

**North Carolina**  
**Criminal Justice Law Enforcement**  
**Automated Data Services**  
**(CJLEADS)**

**Quarterly Report**  
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**David McCoy, State Controller**

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## **I. Executive Summary**

In 2008, the North Carolina General Assembly initiated the Criminal Justice Data Integration Program with the mandate to create a statewide crime analysis system designed to save time, save money, and save lives. Since the project's inception, the Office of the State Controller (OSC) has managed CJLEADS and has worked with SAS as a vendor partner and in collaboration with North Carolina's criminal justice organizations to develop and implement the Criminal Justice Law Enforcement Automated Data Services (CJLEADS) system.

Consistent with the Legislature's intent to serve criminal justice professionals and improve the safety of North Carolina's citizens, CJLEADS has two primary objectives:

1. To provide a comprehensive view of an offender through a single application, allowing for positive identification of an offender through a photographic image.
2. To provide an "offender watch" capability to alert criminal justice professionals when an offender has a change in status.

Working under the direction of these two primary objectives, the CJLEADS team followed on a phased implementation approach allowing the project to quickly show success in initial phases and continue to expand data and functionality in future phases. The project started in October, 2008, and the initial CJLEADS prototype was deployed to a group of select users in May, 2009. The next year was spent validating the algorithms that match offender records across data sources, refining the application's functionality, adding new data sources, improving the look and feel of the user interface, and installing the production technical environment to support an estimated user community of 30,000. In July, 2010, the CJLEADS pilot application was deployed to all Wake County criminal justice professionals. The Wake County Pilot supported courts, correction, and law enforcement personnel located in Wake County, including federal users like the Federal Bureau of Investigation, the U.S. Marshall Service, and the U.S. Secret Service. Based on the success of the Wake County pilot, OSC initiated statewide deployment of CJLEADS in January, 2011. As news about CJLEADS and its value spread throughout the state, interest and demand for CJLEADS grew rapidly. The State Controller accelerated the deployment schedule and by September, 2011, all CJLEADS kick-off meetings statewide were complete.

Since that date, the CJLEADS team has worked aggressively to on-board agencies and train users. With the primary deployment activities completed on schedule by June, 2012, 476 or 90 percent of state, local and federal organizations have signed license and usage agreements and have been authorized to access CJLEADS. The CJLEADS Business Operations team has trained 21,675 users throughout the State conducting over 1,800 training classes. Feedback from organizations using CJLEADS continues to be extremely positive.

The CJLEADS program has achieved success through the unprecedented collaboration of multiple state, local and federal organizations. CJLEADS developed strong governance and security policy and procedures to address the data sharing challenges that were identified in

the early stages of project. OSC continues to work with agencies to gain access to critical data sources including federal information and real-time access to time-sensitive information. Key partners in our efforts to develop and support CJLEADS include:

- NC Administrative Office of the Courts
- Wake County District Attorney's Office and the Conference of District Attorneys
- Wake County Courts
- NC Department Transportation – Division of Motor Vehicles
- NC State Bureau of Investigation
- NC Department of Public Safety
- NC Department of Justice
- NC Sheriffs' Association
- NC Association of Chiefs of Police
- NC Wildlife Resources Commission
- Criminal Justice Advisory Committee
- Criminal Justice Information Network
- NC Governor's Crime Commission
- NC Office of Information Technology Services
- SAS

Including the initial Wake County pilot, CJLEADS has deployed six releases of the CJLEADS application. This phased approach allowed the team to deploy key functionality to the user community in a timely manner while continuously improving and expanding CJLEADS over time. Each release has added new data and functionality to the application. Release 6, for example, deployed in June, 2012, included public watch list capability and new reports for concealed handgun permit holders with felonies, deceased offenders with outstanding processes or upcoming court dates, and active sex offenders with outstanding processes. Release 6 also introduced a Beta version of the CJLEADS mobile application for use on smartphones and tablets. A select group of Beta testers will use the mobile application and provide key feedback to refine the mobile application before release to all CJLEADS users in late July, 2012. Work on Release 7 has begun and will focus on a real-time interface to the Statewide Warrants Repository and will provide a modified version of CJLEADS for users with limited internet bandwidth.

Continuous improvement of the CJLEADS application ensures that CJLEADS provides law enforcement and the courts with a comprehensive, robust tool that helps reduce crime, prosecute offenders and keep North Carolina safe. As CJLEADS works with the courts, corrections and law enforcement personnel throughout the state, we find that technology and activity associated with public safety, criminal investigations, and other law enforcement activities is constantly changing. While information technology systems typically complete the design and development lifecycle and move into the operations and maintenance phase where project resources are focused primarily on day-to-day application support, the systems can lose relevancy and quickly become obsolete. Because of this technology effect and the concurrent elevation in risk associated with law enforcement's use of dated technology, it is

critical for the State to adopt a different project management approach for CJLEADS and continue design and development activities in parallel with operations and maintenance. Future key development efforts should focus on:

1. Critical data to be incorporated in the CJLEADS application:
  - Access to Division of Criminal Information (DCI) network for federal data for DCI certified users as well as Hot File status for all law enforcement users
  - Access to data to support Division of Motor Vehicles partial plate searches.
  - Access to incident-based information from the North Carolina Data Exchange (NC-DEx) being developed by the NC Department of Justice.
2. Critical CJLEADS development to ensure the application can support new and improving technology including an interface to allow users to capture images in the field and leverage the Division of Motor Vehicles facial recognition technology to quickly provide possible identities.

CJLEADS continues to address data sharing challenges for some key data sources. Data storage of key fields as well as real-time access to federal information is currently limited as OSC is managing CJLEADS in support of the courts and law enforcement. The Criminal Justice Information System (CJIS) Security Policy prescribes the manner of access to federal information, limiting access to critical data to agencies engaged in the administration of criminal justice. To support OSC's statutory responsibility to develop and manage CJLEADS, S.L. 142, H.B. 950, defines the OSC and the CJLEADS program as a criminal justice organization for the purposes of access to federal criminal justice information. The OSC is working closely with the NC Department of Justice (NC DOJ), State Bureau of Investigation to address access to this critical data source in CJLEADS. The NC DOJ anticipates enabling web service access to DCI by the end of the calendar year allowing the development of the CJLEADS interface in the Spring, 2013.

OSC has maintained tight fiscal control over the CJLEADS to ensure that state funds have achieved maximum value. During the challenging economic conditions of the last three years, OSC has minimized operating expenses while committing to provide excellent support and development effort with the resources available. At the end of FY 2011-2012, CJLEADS total project expenditures since inception are estimated to be \$24,619,084, approximately 9% under budget.

In FY 2011-2012, CJLEADS recurring funding was reduced from \$9 million to \$6,632,737. OSC reduced expenditures by delaying hiring and eliminating key support positions, maintaining a very tight training budget, reducing development hours, and using one-time data integration funds to add critical data and functionality to the system this year. Recognizing the critical nature of the CJLEADS mission, S.L. 142, H.B. 950 authorized \$2,379,000 in non-recurring funding for the FY 2012-2013 budget to fund a migration to a more robust enterprise-capable database system and the development of key data interfaces, and to ensure that the OSC can adequately support the current operations to meet the General Assembly's mandate. Moving forward, stable, recurring funding to support CJLEADS operations and maintenance as well as continued development is critical to protect the State's

investment in CJLEADS and ensure the improved safety of North Carolina criminal justice professionals and citizens.

As OSC discussed CJLEADS functionality and power to assist in the management of criminal justice records with criminal justice and technology industry experts, it became readily apparent that North Carolina is leading the nation in the development of integrated criminal justice data services. In recognition of this effort, during 2011-12, CJLEADS was awarded the following honors:

- Computerworld Honors Laureate
- SAS Enterprise Excellence Award (Government Sector)
- Council of State Government Innovations Award for the Southern Region
- *InformationWeek* Government Innovators Award

In addition, CJLEADS has been nominated for the 2012 National Association of State Chief Information Officers Outstanding Information Technology Achievement award.

