



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

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**David McCoy, State Controller**

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## **I. Executive Summary**

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.

Ongoing training efforts continue and are being offered statewide to law enforcement and court personnel. To date, 359 state, local and federal organizations have signed license and usage agreements and have been authorized to access CJLEADS. To date, CJLEADS' Business Operations has trained 10,174 users throughout the State conducting nearly 900 training classes. Criminal justice professionals were provided training at OSC's Bush Street Offices as well as in training facilities located in police departments, court buildings, community colleges and universities throughout the State. In addition, web-based classes were provided to ensure that the officers and court personnel--whose schedule did not permit traditional training to be utilized--received the training required to gain access to the application. Also noteworthy, the CJLEADS Train-the-Trainer Program has successfully certified 33 individuals as CJLEADS trainers; they are currently assisting and providing CJLEADS training for their organizations with no additional cost for the State.

CJLEADS, with its focus on innovation and its impact in improving the safety of North Carolina citizens and criminal justice professionals, received national recognition that resulted in the receipt of significant awards. During this year, CJLEADS received the following awards:

- 2011 Computerworld Honors Laureate
- 2011 SAS Enterprise Excellence Award (Government Sector)
- 2011 Council of State Government Innovations Award for the Southern Region
- 2011 *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. Over the next year, CJLEADS will continue to deploy 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.

This report provides an update on CJLEADS statewide deployment activities as well as information on the development, operations, and maintenance of the project application.

## II. CJLEADS Statewide Deployment

### A. CJLEADS Deployment – Regional Law Enforcement

The CJLEADS statewide kick-off activities have been completed. The plan for statewide deployment was divided into three separate phases to allow for a consistent, well-managed process for on-boarding and training law enforcement organizations throughout the State. For a map of the deployment regions, please see [Appendix B](#).

The initial step in regional deployment was conducting local CJLEADS kick-off meetings where OSC presented an overview of the history of CJLEADS, its mission, and a demonstration of the CJLEADS application along with an opportunity for participants to access the application for a “hands-on” experience. OSC also shared information about regulatory policies and discussed the process to “on-board” agencies so their personnel could access the application. The on-boarding process requires that agencies in concert with the CJLEADS Business Operations Team perform the following:

- Execute the CJLEADS license and usage agreement, ensuring that the agency has reviewed and agreed to the Information Access Policy controlling CJLEADS information.
- Identify and designate CJLEADS contacts in their organizations.
- Complete user administration training and other essential activities necessary to provide their CJLEADS users with authorized security roles.
- Schedule CJLEADS end user training.

Phase I kick-off meetings, encompassing the upper and lower Piedmont regions of the State, were completed in January, 2011. Kick-off meetings for Phase II, covering the southwestern and southeastern portions of the State, were completed in June, 2011.

Phase III kick-off meetings, targeting the northwestern and northeastern portions of the State, were originally scheduled for November and December, 2011. Because of the increased interest and demand for CJLEADS, OSC accelerated the schedule and completed the Phase III kick-off meetings in September, 2011. The final phase included meetings in the following locations:

- August 23, 2011 – Granville, Vance, Warren, Franklin counties – Vance-Granville Community College, Henderson NC
- August 24, 2011 – Nash, Edgecombe, Wilson counties – Nash Community College, Rocky Mount, NC
- August 29, 2011 – Iredell, Davie, Yadkin counties – Mitchell Community College, Statesville, NC
- August 30, 2011 – Alleghany, Surry, Wilkes counties – Wilkes Community College, Wilkesboro, NC
- August 31, 2011- Ashe, Watauga, Avery counties - Caldwell Community College, Boone, NC

- September 1, 2011 – Caldwell, Burke, Catawba, Alexander counties – Caldwell Community College - Lenoir, NC
- September 13, 2011 – Greene, Pitt, Martin counties – Pitt Community College - Greenville NC
- September 14, 2011 – Beaufort, Washington, Tyrrell, Hyde counties – Beaufort Community College - Washington, NC
- September 20, 2011 – Dare, Chowan, Perquimans, Pasquotank, Camden, Currituck counties – College of The Albemarle, Elizabeth City, NC
- September 21, 2011 – Halifax, Northampton, Hertford, Gates, Bertie counties – Roanoke-Chowan Community College, Ahoskie, NC

In total, the State Controller and the project team conducted 53 regional kick-off meetings throughout the State in our large metropolitan cities including Charlotte, Asheville, Wilmington and points in between, and in our small towns and cities from Murphy to Elizabeth City, meeting with more than 1,200 state and local law enforcement and courts personnel at these events.

As of September 30, 2011, on-boarding and training is currently taking place or underway for law enforcement organizations in all areas of the State. For a map of the statewide deployment regions, please see [Appendix B](#).

### **Current Deployment Statistics**

As of September 30, 2011, statistics for the CJLEADS statewide deployment to regional law enforcement organizations include:

- 348 law enforcement organizations have worked with the CJLEADS business operations team to gain access to the application.
  - 18 Wake County agencies
  - 117 of the 151 Phase I upper and lower Piedmont agencies
  - 119 of the 183 Phase II southwestern and southeastern agencies
  - 83 of the 135 Phase III northwestern and northeastern agencies
  - 11 federal agencies in North Carolina (FBI, U.S. Secret Services, U.S. Marshalls, etc.)
- During the past year, over 10,174 end users have been trained in CJLEADS classes. The CJLEADS Business Operations team taught 805 classes (31 night classes to accommodate shift schedules) in OSC's facilities and in training facilities located in police departments, court buildings, community colleges and universities throughout the Piedmont. The collaboration with these organizations allowed our team to offer training throughout the State without spending any State funds on room rental expenses. The team will continue to work with these organizations to minimize training costs while training the remaining users through June, 2012.
- 63 web classes were conducted to provide user administration training for agency user administrators. In addition, 78 web-based end user training classes were conducted allowing CJLEADS end users to save time and travel expense by completing training using the internet rather than traveling to a classroom training location.

- The CJLEADS Train-the-Trainer Program certified 33 trainers who are now conducting training classes for their organizations. To date, these certified CJLEADS trainers have conducted 87 classes.
- CJLEADS trainers have traveled over 28,872 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 agencies with personnel resources located throughout the State including the North Carolina Administrative Office of the Courts (AOC), State law enforcement agencies located in the Department of Environment and Natural Resources (DENR), including the North Carolina Wildlife Resources Commission. Other statewide law enforcement agencies including the State Highway Patrol (SHP), Department of Insurance (DOI), State Bureau of Investigation (SBI), and Department of Correction (DOC) prison and community corrections personnel also were provided with required training. The deployment objective for these organizations is to reach their statewide user base more quickly and efficiently.

The CJLEADS Business Operations team has leveraged training opportunities to rapidly deploy to these organizations. For example:

- Eleven State agencies signed license and usage agreements for CJLEADS.
- Classes for judicial personnel have been offered throughout the State at judicial training locations, judicial conferences, and via web-based classes. As of September 30, 2011, the CJLEADS Business Operations team trained over 1,282 AOC court personnel including judges, prosecutors, clerks and magistrates.
- The Department of Correction opted to use the Train-the-Trainer Program and now has four certified trainers to deploy CJLEADS to Division of Community Correction probation/parole officers. As of September 30, 2011, a total of 116 probation and parole officers have received CJLEADS training. An additional 15 prison intake officers have also been trained.
- The State Highway Patrol also has chosen to utilize the Train-the-Trainer Program. Two SHP trainers have been certified to teach CJLEADS classes, and 156 patrol officers have been trained by OSC and SHP trainers.

