



**North Carolina**  
**Criminal Justice Data Integration**  
**Pilot Program**  
**Quarterly Report**  
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## I. Background

The Office of the State Controller (OSC) was charged with the responsibility of developing a statewide collaborative effort to modernize and standardize key business processes. The BEACON Data Integration Program was created by Session Law 2007-323, House Bill 1473 (Appendix A), and consequentially the development of a Strategic Plan for Statewide Data Integration. (See also Session Law 2008-107, House Bill 2436 - Appendix B).

A goal of the BEACON Data Integration Program is to provide a statewide framework that equips agencies with enterprise analytical capabilities for improved decision making. The Plan calls upon senior leadership to champion a cultural shift promoting data sharing and encouraging business leaders to become stewards rather than owners of the State's data assets.

Data integration's foundation is based on merging and reconciling dispersed data for analytical purposes through the use of standardized tools to support quick, agile, event-driven analysis for business. In short, its mission is to transform data into meaningful information for business decisions.

In 2008 the number of disparate data sources and lack of integration across the criminal justice continuum was brought to the public's attention. In response, and in alignment with the BEACON Data Integration Strategic Plan, the General Assembly directed the Office of the State Controller, in cooperation with the State Chief Information Officer, and the BEACON Program Steering Committee, to develop and implement a Criminal Justice Data Integration Pilot Program in Wake County. The pilot program's goal is to provide criminal justice professionals with access to timely, complete and accurate information for enhanced decision making. The pilot application has been named Criminal Justice Law Enforcement Automated Data Services (CJLEADS).

The CJLEADS State project team is managed by the OSC. Subject matter expertise and guidance on industry best practices is being provided with the assistance of George Ake of the National Institute of Justice, Fletcher Clay, former Colonel of the North Carolina State Highway Patrol, and Ike Avery, former Senior Deputy Attorney General of the NC Office of the Attorney General.

This report summarizes the Wake County Criminal Justice Data Integration Pilot Program activities since the October 1, 2009 quarterly report.

## II. Criminal Justice Pilot Program for Wake County

Session Law 2008-107, House Bill 2436 recognized the urgent need for state-of-the-art integrated criminal justice information and mandated:

- The development and implementation of a framework for sharing of critical information as soon as possible.
- The Criminal Justice Advisory Committee, the Department of Justice, the Administrative Office of the Courts, the Department of Juvenile Justice and Delinquency Prevention, the Department of Correction, the Department of Crime Control and Public Safety, the Department of Transportation, and local law enforcement agencies shall fully cooperate with the Office of the State Controller and the State Chief Information Officer, to identify the informational needs, develop a plan of action, provide access to data, and implement secure integrated applications for information sharing of criminal justice and corrections data.
- The development and implementation of a Criminal Justice Data Integration Pilot Program in Wake County on May 1, 2009.

The pilot shall:

- integrate and provide up-to-date criminal information in a centralized location via a secure connection;
- comply with all necessary security measures and restrictions to ensure that access to any specific information held confidential under Federal and State law shall be limited to authorized persons

### (A) Objective

The objective of the data integration criminal justice pilot program for Wake County is to identify the criminal justice informational needs and develop an integrated solution that is scalable for use by State and local law enforcement and others involved in the administration of justice to make better informed decisions.

### (B). Approach

The following groups and individuals are collaborating in the development of the Criminal Justice Pilot Program: the BEACON Program Steering Committee, the Criminal Justice Advisory Committee, and the Criminal Justice Pilot Program Project Team. A complete listing of the team members can be found in Appendix C.

Session Law 2008-107, House Bill 2436, Section 6.8.(c) 4, states “To conduct integration activities as approved by the BEACON Program Steering Committee. The State Chief Information Officer shall utilize current enterprise licensing to implement these integration activities.” In accordance with this directive, the State CIO with support from other state agencies reviewed the existing enterprise licensing with SAS Institute Inc., (SAS) and negotiated an expansion of the software license to include the Judicial Branch.

Included, at no additional charge, within this enterprise license agreement was the application development of the Wake County Criminal Justice Pilot Program. To support the development of the pilot, SAS agreed to analyze the State's business needs, identify the data sources, integrate the offender data, and build a criminal justice pilot application for Wake County.

The State project team is working together to identify the legal, regulatory and technical requirements, along with the business rules and data sources, associated with sharing and integration of criminal justice information.

The SAS project team is following an iterative design, development and test approach in building the CJLEADS application. The development incorporates the business requirements and rules defined by the State into a web-based user interface (UI). The UI is a series of screens or reports which depict a profile of an individual's criminal justice information.

Security of offender information is imperative. Within agency applications, some information is considered public information while other information is tightly secured and cannot be shared unless the law enforcement professional accessing the information meets the required certification. The CJLEADS project team will identify and develop security policies and application components to meet the security requirements.

The internal State project team will complete initial quality assurance (QA) and test activities to confirm the accuracy of the integrated data and the implementation of the business rules. When the pilot application has met defined acceptance criteria, it will be deployed to selected Wake County users for further testing and review in normal business environments.

## **(C). Accomplishments**

### **a. Development and Hosting Contract Services**

To meet the objective of a fully operational pilot within Wake County, additional design and development activities must be completed and the CJLEADS application must be migrated from its current development infrastructure to a more robust pilot technical environment. The initial pilot environment in June, 2010, will support approximately 3,000 users with the ability to expand for statewide use of approximately 30,000 users.

The OSC, as directed by Senate Bill 202 Session Law 2009-451 (Appendix C) to identify a State data center to host the CJLEADS program, evaluated two State production data center hosting solutions and considered the time and resources necessary to support a migration to a state-hosted data center environment. Hardware procurement and installation, identification and training of technical resources, and migration and optimization of the CJLEADS application will take significant time. Resources needed to manage these activities will be diverted from the continued design and development of the application, and the establishment of

business operations for the CJLEADS pilot. These factors, along with the legislated timeframe for an operational CJLEADS pilot in Wake County, led the OSC to recommend expanding the current SAS-hosted environment to support the CJLEADS pilot for rollout to Wake County.

Based upon these considerations, the OSC, with the support of the State Chief Information Officer, extended its relationship with SAS to provide CJLEADS hosting and support for the next 12 - 24 months and to continue the design and development of the application data sources and functionality.

## **b. Quality Assurance and User Testing**

The project team continues extensive quality assurance and user testing of the pilot application with actual system data. In addition to the State project team members, law enforcement officers from various organizations in Wake County were asked to test the application for ease of use and functionality. Iterative and continuous testing is crucial as new data sources and functionality are developed and incorporated into the application.

Testing activities continue to focus on the following areas:

### Data Quality and Integrity

Clustering is the process through which the system evaluates individual records from the different sources and determines whether or not those records represent the same individual. Iterative testing allows the project team to refine the matching algorithms for a higher level of confidence and increased ability to cluster information.

Data quality issues, highlighted through testing, are a result of legacy data from older systems, inconsistent standards for data input by local agencies, and intermittent outages between third-party vendor interfaces that collect data from local agencies.

The project team continued to identify and improve the data where possible to provide the most accurate information to the criminal justice professional. When data is incomplete or out of date, the application is designed to alert the criminal justice professional to verify the data content before acting upon the information.

### Security

Each data steward has identified their organization's specific security and confidentiality requirements associated with the data provided to CJLEADS. Based upon these requirements, the project team has tested and confirmed the following application security features:

- Limited access to the CJLEADS web-based user interface from specific Internet Protocol (IP) ranges identified by the State as valid State facilities or mobile network devices. Access to the application from public IP ranges is prohibited.

- Standard application security technical components including data transmission through secure file transfer processes, firewalls, and data encryption capabilities.
- Role-based and data element security to ensure that only criminal justice professionals with the proper authorization have been granted access to the data in the system.

Security will continue to be tested as each new data source is incorporated into the CJLEADS application.

### **c. Design and Development**

The project development approach has transitioned to a formal, yet flexible approach for requirements definition and design. Each new data source and major deliverable is defined by a detailed business requirements document and will be supported with two development releases; alpha and beta. During the alpha, or initial release of a new area of requirements, users will be able to test the application and data and fine tune requirements. The beta, or second release, will incorporate changes identified during the alpha testing period and allow for final testing before sign-off of the system functionality.

Significant design and development work remains to support the fully functional Pilot delivery. Requirements deemed to have priority for the fully functional Pilot have been ranked to ensure the application's critical path items are being addressed.

Status for the following data sources and functionality, included in the Phase I rollout to Wake County in FY 2009 – 2010, is provided below.

- Clustering

As each new data source is added the clustering rules are reevaluated and tested to ensure the new source has been appropriately integrated with other data sources. CJLEADS currently clusters three data sources - AOC, DOC and local jail information.

SAS has provided documentation that defines this complex process. The State project team continues to evaluate the existing rules and identify and document modifications or enhancements to the clustering process.

