JUSTICE INFORMATION SHARING RESOURCE DIRECTORY:

An on-line directory of tools that support the development, design, and implementation of strategies to improve justice information sharing.

April 2005

Why is information sharing important to the justice community?

Information is vital to every component of the justice community. Improving interoperability, integration, and efficiency all support information sharing objectives. It is also fundamental to helping justice officials develop innovative strategies for applying information technology to meeting the challenges that they face every day. The Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice, has created this resource document in conjunction with the Homeland Security and Information Technology Division of the National Governors Association's Center for Best Practices. The purpose of the document is to guide justice officials to tools that they can use in improving justice information sharing at every stage of the justice IT integration process. With the assistance of our information sharing partners, this resource directory will be updated regularly so that users will be able to retrieve timely and accurate information as needed.

**TOOLS FOR DEVELOPING, DESIGNING AND IMPLEMENTING
STRATEGIES TO IMPROVE JUSTICE INFORMATION SHARING**

A Resource Directory

Enhancing data exchange capacities by linking, or "integrating," justice information technology (IT) is the linchpin in strategies to improve the sharing of justice information across agencies, disciplines, and levels of government. In recent years, a variety of tools – protocols, processes, schemes, templates, and models – have been developed that can be adapted and implemented by state and local criminal justice agency end-users to advance strategies to improve justice information sharing at every stage of the justice IT integration process.

The Bureau of Justice Assistance (BJA) of the U. S. Department of Justice, Office of Justice Programs (OJP) currently is engaged in efforts to expand the use of tools that support the justice IT integration process by increasing criminal justice officials' awareness of, and facilitating their access to, those resources. To that end, BJA, in collaboration with the National Governors Association (NGA) Center for Best Practices' Homeland Security and Technology Division, and with the cooperation of the constituency of national organizations and special interest groups that collectively are at the forefront of advances in the application of IT to the administration of justice, have developed this online "resource directory" of tools that support the development, design, and implementation of strategies to improve justice information sharing.

A principle objective of this initiative has been to correlate tools for improving justice information sharing with the various steps in the justice IT integration process. To that end, thirteen steps of that process have been identified that collectively provide the organizational framework for this resource directory:

- creating a governance structure;
- assessing readiness for justice IT integration;
- developing a strategic plan;
- identifying and addressing strategic issues;
- identifying operational objectives and requirements;
- building a business case for justice IT integration;
- analyzing information exchange;
- developing and adopting Standards;
- developing performance measures;
- developing integration infrastructure;
- establishing Interfaces;
- designing integration architecture;
- evaluating performance.

Identification of these steps was informed by the work of SEARCH, The National Consortium on Justice Information and Statistics, which organization has played a

leadership role in guiding justice agency administrators' efforts to organize for, develop, and carry out justice information sharing improvement initiatives. Each of the 13 elements is described by means of information excerpted from publications and other materials produced by the organization or organizations to which that descriptive information is attributed.

Each tool included in this resource directory is listed under the step or steps in the justice IT integration process that it supports. Listings for each tool identify the creator of the tool; provide the publication or release date for that tool; describe the tool, using information drawn from materials prepared by the tool's creator; and supplies information concerning the availability of, and how to access, the tool.

* * * * * * * * * * * * * * *

Creating a governance structure . . .

> "A governance or decision-making structure for integrated justice initiatives that is comprised of leaders of the key stakeholder agencies or organizations is vital to provide leadership and accountability. Members of the governance structure must adopt a shared vision to guide the project, as well as dedicate staff and financial resources, remove barriers to project success, and render decisions that impart the initiative's scope and direction."

> SEARCH,
> The National Consortium for Justice Information and Statistics

INTEGRATED JUSTICE INFORMATION SYSTEMS GOVERNANCE STRUCTURES, ROLES, RESPONSIBILITIES: A BACKGROUND PAPER
SEARCH, The National Consortium for Justice Information and Statistics
(September 2000; Updated/Re-issued 2004)

> For more than a decade, states across the nation have created governance structures to guide the development of integrated justice information systems. This report provides detailed insight into the establishment of these governing structures, their responsibilities and roles. The report, produced with BJA funding, examines recent developments in integrated justice planning and implementation across the country, and how and why states have established committees governing these projects.

Availability: An electronic version of this document is available online from SEARCH.

To download an electronic version:
> www.search.org/publications/pdffiles/GovernanceStructures.pdf

To contact SEARCH:
> SEARCH
> 7311 Greenhaven Drive, Suite 145

Sacramento, CA 95831
Tel.:   (916) 392-2550
Fax: (916) 392-8440
Website: www.search.org

Assessing readiness for justice IT integration . . .

> "Information sharing is a complex, multi-organizational process. It plays out over time, in many organizations, at different levels, across organizational and governmental boundaries. . .. Assessing capability . . . is an information-sharing activity . . . [that] helps participants build a collective understanding of what must change in their organizations to increase information-sharing capability.   The results inform planning for integrated justice initiatives; they support the selection of sharing partners; they help identify risks and risk mitigation strategies; and they highlight what additional information is needed to continue to assess capability."

Center for Technology in Government

PRE-RFP TOOLKIT
Integrated Justice Information Systems (IJIS) Institute
(2004)

The *Pre-RFP Toolkit*, produced with BJA funding, provides guidance in several areas critical to pre-procurement planning and readiness assessment ranging from defining integrated justice for the justice community; to assessing support and governance; to developing strategic plans and project requirements, both technical and functional.   The *Toolkit* provides links to key resources, templates, and examples from practitioners and vendors who have gone through the procurement process and have implemented successful justice information sharing systems.

