



**Board of Commissioners of Cook County**

**Report of the Technology Committee**

*Thursday, October 10, 2013*

*12:30 PM*

*Cook County Building, Board Room, 569  
118 North Clark Street, Chicago, Illinois*

**SECTION 1**

**ATTENDANCE**

**Present:** Chairman Fritchey, Vice Chairman Gorman, Commissioners Butler, García, Schneider, Silvestri and Steele

**Absent:** Commissioners Daley and Goslin (2)

**Also Present:** Commissioners Gainer, Murphy and Reyes; Dorothy Brown – Clerk of the Circuit Court; Lydia Murphy – Chief Information Officer of Cook County; Michael Carroll – Director, Information Services, Office of the Chief Judge; Deborah White – Deputy Trial Support Operations, Public Defender’s Office; Bridget Dancy – Chief Information Officer, Clerk of the Circuit Court; Doug MacLean – Deputy Director, MIS, State’s Attorney’s Office; Robert McNerney – Chief Information Officer, Information Technology, Office of the Sheriff

**PUBLIC TESTIMONY**

Chairman Fritchey asked the Secretary to the Board to call upon the registered public speakers, in Accordance with Cook County Code, Sec. 2-107(dd).

1. George Blakemore, Concerned Citizen

**13-1869**

Sponsored by: TONI PRECKWINKLE, President and JOHN FRITCHEY, County Commissioner

**PROPOSED RESOLUTION**

**EXAMINING THE AUTOMATION OF THE COOK COUNTY CRIMINAL JUSTICE SYSTEM**

**WHEREAS**, the Cook County Criminal Justice System is one of the largest in the nation comprised of the largest single site jail in the nation and the largest unified court system in the nation; and

**WHEREAS**, the system remains largely a paper based system managing over 5.4 million court hearings, 33,000 felony cases, 166,000 misdemeanor filings and over 750,000 traffic cases, with over 78,000 jail admissions in fiscal year; and

**WHEREAS**, a paper-based criminal justice system inhibits offices from effectively communicating with each other, leading to errors and inefficiencies that continue to cost the County dramatically; and

**WHEREAS**, the development and implementation of an automated criminal justice system that allows the Office of the Chief Judge, the Cook County Sheriff, the Cook County State's Attorney, the Cook County Public Defender, and the Clerk of the Circuit Court to remedy the above-mentioned errors and inefficiencies by automatically providing access to electronic documents to all effected offices and allowing for the accurate transmittal of information pertaining to each defendant resulting in improvements to public safety as well as savings to the County.

**NOW, THEREFORE, BE IT RESOLVED**, that the President of the Cook County Board of Commissioners and the Cook County Board of Commissioners strongly support the development and implementation of an automated criminal justice system; and

**BE IT FURTHER RESOLVED**, that the President of the Cook County Board of Commissioners and the Cook County Board of Commissioners request the Chief Information Officer to convene the criminal justice system stakeholders to discuss the needs for an integrated, automated system, taking into account the work of the existing Cook County Integrated Criminal Justice Information Systems Committee (CICJIS) and report back to the resident and the Cook County Board of Commissioners on the progress of such discussions and any strategic plan for the implementation of an integrated system.

**Legislative History:** February 5, 2013 Board of Commissioners referred to the Technology Committee. (New Item #3, Communication No. 321863.

**A motion was made by Commissioner Silvestri, seconded by Commissioner Steele, that Communication Number 13-1869 be recommended for approval. The motion carried.**

The following documents were submitted as part of the record and have been attached to this report: Cook County Sheriff's Office's Paper Booking Process; Cook County Integrated Criminal Justice Information Systems Committee's Strategic Plan; Bureau of Information Technology's Criminal Justice Data Sharing; Cook County Integrated Criminal Justice Information System's Detailed Plan of Action

**ADJOURNMENT**

**Commissioner Silvestri, seconded by Commissioner Steele, moved to adjourn the meeting. The motion passed and the meeting was adjourned.**

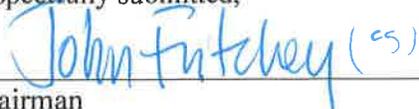
**SECTION 2**

**YOUR COMMITTEE RECOMMENDS THE FOLLOWING ACTION  
WITH REGARD TO THE MATTER NAMED HEREIN:**

Communication Number 13-1869

Recommended for Approval

Respectfully submitted,

 (CS)

Chairman

  
Secretary

\*A video recording of this meeting is available on the Office of the Secretary to the Board's web site on the Video Page at <http://blog.cookcountyil.gov/secretarytotheboard/county-board-proceedings/county-board-video-and-audio/>



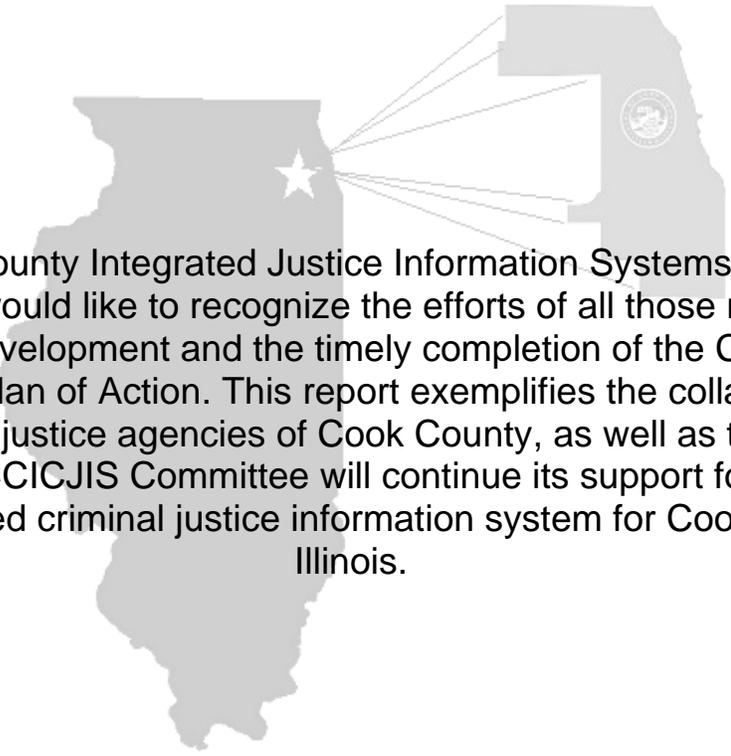
**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS  
CCICJIS**

The background of the central section is a grayscale, low-angle photograph of a grand, classical building facade. The image shows multiple levels of arches and columns, creating a sense of depth and architectural grandeur. The text is overlaid on this image.

# **CCICJIS DETAILED PLAN OF ACTION**

**DECEMBER 31, 2006**

# ACKNOWLEDGEMENTS OF CONTRIBUTORS



The Cook County Integrated Justice Information Systems (CCICJIS) Committee would like to recognize the efforts of all those responsible for the development and the timely completion of the CCICJIS Detailed Plan of Action. This report exemplifies the collaborative efforts of the justice agencies of Cook County, as well as the State of Illinois. The CCICJIS Committee will continue its support for achieving an integrated criminal justice information system for Cook County, Illinois.

## CCICJIS DETAILED PLAN OF ACTION PROJECT TEAM

**Nicole Sims, Project Manager**

Office of the Clerk of the Circuit Court of Cook County

**Dave Usery & Elizabeth Pearson, Lead Consultants**

URL Integration

Gemini Electronics, LLC  
Professional Technology Solutions





**CONTENTS**

**COOK COUNTY BOARD RESOLUTION** p. 7

**EXECUTIVE SUMMARY** p. 11

**DETAILED PLAN OF ACTION**

- Integrating Information Systems p. 17
- Establishing Governance for CCICJIS p. 21
- Protecting Privacy & Data Custodianship p. 29
- Creating Standards for Data Sharing p. 35
- Expanding Information Technology Infrastructure p. 45
- Rapidly Identifying Through Biometric Technologies p. 59
- Funding Integrated Justice p. 65

**IMPLEMENTATION PLAN**

- Implementation Strategy p. 79
- Project Plan & Timeline p. 91

**APPENDICES**

- Appendix A: Committee / Subcommittee Membership p. 95
- Appendix B: Scenario Profiles p. 101
- Appendix C: Validated Data Exchanges p. 139
- Appendix D: Outline for Standards Document p. 163
- Appendix E: Operational & Technical Survey p. 167
- Appendix F: Infrastructure Best Practices p. 175
- Appendix G: Biometric Formats & Standards p. 179
- Appendix H: Strategy Implementation Checklist p. 185
- Appendix I: Glossary of Terms p. 189



***COOK COUNTY BOARD RESOLUTION***

**WHEREAS**, the Cook County Integrated Criminal Justice Resolution, Agenda Item #79, dated April 23, 2002, established the Cook County Integrated Criminal Justice Information Systems (CCICJIS) Committee; and

**WHEREAS**, the CCICJIS Committee was comprised of the major criminal justice stakeholders of Cook County and the State of Illinois; and

**WHEREAS**, the Committee was charged with the development of a high-level strategic plan for an integrated criminal justice information enterprise for Cook County; and

**WHEREAS**, the CCICJIS Strategic Plan was submitted to the Cook County Board of Commissioners May 1, 2003; and

**WHEREAS**, the CCICJIS Strategic Plan detailed the eight strategic issues of Governance, Data Custodianship, Integration, Privacy, Standards, Infrastructure, Biometrics, and Funding, all which have a direct impact on the development of an integrated criminal justice enterprise for Cook County; and

**WHEREAS**, the recommended next step in realizing the goals of an integrated criminal justice enterprise for Cook County is to proceed with the development of a Detailed Plan of Action, which will draw upon the eight strategic issues and associated recommendations.