This report provides detail on the accomplishments and future activities of the CJLEADS program.

## II. CJLEADS Statewide Deployment

### A. CJLEADS Deployment – Regional Law Enforcement

With the completion of the statewide deployment in June 2012, 476 or 90 percent of the federal, state or local criminal justice organizations are now using CJLEADS. The CJLEADS Business Operations Team will continue to be available to assist the remaining law enforcement organizations in completing their on-boarding process. The CJLEADS Business Operations Team conducted a high volume of training in the last quarter of FY 2012 to complete the primary deployment training. OSC certified 69 agency “Train-the-Trainers” who contributed to the overall success of the deployment process. Training will continue into FY 2013 to ensure all criminal justice organizations have access to training, as needed.

For a map of the statewide deployment regions, please see [Appendix B](#).

#### Current Deployment Statistics

As of June 27, 2012, statistics for the CJLEADS statewide deployment to regional law enforcement organizations include:

- 465 law enforcement organizations have worked with the CJLEADS business operations team to gain access to the application. This includes:
  - 155 of the 167 Phase I upper and lower Piedmont agencies (including Wake County pilot agencies)
  - 157 of the 181 Phase II southwestern and southeastern agencies
  - 133 of the 149 Phase III northwestern and northeastern agencies
  - 20 federal agencies with a presence in North Carolina (FBI, U.S. Secret Service, U.S. Marshalls, etc.)
- To date, over 21,675 end users have been trained in over 1,800 CJLEADS classes, including classroom, web-based classes and night classes to accommodate shift schedules.
- The CJLEADS “Train-the-Trainer” program certified 69 trainers who are now conducting training for their organizations. To date, these trainers have conducted 598 classes.
- CJLEADS trainers have traveled over 71,207 miles throughout the State to provide regional training for law enforcement and courts personnel.

### B. CJLEADS Deployment – Statewide Organizations

CJLEADS Business Operations continued deployment to State agencies with personnel resources located throughout the State. State agency deployment statistics as of June 27, 2012 include:

- 11 State agencies have executed CJLEADS’ license and usage agreements.
- Classes for judicial personnel have been provided throughout the State at judicial training locations, judicial conferences, and via web-based classes. The CJLEADS Business Operations team has trained over 1,827 AOC court personnel including judges, prosecutors, clerks and magistrates.

- The Department of Correction is using the “Train-the-Trainer” program to deploy CJLEADS to probation/parole officers and prison intake officers. To date, a total of 2,286 correction personnel have been trained by their 12 certified trainers or the CJLEADS Business Operations team.
- The State Highway Patrol is also utilizing “Train-the-Trainer” trainers, and the beneficial effect of having two certified SHP trainers, working in concert with OSC, can be seen in the number of trained patrol officers increasing from 631 to 1,497 over the course of ninety days.

### C. CJLEADS Usage

The number of CJLEADS users accessing the application continues to increase as deployment and training activities expand throughout the State. A comparison of usage statistics for the periods of January through March versus April through May indicates:

- The weekly average number of CJLEADS users grew from 6,751 to 7,444 as deployments continued across the state.
- The average number of offender and DMV records accessed per user per week has remained steady in the last quarter.
- Since CJLEADS was initially deployed in June 2010, criminal justice professionals have conducted over 7.3 million searches and accessed nearly 6.2 million offender and DMV records.

OSC continues to receive positive feedback from CJLEADS users who recognize the value and benefit of CJLEADS and offer suggestions for system refinement and enhancements. For a review of the feedback received from CJLEADS users, please see [Appendix C](#).

## III. Application Development Activities - CJLEADS Release 6

The CJLEADS Project team continues to work with end users, data source agencies, and SAS to incorporate data and enhance functionality deemed critical to meeting the mission of providing a reliable, complete, and simple-to-use application to serve law enforcement and the courts and thereby improve the safety of our State, its communities, and citizens.

Release 6 was deployed in June 2012. CJLEADS Release 6 added the following data and functionality:

1. **Mobile version of CJLEADS** – Technology available to court and law enforcement personnel is rapidly and constantly changing. Many organizations are using or are planning to use mobile devices such as smart phones and tablets to stay connected in the field. The Department of Justice has developed a NC Sex Offender Registry mobile application and the Department of Public Safety has developed a mobile probation and

parole application. Law enforcement and the courts have indicated that access to CJLEADS via mobile devices will improve their ability to perform their duties by having access to critical information in a variety of locations and circumstances. CJLEADS assembled a focus group to solicit user input to define the required functionality for mobile devices.

OSC, working with SAS, built a web-based mobile application. The mobile version of CJLEADS was introduced to a small group of “Beta Testers” for feedback and suggestions. Following refinements to the mobile application based on user feedback, the mobile application will be released to all CJLEADS users in late July.

2. **Public Watch List** – In response to requests to enhance the applications’ watch list capabilities, a focus group of CJLEADS users was established to gather business requirements. The enhanced watch list improves monitoring of offenders and enhances communication between criminal justice professionals. CJLEADS users are now able to use their individual watch list to flag a person of interest as “public.” When an offender on the watch list has his/her files looked up, this designation alerts other CJLEADS users that an officer is “watching” this offender. The person viewing the “watched” offender has the option to notify the interested officer that an encounter has occurred or that an investigatory review is underway. This feature permits the sharing of information about specific offenders via watch lists and notifications.
3. **Additional Report Capability** –
  - CHP with Felonies Report is a report provided to each Sheriff identifying Concealed Handgun Permit (CHP) holders from their county who have committed a felony offense since the issuance of the permit. This report informs the Sheriff so that he/she can take appropriate action.
  - Deceased Offenders with Outstanding Processes that have Upcoming Court Dates Report is a report that identifies deceased offenders with outstanding processes and deceased offenders with pending court cases allowing the courts to clear those processes and court cases from the dockets.
  - Active Sex Offenders with Outstanding Processes Report is a report identifying sex offenders who have outstanding processes (warrants, orders for arrest, etc.) and enables those processes to be served based on sex offender registration information.
4. **Changes to Legislative Requirements (HB219 - [SL2011-61]) for SOR** – Changes to the Sex Offender Registry tab were made to document the following:
  - Primary Name at time of conviction for each reportable sex offense
  - Alias Name(s) at time of conviction for each reportable sex offense
  - Primary Name as it appears on judgment imposing sentence for conviction

## IV. CJLEADS Application Design and Development

Consistent with the legislative mandate to provide a comprehensive profile of an offender, development will continue to incorporate additional functionality and sources of critical criminal justice information in CJLEADS.

The following functionality will be deployed in interim releases to provide these capabilities to CJLEADS users as quickly as possible:

### **Release 6.1 – Scheduled for July 2012**

Following the refinement of the CJLEADS Mobile application based on the results of the Beta testing, the mobile application will be deployed to the full CJLEADS user community.

### **Release 6.2 – Scheduled for September 2012**

**Enhanced Watch Lists** – The group shared watch list will allow multiple CJLEADS users subscribed to a common watch list to be alerted on the same offenders. A watch list owner will be able to add group members, such as task force members who may be monitoring a common group of offenders, to the common watch list. This feature will ensure that all members of the group receive the same alerts while eliminating the need for CJLEADS users to individually add those offenders to their personal watch list.

The following functionality will be deployed in upcoming full releases of CJLEADS:

### **Release 7 – Tentatively Scheduled for November 2012**

- 1. Modified Application** – A streamlined version of CJLEADS will be developed to support those users who have reduced Internet access due to limited broadband coverage areas or due to slower mobile broadband devices.
- 2. Statewide Warrants Repository Interface** – Law enforcement and the courts have indicated that real-time access to time-sensitive information in the on-line statewide warrant system is critical to CJLEADS. To provide this capability, CJLEADS is partnering with the AOC to develop a web service query that will allow users to search outstanding processes in the statewide warrant repository whenever a CJLEADS query is run. In addition, a link to allow users to quickly log on to NCAWARE will improve law enforcement efficiency.
- 3. DMV Partial Plate** – Currently the CJLEADS/DMV interface allows for vehicle searches using an exact license plate match or a partial Vehicle Identification Number (VIN). Partial plate searches must be manually processed by DMV staff using mainframe programming taking considerable time and staff resources to complete. Because witnesses often remember only parts of the license plate during a traffic or crime

incident, law enforcement indicated that searching partial plates online would enhance the ability to respond to incidents more quickly.