Availability: The *Pre-RFP Toolkit* may be downloaded from the Integrated Justice Information Systems (IJIS) Institute's website.

To download an electronic version: www.ijis.org/procure/

To contact the IJIS Institute:
Integrated Justice Information Systems Institute
720 7th Street, NW, Third Floor
Washington, DC 20001
Tel.:   (202) 628-8615
Fax: (703) 726-3665
Email: paul.wormeli@ijis.org
Website: www.ijis.org

SHARING JUSTICE INFORMATION: A CAPABILITY ASSESSMENT TOOLKIT
Center for Technology in Government
University at Albany
State University of New York
(Pending Publication)

> The capability assessment model provides justice agency officials a tool for their use in gauging their readiness to implement information sharing and justice IT integration initiatives. The toolkit, developed with funding provided by the BJA, helps these officials assess existing organizational and inter-organizational capabilities against best practices in information sharing across justice agencies to answer two key questions: *What is the current capability for sharing and integrating information among the involved organizations and how can these organizations build higher levels of sharing and integration capability?*

Availability: Online and print versions of the capability assessment toolkit are available from the CTG. A modest price may be charged for printed copies.

To download an electronic version: [add hyperlink]

To order a print version:
> Center for Technology in Government
> 187 Wolf Road
> Albany, NY 12205
> Tel.:   (518) 442-3892
> Fax: (518) 442-3886
> Email: info@ctg.albany.edu
> Website: www.ctg.albany.edu

Developing a strategic plan . . .

> "Planning includes articulating a shared mission, vision, and guiding principles, and developing specific goals and objectives. The plan also contains an assessment of existing infrastructure, applications, and electronic interfaces. It encompasses an evaluation of available technology and best practices in other jurisdictions. . . . The plan addresses operational systems specifications, hardware and software standards, and the environment in which the automated system will work. Planning also includes a complete business process review to find better, more effective and more efficient ways of doing business. A good plan . . . [documents] the range of user needs both now and in the future, and focuses on the human resources necessary for proper systems support."

> SEARCH,
> The National Consortium for Justice Information and Statistics

JUSTICE IT BRIEF, **"Measuring Progress: A Summary of Key Milestones in Support of Justice Integration"**
SEARCH, The National Consortium for Justice Information and Statistics
(August 2003)

> This *Justice IT Brief* was developed by SEARCH at the request of, and in collaboration with the National Governors Association (NGA) Center for Best Practices' Homeland Security and Technology Division with funding provided by the BJA. The milestones described in the *Brief* are a simplified version of a planning process that SEARCH has developed and documented in its publication, *Roadmap for Integrated Justice: A Guide for Planning and Management* (March 2004). The milestones can be used by justice agency administrators and IT managers to show how far down the path of justice IT integration a jurisdiction has traveled.

Availability: An electronic version of this document is available online from SEARCH.

To download an electronic version:
    www.search.org/publications/pdffiles/milestones.pdf

To contact SEARCH:
    SEARCH
    7311 Greenhaven Drive, Suite 145
    Sacramento, CA 95831
    Tel.:   (916) 392-2550
    Fax: (916) 392-8440
    Website: www.search.org

PRE-RFP TOOLKIT
Integrated Justice Information Systems (IJIS) Institute
(2004)

> **See previous entry for this tool under *Assessing readiness for justice IT integration*, above.**

ROADMAP FOR INTEGRATED JUSTICE: A GUIDE FOR PLANNING AND MANAGEMENT
SEARCH, The National Consortium for Justice Information and Statistics
(March 2004)

> *Roadmap for Integrated Justice: A Guide for Planning and Management* is a tool to support state, regional, and local justice integration efforts. It was created with funding from the BJA to assist technical and operational managers of justice organizations who will play critical roles in implementing integrated justice. Finally, it was designed to provide resources to integration project team members who will quickly discover that the constitutional, political, policy, legal, organizational, budgetary, management, and operational barriers to justice integration often dwarf the technological issues.

Availability: An electronic version of this document is available online from SEARCH.

To download an electronic version:
      www.search.org/publications/pdffiles/StrategicRoadmap.pdf

To contact SEARCH:
      SEARCH
      7311 Greenhaven Drive, Suite 145
      Sacramento, CA 95831
      Tel.:   (916) 392-2550
      Fax: (916) 392-8440
      Website: www.search.org

Identifying and addressing strategic issues . . .

Strategic issues are fundamental trends, events, and policy choices that influence the ability of the justice enterprise to achieve its mission, vision, and goals. Strategic issues generally involve conflict over what to do, how to do it, how fast to do it, who should do it, and who should pay for it. They represent general directions, rather than routine problems of specific operational obstacles, and may be internal or external to the justice system. They should be addressed so justice organizations have a common understanding of the environment in which they are planning, and so that plans that are developed address all potential obstacles realistically.

<div align="center">

SEARCH
The National Consortium for Justice Information and Statistics

</div>

APPLYING SECURITY PRACTICES TO JUSTICE INFORMATION SHARING
Global Security Working Group of the Global Justice Information Sharing Initiative
U. S. Department of Justice, Office of Justice Programs
(2004)

This document is intended to educate justice executives and managers about good, basic, foundational security practices for information sharing that they can deploy within their enterprises and between multiple enterprises. This document contains background information, overviews of best practices, and guidelines for secure information sharing. Fifteen domains have been identified – governance; physical security; personnel security screening; separation of duties; identification and authentication; authorization and access control; data integrity; data classification; change management; privacy and confidentiality; firewalls, virtual private networks (VPNs), and other network safeguards; intrusion detection systems; critical incident response; security auditing; and disaster recovery and business

continuing – that span the important elements of an information security architecture.