## **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 April through June against August through September indicates that:

- The weekly average number of CJLEADS users grew by 20% from 3,036 to 3,692 as deployment spread through the Phase I and Phase II counties.
- 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 2 million searches and accessed nearly 1.8 million offender and DMV records.

OSC continues to receive feedback from CJLEADS users who share the value and benefit of CJLEADS as well as offering suggestions for system refinement and enhancements. For a review of the officers' feedback and their use of the system, please see [Appendix C](#).

### III. Application Development Activities - CJLEADS Release III

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 III was deployed during the week of July 4, 2011. CJLEADS Release III added the following data and functionality:

- **Concealed Handgun Permits** – concealed handgun permit (CHP) data provides basic information about an individual's concealed handgun permit. The system now includes a warning icon (CHP) that alerts law enforcement that an individual is authorized to carry a concealed handgun before the law enforcement officer approaches a vehicle. This provides an additional layer of safety for both the law enforcement officer and the law abiding citizen who has been authorized by the State to conceal and carry a handgun.
- **My Activity Detail** – whenever a CJLEADS user logs into the application, the application audit process automatically logs all searches, any records accessed and any records that were printed. The "My Activity" detail provides the user with the ability to look back historically at their activity within the system. Users can view their most recent activity or research their past activity during a specific date range.

An officer's primary focus during the investigation of a motor vehicle accident is on ensuring citizen safety and managing traffic. CJLEADS allows an officer to quickly run queries during the investigation to verify driver information. At a later point in time, the officer can utilize the "My Activity" function to easily access and review the information searched while at the accident scene without having to maintain a manual log of the information.

- **Watchlist** – the watchlist capability previously was implemented to support a primary objective for the CJLEADS application. As CJLEADS end users have worked with the watchlist capability, they provided feedback on areas of improvement for the watchlist component. With the new release, users are now able

to document information using a “note” tool for each individual on their watchlist. This allows a law enforcement officer, for example, to add investigation case numbers, etc., to offenders they are maintaining tabs on.

- **Printing** - the print option provides users with the ability to print reports of offender and/or DMV information. The print utility allows the users to selectively print only the information they need rather than creating exhaustive and lengthy reports that may contain unnecessary data and waste money by printing unnecessary information. Because some investigations may require reports to be shared for authorized criminal justice purposes, the print utility was expanded to add the ability to eliminate specific identifiers such as driver license number, Department of Correction number, Sex Offender Registry number, Social Security Number or FBI/State ID number. In addition, the Social Security Number can be masked to display only the last four digits. This helps users protect any information that might be deemed sensitive when printing reports.
- **Photographic Images** – one of CJLEADS’ primary objectives was to provide a photographic image, when available, for positive identification of an offender. CJLEADS results often contain multiple photographs of an offender provided by the AOC, DOC, local jails, and the Sex Offender Registry. In an earlier form of the application, the user was required to “scroll” through the pictures one by one. Law enforcement requested the ability to view all pictures at one time. To provide this resource, an images tab was added that presents all pictures on a single screen for the user’s viewing.
- **Application Time-Out** – to meet federal and state security guidelines, the CJLEADS application automatically logged the user out of the system after 30 minutes of inactivity. Feedback from law officers using the application indicated that a 30 minute timeout was not long enough to meet their business requirements and other criminal justice applications allowed law enforcement users to stay logged on for longer periods in secure locations, including police vehicles. The CJLEADS project team researched security regulations and based on CJIS policy, the CJLEADS timeout for law enforcement officers and law enforcement support staff was extended to two hours. As system performance is evaluated, the timeout will gradually increase to four hours.
- **General Links** – a General Links page provides a convenient link to other applications that are widely used by the CJLEADS community. These links include the Federal Bureau of Prisons, National Sex Offender Registry, NC SAVAN and other pertinent state and federal agencies.

With each new release of the application, the CJLEADS team implemented several activities as part of the release deployment. For Release III, the following was completed or will be performed:

## 1. Updated Documentation

To ensure that all existing users understand the new functionality associated with Release III, the CJLEADS Business Operations team provided updated training materials to all CJLEADS trainers. Helpful hints and user guide updates documenting the new functionality and data were provided for CJLEADS users.

## 2. Penetration Testing

As required by the contract, SAS will work with an independent third-party vendor to conduct penetration testing on the hosted technical environment. Penetration testing activities assess the technical environment and identify any areas that may need to be addressed to ensure the security and integrity of the technical environment. To date, the penetration testing continues to result in a “Highly Secure” rating for the CJLEADS application.

As each new release of the application is deployed, penetration testing is repeated to continue to ensure the security and integrity of the application.

# IV. CJLEADS Application Design and Development

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

## Release IV

The following future functionality has been established for Release IV:

1. **North Carolina Wildlife Resource Commission (NCWRC) license and vessel registrations** – NCWRC personnel have completed new web service functionality to enable CJLEADS to access license and vessel registration information. CJLEADS is incorporating this new interface in the application and will work with NCWRC staff to test the interface in preparation for release to the end users.
2. **Sex Offender Registry Redesign** – the North Carolina Sex Offender Registry (SOR) information was integrated into CJLEADS in Release II. In collaboration with the North Carolina Department of Justice, the CJLEADS team is working with SAS to redesign the SOR screens to display sex offender registry information in a more user-friendly format.
3. **Enhanced Search Capability** – the search feature will be enhanced to allow law enforcement to search for “unknown” persons using physical characteristics, geographic locations, charge types and categories, warning icons and other criteria.
4. **Offender Merge Capability** – incomplete or limited identifying information often prevents the ability to merge all records for an offender together into a single cluster of information. A search result, therefore, may show several clusters for the same

individual. As the criminal justice professional reviews multiple clusters of information about a person, the ability to combine clusters to view all the information together as a single profile will enable an officer to make refined decisions about persons of interest.

5. **Warning Icon Refinement** – warning icons provide quick information to criminal justice officials. Warning icons include AWC (approach with caution), WARR (check for outstanding warrant), DRG (Drugs), and SOR (sex offender registry). These icons give law enforcement and court personnel important insight into an offender’s past history and potential for future behavior that may put the officer at risk. Based on feedback from law enforcement, refinements were made to the warning icons. The AWC (approach with caution) icon indicated people with a history of assaultive behavior. Law enforcement asked that AWC be modified to appear only for individuals who have a history of assault on law enforcement or government officials. Other assault charges will now appear as ASLT. CJLEADS also created a new icon, METH, to distinguish individuals with methamphetamine charges or convictions from other DRG charges, as these individual and situations may be more unpredictable and dangerous to law enforcement. CJLEADS will continue to seek feedback from criminal justice professionals on the need for refinement or additional icons.

### **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. The CJLEADS project team will require the collaboration and assistance of the State Bureau of Investigation, North Carolina’s CJIS Security Agency, and the Department of Justice Information Technology Division to develop policies and protocols to allow access to federal and other states’ information.

CJLEADS and the Department of Justice have had preliminary discussions about incorporating a DCI interface in the CJLEADS application. DCI is planning to migrate to NCID as its user authentication method which would allow common login for both CJLEADS and DCI. DCI would tightly control access from the CJLEADS application by verifying the NCID 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 needing this access be properly trained and certified for DCI use.

2. **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.

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

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

### **5. Public Safety for National and Regional Events**

CJLEADS users have requested the ability to use the statewide repository of information available in CJLEADS for research and investigation prior to national and regional events held in North Carolina. In advance of events, such as the national political convention scheduled in Charlotte in 2012, law enforcement conducts extensive research and investigation to prepare security briefings for state, local and federal law enforcement officers engaged in the security efforts. Similar efforts take place when U.S. or certain State government officials participate in regional conferences or public appearances. Law enforcement has requested development of reporting and investigative inquiry capabilities for these events.

