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Strategic Plan

Pennsylvania Commission on Crime and Delinquency

County Justice & Public Safety Information
Sharing Program

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Acronyms used in this report

AOPC	Administrative Office of the Pennsylvania Courts
CCAP	County Commissioners Association of Pennsylvania
CJAB	County Criminal Justice Advisory Board
CJIEP	County Justice Information Exchange Pilot
CJPSIS	County Justice & Public Safety Information Sharing Program
CP/CMS	Commonwealth of Pennsylvania court case management system
DOC	Pennsylvania Department of Corrections
GJXDM	Global Justice XML Data Model
HSLEJSAC	PCCD's Homeland Security, Law Enforcement and Justice Systems Advisory Committee
IAFIS	Integrated Automated Fingerprint Identification System
IT	Information Technology
JIEM	Justice Information Exchange Model
JNET	Pennsylvania Justice Network
NCIC	National Crime Information Center
NIEM	National Information Exchange Model
NLETS	National Law Enforcement Telecommunications System
PCCD	Pennsylvania Commission on Crime and Delinquency
PennDOT	Pennsylvania Department of Transportation
RAD	Readiness Assessment Device
ROI	Return on Investment
SOA	Service-Oriented Architecture
UDDI	Universal Description, Discovery, and Integration

This document was prepared by David J. Roberts under a contract between SEARCH, The National Consortium for Justice Information and Statistics, and the Pennsylvania Commission on Crime and Delinquency.

Introduction

This strategic plan is designed to perform higher-level strategic planning to build upon what has been learned and to chart a future direction to roll out the County Justice & Public Safety Information Sharing (CJPSIS) program statewide in the Commonwealth of Pennsylvania. The plan's purpose is to develop a strategic vision, including long-term goals, outcomes, performance measures, and guiding principles, and to define a governance structure necessary to sustain the program and achieve success.

The strategic plan will define a blueprint for moving forward in four areas:

- **Pilot Rollout** – Defining appropriate next steps to be taken after completion of the County Justice Information Exchange Pilot (CJIEP) effort, led by the County Commissioners Association of Pennsylvania (CCAP).
- **Expanded Justice Information Exchange Model (JIEM) Analysis** – Identifying additional county-level information exchange needs, both horizontally (intra- and inter-county) and vertically (county-state) addressing the requirements of justice, homeland security, and first responders.
- **Full Engagement of the Pennsylvania Justice Network (JNET) and Administrative Office of the Pennsylvania Courts (AOPC)** – Clarifying the JNET and AOPC relationship to CJPSIS and coordinated leveraging of Commonwealth-provided service to the counties in support of CJPSIS.
- **Performance Measurement** – Defining performance measures that will be used to document the real business value and ongoing success of the CJPSIS program.

Information Sharing in the Context of Justice and Public Safety

Integrated justice information sharing refers broadly to the ability to electronically share and access critical information at key decision points throughout the whole of the justice enterprise. The boundaries and scope of that enterprise are increasingly elastic. In addition to traditional justice agencies of police, prosecution, the judiciary, pre-trial services, institutional and community corrections, and probation and parole, contemporary information sharing initiatives have expanded to incorporate the evolving needs of health and human/social services, education and a host of other affiliated public agencies and licensing authorities, and increasingly public access by a variety of means. Moreover, and particularly since September 11, 2001, the demands for information sharing of justice and public safety data have expanded to incorporate

the broader needs of emergency and disaster management, first responders, intelligence, and homeland security domains.

This expansion of the landscape of information sharing reflects the growing awareness of the inter-relationship of business processes between these different but complementary units of government, which must work together in tightly coordinated fashion when addressing the threat and reality of terrorist attacks, planning for and responding to natural disasters, and investigating and prosecuting multi-jurisdictional and highly organized criminal events and networks. Effective planning, response, and recovery require real-time, remote, and secure information exchange to support the operations of an ever-expanding array of agencies and practitioners. The information systems of these various agencies and organizations must be robust and operationally relevant, and the information must be complete, accurate, timely, and interpretable. Information exchange standards to support enterprise-wide sharing must enable the systems to meet the internal operational needs of participating agencies, as well as facilitate sharing of relevant portions of the information to meet the broader objectives of the initiative.

Effective integration requires a clear and articulate vision, established governance to provide every agency involved with voice and investment in the program, careful planning and execution, a thorough analysis and mapping of information exchanges between participating organizations, and precise and measurable objectives and ongoing performance management. This strategic plan addresses each of these elements in an effort to build a blueprint for continued operation, expansion, and success of the CJPSIS program.