Availability: An electronic version of this document is available online from the OJP information technology website.

To download an electronic version:
www.it.ojp.gov/documents/20031006_Applying_Security_Practices_Doc.pdf

For further information or email: it@ojp.gov

Government Information Sharing: Calls to Action – **PERSPECTIVES**
 (March 2005)

NASCIO is pleased to announce the release of a new publication on the subject of information sharing. NASCIO has pulled together interviews and articles from a variety of contributors from integrated justice, homeland security, environmental protection, transportation, public health and economic development. Perspectives, includes discussions from federal, state and county government. Not so surprisingly, according to the contributors to this first issue of Perspectives, technology is not the major barrier. This report presents barriers to information sharing and the "Calls to Action" to overcome these barriers.

The report is broken-out into two volumes:
Volume 1: Justice Perspectives -
https://www.nascio.org/nascioCommittees/ea/perspectivesDownload.cfm

Volume 2：Government Perspectives-
https://www.nascio.org/nascioCommittees/ea/perspectivesDownload.cfm

To contact NASCIO:
> National Association of State Chief Information Officers
> 167 West Main Street, Suite 600
> Lexington, KY 40507
> Tel.: (859) 231-1971
> Fax: (859) 231-1928
> Email: nascio@amrinc.net
> Website: www.nascio.org/publications/index.cfm

NASCIO Enterprise Architecture Video Library
(October 2004)

NASCIO's architecture videos are intended to serve as a resource for CIOs, architects and other IT experts in their efforts to present a compelling message describing the value of enterprise architecture. They may also be used in new employee orientation and the introduction of enterprise architecture concepts to policy makers, government staff, and

potentially the public. This four volume set includes two videos previously released by NASCIO. Two additional videos were produced that direct the message of enterprise architecture toward policy makers and technical professionals, respectively. The complete video series provide a library of messages that can be selected based on the audience and intent of the presenter. Funding for the project was provided by a grant from the U.S. Department of Justice, the Bureau of Justice Assistance, Office of Justice Programs.

In October 2004, NASCIO launched its latest video - **In Hot Pursuit: Achieving Interoperability Through XML**. This video presents the concepts of interoperability using a justice related scenario. The video goes on to present the importance of XML as an enabler of interoperability between various jurisdictions and how that capability can have a positive impact on the lives of citizens.

Availability: Streaming versions of the enterprise architecture videos are available for viewing and can be accessed online at www.nascio.org.

To contact NASCIO:
> National Association of State Chief Information Officers
> 167 West Main Street, Suite 600
> Lexington, KY 40507
> Tel.: (859) 231-1971
> Fax: (859) 231-1928
> Email: nascio@amrinc.net
> Website: www.nascio.org/publications/index.cfm

NASCIO Enterprise Architecture Development Tool-Kit v3.0
(*October 2004*)

The Enterprise Architecture Tool-Kit and NASCIO's Adaptive Enterprise Architecture Development Program are the product of a partnership effort between NASCIO and its Architecture Working Group and the U.S. Department of Justice. The Tool-Kit document presents NASCIO's architectural framework for integrated information and data sharing between state and local governmental entities. The document contains sections addressing the business case for enterprise architecture, governance models that support implementation and management of the necessary architecture, an instruction set for developing or modifying enterprise architecture, templates for architecture design, samples provided by state and local governments with established architecture and an appendix containing a lexicon and descriptions of the NASCIO architecture framework disciplines.

Availability: This information can be downloaded or ordered by visiting www.nasico.org.

To contact NASCIO:

> National Association of State Chief Information Officers
> 167 West Main Street, Suite 600
> Lexington, KY 40507
> Tel.: (859) 231-1971
> Fax: (859) 231-1928
> Email: nascio@amrinc.net
> Website: www.nascio.org/publications/index.cfm

INFORMATION PRIVACY: A SPOTLIGHT ON KEY ISSUES
National Association of State Chief Information Officers
(February 2004)

> This publication provides states a resource for use in developing privacy policies that protect citizen information and are compliant with federal and state legal requirements. This publication highlights and provides state examples of key privacy issues including issues concerning access to and use of children's, drivers', health, financial, and education information; social security numbers; homeland Security-Related Information; website privacy policies; and government data matching activities and agreements.
>
> Also included in this publication are an overview of recent privacy events at the federal level; and a glossary of privacy related terms.

Availability: Online and print versions of *Information Privacy* are available from NASCIO at no cost for NASCIO members and for $90.00 to non-members.

To order an electronic version: www.nascio.org/publications/index.cfm

To order a print version:

> National Association of State Chief Information Officers
> 167 West Main Street, Suite 600
> Lexington, KY 40507
> Tel.:   (859) 231-1971
> Fax: (859) 231-1928
> Email: nascio@amrinc.net
> Website: www.nascio.org/publications/index.cfm

INNOVATIVE FUNDING FOR INNOVATIVE STATE IT: NEW TRENDS AND APPROACHES FOR STATE IT FUNDING
National Association of State Chief Information Officers
(November 2003)

Innovative Funding for Innovative State IT provides states with innovative avenues of funding so that they can provide citizens with the government services that the public demands. This publication details 11 innovative funding models and provides case studies of how each model has been implemented by a state. *Innovative Funding for Innovative State IT* also includes a study conducted by NASCIO's Corporate Leadership Council that surveyed the states concerning the types of funding models they currently are using.