4. **Alert for Confidential License Plates** – Law enforcement has requested an alert mechanism to enable automatic notification anytime a DMV vehicle check is run against a confidential license plate.
5. **Additional Reports** – A report to identify probationers who have had any criminal justice activity since the last scheduled check-in has been requested by the U.S. Probations Office.

### **Future Functionality**

The following areas are being reviewed for future releases of the CJLEADS application:

#### **1. Federal Interface – Division of Criminal Information (DCI)**

Both the courts and law enforcement have emphasized the critical need for a federal interface to allow users access to federal and other states' information via CJLEADS. There are a number of security and policy issues that must be addressed to allow CJLEADS to develop an interface to federal systems. CJLEADS, collaborating with the State Bureau of Investigation, North Carolina's CJIS Security Agency, and the Department of Justice Information Technology Division, will develop policies and protocols to allow access to federal and other states' information.

CJLEADS and the Department of Justice have had ongoing discussions about incorporating a DCI interface in the CJLEADS application. DCI would control access from the CJLEADS application by verifying the CJLEADS user against the DCI certification database. Only DCI certified users would be allowed to submit inquiries to the DCI message switch for federal information. CJLEADS would audit all initiated searches, but DCI would audit and control the data transmitted back to CJLEADS users through the message switch. DCI will continue to require that all users utilizing this access be trained and certified for DCI use. In addition, the development of the DCI interface will allow for Hot File status (wanted persons, stolen vehicles and stolen weapons) to be available for all CJLEADS law enforcement officers, regardless of DCI certification.

NC DOJ has indicated that they will have web service capabilities developed by December, 2012. CJLEADS will begin the development of DCI interface in Spring 2012. In the future, DCI is planning to migrate to NCID as its user authentication method which would allow common login for both CJLEADS and DCI.

#### **2. Alert for Confidential License Plates**

Law enforcement has requested an alert mechanism to enable automatic notification anytime a DMV vehicle check is run against a confidential license plate.

#### **3. NC-DEX**

CJLEADS is partnering with the NC Department of Justice Information Technology Division to establish a web interface between the North Carolina Data Exchange (NC-DEX) – formerly known as CAPTURES. This interface to the comprehensive incidents

database will enable the accurate and timely sharing of law enforcement data and allow authorized NC-DEx users to log into that system from within CJLEADS.

#### **4. Facial Recognition**

The ability to positively identify a suspect, offender, or unknown person in the field is critical to law enforcement. The CJLEADS team, in collaboration with DMV, will analyze the ability to capture a photograph in the field and find potential matches for identification purposes by leveraging the existing DMV facial recognition technology.

#### **5. CCBI Images and Data**

CCBI captures photographic images for all individuals arrested in Wake County; these images will provide more complete Wake County jail information.

#### **6. Juvenile Case Records**

Finalization of business requirements for the data, security and auditing is still pending. AOC has indicated that their current resources are not sufficient to undertake and complete this development task.

#### **7. Business Analytics**

With the data integrated into CJLEADS, there is great potential to mine the data for statistical analysis and reporting. Court and law enforcement personnel have suggested many opportunities to leverage the information in CJLEADS to improve efficiencies and effectiveness throughout the criminal justice community. The project team will work with business users to determine requirements for data analytics.

The State project team continues development of these reports, and each report will be deployed in system releases as they are completed. Examples of potential reports and business analysis include:

1. Risk assessment for offenders based on historical data and statistical analysis.
2. Offender relationships and connections with other offenders.

For a list of data and functionality suggested by criminal justice professionals throughout the State, please see [Appendix E](#).

## **V. CJLEADS Challenges**

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

### **A. Funding Availability**

The original CJLEADS three-year cost estimates, including initial pilot startup costs in FY 2008-09, were \$27 million to support 30,000 criminal justice professionals statewide. Including estimated FY 2011- 2012 costs (as of May 31, 2012) of \$6,971,497, the total cost of statewide deployment is \$24,619,084, approximately 9% under budget. Estimates of annual operations and maintenance costs are estimated at \$8 million.

## Actual/Estimated Costs

	FY 2008-2009	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014
	Actual	Actual	Actual	Estimated Cost	Estimated Cost	Estimated Cost
<b><u>SAS Hosted Solution</u></b>						
State Operations	\$128,091	\$390,601	\$1,415,978	\$1,593,497	\$2,361,737	\$1,950,000
Development/Hosting/Software	\$2,000,000	\$7,252,426	\$6,460,491	\$5,378,000	\$6,650,000	\$6,050,000
<b>Total</b>	<b>\$2,128,091</b>	<b>\$7,643,027</b>	<b>\$7,876,469</b>	<b>\$6,971,497 *</b>	<b>\$9,011,737</b>	<b>\$8,000,000</b>
* Estimated FY 2011-2012 as of May 31, 2012						

In FY 2010-2011, CJLEADS received an appropriation of \$8,360,080 recurring and \$500,000 non-recurring for a total of \$8,860,380. In light of the difficult financial situation and the uncertainty of future funding, OSC tightly monitored expenses and delayed hiring of a significant number of positions during the year. CJLEADS ended FY 2010-2011 more than \$900,000 under budget.

For FY 2011-2012, a recurring continuation budget appropriation of \$9 million was required to fully fund the integration of critical sources of data and functionality, support 24x7 operations, and deploy CJLEADS statewide. However, due to the State's economic condition, the CJLEADS budget was reduced by approximately 26% (\$2,367,263). The reduced funding resulted in the elimination of 4.5 FTEs, further delayed hiring and training of additional project support and technical staff positions, and reduced development hours. To support the statewide deployment efforts as well as the integration of critical data and functionality for the FY 2011-2012, CJLEADS anticipated using the carryover of \$900,000 in the CJLEADS special funds as well as \$173,000 in data integration special funds to supplement the reduced appropriation of \$6,632,737.

The following chart provides a summary of funding allocation to support the production implementation of the CJLEADS application in FY 2011-2012.

## Funding

<b>FY 2011 - 2012</b>		
	<b>Appropriated/ Available</b>	<b>Committed/ Expended</b>
<b><u>CJLEADS Funds</u></b>		
FY 2010-2011 Appropriation	\$6,632,737	
Unexpended CJLEADS/Data Integration Funds	\$1,073,000	
SAS Contractual Hosting/Development Services		\$3,378,000
SAS Judicial Branch License		\$2,000,000
State Operations Expenditures		\$2,327,737
<b>CJLEADS Total</b>	<b>\$7,705,737</b>	<b>\$7,705,737</b>

**Expenditures FY 2011 - 2012**

During FY 2011-2012, OSC continued to closely manage the CJLEADS budget. Recognizing the continuing economic conditions, OSC again delayed hiring of positions until later in the fiscal year, tightly controlled training dollars, and modified development priorities. Prudent fiscal management allowed CJLEADS to reduce the amount of one-time funds required to supplement the current year budget to approximately \$340,000.

The following chart provides a summary of expenditures to support statewide deployment and integration of critical data and functionality for the FY 2011-2012.

<b>Estimated FY 2012 as of May 31, 2012</b>	<b>FY 2011-2012 Original Budget</b>	<b>FY 2011-2012 Revised Budget *</b>
<b><u>CJLEADS Funding</u></b>		
Recurring Funding	\$6,632,737	\$6,632,737
One-time Project Funding	1,073,000	\$338,760
	<u>\$7,705,737</u>	<u>\$6,971,497</u>
<b><u>CJLEADS Expenditures</u></b>		
Total Project FY 2011 - 2012		
State Project Team Expenditures	\$2,327,737	\$1,593,497
Hosting Contract Services	1,330,000	1,330,000
Development/Support Contract Services	2,048,000	2,048,000
SAS ELA Renewal	2,000,000	2,000,000
Miscellaneous Expenditures		
<b>CJLEADS Total</b>	<b>\$ 7,705,737</b>	<b>\$ 6,971,497</b>
* Estimated FY 2011-2012 expenditures as May 31, 2012		

The CJLEADS application and the data integrated thus far represents a solid foundation for the support of criminal justice agencies and their personnel, but a tremendous amount of work remains to fully meet the mission and objectives established by the North Carolina General Assembly. Completing the integration of real-time North Carolina information, adding an interface for federal information, fully leveraging the DMV interface capabilities and providing additional reporting is critical to serve law enforcement with a single robust and reliable source of information.