**NOW, THEREFORE, BE IT RESOLVED**, by the Cook County Board of Commissioners as follows:

**I. COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS COMMITTEE**

The Cook County Integrated Criminal Justice Information Systems Committee is hereby recast.

**II. COMPOSITION OF THE COMMITTEE**

A. The Committee shall be comprised of the following elected or appointed officers:

- (a) The Clerk of the Circuit Court of Cook County
- (b) The Chief Judge of the Circuit Court of Cook County
- (c) The Cook County State's Attorney
- (d) The Cook County Sheriff
- (e) The Cook County Public Defender
- (f) The Chairman of the Judicial Advisory Council
- (g) The Chairman of the Criminal Justice Coordinating Council
- (h) The Chief of the Bureau of Public Safety and Judicial Coordination
- (i) The Chief Probation Officer of the Cook County Adult Probation Department
- (j) The CIO of the Bureau of Information Technology and Automation
- (k) The Executive Director of the Cook County Department of Corrections
- (l) The Director of the Cook County Emergency Management Agency
- (m) The Chief of Police for the Cook County Sheriff's Office
- (n) The Chief of the Cook County Forest Preserve District Police

The following State of Illinois agencies shall each be invited to designate a representative:

- (a) The Illinois Secretary of State
- (b) The Illinois Attorney General
- (c) The Illinois State Police

## COOK COUNTY BOARD RESOLUTION

- (d) The Illinois Criminal Justice Information Authority
- (e) The Illinois Department of Corrections
- (f) The Administrative Office of Illinois Courts
- (g) The State Appellate Defender
- (h) The State Appellate Prosecutor

The following law enforcement and local agencies shall each be invited to designate a representative:

- (a) The Chicago Police Department
- (b) The North Suburban Police Chiefs Association (District 2 and District 3) – 2 representatives
- (c) The West Suburban Police Chiefs Association (District 4)
- (d) The Fifth District Police Chiefs Association (District 5)
- (e) The South Suburban Police Chiefs Association (District 6)
- (f) The Chicago Crime Commission

Lastly, to ensure input from the citizens of Cook County, the Cook County Board President shall appoint from the general public a seven (7) member Citizens Advisory Committee to provide the CCICJIS Committee advice on community issues concerning integration. It is recommended, but not required, for members of the Citizens Advisory Committee to have knowledge in the area of information technology and finance.

- B. The Committee shall seek the input, assistance and participation of other governmental agencies, and private and public interest groups as necessary or appropriate.
- C. The Clerk of the Circuit Court of Cook County shall serve as Chair of the Committee and may establish ad hoc committees or subcommittees as necessary to assist the Committee in completion of its mission.

### III. DUTIES OF THE COMMITTEE

- A. To develop a Detailed Plan of Action—specific goals, objectives, metrics and timetables—for implementing an integrated criminal justice enterprise for Cook County that includes, but is not limited to the following:
  - Completing the Data Exchange Points documentation—developed as a part of the CCICJIS Strategic Plan—to allow for inclusion of all Cook County municipalities, and defining the processes and events that trigger exchange of information between the municipalities and other justice agencies.
  - Developing a clear vision of the “to be” or “future” Cook County integrated criminal justice enterprise with specific tasks and projects outlined to achieve this vision.
  - Documenting current criminal justice interagency business processes and developing recommendations for future business process improvements, all which will facilitate achieving the goals of a Cook County integrated criminal justice enterprise.
  - Creating the minimum requirements necessary for agencies to share information electronically, support evolving technologies, and ensure appropriate planning and maintenance of the IT infrastructure of criminal justice agencies.
  - Addressing the expanding use of Biometrics for rapid identification by supporting technological applications, and developing applicable biometric standards for criminal justice use.
  - Developing a Cook County Information Privacy Policy that highlights the appropriate uses of collected, accessed and disseminated criminal justice information.

- Identifying federal, state and other sources of funding assistance to finance the integration and improvement of the criminal justice information systems in Cook County.
  - Ensuring that the Detailed Plan of Action complies with national and state integrated criminal justice standards.
  - Developing applicable security, verification and audit functions to ensure accuracy and integrity at every point of the process.
  - Identifying and—with requisite approval—completing near-term opportunities/projects for improved integration between Cook County justice agencies, and with local and state agencies.
- B. To develop a process to enable Cook County criminal justice agencies to take into formal consideration and use the Guiding Principles of Integrated Justice, as detailed in the CCICJIS Strategic Plan, when planning new technology initiatives.
- C. To report the Committee's activities every six (6) months to the Cook County Board President and Board of Commissioners. The first report shall be due six (6) months from the effective date of this Resolution.
- D. To complete the development of the Detailed Plan of Action within a two-year period from the effective date of this Resolution.

Approved and adopted this 13th day of July 2004.



## EXECUTIVE SUMMARY

In April of 2002, the Cook County Integrated Criminal Justice Information Systems (CCICJIS) Committee was established by Cook County Board Resolution with the mission to:



*“...improve the public safety and protect civil liberties of the citizens of Cook County by improving the effectiveness and efficiency of the Cook County criminal justice system; through providing judges, prosecutors, public defenders, law enforcement, policy makers, and other related agencies with accurate, timely and complete criminal history information.”<sup>1</sup>*

At that time, Committee members were charged with the development of a Strategic Plan that outlined the issues impacting integration at the county level. As a result, eight strategic issues were identified as a major area of focus for Cook County’s integration efforts.

- Governance
- Data Custodianship
- Integration
- Privacy
- Infrastructure
- Standards
- Biometrics
- Funding

The report, issued in May, 2003, called for the CCICJIS Committee to consider the issues and recommendations presented in the report and incorporate them in the development of a *Detailed Plan of Action*; the next step in a four-phased approach of integrating information between the justice agencies of Cook County.<sup>2</sup> In July 2004, the Cook County Board commissioned the development of the *Detailed Plan of Action* with the objectives of examining and identifying the critical needs information sharing among justice partners. This plan would include a review of the information exchange points, agency and system preparedness, current and ideal funding strategies, and current and the ideal integrated work environment. Overall the plan would identify the projects and resources needed in moving one step closer to an integrated Cook County – an enterprise that ensures the sharing of appropriate criminal justice information among stakeholders at critical points in the justice process.

The CCICJIS Committee also recognized that as the Committee moves forward with developing the Plan of Action, agencies will continue with upgrading and replacing their IT infrastructure and applications. With this in mind, the Committee developed a set of *Guiding Principles for Integrated Justice*<sup>3</sup>, an approach that Cook County justice agencies must follow in the design and development of their respective IT infrastructure and applications. The guiding principles include the following:

- Criminal justice information systems must be designed to communicate with other local agency criminal justice information systems, as well as state and federal criminal justice information systems.
- Criminal justice information systems must be designed to electronically process core data between agency systems.

<sup>1</sup> *CCICJIS Strategic Plan*, page 13.

<sup>2</sup> More information regarding the four-phased process can be found in the *CCICJIS Strategic Plan*, pages 16-17.

<sup>3</sup> *CCICJIS Strategic Plan*, page 25

## EXECUTIVE SUMMARY

- Criminal justice information systems must be designed to capture core data once at its origin and to use that core data as necessary in subsequent processing steps in other criminal justice information systems.
- Criminal justice information systems must be designed to provide an audit trail of the generation, modification and dissemination of electronic data transactions and exchanges.
- Criminal justice agencies must analyze and re-engineer, when necessary, the workflow and inter-dependent processes to support core data handling.
- Criminal justice information systems must be designed to track offenders using positive identification methods such as biometrics, in addition to currently assigned identification numbers.
- Criminal justice information systems must be designed with strict security to prevent unauthorized access, misuse and dissemination of criminal justice data.
- Criminal justice information systems must be designed to comply with all laws and regulations relative to individual citizen privacy and civil liberties.

All of the recommended strategies discussed in this report took the above principles into consideration as they related to the different areas of this report.

### Detailed Plan of Action Overview

In the CCICJIS Strategic Plan, the discussion of integration is described as a new way of thinking about the administration of justice; one which will constantly evolve and expand as new technologies emerge; and one that will ultimately improve the administration and quality of justice in Cook County. In moving toward this new paradigm, the document discusses three prominent themes inherent in this new vision for integration in Cook County. These include:

- *Capture information once, share it appropriately, and make it available for repeated use.*
- *Coordinate and share information electronically.*
- *Use interoperable technologies rather than closed systems.*<sup>4</sup>

The CCICJIS Subcommittees, in undertaking the creation of a Detailed Plan of Action, sought to find tangible ways to realize these themes and institute the broader vision for integration in Cook County by addressing the following topics; all of which tie into strategic areas identified as vital and that follow the recommendations made in the Strategic Plan.