- Administrative Office of the Courts

Administrative Office of the Courts data (court records, images, warrants) has been integrated within the CJLEADS. The volume and complexity of the data has proven to be challenging. AOC has identified the remaining activities to complete this functionality and signoff on their contribution to CJLEADS.

The following actions are critical to completing signoff of the AOC data source and functionality in CJLEADS:

- Test and approve clustering rules implemented to support the Master Person Key Identifier, which allows for clustering of AOC case records for an individual.
- Review data validation reports and complete a historical AOC data reload
- Verify and approve photographic images loads
- Complete the testing of the final beta version for AOC data and functionality
- Provide signoff for the AOC data and functionality

- Department of Correction

Department of Correction data (Prison, Community Corrections) has been integrated within the CJLEADS. The CJLEADS application was modified to more effectively display offender prison and community corrections information. The DOC has tested and approved the community corrections data and functionality. Testing must still be completed prior to signoff of the prison information in CJLEADS.

The following actions are critical to completing signoff of the prison data and functionality in CJLEADS:

- Complete the testing of the final beta version for prison data and functionality
- Provide signoff for the prison data and functionality

- Governor's Crime Commission - NC Local Jail Records

Jail data is collected from 96 Sheriffs' county jail management systems via a third-party vendor, Appriss, to support victim notification services. Although the jail data has a number of challenges with data quality and completeness, incorporation of this data has added information and images to provide a more complete view of an offender. Jail data provides images for many offenders who did not have images in the other data sources.

The development of the data transmission for jail information is complete and the jail information has been integrated into the CJLEADS database. The project team is currently completing Quality Assurance and user testing of the jail information and associated images in the CJLEADS application.

The following actions are critical to completing signoff of the jail data source and functionality in CJLEADS:

- Confirm rules and processes to manage identified data quality issues
- Resolve remaining development issues with third-party vendor, Appriss
- Complete the testing of the final beta version for jail data and functionality

- Provide signoff for the jail data and functionality

- Audit and Usage Capability

As a fully operational application, CJLEADS is required to track all user inquiries in an audit log. The user must provide a reason for each offender search. The search reason and search criteria will be logged, along with a record of each offender that the user selects for further review. In preparation for full system functionality, the search reason code has been incorporated and is awaiting user review. Audit requirements are being finalized and will be incorporated into the system in the first quarter of 2010.

The following actions are critical to completing signoff of the Audit functionality in CJLEADS:

- Test the alpha design for the Search reason functionality
- Finalize the audit rules for those data sources currently integrated in the test environment
- Deliver the alpha requirements document to SAS for review and development
- Complete testing of alpha version of Audit and refine requirements – this will be iterative as each data source for Phase I is incorporated
- Complete the testing of the final beta version for Audit functionality
- Provide signoff for the Audit functionality

- Offender Record Print Capability

The ability to print an offender record is required to support informed decision making. The State has delivered an alpha set of requirements to SAS for development. The initial print capability will be available for testing in January.

The following actions are critical to completing signoff of the DOC data source and functionality in CJLEADS:

- Complete testing of alpha version of Print function and refine requirements – this will be iterative as each data source for Phase I is incorporated
- Complete the testing of the final beta version for Print functionality
- Provide signoff for the Print functionality

- Administrative Office of the Courts – Juvenile Case Records

The AOC is developing the business requirements to incorporate juvenile court case information from the Juvenile Casewise (JWISE) system. Juvenile justice information is tightly secured, and the integration of any juvenile information must comply with all State and Federal guidelines. JWISE information will be controlled with role-based security defined by the AOC.

AOC juvenile court case information, however, has limited identifying information which inhibits the ability to cluster juvenile case records data for an individual. The project team is working with AOC and DJJDP to determine the most appropriate method for incorporating and clustering this information in CJLEADS. Access to juvenile court records will be limited to district attorneys, judges, and juvenile court counselors. Magistrates will have access to certain juvenile court case records under specific circumstances as defined by law.

Given the sensitivity of integrating and sharing the juvenile information and legislative changes to the General Statutes related to juvenile information, the development of business requirements has taken longer than anticipated to ensure that data confidentiality and security rules have been correctly identified.

- Department of Transportation, Division of Motor Vehicles – DMV License, Registration and Driving Records

The Division of Motor Vehicles (DMV) currently maintains North Carolina driver's license records and vehicle registrations. The CJLEADS project team has identified data as critical information to support law enforcement officers. DOT/DMV has approved the CJLEADS interface project and assigned a project manager to work with the CJLEADS project team. Definition of business, technical and security requirements for establishing a system interface to incorporate DMV driver license information, photographic image, and vehicle registration information into the CJLEADS application are underway.

- State Bureau of Investigation – NC Sex Offender Registration Records

The NC Sex Offender Registration Records have been identified as valuable information to be included in the CJLEADS application. Data source definitions, business and security requirements have been developed and approved by the SBI. Due to a change in project deliverable priorities, the NC Sex Offender Registration Records will be integrated into the CJLEADS application available for Quality Assurance and user testing in Spring, 2010.

- Identity Management

NC Identity Management (NCID) is a standardized identity management and access service provided to state, local, business and citizen users by the NC Office of Information Technology. The project team has initiated the development of business and technical requirements definitions for user authentication and integration with NCID.

Phase II activities will encompass additional sources of criminal justice information that will be developed following the initial rollout of the pilot application to Wake County. As these data sources are developed and tested by the project team, subsequent releases of the application will provide the additional functionality to the end users. Phase II activities will be initiated after June, 2010 and will include:

- NC Concealed Handgun Permit - data source definitions, business requirements and security have been provided by the SBI
- Web service to load Probation Case Management information into the CJLEADS application to automate the creation of offender watch lists and alerting functionality
- Web service to provide more “real-time” data to CJLEADS for time sensitive information from the NCAWARE on-line warrant system.
- NC Wildlife Resource Commission licenses and vessel registrations.
- City County Bureau of Identification identifying information for any offender arrested in Wake County. The information contained in CCBI’s database will provide valuable identifying data about offenders as well as improving the ability to cluster offender information in CJLEADS.
- Identification of the technical requirements and development of a plan to establish a Disaster Recovery site at the ITS Western Data Center.
- Identification of the technical requirements, support personnel, training and skills, and activities to migrate the pilot application to a state-hosted data center environment.

#### **d. Production Planning**

To meet the objective of a fully operational pilot within Wake County, the CJLEADS application must be migrated from its current development infrastructure to a more robust pilot technical environment. The initial pilot environment will support approximately 3,000 users with the ability to expand for statewide use of approximately 30,000 users. The designed architecture provides an environment with two active data center sites that will allow for high availability and failover of the system. This ensures that if one environment encounters a hardware failure or power outage, the remaining site can support all users until the first site is restored.

State and SAS project team members worked with the Architecture and Engineering organization at ITS to document, review, and approve the technical architecture for the fully operational environment. A more robust development environment has been established in the SAS technical data center, and additional hardware will be received and installed in January, 2010, in preparation for the expansion of the technical environment.

## **e. Project and Data Governance**

The implementation of integrated data creates a paradigm shift where single-focused data becomes enterprise information. Recognizing the challenges that accompany this shift and the need to develop a new model of shared governance to support the integrated delivery of criminal justice information, senior leadership from the Executive and Judicial branches of government as well as various Federal and local law enforcement agencies have agreed to serve on an Interagency Leadership Governance Council. The Interagency Leadership Governance Council will provide leadership, collaborate on the development of appropriate policies and uniform standards and implement appropriate business strategies for support of Criminal Justice enterprise information exchange.

OSC will continue to manage the design and development of the CJLEADS application as well as the development of the business operations to support the Wake County rollout until a governance council has been established and business operations, policies and procedures have been implemented.

## **f. Communication**

OSC personnel have been actively engaged in a variety of outreach events to communicate the mission, objectives and status of the CJLEADS project with criminal justice organizations and senior leadership. Group and individual presentations have been made since October 1, 2009 to the following audiences:

- Jerry Fralick, State Chief Information Officer, October 5, 2009
- NC Conference of District Attorneys, October 6, 2009
- Representatives of the NC Sentencing and Policy Advisory Commission, October 27, 2009
- Criminal Justice Information Network (CJIN) Board, October 29, 2009
- Legislative Representatives/Fiscal Research, November 9, 2009
- Department of Juvenile Justice and Delinquency Prevention Senior Staff, November 23, 2009
- NC Sentencing and Policy Advisory Commission, December 11, 2009

## **(E). Challenges**

The integration of data across disparate applications brings with it many challenges. The following issues have been identified:

### **a. Project Timeline**

The project timeline continues to be aggressive. While significant progress has been made in the design, development and testing of the AOC, DOC, and local jail data sources, the work effort to complete the design and development of the remaining sources of data for Phase I, to establish a pilot technical environment and migrate the application to the pilot technical environment, and to establish business operations for the Wake County rollout is considerable.

