ICJIS

Integrated Criminal Justice Information System

FY 2003-2004 And FY 2004-2005 Bi-Annual Strategic Business Plan

Putting the Power of Technology to the Protection of the People

Adopted by the ICJIS Executive Committee
April 3, 2003

As amended and adopted by the ICJIS Business Team on March 5, 2003

"The Business Team met on Weds. March 5th to discuss the ICJIS Bi-Annual Strategic Plan, FY 03-04 Operational Plan and the FY 03-04 Budget Plan. The Business Team agreed to specific changes to all three documents, and with these changes incorporated, approve these documents to move forward to the Executive Committee."

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Integrated Criminal Justice Information System
2003-2004 Bi-Annual Strategic Business Plan

John Doktor, Director

Executive Summary

The Mission of the Integrated Criminal Justice Information System is to enhance public safety, improve service to the community, and promote quality justice and law enforcement decision making by sharing information that is timely, secure, reliable and comprehensive. (Adopted 10/1/1999 by ICJIS Executive Committee)

This 2003-2004 Bi-Annual Strategic Business Plan is the third developed in the originally planned seven-year life of the Integrated Criminal Justice Information Systems (ICJIS) . The emphasis of the ICJIS continues to drive efforts toward the integration of disparate and divergent justice information systems, and the elimination of duplicate, redundant data entry in justice systems. The first of three ICJIS Strategic Business Plan Strategic Goals[1] was accomplished during 2002, earlier than scheduled and under budget. A revised Strategic Goal was developed for this Plan.[2] The initial cost-estimate of $25 million to accomplish the project continues to be a limitation imposed on the ICJIS , although consultant estimates have reached upwards into the $50 to $70 million price range to complete the entire Strategic Business Plan.

Five stakeholder justice agencies created a Governance Agreement, providing for oversight of the project. The agencies are the **Sheriff's Office**, **County Attorney's Office**, **Indigent Representation** (Public Defender, Legal Defender, Contract Counsel, and Legal Advocate), **Clerk of the Superior Court**, and **Superior Court** (including Justice Courts, Juvenile Court, Pretrial Services, and Adult Probation).

The Governance Agreement states that the ICJIS Director "is appointed by and receives policy direction from the Executive Committee, and is assigned to work under the general direction of the CAO" (County Administrative Officer). The Director oversees a dedicated staff of senior level agency managers who are stakeholder representatives. The Agency Analysts and technical staff provide the business knowledge and expertise to ensure the business and technical requirements of the project are met. Several ICJIS sub-committees assist with policy, technical requirements, and business needs. The ICJIS Intranet, published at http://icjis.maricopa.gov, contains committee charters, membership, and minutes.

[1] **Strategic Goal 1 (2001-02)**: "By December 2002, ICJIS will develop and implement a system whereby participating justice and law enforcement county agencies will be able to electronically exchange information for the purpose of reducing data entry associated with increasing work loads through the elimination of redundant data entry."

[2] **Strategic Goal 1 (2003)**: "By December 2005, ICJIS will facilitate the electronic exchange of information by developing and deploying prioritized data exchanges through the Integration Engine so that participating justice and law enforcement county agencies can reduce data entry associated with increasing work loads through the elimination of redundant data entry."

Benefits: Maricopa County will receive the following benefits by the end of Phase I, currently estimated to conclude on June 30, 2007:

- More efficient information flow with the ability to exchange data between all justice agencies within Maricopa County. Critically identified data exchanges will reduce duplicate data entry and contribute to a more accurate and efficient justice system.
- Reduced jail costs through enhanced business and operational processes throughout the entire justice system.
- Support of Homeland Security through the improved electronic communication with the Department of Public Safety (DPS), local law enforcement, and federal agencies.
- Improved ability for authorized justice agencies to identify the status of a subject in the County justice system.
- Enhanced program planning and evaluation through the development of improved management and statistical reports.
- Secure electronic transfer of all criminal history record information in compliance with Federal and State standards.

The ICJIS Agency has received national recognition as a leader in enterprise integration, including:

- CIO Magazine's 15th Annual CIO-100 Awards[3] which highlight the most notable and successful implementations of the year. The ICJIS Agency received the award for "undergoing a major integration project to link law enforcement agencies throughout the county."
- The ICJIS Agency also received the Quovadx 2002 Innovative Solutions Award for our innovative use of the QDX Integrator data middleware product. Quovadx is a leading provider of data middleware solutions with over 3,000 customers in the healthcare, media, entertainment, and government sectors.[4]

This plan will include the following programs:

- Integration of Data Among County Justice Information Systems
- ICJIS Infrastructure
- State and Federal System Security
- Integration of Data With External Justice Information Systems

Associated projects for the Phase I programs listed above are described below.

Integration of Data Among County Justice Information Systems

The ICJIS Agency is implementing an N-Tier middleware architectural model as defined by Search[5]. This model facilitates enterprise application development and data sharing while

[3] See http://www2.cio.com/info/releases/08150212_release.html and http://www.cio.com/awards/cio100/pastwinners_m.html for the article.

[5] See SEARCH article on integration models, on the ICJIS-Web at http://icjis.maricopa.gov/Docushare/dscgi/ds.py/Get/File-467. Also see the SEARCH slide presentation at http://icjis.maricopa.gov/Docushare/dscgi/ds.py/Get/File-466.

supporting decentralized agency applications. The foundation of this middleware infrastructure as described in MFR goals "*a system whereby participating justice and law enforcement county agencies will be able to electronically exchange information for the purpose of reducing data entry associated with increasing work loads*" has been implemented. The following projects and activities are associated with leveraging this architectural model. These projects must go through the appropriate approval steps as set forth in the ICJIS Project Process.

Common Case Number

The CCN will be the unique identifying element for case information, and will facilitate the flow of information, both automated and manual, between the participating agencies. In the integrated data realm, CCN will allow the information systems to move data between and populate individual agency databases such as; Superior Court, Justice Court, Clerk of the Court, County Attorney, Indigent Representation, Adult Probation, Juvenile Court, and Sheriff. The currently designed implementation provides an opportunity to add value to existing processes by including functionality that builds on existing data collection efforts of the participating agencies (ICJIS CCN JAD, July 2002).

Common Code Table

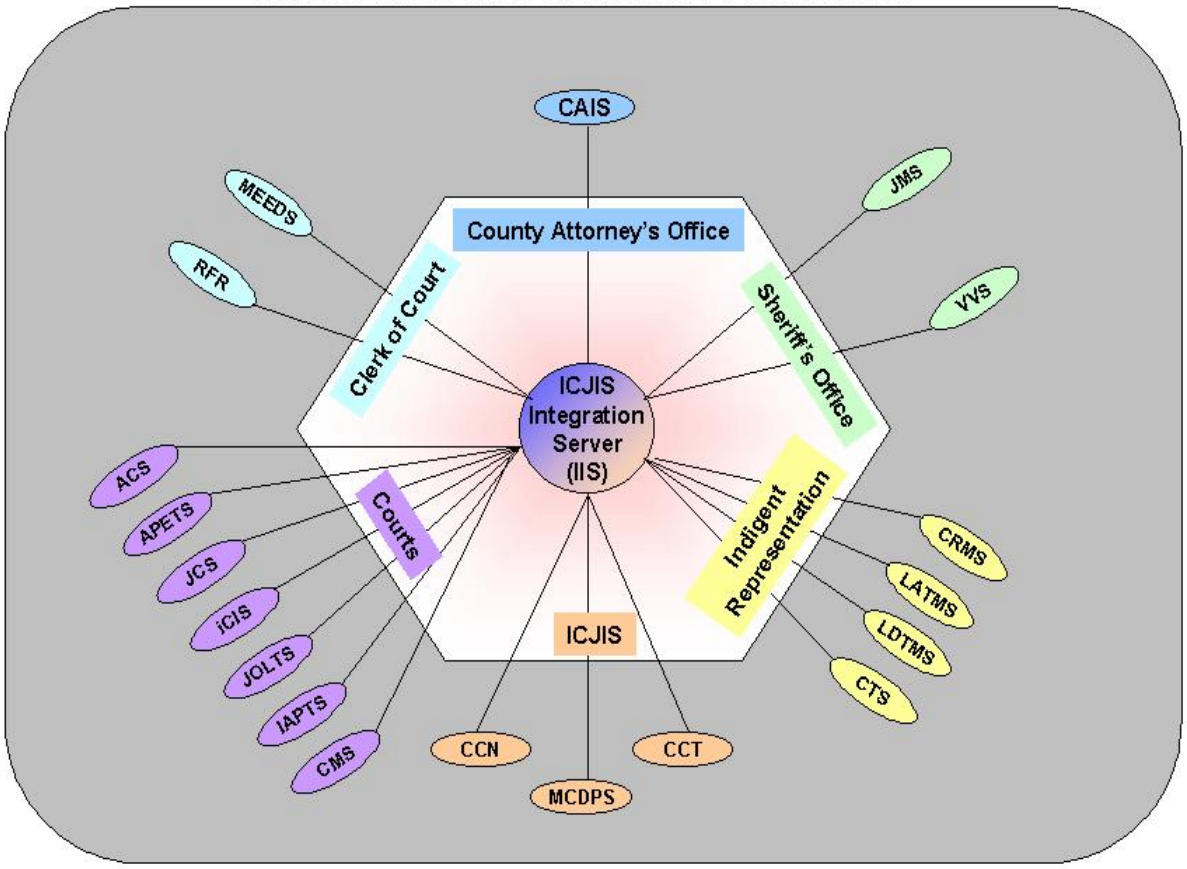
The Common Code Table is an application developed by the ICJIS Agency to assist data validation in agency systems. Participating agencies, working through the Common Data Subcommittee, have defined specific data fields that are shared among the agencies that can be validated from a specific set of table values. The Common Code Table has also been designed to serve as the single point of update for validation tables within each agency's system. Table owners make requested changes to their table values in the Common Code Table, other agencies are then notified of table changes and asked to make applicable changes to their returned values. Once all information is updated, the entire table can be pushed or pulled to the agency's system. The result is faster, accurate table updates and ultimately higher quality data.

Data Exchanges

Activities within this project category include connecting agency computer system applications to the ICJIS Integration Engine and then passing data exchanges between agencies.

(*see chart on following page for ICJIS data exchange and middleware environment*)

Current ICJIS Data Middleware Environment



The following identifies the systems listed in the above chart titled "Current ICJIS Data Middleware Environment." Names of the systems are as follows:

ACS – Superior Court Automated Court System
APETS – Adult Probation Enterprise Tracking System
CAIS – County Attorney Information System
CCN – ICJIS Agency Common Case Number System
CMS – Superior Court Case Management System
CRMS – Pubic Defender Client Records Management System
CTS – Office of Contract Counsel Case Tracking System
CCT – ICJIS Agency Common Code Table System
IAPTS – Superior Court Initial Appearance Pretrial Services System
iCIS – Superior Court Integrated Court Information System
IIS – ICJIS Integration Server
JCS – Justice Courts Case Management & Docketing System
JMS – Sheriff's Office Jail Management System
JOLTS – Juvenile On-Line Tracking System
LATMS – Legal Advocate Time Matters System
LDTMS – Legal Defender Time Matters System
MCDPS – Department of Public Safety Interface
MEEDS – Clerk of Court Minute Entry Electronic Distribution System
RFR – Clerk of Court Restitution, Fines and Reimbursement
VVS – Sheriff's Office Video Visitation System

(*Data Exchanges continued*)
The list of sub-projects for Data Exchanges includes the following approved and proposed data exchanges:

- Post-LEJIS
  - File-a-case
  - Scheduled Court Events
  - Disposition of a charge
  - Sentencing
- Correctional Health
- Video Visitation System
- Assigned Attorney
- Dispositions
- Warrants
- Document References
- RMS
- Clerk's EDMS

Accused-In-Process (AIP)
The AIP is envisioned as a shared index capability that will be developed to provide electronic access to information on subjects for the ICJIS stakeholders that are authorized to receive such information for the purpose of tracking the subject while in the Maricopa County Justice System. Within the AIP, authorized agencies will have the ability to capture information for a subject history worksheet.

Enterprise Stewardship / Data Quality Management
Enterprise Stewardship / Data Quality Management incorporates two key elements, Data Stewardship and Data Quality. Data Stewardship is the commitment to be accountable for a set of data elements, code tables and justice information for the effectiveness of the ICJIS stakeholders, and a recognition by all that data is an enterprise asset. The ICJIS stakeholders are making a commitment to ensure the data collected and exchanged within the J&LE community, are as free from errors as possible. Data Quality software tools assist the agencies with implementation of approved data standards, and assists with the ongoing maintenance of the accuracy of data through a data audit capability.

Management Information and Enhanced Program Planning
Develop management information systems to provide scheduled reports, *ad hoc* reports, and diagnostic reports. This will be implemented through a strategy that would allow County criminal justice agencies to access composite information to enhance program planning and evaluation, management, and statistical reports. Management and statistical reports at the agency and justice system levels will be developed during this phase. The integration server will allow creating reports on system performance, case processing activity, and fulfill other system management needs.

Electronic Signature Pilot
The Clerk of the Court (COC) has stated interest in pursuing an electronic signature pilot for minute entries signed by judges. This project will allow ICJIS to pilot a model for the

easy, reliable and positive authentication and electronic signing of minute entry documents. Through identified needs and acceptable standards, the pilot will result in the selection of an electronic technology for encryption, certification, management and security of electronic documents for use by ICJIS agencies. The COC will not have the resources to devote to this project before the first quarter of 2004.

ICJIS Infrastructure

Convergent Architecture

ICJIS and the J&LE Agencies completed a Target Convergent Architecture Study and the selection of industry standard tools to be used to develop applications and data exchanges. Standards training and implementation includes convergent architecture-related activities in support of the ICJIS Agency and J&LE agencies. Convergent architecture implementation will continue until the end of the planning horizon because it includes training and software licenses related to standards implementation.

Information Technology Service Management (ITSM)

IT Service Management relates to providing service support and delivery essential to assuring that the ICJIS Agency IT systems and applications are effectively maintained, supported and enhanced throughout their life cycles in order to provide sustained value to justice operations. The five major components for an effective ICJIS ITSM process include: Service Level Agreements Change Management, Release Management, Incident Management, and Business Continuity.

State and Federal System Security

Updated security mandates from both the State and Federal levels have created new requirements for the secure transport and handling of Criminal History Record Information received from those systems. These requirements are based upon current Arizona Department of Public Safety ACJIS and the FBI CJIS NCIC 2000 security policies. To ensure compliance with these policies an ICJIS security model has been developed.

DPS Interface, Homeland Security

The purpose of this project is to define, scope and implement a replacement for the existing electronic interface to the Department of Public Safety (DPS) to comply with the FBI NCIC 2000 CJIS requirements. This involves the migration of current J&LE DPS interfaces to the newer TCP/IP ACJIS standard being deployed by DPS. The new interface will support two messaging interfaces through the ICJIS Integration Engine, a programmatic interface (Phase I) for the Sheriff's Office and a secure Web Interface for Superior Court and the County Attorney's Office.

Secured Backbone Network

The purpose of this project is to define, scope and implement a secured backbone solution to comply with the FBI NCIC 2000 CJIS requirements for providing a 128 bit encryption for all Criminal History Record Information (CHRI) that is transported over public carrier links. In addition, this project will provide for a logical separation of the existing County Wide Area Network (WAN) into separate segments to better provide for levels of security with firewalls and logical routing/filtering for County J&LE agencies.

Security Policies
This policy development process will provide security policies for County J&LE agencies to ensure the confidentiality, integrity, and availability of the ICJIS Agency developed systems. This will also provide for the secure transmission of criminal history record information over those systems. These policies will be drafted to comply with minimum requirements of the FBI NCIC 2000 guidelines.

Integration of Data with External Justice Information Systems
In order to support Phase I programs and projects, data exchanges with external justice agencies will continue to be implemented. The most significant external agency interface activities are those defined in the DPS Interface Project and the Pre-Booking System.

Pre-Booking System Application, and Pre-Booking Data Exchange
The objective of this system is to provide a user-friendly intuitive interface for entry of arrest/booking data by arresting officers. This system is required to be fully operational in the 4th Avenue Jail Facility within the coming year. The ICJIS Integration Engine provides the interface between the PC's being used for the data entry and the MCSO's Jail Management System, as well as to the Mugshot database. MCSO is using the ICJIS Convergent Architecture tools for the development of the Pre-Booking application and user screens.

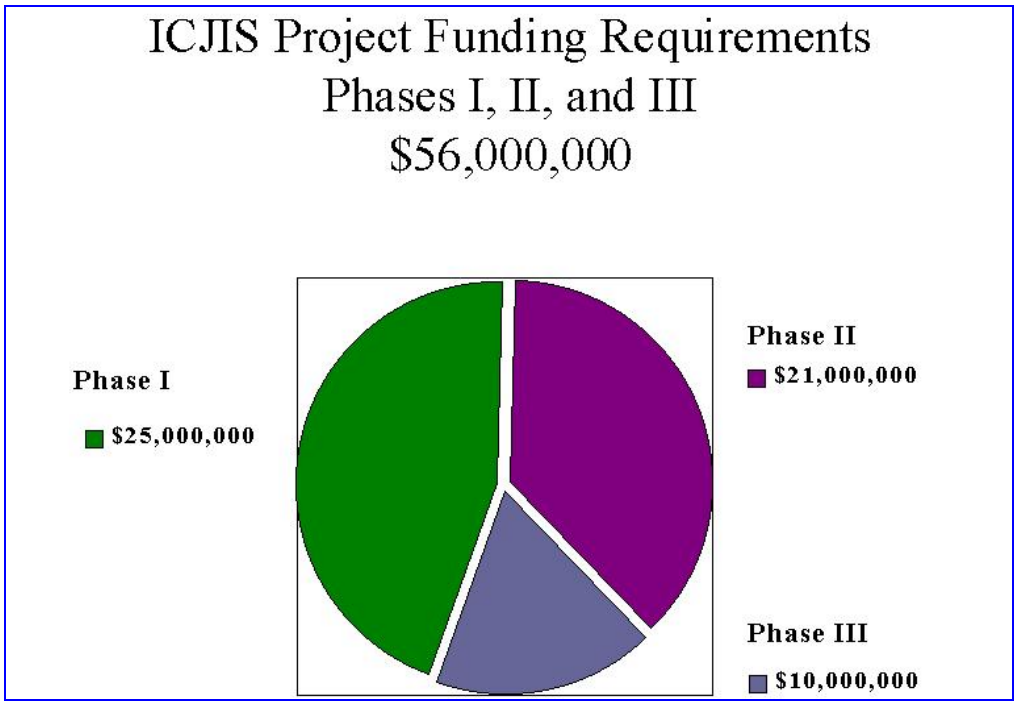
Data Exchanges
Activities within this project include connecting external agency computer system applications (DPS Lab Reports is currently proposed) to the Integration Engine and then passing data between external agencies and County Justice and Law Enforcement Agencies.

External Agency Requirements Analysis
Expected Results – External agency interfaces will be part of ICJIS Phase II. Critical external agency interfaces will be included in Phase I as the budget permits. Requirements analysis will assist in identifying interfaces, the benefits to the ICJIS stakeholders, and the costs for completing the interfaces.

Funding of Subsequent Phases
As identified in the Project Scope section of this document, two subsequent phases have been defined to complete the vision of the ICJIS stakeholders. Due to the initial allocation of $25 million to Phase I of the ICJIS Project, subsequent Phases II and III will require approximately $31 million in additional funding.

The voters of Maricopa County recently approved an extension of the Jail Tax to fund the operation of new jails and other priority projects. If residual funds are identified following this prioritization, the ICJIS Agency will request through the Executive Committee approval of additional funding from the Citizens' Jail Oversight Committee. Current OMB funding priorities in order are: 1) Operation of Adult and Juvenile Detention facilities (including major

maintenance, 2) Capital Improvements (CIP), and 3) Jail population reduction strategies, which would include ICJIS.



The following are the FY2003-2004 Operational Plan
Programs and prioritized associated Projects/Activities

Programs	Projects	Priority Level
Integration of Data Among County Justice Information Systems	• Common Case Number	**1**
	• Common Code Table	**1**
	• Data Exchanges - Post-LEJIS ◦ File-a-case ◦ Scheduled Court Events ◦ Disposition of a charge ◦ Sentencing - Correctional Health - Video Visitation System - Assigned Attorney - Dispositions - Warrants - Document References - RMS - Clerk's EDMS	**1**
	• Accused In Process	**2**
	• Enterprise Stewardship/Data Quality Management	**2**
	• Management Information and Enhanced Program Planning	**2**
	• Electronic Signatures	**3**
ICJIS Infrastructure	• Convergent Architecture	**1**
	• Information Technology Service Management (ITSM)	**1**
State & Federal System Security	• DPS Interface - Homeland Security	**1**
	• Secured Backbone Network	**1**
	• Security Policies	**1**
Integration of Data With External Justice Information Systems	• Pre-Booking System Application - Pre-Booking (Data Exchange)	**1**
	• Data Exchanges - DPS Lab Reports	**2**
	• External Agency Interface Requirements Analysis	**3**

Priority 1 – Existing or pre-approved project – adverse impact if cancelled
Priority 2 – High benefit prioritization with relative cost considerations ranking (Pending approval of the ICJIS Executive Committee)
Priority 3 – Other recommended projects

Introduction

In 1997, Maricopa County contracted with Chinn Planning to evaluate the requirements of the Maricopa County justice system in light of the rapidly growing population and needs for public safety. The Chinn Report[6] indicated a "lack of appropriate information systems," and the need for Maricopa County to "make sound jail population management decisions" with reliable information. The Chinn Report indicated, "Good decision-making requires sound, readily available information." The report indicates that "the cost of an integrated information system would vary significantly, and would require a detailed needs assessment of existing information systems and process flow" with "a rough cost range…from $20 to $25 million."[7] Further detailed analysis, including reports from additional vendors and consultants, indicate a three-phase integration plan to have a cost of at least $62 million through fiscal year 2006/2007. Maricopa County has committed an initial $25 million to Phase I of the ICJIS integration project (refer to Appendix A for a glossary of relevant terms and acronyms).

The ICJIS Project exists for the purpose of facilitating the integration of information systems among justice agencies of Maricopa County. ICJIS was initiated with passage of Proposition 400 in 1998, which instituted a temporary sales tax, ending in 2007, to fund construction and operation of new County detention facilities, and to improve processing of criminal cases.

An Executive Committee was created to determine policy for and guidance on all major facets of the integration effort, and to ensure alignment with Proposition 400 and needs of the justice agencies. The Executive Committee established a Business Team of operational leaders of the justice agencies to provide oversight and direction within the policy guidelines established by the executives. The Executive Committee developed the Governance Agreement to guide policies, budgets, and activities necessary to fulfill the stated project mission for the ICJIS Project (see Appendix B for additional project background).

The Governance Agreement provides that the ICJIS Director "is appointed by and receives policy direction from the Executive Committee, and is assigned to work under the general direction of the CAO" (County Administrative Officer). Agency Analysts represent each of the stakeholder agencies, and technical support staff provide technical support to the project (see Appendix C for the ICJIS Organizational Chart). Within the guidelines of each agency, the assigned Agency Analysts are representatives entrusted by their agencies to participate in ICJIS functions, to communicate with and keep their agencies informed, to make and/or represent their agencies' decisions regarding the development of integrated criminal justice information systems, and to coordinate implementation of improvements within their respective agencies. The department is responsible for designing, developing, programming,

[6] JALET discussed the Chinn Planning Inc. definition of integrated system and approaches taken by other jurisdictions including Harris County, San Diego County, and State of Colorado. JALET stated "In response to Chinn's assertion that we need an integrated criminal justice system, we state that completing our process of establishing electronic data interchange (EDI) links between our separate systems will achieve the necessary level of integration. (see JALET minutes of Dec. 16, 1997). On Dec. 14, 2000, the ICJIS Business Team discussed the Chinn Report, stating "That the Chinn report was not all-inclusive, that L.Thatcher recommended a Phase I that differed from the Chinn report."

[7] See the Chinn Report posted on the ICJIS-Web at http://icjis.maricopa.gov/Docushare/dscgi/ds.py/Get/File-197/ChinnRecommend1297.pdf.

implementing, managing, and maintaining future ongoing maintenance of the ICJIS Agency, in line with Executive Committee and Business Team directives. Several committees are involved in specific projects to assist with research and implementation The ICJIS-Web Intranet pages (http://icjis.maricopa.gov) contain information about committee charters, including the Common Data Committee and JALET Committees.

The Executive Committee approved a Mission Statement and drafted goals and objectives and a preliminary scope of work. These initial efforts were in the context of the Maricopa County MFR process (Managing for Results) that guided planning efforts, resulting in the MFR Plan, which includes a phased operational plan for fulfilling the ICJIS mission. Later activities will include planning for ongoing integrated system management and maintenance, once the operational plan is in place for this project (ICJIS MFR Plan, December 2002).

A decentralized integrated approach will be utilized while leveraging current information systems. Throughout the process, data exchange between County justice agencies and municipal, state, and federal agencies will be enhanced where appropriate. While designing computer linkages, agencies will explore opportunities to improve business processes where appropriate.

Proposition 411 received voter approval in November 2002, and provides for an additional 25 years of the Jail Tax. Revenues from this tax have initially been allocated to jail renovation and operations. It is yet to be determined whether the ICJIS project will receive any funding from Proposition 411.

Sponsor

Upon agreement of the five ICJIS stakeholders, the ICJIS effort was formalized in Maricopa County. The ICJIS Governance Agreement (Appendix D) provided for establishment of an Executive Committee, Business Team, and staff. Each year since inception, the Executive Committee has approved the updated ICJIS Strategic Business Plan as a statement regarding the purpose, approach, and expectations of the ICJIS effort. The Executive Committee approves the budget and ICJIS projects in separate actions.

The Board of Supervisors annually approves the ICJIS Agency Budget, and the Citizens' Jail Oversight Committee, appointed by the Board of Supervisors, receives and reviews regular reports from the ICJIS Agency.

Purpose of the Strategic Business Plan

The purpose of this Strategic Business Plan is to:

- Provide a clear focus and direction for tactical and strategic ICJIS Project initiatives.
- Provide a High Benefit Prioritization with Relative Cost Considerations Analysis of the ICJIS Project initiatives for the plan period.
- Provide an Implementation Strategy consisting of the ICJIS Project initiatives for the plan period.
- Provide input to the ICJIS Agency Budget Plan.

Intended Audience
This document has been prepared for the ICJIS stakeholders, County management and the Citizens Jail Oversight Committee.