### Expanding Governance

Establishing and maintaining governance for the Cook County integrated criminal justice effort is critical because of the size and complexity of the County's criminal justice system. Because of the growing nature of integration initiatives, and the foreseeable projects stemming from this Detailed Plan of Action, the Cook County governance model has been expanded to include detailed information regarding the committee structure, specific roles and responsibilities of the committee (and subcommittees), the policies and enforcement of polices, and the membership of the committees and workgroups.

---

<sup>4</sup> Cook County Integrated Criminal Justice Information Systems (CCICJIS) Strategic Plan, May 2003, page 35.

## **Protecting Privacy & Data Custodianship**

Protecting privacy, while ensuring appropriate access to information, is key in handling information across the integrated criminal justice enterprise. At the national level, there is the Global Privacy and Information Quality Working Group. At the state level, there is the Illinois Integrated Justice Information System – Privacy Policy Subcommittee. Both groups are working together to develop privacy guidelines that will ensure privacy while granting appropriate access to critical justice data. This plan highlights the efforts at the national and state levels and suggests action steps that include leveraging the work completed at both levels, meanwhile incorporating considerations that specifically relate to Cook County.

## **Priority Scenarios for Integration**

It has long been recognized that the business process and workflow should dictate how information exchanges should be prioritized in an integrated environment. To explore and prioritize these business processes, the Operations, Planning, and Policy Subcommittee undertook an extensive review and validation of the Cook County enterprise information exchanges. These had been documented initially in 2002 and then revisited and updated in 2005. This validation ensured that all parties had a common understanding of how these information exchanges are happening currently in Cook County.

From that validated list, the Subcommittee grouped similar exchanges and took an aggressive review of business processes to discern the following: articulating the benefit of automating a specific exchange, identifying the parties involved in automating the exchange, and documenting any risks or concerns associated with automating the process.

Each of these business processes was documented as a scenario, which ultimately totaled over 50; all can be viewed in *Appendix B* to this document. From that effort, the Strategic Planning Committee met on two occasions to discuss priorities among these scenarios, prioritizing based on the benefits and increased efficiencies that the automation would bring. From that effort, the CCICJIS Subcommittees and staff were able to set forth an implementation strategy that includes these scenarios in an order and timeframe that complements the overall vision for justice integration in Cook County.

## **Identifying the “As Is” Technical Environment**

Understanding where all agencies in Cook County are with respect to technology and automation is a critical step in establishing a vision for the future that reflects reality, and also, current agency priorities and readiness with regard to technology. To that end, the CCICJIS Strategic Plan recommended that “the CCICJIS Council develop a state of preparedness document that lists the minimum requirements necessary for agencies to electronically exchange data in agreed upon formats.”<sup>5</sup>

In order to discern this “As Is” Technical Environment, the CCICJIS Technical and Data Architecture Subcommittee created a survey for all Cook County agencies. The survey sought to gather baseline information about these agencies familiarity with CCICJIS, policies and procedures around automated information sharing, and the technologies currently in use at those agencies that support information exchange, as well as preferred networking and database use.

The survey was distributed via an online survey mechanism, as well as by paper and fax copies to agencies that requested it. Overall, the survey response was favorable and assisted the Technical and Data Architecture Subcommittee in establishing the baseline technology needs to support justice information sharing within the enterprise.

## **Determining the “To Be” Architecture and Approach to Integration**

The “To Be” vision for integration in Cook County comes from two important sources. The first is from this technology baseline, established from the survey results by the Technical and Data Architecture Subcommittee.

---

<sup>5</sup> *Id.* Page 47.

This allowed the comparison of existing technologies to the ideals and vision articulated for integration in Cook County to support a feasible technical approach to integrated justice.

The second were the priorities identified through the scenario process helping to articulate the “To Be” vision, applying the technology goals to actual countywide business priorities. The combination of both of these sources has dictated the approach to integration proposed in the Integration Strategy and Integration Timeline sections of this document.

### **Standards and Guidelines**

The values of integration articulated by the CCICJIS Strategic plan, such as the reduction and/or elimination of redundant data entry, require a uniform and systematic approach to addressing how information is exchanged between agencies.

This need for a common method of interaction to dictate how information is shared between agencies is well-steeped in Service Oriented Architecture (SOA) and open standards technologies. The SOA model can allow for the concurrent use of different agendas and approaches in production. This is in contrast with more centralized models of development, such as those typically used in tradition integration middleware products.

In addition, work specifically on criminal justice-related information exchange standards has been facilitated by the work set forth by the U.S. Department of Justice, Office of Justice Programs (OJP). Over the past several years, OJP has created and promoted the use of the Global Justice XML Data Model (GJXDM) as the “language” for sharing information among justice agencies. While the GJXDM is evolving and changing with the emergence of the National Information Exchange Model (NIEM), promoted by the U.S. Department of Homeland Security, the value of the common language is critical for counties such as Cook in automating specific information exchanges. Recently, the U.S. Department of Justice has developed Justice Reference Architecture for SOA and associated interaction standards.

All of these topics are explored in detail in the Enterprise Architecture Exchange Standards section of this document.

### **Biometrics**

Biometrics is an important emerging technology that assists in ensuring the identity of individuals entering the criminal justice system. According to the CCICJIS Strategic Plan, “biometrics is the automated technique of measuring physical characteristics or personal traits of an individual and comparing that characteristic or trait to a database for purpose of recognizing that individual. Biometric scanning is used for two major purposes; identification and verification.<sup>6</sup>”

While biometric technologies are in use in a variety of industries, the section on Biometrics in this document sought to specifically identify how these technologies can be applied in Cook County criminal justice agencies to address specific concerns and issues related to positive identification of individuals in the system.

### **Funding Strategies to Support Justice Information Sharing**

The Funding Strategies section of this document seeks to provide specific recommendations about the means for funding CCICJIS given the current political and budgetary environment at the local, state, and federal levels. It encourages collaboration and cooperation among all CCICJIS agencies to work together to find funding to support information exchanges that affect more than one criminal justice agency.

Each of these topics is addressed in detail in later sections of this report and together present a foundation for the implementation of integrated justice for Cook County.

---

<sup>6</sup> *Id.* Page 49.

---

## **Implementation Strategy and Timeline**

In incorporating all of the work as it relates to the priority scenarios, the data exchange work, the infrastructure baseline, and the standards work, an implementation strategy was developed to provide a comprehensive picture of what needs to be done in implementing the vision of the CCICJIS effort. The strategy includes high priority data exchanges and architecture projects that are the best initiatives to start with to achieve the goal of establishing an integrated justice enterprise for Cook County. A timeline accompanies the strategy, which gives a five-year picture of the projects and how they could be implemented.



## INTEGRATING INFORMATION SYSTEMS



*“The CCICJIS Committee views an integrated justice system as a way of thinking, a way of conducting the business of the criminal justice system and a constantly evolving process. Three (3) prominent themes emerge when considering the need for an integrated criminal justice information system in Cook County: 1) the need to improve operational efficiencies; 2) the need for standardization to capture and share enterprise data; and 3) the need for improved access to core and shared data.”<sup>7</sup>*

### Current State of Integration

CCICJIS undertook the strategic planning process for integration based upon two major factors, the first involving the downsides of the current, predominantly manual method for sharing information between justice agencies. The second is the possibility for improving this process through automation. This Detailed Action Plan is primarily driven by the business processes as they exist today and the way in which they can be improved to increase public safety and efficiencies. This drives the resulting technical solutions. To better understand the solutions, one must first look at the current state of criminal justice information exchange in Cook County.

### Operational Perspective

Cases are getting prosecuted in Cook County and the system works. However, given the paper flow of information, it is ultimately constrained by the very nature of a manual process. The time it takes to move information on paper or orally cannot be sped up, improved, or made substantially more efficient than it already is.

The County has made a major effort to map out the current flow of information. Much of this effort is based upon statute and court rule, but some of it has been based upon the developed practice that has evolved in processing cases in a manual environment. (*Appendix C*). From this mapping of the exchange process, and the wisdom on this practice in those on the working groups, it was noted that the delays in receiving and recording information often slow down the case flow. This can contribute to a back-up in the court process and may impact overcrowding in the jail. This is not the fault of any one agency, but rather, is the result of the paper process that delivers the information. In addition, it is not uncommon for information to be orally conveyed in court and therefore, it becomes left up to the parties involved to record the information in their own files or system.

There are a few electronic exchanges of information. Most notably, these are between the countywide arrest booking system CABS and the Circuit Court Clerk case management system, and also, between the State’s Attorney’s Office case management system and the Circuit Court Clerk. Both of these exchanges are bulk data file transfers and do not replace the paper charging documents. What these exchanges accomplish is minimizing the data entry required by the court clerk. However, the hard-copy charging document must still be received to file the case. Additionally, the current policy and rules require a hand-written signature in many of the current business flow exchanges. A significant benefit of this exchange in general is the transfer of the document control number (or Chicago booking number) that uniquely identifies the incident and is used for criminal history reporting. Unfortunately, there are many situations where at the time a decision must be made, it is not always clear that there is a positive identification and that the history and status information is available.<sup>8</sup>

Another current practice is the entry of data into systems after the event is completed, triggering the flow of information after, but not during the event. Whether it is entry into a police records management system, the attorney case management system, or the Circuit Court Clerk case management system, in most cases data entry occurs after the hard-copy has been completed and the event has ended. The Circuit Court Clerks Office

<sup>7</sup> *CCICJIS Strategic Plan*, page 18.