Background: County Justice & Public Safety Information Sharing Program

The Pennsylvania Commission on Crime and Delinquency (PCCD) is initiating the County Justice & Public Safety Information Sharing program to build information sharing capabilities within and between county and local agencies for improved justice and public safety operations. 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, and information systems supporting these agencies in turn feed state and national information systems, including JNET, Pennsylvania Criminal History Records, Department of Transportation, etc.

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, and linkage where appropriate to state resources and systems (e.g., JNET, AOPC, etc.), and federal/national systems (e.g., NCIC, IAFIS, NLETS, etc.). By building county-level justice integration capabilities, CJPSIS 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.

Vision, Goal, and Objectives

The **vision** of the CJPSIS program is to build county-level integration among key justice agencies to facilitate day-to-day operations and to improve public safety and homeland security, enhance the quality of justice, and achieve greater efficiency, effectiveness, and return on investment.

The **goals** of the CJPSIS program are to:

- 1) Build a public safety information sharing capability to support justice and public safety information exchange intra- and inter-county throughout the whole of the Commonwealth of Pennsylvania.
- 2) Prototype integration and justice information sharing at the county level, with the expectation that key information exchanges between critical justice agencies at the county level are universal (i.e., common among counties throughout the Commonwealth).
- 3) Inventory information assets among county justice agencies.
- 4) Define data exchange and enterprise architecture standards to facilitate information exchange among counties, between counties, and between counties and Commonwealth information resources and systems for justice and public safety.
- 5) Provide CJPSIS Service-Oriented Architecture (SOA) (hereafter referred to as CJPSIS-SOA) specifications to all county justice application vendors so they can implement the specifications into their own applications as they are prepared to become CJPSIS-SOA *ready*.

The specific **objectives** of the CJPSIS program are to:

- 1) Use the results of JIEM analyses to determine the priority of data exchanges between county-level agencies.
- 2) Test the use of the SOA approach and data exchanges using Web services.
- 3) Create detailed documentation and components that can be reused by other counties regardless of their county department software application (i.e., vendor-independent).

CJPSIS Program Development

The CJPSIS program was initially piloted as the County Justice Information Exchange Pilot. The CJIEP effort was initiated gradually by first documenting information exchanges between key local justice agencies (jails, courts, prosecution, and probation) within three pilot sites (Warren, Lancaster, and Allegheny Counties). This limited scoping of the CJIEP pilot 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 is executed (i.e., parole, incarceration, etc.). Detailed analysis focused on exchanges between these four county agencies:

- Jail
- Adult Probation/Parole Office
- District Attorney Office
- Clerk of Courts Office.

The CJIEP pilot focuses on data exchanges within “bind over” and sentencing conversations (business needs). The pilot is being driven by detailed analyses of information exchanges between the agencies identified above through the use of the JIEM exchange mapping tool.

JIEM is both a Web-based modeling tool and a standardized methodology to capture and analyze detailed information regarding the processes, events, agencies, information, and exchange conditions associated with justice information integration.¹ Jurisdictions throughout the nation are using JIEM to document, model, and elaborate their information exchanges, and this tool is increasingly being used in a variety of disciplines across the justice, public safety, emergency/disaster management, intelligence, and homeland security domains. Additionally, JIEM is evolving to tie even more closely to standards development efforts, such as the Global Justice XML Data Model (GJXDM)² and the National Information Exchange Model (NIEM).³

By bringing agency staff together to review information processing, many states and 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.

¹ For more detailed information regarding the JIEM tool and methodology, *see* <http://www.search.org/programs/info/jiem.asp>.

² For more information regarding GJXDM, *see* http://www.it.ojp.gov/topic.jsp?topic_id=43.

³ For more information regarding NIEM, *see* <http://www.niem.gov/>.

Modeling information flow between agencies at the county level is often a valuable exercise that not only maps the specific nature and content of information exchange between agencies, but also frequently reveals business processes that can be reengineered or modified for greater efficiency and effectiveness. Moreover, the process of creating detailed maps of common information exchanges also serves the secondary role of bringing practitioners together to build a greater sense of community and investment in the program.