Opportunities to Improve Processes: The ICJIS project will identify opportunities to improve processes to enhance case flow within the justice system. Examples include:

- Eliminate duplicate data entry at various stages of operations
- Improve data accuracy
- Share data of common interest among justice and law enforcement agencies
- Improve timeliness of data collection
- Reduce reliance on paper-based processes
- Increase the use of electronically shared data and documents
- Implement the use of a common case identifier for incidents
- Streamline the ability to determine current subject status in the system without separately querying each of the existing department databases
- Develop a common data dictionary to improve the consistency and reliability of data between systems
- Eliminate inconsistencies between paper files and computer databases within and between agencies
- Develop an enterprise view of the justice system to provide management information to assist in planning, assessing and improving the effectiveness of justice programs
- Provide an appropriate level of network security and confidentiality for J&LE Community information electronically transported between agencies internal and external to the County

ICJIS stakeholder agencies created an idealistic view into the future when justice integration enhances the apprehension of violators, criminal prosecution, and case processing (ICJIS Vision Scenario, November 2000). It illustrates enhanced integration opportunities by imagining how cases could be processed in the future, from arrest to disposition.

Problem Statement and Program Situation Assessment

Problem Statement
An integrated justice information system has the opportunity to provide solutions to problems and inefficiencies that occur. The following are some of the problems that exist to varying degrees in the current Maricopa County justice system:

- Common information is captured independently and at various points in the system, not always at its point of origin. One consultant study indicated some data is entered from 9-12 times into non-integrated systems, increasing the possibility for error.
- Justice information is not totally consistent, reliable, nor in the same format as the agency that originally captured the information.
- Redundant data collection and duplicate data entry is prevalent when justice information is not passed through the integrated justice information system.

- Errors in justice information occur with duplicate and redundant data entry downstream from the point of origination.
- Redundant data entry and processing requires greater labor and associated costs.
- Management Reports are not available without great research gathering efforts from disparate systems that are not integrated. Lack of this high-level aggregate view detracts from viewing the larger system as a whole, and making decisions that have a net-positive outcome.
- Relevant information is not immediately available to stakeholder justice agencies as it enters each stage of the justice process.
- Data captured upstream does not necessarily comply with data specifications downstream. The information is not consistent with requirements that promote efficient and effective operations.
- Demand for paper forms, files, and hard-copy documentation continues to increase, and will continue to demand greater storage and processing facilities as agencies fail to rely on the electronic record. The problem of losing the paper file and making the record unavailable will continue until electronic records are made readily available. The problem of one party checking out the court file and making the record unavailable to others will continue. Need for costly space for paper storage will escalate.
- Stakeholders/customers are not able to view case files simultaneously.
- Requests to transfer and transport files and case records continue to require more costly human and transportation resources.
- Justice processing time is hindered due to the inability to quickly search and process the hard-copy record.
- The Automated Fingerprint Identification Systems (AFIS) is not integrated in such a way as to eliminate costly mistakes in identifying subjects.
- Justice agencies are not able to efficiently track individuals throughout the justice system.
- Management decisions suffer from lack of ability to quickly assess masses of criminal case processing data.
- Lack of timely and accurate warrant information continues to be a detriment to swifter and more efficient accountability and justice.
- Multiple agencies requiring criminal history information leads to redundant case processing activities.
- Lack of segregation of County justice agencies' network traffic, appropriate network level security and encryption of criminal history record information exposes networks and electronically transported information to internal and external threats.
- Reporting of dispositions to DPS is not always timely or complete, resulting in incomplete criminal history information at the State and National levels.

Program Situation Assessment

Integration of Data Among County Justice Information Systems

Integration allows enhanced productivity, efficiency, communication, and eliminates redundancy. As a result, the ICJIS Project positively impacts public safety by making available to ICJIS stakeholders timely and accurate subject information. With the data

exchanges completed to date, justice agencies are receiving some of the benefits initially envisioned. Some specific examples include:

- Superior Court calendar information is being electronically distributed.
- A common data dictionary has been developed to promote more consistent information being transmitted downstream to justice agencies.
- Sentencing minute entries have been electronically coded to facilitate the electronic transfer of data between computer systems to eliminate duplicate data entry costs.

The computer connections that comprise the ICJIS Project N-tier middleware architecture have been implemented and will continue to evolve over time as new systems are added and enhanced. This evolution will include the continual improvement of computer connectivity ranging from batch file transfers requiring operator involvement to real-time computer connections that transmit data based upon complex business rules.

Finding the necessary skilled technical resources to maintain the ICJIS Project computer infrastructure will be a major focus area this plan period. To maintain project momentum and continue adding new data exchanges and applications, skilled technical personnel must be added to the ICJIS Agency staff and/or training of justice agency technical personnel must be completed to provide ongoing operational support of existing data exchange and applications. This staffing will be part of the IT Service Management program development that is incorporated in this plan for approval.

In order to complete the vision of ICJIS stakeholders, the following areas require further analysis, development, and approval.

- Assign a common case number at appropriate points within the Maricopa County Justice System.
- Implement the use of standardized codes by justice agencies throughout the ICJIS stakeholder community.
- Prioritize, define, and implement additional data exchanges based upon a high benefit prioritization with relative cost considerations analysis of each exchange.
- Provide authorized electronic access to information on subjects (AIP) for the purpose of tracking the subject while in the Maricopa County Justice System. Authorized agencies will have the ability to capture information for a subject history worksheet.
- Improve the quality of information exchanged between the justice agencies so that information can be relied upon.
- Pursue an electronic signature pilot (COC) for minute entries signed by judges, resulting in the selection of an electronic technology for encryption, certification, management and security of electronic documents for use by ICJIS agencies.

ICJIS Infrastructure

In order to develop and sustain the data exchanges and new applications developed by ICJIS certain key infrastructure need to be in place. Several areas must be addressed to help ensure that the momentum of the ICJIS Project continues to meet the expectations of the ICJIS stakeholders. Those areas include:

- Continue to provide training, software, and external consulting services to justice agencies for the implementation of convergent architecture to reduce the cost of future integration efforts.
- Implement best practices associated with Information Technology Service Management.

State and Federal System Security

In order to comply with State and Federal system security requirements for the secure transport of Criminal History Record Information, several key County infrastructure changes need to be completed. These include:

- The implementation of all phases of the DPS to ICJIS Interface, and the completion of both a programmatic messaging interface for the Sheriff's Office to the ICJIS integration engine and secure Web messaging interfaces for Superior Court and the County Attorney's Office.
- The implementation of the secured backbone network that complies with NCIC 2000 CJIS requirements.
- The completion, approval, and implementation of the ICJIS Security Policies to ensure the confidentiality, integrity, and availability of the ICJIS Agency developed systems.

Integration of Data with External Justice Information Systems

Integration allows enhanced productivity, efficiency, communication, and eliminates redundancy. As a result, the ICJIS Project positively impacts public safety by making available to ICJIS stakeholders timely and accurate subject information. Although the primary development of this external capability is scheduled for Phase II, certain external data exchanges are now being implemented at the request of ICJIS stakeholders.

The technology infrastructure is in place for use in implementing improved data sharing with external agency justice information systems. The DPS Interface Project and the Pre-Booking System are key components of this program.

In order to better promote cooperation with external justice agencies, the ICJIS Agency will recommend consideration is given to expanding the non-voting membership of selected committees to include key members of state and local justice agencies. This will improve communication regarding similar programs that may compliment the ICJIS Project and possibly provide additional funding to complete the vision of ICJIS stakeholders

External Environment

Homeland Security

The Federal Homeland Security Department's current stated priority is to identify and assess current and future threats to the homeland, map those threats against current vulnerabilities, issue timely warnings, and immediately take appropriate preventive and protective action. The ongoing operation of Maricopa County ICJIS data integration process depends on its interface to and use of the national cyber/telecommunications infrastructure, of which the communication of Criminal History Record Information from the Federal through the State to Local jurisdictions is a critical component. The interfaces

between the FBI CJIS, ACJIS and ICJIS integration technologies will be dependent on the national cyber/telecommunications infrastructure. ICJIS participation in ensuring that the ACJIS or external agency's interfaces remain intact will coincide with the efforts in protecting the national cyber/telecommunications infrastructure. ICJIS participation will involve at a minimum the implementation and ongoing support of an IT security program, to include awareness training, audits, and development and implementation of security policies, standards and procedures. As the ICJIS connectivity expands to outside agencies, the need to implement network and system security technologies in line with the current vulnerabilities and threats will expand as well.

In order to ensure that the ICJIS integration project is in alignment with Homeland Security initiatives, initially, the following areas require further development.

- Assess external agency interface needs
- Build upon the success of the secured backbone network and DPS interface projects to comply with Homeland Security Department directives
- Complete additional documentation for logical and physical security controls, a security matrix and security logging and monitoring process
- Develop program for security awareness training
- Develop program for periodic security audits

Critical Assumptions and Constraints

The ICJIS Project was originally restricted to $25 million, although the 10-year projection indicated the need for approximately $56 million to complete all three phases. Since then, the ICJIS has pared the project to Phase I after moving some projects and tasks from Phase II into Phase I, and is on target to complete Phase I within the $25 million expenditure by 2007.

Agency Analysts
Agency Analysts return to their agencies when their work is completed, currently estimated to be June 30, 2005.

Availability of Justice Agency Personnel for Projects
The success of this project requires a significant investment of IT resources and management commitment and coordination by the individual J&LE agencies to complete the programming necessary to feed data to the Integration Engine and to fully utilize data received from the Integration Engine. Lack of availability of qualified business and technical justice agency personnel for planned project and design activities hinders project progress.

Consideration of Industry Best Practices
The ICJIS Agency has the responsibility to consider industry "Best Practices" in the development of ICJIS systems in accordance with project plans approved by the Executive Committee and with oversight by JALET and the Business Team.

Data Quality
Due to data format and/or data accuracy issues, Justice agencies are hindered in their efficiency and effectiveness in implementing data exchanges. Agencies that receive a data

feed from another agency are dedicating substantial resources to translating and formatting data prior to use by their internal systems. This will continue to delay benefits from data exchanges and greatly increase individual agency costs to accept data from other agencies.

Decentralized Approach

- The ICJIS Executive Committee has agreed to the development of a decentralized integration system for ICJIS. Agency needs are best met with agency computing resources. As a result, completely independent computer systems with independent databases, programs, applications, budgets, and information system personnel will be maintained. This approach retains focus on individual agency's functions, services and activities.
- Each J&LE agency will be responsible for meeting their agency specific case management needs through their agency applications. ICJIS will not provide case management or agency specific application development and support without specific Executive Committee approval.
- The ICJIS integration effort will involve the exchange of information and data in support of case processing and will not include the exchange of information or data in support of administrative functions (e.g. payroll, procurement, human resources, budgeting).
- Limited and appropriate use of centralized data as an effective approach to application development may be considered by the Executive Committee on a per project basis.

Divergent Technology Standards

Due to existing investments and the direction of external State agencies that control the funding of technology for some justice agencies, Maricopa County justice agencies will continue to deploy and implement technology that is not always congruent with the J&LE Convergent Architecture Plan identified earlier in this document. This could increase the cost of current and planned shared application development.

Funding

In 2000, the ICJIS Executive Committee approved a 10-year three phased ICJIS plan. In 2001, the Executive Committee revised the plan and approved the reprioritization of projects between the three phases. The Executive Committee approved the revised plan, with the understanding that the **$25 million** funding from the Jail Tax passed by the voters in 1998 was available for Phase I of the plan. Phase I projects will establish horizontal integration between the justice agencies in Maricopa County. It is strongly recommended that additional funds be made available in future years to complete Phases II and III of the plan. These later phases will establish vertical integration with state and federal data exchanges, measures which are critical to effective criminal justice decision making and homeland defense.

ICJIS End-Game or Plan for Continuation of Benefits

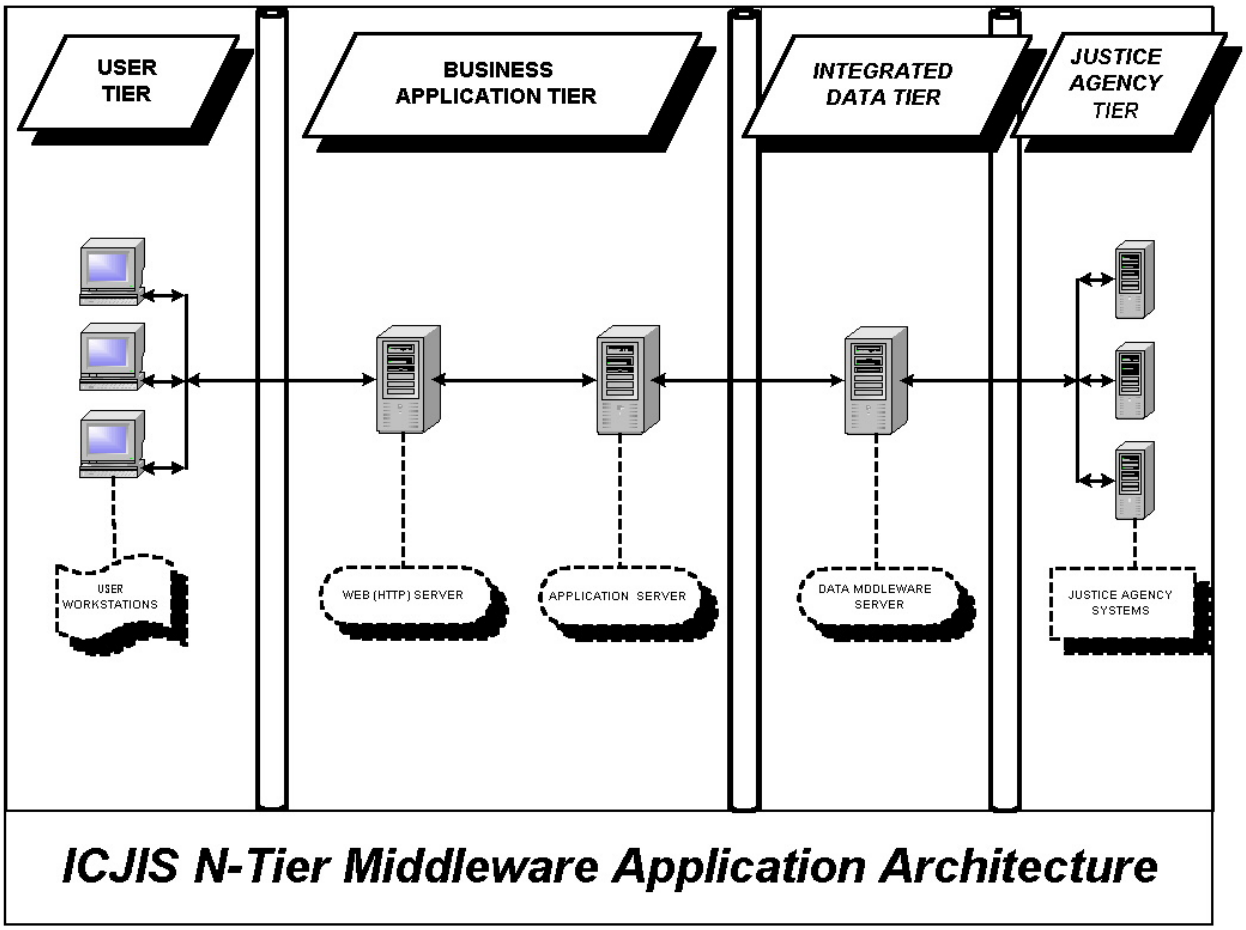
Upon completion of the ICJIS project in or about 2007, the integration engine will be operational, a security policy will be in place, convergent architecture, and integrative software will exist. ICJIS is in the process of developing plans for the ongoing operations, application enhancement, application maintenance, or replacement of hardware and software of ICJIS developed applications.

ICJIS Agency Office Space
Currently, the majority of office space used by the ICJIS Agency is the storage room of the Office of Legal Advocate at 411 N. Central Ave. Other ICJIS Agency staff members are located in the buildings at 301 W. Jefferson, and at the Sheriff's Office Data Center. The dispersed location of the ICJIS Agency staff has a detrimental effect on staff productivity and the overall success of the ICJIS Agency Project. The ICJIS Agency has submitted several requests for common space for the entire ICJIS Agency staff since the ICJIS Agency was formed in July 2000. In January 2003, ICJIS was informed by County Officials that there is no County space for ICJIS, and that leased space is the only option. ICJIS is therefore looking for suitable lease space to house its staff and operations.

ICJIS IT Service Agreements
All of the ICJIS developed initiatives will require ongoing support in order to ensure continued operation of the application or interface. The Business Team recommends the adoption of a strategy that will ensure a clear understanding of ICJIS responsibilities as well as agency(ies) responsibilities to support the hardware, applications, interfaces and network developed by ICJIS. This strategy will include shared responsibilities, documented in Service Agreements, as approved by the Executive Committee.

N-Tier Middleware Integration Model
ICJIS has implemented an N-tier middleware architectural model. This model is premised on a decentralized system – where individual agencies have control over their own processes and data. As defined by SEARCH "the middleware model allows justice organizations to build applications that suit their needs, without so much concern about the needs of other organizations. The middleware ensures data compatibility so long as there is good communication between justice organizations and those who maintain the middleware. If a particular agency adds a code or changes its application without informing the middleware service provider, problems with data exchange could result. Creating a middleware system is more expensive than some of the other alternatives, but provides a strong foundation for electronic data exchange. This system acts as a translator, converting information from the format of the sending agency to the format of the receiving agency."

The N-tier model facilitates the building of distributed solutions that can run on a number of industry platforms. In addition, the tiered model allows the development of business applications without having to be concerned about the underlying details of security, database connectivity and other system infrastructure issues. Finally, a key efficiency advantage of this N-tier environment is that many software application components can be easily reused across the justice enterprise – e.g., case management systems.



Project Management

- The ICJIS Project Process, as approved by the ICJIS Executive Committee, was developed to ensure effective project management practices including: Bi-Annual Strategic Business Plan Process; Fiscal Year Plan Process; Fiscal Year Budget Process; ICJIS Application Project Process.
- The ICJIS Application Project Process is intended to provide a project management process based on effective practices for the development of the ICJIS Agency systems and would include the following components: scope management; schedule management; cost management; quality management; issue management; risk management.

Security

The ICJIS project will enact strict security policies and procedures to protect the ICJIS network, Integration Engine, the applications, interfaces utilizing the Integration Engine, agency data, and system design documents. In addition, the ICJIS security policies will be observant of and comply with individual J&LE agency security requirements in developing projects.

Target Technology Plan

The diversity of applications, technology, and information system architectures across the various J&LE agencies presents a challenge for achieving this desired integration (refer to Appendix E for Current Technology Environment). We surveyed the existing technology

architecture of the various ICJIS stakeholders to determine any commonality. From there, ICJIS made recommendations to select current and open technology standards, which would facilitate commonality and integration throughout the J&LE enterprise (ICJIS Convergent Architecture Recommendation, June 2001). The ICJIS Agency, in concert with the justice agencies, then established a target technology plan, developed a Convergent Architecture Plan, and obtained the approval of JALET, Business Team, and Executive Committee. The Plan has the purpose of promoting a common and reusable development environment that will support the ICJIS Agency and each of the justice agencies in their data exchange and application development needs, as well as facilitate integration across agencies. Based on these requirements, ICJIS and the J&LE agencies selected the Java 2 Enterprise Edition (J2EE) architecture as its target. This was deemed to be the best option given the decentralized nature of the Maricopa Justice Agencies and the need to to interface across diverse platforms. The tools, software and hardware of this plan will change as enhancements in technology occur. This target architecture was developed to provide a robust and lasting foundation by which to achieve a level of business process integration that satisfies the objectives of the ICJIS Agency and the individual justice agencies.

The ICJIS Agency is in the best position to facilitate the introduction of standardization across justice agencies, and to provide guidance on acquisition and utilization of resources to achieve integration. Convergence of applications around a common development suite and platform environment lays the groundwork for integrated data sharing and a portal to take advantage of shared business processes and communication. With this approach, common ground is reached to ease the integration of applications and can be employed within all layers of the architecture (see Appendix F for ICJIS Convergent Architecture Framework Chart).

Training
ICJIS has trained, and continues to train, J&LE computer technical personnel on the use of software and hardware implemented by ICJIS. Training for ICJIS and J&LE personnel after the project has been completed must be incorporated into the ICJIS “end game strategy.”

Goals and Scope

ICJIS Agency MFR Strategic Goals

Strategic Goal 1: By December 2005, the ICJIS Agency will facilitate the electronic exchange of information by developing and deploying prioritized data exchanges through the Integration Engine so that participating justice and law enforcement county agencies can reduce data entry associated with increasing work loads through the elimination of redundant data entry.

Strategic Goal 2: By December 2005, justice and law enforcement agencies external to Maricopa County (federal, state, and local) will be enabled to share and exchange information electronically with county justice and law enforcement agencies on a timely, accurate, and secure basis through the integrated criminal justice information system.

Strategic Goal 3: By December 2005, the ICJIS Agency will provide the information links necessary for criminal justice departments to develop and implement management information systems, including the Accused-In-Process (AIP) system to provide

more complete information regarding individual cases and case processing, leading to better decision making.

Scope of the Phase I ICJIS Project

Originally, the ICJIS Project consisted of three Phases. This Plan covers only Phase I Programs. Refer to prior ICJIS Strategic Business Plans (2000, 2001, and 2002) for scope, programs, and projects of Phases II and III.

Integration of Data Among County Justice Information Systems

The J&LE community maintains individual agency systems which provide for specific agency needs. The ICJIS Project will integrate these decentralized justice systems to provide data and information sharing and improve the management of criminal cases. Participating justice agencies are:

- Adult Probation Department (APD)
- Clerk of Superior Court (COC)
- Correctional Health
- County Attorney (MCAO)
- Indigent Representation
- Justice Courts
- Juvenile Court (tried as adults, and juvenile probation)
- Pre-Trial Services
- Sheriff (MCSO)
- Superior Court

The following County justice information systems will be included as connections to the Integration Engine in 2003:

Clerk of the Superior Court
- Electronic Document Management System (CEDMS)

Correctional Health
- Correctional Institutional Pharmacy Software (CIPS)

Medical Examiners Office
- "Cause and Manner of Death" Reports

Sheriff's Office
- Records Management System (RMS)
- Pre-Booking System (PBS)

State and Federal System Security

New FBI requirements to improve the security and efficiency of telecommunications between the States and FBI were identified in the NCIC 2000 guidelines (www.fbi.gov/hq/cjisd/ncic.htm). The code manual can be seen at www.leds.state.or.us/resources/ncic_2000/ncic_2000_code_manual.htm. These new requirements have resulted in a mandate for counties to replace existing DPS computer interfaces, and to implement a secured backbone. This will facilitate improved access to the following:

- Arizona Department of Corrections (DOC)

- Arizona Department of Juvenile Corrections (ADJC)
- Arizona Department of Motor Vehicles (MVD)
- Arizona Department of Public Safety (DPS)
- Bureau of Alcohol, Tobacco, and Firearms (ATF)
- Drug Enforcement Agency (DEA)
- Federal Bureau of Investigation (FBI)
- Immigration and Naturalization Service (INS)
- Secret Service
- Interpol
- Local police departments (Only via ALETS messaging)
- NLETS/ALETS Messaging
- ACIC/NCIC Wants/Warrants

Integration of Data with External Justice Information Systems:
Considering the needs of the ICJIS stakeholders, the following external agency interfaces have been included in Phase I for prioritization:

- DPS Lab Network
- Enhanced Local Agency Access - Police Agencies to Support Pre-Booking
  - Phoenix
  - Glendale
  - Mesa
  - Tempe
  - Scottsdale
  - Chandler
  - Others to be identified

High Benefit Prioritization with Relative Cost Considerations

Maricopa County OMB has requested that ICJIS include benefit identification and relative cost considerations in order to evaluate the return on investment of the ICJIS project. This section of the ICJIS Strategic Business Plan presents a preliminary benefit prioritization based on relative cost consideration. The initial assessment and prioritization of benefits is based upon preliminary cost indicators. Any subsequent analysis may change the priorities based upon further definition or refinement of the benefits and/or costs.

The benefits associated with Phase I projects, outlined in the ICJIS 2002 Strategic Business Plan, were separated into two categories (tangible and intangible), and evaluated for relative costs. The next step was to exclude the intangible benefits from further analysis. Tangible benefits are those that have a direct and quantifiable value to the County justice agency community. In turn, an assessment was made of the cost required to achieve the benefit. The difference between the cost and benefit provides an estimate of the return on investment (ROI). The ROI is based on an averaging of the relative ranking of the average benefit estimate and the average cost estimate. For detailed information used to develop the following analyses (refer to Appendix G for results of the analysis).

Participating Agency Analysts reviewed the benefit analysis from the 2002 ICJIS Strategic Business Plan, expanded where appropriate, and reviewed the results with their respective Business Team members. Information pertinent to non-participating agencies is not included.

The results of this analysis are expressed in relative terms. It will be left up to each agency to determine the actual dollars saved by each of the projects.

Assessment Method

Each Tangible Benefit was evaluated against five impact qualifiers from both a high benefit prioritization and relative cost considerations. Each of these qualifiers was weighted in the order detailed below. Cost was rated highest (1), and Risk was rated the lowest (5).

1) Average benefit to **Cost** if the benefit is realized and the average cost incurred to realize the benefit
2) Average benefit to **Resources** if the benefit is realized and the average resources needed to realize the benefit
3) Average manpower **Effort** required to realize the benefit and the average impact on manpower effort if the benefit is realized
4) Average amount of calendar **Time** to realize the benefit and the average impact on calendar time if the benefit is realized
5) Average amount of **Risk** incurred to realize the benefit and the average impact on risk if the benefit is realized

The following is a list of Anticipated Tangible Benefits averaged by benefit and cost segmented by ICJIS project title.

Anticipated Tangible Benefits, Listed by Project

Data Exchanges:
1. Improve timeliness of relevant information delivered to justice agencies, as those agencies are capable of participating by making data available at time it comes into existence during each stage of the process.
2. Speed-up the criminal trial process through more efficient case processing achieved by increasing speed at which information is delivered and by improving the quality of data exchanged between justice agencies.
3. Reduce duplication of effort & enhance staff efficiency by justice agencies through implementation of data exchanges that will eliminate redundant & error-prone data collection & entry.
4. Improve data quality by sharing information that is entered at point of origin and conforms to standard formats and edits enforced throughout the county justice system.
5. Minimize technical personnel efforts and costs associated with integration efforts between justice agencies.

Common Case Number:
6. Improve the reliability of information flow by providing a standardized numbering system to facilitate the integration of data between systems through accurate case matching between justice systems.
7. Improve timeliness associated with exchanging information between justice agencies.
8. Reduce redundant and error-prone data entry by justice agencies by eliminating the need to enter and track separate case numbers.

Data Dictionary:
9. Improve the transfer of reliable data, accuracy and comprehension of common data elements used between County and external justice agencies by providing standard definitions and data naming conventions.
10. Improve the efficiency of analyst and technical personnel of justice agencies to develop data exchanges.