Availability: Electronic and print versions of Innovative Funding for Innovative State IT are available from NASCIO at no cost to NASCIO members. Non-members may purchase a print version for $135.00.

To download an electronic version *(NASCIO members only)*:
www.nascio.org/publications/index.cfm

To order a print version:
National Association of State Chief Information Officers
167 West Main Street, Suite 600
Lexington, KY 40507
Tel.: (859) 231-1971
Fax: (859) 231-1928
Email: nascio@amrinc.net
Website: www.nascio.org/publications/index.cfm

Monograph and Report: Electronic Grants Management Systems in State Criminal Justice Administering Agencies
National Criminal Justice Association
(April 2005)

This monograph is intended for the executive director and senior leadership of State Administering Agencies (SAAs) responsible for the management of funding resources from the Bureau of Justice Assistance (BJA) and other organizations within the Office of Justice Programs (OJP). This document's focus is to help guide policy and action as SAAs move towards developing or enhancing electronic grants management systems. The material presented is derived from a special study, conducted by the National Criminal Justice Association (NCJA) under grant from BJA. This study, entitled "Electronic Grants Management Systems in State Administering Agencies – An Assessment," was prepared to describe the current efforts of SAAs that are using electronic grants management systems, discuss critical elements in the development and implementation, and identify core characteristics, modules, and functional attributes.

Availability: The Monograph and Report are available online at the following address http://www.ncja.org/ncja_projects.html#egrants.

To contact the NCJA:

> National Criminal Justice Association
> 720 7th Street, NW, Third Floor
> Washington, DC 20001
> Tel.: (202) 628-8550
> Fax: (202) 628-0080
> Website: www.ncja.org

JUSTICE INFORMATION PRIVACY GUIDELINE: DEVELOPING, DRAFTING AND ASSESSING PRIVACY POLICY FOR JUSTICE INFORMATION SYSTEMS
National Criminal Justice Association
(September 2002)

> This *Guideline*, developed with funding from the OJP, is intended to provide assistance to justice leaders and practitioners who seek to balance public safety, public access, and privacy when developing privacy policies for their agencies' systems, whether already operating or being planned and whether independent of or integrated with those of other agencies. Some privacy issues can be addressed through basic tenets of information collection and use and the *Guideline* provides specific direction on how to employ good collection and use practices. The *Guideline* also discusses a number of other privacy issues that are not as clearly solved from agency to agency or jurisdiction to jurisdiction, such as determining the sensitivity or public accessibility of certain data. The *Guideline* was prepared through a national and international collaboration of nearly 100 state, local and tribal justice leaders, as well as academia, elected officials, the media and the commercial sector.

Availability: The *Guideline* is available online from the National Criminal Justice Association.

To download an electronic version: www.ncja.org/pdf/privacyguideline.pdf

To contact the NCJA:

> National Criminal Justice Association
> 720 7th Street, NW, Third Floor
> Washington, DC 20001
> Tel.: (202) 628-8550
> Fax: (202) 628-0080
> Website: www.ncja.org

Identifying operational objectives and requirements . . .

Operational requirements are specific performance goals for the integrated system. They define information exchanges by the provider or custodian of the information, the recipients of the transaction, the nature (or content) of the exchange, the maximum time acceptable to deliver the information, and the currency of the data being transferred . . .. Operational requirements represent a specific articulation of how integration is going to solve operational problems of information sharing.

SEARCH
The National Consortium for Justice Information and Statistics

CONCEPT FOR OPERATIONS FOR JUSTICE INFORMATION SHARING VERSION 1.0
National Association of State Chief Information Officers
(July 2003)

ConOps provides a discipline-specific focus for justice information sharing, which in turn can be used to identify and expose broader IT architectural and infrastructure issues that must be addressed by chief information officers (CIO's). While *ConOps*, developed with funding from the BJA, focuses primarily on information sharing in the justice arena, the concepts are applicable to any business domain.

ConOps defines the discipline-specific, business functions for integrated justice and explores the architectural implications for state CIO's, who are responsible for planning the IT enterprise architecture. Additionally, *ConOps* defines fundamental concepts, principles, functions and operational requirements for integrated justice information sharing, presents a scenario of integrated justice information sharing and a general methodology for states to use in validating their IT architecture for information sharing characteristics. Finally, this document articulates an action plan for the validation, implementation and expansion of this *ConOps* to other disciplines.

Availability: An electronic version of *ConOps* is available online from NASCIO.

To download an electronic version: www.nascio.org/publications/index.cfm

To contact NASCIO:
National Association of State Chief Information Officers
167 West Main Street, Suite 600
Lexington, KY 40507
Tel.:   (859) 231-1971
Fax: (859) 231-1928
Email: nascio@amrinc.net
Website: www.nascio.org/publications/index.cfm

Building a business case for justice IT integration . . .

"An effective business case is a multi-purpose communication tool that generated the support and participation needed to turn an idea into a reality. It explains why integration should be supported and how it will improve the business of the justice enterprise. It casts the explanation in terms of the specific circumstances and opportunities of a particular time and place. The case recognizes conflicts and competition for resources and suggests strategies for dealing with them. The case presentation can be tailored to the different audiences whose support is essential to success."

Center for Technology in Government

AND JUSTICE FOR ALL: DESIGNING YOUR BUSINESS CASE FOR INTEGRATING JUSTICE INFORMATION
Center for Technology in Government
University at Albany
State University of New York
(May 2000)

Public Safety is a huge issue in the United States. Agencies can help make communities safer by quickly and easily sharing accurate, timely information about cases going through the justice system. Integrated justice information systems are the vehicle for such enhanced information exchange.