Organization

The CJIEP pilot was organized to provide direction at several levels:

- The *business need direction* comes from county-level subject-matter experts who have ongoing operational experience and understanding of the business needs for information exchange within participating pilot counties. It is designed to meet the operational needs for real-time information exchange between county justice agencies, focusing initially on four business domains: Jail, Adult Probation/Parole, District Attorney, and Clerk of Courts.
- The *architectural direction* comes from the PCCD, which has Commonwealth-wide responsibilities and is seeking implementation of this program in other counties throughout Pennsylvania.
- The *oversight direction* comes from the County Commissioners Association of Pennsylvania, which represents counties throughout Pennsylvania.
- The *solution direction* comes from an application-independent vendor and an application-specific vendor, which have significant installation bases in counties throughout the Commonwealth.

Pennsylvania is focusing on common exchanges among participating agencies to identify which will provide the greatest business value through automation and those that are truly universal, i.e., mirrored in other jurisdictions throughout the Commonwealth. The CJIEP pilot is also focusing on developing the funding and technology support to make these automated exchanges a reality.

Counties were selected to participate in the JIEM analysis based on their ability to devote dedicated participants who were committed to the success of this process, and to provide users who represented multiple criminal justice departments. Among the numerous information exchanges that occur throughout the justice lifecycle at the county level, several factors were considered in determining which exchanges to initially focus on in the CJIEP pilot. The most relevant factors in identifying appropriate exchanges for inclusion in the pilot project included:

- High-volume common exchanges
- High-volume common documents

- High-volume common processes
- Time-sensitive documents
- Structured common documents
- Common/universal exchanges
- Common/universal documents
- Common/universal processes
- Structured documents.

Status of CJIEP Pilot

The CJIEP pilot has been operating, in one form or another for several years.

- **1998**
 - County steering committee formed to discuss sharing of criminal justice data within the county.
- **2001**
 - Pilot project started to test an approach that would allow counties to query and receive notifications from county criminal justice systems.
- **2004**
 - Implementation discussions occurred around the data exchange approach being designed.
 - County meeting was held with state funding providers to refocus project.
- **2005**
 - JIEM analysis conducted to identify key county criminal justice business needs.
 - Pilot project is using JIEM results with new technology (CJIEP-SOA) approach.

The CJIEP pilot recently began production in two jurisdictions—Lancaster and Warren Counties. Warren County began executing two automated exchanges on February 27, 2006, and Lancaster County began executing one exchange on March 6, 2006. Because of other operational priorities associated with implementation of the Commonwealth’s court case management system program in Allegheny County, it has not yet been initiated there. Allegheny County was, however, set to begin implementation of the CJIEP pilot by March 27, 2006.

In Lancaster and Warren Counties, the CJIEP pilot implementation is still in its infancy. Site visits in November and December 2005 indicated that operational issues were still being addressed in Warren County, and Lancaster County representatives were only just being training in the solution on the day of the site visit. Given the fact that neither county has been operating the solution for a

sufficient period of time to demonstrate real tangible business value, no tangible performance metrics can be recorded at this early stage.

Progress to Date

Although the CJIEP pilot is in its infancy, there are several factors which should be considered in evaluating progress to date (March 2006). Interviews with practitioners in both Lancaster and Warren Counties indicated that there was real value in simply completing the JIEM analyses. In both counties, CJIEP pilot participants indicated that the JIEM exchange mapping sessions conducted as part of the pilot greatly assisted their county-level integration efforts by revealing and documenting the business practices among participating agencies. Although many of the practitioners were incumbents with years of service in their current positions, they were previously unaware of the intricate business processes operating in other agencies. The information exchange mapping provided valuable insight into the operational dynamics of the criminal justice process within their county. In addition, participants acknowledged that the exchange mapping sessions provided a secondary benefit of building a cohesive sense of community and further validated the shared objectives of the CJIEP pilot.

These benefits are more than the tangential product of working sessions among colleagues—they help solidify the foundation of the CJPSIS program at the county level and demonstrate the real value of collaborative planning and development. Moreover, this apparent side effect of information exchange mapping helps identify circuitous and arcane business processes and facilitates modeling new information exchanges, reengineering existing business processes, and other changes in business practice that will support the broader objectives of justice and public safety information sharing.

Expanding County Justice & Public Safety Information Sharing Program Beyond the Pilot Initiative

The CJIEP pilot is a test of the universal nature of information exchanges in a variety of county settings, and of the application of technology in automating these exchanges. In addition, it is a test of the business processes and technical support necessary to facilitate broad information sharing within and between counties.

There are at least three directions for the CJPSIS program to extend beyond the current CJIEP pilot initiative:

1. Extending and replicating the current CJIEP pilot to other counties beyond the three original pilot counties as part of an expanded CJPSIS roll-out.
2. Extending JIEM analysis and information exchange processing to other key decision points with significant potential business value within the justice domain.