Secured Network Backbone & DPS Interface:
11. Improve computer response time for retrieving criminal history information from state and federal criminal history repositories.
12. Eliminate processing errors associated with criminal disposition updates to DPS.
13. Reduce phone calls and faxing for information to the INS concerning the status of an alien criminal subject's case by providing an electronic data exchange.
14. Improves staff efficiency in compiling criminal history data by providing an automated retrieval and customizable reporting format.
15. Comply with FBI CJIS NCIC 2000 and ACJIS mandates for secured network connections for transmitting and handling of CHRI.

Accused-In-Process:
15. Reduce the number of phone calls and in-person requests to County justice agencies to obtain current information on attorney status, probation status, and other case related data by providing a central reference of status information.
16. Increase the percentage of arrests with dispositions by providing the ability to positively associate criminal case dispositions to a person identified by fingerprints.
17. Reduce the number of unserved and/or misplaced summonses or subpoenas as well as maintaining information on the successful and unsuccessful service by providing a system to track service of a summons or subpoena.
18. Reduce the number of phone calls to and paper documents from external justice agencies for subjects with open cases in Maricopa County on status updates (federal or INS alien criminal status, offenses committed in outlying counties while on probation, etc.) by using automatic notification of AIP status updates from external agencies.
19. Reduce delays in obtaining information by providing the ability for multiple users to view same information simultaneously.
20. Increases the number of warrants served and improves staff efficiency by having a consolidated and accurate repository of warrant information.

Management Information:
21. Improve staff efficiency with broader access to management information – for purposes of workload tracking, trend analysis and speedy assessment and review of caseload information.
22. Improve staff efficiency by providing the ability to assess departmental and staff performance for allocating staff and forecasting future staff requirements.

Anticipated Tangible Benefits Ranked by Highest Benefits
The following again lists the Anticipated Tangible Benefits, this time ranking them from highest to lowest benefit, utilizing the numbering system associated with the benefit in the prior section. The parenthetical reference is to the project that will provide the benefit.

High Benefit:
20. Increases the number of warrants served and improves staff efficiency by having a consolidated and accurate repository of warrant information. (*Accused-In-Process)*
21. Improve staff efficiency with broader access to management information – for purposes of workload tracking, trend analysis and speedy assessment and review of caseload information. (*Management Information & Enhanced Program Planning*
22. Improve staff efficiency by providing the ability to assess departmental and staff performance for allocating staff and forecasting future staff requirements. (*Management Information & Enhanced Program Planning)*
12. Eliminate processing errors associated with criminal disposition updates to DPS. (*Secured Network Backbone & DPS Interface*)
8. Reduce redundant and error-prone data entry by justice agencies by eliminating the need to enter and track separate case numbers. (*Common Case Number*)
3. Reduce duplication of effort and enhance staff efficiency by justice agencies through implementation of data exchanges that will eliminate redundant and error-prone data collection & entry. (*Data Exchanges)*

1. Comply with FBI CJIS NCIC 2000 and ACJIS mandates for encrypting and safeguarding CHRI (*Secured Network Backbone & DPS Interface*).

Medium Benefit:
9. Improve the transfer of reliable data, accuracy and comprehension of common data elements used between County and external justice agencies by providing standard definitions and data naming conventions. (*Data Dictionary)*
14. Improves staff efficiency in compiling criminal history data by providing an automated retrieval and customizable reporting format. (*Secured Network Backbone & DPS Interface*)
11. Improve computer response time for retrieving criminal history information from state and federal criminal history repositories. (*Secured Network Backbone & DPS Interface*)
17. Reduce the number of un-served and/or misplaced summonses or subpoenas as well as maintaining information on the successful and unsuccessful service by providing a system to track service of a summons or subpoena. (*Accused-In-Process*)
7. Improve timeliness associated with exchanging information between justice agencies. (*Common Case Number)*
19. Reduce delays in obtaining information by providing the ability for multiple users to view same information simultaneously. (*Accused-In-Process*)
2. Speed-up the criminal trial process through more efficient case processing achieved by increasing speed at which information is delivered and by improving the quality of data exchanged between justice agencies. (*Data Exchanges*)
1. Improve timeliness of relevant information delivered to justice agencies, as those agencies are capable of participating by making data available at time it comes into existence during each stage of the process. (*Data Exchanges)*
4. Improve data quality by sharing information that is entered at point of origin and conforms to standard formats and edits enforced throughout the county justice system. (*Data Exchanges)*
15. Reduce the number of phone calls and in-person requests to County justice agencies to obtain current information on attorney status, probation status, and other case related data by providing a central repository of status information. (*Accused-In-Process*)
18. Reduce the number of phone calls to and paper documents from external justice agencies for subjects with open cases in Maricopa County on status updates (federal or INS alien criminal status, offenses committed in outlying counties while on probation, etc.) by using automatic notification of AIP status updates from external agencies. (*Accused-In-Process & Data Exchanges*)
6. Improve the reliability of information flow by providing a standardized numbering system to ensure accurate movement of data between justice systems. (*Common Case Number*)
13. Reduce phone calls and faxing for information to the INS concerning the status of an alien criminal subject's case by providing an electronic data exchange. (*Secured Network Backbone & DPS Interface*)
16. Increase the percentage of arrests with dispositions by providing the ability to positively associate criminal case dispositions to a person identified by fingerprints. (*Accused-In-Process)*

Low Benefit:
10. Improve the efficiency of analyst and technical personnel of justice agencies to develop data exchanges. (*Data Dictionary*)

5. Minimize technical personnel efforts and costs associated with integration efforts between justice agencies. (*Data Exchanges*)

Summary of Analysis

The High Benefit Prioritization with Relative Cost Considerations detailed each tangible benefit and the associated cost and benefit qualifiers. This analysis is useful in several ways. First, it can be used as a direct link between the projects that will be providing these benefits and the investment required to realize these benefits as measured in cost, calendar time, resource time and expertise, manpower effort, and risk. Second, this analysis can be used to determine project priority based on potential benefit to be realized.

The costs and benefits were viewed in conjunction with each other to determine the proper priority order of projects that need to be accomplished to achieve the maximum benefits with the least costs. Based on the High Benefit Prioritization with Relative Cost Considerations findings, it was determined that the following ICJIS projects with the highest benefit to cost ratio:

Projects with High High Benefit Prioritization with Relative Cost Considerations

Accused-In-Process - The AIP is envisioned as a shared index capability that will be developed to provide electronic access to information on subjects for the ICJIS stakeholders that are authorized to receive such information for the purpose of tracking the subject while in the Maricopa County Justice System. Within the AIP, authorized agencies will have the ability to capture information for a subject history worksheet.

Management Information and Enhanced Program Planning - Develop management information systems to provide scheduled reports, *ad hoc* reports, and diagnostic reports. This will be implemented through a strategy that would allow County criminal justice agencies to access composite information to enhance program planning and evaluation, management, and statistical reports

Data Exchanges – Implement critically identified data exchanges that will reduce duplicate data entry and contribute to a more accurate and efficient justice system.

Common Case Number - The CCN will be the unique identifying element for case information, and will facilitate the flow of information, both automated and manual, between the participating agencies. In the integrated data realm, CCN will allow the information systems to move data between and populate individual agency databases such as; Superior Court, Justice Court, Clerk of the Court, County Attorney, Indigent Representation, Adult Probation, Juvenile Court, and Sheriff.

DPS Interface - The purpose of this project is to define, scope and implement a replacement for the existing electronic interface to the Department of Public Safety (DPS) to comply with the FBI NCIC 2000 CJIS requirements. This involves the migration of current J&LE DPS interfaces to the newer TCP/IP ACJIS standard being deployed by DPS.

Secured Backbone Network

The purpose of this project is to define, scope and implement a secured backbone solution to comply with the FBI NCIC 2000 CJIS requirements for providing a 128 bit encryption for all Criminal History Record Information (CHRI) that is transported over public carrier links. In addition, this project will provide for a logical separation of the existing County Wide Area Network (WAN) into separate segments to better provide for levels of security with firewalls and logical routing/filtering for County J&LE agencies.

Implementation Strategy

This strategy was developed to implement projects supporting the goals of the ICJIS stakeholders. It is based on the High Benefit Prioritization with Relative Cost Considerations Analysis that details the projects and services that will provide the maximum benefits with the least costs. These projects must go through the appropriate approval steps as set forth in the ICJIS Project Process.

Integration of Data Among County Justice Information Systems

Common Case Number:

The CCN will be the unique identifying element for case information, and will facilitate the flow of information, both automated and manual, between the participating agencies. In the integrated data realm, CCN application will facilitate the integration of data between systems through accurate case matching in the individual agency databases such as; Superior Court, Justice Court, Clerk of the Court, County Attorney, Indigent Representation, Adult Probation, Juvenile Court, and Sheriff. The currently designed implementation provides an opportunity to add value to existing processes by including functionality that builds on existing data collection efforts of the participating agencies.

Approach

- Implementation of Common Case Number Version 2.0 functionality will occur in January, 2003.
- iCIS CCN real-time interface will be implemented in a subsequent release in CY2003.
- ICJIS will establish System Acceptance and Service Level Agreements with effected agencies in a staged process in conjunction with agency/source application implementation.
- Remaining development for subsequent versions and phases of the CCN Application will be brought before the appropriate identified committees for approval prior to technical design and development.

Common Code Table:

The Common Code Table is an application developed by the ICJIS Agency to assist data validation in agency systems. Participating agencies, working through the Common Data Subcommittee, have defined specific data fields that are shared among the agencies that can be validated from a specific set of table values. The Common Code Table has also been designed to serve as the single point of update for validation tables within each

agency's system. Table owners make requested changes to their table values in the Common Code Table, other agencies are then notified of table changes and asked to make applicable changes to their returned values. Once all information is updated, the entire table can be pushed or pulled to the agency's system. The result is faster, accurate table updates and ultimately higher quality data.

Approach

- Evaluate need for including data fields beyond code value and description.
- Implement Phase I of Common Code Table Application by March, 2003 with a limited set of tables.
- Evaluate and test Phase I Common Code Table functionality to determine if an additional phase or phases are required to deliver greater functionality
- Common Data Subcommittee will compile those code tables that were not part of the initial application rolled out in March 2003 and deliver those completed tables to the Common Code Table application.

Data Exchanges:

Activities within this project include connecting agency computer system applications to the Integration Engine and then passing data between agencies. The list of sub-projects for Data Exchanges includes the following approved and proposed data exchanges.

Post-LEJIS

Developmental work has been completed on the

- File A Case – developmental work has been completed on the transaction to Superior Court. Final implementation will be recommended in 2003 after the completion of the Superior Court iCIS Criminal Module. The transaction between the Justice Court and the County Attorney's Office will be recommended to follow completion of the feed to Superior Court.
- Schedule Court Event – the transaction from Superior Court to the Integration Engine has been completed, with data feeds to the County Attorney and Public Defender. The transaction from Justice Court is in the design stage.
- Dispose of Charge - recommendations regarding this transaction will be presented to the Business Team for review and approval.
- Sentence Defendant – the Superior Court minute entry forms have been programmed to capture specific data fields. The transaction to the County Attorney will be scheduled in FY 2003/04. A review of Justice Court sentencing data needs will be performed.

Correctional Health

ICJIS Business Team has approved a file transfer of inmate data between JMS and Correctional Health Services.

Dispositions

Analysis of the best way to automate dispositions to DPS is planned. A preliminary analysis has been presented to the ICJIS Business Team for review (Disposition Reporting Review, November 2002).

Warrants
The current method for processing warrants is manual and should be reengineered to take advantage of the electronic transfer of information. Warrants are envisioned to be electronically created and transmitted by the courts to the Sheriff's Office for electronic entry into the ACIC/NCIC systems. This will eliminate days from the time a warrant is signed by a judge to the time the warrant is entered into one of the systems. The electronic filing of warrants would speed the time the warrant is assigned for service, expedite the execution of warrants, document and verify addresses, and eliminate redundant data entry.

Document References
The document reference exchange is envisioned to facilitate the transfer of document references from the Clerk of Court's EDMS to the Sheriff RMS, for the purpose of providing the RMS users access to electronic documents on the Clerk's EDMS.

Video Visitation System
When the 4th Avenue Jail opens in the next year it will not have the traditional face-to-face visiting environment. Instead it will utilize a high-speed broadband real-time video system that allows the inmate and the visitor to sit in separate booths in front of individual monitor and camera sets. This system eliminates the need to move prisoners to a centralized visiting area, thus ensuring institutional security and providing a safer visitation environment to the general public and the inmates. The ICJIS Integration Engine provides the interface between the VVS system and MCSO's Jail Management System.

Assigned Attorney
Enhanced case processing would be realized if communication between the prosecution and defense attorneys assigned to a case can be facilitated. Early notification of assigned attorney to the Court and opposing counsel is needed but lacking. A data exchange from the County Attorney's Office and Indigent Representation Agency notifying the Court and opposing counsel of the assigned attorney will achieve this goal.

Approach for Data Exchanges

- Each data exchange request will be reviewed and prioritized by the Business Team.
- ICJIS will schedule the technical resources to complete the exchange through the Integration Engine
- ICJIS and the sending and receiving agency will conduct technical and operational tests to assure accuracy and completeness.
- Upon approval by the participating agencies, the exchange will go into operational and use and monthly transaction statistics will start to be collected.

Accused-In-Process
The AIP is envisioned as a shared index capability that will be developed to provide electronic access to information on subjects for the ICJIS stakeholders that are authorized to receive such information for the purpose of tracking the subject while in the

Maricopa County Justice System. Within the AIP, authorized agencies will have the ability to capture information for a subject history worksheet.

A great deal of analysis is necessary to provide the Executive Committee with a possible framework for a vision of the final product. As an example, the vision of the AIP could be an integrated methodology that would provide the Maricopa County justice agencies with real-time subject information. Development of an AIP will allow agencies to not only continue utilizing their own systems but may also provide a robust system where subject information is available to authorized agencies as they are entitled to receive such information. The benefit of real-time access to subject information will provide accurate and timely information to the authorized user, to assist them in making better and more timely decisions. The AIP could include the tracking of a subject's identity, case status, and current and updated demographic information.

This system could be expanded to integrate with law enforcement agencies at the State and National level to have the capability of capturing criminal justice information for compilation into customizable subject history worksheets.

ICJIS completed a national findings search to ascertain what other jurisdictions have designed or implemented to share subject information (ICJIS National Study of Systems for Sharing Subject Information, December 2002). An ICJIS survey was developed to assist with identifying the potential benefits of an AIP that will be incorporated in a business case analysis. This project is in the visioning phase of development as directed by the Executive Committee.

Approach

- Define the vision of AIP.
- Research and observe effective information technology practices.
- Continue analysis of information gathered within the ICJIS Survey.
- Develop an initial project plan to be submitted for approval per the established process.
- Develop and test the initial phase(s) of the application.

Enterprise Stewardship/Data Quality Management

Enterprise Stewardship / Data Quality Management incorporates two key elements, Data Stewardship and Data Quality. Data Stewardship is the commitment to be accountable for a set of data elements, code tables and justice information for the effectiveness of the ICJIS stakeholders, and a recognition by all that data is an enterprise asset. The ICJIS stakeholders are making a commitment to ensure the data collected and exchanged within the J&LE community, are as free from errors as possible. Data Quality software tools assist the agencies with implementation of approved data standards, and assists with the ongoing maintenance of the accuracy of data through a data audit capability.

Approach

- Once the ICJIS stakeholders agree on a definition of Enterprise Stewardship/Data Quality Management, develop a needs assessment, define the needs of the

agencies and select and deploy a tool which will assist in Enterprise Stewardship/Data Quality Management.

Management Information and Enhanced Program Planning

Develop management information systems to provide scheduled reports, *ad hoc* reports, and diagnostic reports.[8] This will be implemented through a strategy that would allow County criminal justice agencies to access composite information to enhance program planning and evaluation, management, and statistical reports. Management and statistical reports at the agency and justice system levels will be developed during this phase. The integration server will allow creating reports on system performance, case processing activity, and fulfill other system management needs.

Approach

- Research and observe effective information technology practices.
- Survey existing management reports and identify the additional needs of ICJIS stakeholders.
- Survey marketplace for available products.
- Develop an initial project plan to be submitted for approval per the established process.
- Develop and test the initial phase(s) of the application.

Electronic Signatures

The purpose this project is to develop a strategy for County justice agencies to readily create, receive, exchange, and store electronic documents in their regular course of business. The strategy will incorporate an easy, reliable and positive authentication of all interagency electronic documents. This ability to authenticate an electronic document must be available during any period of required retention of the document, whether such retention is required by statute, administrative rule or by internal agency policy. The developed strategy will, based upon identified needs and acceptable standards, result in the selection of an electronic technology for encryption, certificates, management and security of electronic documents to be utilized by County justice agencies.

Approach

- The Clerk of the Court (COC) has stated their interest in pursuing an electronic signature pilot for minute entries signed by judges. This project will allow ICJIS to pilot a model for the easy, reliable and positive authentication and electronic signing of minute entry documents.
- Obtain approval from the JALET, Business Team and Executive Committee on initiating the electronic signature project for the COC.
- Obtain support from COC IT resources to develop and implement the pilot.
- Identify needs and acceptable standards through the COC pilot.
- Select electronic technology for encryption, certification, management and security of electronic documents for use by ICJIS agencies.

ICJIS Infrastructure

Convergent Architecture

ICJIS and the J&LE Agencies completed a Target Convergent Architecture Study and the selection of industry standard tools to be used to develop applications and data exchanges. Standards training and implementation includes convergent architecture-related activities in support of the ICJIS Agency and J&LE agencies. Convergent architecture implementation will continue until the end of the planning horizon because it includes training and software licenses related to standards implementation.

Approach

- Providing advanced training for those agencies that have/will be implementing convergent architecture projects.
- Providing basic convergent architecture tool training and mentoring for those agencies that will be starting new convergent architecture projects.
- Providing convergent architecture software and tools for agencies involved with convergent architecture project development.
- Providing on-going mentoring support for all agencies involved with convergent architecture project development. This will also include forums and support structures for sharing development plans and components as needed.

Information Technology Service Management

IT Service Management relates to providing service support and delivery essential to assuring that ICJIS Agency IT systems and applications are effectively maintained, supported and enhanced throughout their life cycle in order to provide sustained value to justice operations. The five major components for an effective ICJIS ITSM process include: Service Level Agreements; Change Management; Release Management; Incident Management; and Business Continuity.

Approach

- Guidance and direction from the ICJIS Executive Committee on the organization structure and resource commitment for ITSM.
- Establish a desktop server support environment over the four ICJIS locations.
- Immediate implementation of the service level agreements for the Common Case Number and Integration Engine.
- Hire an ITSM Manager who will be responsible for identification and coordination of the specific service management requirements across the ICJIS Agency and the justice agencies.
- Identification and provisioning for required ITSM training and tools.
- Full deployment of the ITSM infrastructure across all ICJIS projects for all IT service and support areas – release management; configuration management; incident management; service level agreements; and business continuity.

State and Federal System Security

ICJIS is required to comply with FBI CJIS NCIC 2000 security requirements. This will be accomplished by separating justice network traffic from other County department network

traffic, and/or applying encryption to all justice network traffic with access to Federal systems where that network traffic is transported by public carriers.

DPS Interface:
The purpose of this project is to define, scope and implement a replacement for the existing electronic interface to the Department of Public Safety (DPS) to comply with the FBI NCIC 2000 CJIS requirements. This involves the migration of current J&LE DPS interfaces to the newer TCP/IP ACJIS standard being deployed by DPS. The new interface will support two messaging interfaces through the ICJIS Integration Engine, a programmatic interface (Phase I) for the Sheriff's Office and a secure Web Interface for Superior Court and the County Attorney's Office (refer to Appendix H for Web Services and XML Strategy).

Approach

- Obtain approval on the DPS Interface packet for each of three interfaces
- Complete the programmatic messaging interface for the Sheriff's Office
- Complete the Web messaging interface for Superior Court departments and County Attorney's Office

Secured Backbone Network:
The purpose of this project is to define, scope and implement a secured backbone solution to comply with the FBI NCIC 2000 CJIS requirements for providing a 128 bit encryption for all Criminal History Record Information (CHRI) that is transported over public carrier links. In addition, this project will provide for a logical separation of the existing County Wide Area Network (WAN) into separate segments to better provide for levels of security with firewalls and logical routing/filtering for County J&LE agencies (refer to Appendix I for the Network Zone Diagram).

Approach

- Complete analysis of agency connectivity requirements
- Review the original secured backbone design in view of the results of the agency connectivity analysis and determine if secured backbone design changes need to be made
- Finalize secured backbone network design
- Activate encryption on secured backbone segment
- Complete installation of secured backbone VPN devices
- Complete installation of secured backbone firewall
- Implement a firewall monitoring and auditing software
- Implement Phase 1 Intrusion Detection

Security Policies
This policy development process will provide security policies for County J&LE agencies to ensure the confidentiality, integrity, and availability of the ICJIS Agency developed systems. This will also provide for the secure transmission of criminal history record information over those systems. These policies will be drafted to comply with minimum requirements of the FBI NCIC 2000 guidelines.

Approach

The following activities need to be completed for this plan year:

- Obtain approval from the JALET, Business Team and Executive Committee on final draft of the ICJIS Security Policy

Integration with External Justice Information Systems:

Pre-Booking

The objective of this system is to provide a user-friendly intuitive interface for entry of arrest/booking data by arresting officers. This system is required to be fully operational in the 4th Avenue Jail Facility within the coming year. The ICJIS Integration Engine provides the interface between the PC's being used for the data entry and the MCSO's Jail Management System, as well as to the Mugshot database. MCSO is using the ICJIS Convergent Architecture tools for the development of the Pre-Booking application and user screens.

Approach

- Phase I is pilot system at the Avondale Jail Facility. This will include a data exchange that will establish a multiple agency system connection to the ICJIS integration server using Virtual Private Network (VPN) connections originating from external law enforcement agencies for the purpose of transferring booking information to the Sheriff's Office. This new service will require the use of a specialized computer that will be configured and operated by County Telecom. External law enforcement agencies that use this new service will be required to purchase equipment and services to facilitate the secured VPN connection.
- Phase II is an expansion of the pilot to accept and integrate remote data feeds from external agencies RMS systems
- Phase III is the operational implementation of the remote booking feeds concurrent with the opening of the 4th Avenue Jail.

Data Exchanges

Activities within this project include connecting external agency computer system applications to the Integration Engine and then passing data between external agencies and County Justice and Law Enforcement Agencies.

DPS Lab

This data exchange will require a system connection to the DPS Lab network to transmit results of lab reports. This will speed the delivery of reports to the appropriate County justice agencies.

External Agency Requirements Analysis

Expected Results – External agency interfaces will be part of ICJIS Phase II. Critical external agency interfaces will be included in Phase I as the budget permits. Requirements analysis will assist in identifying interfaces, the benefits to the ICJIS stakeholders, and the costs for completing the interfaces.

Approach

- Identification of external agency interfaces
- Benefit analysis
- Prioritization

Summary

The projects selected in the Implementation Strategy for this plan period are the results of the ICJIS High Benefit Prioritization with Relative Cost Considerations Analysis. These projects will provide the greatest return on the ICJIS investment and move the Maricopa County J&LE community closer to its vision. These expected project results are summarized below.

Integration of Data Among County Justice Information Systems

Common Case Number

Expected Results – A robust service management capability to support maintenance and enhancement of CCN functionality. Also, completion of the IA Calendar and Booking phases.

Common Code Table

Expected Results – Implementation of a robust set of common code tables that will facilitate translating and moving data between Justice Agencies; and facilitate the exchange of data in standard formats to external justice agencies.

Data Exchanges

Expected Results – An operational set of high-value data exchanges to support Post-LEJIS processes; the Video Visitation System; Correctional Health; dispositions; warrants and document references.

Accused-in-Process

Expected Results -- An initial implementation of core functionality that will demonstrate the capability to dynamically track subjects in the Maricopa County Justice System and reduce costs associated with Criminal History Worksheets.

Enterprise Stewardship / Data Quality Management

Expected Results – A comprehensive data quality needs assessment will be completed; and an industry standard tool will be purchased and implemented to facilitate data quality at the agency level.

Management Information and Enhanced Program Planning

Expected Results – A comprehensive survey will be completed to assess existing and required management reports. An initial reporting capability will be installed and utilized.

Electronic Signature Pilot

Expected Results – A pilot implementation of digital signatures in the Clerk's Office – as a cost-*effective* and easily maintained electronic signature technology that is compatible

with technologies approved for use by the Arizona Secretary of State (SOSAZ). This pilot will demonstrate the capability of electronic signature technology to provide for the authentication and integrity of electronic documents created and archived in the Maricopa County Justice System.

ICJIS Infrastructure

Convergent Architecture

Expected Results – Updates will be made to the current convergent architecture as they evolve across the industry and as the ICJIS Agency and the J&LE Agencies deem acceptable. Training and expansion of the use of the convergent architecture will continue across the agencies.

Information Technology Service Management (ITSM)

Expected Results – Establishment of a permanent infrastructure to support maintenance and enhancements of ICJIS systems and provide desktop server support for the ICJIS domain. Consideration of industry best practices to support: incident management; release management; change management; service level agreements; and business continuity.

State and Federal System Security

DPS Interface, Homeland Security

Expected Results – Completion of the upgraded T1 connection to DPS; messaging interface for the Sheriff's Office

Secured Backbone Network

Expected Results – Implementation of segregated County Wide Area Network (WAN) into a secure and public access segments.

Security Policies

Expected Results – Approval of a comprehensive security policy for the J&LE Agencies that will help ensure the confidentiality, integrity and availability of the ICJIS Agency developed systems.

Integration of Data with External Justice Information Systems

Pre-Booking System

Expected Results – Operational implementation of a user-friendly interface for entry of arrest/booking data by arresting officers. This project will be operational concurrent with the opening of the 4th Avenue Jail.

Data Exchanges

Expected Results – Connection to the DPS Lab Network to transmit lab reports in a timely and accurate fashion. Provide a multiple external agency connection for the transferring of electronic booking information to the Sheriff's Office.

External Agency Requirements Analysis

Expected Results – External agency interfaces will be part of ICJIS Phase II. Critical external agency interfaces will be included in Phase I as the budget permits. Requirements analysis will assist in identifying interfaces, the benefits to the ICJIS stakeholders, and the costs for completing the interfaces.