### **6. Web Services**

Several state organizations have requested web services from their state systems to access data in CJLEADS. The Department of Correction has expressed interest in web services to provide CJLEADS data to probation and parole officers. While the web service capability is available, the requesting agency must provide its business requirements so the web service can be fully defined.

### **7. NCAWARE**

To provide more “real-time” data to CJLEADS for time-sensitive information from the NCAWARE on-line warrant system, the use of web services is required. AOC has indicated that their current resource limitations will prohibit this development task unless funding is made available to support AOC resources.

### **8. Juvenile Case Records**

Finalization of business requirements for the data, security and auditing is still pending. AOC has indicated that their current resource limitation does not permit this development task until such time as funding is made available to support AOC resources.

## **9. Business Analytics**

With the data integrated into CJLEADS, there exists 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 through 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:

- DWI reports that provide court officials with an aging report of the DWI cases pending and the offender's count of previous DWI convictions and pending cases across the State.
- Report of deceased offenders who have outstanding processes, thus allowing court officials and law officers to clear unnecessary outstanding warrants and orders for arrest.
- Report of offenders who have outstanding processes and are incarcerated or have pending court dates, thus allowing law officers to locate and serve offenders efficiently.
- Risk assessment for offenders based on historical data and statistical analysis.
- 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 F](#).

### **Application Hosting**

In anticipation of migrating the application to a State-hosted data center environment, a budget expansion request for \$2.7 million was submitted to the Office of State Budget and Management. Session Law 2011-145, HB 200 directed OSC to provide a recommendation to the Joint Legislative Oversight Committee on Information Technology on the best alternative for management and hosting CJLEADS by October 1, 2011. Because the expansion request was not approved, the planned migration will be delayed until the recommendation in the October 1, 2011 report has been reviewed and considered by the General Assembly and a course of action is determined.

For FY 2011- 2012, SAS will continue to host the CJLEADS application, and the OSC project team will assume certain areas of technical support and application development responsibilities.

## 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

For FY 2011-2012, the recurring continuation budget appropriation was \$9 million to fully fund the project. This budget amount was authorized to continue the integration of critical sources of data and functionality, support 24x7 operations, and deploy CJLEADS statewide. However, due to the State's current economic conditions, the CJLEADS budget was reduced by approximately 26% (\$2,367,263). The reduced funding will result in delayed hiring and training of additional project support and technical staff positions until later in the fiscal year. The reduced funding will affect the integration of critical data and functionality, and will eliminate the ability to provide financial support to assist data source agencies with integration efforts.

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 remaining sources of 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.

The reduced funding severely impacts the ability to continue to design and develop additional critical functionality. The program has received extremely positive feedback and has resulted in unprecedented collaboration of state, local and federal criminal justice organizations. This reduction in design and development funding may impact momentum and collaborative effort with criminal justice agencies. For the current year, one-time unexpended data integration funds will allow limited development work. Restored funding of approximately \$1.4 million for a total recurring CJLEADS budget of approximately \$8 million will be needed for on-going operations and to protect the State's investment in CJLEADS by funding continuing enhancements to the application and upgrades to keep pace with evolving technology.

In 2010, Session Law 2010-31, House Bill 897, provided that the transfer of the hosting of CJLEADS to the Department of Justice be completed by July 1, 2012. In response to this legislation, a budget expansion request was provided to the Office of State Budget and Management requesting an additional \$2.7 million to procure, install and configure hardware, provide for migration services to load software and transfer the application data and programs, test and run the application parallel in both the SAS and DOJ data centers, and finally cutover production to the State environment at the Department of Justice.

The \$2.7 million request was not approved for FY 2011-2012, and the CJLEADS application hosting will continue to be hosted in the SAS data center. The SAS hosting

services are a cost-efficient alternative to hosting the application in-house and the appropriated funds of \$6,632,737 million permits the application to be hosted and supported at SAS while continuing limited design and development of data and functionality and the deployment of the application statewide.

Estimated costs are detailed below:

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	\$2,364,737	\$2,516,377	\$2,516,377
Development/Hosting/Software	\$2,000,000	\$7,252,426	\$6,460,491	\$5,378,000	\$5,480,000	\$5,500,000
<b>Total</b>	<b>\$2,128,091</b>	<b>\$7,643,027</b>	<b>\$7,876,469</b>	<b>\$7,705,737</b>	<b>\$7,996,377</b>	<b>\$8,016,377</b>

Actual and estimated costs represent direct project costs including vendor licensing, continued design and development, data center hosting costs including hardware refresh and maintenance, software licensing, operations and support, and full-time project personnel.

The CJLEADS three-year cost, including initial pilot startup costs, was originally estimated to be \$27 million to support 30,000 criminal justice professionals statewide. To date, \$17,647,587 has been spent. Including estimated FY 2011- 2012 costs of \$7,705,737, the total cost of statewide deployment to 30,000 users is \$25,353,324 -- or approximately 7% under budget.

Estimates of on-going operations and maintenance are approximately \$8 million annually.

**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 2010-2011, based on actual usage of the application during the Wake County pilot and Phase I rollout, are approximately \$4.3 million. Leveraging the average usage statistics for FY 2010–2011, estimated annual benefits of CJLEADS are approximately \$22 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 assumed 30% of the anticipated 22,000 LEO and LEO support personnel will be “high volume” users who will access an average of 21 offender or DMV records per week. Conservatively, if each inquiry saves a law enforcement officer five minutes of research time, the estimated saving are \$13.875 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 calculated to be \$276,000. Assuming 30% of authorized court personnel are “high volume” users, and will access an average of 16 offenders or DMV records per week, and each inquiry saves 10 minutes of research time, the estimated savings are \$2.295 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. Assuming 30% of other users are “high volume” users and will access an average of 17 offenders or DMV records per week, the estimated annual savings are \$1.253 million. 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. The Return on Investment analysis is provided in [Appendix D](#).

End Users provided feedback to project staff on other areas of costs savings associated with the use of CJLEADS:

- CJLEADS information helps reduce paperwork and the associated work-hour time required to process and serve failure to appear notices for offenders not making required court appearance because they are being held in custody elsewhere in the State.

A Highpoint Police Department Police Information Technician stated that “CJLEADS has been beneficial in finding that Failure to Appear papers are being issued on subjects that are already in custody somewhere in the State. I have been able to return the Order for Arrest back to the clerk.”

- CJLEADS information allows officers to find court dates for offenders and serve warrants or apprehend the offender in the court.

The NC Department of Insurance (DOI) used information in CJLEADS to discover that a wanted fugitive had an upcoming court date in New Hanover County. By apprehending the fugitive when he appeared in court, NC DOI avoided several hours of surveillance by its investigators.

- CJLEADS information allows officers to identify individuals in the field, avoiding the need to take the individual to jail.

A Raleigh Police Department Police Officer stated, “I can say for certain that plenty of average citizens have been saved a trip to jail thanks to the CJLEADS DMV information since I am finally able to view driver’s license pictures of everyday people when I pull them over and they have forgotten their license. Just a few months ago it seemed like the only people who were saved a trip to jail were the people who had already been arrested since they were the only people with photo identification that I could access in CHIEFS.”

- CJLEADS information enables inter-agency collaboration by providing statewide information.

