automated information exchange capabilities among Pennsylvania counties.

Another important feature of the CJPSIS program is the incorporation of Business Activity Monitoring, a feature that will highlight the status of key metrics and display them in a "dashboard" format to those having interest or influence on the metrics. Key staff members will be required to participate in the selection of measurement factors, the ongoing monitoring of those factors, and the follow-up modifying of the process as a result of the findings. If metrics are delivered but go unnoticed or unheeded, the monitoring effort will not provide the improvement that could be realized.

### **Current Phase**

A key task of the pilot was to collect information on the results achieved and to conduct an Initial Business Impact Analysis (BIA) study to determine the true business value delivered by the project (See Benefits). Although this analysis focused on information exchange activities completed to date, the business impact has been positive. Early results from the pilot offer strong validation for the strategic direction of the CJPSIS program to deploy proven information-sharing components to counties throughout the Commonwealth.

In order to most efficiently take CJPSIS program capabilities across the state to additional counties, PCCD has created the County Information Sharing and Policy Development Subcommittee (CISPDS), a fourth subcommittee under PCCD's Homeland Security, Law Enforcement and Justice Systems Advisory Committee (HSLEJSAC). Within the CISPDS, a tripartite governance structure is planned providing 1) executive support and sponsorship for the overall initiative; 2) operational managers and practitioners providing direct program management and identifying business objectives and work processes; and 3) technical staff determining architectural solutions to best meet the business needs identified by operational staff and approved by executive leadership. The Year One project will encompass the following activities, in the following four service areas, that need to be supported by the CISPDS in order to make this effort successful during this and future phases:

1. **Toolkit Development, Enhancement and Support Services**, In support of this effort, the Allegheny County/Fifth Judicial District has been funded to provide the Toolkit Development, Enhancement and Support Services for the post-pilot implementation of the CJPSIS portfolio of components (toolkit). As a result of this effort a flexible solution, along with the knowledge to customize it, will be available to counties that have the means and interest in utilizing the toolkit.
2. **Toolkit Rollout Readiness Assessment Services**, Specific County Criminal Justice Advisory Boards (CJABs) will be solicited to apply for funding to engage in the process of evaluating their technical and operational readiness to be considered as a candidate jurisdiction for CJPSIS implementation before beginning any implementing during the next Phase of this effort.
3. **Additional Infrastructure Services**, JNET and/or AOPC will be solicited to apply for funding, if needed, to provide additional horizontal (intra-county and inter-county) and vertical (local-to-state) Infrastructure Services.
4. **Justice Information Exchange and Business Process Analysis and Support Services**, Based on previously

successful JIEM based information exchange analysis efforts, SEARCH has been funded to provide Information Exchange and Business Process Analysis and Support Services. SEARCH will also create a CJPSIS Program Performance Measurement Plan.

### **Proposed Approach**

All of the above Subgrantees will be solicited and asked to complete applications for funding before September 2007.

CJPSIS will be constructed and rolled out Commonwealth-wide in multiple phases. A multi-phase approach makes it possible to set achievable short-term milestones along the “road” to an end-state vision that may evolve as requirements change, technologies mature, and new technologies become available. Each interim milestone will give the PCCD and the County Information Sharing and Policy Development Subcommittee (CISPDS) an opportunity to compare the emerging Open CJPSIS environment to the end-state vision and make course-corrections as appropriate.

A more detailed approach will be developed and document in the, currently in draft form, “*A Blueprint For Commonwealth-Wide County Justice & Public Safety Information Sharing (CJPSIS) Rollout (CJPSIS Blueprint)*” document.

### **High Level Goals and Objectives**

CJPSIS Program objectives are divided into Short Term Objectives covering Year 1 and medium to long-term objectives commencing after Year 1.

#### ***Short Term Objectives Through January 2008:***

##### **Conduct additional Justice Information Exchange Model (JIEM) analysis**

SEARCH, The National Consortium for Justice Information and Statistics (SEARCH) will be conducting JIEM analysis of new and additional information exchanges (and relevant JIEM

dimensions: agencies, events, conditions, and processes) using an approach similar to the one used previously (JIEM analysis, facilitation of meetings with county business experts on-site in each county). The result of this analysis will be “as-is” models of current information exchanges in the three original pilot counties plus one additional county. Another outcome of this analysis will be a common four-county driven “to-be” exchange model based on a “Homogenization” of the four county “as-is” models.

### **Conduct Justice Business Process analysis**

SEARCH will supplement their JIEM analysis efforts with Business Process Modeling Notation (BPMN) based collaborative modeling of the four “as-is” county exchange models.