Appendices to the Strategic Business Plan

Appendix A: Glossary of Terms, Acronyms, and Abbreviations

Acronym or Name	Definition and Other Information
.gif	Graphics Interchange Format – image
.jpg	Joint Photographic Experts Group – image
.pdf	Portable Document Format – image
A	
ABCR	Attribute Based Crime Reporting
ACID test	A test for transactions: Atomic, Consistent, Isolated, and Durable
ACJIS	Arizona Criminal Justice Information System
Ack	An acknowledgement from the receiving database that the transmission was received.
ACS	Superior Court's Automated Court System
Addressee	A person who is intended by the originator to receive a data message, but does not include a person acting as an intermediary with respect to that data message.
AES	Advanced Encryption Standard
AESI	Arizona Electronic Signature Infrastructure
AFIS	Automated Fingerprint Identification System, is a database of digitized offender fingerprint files. A user can enter a fingerprint and a computer will generate a list of possible matches within minutes. The matches are then examined and verified by a fingerprint expert.
Agency	Justice Agency, including police department, Sheriff's department, prosecutor's office, court, etc.
Agreement	The bargain of the parties in fact, as found in their language or inferred from other circumstances and from rules, regulations, and procedures given the effect of agreements under laws otherwise applicable to a particular transaction.
AIP	Accused-in-Process
ALR	Automated Legal Research
AOR	Architecture of Record
APETS	Adult Probation Enterprise Tracking System
API	Application Program Interface
Architecture	Architecture refers to the design of a system. It may refer to either hardware or software or a combination of both.
ASP	1) Application Service Provider; 2) Active Server Page
Asymmetric Cryptography System	ACS means an electronically processed algorithm or series of algorithms which utilize two different keys with the following characteristics: One key encrypts a given message; One key decrypts a given message; and, the keys have the property that makes it infeasible to discover one key from merely knowing the other key.
Asymmetric Cryptosystem	Encryption technique using asymmetric cryptography - also known as public key cryptography - because it involves an asymmetric key pair consisting of a public key and a private key.
ATM	1) Automated Teller Machine, providing access through "shared secret" or symmetric cryptography. 2) Asynchronous Transfer Mode.
Authentication	The process of verifying the identity of a user.

Acronym or Name	Definition and Other Information
Automated Transaction	A transaction conducted or performed, in whole or in part, by electronic means or electronic records, in which the acts or records of one or both parties are not reviewed by an individual in the ordinary course in forming a contract, performing under an existing contract, or fulfilling an obligation required by the transaction.
AVL	Automatic Vehicle Locator, uses Global Positioning System technology to locate the position of patrol cars on a digital map. This information assists the dispatcher in knowing which calls should be assigned to which officers.
B	
BIOS	Basic Input/Output System, controls the startup of the machines or computers and other functions such as the keyboard, display, and disk drive. The BIOS is stored on read-only memory and is not erased when the computer is turned off. The BIOS on newer machines is stored on flash read-only memory, allowing it to be erased and rewritten to update the BIOS.
BJS	Bureau of Justice Statistics
BLOB data	Data such as multimedia files
C	
C/S Architecture	Client/server architecture is a network model that a computer or process server uses to provide services to the workstations (clients) connected to that computer (server). This architecture allows the client to share resources such as files, printers, and processing power with other clients.
CA	Certification Authority for Digital Signatures
CAD	Computer Aided Dispatch, is a computer system that assists 911 operators and dispatch personnel in handling and prioritizing calls. Enhanced 911 will send the location of the call to the CAD system that will automatically display the address of the 911 caller on a screen in front of the operator. Complaint information is then entered into the computer and is easily retrievable. The system may be linked to MDT's in patrol cars allowing dispatchers and officers to communicate without using voice. The system may also be interfaced with NCIC, AVL, or a number of other programs.
CAIS	County Attorney Information System
CCM	Computer Crime Mapping allows a department to display calls for service on a computerized pin map that aids in crime analysis efforts.
CCN	Common Case Number
CCT	Common Code Table
CDPD	Cellular Digit Packet Data, is a data transmission technology that uses unused cellular phone channels to transmit data in packets.
CERT	Computer Emergency Response Team
CFR	Code of Federal Regulations
CHRI	Criminal History Record Information
CIM	Common Information Model, in context of PKI.
CJIS	Criminal Justice Information System
CLIS	Criminalistics Laboratory Information System
CMA	Certificate Manufacturing Authority
CMS	Case Management System. Programs that assist a court to manage cases and perform case-related financial functions.
Code	Programming language underlying automated functions.
Code Translation Table	Lookup field that reformats field names (eg., “male” to “m”)
COI	Community of Interest
COJET	Commission on Judicial Education and Training

Acronym or Name	Definition and Other Information
COLD	Computer Output to Laser Disk. The process of capturing print streams to disk. Sometimes called ERM or Enterprise Report Management.
COM	Computer Output Microfilm. A technology that copies data from a computer in a format that can be written to microfilm.
Compliant	Hardware and software capable of satisfying a particular requirement, such as manipulation of four-digit dates, is deemed "compliant."
Computer Program	A set of statements or instructions to be used directly or indirectly in an information processing system in order to bring about a certain result.
Contract	The total legal obligation resulting from the parties' agreement as affected by a Congressional Act and other applicable law.
Conversations	Discrete exchanges of information between two or more agencies (or between units/divisions within a single agency). Important components of conversations include 1) content, 2) context, and 3) protocol.
Conversion	Conversion is the translation of valid values into another format on a permanent basis; for example, translating two digit years to four-digit year values.
COPS	Community Oriented Policing Services
COSC	Clerk of the Superior Court
COSCA	Conference of State Court Administrators
COT	Commission on Technology
CP	Certificate Policy (example: http://www.sosaz.com/pa/default.htm
CPAF	Case Processing Assistance Fund
CPM	Court Filing Policy Manager
CPP	Community Punishment Programs
CR	Criminal Case
CRL	Certificate Revocation List, in context of PKI.
CRMS	Client Records Management System – for Adult and Juvenile cases (Public Defender)
Cryptography	(see Asymmetric Cryptosystem)
CTS	Contract Counsel Case Tracking System
CUBS	Columbia Ultimate Business Systems Collections – Clerk of Court
D	
Data Chaos	The accumulation of disparate data that cannot be combined or integrated, and that follows different standards and rules.
Data Content	All the data elements and code sets inherent to a transaction, and not related to the format of the transaction. Data elements that are related to the format are not data content.
Data Dictionary (DD)	A document or system that characterizes the data content of a system.
Data Element	The smallest named unit of information in a transaction.
Data Mapping	The process of matching one set of data elements or individual code values to their closest equivalents in another set of them.
Data message	Information generated, sent, received or stored by electronic, optical or similar means including, but not limited to, electronic data interchange (EDI), electronic mail, telegram, telex or telecopy.
Data Model	A conceptual model of the information needed to support a business function or process.
Data Set	A semantically meaningful unit of information exchanged between two parties to a transaction.

Acronym or Name	Definition and Other Information
Data warehouse	A data warehouse holds all of an organization's data and history. Data warehouses are typically very large denormalized databases. History is sometimes stored as summary information. A data warehouse is sometimes referred to as a decision support system.
Database	A collection of related information about a subject organized in a useful manner that provides a base or foundation for procedures such as retrieving information, drawing conclusions, and making decisions
DBMS	Database Management System. Software that organizes and manages structure data.
DD	Data Dictionary is a file that defines the basic organization of a database. It contains a list of all files in the database, the number of records in each file, and the names and types of each field.
DDE	Dynamic Data Exchange
DE	Data Element is the smallest named unit of information in a transaction.
DICRS	Digital Image Criminal Records System
Digital Certificate	The digital equivalent of physical forms (paper, plastic) of personal identification.
Digital Signature	Public-key-cryptography-based electronic signature
DLL	Dynamic Link Library file
DM	Data Mart is a subset of a data warehouse. Online Analytical Processing (OLAP) usually takes place at the data mart level. OLAP gives the user a three-dimensional view of the data over a selected period of time.
D-Map	Data Mapping is the process of matching one set of data elements or individual code values to their closest equivalents in another set of them.
DMS	Document Management System
DNA	deoxyribonucleic acid, genetic fingerprint information
DOC	Department of Corrections
DOJ	Department of Justice
DOM	Document Object Model
DPS	Department of Public Safety
DR	Domestic Relations Case
DR's	Departmental Reports – provided by various police agencies
DTD	Document Type Definition, XML schema
DVD	Digital Video Disk. A popular disk format for video files. Various types are readable and/or writeable.
E	
EAI	Enterprise Application Integration
EBC	County Electronic Business Center
EDC	Early Disposition Court
EDI	Electronic data interchange means the electronic transfer from computer to computer of information using an agreed standard to structure the information.
EDI Translator	A software tool for accepting an EDI transmission and converting the data to another format, or for converting a non-EDI data file into an EDI format for transmission.
EDMS	Electronic Document Management System
EFM	Electronic Filing Manager
EFSP	Electronic Filing Service Provider
Electronic	Relating to technology having electrical, digital, magnetic, wireless, optical, electromagnetic, or similar capabilities.

Acronym or Name	Definition and Other Information
Electronic Agent	A computer program or an electronic or other automated means used independently to initiate an action or respond to electronic records or performances in whole or in part, without review or action by an individual.
Electronic Media	The mode of electronic transmission. It includes the Internet (wide-open), Extranet (using Internet technology to link a business with information only accessible to collaborating parties), leased lines, dial-up lines, private networks, and those transmissions that are physically moved from one location to another using magnetic tape, disk, or compact disk media.
Electronic Record	A record created, generated, sent, communicated, received, or stored by electronic means.
Electronic Signature	An electronic sound, symbol, or process attached to or logically associated with a record and executed or adopted by a person with the intent to sign the record.
Encryption	Encryption is a process that translates plain text into a code. The reader of an encrypted file must have a key to decrypt the file.
E-SIGN	Electronic Signatures in Global and National Commerce Act, electronic signature may not impair legal effect in interstate or foreign commerce.
ETL	Extract, Transform, Load
Event	Events trigger information exchanges that are documented. Events are sequences of operations within the criminal justice system, including arrest, charging, initial appearance, trial, adjudication, disposition,
Exchange Conditions	Conditions or rules regulating whether and when information is exchanged between criminal justice agencies.
F	
FACTS	---- Automated Case Tracking System – used by AOC and smaller Counties in Arizona (from Progressive Solutions, Inc.)
FBI	Federal Bureau of Investigation
FDDI	Fiber Distributed Data Interface
FIFO	First In, First Out
File	A collection of information on a disk, usually a document or a program, lumped together and accessible by the file name.
FIPS	Federal Information Processing Standard; Numeric codes that link the one business entity to the OID arc.
Firewall	A Firewall is a system designed to prevent unauthorized access to or from a private network. A Firewall is often used to prevent Internet users from accessing private networks connected to the Internet.
Flat File	A file that consists of a series of fixed-length records that include some sort of record type code.
FLR	Flat Record Link tool in Cloverleaf.
FOIA	Freedom of Information Act
Front-end Database	An application running on a workstation or networked PC that requests data from a centralized server, then presents the data in a way useful to the user.
FRU	Pretrial Services' Financial Review Unit
FT2	File Tracking System – Clerk of Court
FTP	File Transfer Protocol
Functional Components of Integration	Whether horizontal or vertical, and whether electronic or manual, "Integration" generally refers to the ability to access and share critical information at key decision points throughout the justice process. 1. Query - query databases to obtain data 2. Push - send data to another agency 3. Pull – automatically request and receive information from another agency 4. Publish - both electronic and paper publishing of information 5. Subscribe – formal subscription to a notification service

Acronym or Name	Definition and Other Information
Functional Specifications	Functional specifications are formal descriptions of a software system used as a blueprint for implementation. Specifications should state the purposes of the program, provide implementation details, and describe the specific functions of the software from the user's perspective.
FVS	Felony Voter System
G	
GAN	Global Area Network
GCJIN	Global Criminal Justice Information Network
GIS	Geographic Information System, organizes large amounts of data into a map to facilitate analysis, decision-making, and planning. For justice purposes, a GIS may use or include a CAD system, crime-mapping program, AVL system, and GPS.
GITA	Government Information Technology Agency
Governmental Agency	An executive, legislative, or judicial agency, department, board, commission, authority, institution, or instrumentality of the federal government or of a State or of a county, municipality, or other political subdivision of a State.
GPS	Global Positioning System is a satellite navigation system operated by the U.S. Department of Defense. It provides coded satellite signals that can be processed by a GPS receiver enabling the receiver to compute position, velocity and time.
GUI	Graphical User Interface is a program interface that uses a computer's graphic systems to make a program more user-friendly. A GUI may include standard formats for representing text and graphics making it easier to share data between programs running on the same GUI.
H	
Horizontal Integration	The sharing of critical justice information among different divisions of the same system.
HREF	Hypertext Reference – this attribute specifies the location of a Web resource, thus defining a link between the current element (the source anchor) and the destination anchor defined by this attribute
HRMS	Human Resource Management System – a Maricopa County DB-2 database
HSM	Hierarchical Storage Management. Automated techniques used to move data from one storage platform to another based on certain parameters, such as how often a document is accessed.
HTML	Hypertext Markup Language
I	
IA, IAC, IACC	Initial Appearance, Initial Appearance Court, Initial Appearance Court Calendar
IAFIS	Integrated Automated Fingerprint Identification System was created in July 1999 as a national online fingerprint and criminal history database run by the FBI. Justice agencies that submit urgent electronic requests for identification will receive a response within two hours.
IAI	Internet Application Integration
ICJIS Agency	Maricopa County Integrated Criminal Justice Information System Agency
IAPTS	Initial Appearance Pretrial Services System
IDE	Integrated Development Environment
IDEF	Integrated Computer Aided Manufacturing (ICAM) Definition
IDIS	Interim Distributed Imaging System
IDS	Intrusion Detection System
IE	Integration Engine
IE RFP	Integration Engine Request for Proposal

Acronym or Name	Definition and Other Information
IETF	Internet Engineering Task Force.
IIS	ICJIS Agency Integration Server
IFCS	Inmate Fund Canteen System – Sheriff – tracks transactions involving inmate funds
III	Interstate Identification Index is designed and run by the FBI, and is part of IAFIS. III contains criminal history records for almost 30 million offenders and can be queried using a name, birth date, and other information.
Information	Data, text, images, sounds, codes, computer programs, software, databases, etc.
Information Exchange – Five Dimensions	SEARCH's five dimensions of information exchange are 1) Process, 2) Event, 3) Agency/Branch, 4) Transfer Conditions, 5) Information (documents, data sets, and data elements)
Information Processing System	An electronic system for creating, generating, sending, receiving, storing, displaying, or processing information.
Information System	A system for generating, sending, receiving, storing or otherwise processing data messages.
Infrastructure	System of wire, hardware, software and facilities that enables the connection of voice-data-video devices and the transmission of voice-data-video information from device to device.
Integration	Integration is the application of technology to improve information management and information sharing between justice enterprise agencies at all levels of government.
Interface	Interface is a program or device that connects programs and/or devices.
Intermediary	With respect to a particular data message, means a person who, on behalf of another person, sends, receives or stores that data message or provides other services with respect to that data message.
Intranet	Intranet is a secure private network that uses TCP/IP protocols.
ISDN	Integrated Services Digital Network – ITTCC-series recommendation defined digital network standard for integrated voice and data network access, services, and user network messages
ISO	International Organization for Standardization
ISP	Internet Service Provider
ISRE	Integrated Image Storage & Retrieval Element
ISTF	Interoperability Standards Task Force (NIST and OJP)
ITAC	Information Technology Authorization Committee
ITD	AOC's Information Technology Division
ITTCC	International Telegraph and Telephone Consultative Committee
IVR	Interactive Voice Response System (Sheriff – provides inmate information to citizens by phone)
J	
J&LE	Justice and Law Enforcement Agencies (is broader than ICJIS stakeholder agencies, and could include external agencies)
J2EE	Java 2 Enterprise Edition
JAD	Joint Applications Development - An involvement oriented approach used to develop applications.
JALET	Justice And Law Enforcement Technology Committee (sometimes referred to as JaLET)
JC-CMS	Justice Courts Case Management System
JCEF	Judicial Collection Enhancement Fund
JCS	Justice Courts Case Management System
JDBC	Java Database Connection

Acronym or Name	Definition and Other Information
JLE	Justice and Law Enforcement
JMS	Jail Management System (MC Sheriff)
JNET	Judicial Network
JOLTS	Juvenile On-Line Tracking System
JPEG	A file format used for pictures.
JPR	Commission on Judicial Performance Review
JRE	Java Runtime Environment
JTC	Joint Technology Committee
JUDICIAL	Officer calendar – Clerk of Court
JUSTIS	Judicial Statewide Information Service
K	
Kernel	Case unit operating system
L	
LAN	Local Area Network. A communications system that enables an organizations computers to communicate within a building or campus.
LATMS	Legal Advocate Time Matters System
LAWN	Local Area Wireless Network is a LAN that uses high frequency radio waves rather than wires to communicate between nodes.
LDAP	Light-weight Directory Access Protocol. A directory service used to locate users and resources on a network. It is a directory service running over top of TCP/IP, and is responsible for maintaining the Access Control Lists that define permissions granted to individual users.
LDTMS	Legal Defender Time Matters System
LEA	Local Law Enforcement Agency
Legacy System	A Legacy System is typically an older software and hardware system that is still in use and is generally proprietary.
LEJIS	Law Enforcement Justice Information System
Live Scan	Live scan is a machine that replaces ink and roll fingerprints. Fingers are rolled across a platen, scanned into a computer, and converted to a digital form of storage. Fingerprint cards are then printed out on a laser printer. The machine will immediately reject low quality prints.
LOB	Line of Business Application. A data application used in an organizations daily business, such as a case management system.
LSJ	Law, Safety, & Justice
LVCC	Large Volume Court Committee
M	
MAPI	An interface developed by Microsoft that provides messaging functions including addressing, sending, receiving and storing message.
MB	Message Broker
MCAO	Maricopa County Attorney Office
MCDPS	Department of Public Safety Interface
McJUSTICE	Maricopa County Justice Coordinating Committee
MCLD	Maricopa County Legal Defender
MCPD	Maricopa County Public Defender
MCSC	Maricopa County Superior Court
MCSO	Maricopa County Sheriff's Office
MDC	Mobile Data Computer is a microcomputer used by public safety agencies to access databases for information on persons and property. The MDC uses wireless communication and allows an officer to exchange information with the dispatcher and other officers without using voice channels.
MDTS	Mobile Digital Terminal System

Acronym or Name	Definition and Other Information
MEEDS	Minute Entry Electronic Distribution System – Clerk of Court – automatically dockets to ACS
Middleware	Software that interprets requests between a PC or workstation application and an antiquated database running on a mainframe. Also used to describe software that helps an application communicate with an underlying operating system.
MIME	Multipurpose Internet Mail Extension – a specification for formatting non-ASCII messages so that they can be sent over the Internet
MIPS	Millions of Instructions Per Second – a measure used to compare relative computing power
MOM	Message Oriented Middleware
MPEG	Motion Picture Experts Group. A file format used for streaming video.
MSS	Mug Shot System – captures, stores, and prints digital images of persons booked into jail – Sheriff
MSXML	Microsoft Extensible Markup Language version 2.0 library
MTBF	Mean Time Between Failures – The statistical average operating time between the start of a component's life and the time of its first electronic or mechanical failure
MTS	MicroSoft Transaction Server. A component of Microsoft's NT technologies.
MVD	Motor Vehicle Division
MVS	IBM operating system
MW	Middleware, Platform Middleware, Database Middleware, etc.
N	
N-Ack	Negative acknowledgement
NACM	National Association of Court Management
NAJIS	National Association of Justice Information Systems
NAS	Network Attached Storage
NASIRE	National Association of State Information Resource Executives
NCCUSL	National Conference of Commissioners on Uniform State Laws
NCHIP	National Criminal History Improvement Program
NCIC	National Crime Information Center, or NCIC 2000, is a computer system maintained by the FBI that can be queried by local agencies via state computer systems known as "control terminal agencies." NCIC contains 17 files with over 10 million records, plus 24 million criminal history records contained within the Interstate Identification Index (one of the 17 files). Files include the III, the Missing Persons File, the Unidentified Persons File, the U.S. Secret Service Protective File, and the Violent Gang/Terrorist File.
NCJA	National Criminal Justice Association
NCMP	NCIC Missing Persons System
NCPO	NCIC Protection Order System
NCSA	NCIC Stolen Articles
NCSB	NCIC Stolen Boats
NCSC	National Center for State Courts
NCSG	NCIC Stolen Guns
NCSS	NCIC Stolen Securities
NCUP	NCIC Unidentified Person
Network	A network is created when two or more computers are joined by some type of transmission media allowing them to communicate directly, or to share storage devices and peripherals. Transmission media can include cable lines, telephone lines or satellite systems.
Network Configurator	Cloverleaf server linkage mapping

Acronym or Name	Definition and Other Information
Neural Network	Computer architecture that enables redundancy, self reparation of communications paths, and supports high traffic loads through routing decisions.
NIBRS	National Incident-Based Reporting System (http://www.search.org/nibrs/default.asp), is an incident based reporting system, run by the FBI, through which data is collected on each single crime occurrence. NIBRS data is designed to be generated as a by-product of local, state, and federal automated records systems. NIBRS collects data on each single incident and arrest within 22 offense categories made up of 46 specific crimes called Group A offenses. Specific facts are collected for each of the offenses coming to the attention of public safety agencies. In addition to Group A offenses, there are 11 group B offense categories that only report arrest data. NIBRS is expected to eventually replace UCR.
NIC	NIC - Network Information Center – Any organization responsible for supplying information about any network.
NICB	National Insurance Crime Bureau (DPS)
NICS	National Instant Criminal Background Check System
NIPC	National Infrastructure Protection Center, the FBI's cybercrime arm
NIST	National Institute for Standards and Technology
NLETS	National Law Enforcement Telecommunications Systems is a high-speed communications network and message switching that connects almost every public safety agency in the country. It allows local agencies to make inquiries into state databases to access criminal history records, vehicle registration records, driver's license files, etc. NLETS also interfaces with NCIC and other national files and allows states to exchange information with each other.
NLTV	NLETS Vehicle System (DPS)
Node	A junction of communications paths in a network, and can be a computer or some other device such as a printer. Every node has a unique network address.
NOS	Network Operating System. Programs that control the operations of a network.
n-tier	Goes beyond 2-tier (client-server), and may include separate layers for services (for example: presentation, dynamic generation, business logic, data access, and backend system integration)
O	
OBSCIS	Offender-based State Corrections Information System
OBTS	Offender-based transactional statistics
OCAC	Maricopa County Office of Court Appointed Counsel
OCAC Trac	Office of Court Appointed Counsel Microsoft Access case tracking system for Adult and Juvenile cases
OCR	Optical Character Recognition -The process by which text on paper is scanned and converted into text files by a computer system.
ODBC	Open Database Connectivity. A standard method of interfacing an application to a DBMS.
ODS	Operational Data Store stockpiles daily business data, and summarizes/stores data from OLTP systems with little historic information. The ODS database application may retain data outside the primary database, and would contain supplemental information.
OID	Object Identifiers

Acronym or Name	Definition and Other Information
OJP	Office of Justice Programs, U.S. Department of Justice (includes five bureaus: National Institute of Justice, Bureau of Justice Statistics, Bureau of Justice Assistance, Office of Juvenile Justice and Delinquency Prevention, and Office for Victims of Crime)
OLA	Office of Legal Advocacy – Maricopa County
OLE	Object Linking and Embedding (OLE) - A method which establishes a way to transfer and share information between applications
OLTP	Online Transaction Processing is used for fast transactional processing, and is typically highly normalized for business, with segmented tables that enable smaller transactions.
OLTP	Online Transaction Processing System
OMB	Office of Management and Budget
ONE	Open Network Environment
OOP & OOPS	Object oriented programming combines data structures and functions (computer directions) to create "objects," making it easier to maintain and modify software. Object Oriented Programming Systems is a method of applications development based on the assembly of functional modules.
Open Architecture	Open architecture systems are designed to allow system components to be easily connected to devices and programs made by other manufacturers.
Open Standard	A standard that is not proprietary to a specific manufacturer, vendor, product, or owner, but may be used among various components and products such that it facilitates interoperability; and that has been approved by an appropriate national or international standards body.
Operating System	Operating system is the basic program used by a computer to run other programs. An operating system recognizes input from the keyboard, sends output to the display screen, and keeps track of files and directories on the disk and controlling peripheral devices such as disk drives and printers. It provides a platform for other software applications.
OPIS	Orders of Protection Imaging System – scans and stores digital images of Orders of Protection – Sheriff
ORB	Object Request Broker
ORI	Originating Agency Indicator code assigned to a law enforcement agency
ORI	Originating Routing Indicator (FBI designation)
Originator	The originator of a data message is the person by whom, or on whose behalf, the data message purports to have been sent or generated prior to storage, if any, but it does not include a person acting as an intermediary with respect to that data message.
OS	Operating System – a program that controls the computer hardware.
OSI	Open Systems Interconnection
P	
PACE	Phoenix Automated Criminal Enforcement System – used by Phoenix Police Department
PACR	Public Access to Court Records; Az Supreme Court Rule 123
Parse	Separate into unique elements
PCM	Plug-compatible manufacturer mainframe
PCN	Process Control Number
PD	Maricopa County Public Defender
PD	Police Department
PDA	Personal Digital Assistant
PDF	Adobe Acrobat's proprietary Portable Document Format. A file format used to exchange documents. Popular due to the free viewer.

Acronym or Name	Definition and Other Information
Person	An individual, corporation, business trust, estate, trust, partnership, limited liability company, association, joint venture, governmental agency, public corporation, or any other legal or commercial entity.
PGP	Pretty Good Privacy, an encryption program used for ensuring the authenticity, integrity, confidentiality, and reliability of digital transactions being conducted.
PIBKAC	Problem is between keyboard and chair (contributed by Charlie Donofrio, DCA, MCAO)
PIJ	Project and Investment Justification
PIN	Personal Identification Number
Ping	A command which allows an Internet user to query host computers on the network to verify that they are active and capable of sending and receiving.
PKI	Public Key Infrastructure
Platform	Platform is the underlying hardware or software for a system. The term is often used as a synonym for operating system.
POP	A server using the Post Office Protocol, which holds users' incoming e-mail until they read or download it.
Private Key	Privately held cryptographic information in an asymmetric encryption process.
Program	A sequence of detailed computer instructions for performing an operation or sequence of actions.
Proprietary	The term "proprietary" generally refers to a system whose manufacturer will not divulge specifications that would allow other companies to duplicate the product. It is also known as a closed architecture.
PSA	Pre-Trial Services Agency
PSF	Adult Probation Services Fees Fund
PSI	Pre-Sentence Investigations
PSRS	Pretrial Services Records System
PSS	Pawn Shop System – tracks transactions occurring in local pawnshops and 2nd hand stores – Sheriff
PTC	Pretrial Conference
PTS	Pretrial Services' application used by Adult Probation – being replaced – going to Informix database
Public Key	Publicly available cryptographic information in an asymmetric encryption process.
Q, R	
QnR	Query and Response Manager
RA	Registration Authority for certificates (PKI).
RAD	Rapid Application Development
RAID 5	Redundant Array of inexpensive Disks. One of several levels of RAID which provides redundant data storage and allows corrupted files to be rebuilt without downtime.
RAM	Random Access Memory -- A form of temporary internal storage whose contents can be retrieved and altered by the user; also called read-and-write memory.
Raster File	Grid file, referring to the grid of addressable positions in an output device
RDBMS	Relational Database Management System is a type of database management system that stores data in related tables sharing primary keys. New types of data can more easily be added, and the user can view the data in multiple ways.
Real Time	Programs which process immediately as information is received rather than accumulating data for long periods and processing all of it at one time (versus batch process).

