

INTEGRATED JUSTICE SYSTEM PLAN

*Update on Technology Status for Integrated Criminal
Justice System*

Background, project model and schedules

Mary Jo Horace, Interim CIO
3/28/2014



INTEGRATED JUSTICE SYSTEM PLAN

Update on Technology Status for Integrated Criminal Justice System

The Bureau of Technology (BOT) information technology (IT) strategic planning process incorporates regular examination of the plans and priorities for all business sectors within Cook County Government – property, judicial and business operations. Throughout the course of business, each business sector is reviewed to see how best BOT can provide IT support and encourage integrative technology solutions. This plan reviews the technology activities of County criminal justice agencies, how it affect other agencies within the sector and how BOT can facilitate, strengthen and enhance technology via hardware, software and support services such as security, business continuity and application development support.

Pursuant to Cook County Board Resolution 13-2002, the CIO shall update the Board of Commissioners via the Technology Committee on progress being made towards achieving the goal of an integrated, automated Cook County Criminal Justice System on quarterly basis beginning with the first quarter of the FY2014.

The goal of the initiative is to develop and implement process and technology to effectively and securely exchange information between the criminal justice agencies reducing technological incompatibility and redundancy. This document is the overall project plan to facilitate automation efforts by the criminal justice agencies.

PURPOSE AND BENEFIT

The purpose of the project is to work collaboratively with Cook County Government criminal justice agencies to facilitate using technology solutions to foster improved data sharing in a consistent manner using secure methodologies. Anticipated benefits include:

- Ability for an agency to write a single data feed and exchange data with multiple agencies
- Greater data security
- Establish more efficient and effective systems and workflows
- Increase auditability and traceability
- Increase availability of comprehensive, real-time data
- Guarantee delivery of data

BACKGROUND AND STRATEGY

Cook County Government has the second largest criminal justice system in the country. This complex, multiple agency environment, at times, can be inefficient or duplicative in technology services. In order to improve the environment, the Cook County Board of Commissioners approved a Cook County Integrated Justice Resolution that established the Cook County Integrated Criminal Justice Information Systems (CCICJIS) Committee. CCICJIS was charged with the development of a high level strategic plan for an integrated justice information enterprise for Cook County. The intergovernmental effort is dedicated to overcoming strategic issues of improving the criminal justice system in Cook County and to

facilitate the electronic sharing of justice information at the county and state level. The result of this resolution was a CCICJIS Strategic Plan that was submitted to the Cook County Board of Commissioners on May 1, 2003.

The work of this document is to outline how technology assistance can be provided to the criminal justice agencies. The expected outcome is a strategic plan for how the technology agencies will implement data sharing via an Enterprise Service Bus (ESB) solution which will link the multitude of Cook County computer systems and data sources to share information relevant to each agency. The first group that will utilize the ESB will be the justice agencies.

KEY PROJECT SUCCESS DEPENDENCIES

Since the County technology infrastructure is an environment that is constantly evolving, there are several key dependencies that should be stated:

- Communication among the project stakeholders is critical to keep all participants involved and to maintain momentum for the initiative.
- Defined manageable and measureable subsets of the project need to be identified.
- Pilot-testing of the ESB in controlled data exchanges to reduce risks for all participants.
- Data exchange standards must be identified and strictly adhered to by all agencies exchanging information.
- Acquisition of a common enterprise service bus via the County's procurement process.
- Clearly defined measurable goals for each data exchange implemented.

PERFORMANCE MANAGEMENT

Several key performance indicators for evaluating the success of this initiative are:

1. Demonstrate success in classifying data in accordance with proven industry standards, such as NIEM.
2. Increase the number of interfaces for data sharing using a common Enterprise Service BUS architecture instead of point-to-point communications.
3. Demonstrate ability to show a secure and speedy transfer of data between agencies.
4. Demonstrate success in meeting established exchange-specific goals via clear quantitative and qualitative metrics.
5. Demonstrate reduction in data feeds each agency maintains.