This guidebook, developed with BJA funding, offers a series of lessons and tools that justice officials can use to build business cases to win support and funding for integrated justice information systems. The business case blueprint leads readers through the analysis, design, and presentation of business cases tailored to specific projects and audiences. The guidebook also contains appendices of useful tools, references, examples, and resources.

Availability: Online and print versions of the capability assessment toolkit are available from the CTG. A modest price may be charged for printed copies.

To download an electronic version: [add hyperlink]

To order a print version:
Center for Technology in Government
187 Wolf Road
Albany, NY 12205
Tel.: (518) 442-3892
Fax: (518) 442-3886
Email: info@ctg.albany.edu
Website: www.ctg.albany.edu

BUSINESS CASE BASICS AND BEYOND: A PRIMER ON STATE GOVERNMENT IT BUSINESS CASES
National Association of State Chief Information Officers
(March 2003)

>   This primer provides tools, concepts, and a framework for addressing a number of critical challenges facing governors, state chief information officers (CIO's), and enterprise information technology organizations. These challenges include leadership transitions in the officers of many governors and in state legislatures, increasing budget deficits, the departure and replacement of state Coos and a number of other long-term concerns. These challenges likely will impact state government's ability to maintain the momentum of e-government implementation and meet the policy and service goals of the governors in areas such as education, economic and workforce development, public safety, healthcare, and the environment. Most important, these challenges may affect states' ability to deliver services to citizens and customers.

Availability: Electronic and print versions of *Business Case Basics* are available from NASCIO at no cost to NASCIO members. Non-members may purchase a print version for $180.00.

To download an electronic version *(NASCIO members only)*:
>   www.nascio.org/publications/index.cfm

To order a print version:
>   National Association of State Chief Information Officers
>   167 West Main Street, Suite 600
>   Lexington, KY 40507
>   Tel.:   (859) 231-1971
>   Fax: (859) 231-1928
>   Email: nascio@amrinc.net
>   Website: www.nascio.org/publications/index.cfm

Analyzing information exchange . . .

>   A thorough analysis of information exchange between justice organizations is essential to the success of the integration initiative. By simply bringing agency staff together to review information processing, many states have been able to make dramatic improvements in working relationships and information flow. Although most employees have a general understanding of how information is passed between organizations, very few grasp the fine details outside of their own domain.

>   SEARCH
>   The National Consortium for Justice Information and Statistics

JUSTICE INFORMATION EXCHANGE MODEL
SEARCH, The National Consortium for Justice Information and Statistics
(2004-2005)

The Justice Information Exchange Model (JIEM), developed with funded from the BJA, is designed to facilitate integrated justice information systems planning and implementation throughout the nation.

The JIEM Model consists of four components:

- a conceptual framework for presenting the flow of justice information between justice agencies; to define the key events that trigger the need to share information; to identify the agencies involved in the exchange of; and to describe the nature of the information exchange. The conceptual framework, simply stated, is that all information exchange in the justice system can be described in five dimensions: process, event, agency, condition, and information. The information dimension includes documents and data elements;
- A methodology for analyzing current information exchange and for reengineering information exchange in an integrated justice environment;
- The JIEM Modeling Tool, a web-based software package to assist justice systems practitioners in applying the model to their site to capture detailed information regarding the processes, events, agencies, information, and exchange conditions associated with justice information integration. The new version of the modeling tool, JIEM Modeling Tool, version 3.0 introduced in February 2004, provides an improved user interface, includes additional information exchange details, and enhanced reporting capabilities. Moreover, the version of the modeling tool was programmed by Georgia Tech Research Institute which is working with the OJP's Global Justice Information Sharing Initiative to develop the Global Justice XML Data Dictionary (GJXDD). Therefore, the JIEM Modeling Tool has been designed to interface to the GJXDD, in order to bring Justice XML data standards to participating sites;
- The JIEM Reference Model (JRM) version 1.0.0, a set of nearly 700 information exchanges common to most jurisdictions. The JRM has been implemented in the new version of the JIEM Modeling Tool to allow new users to incorporate these reference exchanges into their site databases at the outset of their documentation efforts.

Availability: JIEM Model components and related documents are available online from SEARCH at no cost.

To download electronic versions of JIEM Model documents:
www.search.org/integration/info_exchange.asp

To contact SEARCH:
>SEARCH
>7311 Greenhaven Drive, Suite 145
>Sacramento, CA 95831
>Tel.:   (916) 392-2550
>Fax: (916) 392-8440
>Website: www.search.org

Developing and adopting standards . . .

>"Before electronic interfaces can be developed between justice system applications, the respective organizations must forge agreements among themselves about what information will be transferred, when it will be transferred, and how it will be transferred. Because of the size and complexity of the justice community, the best way to establish these agreements is to have all of the participating organizations jointly develop and adopt business rules and standards for data to govern information exchange."

>SEARCH
>The National Consortium for Justice Information and Statistics

CORRECTIONAL STANDARDS AND COMMON FUNCTIONS DEVELOPMENT FOR INFORMATION MANAGEMENT SYSTEMS
Corrections Technology Association
(Date not available at this time)

Availability: An electronic version of the Correctional Standards may be downloaded from the Corrections Technology Association's website.