Acronym or Name	Definition and Other Information
Record	Information that is inscribed on a tangible medium or that is stored in an electronic or other medium and is retrievable in perceivable form.
Regression test	A regression test is performed before production to identify and prevent errors and verify that unchanged software will continue to function as designed.
RFR	Restitution, fines, and reimbursements
RMS	Records Management System – Sheriff – system for management reporting. An RMS stores computerized records of crime incident reports and other data. It may automatically compile information for UCR or NIBRS reporting. Can perform greater functions when integrated with other systems such as CAD and GPS.
ROM	Read-only Memory - Permanent internal memory containing data or operating instructions that cannot be altered
RPC	Remote Procedure Call, or SOAP messaging layer (for cross-network application-to-application communication)
RPC	Remote Procedure Call
RSP	Repository Services Provider in context of PKI.
RUP	Rational Unified Process
S	
S/MIME	Secure Multipurpose Internet Mail Extension
SA	Systems administrator. The person who manages the technical environment and components.
SAMS	Sheriff's Administrative Management System – under development – centralized database to manage personnel and financial activities
SAN	Storage Area Network (http://www.intelligententerprise.com/010308/webhouse_1.shtml)
Scope Creep	Scope creep is the slow and continuous expansion of the scope or a project, such as data type or routine, resulting in a broad, unfocused, and unmanageable scope and usually leads to cost-overruns, missed deadlines, and loss of original goals.
Script	A set of instructions for another application or utility.
SCRMS	State Corrections Resource Management System
SEARCH	National Consortium for Justice Information and Statistics
Security Procedure	A procedure employed for the purpose of verifying that an electronic signature, record, or performance is that of a specific person or for detecting changes or errors in the information in an electronic record. The term includes a procedure that requires the use of algorithms or other codes, identifying words or numbers, encryption, or callback or other acknowledgment procedures.
Serial	Pertaining to data or instructions that are processed in sequence, one bit at a time, rather than in parallel (several bits at a time).
Server	A component of a distributed computing system which provides a service in response to requests from clients. (See CLIENT/SERVER). The term is also used to designate the computer that makes resources available to the workstations (clients) on the network.
SGML	Standard Generalized Markup Language
SID	State Identification Number
SJIS	State Judicial Information System
SLAPR	Policy Authority and State Library, Archives and Public Records.
SLU	Single Licensed User. A FileNET term for a user license.
SMIL	W3C's Synchronized Multimedia Integration Language
SMP	Symmetric Multiprocessing

Acronym or Name	Definition and Other Information
SMTP	Simple Mail Transport Protocol -- the Internet standard protocol for transferring electronic mail messages from one computer to another
SNMP	Simple Network Management Protocol. The protocol governing Network management and the monitoring of network devices and their functions.
SNTP	CHS Special Needs Treatment Plans
SOAP, ebXML	SOAP, Simple Object Access Protocol (integrating SOAL into its ebXML messaging specification http://www.ebXML.org, per Rich Seeley, see http://www.adtmag.com/xmlreport)
Software	Instructions, or programs, that enable a computer to do useful work; contrasted with hardware, or the actual computer apparatus.
SONET	Synchronous Optical Network - A US high-speed fiber optic transport standard for a fiber optic digital hierarchy. It can operate at speeds ranging from 51.48Mbps to 2.5Gbps.
SQL	Structured Query Language. A language set that defines a way of organizing and calling data in a computer database. SQL is becoming the standard for use in CLIENT/SERVER databases, and is the basis of IBM's SQL/DS and DB2 Data Base Management Systems and related products.
SSL	Secure Socket Layer
SSO	System Security Officer
State	A State of the United States, the District of Columbia, Puerto Rico, the United States Virgin Islands, or any territory or insular possession subject to the jurisdiction of the United States. The term includes an Indian tribe or band, or Alaskan native village, which is recognized by federal law or formally acknowledged by a State.
Structured Data	This term usually refers to data in which the meaning of a given part can be inferred by its location within an overall structure, such as a record layout. Compare to unstructured data.
Symmetric Cryptography	Shared secret method of authentication, such as PIN.
Systems	An interrelated set of entities which function in relation to each other, as in software systems, hardware systems, information systems, etc.
T	
TAC	Technical Advisory Committee
TCL	Scripting programming language used by Cloverleaf.
TCP/IP	Transmission Control Protocol/Internet Protocol
TCPF	Traffic Case Processing Fund
Thread	In the context of Windows NT, a thread is sometimes used to refer to an NT service. Threading also refers to a low-level system architecture concept used in some multitasking operating systems.
TLOG	Teleprocessing Log System (DPS)
TM	Time Matters – case tracking software application – Legal Defender, and Public Defender
TOCT	Terminal Operator Certification Tracking (DPS)
Token Ring	A local area network architecture in which a token, or continuously repeating frame, is passed sequentially from station to station. Only that station possessing the token can communicate on the network.
TP	Transaction Processing
TPST	Teleprocessing Statistical System (DPS)
Transaction	An action or set of actions occurring between two or more persons relating to the conduct of business, commercial, or governmental affairs.

Acronym or Name	Definition and Other Information
Translator Configurator	Cloverleaf interface between input message configuration format and output message configuration format.
Trigger	The receipt of information or occurrence of an event that initiates an action or response by a recipient agency. Messages are trigger events in the Integration Application.
TTP	Trusted Third Party
U	
UAG	User Advisory Group
UAR	Uniform Arrest Report
UCITA	Uniform Computer Information Transactions Act
UCR	Uniform Crime Reports is a city, county, and state public safety program operated by the FBI that provides a nationwide view of crime based on the submission of statistics by public safety agencies throughout the country. The following offenses are recorded: murder and non-negligent manslaughter; forcible rape; robbery; aggravated assault; burglary; larceny theft; motor vehicle theft; arson; and hate crimes.
UDDI	Universal, Description, Discovery and Integration
UETA	Uniform Electronic Transactions Act (NCCUSL's Summaries, Fact Sheets, Articles, and Act)
UML	Unified Modeling Language™ is the industry-standard language for specifying, visualizing, constructing, and documenting the artifacts of software systems. It simplifies the complex process of software design, making a "blueprint" for construction.
UNIX	A multi-tasking, multi-user operating system developed by AT&T Bell Laboratories in the 1960's; used primarily on minicomputers.
Unstructured Data	This term usually refers to data that is represented as free-form text, as an image, etc., where it is not practical to predict exactly what data will appear where. Compare to structured data.
URI	Universal Resource Identifier (address, similar to a web address) where a described resource can be located
USGS	FIPS55 data maintenance is the responsibility of the U.S. Geological Survey (USGS). Under the authority of the National Institute of Standards and Technology (NIST), the USGS is disseminating the data, and is the only Federal agency authorized by NIST to do so.
V	
Validation	A validation is the evaluation of a system during development or at the time of completion to determine if it satisfies all the requirements.
Vertical Integration	The sharing of critical criminal justice information between two agencies (for example, from limited to general jurisdiction courts, from trial to appellate and state supreme courts, and from local agencies to state and national/federal systems).
VGTO	Violent Gang / Terrorist Organizations (DPS)
VIN	Vehicle Identification Number (applied by manufacturer)
VLDB	Very Large Database Environment
VPN	Virtual Private Network
VRL	Variable Record Layout
VSAM	… Files on an IBM mainframe
VVS	Video Visitation System
W	
W3C	World Wide Web Consortium
WAN	Wide Area Network. A communication system that enables an organization's computers to communication over long distances between remote sites.

Acronym or Name	Definition and Other Information
WAP	Wireless Application Protocol
WAV	Standard Windows file format used for digital sound files.
WIMP	Working Inmate Management Program – Sheriff – manages status information and work schedules for work furlough/release inmates and trustees
WML	Wireless Markup Language
WORM	Write Once Read Many. A type of storage media that cannot be overwritten but can be read many times.
WSDL	Web Services Description Language
WWW	World Wide Web is a system of Internet servers that support HTML formatted documents.
X, Y, Z	
XBRL	Extensible Business Reporting Language
XML	Extensible Markup Language
XP	Extreme Programming (value focused, incremental releases, simple design, continuous refactoring, test initiated, customer interactive)
XSD	XML Schema Definition (replaces former schema standards like XML Data Reduced or XDR)
XSLT	Extensible Stylesheet Language Transformations

Appendix B: ICJIS Project Background

Integration of Data Among County Justice Information Systems

The ICJIS Agency is implementing an N-Tier middleware architectural model as defined by Search[1]. This model facilitates enterprise application development and data sharing while supporting decentralized agency applications. The foundation of this middleware infrastructure as described in MFR goals "*a system whereby participating justice and law enforcement county agencies will be able to electronically exchange information for the purpose of reducing data entry associated with increasing work loads*" has been implemented. The following projects and activities are associated with leveraging this architectural model.

Accused-In-Process (AIP)

The AIP is envisioned as a shared index capability that will be developed to provide electronic access to information on subjects for the ICJIS Agency stakeholders that are authorized to receive such information for the purpose of tracking the subject while in the Maricopa County Justice System. Within the AIP, authorized agencies will have the ability to capture information for a subject history worksheet.

Status: Completed a national findings search to ascertain what other jurisdictions have designed or implemented to share subject information (ICJIS National Study of Systems for Sharing Subject Information, December 2002). An ICJIS Agency survey was developed to assist with identifying the potential benefits of an AIP that will be incorporated in a business case analysis. This project is in the visioning phase of development as directed by the Executive Committee.

Common Case Number

The CCN will be the unique identifying element for case information, and will facilitate the flow of information, both automated and manual, between the participating agencies. In the integrated data realm, CCN will allow the information systems to move data between and populate individual agency databases such as; Superior Court, Justice Court, Clerk of the Court, County Attorney, Indigent Representation, Adult Probation, Juvenile Court, and Sheriff. The currently designed implementation provides an opportunity to add value to existing processes by including functionality that builds on existing data collection efforts of the participating agencies (ICJIS CCN JAD Decisions, December 2002).

Status: CCN Version 2.0 application development is complete. Agency interface and integration efforts are in final testing. Internal agency system development has caused the ICJIS Agency to stage complete "real-time" implementation. At this time we have a high degree of confidence that Version 2.0 will begin implementation on January 2, 2003 with complete "real-time" implementation of all identified systems (Superior Court iCIS and Justice Court JCS) by May 2003. While additional functionality has been designed through the Joint Application Design (JAD) process, no design or development has begun. All new functionality subsequent to Version 2.0 will be submitted through the ICJIS Approval Process[2] (B.Adams, ICJIS Project Approval Process, Dec. 2002) prior to start of additional design and initial development.

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[1] See SEARCH article on integration models, including the Anarchy Model, the Network Model, the Centralized Model, the Umbrella Model, the Warehouse Model, the Middleware Model, the Statewide Model, and the Standardized Interface Model. These models are available on the ICJIS-Web at http://icjis.maricopa.gov/Docushare/dscgi/ds.py/Get/File-467. Also see the SEARCH slide presentation at http://icjis.maricopa.gov/Docushare/dscgi/ds.py/Get/File-466.

[2] Betty Adams, representing the Maricopa County Administrator's Office, facilitated a recommended ICJIS Approval Process, including steps that projects would go through for review and approval. Steps include JALET, Business Team, and Executive Committee for major projects and application development.

Common Code Table

The Common Code Table is an application developed by the ICJIS Agency to assist data validation in agency systems. Participating agencies, working through the Common Data Subcommittee, have defined specific data fields that are shared among the agencies that can be validated from a specific set of table values. The Common Code Table has also been designed to serve as the single point of update for validation tables within each agency's system. Table owners make requested changes to their table values in the Common Code Table, other agencies are then notified of table changes and asked to make applicable changes to their returned values. Once all information is updated, the entire table can be pushed or pulled to the agency's system or if preferred the table can be accessed from the ICJIS Agency server. The result is faster, accurate table updates and ultimately higher quality data.
Status: Phase I of the Common Code Table project is scheduled for completion by March 2003.

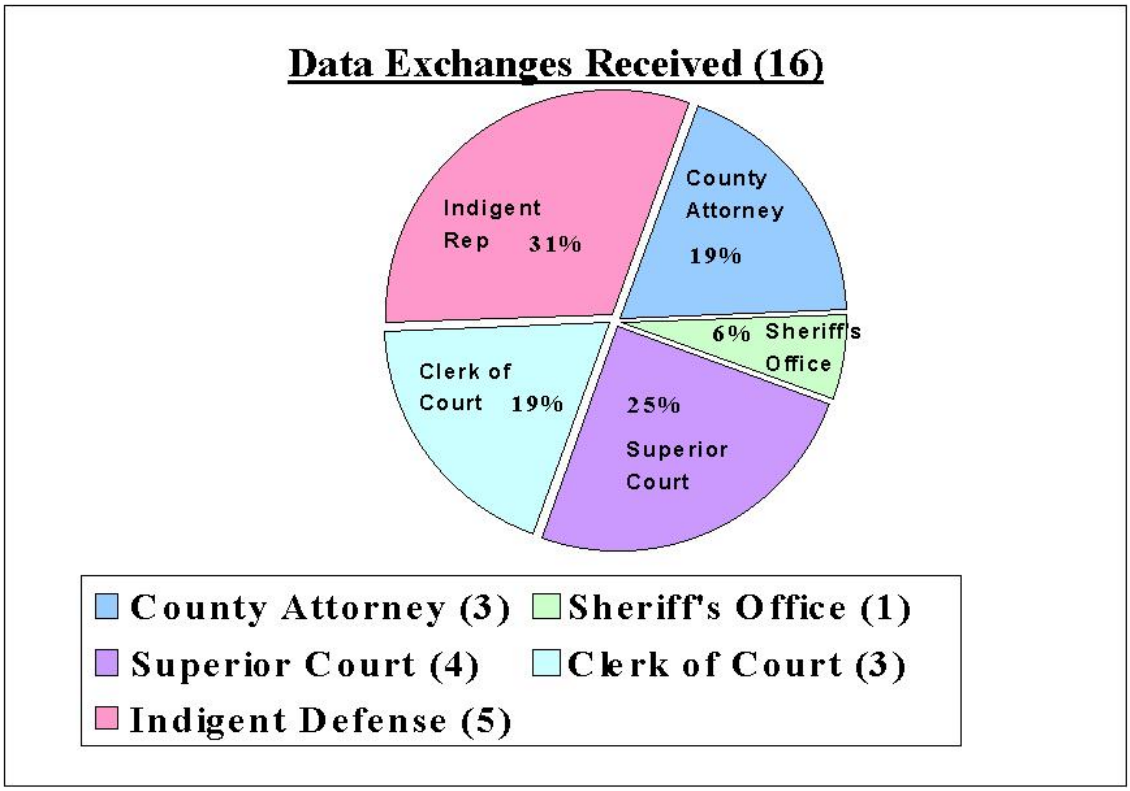
Common Data Dictionary

The purpose of the Common Data Dictionary is to present agreed upon naming conventions, definitions, field size and data type characteristics for common terms used within the justice community. This shared understanding provides a solid basis upon which to build data exchanges. Given this dynamic and iterative product, changes and additions to the dictionary are brought to the Common Data Subcommittee for review and inclusion in the master copy of the Data Dictionary.
Status: The Common Data Dictionary project is completed with J&LE agencies having received version 1.3. (ICJIS Data Dictionary, 2002, November). Additionally, the data dictionary has been provided to the Arizona Criminal Justice Commission (ACJC) Integrated Criminal Justice Technical Committee for use in revising the state's ACJC data dictionary.

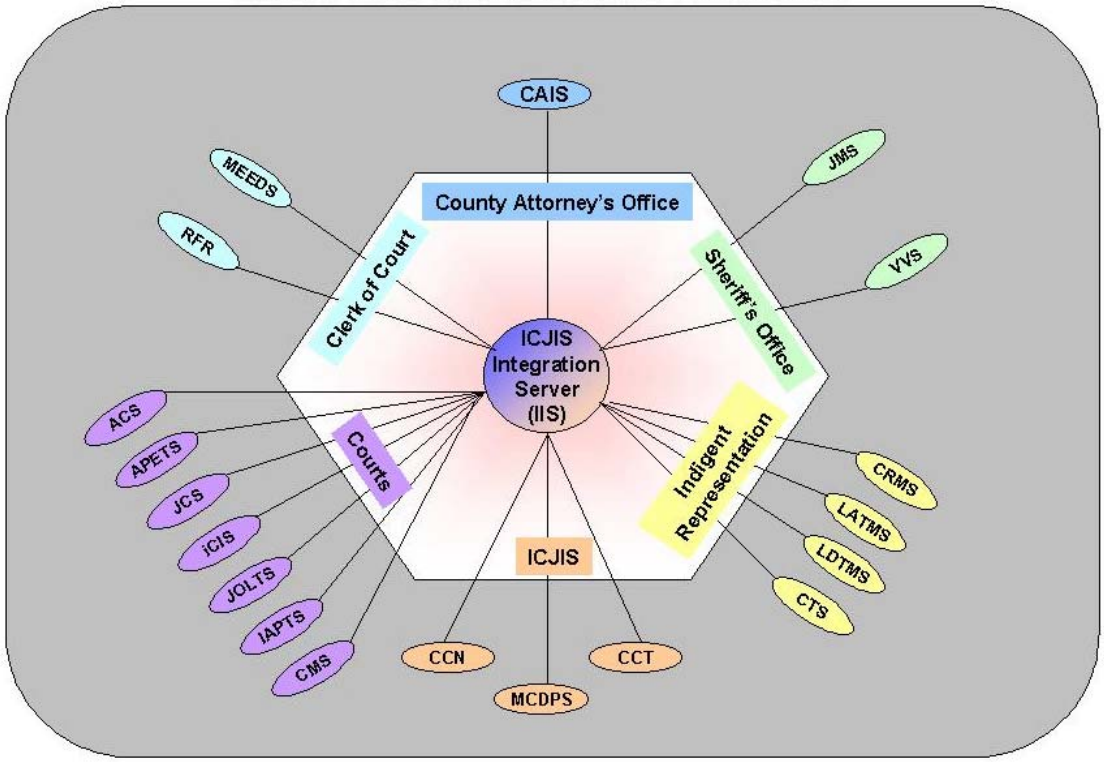
Data Exchanges

Activities within this project category include connecting agency computer system applications to the ICJIS Agency Integration Engine and then passing data exchanges between agencies.
Status: During 2002, nine new computer system application connections were established with the ICJIS Agency Integration Engine bringing the total agency system connections to twenty. This is significant progress when compared with, for example, Los Angeles County, that has implemented 25 agency system connections over 15 years of integration efforts. Refer to the Current ICJIS Agency Data Middleware Environment on the following page. Agencies are receiving benefits from an additional 11 data feeds as a result of implementing five new data exchanges with a current volume exceeding one million transactions per month.

In addition, the Executive Committee of ICJIS approved four data exchanges as priorities for implementation. The four exchanges, File A Case, Schedule Court Event, Sentencing, and Dispose A Charge would provide most of the information sharing unavailable since the demise of LEJIS. Developmental work has been completed on the File A Case transaction to Superior Court. Final implementation will be recommended in 2003 after the completion of the Superior Court iCIS Criminal Module. The File A Case transaction to Justice Court will be recommended to follow completion of the feed to Superior Court. The Schedule Court Event transaction is being fed from Superior Court to the Integration Engine, with data feeds to the County Attorney and Public Defender. The Schedule Court Event transaction from Justice Court is in the design stage. A Disposition Reporting Review with recommendations regarding the Dispose A Charge transaction has been presented to the Business Team for review and approval.



Current ICJIS Data Middleware Environment



The following identifies the systems listed in the above chart titled “Current ICJIS Data Middleware Environment.” Names of the systems follow:
ACS – Superior Court Automated Court System
APETS – Adult Probation Enterprise Tracking System
CAIS – County Attorney Information System
CCN – ICJIS Agency Common Case Number System
CMS – Superior Court Case Management System
CRMS – Public Defender Client Records Management System
CTS – Office of Contract Counsel Case Tracking System
CCT – ICJIS Agency Common Code Table System
IAPTS – Superior Court Initial Appearance Pretrial Services System
iCIS – Superior Court Integrated Court Information System
IIS – ICJIS Agency Integration Server
JCS – Justice Courts Case Management & Docketing System
JMS – Sheriff’s Office Jail Management System
JOLTS – Juvenile On-Line Tracking System
LATMS – Legal Advocate Time Matters System
LDTMS – Legal Defender Time Matters System
MCDPS – Department of Public Safety Interface
MEEDS – Clerk of Court Minute Entry Electronic Distribution System
RFR – Clerk of Court Restitution, Fines and Reimbursement
VVS – Sheriff’s Office Video Visitation System

Enterprise Stewardship / Data Quality Management

Enterprise Stewardship / Data Quality Management incorporates two key elements, Data Stewardship and Data Quality. Data Stewardship is the commitment to be accountable for a set of data elements, code tables and justice information for the effectiveness of the ICJIS Agency stakeholders, and a recognition by all that data is an enterprise asset. The ICJIS Agency stakeholders are making a commitment to ensure the data collected and exchanged within the J&LE community, are as free from errors as possible. Data Quality software tools assist the agencies with implementation of approved data standards, and assists with the ongoing maintenance of the accuracy of data through a data audit capability.
Status: The Enterprise Stewardship / Data Quality Management concept was presented to the ICJIS Executive Committee in November 2002. The ICJIS Agency is awaiting visionary direction by the ICJIS Executive Committee.

Direct File Process Enhancement

At the direction of the Business Team, the ICJIS Agency facilitated a process enhancement initiative to increase the efficiencies of the newly implemented Direct File Process. These sessions were used as an opportunity for staff from the various agencies to work together to develop comprehensive business rules for each agency to aid in creating consistency in the process. In the Direct File process enhancement sessions each agency assigned high level operational and mid-level management staff, knowledgeable of the agency business process. They learned about the processes in each other's agencies and developed new processes aimed toward efficient paper flow and issue resolution. A total of 9 sessions were held, resulting in 26 accomplishments. In one particular example, process enhancement reduced the cycle time of paper movement by 67%. Twelve areas for improvement were identified for which further review was recommended. Given the limited length of the engagement, the final report identified additional areas of focus, and it is anticipated those will be addressed by the appropriate agencies (Direct File Findings and Recommendations, December 2002).
Status: The Direct File Process Enhancement project is complete.

Video Conferencing

The County Chief Information Officer (CIO) requested transfer of the Video Conferencing project to the ICJIS Agency in October 2001. Approval was given for the ICJIS Agency to coordinate the Video Conferencing project in order to complete a cost/benefit analysis, develop a plan for replacing existing equipment and securing new equipment. A phased plan was developed, and with the Executive Committee approval, County Office of Management and Budget (OMB) approved Phase I which provided that the agencies receive replacement and additional equipment in 2002.
Status: This project is scheduled for completion by January 8, 2003.

Video Visitation System (VVS)

When the 4th Avenue Jail opens in the next year it will not have the traditional face-to-face visiting environment. Instead it will utilize a high-speed broadband real-time video system that allows the inmate and the visitor to sit in separate booths in front of individual monitor and camera sets. This system eliminates the need to move prisoners to a centralized visiting area, thus ensuring institutional security and providing a safer visitation environment to the general public and the inmates. The ICJIS Integration Engine provides the interface between the VVS system and MCSO's Jail Management System.
Status: An initial pilot Video Visitation System has been set up in the Estrella Support Building and is being used as the primary visitation environment. Approximately, 6,000 visits a month are handled by this system at Estrella.

ICJIS Infrastructure

Governance

A recent audit of the ICJIS Agency project determined that the ICJIS Executive Committee needed to have greater involvement in setting priorities, reviewing budgets, project oversight, and the development of an "End-Game" strategy for the ICJIS Agency (Internal Audit Executive Summary Report, December 2002).
Status: The Executive Committee assisted by the Office of the CAO developed a detailed project process for major IT projects and modified the governance agreement. Refer to ICJIS document "ICJIS Project Approval Process: Recommendations by Betty Adams, County Administrator's Office," Nov. 2002, for details of the process and a flowchart of the steps in the process.

Project Management

The ICJIS Agency Project Process, as approved by the ICJIS Executive Committee, was developed to ensure project management best practices, and includes the following individual processes:

- Bi-Annual Strategic Business Plan Process
- Fiscal Year Plan Process
- Fiscal Year Budget Process
- ICJIS Agency Application Project Process

The ICJIS Agency Application Project Process is intended to provide a project management process based on best practices for the development of the ICJIS Agency systems and would include the following components:

- Project scope management
- Project schedule management
- Project cost management
- Project quality management
- Project issue management
- Project risk management

Status: The Executive Committee has approved the hiring of a Project Management/Communication Officer (PMO) who will be responsible for overseeing the ICJIS Agency governance and improving communications as well as monitoring the project management process.

Information Technology Service Management (ITSM)

IT Service Management relates to providing service support and delivery essential to assuring that the ICJIS Agency IT systems and applications are effectively maintained, supported and enhanced throughout their life cycles in order to provide sustained value to justice operations. The five major components for an effective ICJIS Agency ITSM process include: Service Level Agreements; Change Management; Release Management; Incident Management; and Business Continuity.
Status: Analysis and presentations – including two workshops – were presented to JALET. JALET has approved the ITSM components and work has begun on developing the ITSM infrastructure for the ICJIS Agency Integration Engine and the Common Case Number project.