PROJECT GOVERNANCE

The project participants are comprised at a high level between two organizational groups. These two major groups oversee the governance and roles for the project participants:

Executive Sponsors

The Executive Sponsors are the project champions that provide strategic input into the goals for the project and sign off on major project directives and agreements. The Executive Sponsors include:

Cook County President
Board of Commissioners
Office of the Chief Judge
Office of the State's Attorney
Cook County Sheriff
Clerk of the Circuit Court
Public Defender

Sub Committee Leads

The Subcommittee project leads are responsible for the day-to-day administration of the project and are the overall owners of the project deliverables.

PROJECT ORGANIZATION

The project organization is comprised of County employees from various County organizations. The overall project management has been divided into four primary areas – policy, finance, technology and change management:

Policy

(Subcommittee led by Office of the Cook County Sheriff)

1. Perform background research to identify best practices for data exchange standards to be used by all agencies.
2. Create documentation, MOUs and process to ensure sustainable and effective data exchanges via the ESB.
3. Data mapping – creation, governance and policies.

Finance

(Subcommittee led Chief Information Officer or designee, Office of the President)

1. Secure funding for infrastructure and personnel.
2. Ensure that the technology solution is a viable model that can be used throughout the enterprise for transferring data among Cook County agencies.

Technology

(Subcommittee led by Office of the Clerk of the Circuit Court)

1. Technical lead to research and make recommendations to the committee as a whole for technology solutions to be purchased and utilized.

Change Management

(Subcommittee led by Cook County's State's Attorney's Office)

1. Assist Integrated Justice agencies in identifying and managing ongoing changes and risks resulting from data integration efforts within Cook County.
2. Assist participating Agencies in the establishment of quantitative and qualitative measures to determine progress and success.

Project Staffing Model

In order to support this enterprise initiative and ensure its success, staffing will be shared over multiple county agencies. It is anticipated that the following will be dedicated to implement this planned solution:

Job Function	Resource
Project Manager	Clerk of the Court
Service Oriented Architect	Bureau of Technology
Technical Lead – Business Rules	Each IT organization subject matter experts
Technical Lead – Business Process Workflow	Each IT organization subject matter experts
Data Architect	Sheriff's Office
Change Control Manager	States' Attorney
ESB Technical Lead	Bureau of Technology
Data Dictionary	Each IT organization subject matter experts
Project Security	Bureau of Technology
Disaster Recover & Business Continuity	Bureau of Technology
Performance Management Report	Bureau of Technology
Network performance	Bureau of Technology

Description of Key Project Staff

Program Manager – Responsible for planning, directing, managing, and overseeing the overall system PMO and Project Management activities. The primary focus is on providing an integrated view of all project and related program activities. The Project Manager will integrate all required tasks into a comprehensive Project Plan. Duties include:

1. Managing and directing all PMO activities and all Project Managers in the execution of project management tasks.
2. Maintaining oversight of the Project Plan to ensure all functions and tasks assigned to County agencies staff or external stakeholders are incorporated.
3. Confirming all project plans, processes, and procedures are appropriately executed to keep the project on-time, within budget, within scope and with high quality results.
4. Evaluate whether any contractor work plans, including tools and resource allocations are appropriate and reasonable in meeting project timeframes.
5. Monitor compliance with project contract tasks and deliverables, or approve modifications.

6. Maintaining oversight of the over-all project resources, schedule, key milestones, deliverables, and project status.
7. Participate in and prepare status reports and agendas for weekly, bi-weekly, monthly, and bi-monthly meetings to discuss work in progress and findings.
8. Ensuring the overall Project Plan incorporates all associated/related plans (including but not limited to the Risk Management Plan, Communication Plan, and Quality Management Plan).
9. Updating steering committee and executive leadership on project status

Technical Leads

1. Review and validate requirements and deliverables; includes providing an understanding of system requirements across business areas.
2. Lead business process analysis and re-engineering for their business area.
3. Identify and resolve issues impacting the progress and outcome of the project.
4. Provide oversight of project management and implementation activities for their respective business and/or technology area.
5. Provide recommendations to the PMO on critical business decisions.
6. Act as a communication conduit between the PMO and their respective business areas.
7. Assist in leading the implementation and associated changes within their business area.
8. Review and comment on deliverables according to the schedule.
9. Contribute to the project's overall understanding of agency business requirements for the eligibility and enrollment system.
10. Establish and maintain the technical requirements for the integration of workflow processes and business process models.
11. Develop, implement, and orchestrate web services as required for integration and interoperable system components.
12. Work with the project manager and technical staff to address and resolve system technical issues during configuration, testing, implementation, and integration.
13. Assist staff in addressing technical issues concerning the individual management plans.
14. Plan and execute system, integration and user acceptance tests.