<sup>8</sup> This concept was championed by Assistant State’s Attorney Colin Simpson and the committee named it the Simpson Principle “Know who you have and as much about them as possible at every decision point in the process.”

does preparation data entry where and when possible, making data available during the court hearing; the disposition of the hearing is not entered until afterward.

Many orders are generated by hand in Court and then manually distributed to parties or agencies responsible for carrying out the order. Often there are associated documents with critical information that must accompany the orders. It is not uncommon for these to become separated in the distribution process. The manual process has also created undue burdens on some agencies in their attempts to ensure that all parties receive documents. For example, the Circuit Court Clerks Office distributes packets of information from law enforcement, many of which the Circuit Clerk does not need or should not have received in the first place.

Currently, Police Agencies in Cook County complete citations and complaints manually, which in time are sent to the Circuit Court Clerk. Both types of agencies must enter these into their respective systems while the defendant has the manually generated, signed form. One of the driving factors in this current business practice is the requirement of a hand-written signature, a business practice that has become an obstacle to moving away from dependency upon a hard-copy, paper driven information flow.

Business processes are now being examined for change in several ongoing projects. These include the Circuit Court Clerks e-Warrant project and the Chicago Police Departments I-CASE project. However, these projects are being driven by one agency and as yet, have not taken on an enterprise project status embracing enterprise business change.

### **Technical Perspective**

The major Cook County justice agencies are currently running relatively old systems for their business line applications. For the most part, the majority of agencies are utilizing 1980's technology. This includes the Sheriff's Jail Management System, the State's Attorney's case management system, the Circuit Court Clerks case management system, the Adult Probation and Social Service case management system. Chicago Police and the Sheriff's Police have newer systems, as does the Public Defender.

Several agencies have recently begun or are in the process of replacing their operational applications with new systems; most notably, the State's Attorney's Office. Unfortunately, these applications are several years away from full deployment. Several other agencies plan to have a replacement for their business line applications; these include the Sheriff's Department of Corrections (DOC), the Circuit Court Clerk, Adult Probation and Social Service. Again unfortunately, there are still several years before deployment and it will be longer if replacement is not funded soon.

Agencies are making solid attempts to add applications to improve internal operations for specific areas and are upgrading wherever possible to the existing platforms. There are benefits to the tried and true applications and they do contain complex business rules. However, there are definite limitations to these applications that drive the need for their necessary replacement.

As mentioned above, there are several electronic exchanges now taking place between justice agencies in the County. These exchanges are in the form of fixed length file transfers. As an example of this, at a certain time each day, all activity since the last transfer is pulled from the data base and put into a large file that is then sent to another agency. This type of information exchange, while solid in getting the transfer across, has many drawbacks, and while it is still common, it is an older and outdated form of data exchange. This type of exchange has several drawbacks. It tends to only work for one type of exchange, it is not reusable, and existing agency application code cannot be leveraged to enforce business rules.

With the advent of Service Oriented Architecture (SOA) and web services as a standard, there now is non-proprietary technology available that will both leverage existing systems and also, take full advantage of systems developed with standards-based exchange in mind. Cook County agencies, even when considering the current state of technology in individual agencies, can immediately begin to take advantage of this standards-based interaction technology.

## **Future State of Integration**

The effort to realize the future state should begin immediately in Cook County. Clearly, to realize the goals for future business process in the county as detailed in the “To Be Scenarios” (Appendix B), much of the early work will be technical. Yet, key business changes must take place early on as well in order to enable the technology. The largest of these business changes is the acceptance of a digital signature as a legal signature on an electronic document.

## **Operational Perspective**

Business in the Cook County justice system will rely upon electronic documents flowing from one agency to another. Agency applications will be used to record events and details about the subject as the event occurs. Appropriate authorizing signatures will be applied to the document that will be sent as a message to the downstream agencies. It will be in an agreed upon common vocabulary and will be based upon pre-designed business rules.

As the message is received and validated, the agency applications will be invoked similarly to how a user does at this time while editing, accepting, and populating the agencies database. Other events may be triggered by this exchange in the same fashion as they would have been if information had been entered through an application screen. Once an agreed upon electronic document—something not to be confused with an image or PDF—is received, it can be printed or displayed from the original data.

Agencies will have the ability to design queries for their users based upon any combination of data that agencies have made available. This will be done without the need to know how the source agency stores the data.

Practitioners in the field, office or court room will not complete hard-copy forms that are later entered into systems, but rather, will utilize data already in the systems and electronically add only what is new to the event. Documents may then be produced electronically for messaging, for display or for printing. This not only radically reduces the amount of duplicate entry, but it will also make the information available to others as the event occurs.

The process often starts with the police officer or sheriff’s deputy stopping or arresting a suspect. Hard-copy paper forms are filled out and later entered into multiple systems. The future business process would allow the officer to swipe a driver’s license and/or fingerprint to retrieve full identification and then fill out the remaining information into a laptop computer or other device. The defendant would receive paper copies produced by the same system that stores the data and creates an electronic message.

The documents would then be distributed to the State’s Attorney, the Circuit Clerk and the Public Defender depending on the business rules; different documents would be distributed to different agencies and at different times. For example, the Public Defender may not receive certain documents until the Circuit Court Clerk has entered them as the attorney of record.

This process would continue through the criminal justice system. Interested parties would be notified of events such as the arrest of a defendant who is out on bond or is on probation. Individual applications will have more awareness of conflicting events such as concurrent court dates, warrants for defendants already detained, or multiple agencies interested in the same person for the same thing; these applications can request this information from published query services.

The future state of business will continue to evolve as the technology evolves. Yet, without the willingness to change business process, the full advantage of the technology may be suppressed.

## **Technical Perspective**

The future state for the technology of the Cook County justice system will be architecturally designed in a way where the independence of autonomous agencies is recognized and the variances of technical sophistication will not be inhibitors. Exchanges will no longer be based upon ad hoc custom development, continuously

## INTEGRATING INFORMATION SYSTEMS

---

reinventing the wheel, but rather, will be based upon industry and justice standards. These standards will give each agency the tools to send and receive information via standard interfaces at each agency's front door. Everything that flows between agencies is a standards-based message. There will not be a different methodology for each exchange or each agency partner.

Exchanges will not be managed by a proprietary center that reaches deep into each agency, pulling out data and that then must reach into another agency storing the data. Each agency will be in full control of what it sends and what it does with messages it receives. Agencies existing applications will be leveraged to the fullest extent possible, and the components developed for exchanges will be done so to maximize reusability.

There will be a set of coordinated standards-based services residing at the Cook County Bureau of Information Technology and Automation (BITA) that can read the messages as they flow through, and additionally, which will provide a variety of services. These services include, but are not limited to, authentication, non-repudiation, guaranteed receipt, monitoring, auditing, intelligent routing and business flow orchestration. Each time a new exchange is developed or an existing one is modified, components are reused wherever possible by combining or rearranging. The business flow will be represented in the combination of business services, which are nothing more than the exposed capability that each agency can and is willing to provide. Any information an agency chooses to expose as a service will be available to other systems for consumption either directly or through web portals.

The Service Oriented Architecture (SOA) is not a quick fix and often takes initially as much time to deploy as the traditional middleware architecture. The value in the cost and time spent really begins to pay off as the system grows and changes and within its interoperability with smaller or external agencies. The future for integration technology in Cook County will be open, flexible and cost effective.

## ESTABLISHING GOVERNANCE FOR CCICJIS



*“Although technology is the critical facilitator of integrated criminal justice, in many ways, it may be the least contentious of the potential barriers. Political, legal/policy, organizational, financial and cultural issues, as well as issues of privacy and security, must also be addressed as we move towards achieving the goals of integrated justice. Because of these inherently complex issues, the large number of agencies that participate in or are impacted by the Cook County criminal justice environment, the significant role that Cook County must play in assisting the State of Illinois with its statewide integrated justice initiatives, and the benefit of integrated criminal justice goals to the public safety of the citizens of Cook County, a formal organization of major stakeholders is needed to be the critical component of planning, implementing and realizing the goals of integrated criminal justice for Cook County<sup>9</sup>.”*

Within the Cook County Integrated Criminal Justice Information Systems Strategic Plan, the strategic issue of highest priority is **Governance**. Defining a governing body is arguably one of the key components to planning and implementing a successful integrated justice enterprise; whether it be by executive order, statute, informal organization or by a memorandum of understanding that establishes a mission, membership, or decision-making structure, etc. To this end, the Cook County Board of Commissioners established by resolution the Cook County Integrated Justice Information Systems (CCICJIS) Committee and charged that committee with the development of the CCICJIS Strategic Plan. That award winning<sup>10</sup> strategic plan was successfully completed and submitted to the Cook County Board on May 1, 2003.

The Cook County Board of Commissioners, as recommended within the strategic plan by a July 2004 resolution, augmented the CCICJIS Committee and tasked the committee with the development of this CCICJIS Detailed Plan of Action.