**Budget Expansion Request**

Reduced funding adversely impacted the project’s ability to design and develop additional data sources and critical technical functionality. A budget expansion request of \$2.367 million was submitted to restore the total recurring CJLEADS budget to \$9 million. The additional funds are needed for continued hosting and support by the data integration vendor, on-going operations, critical migration to a new enterprise database solution and protection of the State’s investment in CJLEADS by minimally funding continuing enhancements to the application to keep pace with evolving technology.

Key development will focus on the real-time interfaces with the statewide warrant repository and the federal data sources. Recognizing the critical nature of the CJLEADS mission, S.L. 142, H.B. 950, appropriated non-recurring funds for FY2012-13 to fund the database upgrade and continued development. The continuation budget will need to be adjusted in future years to meet increased cost requirements for operations and maintenance.

### **Return on Investment**

The value of the CJLEADS data and functionality to the State, the courts and law enforcement is significantly greater than the development and operations and maintenance costs. Return on investment is found as intangible benefits of improved efficiency, better informed decision making, and improved safety for law enforcement and the public. The ability to access integrated statewide information in a single web-based application allows the courts and law enforcement to save valuable time researching information and focus their efforts on more important public safety specific job responsibilities. These benefits permit criminal justice professionals to be safer, more effective and more efficient.

Intangible benefits for FY 2011-2012, based on actual usage of the application are approximately \$15.8 million. Future annual benefits, based on usage statistics of the trained CJLEADS user population in May, 2012 with a 10% growth in FY 2013, are estimated to be approximately \$21.7 million. For detailed analysis of the ROI, please see [Appendix D](#).

### **B. Mobile Access**

A challenge to the deployment of CJLEADS is limited access to the internet when criminal justice professionals are in the field. Nearly all office facilities throughout the State have adequate communication bandwidth and internet capabilities to gain access to CJLEADS. The past approach to mobile access through the internet via the CJIN Mobile Data Network (with its limited bandwidth) will not support transmission of photographic images. The State Highway Patrol, probation and parole officers, smaller police organizations, and agencies located in rural areas have limited access to the internet using mobile computer equipment. Access to CJLEADS information and photographic images in the field is critical for the most effective use of the system and improved safety of law enforcement and the public. While the CJLEADS mobile application for use on smartphones and tablets will increase the accessibility of CJLEADS for many users in the field, air card access is still critical to CJLEADS use on mobile computers.

For example, the North Carolina State Highway Patrol (SHP) has air cards available primarily for its Motor Carrier officers. Funding constraints have limited the ability to provide air cards for patrol troopers and line sergeants throughout the State. As a statewide law enforcement agency with statewide arrest powers, it is critical that the SHP's officers be able to access CJLEADS; doing so will protect them and the public during traffic incidents and investigations on North Carolina's roadways as well as when

the officer is providing support to local law enforcement agencies either during the commission of a crime or in the pursuit of an offender or escapee.

Additional thought must be given to improving mobile computing for criminal justice professionals throughout the State. Procurement of mobile computer equipment, air cards, and improvements to the CJIN Mobile Data Network may be necessary not only for access to CJLEADS, but also for access to other new web-based systems including NCAWARE.

OSC will work closely with the SHP as well as other organizations to attempt to secure funding to provide mobile access through air card service as well as investigating the most cost-effective service options available to law enforcement in North Carolina.

### **C. Infrastructure**

With the budget reductions noted earlier in this report, there are several concerns related to Information Technology costs and services to support CJLEADS.

As the project team evaluates options for incorporating federal information into CJLEADS, the program will be required to implement more stringent security protocols, including two-factor authentication. Two-factor authentication involves “something the user knows” and “something the user has” in order to access the system. For example, the user knows his user ID and also provides an access code from a physical or virtual token to which only he has access. Using these two factors, the application provides a higher level of access security than simply using a user ID which may be compromised. Initial cost estimates for two factor authentication through the State’s ITS enterprise services were extraordinarily high (\$16M). As a consequence, the team is continuing to search for more cost effective alternatives.

Finally, CJLEADS is leveraging the State’s standard identity management system, NCID. A number of agencies, including federal organizations and some local law enforcement agencies, do not readily meet the NCID user-type categories. While the CJLEADS team has worked with ITS to establish an interim solution for these groups, a long-term resolution for these sworn law enforcement organizations is required from ITS.

### **D. JWISE**

The integration of JWISE data remains a priority for CJLEADS. JWISE data will serve as an indicator for AOC and DJJDP authorized criminal justice professionals that juvenile court records are available. While significant work toward defining the business requirements for the inclusion of JWISE has been completed with AOC and DJJDP, the progress on JWISE data has been impacted as resource constraints at AOC prevent finalizing the business requirements and developing the data extract to provide data to CJLEADS.

### **E. No Cost for Law Enforcement**

Throughout the term of this project, local law enforcement has expressed concern about limited local government budgets and increasing costs associated with ensuring public

safety. The OSC agrees with the General Assembly's position that there should be no usage fees for law enforcement to access the CJLEADS application. CJLEADS provides valuable, much needed access to the statewide library of data through a single, secure system. To ensure wide-spread adoption and usage of CJLEADS, OSC recommends that the General Assembly continue to fully fund and support the CJLEADS program for sworn law enforcement organizations with an operational presence in North Carolina. In addition, OSC strongly recommends that there be no cost for the administration of NCID user accounts for non-state law enforcement organizations.

## **VI. Next Steps**

### **1. Release 6.1 – July 2012**

Release 6.1 will focus on any modifications necessary to enhance the mobile application as identified by the selected beta testers and release CJLEADS Mobile to all users. All user documentation and refresher training materials shall be updated.

### **2. Release 6.2 – September 2012**

Release 6.2 will focus on the group shared watch list.

### **3. Release 7 – (Tentatively Scheduled for November 2012)**

- a. Modified Application – A streamlined version of CJLEADS will be developed to support those users who have reduced Internet access due to limited broadband coverage areas or due to slower mobile broadband devices.
- b. Statewide Warrants Repository Interface – A web service will be developed that will allow users to search outstanding processes in the statewide warrant repository whenever a CJLEADS query is run. In addition, a link to allow users to quickly log on to NCAWARE would improve efficiencies for law enforcement.
- c. DMV Partial Plate – A search mechanism to facilitate partial plate searches
- d. Alert for Confidential License Plates – An alert mechanism to enable automatic notification anytime a DMV vehicle check is run against a confidential license plate.
- e. Additional Reports – A report to aid the U.S. Probations Office identifying probationers who have had any criminal justice activity since the last scheduled check-in.

4. Vendor hosting and support shall continue.

5. The State project team will document areas for continuous improvement and future enhancements for the CJLEADS application.

## **Appendix A: CJLEADS Program History**

In 2008, the General Assembly adopted section 6.15 in S.L. 2008-107, House Bill 2436, and created the Criminal Justice Data Integration Pilot Program. It was the General Assembly's intent in mandating the formation of this data integration project to create a statewide crime analysis system designed to save time, save money, and save lives.

Since the project's inception, the Office of State Controller (OSC) has managed CJLEADS, working closely with the Wake County Criminal Justice Advisory Committee, the Statewide Interagency Leadership Council, and partner agencies including the Administrative Office of the Courts, Department of Correction, Department of Crime Control and Public Safety, Department of Justice/State Bureau of Investigation, Department of Juvenile Justice and Delinquency Prevention, Division of Motor Vehicles, North Carolina Association of Chiefs of Police, North Carolina Sheriff's Association and the Wake County courts.