ESB Technical Lead

1. Implementation and management of the Enterprise Service Bus.
2. In coordination with the System Interface Lead develop, implement, and orchestrate web services as required for integration and interoperability of the OE eligibility system components.

Operations Support

Day-to-Day operations will be provided by the Bureau of Technology along with the IT divisions for each County judicial agency:

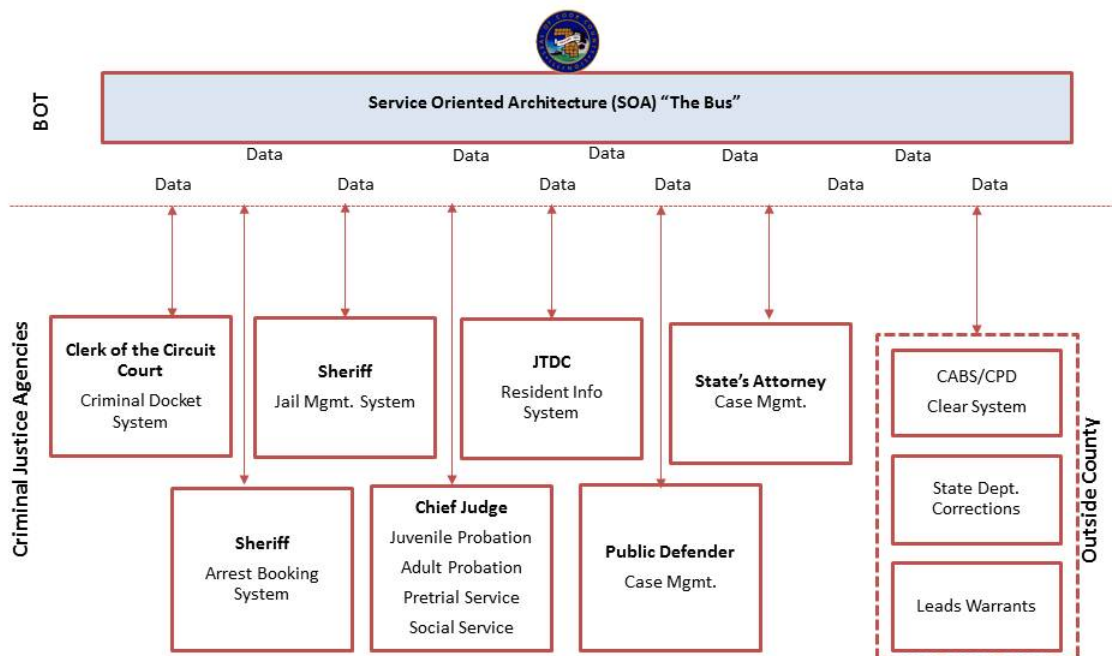
- The Bureau of Technology will support the system operations and maintenance
- County agencies will provide support for data quality and data integrity; analytics and requests for the data that they are mandated to provide and maintain
- The Bureau of Technology will provide call center management and staff for first and second level technical support for the ESB.

ROADMAP

It is the goal of this project to implement Enterprise Application Integration (EAI) model that will allow county agencies to communicate with each other in a seamless fashion irrespective of platform and geographic location of the application. The EAI is made up of message acceptance, transformation, translation, routing, message delivery and business process management. The EAI will use the Service Orientated Architecture (SOA) as part of an Enterprise Service Bus (ESB). The ESB is a component of a modular, Service Oriented Architecture (SOA) that promotes reusability and the use of shared services.

An ESB enables communication between different department systems and supports compliance with the technology standards that promotes re-use of services. When there is an overflow of data requests, the ESB will automatically create a queue and will serve each customer accordingly.