Effective governance has directly led to the completion of the first three phases of Cook County’s four-phased approach to implementing a truly integrated criminal justice enterprise:



## Revisiting the Governance Issue

Within Cook County’s current environment, operational process improvements, and the deployment of technology to facilitate these improvements, are managed at the agency level or on behalf of a specific agency. This is appropriate since the primary focus of these efforts is to address agency-specific opportunities and/or problems falling under the statutory obligations and responsibilities of each agency. Integrated criminal justice is by definition an effort that focuses on improving the sharing of justice information between agencies; it is a means of improving decision making by all stakeholders throughout the justice environment. The justice information environment can be viewed as interrelated components of a single, albeit very complex set of processes. This environment requires that we provide oversight or *Governance* for this effort that includes representation by all stakeholders within the justice environment.

Governance, then, is a "...body of stakeholders to oversee and guide the development, implementation and evaluation of effective electronic justice information sharing initiatives".<sup>11</sup>

<sup>9</sup> CCICJIS Strategic Plan, pages 17-18.

<sup>10</sup> The CCICJIS Strategic Plan was the recipient of the 2003 Richard H. Driehaus, Public Innovators Award.

<sup>11</sup> Illinois Integrated Justice Information System: Strategic Plan 2003-2004. "Strategic Issue 1" (pages 19-22).

It is important to understand not only what “governance” is, but also why governance is essential to the success of an initiative of this size, complexity, and potential impact on improved public safety, and the protection of civil liberties:

The administration of justice involves numerous justice and non-justice agencies, each having their own systems for collecting, maintaining, analyzing and sharing information in support of their respective agency responsibilities. Many of these agencies also employ a significant number of manual steps in their respective processes, all which preclude electronic information sharing. This is the case for Cook County justice agencies, as well as the local and state agencies. In addition, agencies within this expansive justice environment are at varying levels of preparedness for improved information sharing from a planning, technology and/or funding perspective.

Planning, developing and implementing the capacity to share information among agencies, differing levels of government, and a variety of disciplines means overcoming established barriers to seamless data exchange. Although technology is the critical facilitator of integrated criminal justice, in many ways it may be the least contentious of the potential barriers. Therefore, the oversight cannot be left to Cook County technical staffs alone. Political, legal/policy, organizational, financial and cultural issues, as well as issues of privacy and security, must also be addressed as we move towards achieving the goals of integrated justice.<sup>12</sup> Because of the inherently complex issues, the large number of agencies that participate in or are impacted by the Cook County justice environment, the significant role that Cook County must play in assisting the State of Illinois with its statewide integrated justice initiatives, and the benefit of integrated criminal justice goals to the public safety of the citizens of Cook County, a formal organization of major stakeholders is needed. This organization is to be the critical component of planning, prioritizing, implementing, monitoring and controlling, providing funding oversight and direction, and realizing the goals of integrated criminal justice for Cook County.

Effective governance will ensure a place at the table for all relevant agencies and users, and it will foster equality of decision-making.

### **Oversight & Management Strategy**

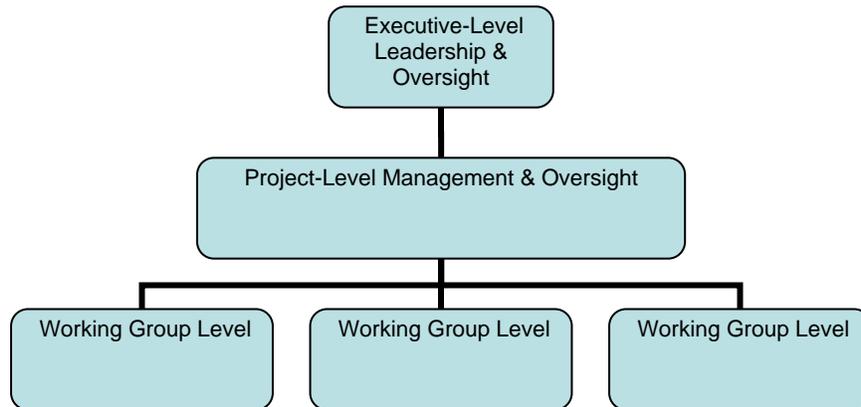
The CCICJIS initiative has experienced success to date due to the strong leadership provided by the CCICJIS Committee, the CCICJIS Strategic Planning Committee, and each of the sub-committees formed for this express purpose. We are now moving into the most important phase of this complex initiative, the planning, funding and execution of projects identified to realize the goal of deploying an integrated justice enterprise for Cook County.

Recognizing that the majority of projects that fall under the umbrella of the CCICJIS initiative will be a mixture of some projects that are managed at the county-level and a majority managed by stakeholder agencies/organizations—with agency-specific goals and deliverables—makes the task of providing oversight and management for this initiative extremely challenging. However, this is the task before Cook County, and the benefits of achieving the goals of an integrated criminal justice environment are far too great to let progress happen by chance. Therefore, if we are to move forward, we must have the appropriate and required levels of governance with requisite authorities in place.

As the CCICJIS initiative moves into Phase IV—Project Execution and Performance Metrics—it is of critical importance that a more expanded strategy of governance be outlined. The oversight strategy for the continued effort of the CCICJIS Committee will operate on three levels: (1) the Executive Level Leadership and Guidance; (2) the Project Level Management Oversight; and (3) the Working Group Level. This has been created to support the monumental effort of managing ongoing agency operations and administration, and the ever expanding technical infrastructure of this integrated justice effort.

---

<sup>12</sup> Governance Structures, Roles and Responsibilities. Kelly J. Harris, NCJIS.



**Executive Level Leadership and Guidance**

Executive level leadership and guidance is associated with the roles and responsibilities of the CCICJIS Committee—hereafter known as “Committee.” The following will outline the membership, meeting obligations, and roles and responsibilities of the Committee.

**Membership:** Executive level leadership and guidance will reside at the level of the elected and appointed officials, and/or the high-level department head (as designee) to ensure the highest level of engagement and support of the Cook County integration initiative. Membership of the Committee includes the following:

- Clerk of the Circuit Court of Cook County
- Chief Judge of the Circuit Court of Cook County
- Cook County State’s Attorney
- Cook County Sheriff
- Cook County Public Defender
- Executive Director of the Judicial Advisory Council
- Chief Probation Officer of the Cook County Adult Probation Department
- Chief Information Officer of Cook County
- Director of the Cook County Department of Corrections
- Director of the Cook County Emergency Management Agency
- Chief of Police for the Cook County Sheriff’s Office
- Chief of the Cook County Forest Preserve District Police

The following State of Illinois agencies shall each be invited to designate a representative:

- Illinois Secretary of State
- Illinois Attorney General
- Illinois State Police
- Illinois Criminal Justice Information Authority
- Illinois Department of Corrections
- Administrative Office of Illinois Courts
- State Appellate Defender
- State Appellate Prosecutor

## ESTABLISHING GOVERNANCE FOR CCICJIS

The following law enforcement and local agencies shall each be invited to designate a representative:

- Chicago Police Department
- North Suburban Police Chiefs Association (District 2 and District 3)
- West Suburban Police Chiefs Association (District 4)
- Fifth District Police Chiefs Association (District 5)
- South Suburban Police Chiefs Association (District 6)
- Chicago Crime Commission

Current membership of the Committee will continue in its present form, as established and augmented by Cook County Board Resolution approved July 14, 2004.

The chair of the Committee will hold a two-year term and will be elected by the committee membership. The Chair must be a Cook County elected or appointed official to ensure that the ownership and accountability for providing oversight to the CCICJIS initiative rests with someone accountable to the Cook County Board of Commissioners.

Two (2) Committee co-chairs will hold a two-year term and will be elected by the committee membership. Any member of the Committee can hold the position of co-chair and it is strongly encouraged that local law enforcement and state level members periodically hold co-chair positions to ensure ownership and accountability from an enterprise-wide perspective.

*For transition considerations, the current chair and co-chairs of the Committee remain in place for a one year term that ends November 30, 2007, before which time, the membership will elect a new chair and co-chairs.*

**Meetings:** The Committee will meet no less than two times each year and will provide a status of progress to the Cook County Board of Commissioners twice a year. Meeting dates for the year are to be published at the beginning of each year. A representative (non-voting) can attend meetings on behalf of any given member except for the chair of the Committee.

**Roles & Responsibilities:** The roles and responsibilities, to be carried out by the Committee will be, but are not limited to:

- Continue to champion and articulate a united vision, and determine the scope and focus of integrated criminal justice as defined in the *CCICJIS Strategic Plan*;
- Promote and ensure adherence to the Guiding Principles of Integration by all stakeholders as defined in the *CCICJIS Strategic Plan*.
- Garner support (as deemed necessary) from county, state and federal decision-makers;
- Provide for the identification and resolution of legal, policy, administrative, funding, technical and other obstacles that arise as we move forward with the implementation of the integrated justice enterprise as defined in this *CCICJIS Detailed Plan of Action*;
- Ensure appropriate funding of projects and activities as defined in this *CCICJIS Detailed Plan of Action*;
- Provide high-level oversight for planning, implementation and management activities as we move forward with the implementation of the integrated justice enterprise as defined in this *CCICJIS Detailed Plan of Action*;
- Provide high-level oversight for infrastructure, systems and software acquisition required to realize CCICJIS goals; and
- Provide oversight for the review of system performance and performance metrics, and ensure mechanisms are in place to make recommendations concerning systems improvements and enhancements on an ongoing basis.