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 Patrol Commander of the North Carolina State Highway Patrol, and Ike Avery, former Senior Deputy Attorney General with the North Carolina Department of Justice.

The General Assembly charged the OSC with the responsibility of developing and implementing a tool to serve law enforcement and the courts by integrating and providing up-to-date criminal information through a single, secure, web-based application. The State Controller selected SAS as a vendor partner and in collaboration with criminal justice organizations in the State of North Carolina and Wake County, developed and implemented the Wake County Data Integration Pilot Program now known as CJLEADS. Consistent with the Legislature's intent to serve criminal justice professionals and improve the safety of North Carolina's citizens, CJLEADS has two primary objectives:

1. To provide a comprehensive view of an offender through a single application, allowing for positive identification of an offender through a photographic image.
2. To provide an "offender watch" capability to alert criminal justice professionals when an offender has a change in status.

After consolidating over 42 million records associated with 13.6 million recorded offenders and successfully deploying the Wake County pilot, the OSC began a phased statewide deployment in January, 2011. With our primary focus to serve criminal justice professionals throughout North Carolina and improve the safety of our citizens, we have made every effort to facilitate rapid deployment and accelerate the schedule for each regional phase.

In mid-September, 2011, the CJLEADS project team completed kick-off meetings to all areas of the State, concluding Phase III of the project three months ahead of the previously reported schedule. In all, OSC conducted 53 kick-off meetings presenting information to over 1,200 criminal justice professionals throughout the State. Training opportunities are available statewide to law enforcement and court personnel.

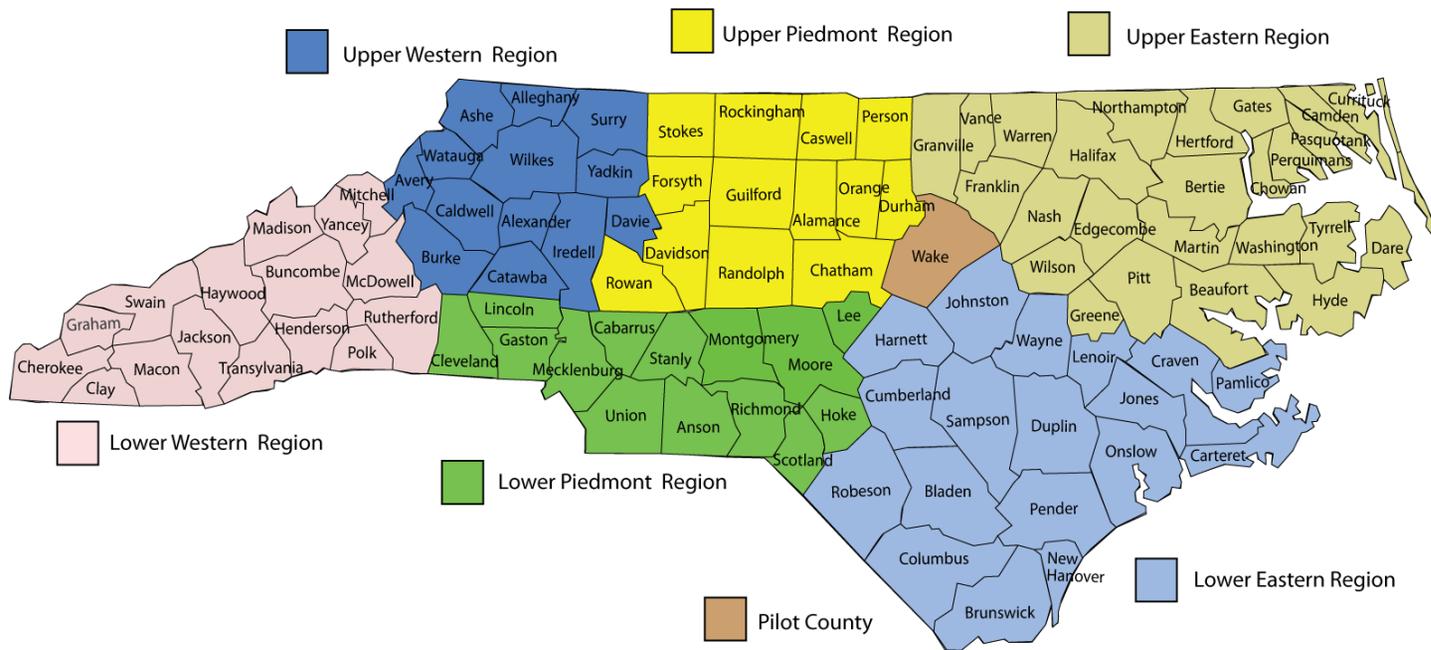
CJLEADS, with its focus on innovation and its impact in improving the safety of North Carolina citizens and criminal justice professionals, received national recognition and awards including the following:

- Computerworld Honors Laureate
- SAS Enterprise Excellence Award (Government Sector)
- Council of State Government Innovations Award for the Southern Region
- *InformationWeek* Government Innovators Award

It is clear that the project has made significant inroads in integrating the State's criminal justice data. While the recognition is evidence of third-party appreciation for the innovation and effort of the State and its employees, there is no doubt that significant work remains before the project can move from a development phase to maintenance. CJLEADS will continue to train criminal justice professionals statewide as well as to develop essential interfaces required to provide an application which fully meets the expectations of the General Assembly, the needs of criminal justice professionals, and maximizes the investment to be derived from the utilization of the State's data.