Any delays in the project work plan could negatively impact the rollout of the pilot application to Wake County. Project risk management process is being employed to assess the potential impact and develop project alternatives and mitigation approaches.

The following activities are required to prepare for the CJLEADS pilot application rollout to Wake County.

## **1. Pilot Data Center/Application Migration**

SAS is currently working to establish the technical infrastructure to support a highly available technical environment for CJLEADS. When the environment is available, the pilot application will be migrated to the new infrastructure in preparation for the Wake county rollout.

After the migration, components of the application must be reconfigured to establish data feeds to this environment and to incorporate application security based on State security protocols and capabilities such as NCID. The application must be tested, optimized, and stabilized in preparation for rollout to Wake County.

## **2. Testing and Approval of Pilot Application**

The accuracy and veracity of the data within the CJLEADS application is critical for the safety of law enforcement and for effective decision making by criminal justice professionals. Agencies must complete extensive testing activities and provide signoff on each data source and functionality in the CJLEADS application. Time constraints and limited resources may impact the schedule of the testing, issue resolution and approvals.

## **3. Business Operations/Training Support**

Significant work is required to establish CJLEADS business operations, including business and application analysis, user administration and security procedures for the application, Help Desk support, end-user training, and system audit oversight.

The State is in the process of hiring business operations resources to meet the business operations and support needs.

## **4. Wake County Rollout**

Given the variety of state and local criminal justice organizations in Wake County and the estimated user population of 3000, the Wake County rollout of the CJLEADS pilot application will be a phased implementation.

The initial deployment of the CJLEADS pilot will include Phase I data and functionality that has been fully tested in both Quality Assurance and user testing

activities. The project team will periodically deploy new releases of the application as additional data and system functionality are validated.

The project team will develop a schedule for rollout to various user populations in Wake County. The rollout will begin with a select set of Wake County users and will expand incrementally to the full Wake County user population. The incremental rollout schedule will consider:

- Resources and scheduling of required end-user training
- Resources to support user administration
- Resources to support Help Desk services
- System performance and feedback from initial user groups

## **5. Statewide Rollout Planning**

Senate Bill 202 Session Law 2009-451 directs the OSC to achieve and demonstrate full operational capability of the pilot program in Wake County before the system is expanded to other areas of the State. It further directs the OSC to develop a detailed plan for statewide expansion for the CJLEADS application.

Based on the requirements of the legislation, by January 31, 2010, the OSC will provide:

- A statewide implementation schedule
- Requirements of individual users to participate in this program
- Detailed cost information for the development and implementation of a statewide system, including any user costs
- Other issues associated with the implementation of the system

**b. Funding Availability**

Given the current economic conditions, funding for the pilot application development, statewide rollout and on-going operations and maintenance represents a significant financial challenge. Data integration and criminal justice funding, along with additional funds from the BEACON program, will support the project through June, 2010 and allow the completion of the Phase I pilot application development, establishment of the pilot technical environment and an initial Wake County rollout to a select user population.

At present, there is insufficient funding to support the on-going operations and maintenance beyond June, 2010, or the rollout of the pilot to the full Wake County population.

Costs

The minimum funding requirements in subsequent years would include the cost to provide licensing, technical data center environment and application support, and business operations for the oversight and administration of the application. To continue the design and development of application functionality and expansion of the application statewide, full funding based on estimated costs would be necessary.

Reductions in future funding would adversely impact the project in one or more of the following areas:

- Continued design and development of the Phase II functionality
- Expansion access to the system to a user community beyond Wake County
- Establishment of a Disaster Recovery site at the NC ITS Western Data Center
- Migration of the application to a state-hosted data center
- Development of interfaces with federal and other states' systems

Estimated Costs

	FY 2009- 2010 Estimated Cost	FY 2010- 2011 Estimated Cost	FY 2011- 2012 Estimated Cost*	FY 2012- 2013 Estimated Cost	FY 2013- 2014 Estimated Cost
<b><u>SAS Hosted Solution</u></b>					
State Business and Technical Personnel Resources	\$1,965,000	\$2,675,000	\$3,435,000	\$3,295,000	\$3,295,000
Development/Hosting/Software	<u>\$7,163,813</u>	<u>\$6,795,491</u>	<u>\$8,088,055</u>	<u>\$4,719,591</u>	<u>\$4,719,591</u>
<b>Total</b>	<b><u>\$9,128,813</u></b>	<b><u>\$9,470,491</u></b>	<b><u>\$11,523,055</u></b>	<b><u>\$8,014,591</u></b>	<b><u>\$8,014,591</u></b>

\* Year 3 includes estimated costs to establish a Disaster Recovery site and to migrate the application to a State hosted data center.

Estimated costs represent direct project costs including vendor licensing, development and hosting services, and full-time project personnel. Costs associated with personnel representing agencies on the project team and supporting data interfaces with the CJLEADS application have not been included.

## Return on Investment

CJLEADS has a three-year estimated cost of \$27 million to support 30,000 criminal justice professionals statewide. The creation of a Disaster Recovery site at the ITS Western Data Center and the migration of the application to a state environment in Year 3 would require an estimated additional \$2 Million.

Initial estimates of on-going operations and maintenance are approximately \$8 million annually. Intangible benefits of implementing the pilot application in Wake County are estimated to be approximately \$7.19 million annually. These projected savings include:

- CJLEADS will provide a more efficient method for law enforcement searches by providing a wider variety of information through a single search facility. Estimates indicate that law enforcement officers would conduct 4 searches per hour of the work day. If one-third of the law enforcement officers in Wake County (1,000 LEOs) save one minute per search, the cost savings annually would be approximately \$4.87 million. This does not represent a reduction in workforce, but improved efficiency as well as improved information and decision making by law enforcement officers.
- Wake County courts estimate that CJLEADS will save 33% of the resource time required to research information per court case. Based on 14,500 felony cases per year, CJLEADS would save \$72,500 annually in Wake County for felony case research. This does not represent a reduction in workforce, but an improved efficiency as well as improved information and decision making by court officials.
- Similar to an appraisal of the value of life in court cases, based upon life span and earning potential, an average estimate of the value of a life saved is \$1.125 million. If the use of CJLEADS saves 2 lives annually, the intangible benefit is \$2.25 million per year.

These numbers are based on the application in a Wake County environment only and would multiply as the application is expanded for statewide consumption. Given these intangible benefits compared to project costs, the return on investment analysis demonstrates a project break-even timeframe of four years, or after the second full year of operations.

The Return on Investment analysis is provided in Appendix E.

## Expenditures

As of November 30, 2009

	<u>Estimated Cost</u>	<u>Expended</u>	<u>Available Balance</u>
<b><u>CJLEADS Expenditures</u></b>			
Total Project FY 2009 - 2010	\$9,128,813		
State Project Team Expenditures		\$67,182	
Pilot Hosting Contract Services		\$0	
Pilot Development Contract Services		\$118,000	
SAS ELA Renewal		\$2,000,000	
<b>Total</b>	<b><u>\$9,128,813</u></b>	<b><u>\$2,185,182</u></b>	<b><u>\$6,943,631</u></b>

Funding

Senate Bill 202 Session Law 2009-451 directs the OSC to give priority for data integration funding and system development and implementation to the CJLEADS pilot program. The funds available for the implementation of the CJLEADS pilot program include all remaining uncommitted BEACON Data Integration funds, all remaining Criminal Justice Data Integration Pilot Program funds, and BEACON funds.

The following chart provides a summary of funding available to support the production implementation of the CJLEADS Wake County Pilot application.

<b>As of June 30, 2009</b>	<u>Appropriated</u>	<u>Committed/ Expended</u>	<u>Balance Available for the Criminal Justice Pilot Implementation</u>
<b><u>BEACON Data Integration Funds</u></b>			
Balance remaining as of June 30, 2009	\$4,710,109		
OSP NC WORKS II Project		\$300,000	
OSBM NC Open Book Project		\$874,354	
State Project Team Expenditures		\$199,802	
Executive Branch ELA Renewal		\$2,500,000	
<b>Total</b>	<b><u>\$4,710,109</u></b>	<b><u>\$3,874,156</u></b>	<b><u>\$835,953</u></b>
<b><u>Criminal Justice Data Integration Funds</u></b>			
Balance remaining as of June 30, 2009	\$2,914,409		
State Project Team Expenditures		\$273,660	
<b>Total</b>	<b><u>\$2,914,409</u></b>	<b><u>\$273,660</u></b>	<b><u>\$2,640,749</u></b>
<b><u>BEACON Funds</u></b>			
BEACON Funds Available	\$7,390,000		
<b>Total</b>	<b><u>\$7,390,000</u></b>	<b><u>\$0</u></b>	<b><u>\$7,390,000</u></b>
<b>Total Funds Available</b>			<b><u><u>\$10,866,702</u></u></b>

### **c. Resource Availability**

The CJLEADS state project team is comprised of over 100 state employees from various agencies. Most of these personnel resources are participating on the CJLEADS project in addition to completing their day-to-day job responsibilities. While the state project team has been actively engaged and supportive of the project, limited resources within each agency, as well as conflicting projects and priorities, have at times impacted the ability of those resources to meet project deadlines and provide the responsiveness necessary to maintain the project schedule.