3. Extending JIEM analysis and information exchange processing to other potential domains beyond justice, such as homeland security, emergency and disaster management, social services, etc.

CJPSIS Roll-out

At a December 2005 meeting of representatives of the pilot counties, PCCD, CCAP, AOPC, and JNET, participants discussed next steps to further this project. There was consensus that demonstrating the business value of the pilot project was essential before any further expansion of the pilot to other counties or to other decision points in the justice process should be initiated. *The CJIEP pilot should be implemented in Allegheny County and performance measures should be rigorously documented in all three pilot jurisdictions before any further expansion of the program is contemplated.*

Documenting the experiences of the three pilot sites, which vary in size and geographic location, will provide important insight into the operational requirements to successfully implement the program and tangible performance measures of the business value of doing so. Additionally, such documentation will serve as critical marketing currency in recruiting additional counties to participate in future expansion of the CJPSIS program and will help document and resolve technical and support hurdles to ensure successful implementation. *Before any action is taken to extend this pilot to other decision points, other counties, or other domains, PCCD and CCAP should ensure the CJIEP pilot programs are working effectively and efficiently in each of the three pilot sites, and that the program is achieving real and measurable business value that can be replicated in other venues.*

The CJIEP pilot is scheduled to conclude June 30, 2006, by which time it should be operational in each of the three pilot counties. The strategic approach is to complete all work on the pilot by that date and by then to have a fairly comprehensive and operationally tested CJPSIS portfolio of components that can be re-used in other counties. The CJPSIS portfolio is comprised of Agents, Service Providers, UDDI, and Graphic User Interface (for initial review and approval of exchanges), as well as documentation.

Assuming that the project does indeed generate real, measurable business value in the three pilot jurisdictions, PCCD should consider expanding the CJPSIS program to other eligible counties. Priority should be given to large jurisdictions with significant case volume in order to further demonstrate the business value of automating the exchange of justice information and to further the core objective of building automated information exchange capabilities among Pennsylvania counties.

PCCD should develop a CJPSIS Readiness Assessment Device (RAD) to use in evaluating the technical and operational readiness of candidate jurisdictions before implementing the program in any given county. The RAD should assess

the technical status of information systems that will be used in the candidate county, the technical capacity of local IT staff who will support the program, and the operational readiness of the jurisdiction (e.g., have they completed JIEM analysis mapping information exchanges that are aligned with the CJIEP pilot program, do they have sufficient technical staff to support the project, etc.).

Extending JIEM Analysis to Other Decision Points

The CJIEP pilot focuses exclusively on “bind over” and sentencing decisions. Discussions with representatives of Warren and Lancaster Counties indicate that significantly greater business value may well be achieved by concentrating future development on automating information exchanges that occur earlier in the criminal justice process, such as exchanges that occur between law enforcement agencies and the District Attorney following an arrest.

Given the comparatively larger volume of cases that require the exchange of arrest information between the police and District Attorney for charging decisions, greater business value might well be achieved by automating this and related information exchanges. As a consequence, *PCCD should give serious consideration to conducting JIEM analysis of the Arrest and Prosecution decision points and extending the CJPSIS-SOA to facilitate information exchange in support of these decision points, but only after the current CJIEP pilot is fully implemented in the pilot counties and is operationally validated, demonstrating real, measurable business value.*

With the focus on arrest and charging decisions, the JIEM analyses will need to extend to law enforcement agencies within the participating counties, but further expansion to other domains and/or other counties should again be contingent on the successful implementation in pilot counties and documentation of the business value and experiences of automating these exchanges. Before PCCD considers expanding the portfolio of components created out of the CJPSIS program to other select counties, it should first do the following:

- Effectively implement information exchanges that support arrest and charging decisions in pilot counties, and
- Operationally test and document performance metrics that document the tangible business value of these exchanges and procedures.

Extending JIEM Analysis and Information Exchange to Other Domains

The broad mandate of the CJPSIS program is to build the core capacity of county and local agencies to seamlessly share information across the expanding landscape of justice, public safety, homeland security, and emergency and disaster management domains. Building capacity at the county and local levels will not only improve intra-county efficiency and operations, but it will also build a foundation for counties to share information with critical Commonwealth and

federal agencies and systems, and will serve as a benchmark for how county/local systems should operate.