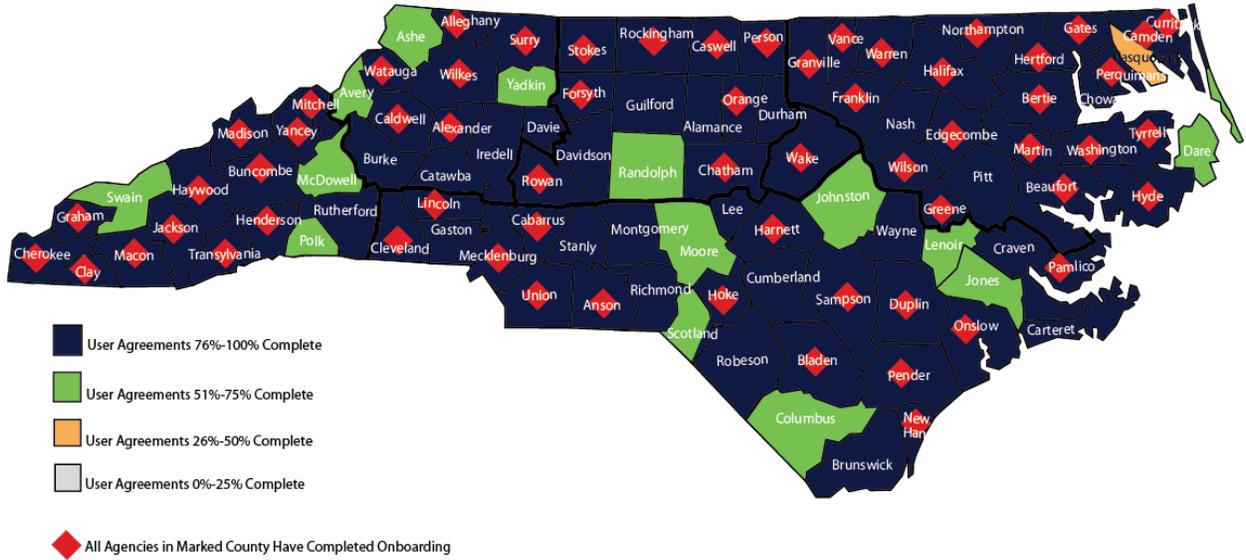
Appendix B: Statewide Deployment

# CJLEADS Regional Deployment

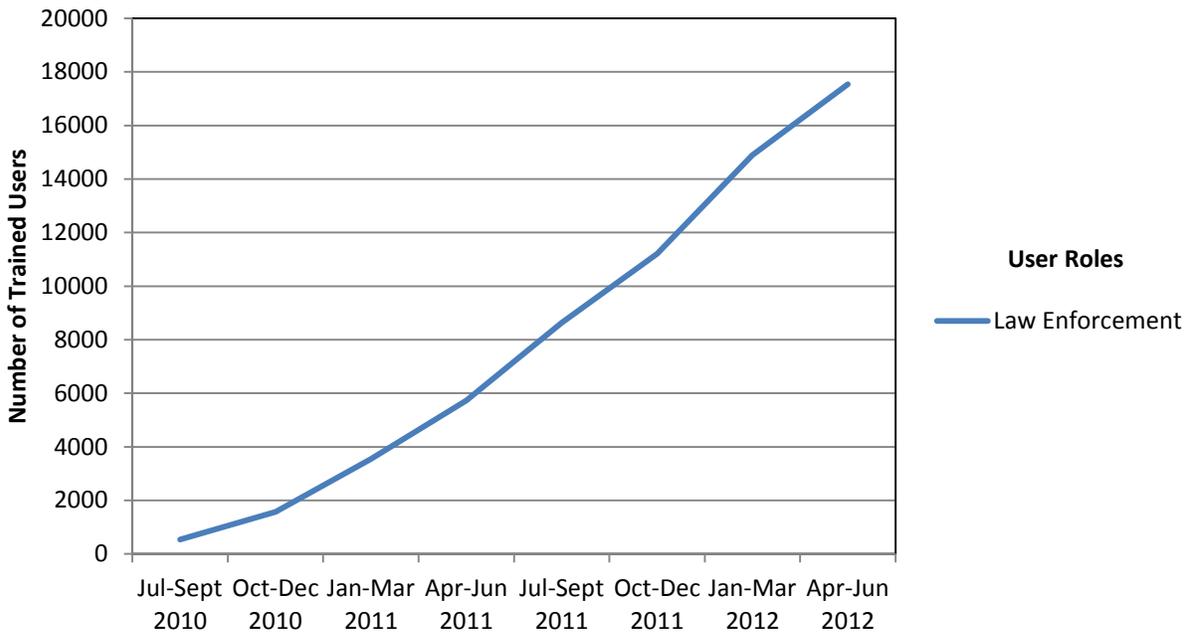


# CJLEADS Law Enforcement Agencies Onboard

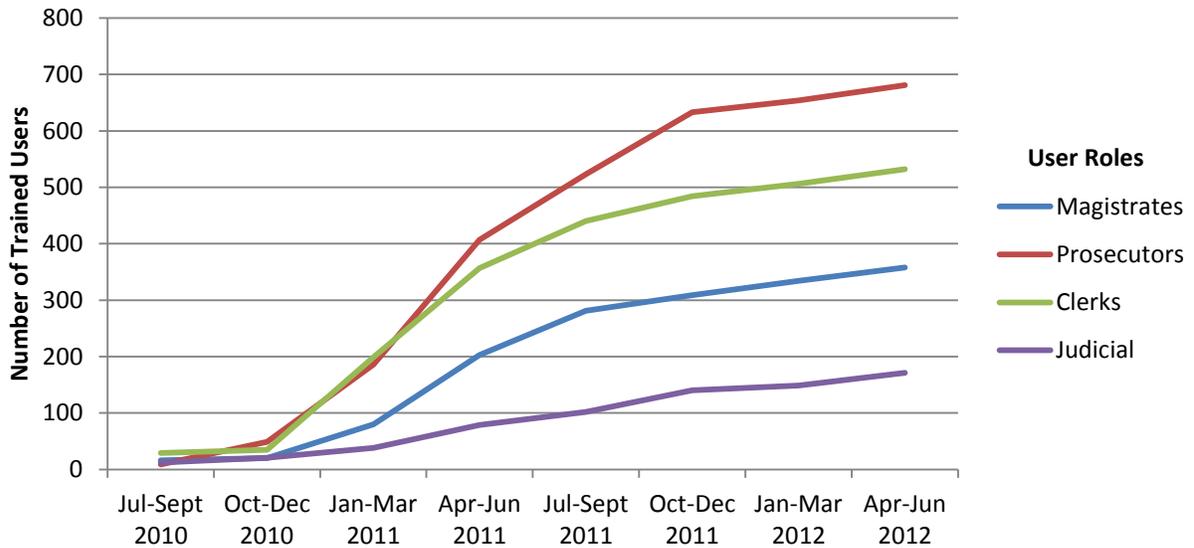
## June 2012



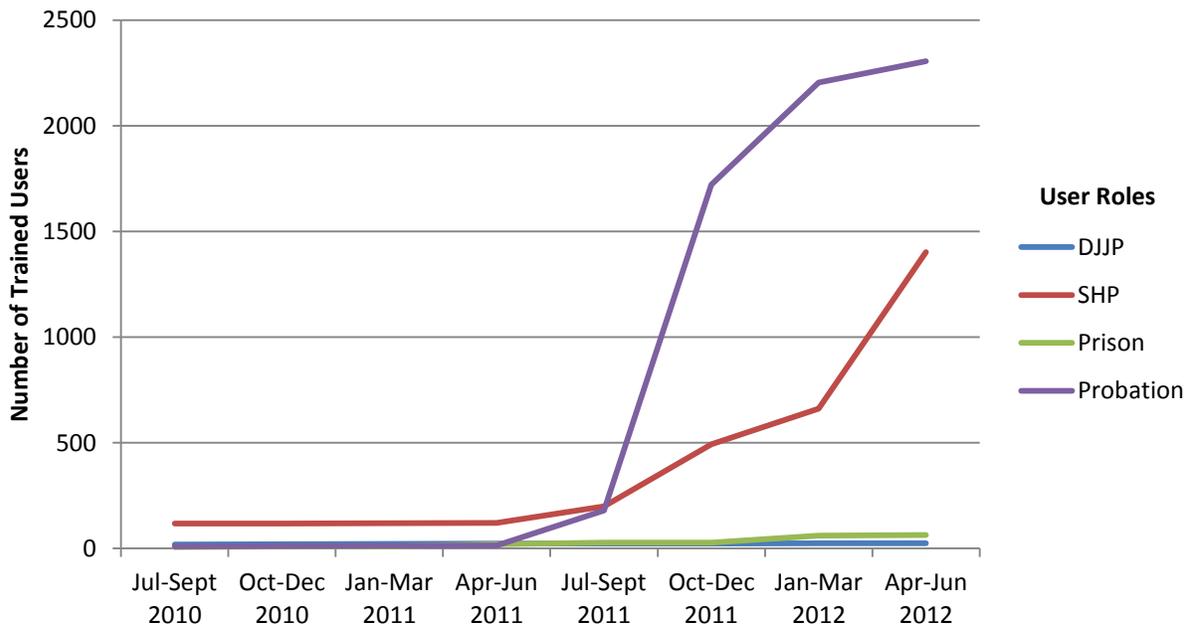
### Number of Law Enforcement Users Trained By Month



## Number of Office of Administrative Courts Users Trained By Month



## Number of Department of Public Safety Users Trained By Month



## *Appendix C: End User Feedback*

Wildlife Officer reports an arrest following the use of CJLEADS:

“I saw two men going into the woods off HWY 58 to turkey hunt. I stopped and checked their licenses and found a tagging violation for both men. While writing them citations I looked them up on CJLEADS and found that both men were convicted felons and both had shotguns. One of the shotguns was stolen and during the arrest for the possession of the firearms I also found some marijuana.”

Wildlife Officer used CJLEADS to verify identity:

“I had a woman fishing without a license last weekend that gave me a false name, date of birth, and an address that she lived at in 2006. When I entered her old address into CJLEADS, it showed me multiple people that have previously lived there. She was listed as well and her true identity and address were revealed with a picture of her attached. Her listing also made us aware that she should be "approached with caution" (AWC).”