The OSC is currently working to hire additional resources dedicated to the development and operational support of the CJLEADS project. Project positions have been defined as time-limited state positions or temporary contract positions given the lack of a recurring funding source. The temporary nature of these positions has made it difficult to attract and train the skilled personnel required to support the CJLEADS application.

Funding to complete the development of the application, as well as funding to support the operations and maintenance of the application in the long term, would enable the OSC to develop a skilled support team to assist in project development and sustainability.

### **d. Data Accessibility**

While significant progress has been made in integrating North Carolina's criminal justice data, several issues continue to be a challenge to complete integration. The challenge of accurately matching data for disparate source systems, ensuring data quality and accuracy and providing adequate security and auditing of data access remains a challenge to the project team. The project team continues to refine data formats, business rules, and system functionality to ensure the quality and accuracy of the data.

## **(G). Next Steps**

The following activities will be undertaken during the first quarter of 2010:

1. Critical path design and development activities to enable a fully operational pilot application for deployment to Wake County in June, 2010 include:
  - a. Finalize and approve AOC court and warrant data and functionality
  - b. Finalize and approve DOC prison data and functionality
  - c. Finalize and approve local jail information
  - d. Finalize and approve search/audit functionality
  - e. Finalize and approve offender print functionality
  - f. Finalize and approve NC DMV Driver's License and Vehicle Registration data interface and functionality

2. Additional design and development activities that will continue through June, 2010
  - a. Continued design and development of AOC juvenile court records
  - b. Continued design and development of NC Sex Offender Registry data
  - c. Design and development of the Quick ETL functionality
3. State project team members will establish business operations policies and procedures including:
  - a. Development of a training curriculum for support staff and end users, creation of training materials, and an approach to making training accessible to all end users. Training may consist of classroom training, webinars, computer-based training, and/or virtual training classes.
  - b. Development of user authorization and administration policies and procedures. Procedures will define how users will receive initial authorization for access to the system, be assigned to established role-based security groups, obtain support when needed to reset or unlock user accounts, and have accounts terminated when a user no longer has authority to access the system.
  - c. Development of help desk support to assist end users with questions about system functionality, data, user authorization and access. The project team will collaborate with agencies to evaluate existing help desk capabilities to determine if CJLEADS can leverage those help desk services by augmenting and training existing staff.
  - d. Development of policies and procedures to support the need for system auditing and audit reporting capabilities in accordance with state and federal guidelines.
4. The SAS project team will begin the installation of the hardware and infrastructure for the fully operational technical environment. The State project team will work closely with SAS technical resources to ensure the pilot hosted environment meets State standards as required. The SAS project team will work with ITS to incorporate the NCID Identity Management capability.
5. The Interagency Leadership Council will provide guidance and support for the CJLEADS pilot application during the User Acceptance Testing period. The council will address future governance structure and procedures to support the migration and operations and maintenance of CJLEADS in a production environment.
6. The State project team will document areas for continuous improvement and future enhancements for the CJLEADS application.

## **Appendix A: SESSION LAW 2007-323, HOUSE BILL 1473**

AN ACT TO MAKE BASE BUDGET APPROPRIATIONS FOR CURRENT OPERATIONS OF STATE DEPARTMENTS, INSTITUTIONS, AND AGENCIES, AND FOR OTHER PURPOSES.

### **BEACON DATA INTEGRATION**

**SECTION 6.8.(a)** The Office of the State Controller, in cooperation with the State Chief Information Officer, shall develop a Strategic Implementation Plan for the integration of databases and the sharing of information among State agencies and programs. This plan shall be developed and implemented under the governance of the BEACON Project Steering Committee and in conjunction with leadership in State agencies and with the support and cooperation of the Office of State Budget and Management. This plan shall include the following:

- (1) Definition of requirements for achieving statewide data integration.
- (2) An implementation schedule to be reviewed and adjusted by the General Assembly annually based on funding availability.
- (3) Priorities for database integration, commencing with the integration of databases that the BEACON Project Steering Committee identifies as most beneficial in terms of maximizing fund availability and realizing early benefits.
- (4) Identification of current statewide and agency data integration efforts and a long-term strategy for integrating those projects into this effort.
- (5) Detailed cost information for development and implementation, as well as five years of operations and maintenance costs.

While it is the intent that this initiative provide broad access to information across State government, the plan shall comply with all necessary security measures and restrictions to ensure that access to any specific information held confidential under federal and State law shall be limited to appropriate and authorized persons.

**SECTION 6.8.(b)** The State Controller shall serve as Chairman of the BEACON Project Steering Committee (Committee). The other members of the Committee shall include the State Chief Information Officer, the State Personnel Director, the Deputy State Budget Director, and the Department of Transportation's Chief Financial Officer.

**SECTION 6.8.(c)** Of the funds appropriated from the General Fund to the North Carolina Information Technology Fund, the sum of five million dollars (\$5,000,000) for the 2007-2008 fiscal year shall be used for BEACON data integration as provided by subsection (a) of this section. The Office of the State Controller, in coordination with State agencies and with the support of the Office of State Budget and Management, shall identify and make all efforts to secure any federal matching funds or other resources to assist in funding this initiative.

Funds authorized in this section may be used for the following purposes:

- (1) To support the cost of a project manager to conduct the activities outlined herein reportable to the Office of the State Controller.
- (2) To support two business analysts to provide support to the program manager and agencies in identifying requirements under this program.
- (3) To engage a vendor to develop the Strategic Implementation Plan as required herein.
- (4) To conduct integration activities as approved by the BEACON Project Steering Committee. The State Chief Information Officer shall utilize current enterprise licensing to implement these integration activities.

**SECTION 6.8.(d)** The Office of the State Controller, with the assistance of the State Chief Information Officer, shall present the Strategic Implementation Plan outlined by this section to the 2007 Regular Session of the General Assembly when it convenes in 2008 for action as deemed appropriate. This plan shall be completed not later than April 30, 2008.

Prior to the reconvening of the 2007 Regular Session of the General Assembly in 2008, the Office of the State Controller shall provide semiannual reports to the Joint Legislative Oversight Committee for Information Technology. Written reports shall be submitted not later than October 1, 2007, and April 1, 2008, with presentations of the reports at the first session of the Joint Legislative Oversight Committee on Information Technology following the written report submission date. The Joint Legislative Oversight Committee on Information Technology shall then report to the Joint Legislative Commission on Governmental Operations.

**SECTION 6.8.(e)** Neither the development of the Strategic Information Plan nor the provisions of this section shall place any new or additional requirements upon The University of North Carolina or the North Carolina Community College System.

**Ratified July 31, 2007**

## **Appendix B: SESSION LAW 2008-107, HOUSE BILL 2436**

AN ACT TO MODIFY THE CURRENT OPERATIONS AND CAPITAL APPROPRIATIONS ACT OF 2007, TO AUTHORIZE INDEBTEDNESS FOR CAPITAL PROJECTS, AND TO MAKE VARIOUS TAX LAW AND FEE CHANGES.

### **CRIMINAL JUSTICE DATA INTEGRATION PILOT PROGRAM**

**SECTION 6.15.(a)** The General Assembly finds that the State's Uniform Crime Reporting technology is based on procedures developed in the 1930s and a design plan developed in the late 1980s. Based on recent unfortunate events, it is abundantly clear that the State must establish a framework for sharing critical information, and the framework must be implemented as soon as possible. With improved access to timely, complete, and accurate information, the members of the General Assembly, leadership in State and local law enforcement agencies, law enforcement officers, and everyone working in the criminal justice system can enhance their ability to make decisions on behalf of the people of the State, with fewer decisions based on instinct or guesswork.

The General Assembly further finds that the April 2008 Beacon Report on a Strategic Plan for Data Integration recommends the development and implementation of a Crime Reporting Re-Design Project, a statewide crime analysis system designed to save time, save money, and save lives.

**SECTION 6.15.(b)** The Office of the State Controller, in cooperation with the State Chief Information Officer, and under the governance of the BEACON Project Steering Committee, shall by May 1, 2009, develop and implement a Criminal Justice Data Integration Pilot Program in Wake County in cooperation and communication with the advisory committee established pursuant to subsection (c) of this section and the leadership of State and local agencies. This pilot program shall integrate and provide up-to-date criminal information in a centralized location via a secure connection for use by State and local government. The pilot program vendor shall be selected by October 1, 2008.

While it is the intent that this initiative provide a broad new access to information across State government, the plan shall comply with all necessary security measures and restrictions to ensure that access to any specific information held confidential under federal and State law shall be limited to authorized persons.