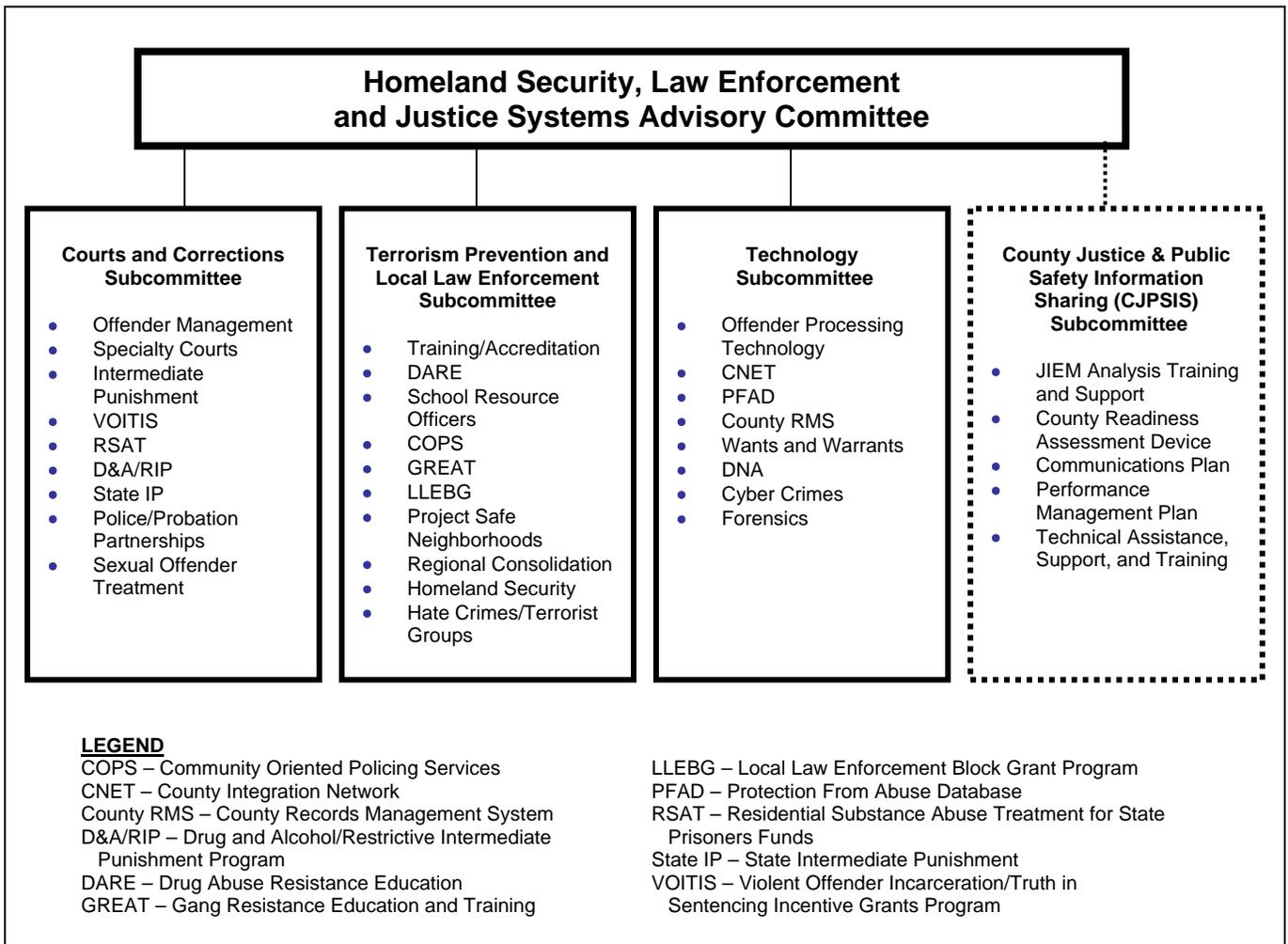
Conducting JIEM analysis and building countywide information exchange capabilities in other domains beyond justice, (e.g., homeland security, emergency and disaster management, etc.), is an appropriate and fundamental step in creating a fully integrated justice and public safety enterprise throughout the Commonwealth of Pennsylvania. *Rather than risk over-commitment and splintering of scarce resources, PCCD should postpone expansion of JIEM analysis and information exchange deployment in domains other than justice and public safety until after the CJPSIS program has been well established and effective strategic development and deployment of core exchanges have been agreed upon.*

Governance: County Justice & Public Safety Information Sharing Program

Effective governance is a critical element to both the initiation of integration justice information sharing initiatives, and to the operational maintenance and long-term sustainability of such efforts. Governance requires executive investment in the outcomes and support of the initiative, as well as operational engagement by key practitioners. Users and operational decisionmakers and managers should drive the effort throughout to ensure effective business focus, buy-in, and delivery. Technical staff should support the effort, but must not lead the initiative, as it is fundamentally a business process issue, not a technical issue. Technology is an enabler, creating the technical architecture for information sharing, but the objectives are motivated entirely from a business needs perspective.