Future state of criminal justice data sharing



There are several key components to delivering of Enterprise Service Bus. Many of the steps that will help deliver a successful solution will be performed simultaneously with other business processes that are currently in place to exchange data. An example of a concurrent data exchange being executed with existing technology within Cook County:

- MITTIMUS
- ARRAIGNMENT INFORMATION:

The State's Attorney Office evaluates whether individuals accused of particular offenses, and upon determining that an individual has committed an offense arraigns that individual and publishes the charges with which the individual shall be prosecuted. A key part of the charge publishing process is communication of charging information to the Circuit Court Clerk for inclusion in the public record.

Currently, the State's Attorney Office publishes arraignment information to the Clerk of the Circuit Court on a daily basis via a first-generation SOA-type solution – Metatomix. This arraignment exchange interface is targeted as the second of the first two interfaces for incorporation in the Data Exchange Bus. This exchange is well understood, having been in production for over 6 years. Incorporation of this exchange creates measurable points to determine quantitative success with regard to implementation and process improvement. Further, because this exchange is well-understood, it presents a model against which future implementation processes can be tested.

Documentation Requirements

- Provide pilot data classification/methodology
- Conduct interviews of other governments to understand best practices of similar projects
- Establish Data Sharing Agreements
- Obtain Memorandum of Understanding for Pilot Projects:
 - Clerk of the Court and Sheriff
 - State's Attorney and Clerk of the Court
 - Other agencies as required
- Complete Data Classifications Completed for Pilot Projects
- Research for Data Exchange Tools
- Initiation of process for procurement of tools
- Education of methodologies, privacy, data classification, etc.
- Define Quality Assurance Components

- Define Change Management Process
- Define current architecture, future architecture, transition services and upgrades.

Project Schedule for Enterprise Service Bus Tool

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Project Charter									
Create RFP for BUS tool									
RFP release and selection									
Contract award									