To download electronic versions of JIEM Model documents:
>www.corrections.com/cta/

To contact CTA:
>Corrections Technology Association
>233 McCrea Street, Suite 400
>Indianapolis, IN 46225
>Tel.:
>Fax:
>Website: www.corrections.com/cta/

COURT TECHNOLOGY MODEL REQUEST FOR PROPOSAL
Conference of State Court Administrators/National Association of Court Management
National Center for State Courts
(July 2002)

Court administrators have been interested in assistance with technology acquisition for many years. Although written materials and educational programs on this subject have been developed in the past, none have provided comprehensive instructions and examples covering the full range of procurement management for technology products and services.

In 2000, the Joint Technology Committee of the Conference of State Court Administrators and the National Association for Court Management appointed a subcommittee to develop a model RFP to develop a web-based model RFP document to assist court administrators and court technologists with technology acquisitions. This document consists of three layers: a table of contents that provides links to specific topics quickly; a detailed explanation of RFP issues that can be read sequentially for an overview of technology purchasing in the court environment and that addresses three types of RFP's – case management system (CMS), professional services, and commodity items; and, sample RFP's that illustrate concepts in, and provide hypertext links to, explanatory materials.

Availability: The Model RFP document is available online from the National Center for State Courts.

To download an electronic version:
www.ncscsurveys.org/courts/modelRFP/general/intro.shtml

To contact the National Center:
National Center for State Courts
300 Newport Avenue
Williamsburg, VA 23185
Tel.:   (800) 616-6164
Fax: (757) 564-2022
Email: webmaster@ncsc.dni.us
Website: www.ncsconline.org

FUNCTIONAL STANDARDS DEVELOPMENT FOR AUTOMATED CASE MANAGEMENT SYSTEMS FOR ADULT PROBATION
American Probation and Parole Association
(September 2003)

The American Probation and Parole Association (APPA), with a grant from the BJA, has developed a document defining functional standards to assist probation agencies in implementing effective automated case management systems. These standards, developed in collaboration with the National Center for State Courts, are intended to alleviate the burden faced by probation agencies for individual system development; facilitate dialogue between probation agencies and case management system providers; and encourage conformity in probation automated case management systems.

Availability: An electronic version of the *Functional Standards* may be downloaded from the APPA website.

To access an electronic version of the Functional Standards:
http://www.appa-net.org/grant%20and%20special%20projects/Functional_standards.htm

To contact APPA:
American Probation and Parole Association
P. O. Box 11910
Lexington, KY 40578
Tel.:   (859) 244-8203
Fax: (859) 244-8001
Email: appa@csg.org
Website: www.appa-net.org

GLOBAL JUSTICE XML DATA MODEL
Global Justice Information Sharing Initiative
U. S. Department of Justice, Office of Justice Programs
(2004)

> The *Global Justice Extensible Markup Language (XML) Data Model* (GJXDM), Version 3.0 provides an XML-based framework to enable the justice and public safety community to effectively share information at all levels, thereby laying the foundation for local, state, and national justice interoperability. Developed by the OJP and its Global Justice Information sharing Initiative, *GJXDM* Version 3.0 is an object-oriented data model comprised of a well-defined vocabulary of approximately 2,500 stable data objects, or reusable components, that facilitate the exchange and reuse of information from multiple sources and multiple applications. Version 3.0 is the latest version of the *GJXDM Data Element Dictionary* (GJXDD), first released in April 2003, and incorporates more than 100 modifications suggested by an intensive review and validation of the *GJXDD*.

Availability: An electronic version of this document is available online from the OJP information technology website.

To download an electronic version:
> www.it.ojp.gov/jxdm/

For further information or email: it@ojp.gov

JUSTICE STANDARDS CLEARINGHOUSE FOR INFORMATION SHARING
Global Justice Information Sharing Initiative
U. S. Department of Justice, Office of Justice Programs
(Updated 2005)

The **Justice Standards Clearinghouse for Information Sharing** is a web-based repository of information about standards and specifications designed to facilitate information exchange among practitioners in the justice and public safety communities. Developed with financial support made available through the OJP's Global Justice Information Sharing Initiative, the Clearinghouse houses concerning standards and specifications for network architecture, data storage and interface, data representation, data exchange languages, data transport, and data security.

Availability: All potential users may access the **Clearinghouse** website to read standards and specifications; use the **Clearinghouse** search engine; and read comments listed in the **Clearinghouse**. Users also may register online at the Clearinghouse website to submit comments on the catalogued standards and specifications and post standards and specifications on the **Clearinghouse**.

To access the Clearinghouse: www.it.ojp.gov/jsc

National Court Case Management Functional Standards
Conference of State Court Administrators/National Association of Court Management Joint Technology Committee (JTC) and the National Center for State Courts (NCSC) (2001-ongoing)

The Joint Technology Committee recognized the need for state courts to develop case management functional standards to help state and local courts as they enhance, develop or procure their case management systems. They recognized that these functional standards would help courts with limited staff and financial resources leverage those resources better and lower the risks associated with large IT projects. More uniform functional requirements would improve business processes, reduce resource requirements, speed development time and eventually improve information sharing across jurisdictions. A Consortium of states agreed to fund the early functional standards work. Functional requirements were added by case type, starting with Civil, then Criminal and Domestic Relations. Case types were added as funding from various sources permitted with the most recent completed work being the Traffic standards which were paid for by NHTSA. Work is currently underway on the Appellate case type and on consolidating the individual case types into a unified functional standard for all court case types completed.

Availability: The most recent version of the functional standards is available online from the National Center for State Courts.

To download an electronic version:
http://www.ncsconline.org/D_Tech/Standards/Standards.htm

To Contact the National Center for State Courts:
National Center for State Courts

300 Newport Avenue
Williamsburg, VA 23185
Tel.: (888) 846-6746
Fax: (757) 564-2051
Email: standards.comments@ncsc.dni.us
Website: www.ncsconline.org

Developing performance measures . . .