The PCCD's Homeland Security, Law Enforcement and Justice Systems Advisory Committee (HSLEJSAC) should be augmented by creating a new CJPSIS Subcommittee to serve as the executive leadership board for the CJPSIS program. (See Figure 1 on next page.) Appointees to the CJPSIS Subcommittee should represent county-level justice and public safety agencies. The representation should include major jurisdictions with large populations and case volumes, but it should also reflect the varied geographic distribution and population density of counties across the Commonwealth. Additionally, members of the Subcommittee should reflect the broad range of justice and public safety agencies within the counties.

Figure 1. Proposed Governance Structure for the CJPSIS Program



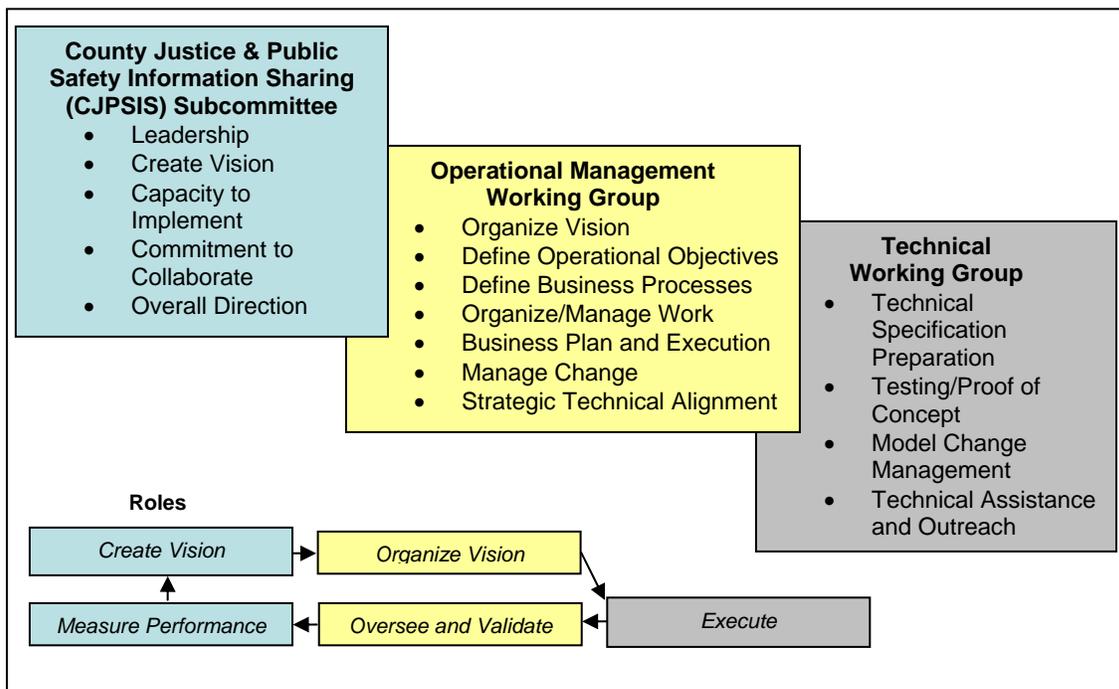
Integration initiatives are typically governed at three tiers—Executive Leadership, Operational Management, and Technical Support. This tripartite governance structure contemplates agency directors and other key decisionmakers providing **executive support and sponsorship** for the overall initiative; **operational managers and practitioners** providing direct program management and identifying business objectives and work processes; and **technical staff** determining architectural solutions to best meet the business needs identified by operational staff and approved by executive leadership.

The County Criminal Justice Advisory Boards (CJABs), which presently exist in 40 counties, should serve as the Operational Management Working Group for the CJPSIS program. (See Figure 2 on the next page.) The CJABs are organized with key decisionmakers representing core justice agencies at the county level to facilitate planning and implementation of programs across the whole of the justice enterprise.