A Charlotte Mecklenburg Police Department Police Officer shared the following, “The other night I was out with several subjects on motorcycles hanging out on a back street. I ran the names through NCIC but also ran the names through CJLEADS and one of the names had a Felony warrant out of Gaston County for B/E but the warrant was not entered into NCIC. CJLEADS caught it, and we called Gaston county and sure enough the warrant was active and in hand.”

- CJLEADS information enables better informed decisions by providing statewide information.

Another Charlotte Mecklenburg Police Department Police Officer stated that, “I made a traffic stop and both subjects in the vehicle provided me with NC license and ID. Both subjects had addresses in Morganton NC. Only one of the subjects had been arrested in Mecklenburg County, but it was for something minor. Because of CJLEADS I was able to pull up their criminal histories in the counties where they had been arrested. Both subjects had numerous arrests for drugs, and one of the subjects had violent gun charges. With that information I decided to pat down the subjects and vehicle for weapons. During the pat down for weapons of the vehicle, a hairspray bottle was located that contained over 57 grams of crack cocaine. Without CJLEADS I would have never known the criminal history of these two subjects.”

Finally, a High Point Police Department Administrative Assistant to the Court recalled how a repeat violent offender who had been called in by the Violent Crimes Task Force and warned was subsequently arrested for robbery while on probation. CJLEADS was accessed and the ADA commented how clear and concise the information was presented. The ADA added that she rarely has time during first court appearance to sort through the paperwork to find all the relevant information. She found the sex offender registry section very helpful and mentioned the actual sentence results with end dates, along with community corrections dates, particularly helpful. This offender was given a million dollar bond largely because the information was so clearly presented to the judge.

### Expenditures FY 2011 - 2012

Expenditures as of August 31, 2011 are provided below:

As of August 31, 2011

	<u>Estimated</u>	<u>Actual</u>	<u>Available Balance</u>
<b><u>CJLEADS Funding</u></b>			
Recurring Funding	\$6,632,737		
Non-curring Funding	1,073,000		
Miscellaneous Expenditures			
	<u>\$7,705,737</u>		
<b><u>CJLEADS Expenditures</u></b>			
Total Project FY 2010 - 2011			
State Project Team Expenditures	\$2,327,737	\$260,941	
Hosting Contract Services	1,330,000	1,330,000	
Development/Support Contract Services	2,048,000	460,800	
SAS ELA Renewal	2,000,000		
Miscellaneous Expenditures			
	<u>\$ 7,705,737</u>	<u>\$ 2,051,741</u>	<u>\$5,653,996</u>
<b>CJLEADS Total</b>	<b>\$ 7,705,737</b>	<b>\$ 2,051,741</b>	<b>\$5,653,996</b>

**Funding**

Session Law 2011 – 145, HB 200, authorized \$6.6 million in funding for FY 2010-2011. To provide the funding required for this fiscal year, the \$1.07 million in unexpended data integration funds will be used to fund operations, deployment and continued development. The following chart provides a summary of funding allocation to support the production implementation of the CJLEADS Wake County Pilot application.

**FY 2011 - 2012**

	<u>Appropriated/ Available</u>	<u>Committed/ Expended</u>
<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><u>\$7,705,737</u></b>	<b><u>\$7,705,737</u></b>

**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.

The North Carolina State Highway Patrol (SHP), for example, 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 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.

The OSC will work closely with the SHP as well as other organizations 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 then 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. Technology Advancements**

To protect its investment in CJLEADS, the State must continuously work to improve the application to meet the changing needs of criminal justice professionals. Technology advances are continuous and CJLEADS must be properly maintained to remain a reliable tool for its users.

CJLEADS has been architected to work on desktop computers and laptops which allow for mobile access in the field. Criminal justice professionals, however, are already beginning to use newer technology for mobile access including tablets and smartphones. It will be critical to construct a mobile application that streamlines the CJLEADS system information for easy use on mobile devices. Failing to keep pace with these technology advances may ultimately impact the utility and value of the application.

### **E. 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.

#### **F. NCAWARE**

Unserved warrants, orders for arrest, citations, etc. are processed through NCAWARE and the ACIS system at AOC before being extracted and sent to CJLEADS. As a result, unserved process data in CJLEADS is typically 24 to 36 hours old. CJLEADS training instructs users to verify any unserved process data with the Clerk of Superior Court's office or with the NCAWARE system. When NCAWARE is fully implemented, a more real-time interface with the NCAWARE systems will be developed to allow CJLEADS to display the most up-to-date unserved process information. Once Mecklenburg and Buncombe counties complete their NCAWARE deployment effort, AOC and the CJLEADS project team will work together to develop the interface thereby ensuring that law enforcement has access to the most current information.

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

The CJLEADS team has appreciated the opportunity to join with court personnel and law enforcement throughout the State in this legislatively mandated effort. During the kick-off meetings, conferences, training, and one-on-one meetings, local law enforcement has repeatedly expressed concern about limited local government budgets and increasing costs associated with ensuring public safety. The OSC agrees with the legislative stance that there should be no usage fees for law enforcement to access the CJLEADS application. CJLEADS provides valuable, much needed access to statewide 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 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**

Remaining FY 2011-12 activities include:

1. Statewide Deployment
  - a. Training shall continue at regional locations throughout the State.
  - b. Deployment to statewide agencies including AOC agencies, SBI and SHP shall be ongoing.
2. Release IV – November, 2011
  - a. Release IV development items and test in preparation for deployment shall be completed.
  - b. All user documentation and refresher training materials shall be updated.

3. Release V
  - a. Priorities will be reviewed and reevaluated and deliverables established for future releases of the application.
  - b. Work effort and release schedule shall be planned and distributed.
4. Vendor hosting and support shall continue.
5. The Interagency Leadership Council will provide guidance and support for the CJLEADS application deployment. The Council will address future governance structure and procedures to support the migration, 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: 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	Jerry Fralick, State CIO
Department of Correction	Alvin Keller, Secretary of Correction
Department of Administration	Moses Carey, 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	Greg McLeod, Director, State Bureau of Investigation
Office of State Budget and Management	Andy Willis, 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  
Lorin 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