Wildlife incident that resulted in arrest:

“I contacted a subject fishing without a license at the Coinjock Access Area. I ran him through CJ Leads when I went to issue him an E-Citation. Turns out he had two outstanding warrants for failure to appear. After I placed him under arrest I found marijuana and a bowl in his jeans pockets. I know it's not major, but the other cases would not have been made without CJ Leads.”

Greenville Police Department uses information in CJLEADS to help locate persons of interest:

“I wanted to take the time to express how much I have enjoyed CJLEADS. I am assigned to Greenville Police Departments Warrant Unit. Since we have implemented CJLEADS this program has enhanced our abilities in locating information on subjects that are wanted by our Agency. The program has is by far the best resource of information that we use. The ability to have pictures, Department of Corrections, Wildlife, DMV, etc. has expedited the service of criminal processes in our jurisdiction.”

Prosecutor in District Attorney's Office - 23<sup>rd</sup> District:

“Our office really enjoys the ease of use and the layout - even the computer hesitant are able to navigate the application.”

Gaston County Sheriff's Deputy:

“The community corrections, jail and prison tabs has helped me locate individuals that were in custody I had outstanding warrants for. It has saved me a lot of time during my duties executing criminal warrants.”

Landis Police Officer:

“CJLEADS has helped me tremendously apprehend and keep an eye out on certain criminals I've been watching for drug activity. Also I use it on an everyday basis to run license plates and to see their criminal history.”

## Appendix D: Return on Investment Analysis

ROI Source									FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Actual																
	Total Active Users (as of June 2012)	Actual Number of Records Accessed (FY 11-12)	Annual Records Accessed Based on May 2012 Usage	Annual Records Accessed (Estimated Usage Based on 10% Growth)	Research Time Saved per Record Accessed (minutes)	Hours Saved (FY 11-12)	Annual Hours Saved (Projected Years)	Hourly Rate								
<b>Improved Efficiency and Automation</b>																
<b>Judicial Staff</b>																
Judicial	171	6,584	12,168	13,385	10	1,097	2,231	\$30			\$ 15,840	\$ 32,920	\$ 66,924	\$ 66,924	\$ 66,924	\$ 66,924
Clerks	532	19,602	32,940	36,234	10	3,267	6,039	\$30			\$ 44,790	\$ 98,010	\$ 181,170	\$ 181,170	\$ 181,170	\$ 181,170
Magistrates	358	35,059	49,788	54,767	10	5,843	9,128	\$30			\$ 100,800	\$ 175,295	\$ 273,834	\$ 273,834	\$ 273,834	\$ 273,834
Prosecutors	681	72,961	120,264	132,290	10	12,160	22,048	\$30			\$ 114,570	\$ 364,805	\$ 661,452	\$ 661,452	\$ 661,452	\$ 661,452
<b>Sub Total</b>	<b>1,742</b>	<b>134,206</b>	<b>215,160</b>	<b>236,676</b>		<b>22,368</b>	<b>39,446</b>				<b>\$ 276,000</b>	<b>\$ 671,030</b>	<b>\$ 1,183,380</b>	<b>\$ 1,183,380</b>	<b>\$ 1,183,380</b>	<b>\$ 1,183,380</b>
<b>Law Enforcement Staff</b>																
Law Enforcement	16223	4,777,599	6,592,896	7,252,186	5	398,133	604,349	\$25			\$ 1,777,435	\$ 9,953,331	\$ 15,108,720	\$ 15,108,720	\$ 15,108,720	\$ 15,108,720
Law Enforcement Support	1315	122,938	172,296	189,526	5	10,245	15,794	\$20			\$ 24,765	\$ 204,897	\$ 315,876	\$ 315,876	\$ 315,876	\$ 315,876
<b>Sub Total</b>	<b>17,538</b>	<b>4,900,537</b>	<b>6,765,192</b>	<b>7,441,711</b>		<b>408,378</b>	<b>620,143</b>				<b>\$ 1,802,200</b>	<b>\$ 10,158,228</b>	<b>\$ 15,424,596</b>	<b>\$ 15,424,596</b>	<b>\$ 15,424,596</b>	<b>\$ 15,424,596</b>
<b>Corrections Staff</b>																
Probation	2306	272,298	358,776	394,654	5	22,692	32,888	\$20			\$ 6,378	\$ 453,830	\$ 657,756	\$ 657,756	\$ 657,756	\$ 657,756
Prison Intake & Support	64	1,177	1,177	1,295	5	98	108	\$20			\$ 892	\$ 1,962	\$ 2,158	\$ 2,158	\$ 2,158	\$ 2,158
<b>Sub Total</b>	<b>2,370</b>	<b>273,475</b>	<b>359,953</b>	<b>395,948</b>		<b>22,790</b>	<b>32,996</b>				<b>\$ 7,270</b>	<b>\$ 455,792</b>	<b>\$ 659,914</b>	<b>\$ 659,914</b>	<b>\$ 659,914</b>	<b>\$ 659,914</b>
<b>Juvenile Justice Staff</b>																
Court Counselors	25	2,640	2,640	2,904	5	220	242	\$20			\$ 4,533	\$ 4,400	\$ 4,840	\$ 4,840	\$ 4,840	\$ 4,840
<b>Improved Efficiency &amp; Automation Sub-total</b>	<b>21,675</b>	<b>5,310,858</b>	<b>7,342,945</b>	<b>8,077,240</b>		<b>453,755</b>	<b>692,826</b>				<b>2,090,004</b>	<b>11,289,450</b>	<b>17,272,730</b>	<b>17,272,730</b>	<b>17,272,730</b>	<b>17,272,730</b>
<b>Improved Safety - Cost Avoidance</b>																
				<b>Number of Potential Lives Saved Annually</b>				<b>Value of a Life</b>	<b>Total Value</b>							
Post Pilot - Save four lives with integration of offender information				4				\$ 1,125,000	\$ 4,500,000			\$ 2,250,000	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000
<b>Total Improved Efficiency and Automation and Improved Safety</b>											<b>\$ 4,340,004</b>	<b>\$ 15,789,450</b>	<b>\$ 21,772,730</b>	<b>\$ 21,772,730</b>	<b>\$ 21,772,730</b>	<b>\$ 21,772,730</b>
<b>Development Cost</b>																
<b>ANNUAL</b>																
<b>Actual Development Costs</b>									\$ 2,128,091	\$ 7,643,027	\$ 7,876,469	\$ 7,876,469				
<b>Estimated Development Costs</b>													\$ 7,705,737	\$ 7,996,377	\$ 7,996,377	\$ 7,996,377
<b>Estimated Implementation Savings</b>																
<b>Total Costs</b>									\$ 2,128,091	\$ 7,643,027	\$ 7,876,469	\$ 7,876,469	\$ 7,705,737	\$ 7,996,377	\$ 8,016,377	\$ 8,016,377
<b>Estimated Implementation Savings</b>											\$ 4,340,004	\$ 15,789,450	\$ 21,772,730	\$ 21,772,730	\$ 21,772,730	\$ 21,772,730
<b>CUMULATIVE</b>																
<b>Total Costs</b>									\$ 2,128,091	\$ 9,771,118	\$ 17,647,587	\$ 25,524,056	\$ 33,229,793	\$ 41,226,170	\$ 49,242,547	\$ 57,258,924
<b>Estimated Implementation Savings</b>											\$ 4,340,004	\$ 20,129,453	\$ 41,902,183	\$ 63,674,913	\$ 85,447,643	\$ 107,220,373
<b>Return</b>											\$ (13,307,583.25)	\$ (5,394,602.67)	\$ 8,672,390.17	\$ 22,448,743.00	\$ 36,205,095.83	\$ 49,961,448.67
<b>Improved Efficiency and Automation</b>	Efficiency savings for law enforcement is based on the actual number of DMV and offender queries during the month of May, 2012, with a 10% growth in FY 2013. Conservatively, if each inquiry saves a law enforcement officer has 5 minutes of research time. Courts personnel have indicated that they are saving 33% of the resource time required to research information, approximately 10 minutes per investigation. Savings associated with courts usage is based on the actual number of DMV and offender queries run															
<b>Improved Safety</b>	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 (30*(50,000*.75)) The value of a human life would equal 1,125,000															

## **Return on Investment**

Return on investment is found as intangible benefits of improved efficiency, better informed decision making, and improved safety for law enforcement and the public. The ability to access integrated statewide information in a single web-based application allows the courts and law enforcement to save valuable time researching information and focus their efforts on more important public safety specific job responsibilities. These benefits do not provide monetary budget savings, but do permit criminal justice professionals to be more effective and efficient.