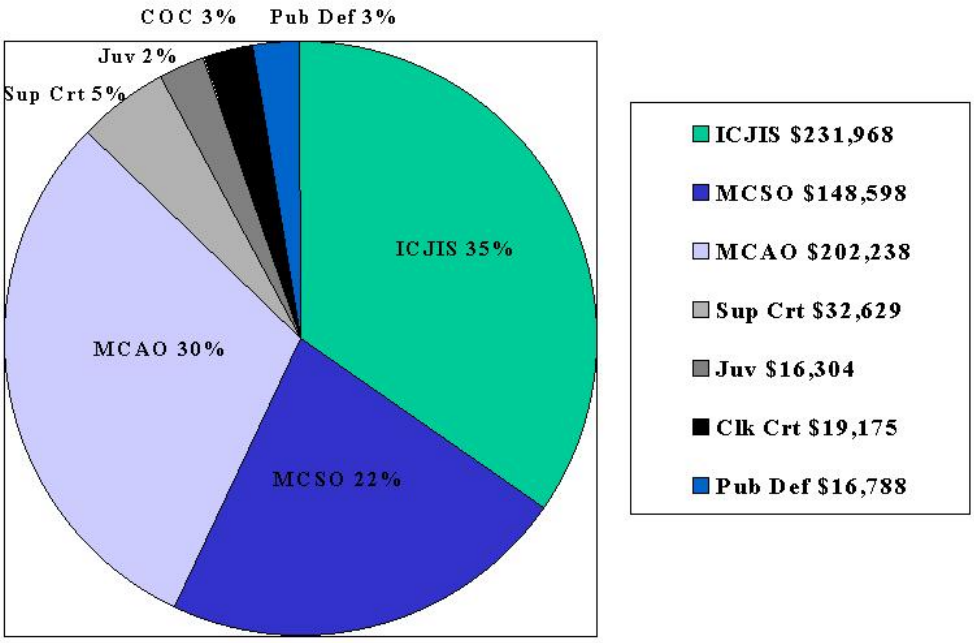
ICJIS Agency Office Space

Currently, the majority of office space used by the ICJIS Agency is the storage room of the Office of Legal Advocate at 411 N. Central Ave. Other ICJIS Agency staff members are located in the buildings at 301 W. Jefferson, and at the Sheriff's Office Data Center. The dispersed location of the ICJIS Agency staff has a detrimental effect on staff productivity and the overall success of the ICJIS Project. The ICJIS Agency has submitted several requests for common space for the entire ICJIS Agency staff since the ICJIS Agency was formed in July 2000.
Status: The ICJIS Agency is continuing to meet with the County Facilities Review Committee (FRC) to devise an acceptable plan. The ICJIS Agency met again with FRC in November 2002 to reconfirm space requirements, with no resolution. In January 2003, ICJIS was informed by County Officials that there is no County space for ICJIS, and that leased space is the only option. ICJIS is therefore looking for suitable lease space to house its staff and operations.

Convergent Standards

ICJIS and the J&LE Agencies completed a Target Convergent Architecture Study and the selection of industry standard tools to be used to develop applications and data exchanges. Standards training and implementation includes convergent architecture-related activities in support of the ICJIS Agency and J&LE agencies. Convergent standards implementation will continue until the end of the planning horizon because it includes training and software licenses related to standards implementation.
Status: The ICJIS Agency continues to provide training, software and consulting assistance to agencies, as illustrated in the following chart titled "Dollar Distribution by Receiving Agency."

Convergent Support: Dollar Distribution by Receiving Agency



State and Federal System Security

Updated security mandates from both the State and Federal levels have created new requirements for the secure transport and handling of Criminal History Record Information received from those systems. These requirements are based upon current Arizona Department of Public Safety ACJIS and the FBI CJIS NCIC 2000 security policies. To ensure compliance with these policies an ICJIS security model has been developed.

DPS Interface

The purpose of this project is to define, scope, and implement a replacement for the existing electronic interface to the Department of Public Safety (DPS) to comply with the FBI NCIC 2000 CJIS requirements. This involves the migration of current J&LE DPS interfaces to the newer TCP/IP ACJIS standard being deployed by DPS. The new interface will support two messaging interfaces through the ICJIS Agency Integration Engine, a programmatic interface (Phase I) for the Sheriff's Office and a secure Web Interface for Superior Court and the County Attorney's Office.
Status: Submitted Interface documentation to DPS in October 2002 for the Sheriff's Office programmatic interface, and are awaiting approval. Software development for Phase I has been completed, and testing will begin upon interface approval. Completion of the entire DPS Interface project is scheduled for the end of 2003.

Secured Backbone Network

The purpose of this project is to define, scope and implement a secured backbone solution to comply with the FBI NCIC 2000 CJIS requirements for providing a 128 bit encryption for all Criminal History Record Information (CHRI) that is transported over public carrier links. In addition, this project will provide for a logical separation of the existing County Wide Area Network (WAN) into separate segments to better provide for levels of security with firewalls and logical routing/filtering for County J&LE agencies. Refer to the chart in.
Status: Encryption hardware and software installation has been completed for all sites identified in the original secured backbone design. The activation of encryption software is pending testing and final approval of implementation per the ICJIS Agency project process. Installation and configuration

of the firewall separating the secured backbone segment from the public segment is pending analysis of the agencies connectivity surveys. Firewall management and auditing software and intrusion detection hardware and software are under review for selection and procurement. The overall project is scheduled for completion at the end of 2003.

Security Policies

This policy development process will provide security policies for County J&LE agencies to ensure the confidentiality, integrity, and availability of the ICJIS Agency developed systems. This will also provide for the secure transmission of criminal history record information over those systems. These policies will be drafted to comply with minimum requirements of the FBI NCIC 2000 guidelines.
Status: Initial draft of the policy is being reviewed by Agency Analysts and JALET. This project is scheduled for completion later in 2003.

Electronic Signatures

The purpose this project is to develop a strategy for County justice agencies to readily create, receive, exchange and store electronic documents in their regular course of business. The strategy will incorporate an easy, reliable and positive authentication of all interagency electronic documents. This ability to authenticate an electronic document must be available during any period of required retention of the document, whether such retention is required by statute, administrative rule or by internal agency policy. The developed strategy will, based upon identified needs and acceptable standards, result in the selection of an electronic technology for encryption, certificates, management and security of electronic documents to be utilized by County justice agencies.
Status: The Technology and Architecture Plan for Electronic Document Authentication and Digital Signatures was presented to members of JALET and the ICJIS Business Team during regular and special meetings (ICJIS Technology and Architecture Plan for Electronic Document Authentication and Digital Signatures, 2002, January).

Integration of Data with External Justice Information Systems

In order to support Phase I programs and projects, data exchanges with external justice agencies will continue to be implemented. The most significant external agency interface activities are those defined in the DPS Interface Project and the Pre-Booking System.

External Agency Requirements Analysis

As originally established, external agency interfaces will be part of Phase II of the ICJIS Project. Upon the conclusion of the 2002 planning process, the ICJIS Executive Committee provided guidance to the ICJIS Business Team to identify critical external agency interfaces for inclusion in Phase I as the budget permits. The first step in determining critical external agency interfaces will be a requirements analysis that will assist in identifying interfaces, their benefit to the ICJIS stakeholders, and the estimated costs for completing those interfaces.
Status: The requirements analysis for the Phase II Integration of Data with External Justice Information Systems is being conducted in tandem with the AIP Business Case Analysis and the Secured Backbone Security Survey. This requirements analysis is scheduled for completion during the first quarter of 2003.

Pre-Booking System

The objective of this system is to provide a user-friendly intuitive interface for entry of arrest/booking data by arresting officers. This system is required to be fully operational in the 4th Avenue Jail Facility within the coming year. The ICJIS Integration Engine provides the interface between the PC's being used for the data entry and the MCSO's Jail Management System, as well as to the Mugshot database. MCSO is using the ICJIS Convergent Architecture tools for the development of the Pre-Booking application and user screens.
Status: An analysis has been completed to support the electronic transfer of booking information from local police agencies in the Pre-Booking Project of the Integration of Data with Internal Justice Information Systems Program. A pilot system is under development and will be deployed in early 2003.

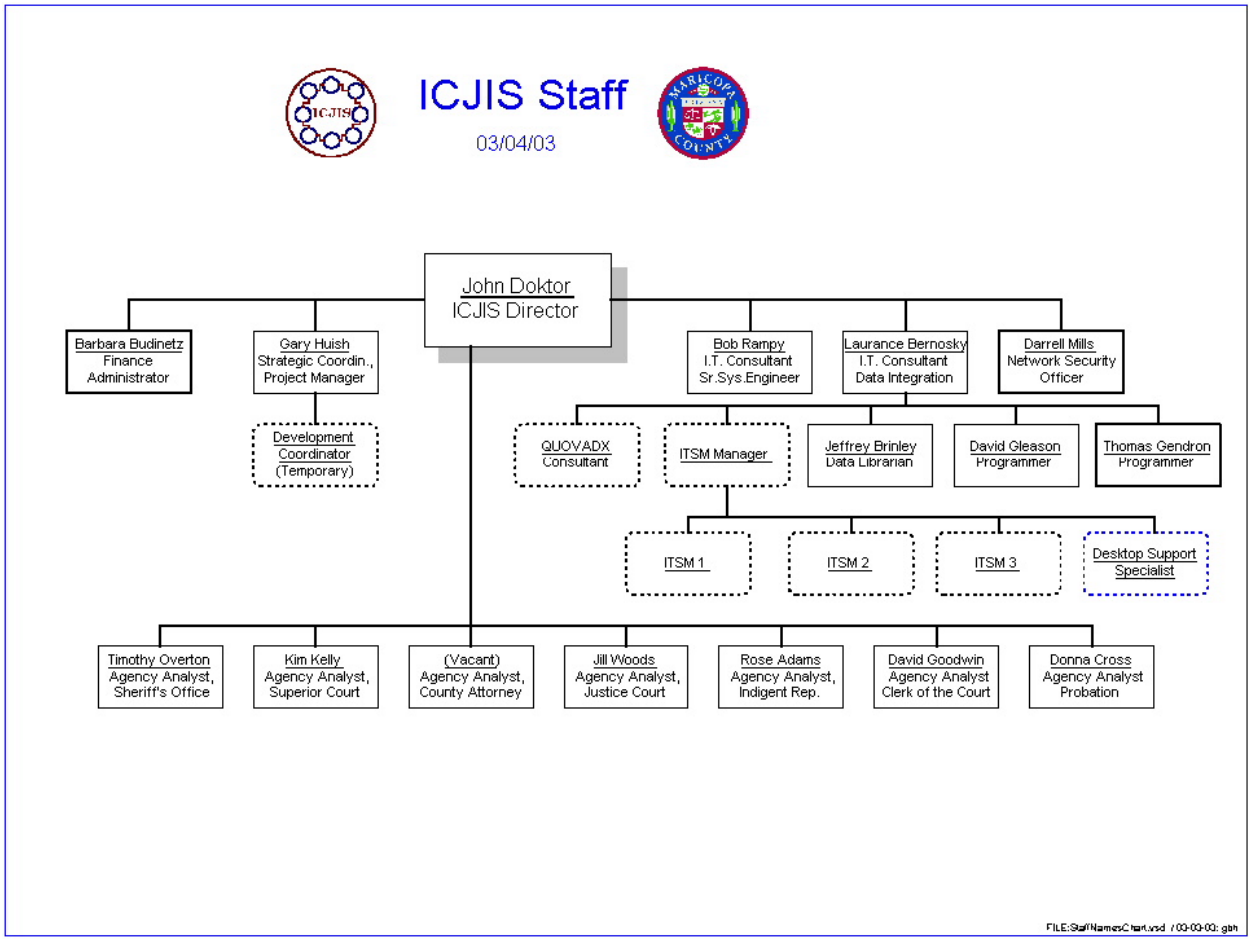
External Data Exchanges

In addition to the Pre-Booking System data exchange described above, changes in the way DPS distributes lab reports requires consideration of an external agency interface to assist the offices of the County Attorney and Sheriff. This data exchange will require a system connection to the DPS Lab network to transmit results of lab reports. This will speed the delivery of reports to the appropriate County justice agencies.

Status: Preliminary discussions have occurred regarding the DPS Lab network interface between the technical staffs of the Office of the County Attorney and the ICJIS Agency. Once this preliminary analysis is completed, it is anticipated that the County Attorney's Office will submit a formal request for the data exchange to be implemented.

Appendix C: ICJIS Organizational Chart

ICJIS Organizational Chart and Reporting Structure



Appendix D: ICJIS Governance Agreement

AGREEMENT OF THE
EXECUTIVE COMMITTEE
OF THE

INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEM FOR MARICOPA COUNTY

It is the mission of the Integrated Criminal Justice Information System to enhance public safety, improve service to the community, and promote quality justice and law enforcement decision-making by sharing information that is timely, secure, reliable, and comprehensive.

The following is an Agreement among the County Attorney, Sheriff, Clerk of the Court, Superior Court of Maricopa County, and Indigent Representation creating the Executive Committee of the Integrated Criminal Justice Information System for Maricopa County and outlining their intentions for the management of this effort. Nothing in this agreement is intended to grant policy making authority to the Executive Committee for any matter which is retained by the Board of Supervisors under Arizona Revised Statutes.

A. Responsibility of the Executive Committee

A.1: The Executive Committee is responsible for ensuring that good faith efforts are made in achieving the Integrated Criminal Justice Information System provided by the Jail Tax Plan (refer to Background Report, or foundational documents related to Propositions 400 and 401, County Jail Facilities Excise Tax, for details).

A.2: The Executive Committee will determine the mission and scope of the project and consider all key decisions affecting the budget and funding requests, the master plan and project directions/priorities, as well as project schedules; all of which will be consistent with the Jail Tax Plan (within the authority granted through the budget process by the Board of Supervisors).

A.3. The Executive Committee is responsible for making all key decisions regarding the master plan and budget. The Executive Committee approves the overall mission and master plan for the project including making policy decisions. To accomplish this, the Executive Committee must be provided sufficient documentation and information to enable them to make key decisions. It is the responsibility of the Business Team to provide the Executive Committee with adequate documentation and information that educates them about the need and impact for each of the criminal justice departments and present recommendations to assist the Executive Committee in making these key decisions.

B. Membership of the Executive Committee

B.1: The Executive Committee consists of one departmentally-designated, high ranking representative from each of the following agencies:

Clerk of the Court;
County Attorney;
Indigent Representation;
Sheriff; and
Superior Court.

B.2: When and if the project evolves to warrant expansion, the Executive Committee may approve the addition of either voting or non-voting members (e.g. other County departments, police chiefs, state agency representatives).

B.3: A proxy representative may attend a meeting of the Executive Committee in the event that an Executive Committee member is unable to do so, however proxy representation will be the exception. Proxies are selected by Executive Committee members to ensure that they are in a position to speak for and commit to actions on their entities' behalf.

C. Voting of the Executive Committee

C.1: Formal votes are taken for each action item.

C.2: For any vote to be taken, there must be a quorum consisting of four of the five members.

C.3: A proxy representative has the voting rights of the Executive Committee member.

C.4: Passage of an action item requires a minimum of four votes, however, in the event that an action item has the potential to have a negative impact on any department represented on the Executive Committee, the action item may pass only upon the unanimous vote of the Executive Committee.

D. Meetings

D.1: The Executive Committee will meet quarterly, with meetings scheduled well enough in advance to maximize attendance. The Executive Committee may also schedule ad hoc meetings as needed.

D.2: Meeting agendas will be prepared and distributed in advance of each Executive Committee meeting to each Executive Committee member. Items may be placed on the agenda by the Project Management/Communications Officer, members of the Executive Committee, the IIS Director, or the Business Team in accordance with the approved project process and should clearly reflect whether the item is for informational purposes, for discussion or for action.

D.3: Background materials will be provided to Executive Committee members in advance of Executive Committee meetings.

D.4: Minutes of each meeting will be taken and distributed to each Executive Committee member in a timely manner. A formal record of key decisions reached by the Executive Committee will be maintained by the office of the Integrated Information System Director.

E. Project Management/Communication Officer

E.1: A Project Management/Communication Officer, an unclassified County employee or contractor, will be appointed by and will receive policy direction from the Executive Committee and is assigned to work under the general direction of the CAO. The performance management program evaluation will include input from the Executive Committee with advisory input from the Integrated Information System Director and the Chief Information Officer. The evaluation process will be facilitated by the CAO. Signature authority required for non-ICJIS budget items such as absence requests will be that of the CAO.

E.2: The responsibilities and expectations of the Project Management/Communications Officer include the following:

- Facilitating the operations of the Executive Committee by:
  Calling and convening meetings (standing and ad hoc);
  Presiding over meetings;
  Overseeing and assisting with the Executive Committee agenda and materials preparation;
  Encouraging the Executive Committee commitment and participation in the program;
  Demonstrating leadership in the activities of the Executive Committee;
  Creating work teams and committees as appropriate and necessary;
  Assisting the Executive Committee in prioritizing major projects; and
  Insuring proper practices are utilized for calling, announcing and distributing meeting agendas and materials for Executive Committee meetings (e.g., full and complete distribution, timeliness of distribution, inclusion of suggestions).
- Facilitating communication by:
  Serving as the point of contact, and as necessary, spokesperson, for Executive Committee activities;
  Communicating/coordinating information with the County Chief Information Officer, and, as necessary, the County Administrative Officer and Board of Supervisors;
  Seeking input as necessary and appropriate from Executive Committee members, subcommittees and work team members, and other relevant parties;
  Providing advice and feedback to the Business Team and other teams and subcommittees established, as necessary and appropriate;
  Presenting information and briefings on the Integrated Criminal Justice Information System activities to County agencies, and, as appropriate to external local, county,

state and federal agencies and organizations; and
Insuring that the Executive Committee members are kept informed of pertinent activities.

F. Integrated Information System Director

F.1: An Integrated Information System (IIS) Director, an unclassified County employee, is appointed by and receives policy direction from the Executive Committee and is assigned to work under the general direction of the CAO. The performance management program evaluation process will include input from the Executive Committee with advisory input from the Project Management/Communications Officer and the Chief Information Officer. The evaluation process will be facilitated by the CAO. Signature authority required beyond the IIS Director will be the CAO.

F.2: The Integrated Information System Director will manage a separate county department charged with overseeing this project. The IIS Director will be responsible for recruiting and managing staff and any contractual consulting services as necessary for this project with the exception of the Project Management/Communications Officer.

G. Committees and Sub-Committees

G.1: Voting for each of the committees and subcommittees consists of one vote each from the five agencies listed in B.1.

G.2: The Business Team, consisting of individuals appointed by each Executive Committee member, the Chief Information Officer, and the Chief Administrative Officer, is charged with providing oversight and direction to the project within policy guidelines established by the Executive Committee.

G.3. The Business Team will provide the Executive Committee with adequate documentation and information that educates them about the need and impact for each of the criminal justice departments and presents recommendations to assist the Executive Committee in making these key decisions. To accomplish this, the Business Team must be provided sufficient documentation and information about the issues and the integration and technology options available for the Business Team to be able to assess the project both in terms of their respective criminal justice agency as well as the criminal justice system as a whole.

G.4. JALET is responsible for technology oversight and providing recommendations regarding all ICJIS projects from the viewpoint of technology and integration. To accomplish this, JALET must be provided with sufficient documentation and information about proposed projects and technology or integration solutions to enable JALET to assess the appropriateness of the project from both a technology perspective as well as from the perspective of information technology project management. JALET is also responsible for providing the necessary documentation and information to assist the Business Team in making key recommendations to the Executive Committee.

G.5. ICJIS project team is responsible for:

- Facilitating the successful automation of requirements.
- Researching and analyzing each proposed project.
- Managing approved projects (including scope, schedule, cost, quality, risk and issue management).
- Managing the overall operation of ICJIS, under the direction of the IIS Director and in accordance with the master plan approved by the Executive Committee and with the oversight by the Business Team.
- Providing documentation and information to JALET, the Business Team or the Executive Committee to facilitate their deliberative study and assessment of the project decisions.

G.6. The Project Development Team is a dynamic group that drives the project development process. Technical and business members will be selected by the agencies for each step of the process. Membership will be revised as the project progresses through the process steps to include the experts needed during each step.

G.7. Sub-committees, working under the general direction of the Business Team, may be established to address specific issues.

H. Outside Contractual Services

H.1: Outside services will be contracted to provide specific tasks. These service providers will work under the general guidance of the IIS Director.

H.2: The scope of the work performed by outside contractual services providers will be determined in accordance with the approved project process. The IIS Director and the outside contractual service provider will report their findings to and work with the Business Team or appropriate sub-committee.

I. Budget Issues

I.1. The Executive Committee commits to continuing to support on-going Information Technology investments needed in their respective departments and to support such through the budget process.

I.2. The Executive Committee will develop guidelines for recommending expenditures for Integrated Criminal Justice Information System projects, activities, applications and technologies that further the mission of the Maricopa County Integrated Criminal Justice Information System. The Business Team will review each budget request and make recommendations as appropriate to the Executive Committee for approval prior to submission to the Office of Management and Budget, in accordance with the County's budget process and budget development calendar.

I.3. Although the Executive Committee and the Business Team do not have the authority to intervene in an agency's decision to pursue a grant, the members of the Executive Committee commit to refrain from pursuing grant funding for automation projects that conflict with the mission and scope of the Maricopa County Integrated Criminal Justice Information System.

J. Related System Integration Efforts

J.1: The Executive Committee will be kept apprised of local, state and national integrated criminal justice information system initiatives by the Business Team and/or at regularly scheduled Executive Committee meetings, as appropriate. The Executive Committee will exchange information and collaborate regarding all related system integration planning initiatives impacting the Maricopa County criminal justice system to ensure that related integration efforts are in accordance with the mission and scope of the Maricopa County Integrated Criminal Justice Information System effort.

J.2. The Executive Committee will pursue federal or state grant funding, whenever possible, for connectivity with federal or state integration efforts within the mission and scope of the Maricopa County Integrated Criminal Justice Information System.

J.3: Agencies represented by the Executive Committee are encouraged to pursue integrated information initiatives separate and apart from the Integrated Criminal Justice Information System effort upon determining that the initiatives are consistent with the mission and scope, system development and standards of the Maricopa County Integrated Criminal Justice Information System effort.

We, the members of the Executive Committee, agree to work together in accordance with these identified principles:

Signature is On File
Robert Briney, Legal Defender — Date 12/11/02

Signature is On File
David Hendershott, Sheriff's Office — Date 12/10/02

Signature is On File
Michael Jeanes, Clerk of the Court — Date 12/11/02

Signature is On File
Hon. Colin Campbell
Presiding Judge, Superior Court of Maricopa County — Date 12/12/02

Signature is On File
Richard M. Romley, County Attorney — Date 12/12/02

Appendix E: Current Technology Environment

The following table provides a high-level view of the current technology environment for participating ICJIS stakeholder agencies. This information is based on annual surveys completed by ICJIS stakeholder agency personnel and ICJIS project team members. Further detail can be found by referencing the bibliography. (Details include the following: system owners; user agencies; operational setting; business process; hardware; software; number of system users by agency; system status; system age; scope of replacement or modification where applicable; system purpose; system user types; user capacity; operating system; system database; system network; system devices; system application language; system development type; configuration/change management tools and procedures; operating security policy; system data center location; existing ICJIS interfaces; existing internal interfaces; existing external interfaces; planned ICJIS interfaces; planned internal interfaces; and planned external interfaces.).

Agency	Application Description	Platform
Adult Probation	**APETS – Adult Probation Enterprise Tracking System.** Assessment (pre-sentence), Case Management (field), Statistic (admin), Reporting (numerous), Financial Tracking.	**IBM RISC 6000, UNIX**
Clerk of Court	**MEEDS – Minute Entry Electronic Distribution System.** Automatic generation of minute entries and automatically dockets to court case management systems. Electronic distribution of minute entries.	**Sun E450, UNIX**
	RFR – Restitution, Fines, and Reimbursement. Collection, accounting and distribution of court ordered criminal financial obligation monies.	**Sun E450, UNIX**
County Attorney	**CAIS – County Attorney Information System.** Adult and juvenile criminal case tracking and management.	**HP 9000, UNIX**
ICJIS	**CCN – Common Case Number system.** The Common Case Number is an application developed by the ICJIS Agency to assign & track common case numbers for participating agency systems.	**IBM pSeries 630, UNIX**
	CCT – Common Code Table system. The Common Code Table is an application developed by the ICJIS Agency to assist data validation in agency systems.	**IBM pSeries 630, UNIX**
	IIS – ICJIS Integration Server. The integration server runs the data middleware that facilitates connectivity to the various J&LE agency systems.	**HP 9000, UNIX**
	MCDPS – Maricopa County Department of Public Safety (DPS) interface. The MCDPS Interface provides connectivity to the AZ DPS ACJIS and NCIC2000 Systems via a programmatic IE interface and a secure Web Interface.	**HP A500, UNIX**
Justice Court	**JCS – Justice Courts Case Management and Docketing System.** Case docketing, calendaring, case activity,	**HP 2100 Alpha server, VMS**

Agency	Application Description	Platform
	terminations, minute entries, accounting and financial tracking, case transfer to collection agencies, statistical, financial and management reports and form generation.	
Juvenile Probation	**JOLTS – Juvenile On-Line Tracking System.** Case, calendar, and detention management; financial account tracking and billing, document management, petition generation, minute entry, and victim notification.	**IBM AS/400, OS/400**
Legal Defender	**LDTMS – Time Matters – Case Management System.** Case tracking and reporting.	**PC Server, Windows**
Office of Court Appointed Counsel	**OCC – Court Appointed Counsel Case Tracking.** Contract management and case assignment.	**PC Server, Windows**
Office of Legal Advocacy	**LATMS – Time Matters – Case Management System.** Case tracking and reporting.	**PC Server, Windows**
Public Defender	**CRMS – Client Records Management System.** Storage and retrieval of client records, for generation of case statistics; also used for quick client data retrieval.	**Compaq Proliant 5500 server, Windows NT4 Enterprise**
Sheriff's Office	**JMS – Jail Management System.** Booking, release, charges, holds, medical, transportation, housing, visitation, appointments, bond & fine, etc. Also includes Sheriff's Office, Pawn Shop (Including external agency access), and Civil Systems.	**Bull DPS-9000, GCOS**
	CMS – Case Management System. Case initiation, docketing, calendaring, case activity, special actions & appeals, terminations, management and statistical reporting, system security and administration.	**Bull DPS-9000, GCOS**
	VVS – Video Visitation System. System to provide video visitation between inmates & visitors.	**IBM pSeries 240, UNIX**
Superior Court	**ACS – Automated Court System.** Docket and case management.	**Bull mainframe, GCOS**
	IAPTS – Initial Appearance Pretrial Services System.	**HP Data Center 2000, Windows**
	iCIS – Integrated Court System. Case initiation, calendaring, docketing, case management and management and statistical reports.	**HP Data Center 2000, Windows**
	PSI – Pre-Sentence. Client management and evaluation, after conviction and before sentencing.	**PC Server, Windows**
	CMS – Case Management System. Case initiation, docketing, calendaring, case activity, special actions and appeals, terminations, management and statistical reporting, system security and administration. To be replaced by iCIS in 2003.	**Bull DPS-9000, GCOS**

Appendix F: ICJIS Convergent Architecture Framework

ICJIS Convergent Framework

Architecture Component	Non ICJIS Components		ICJIS Enterprise Zone Components	
	Non Standard	Watch List	Integration	Convergence
Development Tools		VisualAge PacBase	Visual IDE's and Rules BasedTools including: MS Visual Studio, Dreamweaver, Access, IBM's VisualAge, Java, Symatics Visual Cafe, Borland's Jbuilder, VisualAge PacBase	➢ Rules-based tools ➢ Use Case tools ➢ Modeling tools
Application Server (SW)	Oracle's Application Server, non J2EE compliant application servers	Microsoft's .NET	Tier 1 J2EE Application Servers including: WebLogic, Netscape's iPlanet, Microsoft's 3 tier DNA/Web Services Architecture	IBM's WebSphere Advanced Server (J2EE Application Server)
Application Architecture	Mainframe/Terminal COBOL, proprietary application servers	Microsoft's .NET, Sun's ONE, UDDI Standards	Microsoct's n-tier DNA/Web Services Architecture	n- tier using Sun's Java 2 Enterprise edition (J2EE)
Databases	Sybase		Tier 1SQL Relational Databases including: Oracle, Informix, MS SQL Server	IBM DB2
Hardware	AS/400, BULL mainframes	Linux	Tier 1 Unix including: Sun, IBM RS/6000, Windows NT/ 2000	➢ HP UNIX ➢ IBM/AIX
Desktops	Terminals, Apple Mac	Linux	Microsoft Windows 9x/ME/2K, IE Browser	Microsoft Windows 9x/ME/2K, IE Browser

ICJIS Convergent Architecture Development and Implementation Components (As of January, 2003)		
Component	***Product***	***Purpose***
Requirements Development Tools	Computer Associates: • BPwin • Erwin • Modelmart	• Business modeling, requirements definition; • Data modeling and Common Data Dictionary domains • Model configuration management
	VQ Wiki	Use Case Development
Application Development Software	Versata Logic Server	Business rules development; Java code generation
	IBM Websphere	J2EE platform
Database tools	DB2	Application and statistics support
Enterprise Application Integration (EAI) tools	Quovadx - Cloverleaf	Legacy data access and integration
Operating Systems	HP/UX	Data integration O/S
	IBM/AIX	Application servers
Hardware platforms	HP9000	Data integration platform
	IBM pSeries 610	Justice application platforms
Other tools	Source Save	Application and database version configuration management support

Appendix G: Benefit Prioritization with Relative Cost Considerations Analysis: Detailed Supplemental Information

Phase 1 Project Benefits

The tangible benefits listed below were verified by applying each to a Business Unit Affinity that makes a determination as to whether the benefit is tangible or intangible, that is, direct or indirect. Business Unit Affinity determines whether the benefit, if realized impacts those business drivers that have a direct impact on ICJIS and Justice Agency system processing.