**SECTION 6.15.(c)** The Advisory Committee to the Criminal Justice Data Integration Pilot program is hereby established. The Advisory Committee shall consist of the following members:

- (1) The District Attorney for Prosecutorial District 10, who shall serve as chair.
- (2) The senior resident superior court judge for Superior Court Districts 10A through 10D.
- (3) A Wake County magistrate designated by the senior resident superior court judge.
- (4) The Clerk of Superior Court of Wake County.
- (5) The sheriff of Wake County.
- (6) The judicial district manager for District 10 of the Division of Community Corrections.
- (7) The chief court counselor for District Court District 10.
- (8) The president of Duke University and the chancellor of The University of North Carolina, or their designees.

**SECTION 6.15.(d)** The Advisory Committee, the Department of Justice, the Administrative Office of the Courts, the Department of Juvenile Justice and Delinquency Prevention, the Department of Correction, the Department of Crime Control and Public Safety, the Department of Transportation, and local law enforcement agencies shall fully cooperate with the Office of the State Controller and the State Chief Information Officer, under the guidance of the BEACON Steering Committee, to identify the informational needs, develop a plan of action, provide access to data, and implement secure integrated applications for information sharing of criminal justice and corrections data.

**SECTION 6.15.(e)** Of the funds appropriated in this act, the sum of five million dollars (\$5,000,000) may be used to support the Criminal Justice Data Integration Pilot Program. Other funds available to BEACON may also be used for this purpose.

The Office of the State Controller, with the support of the Office of State Budget and Management, shall identify and make all efforts to secure any matching funds or other resources to assist in funding this initiative.

**SECTION 6.15.(f)** The Office of the State Controller, with the support of the Advisory Committee and the State Chief Information Officer, shall provide a written report of the plan's implementation progress to the House of Representatives and Senate Appropriations Committees, to the Joint Legislative Oversight Committee on Information Technology, and to the Fiscal Research Division on a quarterly basis beginning October 1, 2008.

## **BEACON DATA INTEGRATION**

**SECTION 6.16.(a)** The Office of the State Controller, in cooperation with the State Chief Information Officer, shall begin implementation of the Beacon Strategic Plan for Data Integration, issued in April 2008. This plan shall be implemented under the governance of the BEACON Project Steering Committee and in conjunction with leadership in appropriate State agencies and with the support and cooperation of the Office of State Budget and Management.

While it is the intent that this initiative provide broad access to information across State government, the plan shall comply with all necessary security measures and restrictions to ensure that access to any specific information held confidential under federal and State law shall be limited to appropriate and authorized persons.

**SECTION 6.16.(b)** The State Controller shall serve as the Chairman of the BEACON Project Steering Committee. The other members of the committee shall be the State Chief Information Officer, the State Treasurer, the Attorney General, the Secretary of Correction, the Administrative Officer of the Courts, the State Budget Officer, and the Chief Financial Officer of the Department of Transportation.

**SECTION 6.16.(c)** Of the funds appropriated from the General Fund to the North Carolina Information Technology Fund, the sum of five million dollars (\$5,000,000) for the 2008-2009 fiscal year shall be used for BEACON data integration as provided by subsection (a) of this section. Funds to support this activity shall also be the unexpended balance from the funds appropriated for BEACON/Data Integration Funds in Section 5.3(b) of S.L. 2007-323. The Office of the State Controller, with the support of the Office of State Budget and Management, shall identify and make all efforts to secure any matching funds or other resources to assist in funding this initiative.

**SECTION 6.16.(d)** Funds authorized in this section may be used for the following purposes:

- (1) To support the cost of a project manager to conduct the activities outlined herein reportable to the Office of the State Controller.
- (2) To support two business analysts to provide support to the program manager and agencies in identifying requirements under this program.

- (3) To establish a Business Intelligence Competency Center (BICC), a collaborative organization comprised of both technical and business stakeholders, to support and manage the business need for analytics through the development of standards and best practices.
- (4) To engage a vendor to implement the Strategic Implementation Plan as required herein.
- (5) To conduct integration activities as approved by the BEACON Project Steering Committee. The State Chief Information Officer shall use current enterprise licensing to implement these integration activities.

**SECTION 6.16.(e)** Prior to the convening of the 2009 General Assembly, the Office of the State Controller shall provide semiannual reports to the Joint Legislative Oversight Committee for Information Technology. Written reports shall be submitted not later than October 1, 2008, and April 1, 2009, with presentations of the reports at the first session of the Joint Legislative Oversight Committee on Information Technology following the written report submission date. The Joint Legislative Oversight Committee on Information Technology shall then report to the Joint Legislative Commission on Governmental Operations.

**SECTION 6.16.(f)** Neither the implementation of the Strategic Information Plan nor the provisions of this section shall place any new or additional requirements upon The University of North Carolina or the North Carolina Community College System.

**Ratified July 16, 2008**

## ***SESSION LAW 2008-118, HOUSE BILL 2438***

AN ACT TO MAKE TECHNICAL, CLARIFYING, AND OTHER MODIFICATIONS TO THE STATE BUDGET.

**SECTION 2.3.** Section 6.16(b) of S.L. 2008-107 reads as rewritten:

**"SECTION 6.16.(b)** The State Controller shall serve as the Chairman of the BEACON Project Steering Committee. The other members of the committee shall be the State Chief Information Officer, the State Treasurer, the Attorney General, the Secretary of Correction, the Administrative Officer of the Courts, the State Budget Officer, the Secretary of Administration, and the Chief Financial Officer of the Department of Transportation."

**Ratified July 18, 2008**

## **Appendix C: SESSION LAW 2009-451, Senate Bill 202**

AN ACT TO MAKE BASE BUDGET APPROPRIATIONS FOR CURRENT OPERATIONS OF STATE DEPARTMENTS, INSTITUTIONS, AND AGENCIES, AND FOR OTHER PURPOSES.

### **BEACON DATA INTEGRATION**

**SECTION 6.9.(a)** The Office of the State Controller, in cooperation with the State Chief Information Officer, shall continue the implementation of the BEACON Strategic Plan for Data Integration, issued in April 2008. The plan shall be implemented under the governance of the BEACON Project Steering Committee and in conjunction with leadership in appropriate State agencies and with the support and cooperation of the Office of State Budget and Management.

While it is the intent that this initiative provide broad access to information across State government, the plan shall comply with all necessary security measures and restrictions to ensure that access to any specific information held confidential under federal or State law shall be limited to appropriate and authorized persons.

**SECTION 6.9.(b)** The Office of State Controller shall give the Criminal Justice Data Integration Pilot Program first priority for funding and for system development and implementation.

The Office of State Controller shall determine the amount of funding required to (i) fully support the Criminal Justice Data Integration Pilot Program effort and (ii) develop full operational capability in Wake County during the 2009-2010 fiscal year. The Office of State Controller shall not otherwise obligate these funds.

**SECTION 6.9.(c)** By September 1, 2009, the Office of State Controller shall report to the Joint Legislative Oversight Committee on Information Technology and to the Fiscal Research Division on (i) funding requirements and sources of funds for the Criminal Justice Data Integration Pilot Program for the 2009-2010 fiscal year and (ii) the anticipated uses of any remaining funds for the BEACON Data Integration Program. The Office of State Controller shall spend funds to support the BEACON Data Integration Program only as is specifically authorized in Section 6.16(d) of S.L. 2008-107.

By October 1, 2009, the Office of State Controller, in coordination with the State Chief Information Officer, shall also report on future costs for implementing the BEACON Data Integration Program, including outside vendor costs. This report shall include a detailed explanation of potential costs and the efforts participating agencies are making to reduce these costs. This report shall be presented to the Joint Legislative Oversight Committee on Information Technology and written reports shall be provided to the House of Representatives and Senate Appropriations Committees and to the Fiscal Research Division.

### **CRIMINAL JUSTICE DATA INTEGRATION PILOT PROGRAM**

**SECTION 6.10.(a)** The Office of the State Controller, in cooperation with the State Chief Information Officer and under the governance of the BEACON Project Steering Committee, shall continue the development of the Criminal Justice Data Integration Pilot Program in Wake County as specified in Section 6.15 of S.L. 2008-107. The Office of State Controller shall achieve and demonstrate full operational capability of the pilot program in Wake County before the system is expanded to other areas of the State.

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**SECTION 6.10.(b)** The Criminal Justice Data Integration Pilot Program shall continue to comply with all necessary security measures and restrictions to ensure that access to any specific information held confidential under federal and State law shall be limited to authorized persons.

**SECTION 6.10.(c)** The Office of State Controller shall develop a detailed plan for the statewide expansion of the Criminal Justice Data Integration Pilot Program. This plan shall include the following:

- (1) An implementation schedule;
- (2) The requirements individual users must meet to participate in the program;
- (3) Detailed cost information for the development and implementation of a statewide system, including any user costs;
- (4) A governance structure for management and oversight of the system; and
- (5) Any other issues associated with the implementation of the system.

The Office of State Controller shall submit this plan to the House of Representatives and Senate Appropriations Committees, the Joint Legislative Oversight Committee on Information Technology, and the Fiscal Research Division by January 31, 2010.