The CJPSIS Operational Management Working Group should be established with representatives of relevant CJABs as the principal members. The CJAB representatives appointed to this Working Group should reflect current CJIEP pilot counties, as well as counties throughout Pennsylvania that are likely candidates for implementation. The counties selected should represent large population centers with significant case volumes, but also the geographic diversity of the Commonwealth. CJAB representatives of this Working Group will not only provide operational direction and oversight for this effort, but PCCD will also have the opportunity to engage, train, and coordinate with the CJABs through this project, and develop and ensure a consistent strategic vision and approach in planning and implementation at the county level.

PCCD should continue to provide technical support for the CJPSIS initiative. In addition to technical support from PCCD, a CJPSIS Technical Support Working Group should be impaneled to plan and execute technical solutions for the program. The Working Group should include representatives of county technical staff, as well as technical staff representing relevant Commonwealth systems, such as JNET and AOPC.

Figure 2. Proposed Governance Structure for the CJPSIS Subcommittee



Performance Measures

Integrated justice information sharing initiatives are typically designed to accomplish three universal objectives:

1. Achieve effective return on investment (ROI) through improvements in efficiency and greater effectiveness.
2. Improve public safety and homeland security.
3. Enhance the quality and equality of justice.

These are broad program goals that require substantive analysis and documentation, but they can and should be further elaborated into very specific project objectives that are directly quantifiable and measurable. Project objectives may include measures of time savings generated by the elimination of duplicate entry of information captured at a variety of points throughout the justice process (e.g., jail personnel having to enter court disposition information that has previously been entered by court personnel in the court case management application). In addition, measures should be created to assess the speed at which information becomes available to users throughout the enterprise (e.g., current operations may delay the availability of court disposition information to jail personnel and other staff for hours or days, until paper versions of court documents are manually entered into the jail information system, and this delay can be eliminated by electronically pushing information from the court application to the jail application). Improvements in the quality of data should also be measured, as eliminating duplicate data entry may well reduce the opportunity and likelihood of inaccurate entry of information.

These measures of systems improvements are very focused and specific. They can demonstrate the intrinsic value of information sharing initiatives in creating improvements in efficiency and effectiveness of operations—key elements in quantifying ROI. In addition, they have important, if sometimes latent, impacts in addressing the broader goals of information sharing. For example, improving the quality, timeliness, and availability of information should also improve the quality of decisionmaking and enhance the capabilities of practitioners throughout the justice enterprise, thereby improving public safety and enhancing the quality of justice. As a consequence, precise project objectives should be routinely defined and measured, and they should be tightly aligned with broad program goals to demonstrate tangible benefits of information sharing.

A comprehensive CJPSIS Performance Management Plan should be drafted, which will identify performance objectives, measures, targets, and methodologies. As the CJPSIS initiative is operationalized and implemented, first in the pilot counties and later in additional communities, core performance metrics should be established that document the impact and outcome of integration efforts. The metrics should be calibrated to address each of the three universal objectives

identified above, and should be universally applied and defined in each of the three pilot counties. Baseline measures of current (“as is”) operations should be computed and improvements (if any) in each of the three program objectives should be consistently and uniformly measured and reported.

Relationship between County and State Initiatives: CJPSIS, JNET, AOPC

CJPSIS is a county-based justice information sharing initiative. It is designed to enable and facilitate information sharing between justice agencies within and between counties through development of technical components that can be reused in communities throughout the Commonwealth. Defining universal information exchanges between justice agencies within counties, building infrastructure and reusable components to facilitate those exchanges, and implementing these components in communities throughout Pennsylvania will significantly expand the nature and scope of justice integration.

In addition to building the foundation for integration at the county level, the CJPSIS program is also designed to facilitate information exchange between county agencies and key Commonwealth systems, like JNET and AOPC, as well as national and federal information systems. CJPSIS focuses on county-level integration and, as such, it will run in parallel and coincident with programs at JNET and AOPC. To operate effectively, CJPSIS will need to closely coordinate development and implementation efforts to ensure strategic alignment with JNET and AOPC programs.

JNET is a Commonwealth-wide network linking 16 different state information systems, including Pennsylvania Department of Transportation (PennDOT) driver’s license photos, PennDOT Driver History, Pennsylvania State Police mug shot photos and rap sheet information, Pennsylvania Department of Corrections (DOC) and County Jail inmate information, and AOPC case information. AOPC is developing and implementing a Commonwealth-wide court case management system (CP/CMS) among the courts.