Integration Server Data Exchanges

1. Improve timeliness of relevant information delivered to criminal justice agencies, as those agencies are capable of participating by making data available at time it comes into existence during each stage of the process.

Adult Probation
Improved timeliness of receiving pre-sentence order and case initiation.

Clerk of Superior Court
Immediate charging document information to initiate the case.

County Attorney

Indigent Representation
Expedited delivery of minute entries and the pre-sentence report.

Justice Courts
Immediate charging document information to initiate the case.

Sheriff's Office
1.) Reduce the average length of stay (ALOS) by increasing the speed at which sentence and release data is delivered to the jail.
2.) Improve timeliness and efficiency of delivery and service of summons or subpoena by the Sheriff's Office or Constables through the implementation of reengineered business processes with the most accurate and up to date data.

Superior Court
The "Schedule Court Event" process provides daily information to interested party agencies which eliminates manual court process to nofity agencies of pending court events.

Integration Server Data Exchanges

2. Speed-up the criminal trial process through more efficient case processing achieved by increasing speed at which information is delivered and by improving the quality of data exchanged between criminal agencies.

Adult Probation
Electronically receive the probation violation hearing information to reduce court continuances & consolidate new charges with probation violation charge.

Clerk of Superior Court
1.) Reduce the number of continuances and hearings would more effectively utilize resources capturing, disseminating and screening the record of the case.
2.) Reduce resources pulling files for hearings with limited substance.

County Attorney

Indigent Representation

Possibly reduce continuances due to receiving minute entries faster to be prepared for court dates.

Justice Courts

Reduce the number of continuances and hearings would more effectively utilize resources capturing, disseminating and screening the record of the case.

Sheriff's Office

Provide more accurate warrant information. For automated warrants the issuance and service could be expedited.

Superior Court

Reduce the number of continuances and hearings would more effectively utilize resources capturing, disseminating and screening the record of the case.

Integration Server Data Exchanges

3. Reduce duplication of effort and enhance staff efficiency by criminal agencies through implementation of data exchanges that will eliminate redundant & error-prone data collection and entry.

Adult Probation

Eliminate the entry of case initiation and sentencing minute entry data.

Clerk of Superior Court

1.) Eliminate the entry of case initiation data.
2.) Eliminate need to hand carry paper warrants to Sheriff's Office.

County Attorney

Indigent Representation

Eliminate the entry of case initiation and sentencing minute entry data.

Justice Courts

Eliminate the entry of case initiation data.

Sheriff's Office

Eliminate the re-keying of booking, warrant, subpoena and summons information.

Superior Court

1.) Eliminate the entry of case initiation data.
2.) Receive attorney assignments from the MCAO and Indigent Representation.

Integration Server Data Exchanges

4. Improve data quality by sharing information that is entered at point of origin and conforms to standard formats and edits enforced throughout the county criminal justice system.

Adult Probation

Eliminate invalid addresses, case number's, SID numbers, etc. by verifying the information against a database of valid data.

Clerk of Superior Court

Eliminate invalid addresses, case number's, SID numbers, etc. by verifying the information against a database of valid data.

County Attorney

Indigent Representation

Eliminate invalid addresses, case number's, SID numbers, etc. by verifying the information against a database of valid data.

Justice Courts

Eliminate invalid addresses, case number's, SID numbers, etc. by verifying the information against a database of valid data.

Sheriff's Office

Eliminate invalid addresses by verifying address against a database of valid mailing addresses for warrants, subpoenas, & summons.

Superior Court

"File-a-case" transaction may serve great benefit in agencies insure the data contained in the feed is accurate and verifiable.

Integration Server Data Exchanges

5. Minimize technical personnel efforts and costs associated with integration efforts between criminal agencies.

Adult Probation

Only one interface connection to the Integration Engine is needed to exchange data with all the agencies.

Clerk of Superior Court

Only one interface connection to the Integration Engine is needed to exchange data with all the agencies.

County Attorney

Indigent Representation

Only one interface connection to the Integration Engine is needed to exchange data with all the agencies.

Justice Courts

Only one interface connection to the Integration Engine is needed to exchange data with all the agencies.

Sheriff's Office

Only one interface connection to the Integration Engine is needed to exchange data with all the agencies.

Superior Court

Only one interface connection to the Integration Engine is needed to exchange data with all the agencies.

Common Case Number

6. Improve the reliability of information flow by providing a standardized numbering system to ensure accurate movement of data between criminal justice systems.

Adult Probation

Elimination of written & facsimile of information between Clerk of Court and Adult Probation.

Clerk of Superior Court

The communication of case information between Superior Court and Justice Court such as Rule 11 & LCA's.

County Attorney

Indigent Representation

The ability to tie together information in the system. The biggest benefit will be realized in Phase III of CCN.

Justice Courts

The communication of case information between Justice Court and Superior Court such as Rule 11 & LCA's.

Sheriff's Office

When Sheriff's Office is fully automated in Phase III of CCN, issue CCN at booking, the tracking of inmates through AIP will be more timely.

Superior Court

The communication of case information between Superior Court and Justice Court such as Rule 11 & LCA's.

Common Case Number

7. Improve timeliness associated with exchanging information between criminal justice agencies.

Adult Probation

In Phase III of CCN the agency will realize savings in case research time of matching case files to case numbers and identifying co-defendants.

Clerk of Superior Court

An identified record number provides for the basic exchange of data.

County Attorney

Indigent Representation

In Phase III of CCN the agency will realize savings in case research time of matching case files to case numbers.

Justice Courts

When the number is issued early in the process this will be a benefit.

Sheriff's Office

The movement of prisoners from MCSO jail to DOC more timely. This could be a saving for the housing of prisoners.

Superior Court

1.) An identified record number provides for the basic exchange of data.
2.) In Phase II and III PSA will have an identified number to track.

Common Case Number

8. Reduce redundant and error-prone data entry by criminal justice agencies by eliminating the need to enter and track separate case numbers.

Adult Probation

Eliminate the research of co-defendants and multiple charges.

Clerk of Superior Court

The Clerk of Court maintains only one case number so this is not a perceived benefit.

County Attorney

Indigent Representation

Eliminate the research of connecting different agencies case numbers.

Justice Courts

Justice Courts maintain only one case number so this is not a perceived benefit.

Sheriff's Office

The ability to track evidence & release tracking of inmate records efficiently.

Superior Court

Superior Court maintains only one case number so this is not a perceived benefit.

Data Dictionary

9. Improve the transfer of reliable data, accuracy and comprehension of common data elements used between county and external criminal justice agencies by providing standard definitions and data naming conventions.

Adult Probation

Improved communications with data exchanges and file data will require less rework when the information is received from different agencies.

Clerk of Superior Court

Improved communications with data exchanges and file data will require less rework when the information is received from different agencies.

County Attorney

Indigent Representation

Improved communications with data exchanges and file data will require less rework when the information is received from different agencies.

Justice Courts

Improved communications with data exchanges and file data will require less rework when the information is received from different agencies.

Sheriff's Office

Improved communications with data exchanges and file data will require less rework when the information is received from different agencies.

Superior Court

Improved communications with data exchanges and file data will require less rework when the information is received from different agencies.

Data Dictionary

10. Improve the efficiency of analyst and technical personnel of criminal justice agencies to develop data exchanges.

Adult Probation

Less time spent identifying & programming exchanges to better communicate and understand terms.

Clerk of Superior Court

Less time spent identifying & programming exchanges to better communicate and understand terms.

County Attorney

Indigent Representation

Less time spent identifying & programming exchanges to better communicate and understand terms.

Justice Courts

Less time spent identifying & programming exchanges to better communicate and understand terms.

Sheriff's Office

Less time spent identifying & programming exchanges to better communicate and understand terms.

Superior Court

Less time spent identifying & programming exchanges to better communicate and understand terms.

Secured Network Backbone & DPS Interface

11. Improve computer response time for retrieving criminal history information from state and federal criminal history repositories.

Adult Probation

1.) The interfaces to retrieve the information will be more user friendly.
2.) The network security will be increased.
3.) Significantly reduces computer response time associated with inquires to ACJIS.

Clerk of Superior Court

Clerk of Court does not retrieve criminal history information.

County Attorney

Indigent Representation

Indigent Representation does not retrieve criminal history information.

Justice Courts

Justice Courts do not retrieve criminal history information.

Sheriff's Office

Better:

1.) Response time during peak load
2.) Through put
3.) Peak Performance
4.) Reliability much greater
5.) Availability

6.) Security
7.) Serviceability (H/W & S/W)

Superior Court

Provide more timely PSI reports to the court for the sentencing of defendants.

Secured Network Backbone & DPS Interface

12. Eliminate processing errors associated with criminal disposition updates to DPS.

Adult Probation

1.) Provide more accurate criminal history report.
2.) Reduce the amount of time to compile and investigate criminal history record.

Clerk of Superior Court

This will eliminate the time associated with correcting errors on final disposition records.

County Attorney

Indigent Representation

Indigent Representation does not process criminal disposition reports.

Justice Courts

This will eliminate the time associated with correcting errors on final disposition records.

Sheriff's Office

Provide more accurate criminal history report (i.e. classificaton).

Superior Court

Improving the accuracy will assist a Judicial Officer in making better informed release and sentencing decisions for the defendants.

Secured Network Backbone & DPS Interface

13. Reduce phone calls and faxing for information to the INS concerning the status of an alien criminal defendant's case by providing an electronic data exchange.

Adult Probation

PSI will provide more accurate and timely information of citizenship status of incarcerated subjects.

Clerk of Superior Court

This will provide an automated method to send sentencing information for alien defendants to INS.

County Attorney

Indigent Representation

Indigent Representation does not research the citizenship status via this method.

Justice Courts

Justice Courts do not research citizenship status.

Sheriff's Office

The Sheriff's Office is already performing this process electronically.

Superior Court

I.A. Hearing Officers will receive more timely information to make release/bond decisions on undocumented alien defendants.

Secured Network Backbone & DPS Interface

14. Improves staff efficiency in compiling criminal history data by providing an automated retrieval and customizable reporting format.

Adult Probation

1.) Provide more accurate criminal history report.
2.) Reduce the amount of time to compile and investigate criminal history record.

Clerk of Superior Court

Clerk of the Court does not compile criminal history.

County Attorney

Indigent Representation

Indigent Representation does not compile criminal history.

Justice Courts

Justice Courts do not compile criminal history.

Sheriff's Office

Provide timely access to criminal history in one process.

Superior Court

Superior Court does not compile criminal history.

Accused-In-Process

15. Reduce the number of phone calls and in-person requests to County criminal justice agencies to obtain current information on attorney status, probation status, and other case related data by providing a central repository of status information.

Adult Probation

Staff resources could be transferred to functions requiring more human intervention.

Clerk of Superior Court

Staff resources could be transferred to functions requiring more human intervention.

County Attorney

Indigent Representation

Staff resources could be transferred to functions requiring more human intervention.

Justice Courts

Staff resources could be transferred to functions requiring more human intervention.

Sheriff's Office

Reduce phone calls and information requests regarding Release Orders, Form IV's, 10-day release process, 48-hour release process & booking information.

Superior Court

Staff resources could be transferred to functions requiring more human intervention.

Accused-In-Process

16. Increase the percentage of arrests with dispositions by providing the ability to positively associate criminal case dispositions to a person identified by fingerprints.

Adult Probation

1.) Improving the accuracy will assist a Judicial Officer in making better informed release & sentencing decisions for the defendants.
2.) Improve the thoroughness and accuracy of court reports.

Clerk of Superior Court

This would lead to less rejected dispositions by DPS.

County Attorney

Indigent Representation

Indigent Representation does not process criminal disposition reports.

Justice Courts

This would lead to less rejected dispositions by DPS.

Sheriff's Office

1.) Adequate funding for positions for AFIS would increase the speed of identification.
2.) Facial recognition would be of great assistance.

Superior Court

1.) Improving the accuracy will assist a Judicial Officer in making better informed release & sentencing decisions for the defendants.
2.) For PSA it will improve the thoroughness and accuracy of court reports.

Accused-In-Process

17. Reduce the number of un-served and/or misplaced summonses or subpoenas as well as maintaining information on the successful and unsuccessful service by providing a system to track service of a summons or subpoena.

Adult Probation

1.) Reduce continuances due to perceived lack of service.
2.) The availability of the best & accurate information to monitor subjects and serve summons.

Clerk of Superior Court

The court would be able to check service, if the original is not in file, in order to proceed with sanctions against the defendant.

County Attorney

Indigent Representation

Reduce continuances due to lack of service.

Justice Courts

The court would be able to check service, if the original is not in file, in order to proceed with sanctions against the defendant.

Sheriff's Office

1.) Eliminate invalid addresses by verifying address against a database of valid mailing addresses for warrants, subpoenas, and summons.
2.) Eliminate the re-keying of booking, warrant, subpoena and summons information.
3.) Find additional defendant information (i.e. new address) for service.

Superior Court

1.) Reduce continuances due to perceived lack of service.
2.) Increase sanctions for defendants whom we accurately know service was effected.

Accused-In-Process & Integration Server Data Exchanges

18. Reduce the number of phone calls to and paper documents from external justice agencies for defendants with open cases in Maricopa County on status updates (federal or INS alien status, offenses committed in outlying counties while on probation, etc.) by using automatic notification of AIP status updates from external agencies.

Adult Probation

By having a current subject status of offenses charged in other jurisdictions, better decisions can be made regarding subjects. This will promote public safety.

Clerk of Superior Court

Staff resources could be transferred to functions requiring more human intervention.

County Attorney

Indigent Representation

External agencies do not require this information from Indigent Representation.

Justice Courts

Staff resources could be transferred to functions requiring more human intervention.

Sheriff's Office

By having a current subject status of offenses charged in other jurisdictions, better decisions can be made regarding subjects. This will promote public safety.

Superior Court

Staff resources could be transferred to functions requiring more human intervention.

Accused-In-Process

19. Reduce delays in obtaining information by providing the ability for multiple users to view same information simultaneously.

Adult Probation

Staff is more efficient because all information is in one place and research time is eliminated.

Clerk of Superior Court

Staff is more efficient because all information is in one place and research time is eliminated.

County Attorney

Indigent Representation

Staff is more efficient because all information is in one place and research time is eliminated.

Justice Courts

Staff is more efficient because all information is in one place and research time is eliminated.

Sheriff's Office

Provide timely access to criminal history in one process.

Superior Court

Staff is more efficient because all information is in one place and research time is eliminated.

Accused-In-Process

20. Increase the number of warrants served and improve staff efficiency by having a consolidated and accurate repository of warrant information.

Adult Probation

1.) Eliminate invalid addresses by verifying address against a database of valid mailing addresses for warrants.
2.) Enhance officer's safety by identifying subject flags (i.e. violence, weapons)
3.) Identifying correct charges for which warrant was issued.

Clerk of Superior Court

1.) Eliminate invalid addresses by verifying address against a database of valid mailing addresses for warrants.
2.) Eliminate the re-keying of warrant information.
3.) Find additional defendant information (i.e. new address) for service.

County Attorney

Indigent Representation

Indigent Representation would receive this information on warrant returns from other data exchanges.

Justice Courts

1.) Eliminate invalid addresses by verifying address against a database of valid mailing addresses for warrants.
2.) Eliminate the re-keying of warrant information.
3.) Find additional defendant information (i.e. new address) for service.

Sheriff's Office

1.) Eliminate invalid addresses by verifying address against a database of valid mailing addresses for warrants.
2.) Eliminate the re-keying of warrant information.
3.) Find additional defendant information (i.e. new address) for service.

Superior Court

More appropriate arrest warrants would be issued based on verified address information. This may aid to reduce jail days served.

Management Information & Enhanced Program Planning

21. Improve staff efficiency with broader access to management information – for purposes of workload tracking, trend analysis and speedy assessment and review of caseload information.

Adult Probation

Improvement of staff efficiency is the overall objective of the ICJIS integration efforts.

Clerk of Superior Court

Improvement of staff efficiency is the overall objective of the ICJIS integration efforts.

County Attorney

Indigent Representation

Improvement of staff efficiency is the overall objective of the ICJIS integration efforts.

Justice Courts

Improvement of staff efficiency is the overall objective of the ICJIS integration efforts.

Sheriff's Office

Improvement of staff efficiency is the overall objective of the ICJIS integration efforts.

Superior Court

Improvement of staff efficiency is the overall objective of the ICJIS integration efforts.

Management Information & Enhanced Program Planning

22. Improve staff efficiency by providing the ability to assess departmental and staff performance for allocating staff and forecasting future staffing requirements.

Adult Probation

Improvement of staff efficiency is the overall objective of the ICJIS integration efforts.

Clerk of Superior Court

Improvement of staff efficiency is the overall objective of the ICJIS integration efforts.

County Attorney

Indigent Representation

Improvement of staff efficiency is the overall objective of the ICJIS integration efforts.

Justice Courts

Improvement of staff efficiency is the overall objective of the ICJIS integration efforts.

Sheriff's Office

Improvement of staff efficiency is the overall objective of the ICJIS integration efforts.

Superior Court

Improvement of staff efficiency is the overall objective of the ICJIS integration efforts.

Appendix G, Part 1: Estimating Costs for Tangible Benefits for Maricopa County

The Tangible Benefits listed below were verified by applying each to a Business Unit Affinity that makes a determination as to whether the benefit is tangible or intangible, that is, direct or indirect. Business Unit Affinity determines whether the benefit, if realized, impacts those business drivers that have a direct impact on ICJIS and Justice Agency system processing.

Each Tangible Benefit was subject to 5 qualifying benefit realization criteria. These qualifying benefit realization criteria is in a weighted priority order with Cost being the most important, Resources next, Risk being the least, and so on:

1) **Cost to Realize Benefit** – this is an estimate of the amount of cost needed or expended to realize the benefit.
2) **Resources to Realize Benefit** – this is an estimate of the amount of manpower and expertise that needs to be available in order to realize the benefit.
3) **Effort to Realize Benefit** – this is an estimate of the amount of effort that needs to be expended by the available manpower and expertise in order to realize the benefit.
4) **Time to Realize Benefit** – this is an estimate of the amount of calendar time before which the benefit can be realized.
5) **Risk to Realize Benefit** – this is an estimate of the amount of risk associated with realizing the benefit.

	Cost to Realize Benefit	Resources to Realize Benefit	Effort to Realize Benefit	Time to Realize Benefit	Risk to Realize Benefit	Average Cost Estimate
1. Improve timeliness of relevant information delivered to criminal justice agencies, as those agencies are capable of participating by making data available at time it comes into existence during each stage of the process.	M	H	H	M	H	H
2. Speed-up the criminal trial process through more efficient case processing achieved by increasing speed at which information is delivered and by improving the quality of data exchanged between criminal agencies.	M	M	M	M	H	M
3. Reduce duplication of effort and enhance staff efficiency by criminal agencies through implementation of data exchanges that will eliminate redundant and error-prone data collection and entry.	M	H	H	H	M	H
4. Improve data quality by sharing information that is entered at point of origin & conforms to standard formats & edits enforced throughout the county criminal justice system.	L	H	H	L	L	M
5. Minimize technical personnel efforts and costs associated with integration efforts between criminal agencies.	L	H	H	H	L	M+
6. Improve the reliability of information flow by providing a standardized numbering system to ensure accurate movement of data between criminal justice systems.	L	H	H	L	M	M
7. Improve timeliness associated with exchanging information between criminal justice agencies.	M	H	H	M	H	H
8. Reduce redundant and error-prone data	L	H	H	L	M	M

	Cost to Realize Benefit	Resources to Realize Benefit	Effort to Realize Benefit	Time to Realize Benefit	Risk to Realize Benefit	Average Cost Estimate
entry by criminal justice agencies by eliminating the need to enter and track separate case numbers.						
9. Improve the transfer of reliable data, accuracy and comprehension of common data elements used between County and external criminal justice agencies by providing standard definitions and data naming conventions.	L	H	H	L	M	M
10. Improve the efficiency of analyst and technical personnel of criminal justice agencies to develop data exchanges.	L	H	H	M	L	M+
11. Improve computer response time for retrieving criminal history information from state and federal criminal history repositories.	M	H	H	M	L	H
12. Eliminate processing errors associated with criminal disposition updates to DPS.	M	H	H	M	L	H
13. Reduce phone calls and faxing for information to the INS concerning the status of an alien criminal defendant's case by providing an electronic data exchange.	L	H	H	H	L	M
14. Improves staff efficiency in compiling criminal history data by providing an automated retrieval and customizable reporting format.	L	H	H	M	L	M-
15. Reduce the number of phone calls and in-person requests to County criminal justice agencies to obtain current information on attorney status, probation status, and other case related data by providing a central repository of status information.	L	H	H	M	L	M-
16. Increase the percentage of arrests with dispositions by providing the ability to positively associate criminal case dispositions to a person identified by fingerprints.	M	H	H	M	M	H-
17. Reduce the number of un-served and/or misplaced summonses or subpoenas as well as maintaining information on the successful and unsuccessful service by providing a system to track service of a summons or subpoena.	M	H	H	H	L	H
18. Reduce the number of phone calls to and paper documents from external justice agencies for defendants with open cases in Maricopa County on status updates (federal or INS alien status, offenses committed in outlying counties while on probation, etc.) by using automatic notification of AIP status updates from external agencies.	L	H	H	M	L	M
19. Reduce delays in obtaining information by providing the ability for multiple users to view same information simultaneously.	L	M	M	M	M	L
20. Increases the number of warrants served and improves staff efficiency by having a consolidated and accurate repository of warrant information.	M	M	M	H	M	M+

	Cost to Realize Benefit	Resources to Realize Benefit	Effort to Realize Benefit	Time to Realize Benefit	Risk to Realize Benefit	Average Cost Estimate
21. Improve staff efficiency with broader access to management information – for purposes of workload tracking, trend analysis and speedy assessment and review of caseload information.	M	M	M	H	M	M+
22. Improve staff efficiency by providing the ability to assess departmental and staff performance for allocating staff and forecasting future staff requirements.	L	M	M	H	M	M-

Appendix G Part 2: Estimating the Impact of Tangible Benefits for Maricopa County

The Tangible Benefits listed below were verified by applying each to a Business Unit Affinity that makes a determination as to whether the benefit is tangible or intangible, that is, direct or indirect. Business Unit Affinity determines whether the benefit, if realized, impacts those business drivers that have a direct impact on ICJIS and Justice Agency system processing.

Each Tangible Benefit was subject to 5 qualifying impact of benefit realization criteria. These qualifying benefit realization criteria is in a weighted priority order with Cost being the most important, Resources next, Risk being the least, and so on:

1) **Cost If Benefit Realized** – this is an estimate of the impact on cost if the benefit is realized.
2) **Resources If Benefit Realized** – this is an estimate of the impact on manpower and expertise that needs to be available if the benefit is realized.
3) **Effort If Benefit Realized** – this is an estimate of the impact on the amount of effort that is expended by the available manpower and expertise if the benefit is realized.
4) **Time If Benefit Realized** – this is an estimate of the impact on calendar time if the benefit is realized.
5) **Risk If Benefit Realized** – this is an estimate of the impact on risk associated with realizing the benefit if the benefit is realized.