## Project Level Management & Oversight

Project level management and oversight is associated with the roles and responsibilities of the Strategic Planning Committee, the central working group for the Committee. It is recommended that the Strategic Planning Committee be recast as the CCICJIS Project Management Office—hereafter known as PMO. The following will outline the membership, meeting obligations, and roles and responsibilities of the Committee.

**Membership:** The PMO will be comprised of high-level decision makers and will be designated by members of the Committee.

The PMO chair will be appointed by the Committee and will ensure that the focus of the CCICJIS initiative remains as a business and operations focused effort that leverages technology to facilitate, inform and institutionalize the progress towards an integrated justice enterprise.

Two (2) co-chairs from a stakeholder justice agency will be selected from the PMO membership. Co-chairs will serve a one-year term.

*That for transition considerations, the current Co-Chair of the CCICJIS Strategic Planning Committee remain in place for a one year term that ends November 30, 2007, before which time, the membership will select a new co-chair.*

**Meetings:** The CCICJIS PMO will meet no less than four times each year and will provide a quarterly written status of progress to the Committee. Members are also required to attend the Committee meetings that are scheduled at least twice a year. All PMO and Committee meetings will be published at the beginning of each year.

**Roles & Responsibilities:** The roles and responsibilities, to be carried out by the PMO will be, but are not limited to:

- Champion and articulate a united vision, and recommend the scope and focus of integrated criminal justice as defined in the *CCICJIS Strategic Plan*;
- Promote and ensure adherence to the Guiding Principles of Integration within their respective agency, as defined in the *CCICJIS Strategic Plan*;
- Identify and resolve legal, policy, administrative, funding, technical and other issues that arise as we move forward with the implementation of the integrated justice enterprise as defined in this *CCICJIS Detailed Plan of Action*. Issues that cannot be resolved at the PMO level will be forwarded up to the Committee for resolution. However, the PMO is responsible for owning the issue until resolution is achieved;
- Continue to define/refine and sanction operational requirements, project objectives, tasks and timetables as defined in this *CCICJIS Detailed Plan of Action*;
- Recommend to the Committee the appropriate funding of projects and activities as defined in this *CCICJIS Detailed Plan of Action*;
- Monitor planning, implementation and management activities as we move forward with the implementation of the integrated justice enterprise as defined in this *CCICJIS Detailed Plan of Action*;
- Oversee infrastructure, systems and software acquisition;
- Develop a methodology along with documented procedures for oversight, approval and status reporting for CCICJIS projects;
- Create a data collection template to measure current costs and operational efficiencies of the enterprise;

- Identify and recommend enterprise costs needed to implement the Action Plan to the Committee;
- Develop, implement and oversee the use of an electronic documentation room (E-room) for the tracking of projects and activities that fall under the CCICJIS umbrella;
- Perform an annual update to the CCICJIS Detailed Plan of Action and provide to the Committee for distribution to the Cook County Board of Commissioners;
- Facilitate the review of system performance and performance metrics and make recommendations concerning systems improvements and enhancements on an ongoing basis;
- Facilitate quarterly discussions about current or planned projects of the stakeholder agencies of CCICJIS; and
- Form and facilitate the staffing of work groups as deemed necessary to fulfill the mission of the PMO.

### Working Group Level

The working group level is associated with the roles and responsibilities of the subcommittees of Operations, Planning & Policy, Technical & Data Architecture, and Funding, Research & Proposals. These subcommittees will be accountable for executing the volume and diversity of tasks the PMO is responsible for managing. These subcommittees, hereby recasted as *workgroups*, will be responsible for the following:

- **Operations Planning & Policy** – this workgroup will be staffed with representatives from stakeholder agencies/organizations and/or the PMO who have operational expertise. This group will be used to assess recommended business process improvements, assess potential operational benefits, and assist in evaluating post implementation outcomes and performance metrics. They will essentially be performing the role of subject matter experts. This workgroup will also be responsible for continuing the work of developing a privacy policy for Cook County.<sup>13</sup> The PMO will rely upon this group to keep the projects grounded and focused on improving the operations of the integrated justice enterprise. The overarching goal of complete, accurate, timely and accessible criminal information, getting to the right justice stakeholder and at the right time, improving overall decision making must be our focus.
- **Technical Infrastructure and Standards**– this workgroup will be staffed with IT leads from stakeholder agencies/organizations and/or the PMO who have technical expertise. This group will continue to focus on developing technical standards and guidelines for the justice environment, as well as the adoption of technical standards and guidelines developed at the state level.

The PMO will rely upon this group to assess the technical compliance of proposed projects, adherence to the guiding principles of integration, as well as adherence to sound project management principles.

This group must work closely with the Bureau of Information Technology and Automation (BITA), which ultimately must concur with county-wide technical standards and guidelines for agencies/organizations that fall under the authority of the Cook County Board of Commissioners.

- **Funding Strategies** – this workgroup will be staffed with grant writers and others with similar experience from stakeholder agencies/organizations and/or the PMO, and who have an interest in this area. This group will continue to focus on identifying sources of grant funding for CCICJIS projects and will assist stakeholder organizations in “making the case” for allocating capital and expense monies to their planned projects. This group will also focus on the action steps set forth in this Detailed Plan of Action.

Annually, this group will develop/update a short term and long term capital plan for the allocation of funds to the CCICJIS Initiative. This plan will be a recommendation to the Committee, who in turn will provide this recommendation to the Cook County Board of Commissioners.

---

<sup>13</sup> Further discussion about the development of a privacy policy can be found in section *Protecting Privacy & Data Custodianship*, page 25.

## **Governance Next Steps**

- The CCICJIS Committee must be authorized by Cook County Board Resolution to immediately move forward with CCICJIS Phase IV—Project Execution and Performance Metrics; the sourcing, execution and oversight of selected projects to achieve the goal of deploying a fully integrated criminal justice environment for Cook County—recognizing that projects, priorities, and pace of implementation will depend on the availability of funding and the buy-in of affected stakeholders on a project by project basis.
- The CCICJIS Strategic Planning Committee must be authorized to immediately transition into the CCICJIS PMO and move forward with the management of CCICJIS Phase IV—Project Execution and Performance Metrics—providing assistance as required or requested to stakeholder agencies/organizations with the sourcing, execution and oversight of CCICJIS projects, with the goal of deploying a fully integrated criminal justice environment for Cook County. It will be recognized that projects, priorities, and pace of implementation will depend on the availability of funding and the buy-in of affected stakeholders on a project by project basis.

This transition will require that the CCICJIS PMO determine how it will carry out its mission. This will include developing shared recommendation-making processes that recognize the operational priorities of stakeholder agencies, voting procedures, ongoing process for prioritizing of projects, a process for issue resolution, and an enforcement mechanism for adherence to policies, interagency agreements, process improvements and technical standards and guidelines, as well as an exception process.



## PROTECTING PRIVACY & DATA CUSTODIANSHIP



*“Criminal justice agencies are authorized by law to collect information to serve the public interest by providing public safety and administering justice. Traditionally, criminal justice agencies collect and store data... Core data must be shared as part of an integrated criminal justice information system. Core data is placed in the custody of criminal justice agencies. Agencies are really caretakers of data as directed by law, policies and institutional practices, and are ultimately responsible to the public. This responsibility includes a mandate to protect all information from unauthorized access or other misuse.<sup>14</sup>”*

*“Unauthorized or inappropriate disclosure of information about identifiable persons contained in automated criminal justice records may lead to unintended and unjustified consequences, such as identity theft, denial of employment, release from employment, diminished social status or other negative results. The emergence of extensive, easily accessed information on private citizens begs the question, how does the criminal justice enterprise balance the need to collect and process information efficiently to ensure public safety against the need to maintain individual privacy?<sup>15</sup>”*

In planning for and implementing a new integrated criminal justice information system, there is a justifiable concern about the privacy rights of individuals whose personal information is being shared. There is a very real danger that people can be harmed by the unauthorized release or inappropriate access of information when criminal justice agencies begin sharing information electronically. Unauthorized or inappropriate disclosure of information may threaten privacy rights and actually undermine the public safety objectives these same integrated systems were intended to promote.

Privacy concerns are paramount in an integrated justice environment where sensitive information about individuals is being shared. In yesterday’s manual paper-driven criminal justice system, there is a distinct privacy advantage; it functions as a *de facto* privacy shield. It is difficult to physically obtain copies of criminal justice reports and data. In an electronic, computer-driven criminal justice system, this same information can be remotely accessed and quickly electronically disseminated.

Fortunately, there are tools and guidance available to criminal justice practitioners and stakeholders who are looking to balance privacy concerns with the efficiencies that automated information sharing can provide. This section will describe the approach to achieving balance advocated at the state and national level and discuss specific issues germane to the privacy concerns articulated in Cook County. In addition, it will provide specific action steps for addressing privacy concerns when exchanging information between justice agencies.

### Best Practices in the Area of Justice Information Sharing & Privacy

At the federal level, there is an effort to ensure that automating criminal justice information systems in no way compromises an individual’s right to privacy. The Global Privacy and Information Quality Working Group (GPIQWG)—created under the auspices of the U.S. Department of Justice and the Global Advisory Committee—assists government agencies, institutions, and other justice entities to ensure that personal information is appropriately collected, used and disseminated within integrated justice information systems<sup>16</sup>.