Intangible benefits for FY 2011-2012, based on actual usage of the application are approximately \$15.8 million. Leveraging the average usage statistics based on the trained CJLEADS user population in May, 2012 with a 10% growth in FY 2013, estimated annual benefits of CJLEADS are approximately \$21.7 million. These projected intangible benefits, based upon FY 2010–2011 current usage, include:

- CJLEADS will provide a more efficient method for offender searches providing a wider and more inclusive base of information through a single search process. Efficiency savings for law enforcement assumes a 10 percent growth to full capacity. Conservatively, if each inquiry saves a law enforcement officer five minutes of research time, the estimated saving are \$15.4 million annually.

This does not represent a reduction in workforce, but improved efficiency as well as improved information and decision making by law enforcement officers. For example, if a law enforcement officer can more quickly access and review information about individuals involved in a motor vehicle accident, he will be able to return to managing traffic flow, resolving the incident and resume normal patrol activities in a timely manner.

- Wake County Clerk of Court personnel indicated that they are saving 33% of the resource time required to research information, approximately 10 minutes per investigation. Savings associated with actual courts usage in FY 2011-2012 are approximately \$671,000. Assuming an expected 10 percent growth in courts users, and that each inquiry saves 10 minutes of research time, the estimated savings are \$1.18 million annually. This efficiency should allow court personnel to complete research in less time, helping them better manage the ever-increasing court system case load resulting in better administration of justice and service for the State's citizens.
- Other CJLEADS users, including probation and parole officers, prison intake officers and juvenile court counselors, are estimated to save an average of five minutes for each offender or DMV record accessed. Based on expected growth of 10% for corrections and juvenile justice staff, the estimated annual savings are \$659,000. This will allow probation and parole officers, prison intake officers, and juvenile court counselors to quickly access information about offenders under their supervision and to better focus their efforts on interaction and supervision activities.
- Similar to an appraisal of the value of life in court cases, based upon life span and earning potential, an average actuarial estimate of the value of a life saved is stated at \$1.125 million. If the use of CJLEADS when fully deployed statewide saves four lives annually, the benefit to the State would be \$4.5 million per year.

Comparing these intangible benefits to project costs, the return on investment analysis, based on just the largest North Carolina counties, CJLEADS yields a project break-even point of four years, or during the second full year of operations.

**Appendix E: CJLEADS – Functional Needs**

<b>CJLEADS Functional Needs</b>		
<b>Currently Under Development</b>	<b>Value Proposition</b>	<b>Challenges</b>
Partial Vehicle Plate Number Search Capability	Searching partial plates online would enhance the ability to respond to incidents more quickly thus improving investigations	Requires work with DMV to create a search means that will be efficient and cost effective
DCC Group Watch List	Watch list would be produced based on an extract file provided by DOC of all offenders (active or absconders) assigned to staff on a nightly basis	
Real-time interface to the Statewide Warrants Repository	Allow law enforcement officers the ability to conduct real time inquiries into the Statewide Warrants Repository. It would also be value-added to have an interface into NCAWARE so that a warrant could be printed and executed	
Various reports requested by criminal justice community <ol style="list-style-type: none"> <li>1. Reports for U.S. Probations Courts</li> <li>2. Add functionality to Report on Offenders with DWI charges               <ol style="list-style-type: none"> <li>a. Minimum Offense Age</li> <li>b. Report view showing offenders with DWI court dates and other court date</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1. A report to aid the U.S. Probations Office identifying probationers who have had any criminal justice activity since the last scheduled check-in.</li> <li>2.               <ol style="list-style-type: none"> <li>a. Aid courts personnel in disposition of oldest case</li> <li>b. Aid courts personnel in effective scheduling of DWI cases</li> </ol> </li> </ol>	
CJLEADS streamlined version for slow broadband connections	Increased mobility for criminal justice professions	
Create Felony Icon	Icon will readily identify offenders with felonies – increase safety of law enforcement officials	

**CJLEADS Functional Needs**

<b>Continued Process Improvement Development</b>	<b>Value Proposition</b>	<b>Challenges</b>
Integrate Federal Hot Files	Necessary for a composite view of offender	<ul style="list-style-type: none"> <li>• Integration with State DCI system</li> <li>• Requires updates to DCI to support web service capabilities</li> <li>• Requires update to DCI authentication model to accept NCID</li> </ul>
Integrate FRS (Facial Recognition Software)	Leverages DMV FRS system and build an interface with CJLEADS	Identity management <ul style="list-style-type: none"> <li>• requires DMV system development</li> </ul>
Develop Photo Line-up capabilities	Assists with investigations	Storage, auditing and investigative business rules
CJLEADS streamlined version for slow broadband connections	Increased mobility for criminal justice professions	
Create Felony Icon	Icon will readily identify offenders with felonies – increase safety of law enforcement officials	

**CJLEADS Functional Needs**

<b>Continued Process Improvement Development</b>	<b>Value Proposition</b>	<b>Challenges</b>
Integrate Additional AOC Data <ul style="list-style-type: none"> <li>• E-Citation Data</li> <li>• Civil Processes</li> <li>• Retainer Data</li> </ul>	Improves offender information	AOC resources needed to develop extracts and business rules
Integrate Additional DMV Data <ul style="list-style-type: none"> <li>• Handicapped Placard</li> <li>• Vehicle Towing Data</li> <li>• Driver’s License Revocation Data</li> </ul>	Improves service to citizens	DMV resources needed to develop web services DMV technical infrastructure needed to be modified to support partial plate searches
Integrate Additional DOC Data <ul style="list-style-type: none"> <li>• Electronic Monitoring Bracelet Information</li> <li>• Additional Prisoner Movement Information</li> <li>• Integrate DCC gang related information</li> <li>• Integrate DOC historical images</li> </ul>	Improves offender information	DOC resources need to develop extracts and business rules
Integrate Juvenile Data <ul style="list-style-type: none"> <li>• Juvenile Court Records</li> <li>• Juvenile Secure Custody Orders</li> </ul>	Integrates of juvenile data	Juvenile security access definitions AOC resources needed to develop extracts and business rules
Integrate additional DOJ/SBI <ul style="list-style-type: none"> <li>• DNA Tracking Information</li> <li>• Pawn Tracker Information</li> <li>• Local RMS data collected</li> </ul>	Improves offender information	DOJ resources needed to develop extracts and business rules
Integrate Employment Security Commission	Improves investigations	Develop security associated with non- criminal justice information  ESC resources required to support development of extracts and business rules

**CJLEADS Functional Needs**

<b>Continued Process Improvement Development</b>	<b>Value Proposition</b>	<b>Challenges</b>
Integrate Federal Joint Automated Booking System(JABS)	Improves investigations and offender management	Identification of Federal entity and integration points
Integrate Death Certificates <ul style="list-style-type: none"> <li>• DHHS- Vital Records</li> <li>• Social Security Administration Death Records</li> </ul>	Improves investigations and offender management	DHHS records extracts and business rules SSA records integration business rules
New Functionality <ul style="list-style-type: none"> <li>• GEO Mapping Offender Addresses</li> <li>• Social Networking</li> </ul>	Improves Investigations	Integrate SAS tools into CJLEADS
Analytical Reporting <ul style="list-style-type: none"> <li>• Sentencing Commission and Prison Populations</li> </ul>		Business Rule development
Medicaid Provider NC Background Reviews	Improves eligibility processing	Security and access agreements
AOC Public Court Records View	Improves access to public court records	User access and scalability New services agreement
Integrate Federal Prison Information	Improves investigations and offender management	Identification of Federal entity and integration points