**SECTION 6.10.(d)** The Office of State Controller shall work with the data integration software vendor to ensure that licenses are obtained at the least possible cost.

**SECTION 6.10.(e)** A State agency data center shall host the Criminal Justice Data Integration Pilot Program. The Office of State Controller shall identify a State data center to host the program and shall report its recommendation to the Joint Legislative Oversight Committee on Information Technology by August 31, 2009.

**SECTION 6.10.(f)** Funds appropriated for the Criminal Justice Data Integration Pilot Program shall only be used for that program. The Criminal Justice Data Integration Pilot Program shall have first priority for funds available to the BEACON Data Integration Program.

**SECTION 6.10.(g)** The Office of State Controller shall continue to provide quarterly written reports on the program's progress to the House of Representatives and Senate Appropriations Committees, to the Joint Legislative Oversight Committee on Information Technology, and to the Fiscal Research Division beginning October 1, 2009.

## **Appendix D: Criminal Justice Pilot Program Committee Membership**

### **BEACON Program Data Integration Steering Committee**

<b>Agency</b>	<b>Representatives</b>
Office of the State Controller	David McCoy, State Controller – Committee Chair
Office of Information Technology Services	George Bakolia, Senior Deputy Chief CIO
Department of Correction	Alvin Keller, Secretary of Correction
Department of Administration	Britt Cobb, Secretary of Administration
Department of Transportation	Mark Foster, Chief Financial Officer
Department of the State Treasurer	Janet Cowell, State Treasurer
North Carolina Department of Justice	Robin Pendergraft, Director, State Bureau of Investigation
Office of State Budget and Management	Charlie Perusse, State Budget Director
Administrative Office of the Courts	Judge John Smith, Director, Administrative Office of the Courts

### **Advisory Committee**

#### **Representatives**

Colon Willoughby, Wake County District Attorney - Committee Chair  
Maggie Brewer, 10<sup>th</sup> Judicial District Manager, Division of Community Corrections  
Howard Cummings, Wake County Assistant District Attorney  
Lorri Freeman, Clerk of Superior Court, Wake County  
Barker French, appointee representing President of Duke University  
Sheriff Donnie Harrison, Wake County Sheriff's Office  
Diane Isaacs, Acting 10<sup>th</sup> Judicial District Manager, Division of Community Corrections  
Tim Montgomery, Chief Juvenile Court Counselor, 10<sup>th</sup> Judicial District  
Judge Robert Rader, Chief District Court Judge, 10<sup>th</sup> Judicial District  
Judge Donald Stephens, Senior Resident Superior Court Judge, 10<sup>th</sup> Judicial District  
Magistrate Judge Gary Wills, Chief Magistrate Judge, 10<sup>th</sup> Judicial District  
Chris Creech, Information Technology Manager for the Wake County, Sheriff's Office  
Professor Joe Kennedy, University of North Carolina

## Collaborative Agencies

### Representation

Department of Justice  
Administrative Office of the Courts  
Department of Juvenile Justice and Delinquency Prevention  
Department of Correction  
Department of Crime Control and Public Safety  
Department of Transportation  
Local Law Enforcement Agencies

## Working Project Team

### Representation

George Ake, NIJ Representative  
Debbie Allen, GCC, NC SAVAN Coordinator  
Ike Avery, OSC, Subject Matter Expert  
Doug Banich, ITS  
Roger Banner, AOC, Applications Analyst Programmer  
Jennifer Barbour, AOC, NCAWARE/Magistrate - Systems Analyst  
Jordan Beltz, AOC, Applications Analyst Programmer Specialist  
Ronnie Blake, DOJ, IT Project Director  
Maggie Brewer, DOC, 10th Judicial District Manager  
Bob Brinson, DOC, Chief Information Officer  
Richard H. Brown, Wake County Courts  
Leah Bryant, AOC, Administrator for Application Development  
Carol Burroughs, OSC, Project Manager – Criminal Justice Pilot Program  
Paul Cash, AOC Application Analyst  
Jessica Chen, AOC, Data Base Administrator  
Fletcher Clay, OSC, Subject Matter Expert  
Cindy Cousins, DOC, Application Systems Manager  
Chris Creech, Wake County Sheriff's Office, Information Technology Manager for Wake County

## Representation

### Working Project Team (continued)

Stephen Dooda, DOT, Project Manager,

Brenda Freeman, DOT – DMV, Adjudication & Support Services, Asst. Director of Adjudication

Audrea Dale, AOC

Bob Drichel, AOC, Tech Support Operations Manager

Ann Ennis, DOJ

Claire Ennis, OSC

LaVonda Fowler, CJIN, Subject Matter Expert Criminal Justice Information Network

Tom Frantz, AOC

Lorin Freeman, Wake County Courts, Clerk of Superior Court

Barker French, Appointee Representing Duke University

Sam Ghosh, AOC, Applications Analyst Programmer

Bob Giannuzzi, EP MO, Project Management Advisor (PMA)

Janet Greene, AOC, Asst. Administrator for Application Development

Shannon Hanes, DJJDP, Business Analyst

Tom Havener, AOC, Database Administrator

Rena Henry, DOT – IT, State Automated Driver's License System, Development Supervisor, DOT-IT

Sherry House, DOC

Bill Hudson, AOC, Application Analyst

Diane Isaacs, DOC, Acting 10th Judicial District Manager

David Jones, DJJDP

Gary Kearney, DJJDP, Chief Information Officer

Ethel Keen, DOT-DMV, Assistant Director Traffic Records Branch

David Keys, DOC, IT Director

Nancy Kiesenhofer, AOC, Systems Analyst

Stephen Lamm, DOT – DMV, Inspector/Fraud Special Operations

Mark Lang, DOJ, Security Manager

Joseph Patrick Latour, Wake County Courts

Cliff Layman, AOC, Chief Information Officer

Nancy Lowe, DOJ – IT, Chief Information Officer

Basil McVey, AOC, Court Services Officer

Chris McKee, DOC

Kay Meyer, OSC, Project Director BEACON Data Integration

## Representation

### Working Project Team (continued)

Suanne Middleton, Buncombe County Courts

Tom Newsome, OSC, Chief Deputy Controller

Lorri Olszanowski, DOC, Database Administrator

Jerry Page, AOC, ACIS Programmer

Troy Page, AOC, Assistant Legal Counsel

Abraham Palmer, AOC, Application Analyst

Randy Barnes, DOT, Chief Information Officer

Kathy Pavel, DOJ

Wyatt Pettingill, DOJ-SBI, Assistant Special Agent in Charge

Tim Pursell, Information Technology Services

David Prince, DOJ, IT Project Director

Rebecca Saleeby, AOC

Lucyna Schroeder, AOC, Application Analyst

Michael Singletary, DOC, Chief Information Officer

Archie Smith, AOC, Security, DASD Administrator

Kandimalla Srinivasarao, DOT-IT

Gregg Stahl, AOC, Deputy Director

Kiran Talasila, ITS

Jimmy Tew, DOJ, Systems Programmer

Wanda Thomas, AOC, TSD- Application Development Manager

Carla Thorpe, DOT – IT, State Automated Driver's License System, Application Development Manager,

George Tkach, DJJDP, Database Administrator

Gene Vardaman, CJIN, Executive Director

James Walston, DOT

Barbara Webb, DOT – DMV, Adjudication & Support Services, Manager - Technical Services Branch