The GPIQWG has published several resources to assist state and local criminal justice agencies in creating an approach necessary to protecting privacy consistent with an increasingly automated criminal justice environment. In their document titled *Privacy Policy Development Guide*, GPIQWG encourages individuals

<sup>14</sup> CCICJIS Strategic Plan, page 33.

<sup>15</sup> CCICJIS Strategic Plan, page 41.

<sup>16</sup> [http://it.ojp.gov/topic.jsp?topic\\_id=55](http://it.ojp.gov/topic.jsp?topic_id=55), U.S. Department of Justice, Office of Justice Programs, Information Technology website.

## PROTECTING PRIVACY & DATA CUSTODIANSHIP

involved in planning integrated justice systems to consider the following action steps in crafting an approach to privacy policy:

- Recognize the stakes – Addressing privacy issues proactively will help ensure ongoing support for the integrated justice effort by key stakeholders.
- Define broad objectives and risks – Early in the process, while considering the agency’s mission and the substance of its initial efforts, the team should develop broad policy objectives and determine the risks to both public safety and protection of individual rights.
- Capitalize on the value of external input – Broad stakeholder input will help define the focus of your efforts, provide innovative ideas, and provide support to final decisions and plans.
- Define applicable laws and practices – An essential early task is the review and identification of all relevant privacy laws and regulations. Every agency should be mindful of legal and regulatory obligations or restrictions applicable to agency operations.
- Chart information flow and processes – Having a comprehensive understanding of the flow of information and information processes within your enterprise is essential. Creating “data and information flowcharts” that identify key points at which privacy issues are implicated will assist in creating that understanding.
- Consider “Fair Information Practices” (FIP) guidelines – FIP guidelines are well-known and widely accepted guidance for developing privacy rules in your agency. These FIP guidelines were developed 20 years ago in a commercial environment, but are broadly applicable to any organization identifying privacy concerns for integration.
- Implement, train, and hold accountable – The team should develop a training plan that will reach all persons within the agency that will be responsible for implementing or abiding by the privacy policies.
- Test and evaluate – Once a privacy policy is adopted, users should test it to be sure it is working correctly and in the manner envisioned by those that originally crafted it.<sup>17</sup>

The Illinois Criminal Justice Information Authority (ICJIA) is heavily involved in the Working Group (GPIQWG) in the developing of national best practices. It is currently undertaking a process similar to that which is described above in conjunction with the Illinois Integrated Justice Information System (IJIS) effort.

The effort was led by the IJIS Privacy Policy Subcommittee, whose mission is to identify privacy issues involved with justice integration and making recommendations concerning the proper treatment of justice information in Illinois. The Privacy Policy Subcommittee’s initial objective was to draft an original comprehensive privacy policy for all Illinois justice agencies from the ground up, starting with a foundation from the Fair Information Practices (FIPs). Over time, the Privacy Policy Subcommittee recognized that certain privacy policies already existed in the form of enacted statutes, regulations, policies, and procedures. As a result, the team modified this objective to include the identification of existing laws and policies, analyses of this existing framework, and the identification of gaps or areas in the framework that remained unaddressed.<sup>18</sup>

The Privacy Policy Subcommittee met several times between late-2003 and mid-2005 to conduct privacy related research and meet with key stakeholders, practitioners, and other interested parties to discern exactly what privacy issues are of concern in Illinois. Their effort has culminated in a statewide Privacy Policy Guidance document, which at the time of this writing is in draft form. The document will be an excellent guide for criminal justice practitioners in Illinois, providing information and recommendations to protect information about all

---

<sup>17</sup> Privacy Policy Development Guide: Providing Justice Practitioners with General Guidance for the Privacy Policy Development Process, U.S. Department of Justice, Office of Justice Programs, September 2006, pages 62-63.

<sup>18</sup> Id., page 69.

individuals involved in the justice system, as well as identifying the overall privacy recommendations for a statewide integrated system.<sup>19</sup>

## CCICJIS Privacy Concerns

While the IJIS Privacy Policy Subcommittee work, once finalized, will be a great asset to the CCICJIS effort, there are unique privacy issues and misperceptions that Cook County decision-makers will need to face. One of the issues that must be addressed concerning the integration goals of the Cook County Integrated Criminal Justice Information System (CCICJIS) effort pertains to the issue of data ownership. A guiding principle to the CCICJIS effort is that all agencies will continue to maintain and “own” their corresponding data; there is no proposal to create one huge computer system to meet all the needs of all the agencies. There are and will continue to be many agency-specific electronic systems.

A related Cook County privacy concern is ensuring that only the appropriate information is released to appropriate parties under the appropriate conditions. This concern was first articulated in the 2003 CCICJIS Strategic Plan, where project stakeholders proactively identified three categories of data eligible for exchange among agencies: Core, Shared, and Restricted. They defined each of these categories as follows:

- Core data is that which is used by all criminal justice agencies, including demographic and numeric identifiers of involved parties, biometric identifiers, certain images, agency file indexes or case identifiers, history data and current status information, and records of significant events.
- Shared data is information, documents, images or electronic representations thereof that is shared with one or more agencies pursuant to inter-agency agreements.
- Restricted data is confidential or work product information, documents, images or electronic representations thereof that cannot be shared with other agencies.<sup>20</sup>

This detailed plan of action document and the priority projects, direction, and architecture it outlines, includes these definitions of data for exchange in an automated CCICJIS environment. While each business exchange in the Cook County criminal justice system has been well documented—including the conditions that “trigger” sending or receiving information—another privacy consideration has to do with the timing of information sharing. In other words, agencies that share data with other institutions and authorized criminal justice practitioners must be aware of the “freshness” of the information. For instance, it cannot be assumed that a month old electronically disseminated report is any more accurate than the paper report it replaced. Electronic data, like paper report data, may become “outdated” and in some situations, may no longer even be accurate. Users of electronic data, as users of all medium of data, must be sensitive of the “freshness,” and therefore, the accuracy of the data disseminated.

## Adopting a Privacy Policy

Protecting privacy rights in Cook County must be addressed by both the participating CCICJIS agency as well as the CCICJIS effort as a whole. One county-wide policy cannot be written that will simultaneously address all of the exchange points within the criminal justice system. As discussed in earlier sections of this document, there are several hundred exchanges that take place in the Cook County criminal justice system, each having unique conditions and factors that dictate the terms of the exchange of information. Therefore, each agency must determine what data can be released to another criminal justice institution.

The CCICJIS Strategic Plan set clear direction for County decision-makers with regard to establishing a privacy policy. In addition to leveraging the IJIS Privacy Guidance that is currently under development, the Strategic Plan calls for a Cook County assessment of privacy issues before creating a policy. Using the IJIS Guidance as

<sup>19</sup> *Privacy Policy Guidance; Privacy Policy Guidance for Illinois Integrated Justice Information Systems*, Volume 1, August 10 2006, DRAFT.

<sup>20</sup> *CCICJIS Strategic Plan*, May 2003, page 33.

direction, Cook County agencies will undertake the following action steps when planning to electronically share data:

- Determine which data is Core, Shared and Restricted, and assess whether the data remains in that state throughout the criminal justice process. It is important to note that the definitions of the words core, shared, and restricted can vary according to the contextual situation. That which is restricted today in a police investigation might be shared tomorrow with prosecutors and clerks. The custodianship of data needs to be safeguarded by the agency to which the data was originally entrusted. Data that uniquely identifies a crime, the suspect, victims, witnesses, etc., may originally be categorized as “restricted,” but this same information may later be categorized as Core data once an arrest is made. And the opposite of this is also true; that which may be core, or even public information (like the name of the person charged), at a later time becomes restricted or confidential information. A person’s identity may be made known at the time of an arrest, but a week later, that same arrestee’s criminal history record describing the arrest and identity of that person should be considered restricted data and should not be made public.
- Identify the business need that indicates why the data should be shared with another authorized agency, including proactively identifying the legal authority to share information under specific circumstances.
- Document any gaps between privacy law and the business practice. This exercise will ensure that any planned exchange of information between agencies in the criminal justice enterprise has an accompanying privacy “wrapper” around it. If there are business exchanges for which privacy concerns are not clearly articulated, it will afford stakeholders the opportunity to clarify the issues with the appropriate policymaking body, whether it is the agency director or legislature.
- Initiate formal agreements between the institutions that will be sharing their data. In order to address areas not covered by existing laws, rules and regulations, criminal justice agencies should consider entering into Memoranda of Understanding (MOU) when they determine the need exists to share Core, Restricted or even confidential agency information. These MOUs should include mutually agreed upon procedures to share specific data, as well as define the specific circumstances under which data is exchanged. It is important to note that the IJIS Privacy Policy Subcommittee has produced a privacy booklet, and interested agencies may have interest in utilizing it as a resource when considering what may or may not be shared with other criminal justice institutions<sup>21</sup>.
- Employ proactive security protocols in the integrated environment that include the following: utilization of an electronic sharing methodology that uses systemic encryption and protected public safety networks to maximize security, enhanced accountability through the use of individual logon IDs and passwords, and the granting of specific user privileges based on limited roles or authority to access certain data based on an “as needed” basis.
- Establish auditing capabilities to identify individual usage records of protected data. Misuse of data, as always, must be addressed in a forthright manner, i.e., disciplinary action against the person misusing the data, or appropriate sanctions against institutions when the misuse is part of a larger pattern of misuse.
- Identify the situations in which the receiving agency may disseminate what the sending agency originally classified as shared or restricted data. There is a stronger business case to be made for electronically sharing Core data with other criminal justice institutions, such as an arrestee’s name and numeric identifiers, and, thus, the same logic supports the secondary dissemination of core criminal justice data to other authorized users and institutions. Accessing restricted or confidential data from one institution’s electronic records should require a higher business need / criminal justice rationale. For

---

<sup>21</sup> Go to <http://www.icjia.state.il.us/public/> Search word: privacy.

instance, the name of an underage sexual assault victim could very well fall under the category of information that may be restricted – but even this information should be released should there be an investigative or criminal justice system business need.