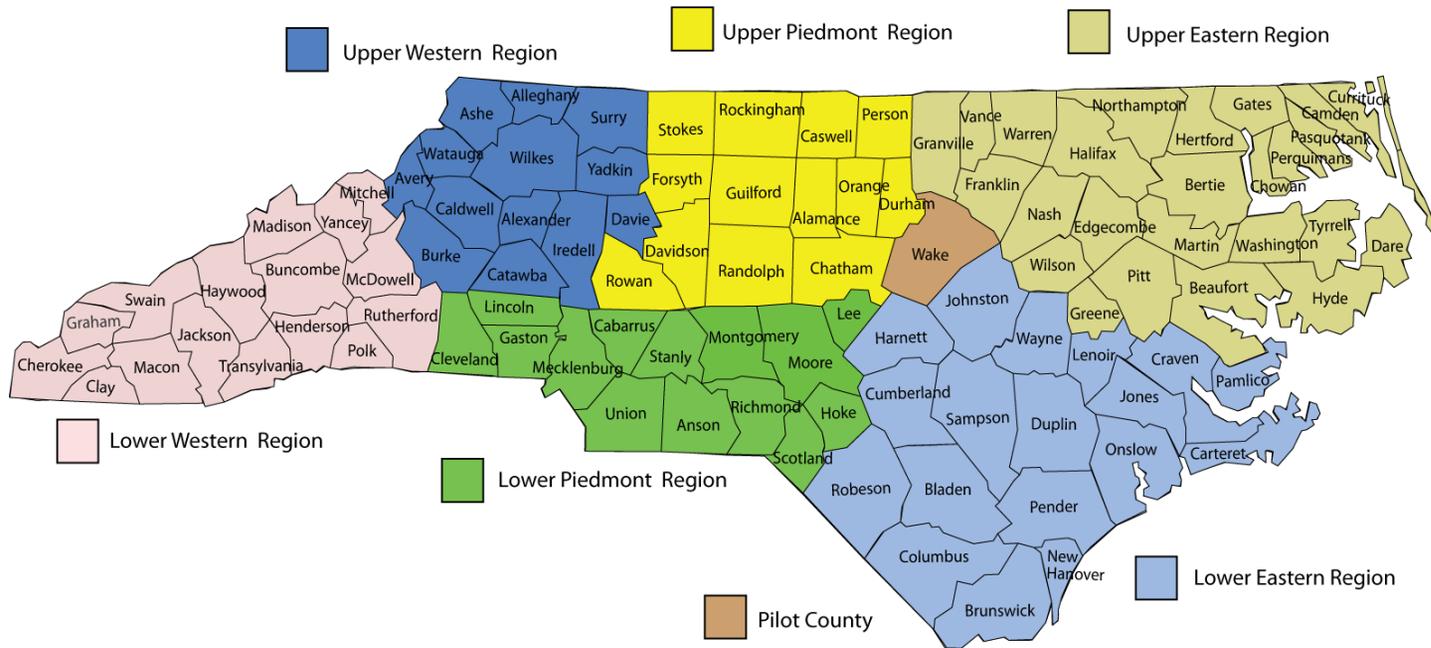
### **Collaborative Agencies**

#### **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  
NC Wildlife Resources Commission

Appendix B: Statewide Deployment Map

# CJLEADS Regional Deployment



## **Appendix C: CJLEADS User Feedback and Suggestions**

### **Cabarrus County Sheriff's Office**

Very great in navigation and location of target items

[Would help to have] ability to save DMV or other photos directly from the application

### **Gastonia Police Department**

I was on a traffic stop where a subject gave a false name. Using CJLEADS, I was able to put in the subject's address he had given me and pulled up his correct information. Without the ability to look at addresses and see who has lived there in the past, I would never have been able to identify him. He had two outstanding warrants for his arrest. Great system.

### **Belmont Police Department**

CJLEADS is remarkable - it is really going to make my life on patrol so much easier. Please keep improving what little there is to improve!

### **District Attorney's Office – 30<sup>th</sup> District**

Great program - especially like the Alerts. I use the records quite a bit. The people with CJLEADS are very helpful, and they respond almost immediately when contacted. Thanks

[We] need to work with AOC to allow us to install necessary programs on our computers. I am unable to print the records on this computer because I do not have Adobe Reader. I do have the latest Adobe but it did not install reader. Makes perfect sense to me. Unable to install this simple addition because it is administrator access only.

### **Graham County Sheriff's Office**

The CJLEADS training and help staff is amazing. Very much a pleasure working with CJLEADS trainers in our training and getting GCSO up and going with our CJLEADS access!

### **Eden Police Department**

CJLEADS has become my most valuable intelligence tool that I use. I am a Gang/Narcotics Detective and I use it seven to twelve times a day to find information and pictures of my targets. CJLEADS was well thought out, it is very easy to use and is the technology that will connect the dots between AOC, DMV, and Probation. It used to take me hours to go to each source of information, now it takes minutes.

### **Wake County Criminal Superior Clerk's Office**

I really enjoy the "Watchlist" feature as well as the e-mail notifications that come with it. As a court room clerk, it is really great to be able to check whether or not defendants are in custody somewhere else in the State to prevent unnecessary calling and failing of defendant appearance.

One thing I would find VERY helpful is an addition of the prior record level points and sentencing level for any given conviction. Already the program provides what class felony someone was convicted of, but no section providing prior points or the level of which they were sentenced.

### **Belmont Police Department**

Great success.

Can you add to the tag information whether or not it has a handicap tag assigned to it like cdi does? Thanks keep up the good work.

### **District Attorney's Office**

It is a central location for information which streamlines my time.

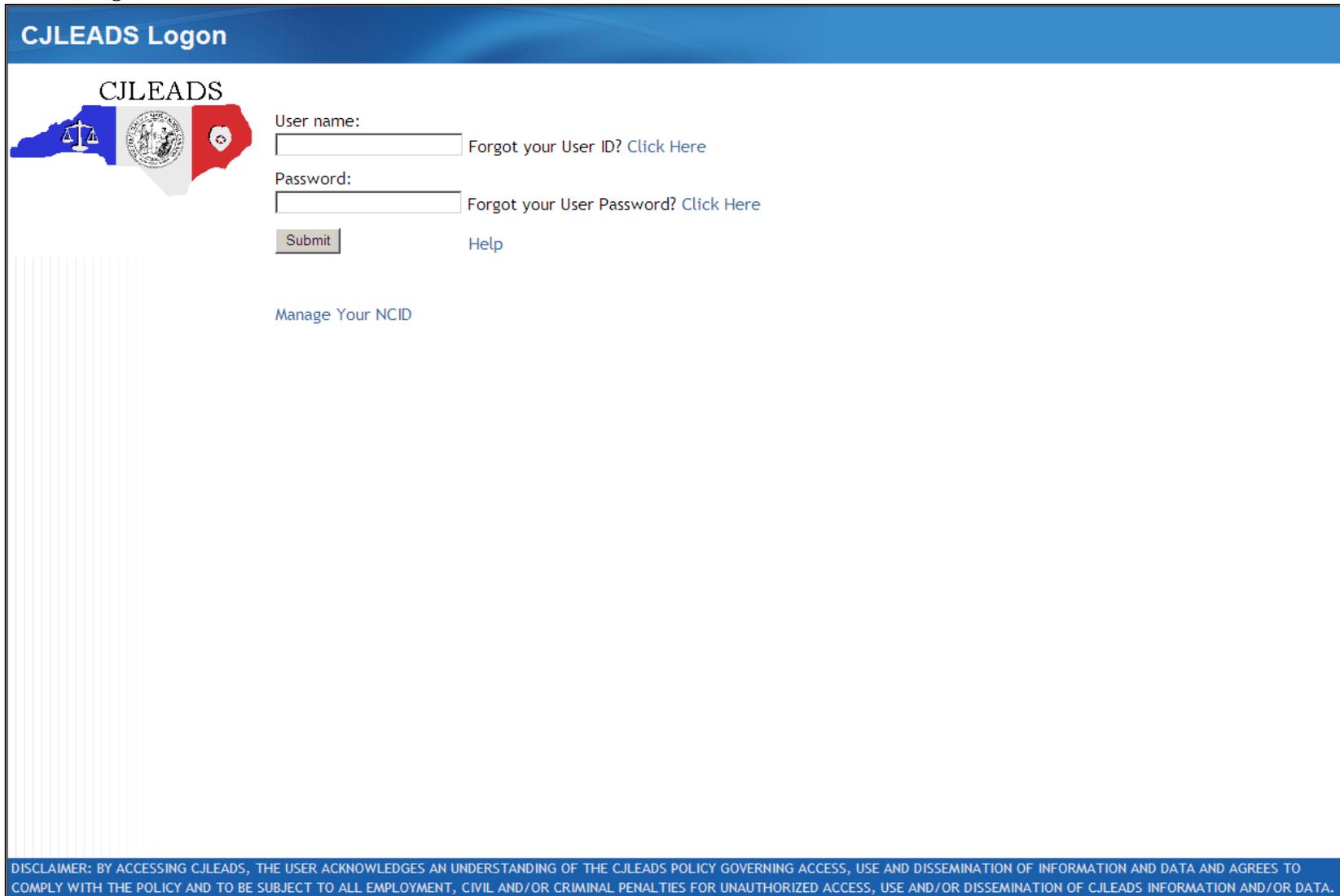
I would like to have the ability to print images associated with a file.