Albert Williams, Buncombe County Courts

Cynthia M. Williams, DOC – DCC, Chief of Support Services

Frank Blair Williams, Wake County Courts

Lik Yam, AOC, Application Analyst

## Appendix E: Return on Investment Analysis

Category	Item	Type	Amount	Type	FY 2008 -2009	FY 2009 -2010	FY 2010- 2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015				
<b>Efficiency</b>															
			Wake County Felony cases per year	time save per case (minutes)*	Time Saved in Hours per year	Hourly Rate	Estimated Saving per Year								
Automation	Post Pilot -Automation of offender look up for Wake County	Annual	14500	10	2417	30	\$ 72,500	intangible							
			Estimated Daily Offender Searches by LEO for Wake County	time save per Offender search (minutes)*	Time Saved in Hours per year	Hourly Rate	Estimated Saving per Year								
Automation	Post Pilot -Automation of offender look up for Law Enforcement	Annual	32000	1	194667	25	\$ 4,866,667	intangible	0	\$ -	\$ 4,866,667	\$ 4,866,667	\$ 4,866,667	\$ 4,866,667	\$ 4,866,667
<b>Efficiency Sub Total</b>									\$ -	\$ -	\$ 4,939,167	\$ 4,939,167	\$ 4,939,167	\$ 4,939,167	\$ 4,939,167
<b>Avoided Costs</b>															
			Number of Potential Lives Saved			Value of a Life	Total Value								
Cost Avoidance	Post Pilot - Save four lives with integration of offender information	Annual	2			\$ 1,125,000	\$ 2,250,000	intangible		\$ -	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000
<b>Avoided Costs Sub Total</b>									\$ -	\$ -	\$ 7,189,167	\$ 7,189,167	\$ 7,189,167	\$ 7,189,167	\$ 7,189,167
<b>Pilot Development Cost</b>															
<b>ANNUAL</b>															
Actual and Estimated Costs - Pilot Development - PPM Tool					\$ 2,193,786	\$ 7,839,056	\$ 7,351,555	\$ 6,350							
Estimated Costs - Internal Operational Cost (2010 and 2011) and Post Pilot - Full Production Implementation						\$ 1,289,757	\$ 2,118,936	\$ 11,516,705	\$ 8,014,591	\$ 8,014,591	\$ 8,014,591				
<b>Total Costs</b>					\$ 2,193,786	\$ 9,128,813	\$ 9,470,491	\$ 11,523,055	\$ 8,014,591	\$ 8,014,591	\$ 8,014,591				
Implementation Savings					\$ -	\$ -	\$ 12,128,333	\$ 12,128,333	\$ 12,128,333	\$ 12,128,333	\$ 12,128,333				
<b>CUMULATIVE</b>															
Estimated Costs					\$ 2,193,786	\$ 11,322,599	\$ 20,793,090	\$ 32,316,145	\$ 40,330,736	\$ 48,345,327	\$ 56,359,918				
Implementation Savings (Wake County - No expansion to other Counties)					\$ -	\$ -	\$ 12,128,333	\$ 24,256,667	\$ 36,385,000	\$ 48,513,333	\$ 60,641,667				
<b>Return</b>					\$ (2,193,786.00)	\$ (11,322,599.00)	\$ (8,664,756.67)	\$ (8,059,478.33)	\$ (3,945,736.00)	\$ 168,006.33	\$ 4,281,748.67				
Estimated Costs					\$ 2,193,786	\$ 11,322,599	\$ 20,793,090	\$ 32,316,145	\$ 40,330,736	\$ 48,345,327	\$ 56,359,918				
Implementation Savings (Wake County - Plus 4 other Counties similar in size) - tripling efficiency only					\$ -	\$ -	\$ 17,067,500	\$ 34,135,000	\$ 51,202,500	\$ 68,270,000	\$ 85,337,500				
<b>Return</b>					\$ (2,193,786.00)	\$ (11,322,599.00)	\$ (3,725,590.00)	\$ 1,818,855.00	\$ 10,871,764.00	\$ 19,924,673.00	\$ 28,977,582.00				

**Automation** In a memo received from Wake County courts, the estimated saving in resource time is 33% per case. The savings realized will not result in a reduction in work force, rather a time and efficiency savings. Last calendar year 14,677 felony case were brought before Wake County. Each case takes approximately 30 minutes to research. Improving the information flow will result in improved information and better decision making. Estimates are that law enforcement officers will perform 4 searches per hour. Estimating that 1/3 of Wake Counties LEO's will be in positions requiring searches, LEOs would perform 1000x4x8 or 32000 searches/day

**Cost Avoidance** The cost of a human life is estimated at 1.125 million. Computation of Human Life value requires a detailed analysis of many factors. For simplicity if an individual is murdered at 35 and has 30 years of future income of which 75% is spent on his/her family then the value of the life would equal (25\*(50,000\*.75)) The value of a human life would equal 1,125,000

## Appendix F: CJLEADS – Sample Screens

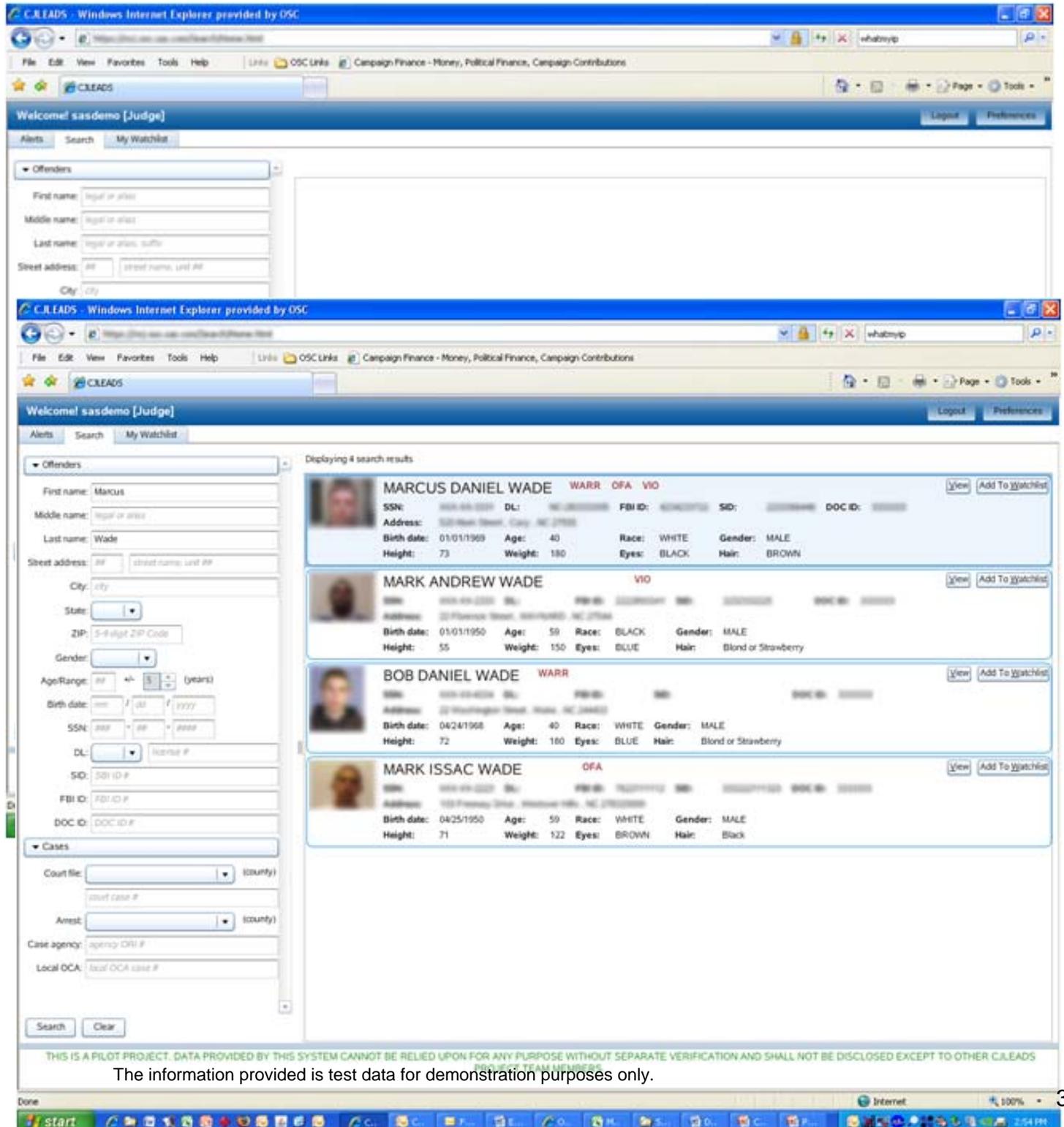
### **CJLEADS Login Screen**



- Available via the Web
- Secured for use by criminal justice professionals only

The information provided is test data for demonstration purposes only.

# CJLEADS Search Screen



- Allows the user to enter search criteria

The information provided is test data for demonstration purposes only.

## ***CJLEADS Search Results Screen***

- *Provides a list of offenders meeting the search criteria*
- *The Criminal Justice Professional reviews the results and selects the person of interest*

## CJLEADS Summary Screen

The screenshot shows the CJLEADS Summary Screen for Marcus Daniel Wade. The interface includes a navigation bar with 'Alerts', 'Search', and 'My Watchlist'. The main content area is titled 'Offender info for MARCUS DANIEL WADE' and features a profile picture, name, and various identifiers (OFA, VIO, CC). Below this, a 'Summary' tab is selected, showing a grid of information boxes. The 'Outstanding Processes' box is highlighted in red and lists: Felony - 0, Misdemeanor - 0, Infraction - 0, and Traffic - 0. The 'Criminal history' box is also highlighted in red and lists: Pending - 1 and Deposed - 15. The 'DV: Domestic violence' box is highlighted in red and lists: Offenses - 1. Other boxes include 'Prison' (Current - No, Previous - No, Escaped - No), 'Community Corrections' (Current - Probation, Previous - No, Absconded - No), 'Gang affiliations' (No), 'NC Sex Offender Registry' (Link to NC sex offender data), and 'Offender Timeline' (Click to view). The bottom of the screen shows the Windows taskbar with the Start button and various application icons.