ESB RFP TIMELINE

CJ Tech Project 2					
ID	Task Name	Duration	Start	Finish	Predecessors
1	Criminal Justice RFP Development	176.88 days	Mon 3/3/14	Tue 11/4/14	
2	Concept	2 days	Mon 3/3/14	Tue 3/4/14	
3	RFP Request	0 days	Mon 3/3/14	Mon 3/3/14	
4	Business Case	2 days	Mon 3/3/14	Tue 3/4/14	
5	Initiation	0.25 days	Mon 3/17/14	Mon 3/17/14	
6	Project Kickoff	2 hrs	Mon 3/17/14	Mon 3/17/14	
7	Plan/Design	151.88 days	Tue 4/1/14	Wed 10/29/14	
8	Meetings	109.13 days	Thu 5/1/14	Wed 10/1/14	
9	Executive Meetings	109.13 days	Thu 5/1/14	Wed 10/1/14	
10	Executive Meetings 1	1 hr	Thu 5/1/14	Thu 5/1/14	
11	Executive Meetings 2	1 hr	Mon 6/2/14	Mon 6/2/14	
12	Executive Meetings 3	1 hr	Tue 7/1/14	Tue 7/1/14	
13	Executive Meetings 4	1 hr	Fri 8/1/14	Fri 8/1/14	
14	Executive Meetings 5	1 hr	Mon 9/1/14	Mon 9/1/14	
15	Executive Meetings 6	1 hr	Wed 10/1/14	Wed 10/1/14	
16	RFP Solicitation Process	45.25 days	Tue 4/8/14	Tue 6/10/14	
17	Requirement Session	35.25 days	Tue 4/8/14	Tue 5/27/14	
18	Requirement Session 1	2 hrs	Tue 4/8/14	Tue 4/8/14	
19	Requirement Session 2	2 hrs	Tue 4/15/14	Tue 4/15/14	
20	Requirement Session 3	2 hrs	Tue 4/22/14	Tue 4/22/14	
21	Requirement Session 4	2 hrs	Tue 4/29/14	Tue 4/29/14	
22	Requirement Session 5	2 hrs	Tue 5/6/14	Tue 5/6/14	
23	Requirement Session 6	2 hrs	Tue 5/13/14	Tue 5/13/14	
24	Requirement Session 7	2 hrs	Tue 5/20/14	Tue 5/20/14	
25	Requirement Session 8	2 hrs	Tue 5/27/14	Tue 5/27/14	
26	Current/Future State Process Development	40 days	Tue 4/15/14	Tue 6/10/14	
27	Current State Process Development	20 days	Tue 4/15/14	Tue 5/13/14	19
28	Future State Process Development	20 days	Tue 5/13/14	Tue 6/10/14	27
29	System Requirement Development	20 days	Tue 5/13/14	Tue 6/10/14	27
30	RFP Creation	39 days	Tue 6/10/14	Mon 8/4/14	
31	Drafting RFP	20 days	Tue 6/10/14	Tue 7/8/14	27,28
32	Draft submitted to requesting agency	0 days	Tue 7/8/14	Tue 7/8/14	31
33	Requesting Agency RFP Review	5 days	Tue 7/8/14	Tue 7/15/14	32
34	Refine RFP	5 days	Tue 7/15/14	Tue 7/22/14	33
35	Submit RFP to Business Office	0 days	Tue 7/22/14	Tue 7/22/14	34
36	Create Requisitions	2 days	Tue 7/22/14	Thu 7/24/14	35
37	Submit RFP to Procurement	0 days	Thu 7/24/14	Thu 7/24/14	36
38	Procurement Review and Modifications	5 days	Thu 7/24/14	Thu 7/31/14	37
39	RFP package assembled	2 days	Thu 7/31/14	Mon 8/4/14	38
40	RFP Release	10.25 days	Mon 8/4/14	Mon 8/18/14	
41	RFP Released	0 days	Mon 8/4/14	Mon 8/4/14	39
42	Pre-proposal meeting	2 hrs	Mon 8/18/14	Mon 8/18/14	41FS+10 days
43	Post Solicitation Process	57.63 days	Mon 8/11/14	Wed 10/29/14	
44	Q&A Process	15.63 days	Mon 8/11/14	Mon 9/1/14	
45	Vendor Questions due	1 day	Mon 8/11/14	Tue 8/12/14	41FS+5 days
46	Prepare formal responses to questions	3 days	Tue 8/12/14	Fri 8/15/14	45
47	Proposals and Solicitation due	1.63 days	Fri 8/29/14	Mon 9/1/14	46FS+10 days
48	Review Proposals	14 days	Mon 9/1/14	Fri 9/19/14	
49	Responsiveness Check	2 days	Mon 9/1/14	Wed 9/3/14	47
50	Proposal Evaluations	5 days	Wed 9/3/14	Wed 9/10/14	49
51	Formulate list of vendor questions or clarifications	2 days	Wed 9/10/14	Fri 9/12/14	50

CJ Tech Project 2					
ID	Task Name	Duration	Start	Finish	Predecessors
52	Vendor Oral Presentations	3 days	Fri 9/12/14	Wed 9/17/14	51
53	Vendor reference checks	2 days	Wed 9/17/14	Fri 9/19/14	52
54	Selection Decision	28 days	Fri 9/19/14	Wed 10/29/14	
55	Analyze final proposals	2 days	Fri 9/19/14	Tue 9/23/14	53
56	Draft executive summary	3 days	Tue 9/23/14	Fri 9/26/14	55
57	Draft executive summary submitted to Manager and Director for approval	3 days	Fri 9/26/14	Wed 10/1/14	56
58	Contract Negotiations	20 days	Wed 10/1/14	Wed 10/29/14	57
59	Signed Contract received	0 days	Wed 10/29/14	Wed 10/29/14	58
60	Board Process	4 days	Wed 10/29/14	Tue 11/4/14	
61	Board package created if over 150k	2 days	Wed 10/29/14	Fri 10/31/14	59
62	Board package submitted online	2 days	Fri 10/31/14	Tue 11/4/14	61
63	Contract Award	0 days	Tue 11/4/14	Tue 11/4/14	62
Page 2					

ACRONYMS

Acronym	Definition
API	Application Programming Interface
EDI	Electronic Data Interchange
ESB	Enterprise Service Bus
GUI	Graphical User Interface
HIPAA	Health Insurance Portability and Accountability Act
BOT	Bureau of Technology
MOU	Memorandum of Understanding
NIEM	National Information Exchange Model
CCICJIS	Cook County Integrated Criminal Justice Information Systems
PMO	Program Management Office