## Appendix D: Return on Investment Analysis

ROI Source												FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015		
	Actual				Estimated															
	Total Active Users (as of June 2011)	Actual Number of Records Accessed (FY 10-11)	Average Records Accessed per Week (Offender + DMV Jan-June 2011)	Average Annual Records Accessed per User (weekly avg * 50 wks)	Estimated Total Users (Full Deployment)	Estimated High Usage Users (30% of Active Users)	Annual Records Accessed (High Usage Users * Average Annual Records Accessed)	Research Time Saved per Record Accessed (minutes)	Hours Saved (FY 10-11)	Annual Hours Saved (Projected Years)	Hourly Rate									
<b>Improved Efficiency and Automation</b>																				
<b>Judicial Staff</b>																				
Judicial	82	3,168	11	550	300	90	49,500	10	528	8,250	\$30			\$ 15,840	\$ 247,500	\$ 247,500	\$ 247,500	\$ 247,500		
Clerks	361	8,958	7	350	500	150	52,500	10	1,493	8,750	\$30			\$ 44,790	\$ 262,500	\$ 262,500	\$ 262,500	\$ 262,500		
Magistrates	212	20,160	25	1250	600	180	225,000	10	3,360	37,500	\$30			\$ 100,800	\$ 1,125,000	\$ 1,125,000	\$ 1,125,000	\$ 1,125,000		
Prosecutors	458	22,914	11	550	800	240	132,000	10	3,819	22,000	\$30			\$ 114,570	\$ 660,000	\$ 660,000	\$ 660,000	\$ 660,000		
<b>Sub Total</b>	<b>1,113</b>	<b>55,200</b>	<b>12</b>	<b>2,700</b>	<b>2,200</b>	<b>660</b>	<b>459,000</b>		<b>9,200</b>	<b>76,500</b>				<b>\$ 276,000</b>	<b>\$ 2,295,000</b>	<b>\$ 2,295,000</b>	<b>\$ 2,295,000</b>	<b>\$ 2,295,000</b>		
<b>Law Enforcement Staff</b>																				
Law Enforcement	5713	853,169	21	1050	20000	6000	6,300,000	5	71,097	525,000	\$25			\$ 1,777,435	\$ 13,125,000	\$ 13,125,000	\$ 13,125,000	\$ 13,125,000		
Law Enforcement Support	294	14859	15	750	2000	600	450,000	5	1,238	37,500	\$20			\$ 24,765	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000		
<b>Sub Total</b>	<b>6,007</b>	<b>868,028</b>	<b>21</b>	<b>1,800</b>	<b>22,000</b>	<b>6,600</b>	<b>6,750,000</b>		<b>72,336</b>	<b>562,500</b>				<b>\$ 1,802,200</b>	<b>\$ 13,875,000</b>	<b>\$ 13,875,000</b>	<b>\$ 13,875,000</b>	<b>\$ 13,875,000</b>		
<b>Corrections Staff</b>																				
Probation	26	3827	24	1200	2000	600	720,000	5	319	60,000	\$20			\$ 6,378	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000		
Prison Intake & Support	18	535	7	350	200	60	21,000	5	45	1,750	\$20			\$ 892	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000		
<b>Sub Total</b>	<b>44</b>	<b>4,362</b>	<b>17</b>	<b>1,550</b>	<b>2,200</b>	<b>660</b>	<b>741,000</b>		<b>364</b>	<b>61,750</b>				<b>\$ 7,270</b>	<b>\$ 1,235,000</b>	<b>\$ 1,235,000</b>	<b>\$ 1,235,000</b>	<b>\$ 1,235,000</b>		
<b>Juvenile Justice Staff</b>																				
Court Counselors	24	2720	7	350	100	30	10,500	5	227	875	\$20			\$ 4,533	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500		
<b>Improved Efficiency &amp; Automation Sub-total</b>	<b>7,188</b>	<b>930,310</b>			<b>26,500</b>	<b>7,950</b>	<b>7,960,500</b>		<b>82,126</b>	<b>701,625</b>				<b>2,090,004</b>	<b>17,422,500</b>	<b>17,422,500</b>	<b>17,422,500</b>	<b>17,422,500</b>		
<b>Improved Safety - Cost Avoidance</b>																				
Post Pilot - Save four lives with integration of offender information									4					\$ 1,125,000	\$ 4,500,000					
<b>Total Improved Efficiency and Automation and Improved Safety</b>														<b>\$ 4,340,004</b>	<b>\$ 21,922,500</b>	<b>\$ 21,922,500</b>	<b>\$ 21,922,500</b>	<b>\$ 21,922,500</b>		
<b>Development Cost</b>																				
<b>ANNUAL</b>																				
Actual Development Costs														\$ 2,128,091	\$ 7,643,027	\$ 7,876,469				
Estimated Development Costs																\$ 7,705,737	\$ 7,996,377	\$ 7,996,377	\$ 7,996,377	
<b>Total Costs</b>														<b>\$ 2,128,091</b>	<b>\$ 7,643,027</b>	<b>\$ 7,876,469</b>	<b>\$ 7,705,737</b>	<b>\$ 7,996,377</b>	<b>\$ 8,016,377</b>	
Estimated Implementation Savings																\$ 4,340,004	\$ 21,922,500	\$ 21,922,500	\$ 21,922,500	
<b>CUMULATIVE</b>																				
Total Costs														\$ 2,128,091	\$ 9,771,118	\$ 17,647,587	\$ 25,353,324	\$ 33,349,701	\$ 41,366,078	\$ 49,382,455
Estimated Implementation Savings																\$ 4,340,004	\$ 26,262,504	\$ 48,185,004	\$ 70,107,504	\$ 92,030,004
Return																\$ (13,307,583.25)	\$ 909,179.75	\$ 14,835,302.75	\$ 28,741,425.75	\$ 42,647,548.75
<b>Improved Efficiency and Automation</b>	Efficiency savings for law enforcement assumed 30% of the anticipated 22,000 LEO and LEO support personnel will be "high volume" users and will access an average of 21 offender or DMV records per week. Conservatively, if each inquiry saves a law enforcement																			
	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 actual courts usage in FY 2011-2012 are calculated to be \$276,000. Assumi																			
<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																			

## Appendix E: CJLEADS – Sample Screens

### *CJLEADS Login Screen*



**CJLEADS Logon**

**CJLEADS**

User name:  [Forgot your User ID? Click Here](#)

Password:  [Forgot your User Password? Click Here](#)

[Help](#)

[Manage Your NCID](#)

DISCLAIMER: BY ACCESSING CJLEADS, THE USER ACKNOWLEDGES AN UNDERSTANDING OF THE CJLEADS POLICY GOVERNING ACCESS, USE AND DISSEMINATION OF INFORMATION AND DATA AND AGREES TO COMPLY WITH THE POLICY AND TO BE SUBJECT TO ALL EMPLOYMENT, CIVIL AND/OR CRIMINAL PENALTIES FOR UNAUTHORIZED ACCESS, USE AND/OR DISSEMINATION OF CJLEADS INFORMATION AND/OR DATA.