Next Steps: March 1–June 30, 2006

Immediate next steps for the CJPSIS program need to concentrate on continuing implementation and support of the CJIEP pilot:

1. Continue and finalize implementation of CJIEP pilot in Warren, Lancaster, and Allegheny Counties.
2. Identify key business practices and processes that will be impacted by the CJIEP pilot and establish baseline (“as is”) measures to enable performance measurement of the outcome of CJIEP pilot implementation (e.g., personnel time savings from eliminating duplicate data entry, measures of the speed at which data can be accessed and is available, etc.).
3. Monitor implementation and operations in each of the pilot counties and begin planning for expansion of the CJPSIS program in the manner previously described.
4. Document technical and operational factors that are crucial to the successful implementation of the CJPSIS portfolio of components for subsequent implementations in other Pennsylvania counties.
5. Formally establish the governance structure for the CJPSIS program, selecting chairs, charging the Subcommittee and Working Groups, establishing operating procedures and bringing each up to date on the status of the CJIEP pilot.
6. Continue to closely coordinate research, development, and implementation with JNET and AOPC.

Long-term Strategic Directions

Longer-term strategic directions for the CJPSIS program should focus on packaging the CJPSIS portfolio of components successfully deployed in the CJIEP pilot and implementing them in a variety of jurisdictions throughout the Commonwealth, initially addressing large communities with significant case volumes. In addition, the program should concentrate on solidifying support needed to further the program, including—

- technical and program support plans,
- a Communication Plan to inform users, decisionmakers, and candidate implementation counties about the nature, scope, and benefits of participation, and
- a comprehensive Performance Management Plan to ensure that the program has well-articulated objectives that are consistently measured to demonstrate business value and benefits realization.

As these elements of the program are implemented, additional expansion to other communities, other information exchange points, and other domains will be appropriate next steps, each building upon the foundation of the last.

Phase I (July 1, 2006–June 30, 2007)

1. Begin implementing the CJPSIS portfolio of components in high population, high case volume communities:
 - a. Announce availability of the CJPSIS program to counties and qualifications to participate.
 - b. Develop CJPSIS County Readiness Assessment Device (RAD) for qualification of potential implementation sites.
 - c. Train and begin implementation of the CJPSIS portfolio of components.
 - d. Document the experiences of the communities as they implement the CJPSIS portfolio of components, and make changes in the program where necessary to promote success and sustain the program.
2. Develop long-term support strategies for the CJPSIS program:
 - a. Technical support that will be needed for counties as they implement, and who will be providing that technical support.
 - b. Standard Operating Procedures, Data Standards, Business Standards, and Documentation Standards that will be needed for the long-term development, implementation, and support of the CJPSIS program.
3. In a parallel effort to implement the CJPSIS program, begin focusing JIEM analyses on earlier stages in the justice process (arrest, booking, etc.) and select candidate counties for this research endeavor:
 - a. Announce the availability of the program and define requirements to participate.
 - b. Identify potential candidate counties and qualify the counties based on a JIEM-specific RAD.
 - c. Begin training and technical assistance for the expanded JIEM analysis in qualified counties.
 - d. Collect and analyze information exchange research based on work in the selected counties, and formulate a strategy for expanding the CJPSIS portfolio of components to address these additional justice information exchanges.
4. Begin developing a Communications Plan for the CJPSIS program that will describe objectives, approach, business value, experience, implementation strategy and next steps:

- a. General marketing and information pieces describing the vision, goals and objectives of the program, and describing the process and business value for information sharing.
 - b. Outreach activities to spread the word to potential participating counties and to communicate benefits and current status of the program and its relationship to other information sharing resources at local, state, and national levels.
 - c. Announce availability of the CJPSIS JIEM analysis to counties and qualifications to participate.
 - d. Develop the CJPSIS County RAD for qualification of potential JIEM analysis sites.
 - e. Train and begin implementation of the JIEM methodology;
 - f. Conduct research assessing the potential business value of identified exchanges and the extent to which identified exchanges are in fact universal and likely to have broad, Commonwealth-wide application.
5. Develop and implement a comprehensive Performance Management Plan to track, document, and manage performance measures, business value, and benefits realization associated with broad program goals:
- a. Achieving greater efficiency, effectiveness, and ROI.
 - b. Improving public safety.
 - c. Enhancing the quality of justice.

Phase II (FY 2007/2008 and Beyond)

- 1. Continue to expand the CJPSIS program:
 - a. Recruit additional counties throughout the Commonwealth to implement the expanding CJPSIS portfolio for information sharing.
 - b. Expand the number, range and scope of information exchanges addressed by the CJPSIS program to address broader public safety, prisoner re-entry, community-based services and treatment, homeland security, emergency/disaster management, intelligence, and related information exchanges.