> Performance measurement systems are powerful tools for managers and policymakers to identify successful programs, reward effective management, learn from experience, correct problems, and build broader public support for investing in identified best practices . . .. For information technology projects, performance measurement provides important benefits, including: establishing a true baseline for demonstrating resources; aligning project goals with policy strategies; making project goals operational; providing for benchmarking; and ensuring cost effective returns on investments.

<div align="center">

The Center for Society, Law & Justice
University of New Orleans

</div>

MEASURING THE SUCCESS OF INTEGRATED JUSTICE: A PRACTICAL APPROACH
SEARCH, The National Consortium for Justice Information and Statistics
(September 2003; Updated/Re-issued March 2004)

> Over the past 30 years, billions of dollars have been spent of justice-related technology projects. It is now apparent that justice system integration projects must be initiated with clear, realistic, and unambiguous goals that participating justice officials at every level of government can agree to and monitor. Before integration projects are even approved, participants should create performance measures that establish realistic expectations and provide ongoing feedback. This ensures that justice system officials and funding bodies are kept continually informed of project progress and status in reaching goals. Processes also are required to collect and analyze data that support the measures. This document, developed with BJA funding, explains how to define and measure the success of justice integration through the development of performance measures.

Availability: This document is available online from SEARCH at no cost.

To download an electronic version:
www.search.org/publications/pdffiles/PerformanceMeasures.pdf

To contact SEARCH:
SEARCH
7311 Greenhaven Drive, Suite 145

Sacramento, CA 95831
Tel.:   (916) 392-2550
Fax: (916) 392-8440
Website: www.search.org

PERFORMANCE MEASUREMENT TOOLS FOR JUSTICE IT PROJECTS CD-ROM
The Center for Society, Law & Justice
University of New Orleans
(March 2004)

Performance Measurement Tools for Justice IT Projects was developed by The Center for Society, Law & Justice (CSLJ), with funding from the BJA, to provide the justice field a set of performance measurement tools for use in specifying requirements, defining desired outcomes, and sharing best practices. Tools developed under this initiative include:

- A user's guide to developing performance measures for justice integration with particular attention to key issues in methodology and application;
- An introductory guide to the logic model approach for developing performance measures as a team-based process;
- A taxonomy and classification scheme for performance measures based upon identifying the locus of control for areas of performance;
- An inventory and catalogue of existing performance measures for justice integration projects collected from a variety of state and local jurisdictions.

Availability: The *Performance Measurement Tools* CD-Rom is available at no cost from CSLJ.

To order the CD-Rom:
The Center for Society, Law & Justice
University of New Orleans
3330 N. Causeway, Suite 413
Metairie, LA 70002
Tel.:   (504) 849-8021
Fax: (504) 849-8025
Email: cslj@eatel.net
Website: www.cslj.net

Developing integration infrastructure . . .

"With respect to infrastructure for integration initiatives, the most importance elements are communications bandwidth and available protocols, which will be essential to establishing linkages through which information can flow. The internal computing environment of justice organizations is also relevant,

particularly if they are saddled with antiquated hardware and software that pose a barrier to integration."

ENTERPRISE ARCHITECTURE DEVELOPMENT TOOLKIT V2.0
ENTERPRISE ARCHITECTURE DEVELOPMENT TOOLKIT V2.0 CD-ROM
National Association of State Chief Information Officers
(July 2002)

The toolkit document and its CD-Rom version are components of a suite of tools that the National Association of State Chief Information Officers (NASCIO) has developed under its Adaptive Enterprise Architecture Development Program with funding from the BJA. The toolkit document presents NASCIO's architectural framework for integrated information and data sharing between state and local governmental entities. The document contains sections addressing the business case for enterprise architecture; governance models that support implementation and management of the necessary architecture; an instruction set for developing or modifying enterprise architecture; templates for architecture design; samples provided by state and local governments with established architecture; and an appendix containing a lexicon and description of the NASCIO architecture framework disciplines.

The Enterprise Architecture Toolkit CD-Rom includes:

- The enterprise architecture toolkit document
- Domain, discipline, technology area, product component, and compliance component templates
- A video of *Enterprise Architecture: A Blueprint for Better Government*
- The NASCIO Enterprise Architecture brochure

Availability: The toolkit document can be downloaded from NASCIO's website at no cost. NASCIO requires that a short registration form be completed prior to downloading. NASCIO advises that information provided by registrants is requested for use in tracking interest in the toolkit, and will not be provided to third parties without registrants' prior consent.

The toolkit CD-Rom can be ordered online from NASCIO. There is no charge for the CD-Rom, but payment of shipping and handling is required.

To download an electronic version of the toolkit document, or order the CD-Rom online: www.nascio.org/publications/index.cfm

To contact NASCIO:
National Association of State Chief Information Officers

167 West Main Street, Suite 600
Lexington, KY 40507
Tel.:   (859) 231-1971
Fax: (859) 231-1928
Email: nascio@amrinc.net
Website: www.nascio.org

ENTERPRISE ARCHITECTURE VIDEO LIBRARY
National Association of State Chief Information Officers
(November 2003)

> The Video Library, available as a set of four CD's, is intended to serve as a resource for Chief Information Officers, information system architects, and other information technology experts in their efforts to present a compelling message describing the value of enterprise architecture. The Video Library resources also may be used in new employee orientation and the introduction of enterprise architecture concepts to policymakers, government staff, and, potentially, the public. This CD set, produced with BJA funding, includes the following video titles: *Digital Government*; *Enterprise Architecture: A Blueprint for Better Government*; *Enterprise Architecture – Government Leader Perspective*; and *Enterprise Architecture – Information Technology Professional Perspective*.