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

## CJLEADS Search Screen

[Law Enforcement] - Pending Training Logout Preferences Announcements Help

Alerts Search My Watchlist Reports

Criminal Justice - Purpose

Offender Results DMV Results

**Personal Identifiers**

Last name:

First name:

Middle name:

Street address:

City:

State:

ZIP:

Gender:

Age/Range:  +/-  (years)

Birth date:  /  /

**IDs**

SSN:  -  -

DL:

SID:

FBI ID:

DOC ID:

SRN:

**Cases**

INFORMATION PROVIDED IN CJLEADS HAS BEEN COMPILED FROM MULTIPLE SOURCE SYSTEMS. FOR DATA VERIFICATION, PLEASE REFER TO THE SYSTEM OF RECORD.

- Allows the user to enter search criteria

## CJLEADS Search Results Screen

[Law Enforcement] - Pending Training
Logout Preferences Announcements Help

Alerts
Search
My Watchlist
Reports

Criminal Justice - Purpose

**Personal Identifiers**

Last name:

First name:

Middle name:

Street address:

street name, unit ##

City:

State:

ZIP:

Gender:

Age/Range:  +/-  (years)

Birth date:  /  /

**IDs**

SSN:  -  -

DL:  license #

SID:

FBI ID:

DOC ID:

SRN:

**Cases**

Offender Results (4)
DMV Results

4 search results Filter Search results 🔍 4 of 4

WARR
  OFA
  AWC
  CC
  ESC
  SOR
  GNG
  ABSC
  DRG
  WPN

**JOHN JULIAN PORTER** AWC OFA SOR GNG

Address: 801 N OAK STREET, DURHAM, NC 27707

SSN: XXX-XX-1111    SID: NC9988776A    DOC ID: 0327401    DL: NC-16400000

Birth date: 01/01/1976    Age: 34    Race: BLACK    Gender: MALE

Height: 67    Weight: 219    Eyes: BLACK    Hair: BROWN

**JAMES ANDREW PORTER**

Address: 22 South Main Street, WAYNARD, NC 27544

SSN: XXX-XX-2222    SID: NC11111111    DOC ID: 3333333    DL:

Birth date: 01/01/1950    Age: 59    Race: BLACK    Gender: MALE

Height: 55    Weight: 150    Eyes: BLUE    Hair: BLACK

**JOHN C PORTER** OFA ESC

Address: East Washington Street, Wake, NC 244433

SSN: XXX-XX-3333    SID:    DOC ID: 3333333    DL:

Birth date: 04/24/1967    Age: 41    Race: WHITE    Gender: MALE

Height: 72    Weight: 180    Eyes: BLUE    Hair: BLOND

**MARK ISSAC PORTER** CC DECEASED

Address: 1200 Southway Drive, Westover Hills, NC 27832-0000

SSN: XXX-XX-4444    SID: NC22222222    DOC ID: 3333333    DL: NC-99999999

Birth date: 04/25/1954    Age: 55    Race: BLACK    Gender: MALE

Height: 71    Weight: 122    Eyes: BROWN    Hair: BLACK

INFORMATION PROVIDED IN CJLEADS HAS BEEN COMPILED FROM MULTIPLE SOURCE SYSTEMS. FOR DATA VERIFICATION, PLEASE REFER TO THE SYSTEM OF RECORD.

- 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

**Offender info for: JOHN JULIAN PORTER**



**JOHN JULIAN PORTER** AWC OFA SOR GNG

SSN: XXX-XX-1111    FBI ID: 122233JB1    SID: NC9988776A    Age: 34    DOC ID: 0327401    DL: NC-16400000

Lookup    Print    Add to Watchlist

Summary
Timeline
Court Records
Outstanding
Jail
Prison
DV
ComCorr
SOR
Gangs
Marks

**JOHN JULIAN PORTER** AWC OFA SOR GNG

Address: 801 N OAK STREET, DURHAM, NC 27707

Birth date: 01/01/1976	FBI ID: 122233JB1
Age: 34	SID: NC9988776A
Race: BLACK	SSN: XXX-XX-1111
Gender: MALE	DL: NC-16400000
Height: 67	DOC ID: 0327401
Weight: 219	Concealed: DATA NOT AVAILABLE
Eyes: BROWN	SRN ID: R01
Hair: BLACK	Occupation:



DOC 03/30/2009 →

More...

**Outstanding Processes**

Unserved Processes - 0

Felony - 0

Misdemeanor - 0

Infraction - 0

Traffic - 2

**NC Court Records**

Pending - 2

Disposed - 64

**Jail**

Current - No

Previous - Yes

Escaped - No

**Prison**

Current - Yes

Previous - Yes

Escaped - No

**Community Corrections**

Current - No

Previous - Yes

Absconded - No

**Sex Offender Registry**

Pending Registration - No

Active Registration - Yes

Prior Registration - Yes

Registration Type - AGGRAVATED OFFENDER

Registration Contact Agency - Wake

**Marks / Scars**

Yes

**Gang Affiliations**

Yes

**Domestic Violence**

Case(s) - 3

- 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

## CJLEADS Court Records Screen

Offender info for: JOHN JULIAN PORTER

 JOHN JULIAN PORTER  AWC OFA SOR GNG  67 of 67

SSN: XXX-XX-1111 FBI ID: 122233JB1 SID: NC9988776A Age: 34 DOC ID: 0327401 DL: NC-16400000

Case view
  Offense view

	Case status	County	Court file #	Process type	SID	Primary offense date	Primary charged offense type	Primary charged offense	Primary convicted offense type	Primary convicted offense	Primary disposition	Primary disposition date	Last court date
<input type="checkbox"/>	PENDING	WAKE	08CR726975 +	Citation	N	06/12/2008	Traffic	DRIVE/ALLO W MV NO REGISTRATIO N			**	**	03/18/2010
<input type="checkbox"/>	PENDING	WAKE	08CR726974 +	Citation	N	06/12/2008	Traffic	DWLR			**	**	03/18/2010
<input type="checkbox"/>	DISPOSED	DURHAM	09CR48242	Warrant	Y	08/02/2009	Misdemeanor	COMMUNICA TING THREATS			DISMISSAL BY DA	09/09/2009	10/01/2009
<input type="checkbox"/>	DISPOSED	DURHAM	09CRS48241 +	Indictment	Y	08/02/2009	Felony	ASSAULT BY STRANGULATI ON	Felony	ASSAULT BY STRANGULATI ON	Guilty	01/15/2010	11/02/2009
<input type="checkbox"/>	DISPOSED	DURHAM	09CR48240 +	Warrant	Y	08/02/2009	Misdemeanor	COMMUNICA TING THREATS			DISMISSAL BY DA	09/09/2009	10/01/2009
<input type="checkbox"/>	DISPOSED	DURHAM	09CRS48239 +	Indictment	Y	08/02/2009	Felony	FIRST DEGREE BURGLARY	Felony	FIRST DEGREE BURGLARY	Guilty	01/15/2010	11/02/2009
<input type="checkbox"/>	DISPOSED	DURHAM	08CR51711 +	Warrant	Y	09/17/2008	Felony	MALICIOUS CONDUCT BY PRISONER	Misdemeanor	ASSAULT GOVT OFFICIAL/EMPL Y	Guilty	12/17/2008	12/17/2008
<input type="checkbox"/>	DISPOSED	DURHAM	08CR51710 +	Warrant	Y	09/17/2008	Misdemeanor	COMMUNICA TING THREATS	Misdemeanor	COMMUNICATI NG THREATS	Guilty	12/17/2008	12/17/2008
<input type="checkbox"/>	DISPOSED	DURHAM	08CR8408 +	Citation	N	07/26/2008	Traffic	DWLR			DISMISSAL BY DA	01/15/2010	07/16/2009
<input type="checkbox"/>	DISPOSED	DURHAM	08CR8306 +	Citation	N	07/18/2008	Traffic	OPERATE			DISMISSAL	01/15/2010	07/16/2009