- A summary of the individual is displayed
- Items highlighted in red alert the criminal justice professional to information that may be of importance
- The criminal justice professional may view detailed information by selecting a tab at the top of the screen or clicking on one of the boxes at the bottom of the screen

The information provided is test data for demonstration purposes only.

## CJLEADS History Summary and Detail Screens

The screenshot displays the CJLEADS web application interface. At the top, there is a navigation bar with 'Welcome sasdemo [Judge]' and 'Logout' and 'Preferences' buttons. Below this is a search bar and a 'My Watchlist' link. The main content area shows 'Offender info for MARCUS DANIEL WADE' with a photo and various identifiers (SSN, FBI ID, SID, Age, DL, DOC ID). A tabbed interface allows switching between 'Summary', 'Timeline', 'History', 'Outstanding', 'Prison', 'Juvenile', 'DV', 'ComCorr', 'SOPD', 'ICE', 'Gangs', and 'Marks'. The 'Summary' tab is active, showing a table of cases with columns for Case status, County, Court file #, SID, Primary Offense date, Primary charged offense type, Primary convicted offense type, Primary disposition, Primary disposition date, and Last court date. A 'Criminal history for MARCUS DANIEL WADE' window is open, providing detailed information for a specific case, including Bond type, Process type, Local case agency, Served date, Bond amount, Primary charged offense, Primary disposition, and a table of offenses with columns for Offense #, Offense category, Offense description, NCGS, Off type, Off class, Plea, Verdict - disposition, Disposition date, and Sentence.

Case status	County	Court file #	SID	Primary Offense date	Primary charged offense type	Primary convicted offense type	Primary disposition	Primary disposition date	Last court date
DISPOSED	WAKE	04CR1 *	N	02/17/2004	Traffic	FICT/INCLREV REG CARDTAG	DISMISSAL WITHOUT LEAVE BY DA	03/23/2004	03/22/2004
DISPOSED	WAKE	04CR51 *	N	02/17/2004	Traffic	FICT/INCLREV	DISMISSAL	03/23/2004	03/22/2004

Offense #	Offense category	Offense description	NCGS	Off type	Off class	Plea	Verdict - disposition	Disposition date	Sentence
1	Charged	COMMUNICATING THREATS	14-999.1	M	1		DISMISSAL WITHOUT LEAVE BY DA	01/15/2008	
1	Arraigned	COMMUNICATING THREATS	14-999.1	M	1		DISMISSAL WITHOUT LEAVE BY DA	01/15/2008	
2	Charged	FELONY STALKING	14-999.3	F	77		DISMISSAL WITHOUT LEAVE BY DA	01/15/2008	
2	Arraigned	FELONY STALKING	14-999.3	F	77		DISMISSAL WITHOUT	01/15/2008	

- The history summary screen provides a list of cases and information for the individual
- The criminal justice professional can “drill into” detailed case information by double clicking on a specific case

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## CJLEADS Community Corrections Summary and Detail Screen

The screenshot displays the CJLEADS web application interface. The main window shows offender information for Marcus Daniel Wade, including personal details and a table of sentence records. A pop-up window titled "Probation and parole details for MARCUS DANIEL WADE" is open, showing specific case details and a table of offenses.

**Offender info for MARCUS DANIEL WADE**

First name: MARCUS DANIEL WADE  
 Middle name: [Redacted]  
 Last name: [Redacted]  
 SSN: [Redacted] FBI ID: [Redacted] SID: [Redacted] Age: 40 DL: [Redacted] DOC ID: [Redacted]

Sentence record #	Status	Supervision type	How served	County of conviction	Court file #	Primary offense	Start date	End date	Supervision term	Punish type
07	COMPLETE	Probation	INITIAL	ALAMANCE	03CR22222	ASSAULT ON FEMALE	06/07/2002	09/03/2005	00Y 18M 00D	INTERMEDIATE SS
08	COMPLETE	Probation	CC to 07	ALAMANCE	03CR33333	ASSAULT ON FEMALE	06/07/2002	12/03/2004	00Y 18M 00D	INTERMEDIATE SS

**Probation and parole details for MARCUS DANIEL WADE**

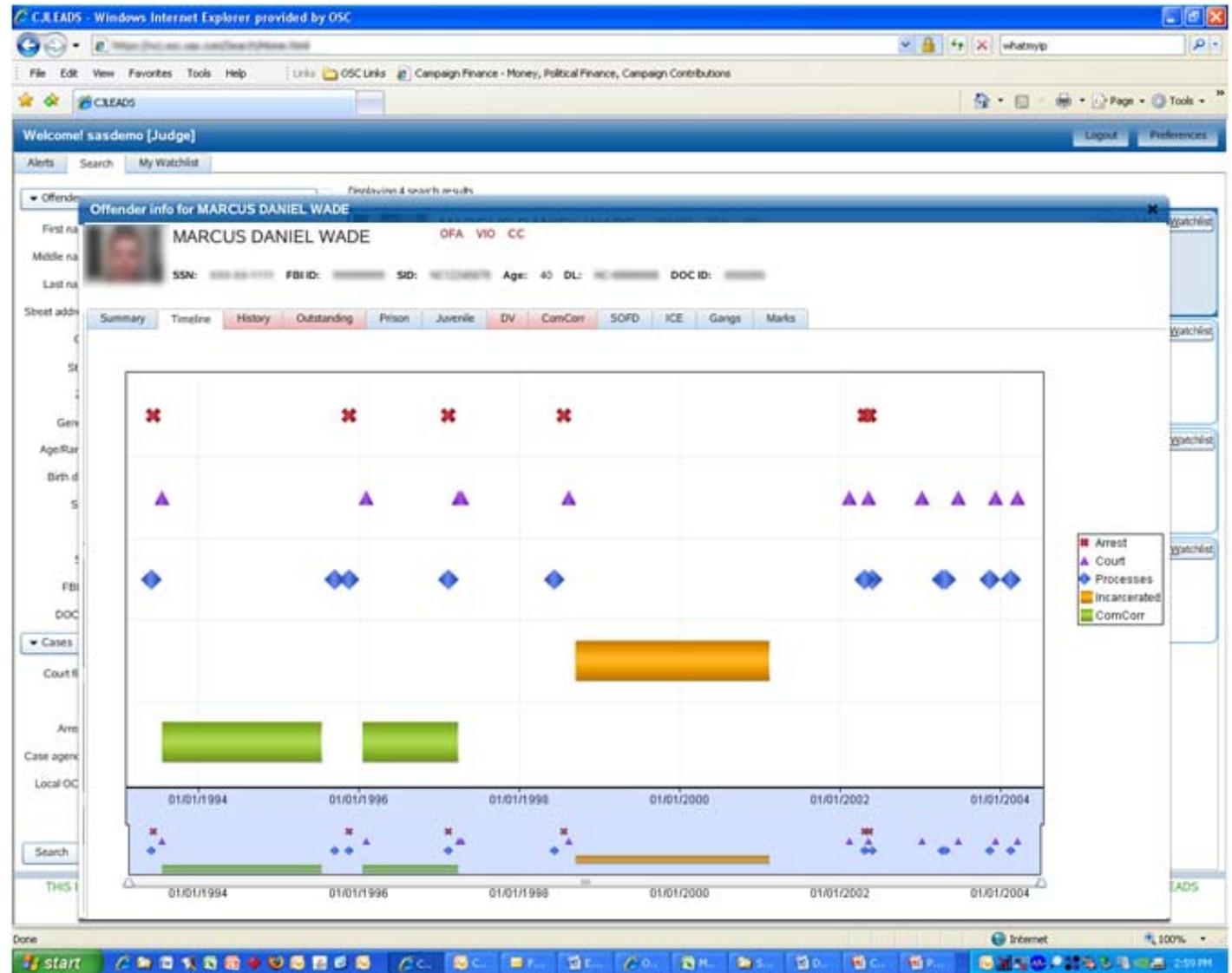
Sentence record #: 07 County of conviction: ALAMANCE Court file #: 03CR22222  
 Conviction date: 06/07/2002 Start date: 06/07/2002 End date: 09/03/2005  
 How served: INITIAL Punish type: INTERMEDIATE SS Supervision type: Probation  
 Office: [Redacted] Contact #: [Redacted] Supervision term: 00Y 18M 00D  
 PPO: [Redacted] Chief PPO: [Redacted] County of supervision: [Redacted]

County of conviction	Court file #	General statute	Offense	Qual	Offense date	Offense type	Penalty class
DURHAM	S2CR570000	14 - 21- (U)	HABITUAL MISDEMEANOR ASSAULT	PRINCIPAL	06/07/2005	F	CLASS H
DURHAM	S2CR570000	14 - 21- (U)	RAPE	PRINCIPAL	06/07/2005	F	CLASS H

- The Community Corrections summary and detail screens provide probation, parole, and post sentence release information for the individual
- The criminal justice professional can “drill into” a sentencing period by double clicking on a specific case

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## CJLEADS Timeline Screen



- The timeline screen provides a visual representation of an individual's criminal information.

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