### **Prepare and perform readiness assessments**

Evaluate one to three additional counties to determine their readiness to participate in the expansion of the “to-be” solutions. Counties to be evaluated will be selected based on their class and the makeup of systems that will need to interact with the new integration platform “toolkit” that initially provides countywide standardized and automated arrest processing solution as part of the PCCD County Justice & Public Safety Information Sharing (CJPSIS) program. They will be classified as “ready” based on their hardware and software infrastructure, the effectiveness and willingness of their support teams, their leadership focus and other important dimension.

### **Select a Software Solution**

Adhering to the concept of system openness, select an environment that allows for a single point of update to maintain or develop process model diagrams, workflow diagrams, business rule enforcement, data mappings, and deployable artifacts.

### **Develop a Toolkit**

Develop a Toolkit that can be provided to interested and ready counties to allow them to establish an integration platform, begin implementing established automated exchanges, display

and evaluate the effectiveness of the systems, and foster additional exchange development within the county. By deploying this toolkit, counties will be able to automate human workflow that occurs around collaborative business processes along with automating exchange of information between RMSs.

The toolkit will be developed and piloted in Allegheny County. One of its major goals is to define the hardware / software environment that will make up the integration platform. Another goal is to develop a system that parallels the features already present in Allegheny County's automated arrest processing system as a benchmark. A final goal of the pilot is to define a dashboard of information that displays the effectiveness of the exchange process in real-time terms.

### **Foster the Development of Services**

Working with the vendor of the main Adult Probation system, the Jail or Offender Management system, and the District Attorney system, ensure that appropriate services are developed that will provide for relevant data exchanges with any other participating systems.

### **Prepare a Communications Plan**

A communications plan, incorporating communications with County first responders and homeland security personnel is to be developed and implemented.

### **Prepare a Performance Measurement Plan**

Develop and implement a comprehensive Performance Management Plan to track, document and management performance measures, business value and benefits realization associated with broad program goals including the achievement of greater efficiency, effectiveness, and return on investment (ROI); improvements in public safety; and enhancements in the quality of justice.

***February 2008 And Beyond Objectives:*****Additional Rollout Year 2**

Provide for the management and coordination of the rollout effort for up to 10 additional counties during Year 2.

**Additional Rollout Year 3**

Provide for the management and coordination of the rollout effort for up to 50 additional counties during Year 3.

**Additional JIEM Analysis**

Perform additional JIEM Analysis, identifying additional county-level information exchange needs, both horizontally (intra- and inter-county) and vertically (county-state) addressing the requirements of the Justice and Public Safety Systems.

**Expand JIEM Analysis**

Extend JIEM analysis beyond the justice community to include exchanges with systems supporting first responders and homeland security staff.

**Additional Justice Business Process Analysis**

JIEM analysis efforts will be supplemented with Business Process Modeling Notation (BPMN) based collaborative modeling of “as-is” county exchange models.

**Toolkit Enhancements**

Enhance the Toolkit to support new and additional JIEM identified exchanges.

**Strategic Governance**

Define the long-term ownership of the CJPSIS program.

**Coordination and collaboration**

Coordinate ongoing and future development and implementation efforts to ensure strategic alignment with Commonwealth programs such as JNET, Master Charge Code, and AOPC programs.

**Business Drivers**

Continued need to improve Information sharing among justice and public safety agencies.

**Critical Success Factors**

Continued support of county, state and federal organizations and Stakeholders.

**Benefits**

The project will result in increased public safety through better information exchange and sharing capabilities along with more efficient use of justice and public safety resources.

The information exchange pilot preparatory to the CJPSIS program included an Initial Business Impact Analysis (BIA) study to determine the true business value delivered by the project. At the time of the BIA study, participating agencies had gained enough experience to evaluate the initial impact and benefits of the pilot processes and information exchanges. Although this analysis focused on information exchange activities completed to date, the business impact has been positive. The initial estimate of possible cost avoidance annually from just one of the information exchanges, the Bind Case Over exchange, if implemented statewide, is more than \$300,000 (19 full time positions).

Continued deployment of automated information exchanges through CJPSIS program promises commensurate results.

**Guiding Principles**

The CJPSIS program will focus on improving information exchanges among county and local justice and public safety agencies. The resulting enhanced information sharing and access will increase all of these agencies ability to ensure the safety and well being of Pennsylvania's residents and visitors.

**Assumptions**

None identified.

**Constraints**

None identified.

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