- 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

***CJLEADS Community Corrections Summary and Detail Screen***

Offender info for: JOHN JULIAN PORTER

JOHN JULIAN PORTER **AWC** OFA SOR GNG  5 of 5

SSN: XXX-XX-1111 FBI ID: 122233JB1 SID: NC9988776A Age: 34 DOC ID: 0327401 DL: NC-1640000

Summary Timeline Court Records Outstanding Jail Prison DV ComCorr SOR Gangs Marks

Sentence record #	Status	Supervision type	How served	County of conviction	Court file #	Primary offense	Start date	End date	Supervision term	Punish type
05-001	REVOKED	Probation	CC to 04	PERSON	08CRS46368	VIOLATION PROTECTIVE ORDER	08/19/2008	12/08/2008	000Y 12M 00D	COMMUNITY SS (DCC)
04-001	REVOKED	Probation	CC to 03	DURHAM	07CR56544	VIOLATION PROTECTIVE ORDER	04/24/2008	12/17/2008	000Y 12M 00D	COMMUNITY SS (DCC)

03-001

02-001

01-001

Status: REVOKED  
Supervision type: Probation  
Supervision term: 000Y 12M 00D  
Conviction date: 08/19/2008  
Sentence record #: 05-001  
Supervision term: 000Y 12M 00D  
Start date: 08/19/2008  
Court file #: 08CRS46368  
Punish type: COMMUNITY SS (DCC)  
End date: 12/08/2008  
County of conviction: PERSON  
County of supervision:  
Office:  
Chief PPO:  
How served: CC to 04  
Contact #:

PPO: \*\*\*\*\*

Offenses (2) Sanctions (6) Violations (1)

County of conviction	Court file #	General statute	Offense	Qualifier	Offense date	Offense type	Penalty class
DURHAM	08CR47531	5A-11		PRINCIPAL	05/15/2008	MISDEMEANOR	CLASS A1 MISDEMEANOR SS
DURHAM	08CRS46368	50B-4.1(A)		PRINCIPAL	05/17/2008	MISDEMEANOR	CLASS A1 MISDEMEANOR SS

- *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*

## CJLEADS Timeline Screen



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



**CJLEADS DMV Vehicle Registration**

The screenshot displays the CJLEADS interface for DMV vehicle registration. The main search area shows a search for vehicle PCK4356. A modal window titled "Vehicle Detail Info" is open, providing comprehensive details for the vehicle and its associated parties.

**Vehicle Detail Info**

Plate No: PCK4356	Make: NISSAN	Model: TITAN	Status: <b>SUSPENDED</b>	<a href="#">Print</a>
VIN #: 1FTCR10A7VTA43242	Year: 2001	Body Style: CREW CAB	Pick Up Plate: <b>YES</b>	
Title #: 778237021715907	Tax County: DURHAM	Permanent Plate: PERM	Insurance Stop: <b>YES</b>	
Issue Date: 12/01/2009	Expiration Date: 12/01/2010	Purchase Date: 11/15/2002	Inspection Violation: <b>YES</b>	
Title Transfer Date: 01/30/2007	No of Owners: 01	No of Liens: 01	Title Status:	

Plate Message:

Owners/Lessees (2) | Lien Holders (1) | Registration (1) | DMV Vehicle Stops (2)

**FINANCIAL SERVICES VEHICLE TRUST** Customer Id: 000032224320  
 5550 BRITTON PKWY, HILLIARD, OH 43026-7456  
 Type: Owner - Business - Primary

**JOHN JULIAN PORTER**  
 Address: 801 N. OAK STREET, DURHAM, NC 27707  
 County: DURHAM Type: Lesse - Primary DL: 0000003048226  
 Birth Date: 01/01/1976 Age: 35 Race: BLACK Gender: MALE  
 Height: 67 Eyes: BROWN Hair: BROWN Non Resident Military:

- The DMV vehicle registration screen provides vehicle, lien, registration and DMV stop information.

**CJLEADS Night Vision**

Offender info for: JOHN JULIAN PORTER

**JOHN JULIAN PORTER** AWC OFA SOR GNG Lookup Print Add to Watchlist

SSN: XXX-XX-1111 FBI ID: 122233JB1 SID: NC9988776A Age: 34 DOC ID: 0327401 DL: NC-16400000

Summary Timeline Court Records Outstanding Jail Prison DV ComCorr SOR Gangs Marks

**JOHN JULIAN PORTER** AWC OFA SOR GNG

Address: 801 N OAK STREET, DURHAM, NC 27707

Birth date: 01/01/1976 FBI ID: 122233JB1  
 Age: 34 SID: NC9988776A  
 Race: BLACK SSN: XXX-XX-1111  
 Gender: MALE DL: NC-16400000  
 Height: 67 DOC ID: 0327401  
 Weight: 219 Concealed: DATA NOT AVAILABLE  
 Eyes: BROWN SRN ID: R01  
 Hair: BLACK Occupation: More...

DOC 03/30/2009

<b>Outstanding Processes</b> Unserved Processes - 0 Felony - 0 Misdemeanor - 0 Infraction - 0 Traffic - 2	<b>NC Court Records</b> Pending - 2 Disposed - 64	<b>Jail</b> Current - No Previous - Yes Escaped - No
<b>Prison</b> Current - Yes Previous - Yes Escaped - No	<b>Community Corrections</b> Current - No Previous - Yes Absconded - No	<b>Sex Offender Registry</b> Pending Registration - No Active Registration - Yes Prior Registration - Yes Registration Type - AGGRAVATED OFFENDER Registration Contact Agency - Wake
<b>Marks / Scars</b> Yes	<b>Gang Affiliations</b> Yes	<b>Domestic Violence</b> Case(s) - 3

INFORMATION PROVIDED IN CJLEADS HAS BEEN COMPILED FROM MULTIPLE SOURCE SYSTEMS. FOR DATA VERIFICATION, PLEASE REFER TO THE SYSTEM OF RECORD.

- *Night vision provides a reverse image screen that reduces illumination of a law enforcement officer at night and prevents “night blindness.”*

**Appendix F: CJLEADS – Functional Needs**

<b>CJLEADS Functional Needs</b>		
<b>Currently Under Development</b>		
	<b>Value Proposition</b>	<b>Challenges</b>
Report of Offenders with Warrants, Orders for Arrest and/or Criminal processes who are: <ul style="list-style-type: none"> <li>• Due in court date</li> <li>• Active Sex Offenders</li> <li>• Concealed Handgun Permit Holders</li> <li>• Incarcerated</li> </ul>	Leverages integrated information for improved warrant management	
DWI Offender Reporting and Aging	Leverages integrated information for improved DWI case management	
Advanced Search	Provides the ability to conduct more investigative searches	
User Controlled Offender Merge	Provides users the ability to merge clusters to view a composite view	

<b>Priority Development</b>		
	<b>Value Proposition</b>	<b>Challenges</b>
Partial Vehicle Plate Number Search Capability	Improves investigations	Requires DMV system development
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 requires DMV system development

Improved Watch list and Alerting	Creates task force watch lists capability Provides sharing of watchlist with peers	Infrastructure change to support access
Develop Photo Line-up capabilities	Assists with investigations	Storage, auditing and investigative business rules

<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>• NCAWARE – near real time</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

<b>Continued Process Improvement Development</b>		
	<b>Value Proposition</b>	<b>Challenges</b>
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
Integrate Federal Prison Information	Improves investigations and offender management	Identification of Federal entity and integration points
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