	Cost If Benefit Realized	Resources If Benefit Realized	Effort If Benefit Realized	Time If Benefit Realized	Risk If Benefit Realized	Average Benefit Estimate
1. Improve timeliness of relevant information delivered to criminal justice agencies, as those agencies are capable of participating by making data available at time it comes into existence during each stage of the process.	M	M	H	H	H	M+
2. Speed-up the criminal trial process through more efficient case processing achieved by increasing speed at which information is delivered & by improving the quality of data exchanged between criminal agencies.	M	M	M	H	H	M+
3. Reduce duplication of effort and enhance staff efficiency by criminal agencies through implementation of data exchanges that will eliminate redundant and error-prone data collection and entry.	L	H	H	H	M	M
4. Improve data quality by sharing information that is entered at point of origin and conforms to standard formats and edits enforced throughout the county criminal justice system.	L	H	M	M	L	M-
5. Minimize technical personnel efforts and costs associated with integration efforts between criminal agencies.	L	L	L	L	L	L
6. Improve the reliability of information flow by providing a standardized numbering system to ensure accurate movement of data between criminal justice systems.	L	M	M	H	M	M-
7. Improve timeliness associated with exchanging information between criminal justice agencies.	M	M	H	H	H	M+
8. Reduce redundant and error-prone data entry by criminal justice agencies by eliminating the need to enter and track	M	H	H	H	M	H-

	Cost If Benefit Realized	Resources If Benefit Realized	Effort If Benefit Realized	Time If Benefit Realized	Risk If Benefit Realized	Average Benefit Estimate
separate case numbers.						
9. Improve the transfer of reliable data, accuracy and comprehension of common data elements used between County and external criminal justice agencies by providing standard definitions and data naming conventions.	L	H	H	M	M	M
10. Improve the efficiency of analyst and technical personnel of criminal justice agencies to develop data exchanges.	L	M	M	L	L	L+
11. Improve computer response time for retrieving criminal history information from state and federal criminal history repositories.	L	H	H	H	L	M
12. Eliminate processing errors associated with criminal disposition updates to DPS.	M	H	H	H	L	H
13. Reduce phone calls and faxing for information to the INS concerning the status of an alien criminal defendant's case by providing an electronic data exchange.	L	M	H	H	L	M+
14. Improves staff efficiency in compiling criminal history data by providing an automated retrieval and customizable reporting format.	L	H	H	H	L	M+
15. Reduce the number of phone calls and in-person requests to County criminal justice agencies to obtain current information on attorney status, probation status, and other case related data by providing a central repository of status information.	L	M	H	H	L	M
16. Increase the percentage of arrests with dispositions by providing the ability to positively associate criminal case dispositions to a person identified by fingerprints.	L	M	H	M	M	M-
17. Reduce the number of un-served and/or misplaced summonses or subpoenas as well as maintaining information on the successful and unsuccessful service by providing a system to track service of a summons or subpoena.	L	H	H	H	L	M+
18. Reduce the number of phone calls to and paper documents from external justice agencies for defendants with open cases in Maricopa County on status updates (federal or INS alien status, offenses committed in outlying counties while on probation, etc.) by using automatic notification of AIP status updates from external agencies.	L	M	H	H	L	M
19. Reduce delays in obtaining information by providing the ability for multiple users to view same information simultaneously.	L	H	M	M	M	M-
20. Increases the number of warrants served and improves staff efficiency by having a consolidated and accurate repository of warrant information.	M	H	H	H	M	H-
21. Improve staff efficiency with broader access to management information – for purposes of workload tracking, trend analysis and speedy assessment and review of	M	H	H	H	M	H-

	Cost If Benefit Realized	Resources If Benefit Realized	Effort If Benefit Realized	Time If Benefit Realized	Risk If Benefit Realized	Average Benefit Estimate
caseload information.						
22. Improve staff efficiency by providing the ability to assess departmental and staff performance for allocating staff and forecasting future staff requirements.	M	H	H	H	M	H-

Appendix G, Part 3: Benefit Prioritization with Relative Cost Considerations Analysis Findings and Applicability

The tangible benefits detailed in the above tables have been developed and verified by the appropriate Agency Analyst representatives.

The County Attorney decided not to participate in this tangible benefits study.

Below is an analysis of each tangible benefit and the associated cost and benefit qualifiers. This analysis is useful in several ways. First, it can be used as a direct link between the applications and systems that will be providing these benefits and what can be anticipated in realizing the benefits as it relates to cost, calendar time, resource time and expertise, manpower effort, and risk. Second, this analysis can be used to determine which benefit and the application and system that provide it should be focused on and have a higher priority. Third and last, this analysis provides a synergy between benefits, their associated costs, what applications and systems will be part of the Operational Plan, and support the budget input requirements based on the manpower time, expertise, and technology needs to achieve the benefits.

Listed below are the anticipated, qualified ICJIS benefits:

1) Improve timeliness of relevant information delivered to criminal justice agencies, as those agencies are capable of participating by making data available at time it comes into existence during each stage of the process.

   The resources and effort to realize this benefit is high that implies high levels of additional manpower time and expertise will be needed. Cost and time to realize this benefit is medium. The risk associated with this benefit is high that implies a high level of criticality in the areas of application, expertise, processes, and technology correctness.

   The impact on cost if this benefit is realized is medium that implies moderate cost savings. The impact on time and effort if this benefit is realized is high that implies significant amounts of manpower time and effort can be recovered. The impact on resources if this benefit is realized is medium that implies moderate amounts of manpower resources can be recovered. The impact on risk if this benefit is realized is high that implies a high level of criticality impact in the areas of application, expertise, processes, and technology correctness.

2) Speed-up the criminal trial process through more efficient case processing achieved by increasing speed at which information is delivered and by improving the quality of data exchanged between criminal agencies.

   The resources and effort to realize this benefit is medium that implies moderate amounts of additional manpower time and expertise will be needed. Cost and time to realize this benefit is medium. The risk associated with this benefit is high that implies a high level of criticality in the areas of application, expertise, processes, and technology correctness.

   The impact on cost if this benefit is realized is medium that implies moderate cost savings. The impact on time if this benefit is realized is high that implies significant amounts of manpower time can be recovered. The impact on resources and effort if this benefit is realized is medium that implies moderate

amounts of manpower resources can be recovered. The impact on risk if this benefit is realized is high that implies a high level of criticality impact in the areas of application, expertise, processes, and technology correctness.

3) Reduce duplication of effort and enhance staff efficiency by criminal agencies through implementation of data exchanges that will eliminate redundant and error-prone data collection & entry.

The cost to realize this benefit is medium. The time, resources, and effort to realize this benefit are high that implies high amounts of additional manpower time and expertise will be needed. The risk associated with this benefit is medium that implies a moderate level of criticality in the areas of application, expertise, processes, and technology correctness.

The impact on cost if this benefit is realized is low that implies small cost savings. The impact on time, resources, and effort if this benefit is realized is high that implies significant amounts of manpower time, resources, and effort can be recovered. The impact on risk if this benefit is realized is medium that implies a moderate level of criticality impact in the areas of application, expertise, processes, and technology correctness.

4) Improve data quality by sharing information that is entered at point of origin and conforms to standard formats and edits enforced throughout the county criminal justice system.

The cost and time to realize this benefit is low. The resources and effort to realize this benefit are high that implies high amounts of additional manpower time and expertise will be needed. The risk associated with this benefit is low that implies a low level of criticality in the areas of application, expertise, processes, and technology correctness.

The impact on cost if this benefit is realized is low that implies small cost savings. The impact on time and effort if this benefit is realized is medium that implies moderate amounts of manpower time and effort can be recovered. The impact on resources if this benefit is realized is high that implies significant amounts of manpower resources can be recovered. The impact on risk if this benefit is realized is low that implies a small level of criticality impact in the areas of application, expertise, processes, and technology correctness.

5) Minimize technical personnel efforts and costs associated with integration efforts between criminal agencies.

The cost to realize this benefit is low. The time, resources and effort to realize this benefit are high that implies high amounts of additional manpower time and expertise will be needed. The risk associated with this benefit is low that implies a low level of criticality in the areas of application, expertise, processes, and technology correctness.

The impact on cost if this benefit is realized is low that implies small cost savings. The impact on time, resources, and effort if this benefit is realized is low that implies small amounts of manpower time, resources, and effort can be recovered. The impact on risk if this benefit is realized is low that implies a small

level of criticality impact in the areas of application, expertise, processes, and technology correctness.

6) Improve the reliability of information flow by providing a standardized numbering system to ensure accurate movement of data between criminal justice systems.

The cost and time to realize this benefit is low. The resources and effort to realize this benefit are high that implies high amounts of additional manpower time and expertise will be needed. The risk associated with this benefit is medium that implies a moderate level of criticality in the areas of application, expertise, processes, and technology correctness.

The impact on cost if this benefit is realized is low that implies small cost savings. The impact on time if this benefit is realized is high that implies significant amounts of manpower time can be recovered. The impact on resources and effort if this benefit is realized is medium that implies moderate amounts of manpower resources can be recovered. The impact on risk if this benefit is realized is medium that implies a moderate level of criticality impact in the areas of application, expertise, processes, and technology correctness.

7) Improve timeliness associated with exchanging information between criminal justice agencies.

The resources and effort to realize this benefit is high that implies high levels of additional manpower time and expertise will be needed. Cost and time to realize this benefit is medium. The risk associated with this benefit is high that implies a high level of criticality in the areas of application, expertise, processes, and technology correctness.

The impact on cost if this benefit is realized is medium that implies moderate cost savings. The impact on time and effort if this benefit is realized is high that implies significant amounts of manpower time and effort can be recovered. The impact on resources if this benefit is realized is medium that implies moderate amounts of manpower resources can be recovered. The impact on risk if this benefit is realized is high that implies a high level of criticality impact in the areas of application, expertise, processes, and technology correctness.

8) Reduce redundant and error-prone data entry by criminal justice agencies by eliminating the need to enter and track separate case numbers.

The cost and time to realize this benefit is low. The resources and effort to realize this benefit are high that implies high amounts of additional manpower time and expertise will be needed. The risk associated with this benefit is medium that implies a moderate level of criticality in the areas of application, expertise, processes, and technology correctness.

The impact on cost if this benefit is realized is medium that implies moderate cost savings. The impact on time, resources, and effort if this benefit is realized is high that implies significant amounts of manpower time, resources, and effort can be recovered. The impact on risk if this benefit is realized is medium that implies

a moderate level of criticality impact in the areas of application, expertise, processes, and technology correctness.

9) Improve the transfer of reliable data, accuracy and comprehension of common data elements used between County and external criminal justice agencies by providing standard definitions and data naming conventions.

The cost and time to realize this benefit is low. The resources and effort to realize this benefit are high that implies high amounts of additional manpower time and expertise will be needed. The risk associated with this benefit is medium that implies a moderate level of criticality in the areas of application, expertise, processes, and technology correctness.

The impact on cost if this benefit is realized is low that implies small cost savings. The impact on time if this benefit is realized is medium that implies moderate amounts of manpower time can be recovered. The impact on resources and effort if this benefit is realized is high that implies significant amounts of manpower resources can be recovered. The impact on risk if this benefit is realized is medium that implies a moderate level of criticality impact in the areas of application, expertise, processes, and technology correctness.

10) Improve the efficiency of analyst and technical personnel of criminal justice agencies to develop data exchanges.

The cost to realize this benefit is low. The time to realize this benefit is medium that implies a moderate amount of time. The resources and effort to realize this benefit are high that implies high amounts of additional manpower time and expertise will be needed. The risk associated with this benefit is low that implies a low level of criticality in the areas of application, expertise, processes, and technology correctness.

The impact on cost if this benefit is realized is low that implies small cost savings. The impact on time if this benefit is realized is low that implies small amounts of manpower time can be recovered. The impact on resources and effort if this benefit is realized is medium that implies moderate amounts of manpower resources can be recovered. The impact on risk if this benefit is realized is low that implies a small level of criticality impact in the areas of application, expertise, processes, and technology correctness.

11) Improve computer response time for retrieving criminal history information from state and federal criminal history repositories.

The cost and time to realize this benefit is medium. The resources and effort to realize this benefit are high that implies high amounts of additional manpower time and expertise will be needed. The risk associated with this benefit is low that implies a low level of criticality in the areas of application, expertise, processes, and technology correctness.

The impact on cost if this benefit is realized is low that implies small cost savings. The impact on time, resources, and effort if this benefit is realized is high that

implies significant amounts of manpower time, resources, and effort can be recovered. The impact on risk if this benefit is realized is low that implies a small level of criticality impact in the areas of application, expertise, processes, and technology correctness.

12) Eliminate processing errors associated with criminal disposition updates to DPS.

The cost and time to realize this benefit is medium. The resources and effort to realize this benefit are high that implies high amounts of additional manpower time and expertise will be needed. The risk associated with this benefit is low that implies a low level of criticality in the areas of application, expertise, processes, and technology correctness.

The impact on cost if this benefit is realized is medium that implies moderate cost savings. The impact on time, resources, and effort if this benefit is realized is high that implies significant amounts of manpower time, resources, and effort can be recovered. The impact on risk if this benefit is realized is low that implies a small level of criticality impact in the areas of application, expertise, processes, and technology correctness.

13) Reduce phone calls and faxing for information to the INS concerning the status of an alien criminal defendant's case by providing an electronic data exchange.

The cost to realize this benefit is low. The time, resources and effort to realize this benefit are high that implies high amounts of additional manpower time and expertise will be needed. The risk associated with this benefit is low that implies a low level of criticality in the areas of application, expertise, processes, and technology correctness.

The impact on cost if this benefit is realized is low that implies small cost savings. The impact on time and effort if this benefit is realized is high that implies significant amounts of manpower time and effort can be recovered. The impact on resources if this benefit is realized is medium that implies moderate amounts of manpower resources can be recovered. The impact on risk if this benefit is realized is low that implies a small level of criticality impact in the areas of application, expertise, processes, and technology correctness.

14) Improves staff efficiency in compiling criminal history data by providing an automated retrieval and customizable reporting format.

The cost to realize this benefit is low. The time to realize this benefit is medium that implies a moderate amount of time. The resources and effort to realize this benefit are high that implies high amounts of additional manpower time and expertise will be needed. The risk associated with this benefit is low that implies a low level of criticality in the areas of application, expertise, processes, and technology correctness.

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recovered. The impact on risk if this benefit is realized is low that implies a small level of criticality impact in the areas of application, expertise, processes, and technology correctness.

15) Reduce the number of phone calls and in-person requests to County criminal justice agencies to obtain current information on attorney status, probation status, and other case related data by providing a central repository of status information.

The cost to realize this benefit is low. The time to realize this benefit is medium that implies a moderate amount of time. The resources and effort to realize this benefit are high that implies high amounts of additional manpower time and expertise will be needed. The risk associated with this benefit is low that implies a low level of criticality in the areas of application, expertise, processes, and technology correctness.

The impact on cost if this benefit is realized is low that implies small cost savings. The impact on time and effort if this benefit is realized is high that implies significant amounts of manpower time and effort can be recovered. The impact on resources if this benefit is realized is medium that implies moderate amounts of manpower resources can be recovered. The impact on risk if this benefit is realized is low that implies a small level of criticality impact in the areas of application, expertise, processes, and technology correctness.

16) Increase the percentage of arrests with dispositions by providing the ability to positively associate criminal case dispositions to a person identified by fingerprints.

The cost and time to realize this benefit is medium. The resources and effort to realize this benefit are high that implies high amounts of additional manpower time and expertise will be needed. The risk associated with this benefit is medium that implies a moderate level of criticality in the areas of application, expertise, processes, and technology correctness.

The impact on cost if this benefit is realized is low that implies small cost savings. The impact on time and resources if this benefit is realized is medium that implies moderate amounts of manpower time and resources can be recovered. The impact on effort if this benefit is realized is high that implies significant amounts of manpower resources can be recovered. The impact on risk if this benefit is realized is medium that implies a moderate level of criticality impact in the areas of application, expertise, processes, and technology correctness.

17) Reduce the number of un-served and/or misplaced summonses or subpoenas as well as maintaining information on the successful and unsuccessful service by providing a system to track service of a summons or subpoena.

The cost to realize this benefit is medium. The time, resources and effort to realize this benefit are high that implies high amounts of additional manpower time and expertise will be needed. The risk associated with this benefit is low that implies a low level of criticality in the areas of application, expertise, processes, and technology correctness.

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18) Reduce the number of phone calls to and paper documents from external justice agencies for defendants with open cases in Maricopa County on status updates (federal or INS alien status, offenses committed in outlying counties while on probation, etc.) by using automatic notification of AIP status updates from external agencies.

The cost to realize this benefit is low. The time to realize this benefit is medium that implies a moderate amount of time. The resources and effort to realize this benefit are high that implies high amounts of additional manpower time and expertise will be needed. The risk associated with this benefit is low that implies a low level of criticality in the areas of application, expertise, processes, and technology correctness.

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19) Reduce delays in obtaining information by providing the ability for multiple users to view same information simultaneously.

The cost to realize this benefit is low. The time, resources and effort to realize this benefit are medium that implies moderate amounts of additional manpower time and expertise will be needed. The risk associated with this benefit is medium that implies a moderate level of criticality in the areas of application, expertise, processes, and technology correctness.

The impact on cost if this benefit is realized is low that implies small cost savings. The impact on time and effort if this benefit is realized is medium that implies moderate amounts of manpower time and effort can be recovered. The impact on resources if this benefit is realized is high that implies significant amounts of manpower resources can be recovered. The impact on risk if this benefit is realized is medium that implies a moderate level of criticality impact in the areas of application, expertise, processes, and technology correctness.

20) Increase the number of warrants served and improves staff efficiency by having a consolidated and accurate repository of warrant information.

The cost to realize this benefit is medium. The time to realize this benefit is high that implies a high amount of time. The resources and effort to realize this benefit are medium that implies moderate amounts of additional manpower time and expertise will be needed. The risk associated with this benefit is medium that

implies a moderate level of criticality in the areas of application, expertise, processes, and technology correctness.

The impact on cost if this benefit is realized is medium that implies moderate cost savings. The impact on time, resources, and effort if this benefit is realized is high that implies significant amounts of manpower time, resources, and effort can be recovered. The impact on risk if this benefit is realized is medium that implies a moderate level of criticality impact in the areas of application, expertise, processes, and technology correctness.

21) Improve staff efficiency with broader access to management information – for purposes of workload tracking, trend analysis and speedy assessment and review of caseload information.

The cost to realize this benefit is medium. The time to realize this benefit is high that implies a high amount of time. The resources and effort to realize this benefit are medium that implies moderate amounts of additional manpower time and expertise will be needed. The risk associated with this benefit is medium that implies a moderate level of criticality in the areas of application, expertise, processes, and technology correctness.

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22) Improve staff efficiency by providing the ability to assess departmental and staff performance for allocating staff and forecasting future staff requirements.

The cost to realize this benefit is low. The time to realize this benefit is high that implies a high amount of time. The resources and effort to realize this benefit are medium that implies moderate amounts of additional manpower time and expertise will be needed. The risk associated with this benefit is medium that implies a moderate level of criticality in the areas of application, expertise, processes, and technology correctness.

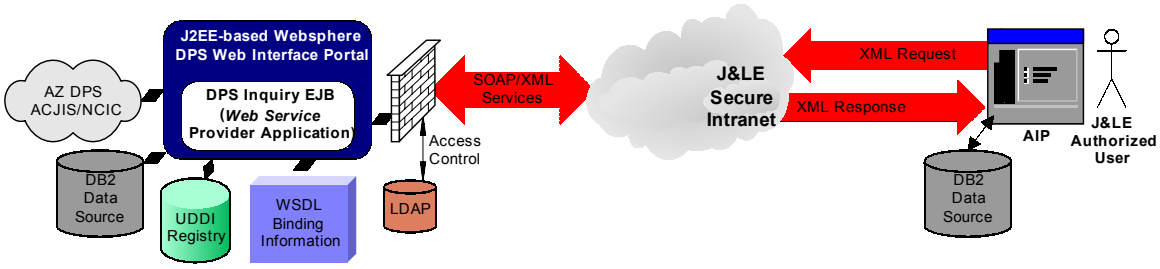
The impact on cost if this benefit is realized is medium that implies moderate cost savings. The impact on time, resources, and effort if this benefit is realized is high that implies significant amounts of manpower time, resources, and effort can be recovered. The impact on risk if this benefit is realized is medium that implies a moderate level of criticality impact in the areas of application, expertise, processes, and technology correctness.

Appendix H: DPS Interface Web Services and XML Strategy

DPS Interface
Web Services and XML Strategy

As future enhancements to the DPS Web Interface portal architecture, ICJIS will augment the DPS inquiry application (portlet) with a secure, informational *Web Service*. A Web Service is an interface that describes a collection of operations that are network accessible through standardized XML messaging. In other words, web services provide an open standards-based approach to building and integrating applications independent of hardware and software platforms, languages and networking protocols. By extending the DPS application to include a web service, ICJIS will begin to address the future need for program-to-program communications for ICJIS web-based applications using standard methods of XML messaging. In addition, this will encourage future J&LE agency-based applications to be loosely coupled, component-oriented allowing integration to occur at a higher messaging-centered level rather than previous networking-protocol methods.

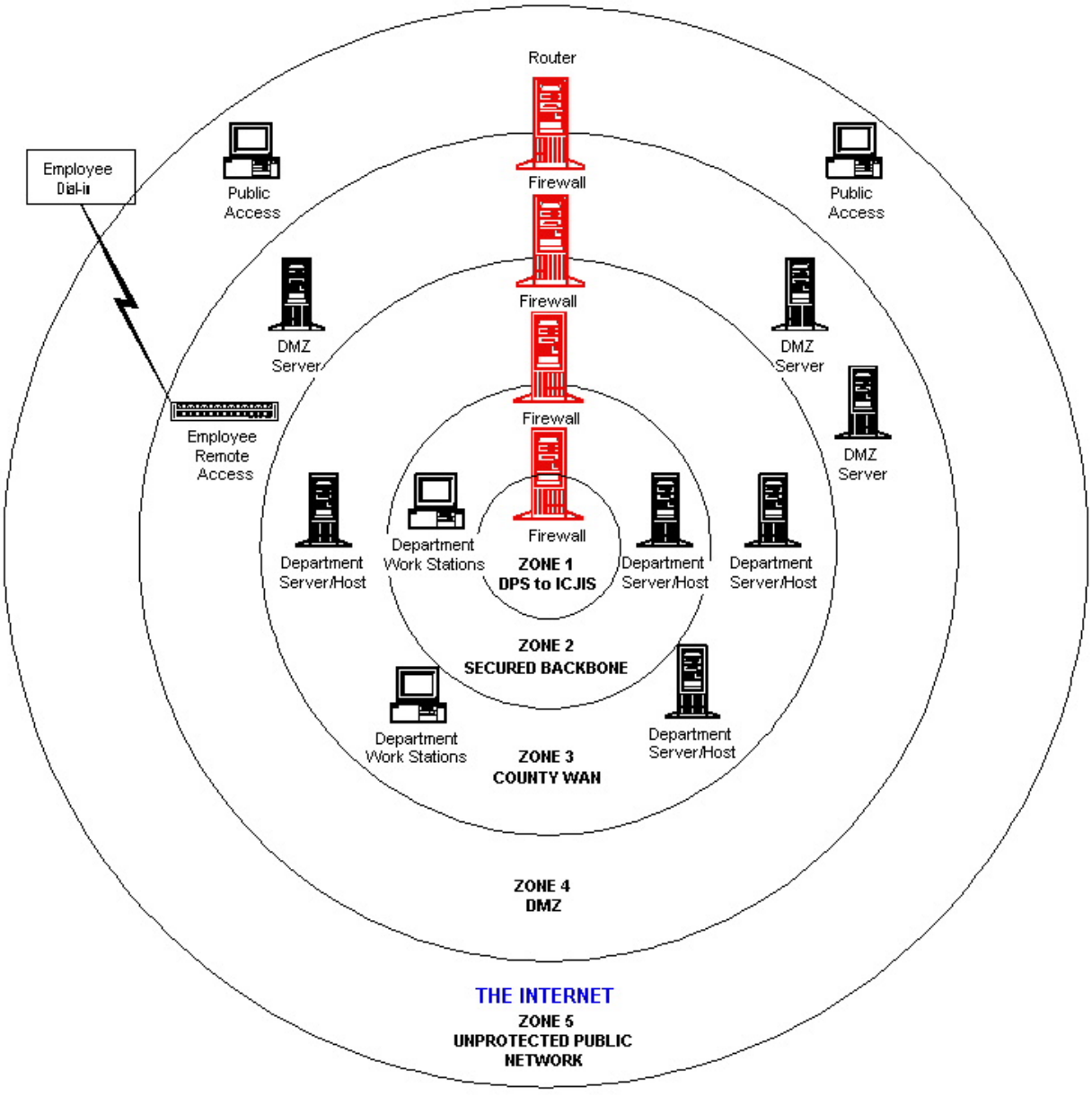
Below is a specific, high-level example depicting a web services implementation within the DPS Interface framework:



In the DPS context, web services will be implemented as an extension to the DPS application portal server with a subset of the inquiry application being specifically targeted. This will allow specific DPS queries to be extended (or published) as web service elements. DPS queries required by other ICJIS applications and agencies will be implemented first or on as needed basis. Controlled access and security constraints will be of overriding importance for publishing this web service given the nature of the information supplied. As a specific example, a future AIP application may require information about a current subject's wants and warrants. The AIP application portal would *bind* to the DPS inquiry web service (after appropriate security validation and authorization) utilizing standard web service protocols like XML and SOAP, execute an 'ACQW' (DPS wants/warrants query) request and return the information back to AIP in an XML-formatted response. The service interface will hide the implementation details of the service, allowing it to be used independently of the platform on which it is implemented or how it is written.

The ultimate goal of web services within ICJIS will be to provide another level of inter-agency integration capability. Web services are not intended to take the place of existing integration engine services and capabilities. In some cases, ICJIS will find it advantageous to provide web services as part of the integration engine dependent upon the interface requirements. Adoption of Web Services technology will help J&LE achieve greater flexibility and standardization in inter-agency integration and provide more robust and integration capabilities through XML messaging.

Appendix I: County Wide Area Network (WAN) Access and Security Zones



Secured Backbone Network

The implementation of a secured backbone architecture is critical in order to comply with the FBI NCIC 2000 CJIS requirements for providing a 128 bit encryption for all Criminal History Record Information (CHRI) that is transported over public carrier links. This architecture will provide for physical and logical separation of the existing County Wide Area Network (WAN) into separate network segments. These segments will provide for levels of security with firewalls, logical routing/filtering of network traffic and intrusion monitoring.

To accomplish this the Maricopa County Wide Area Network (WAN) will be partitioned into a series of segments or zones. These zones will isolate those JLE network segments that require encryption over public carrier links from the non-JLE network segments not requiring encryption over public carrier links. The follow is a description of each of the County Wide Area Network Zones.

- **Zone 1 DPS to ICJIS:** At the core in Zone 1 will reside the DPS to ICJIS interface connection. This is the encrypted connection from the Arizona Department of Public Safety ACJIS system to the ICJIS Integration Engine. Zone 1 contains only the ICJIS Integration Engine. Access to the Integration Engine will be through the Zone 1 firewall and will be restricted to authorized equipment in Zone 2 and the DPS ACJIS connection.

- **Zone 2 Secured Backbone:** Zone 2 is the Secured Backbone segment. All links over public carriers in this segment will be encrypted using encrypting routers. In this zone will reside the ICJIS application servers and all JLE agencies who will have access to FBI CJIS Criminal History Record Information.

- **Zone 3 County Wide Area:** Network Zone 3 is the County Public WAN segment. This zone will contain all other County agencies and departments who do not need access to CHRI transmitted from the FBI through the DPS/ICJIS interface in Zone 1. Secured connections will be made between Zone 2 and Zone 3 depending on the need to access servers or applications residing in either Zone. Security for these connections will be provided through firewalls, logical routing/filtering and standard intrusion monitoring**.**

- **Zone 4 DMZ:** Zone 4 is the County DMZ. This zone will contain County Internet application and proxy (i.e., e-mail) servers and remote access devices that need to be secured from the unprotected public network, but need to be accessible from both the public Internet and the County Intranet.

- **Zone 5 Unprotected Public Network:** Zone 5 is the Unprotected Public Network or Internet.

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The following bibliographic references and supplemental information are provided in electronic format outside the body of the ICJIS Strategic Business Plan. These references support the content and context of the Plan.

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