Availability: The Video Library can be ordered online from NASCIO. There is no charge for the Library, but payment of shipping and handling is required.

To order online: www.nascio.org/publications/index.cfm

To contact NASCIO:
National Association of State Chief Information Officers
167 West Main Street, Suite 600
Lexington, KY 40507
Tel.:   (859) 231-1971
Fax: (859) 231-1928
Email: nascio@amrinc.net
Website: www.nascio.org

ENTERPRISE ARCHITECTURE MATURITY MODEL
National Association of State Chief Information Officers
(December 2003)

> The *Maturity Model* provides a scale or metric for understanding where the organization is in its evolving operating discipline, and what steps are required to take it to the next level of maturity. The *Model*, developed with a grant from the BJA, provides a path for architecture and procedural improvements within an organization. As the architecture matures, predictability, process controls, and effectiveness also increase. Development of the enterprise architecture is critical

because it provides the rules and definition necessary for the integration of information and services at the design level across agency boundaries. Enterprise architecture includes business processes and representations, and supportive technology components. At its fullest maturity, enterprise architecture becomes an inter-enterprise concept and prescribes the infrastructure for inter-enterprise business processes and provides the design for allowing data to flow from agency to agency.

Availability: The *Maturity Model* can be downloaded from NASCIO's website at no cost. NASCIO requires that a short registration form be completed prior to downloading. NASCIO advises that information provided by registrants is requested for use in tracking interest in the toolkit, and will not be provided to third parties without registrants' prior consent.

To download an electronic version: www.nascio.org/publications/index.cfm

To contact NASCIO:
National Association of State Chief Information Officers
167 West Main Street, Suite 600
Lexington, KY 40507
Tel.: (859) 231-1971
Fax: (859) 231-1928
Email: nascio@amrinc.net
Website: www.nascio.org

Establishing interfaces . . .

"Electronic interfaces already exist in most enterprises, but often are not compatible with each other or with the architecture that has been adopted for the integration initiative. As with applications, interfaces must be developed or modified to fit the integration roadmap. Business rules also are needed to govern how and when the interfaces are used – which is done during the information exchange analysis."

FUNCTIONAL STANDARDS DEVELOPMENT FOR AUTOMATED CASE MANAGEMENT SYSTEMS FOR ADULT PROBATION
American Probation and Parole Association
(September 2003)
>**See previous entry for this tool under *Developing and adopting standards*, above.**

JUSTICE INFORMATION EXCHANGE MODEL
SEARCH, The National Consortium for Justice Information and Statistics
(2004-2005)

> **See previous entry for this tool under *Analyzing information exchange*, above.**

Designing integration architecture . . .

"In recent years, state governments have begun to explore the potential for adopting a unified interagency approach to solving common problems that inhibit the sharing of justice information. Borrowing from the corporate culture, several states is engaged in developing interagency IT blueprints, or "architectures," to improve information sharing across the justice enterprise."

Center for Best Practices
National Governors Association

"Adaptive, dynamic enterprise architecture enables the enterprise to change and manage the complexities inherent in large government enterprise. Enterprise architecture brings an operating discipline to the organization and prescribes the necessary traceability from strategic intent to the capabilities that enable intent. These capabilities include both business and technology components. Enterprise architecture does not happen at once. It is an iterative, maturing discipline that provides management the operating discipline for organizing and engaging business and technology components to fulfill the mission of the organization."

National Association of State Chief Information Officers

ENTERPRISE ARCHITECTURE DEVELOPMENT TOOLKIT V2.0
ENTERPRISE ARCHITECTURE DEVELOPMENT TOOLKIT V2.0 CD-ROM
National Association of State Chief Information Officers
(July 2002)
> **See previous entry for this tool under *Developing integration infrastructure*, above.**

ENTERPRISE ARCHITECTURE VIDEO LIBRARY
National Association of State Chief Information Officers
(November 2003)
> **See previous entry for this tool under *Developing integration infrastructure*, above.**

ENTERPRISE ARCHITECTURE MATURITY MODEL
National Association of State Chief Information Officers
(December 2003)
> **See previous entry for this tool under *Developing integration infrastructure*, above.**

Evaluating performance . . .

". . . it is essential to determine if the integration effort solved the business problems that led to its initiation. A thorough evaluation of a successful initiative provides valuable feedback for ongoing operation and maintenance of systems and integration interfaces, serves as input for future planning, and creates credibility with the policy leaders responsible for the project, funding bodies, and the public."

SEARCH,
The National Consortium for Justice Information and Statistics

MEASURING THE SUCCESS OF INTEGRATED JUSTICE: A PRACTICAL APPROACH
SEARCH, The National Consortium for Justice Information and Statistics
(September 2003; Updated/Re-issued March 2004)
> **See previous entry for this tool under *Developing performance measures*, above.**

PERFORMANCE MEASUREMENT TOOLS FOR JUSTICE IT PROJECTS CD-ROM
The Center for Society, Law & Justice
University of New Orleans
(March 2004)
> **See previous entry for this tool under *Developing performance measures*, above.**

SHARING JUSTICE INFORMATION: A CAPABILITY ASSESSMENT TOOLKIT
Center for Technology in Government
University at Albany
State University of New York
(Pending Publication)
> **See previous entry for this tool under *Assessing readiness for justice IT integration*, above.**