Exchanges of data between co-operating criminal justice agencies makes sense on many levels. It will make the administration of justice in Cook County more efficient, thus reducing taxpayer costs and improving the accuracy and timeliness of information sharing. It will allow better service to victims of crime, promote sensitivity to the witnesses, and justice for the accused.

Adoption of the above action steps will facilitate the Cook County justice system's evolution to functionally integrated systems. It is ironic that the real challenge to justice integration is not whether the agencies can systemically integrate various information sources, but rather, how the data exchanges can be responsibly achieved. Only with this emphasis can potential harm to persons involved in the criminal justice system be minimized.



### CREATING STANDARDS FOR DATA SHARING



*“It is important to identify the core criminal justice data shared by participating Cook County agencies. Although data sharing is currently practiced among county, state, and other local agencies, it is not uniform across jurisdictions. To combat this, Cook County leadership must develop a standardized method of capturing and sharing core data. This standard should be in conjunction with national and state integration efforts.”<sup>22</sup>”*

Since September 11, 2001, government agencies have established and prioritized initiatives to improve information sharing among criminal justice agencies. This is based upon the realization that it is critical to change the manner in which these agencies do business. In the post-9/11 world, agencies must adopt proactive, strategic, and preventive information sharing approaches, rather than relying on more traditional and reactive justifications for sharing information.

Creating standards-based information systems will invariably assist criminal justice agencies to ensure the sustainable, real-time delivery of important data to the justice partners who verify, investigate, and respond to criminal activity. Standards ensure data consistency among many diverse systems and allow necessary compatibility among objects to promote reusability. This ability to reuse components allows for efficiency and cost savings for both individual agencies and the justice enterprise.

Standards-based data exchange is critical for three major reasons. First, the need for real-time information from multiple sources can most economically and efficiently be achieved by standards-based electronic data exchange. Although individual custom interfaces can be created, the cost of development is excessive and the complexity of developing and managing a multitude of custom interfaces among diverse systems would be time consuming.

Second, the use of standards enables justice partners to leverage their existing information technology (IT) infrastructures and ensures the usefulness of future IT investments. Standardization through the implementation of a Service Oriented Architecture (SOA) model enables agencies to better leverage their existing technology assets and gain increased transparency into their data and processes in real-time. Existing business processes can be re-used and integrated into a SOA model.

Finally, a consistent standards-based approach limits the development burden on partners with limited staff and IT resources. By using standard formats to support data exchange, agencies can minimize the burden involved in developing artifacts to support the exchange of information and ideally, use information that is already available in electronic format within the integrated delivery system.

The U.S. Department of Justice has recognized standards as an integral part of the Global Justice Information Sharing Initiative (Global) in order to promote and encourage the sharing of critical information among agencies in the justice enterprise. The Global efforts have identified and endorsed a number of relevant standards that can be used to support the exchange of data between criminal justice partners.

In this section of the CCICJIS Detailed Plan of Action, several Global initiatives are discussed and explored; they are directly relevant to the standards that should be considered by the CCICJIS effort to support the proposed architecture highlighted in this document. These concepts include the Justice Reference Architecture (JRA), which is introduced below, as well as the Global Justice XML Data Model (GJXDM), which is discussed later in this section.

---

<sup>22</sup> CCICJIS Strategic Plan, page 49.

## Justice Reference Architecture (JRA)

Generally speaking, reference architectures are useful in that they provide a proven template solution for architecture for a particular domain. They also provide a common vocabulary with which to discuss implementations, often with the aim to stress commonality. JRA is an abstract framework for understanding significant components and relationships between them within a Service-Oriented Architecture. It lays out common concepts and definitions as the foundation for the development of consistent SOA implementations within the justice and public safety communities.<sup>23</sup> The Justice Reference Architecture (JRA) was developed by Global in an effort to make the important concepts inherent in service oriented architecture (SOA)—the architecture recommended by Global to support justice information sharing nationwide—relevant for criminal justice practitioners and decision makers.

In other words, the JRA is a description of the important concepts in the justice domain and the relationships between those concepts. The JRA also identifies, at a high level, the kinds of “components” (e.g., software systems, hardware infrastructure, policies, practices, intersystem connections, and so on) necessary to bring those concepts to life in a particular context. The JRA is generally not specific enough to govern the implementation of any individual software system implementation. Rather, it is a framework for guiding implementations in general, with the aim of standardizing or harmonizing certain key aspects of those implementations to support reusability or interoperability.<sup>24</sup>

According to the JRA, there are four concepts central to its implementation: capabilities, real-world effects, services, and service consumers. Each is defined below in turn and also in relationship to one another.

**Capabilities:** JRA begins from the premise that a group of justice partners have capabilities that they provide to one another. These capabilities solve or support a solution for the problems that businesses face in the course of doing their business. The premise is that capabilities are the things organizations have to solve problems and therefore, add value directly or indirectly to their stakeholders.

The JRA is generic enough to support virtually any kind of capability. However, the purpose of the JRA is to describe an approach to achieving interoperability among automated, computer software-based information systems. Therefore, the JRA only considers those business capabilities that are provided by (or implemented by) information systems. The JRA calls these entities **service providers** and establishes that providers expose capabilities.

**Real-World Effects:** Each capability produces one or more real-world effects, each of which is an outcome of the business value sought by one of the partners. The most tangible real-world effect in an integrated justice environment is the passing of information from one agency to another. Because the JRA recognizes that capabilities are implemented by provider systems, real-world effects consist of the functional business requirements of provider systems. That means real-world effects in the JRA are essentially the information made available by provider systems, or the outcomes resulting from business processes and workflows automated by provider systems (i.e., the acceptance of a charge to open a case), or both of these.

**Services:** In a service-oriented architecture, a service is the way in which one partner gains access to a capability offered by another partner. Services also provide a logical description of the information exchanged between consumer and provider systems as the consumer accesses the capability.

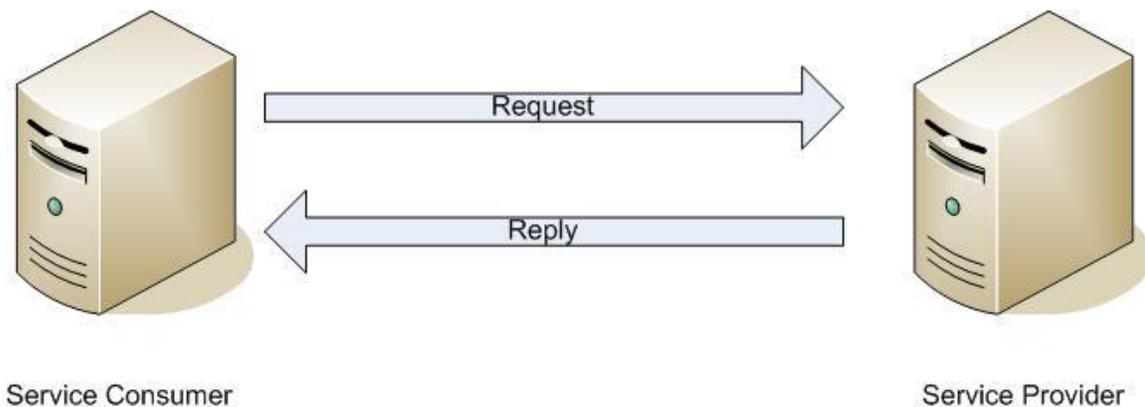
**Service Consumers:** A partner that uses a service to gain access to another partner’s capability is called a service consumer. As with capabilities, the architecture is generic enough to support virtually any kind of service consumer. However, since the purpose of the Justice Reference Architecture is to describe an approach to information systems interoperability, the JRA only considers those service consumers implemented by information systems.

<sup>23</sup> *JRA Draft*, page 11 at [http://it.ojp.gov/documents/20061005\\_JRA\\_Draft.doc](http://it.ojp.gov/documents/20061005_JRA_Draft.doc)

<sup>24</sup> *JRA Draft*, page 11 at [http://it.ojp.gov/documents/20061005\\_JRA\\_Draft.doc](http://it.ojp.gov/documents/20061005_JRA_Draft.doc)

One of the most important concepts identified in the JRA is the separation of consumer systems from provider systems by the services in the middle. This is the defining characteristic of a service-oriented architecture and is the key to decoupling systems as called for in the JRA. In addition, the fact that information sharing is one kind of real-world effect allows the architecture to support the traditional view of system integration as “data exchange” or “information sharing.” The JRA improves this view by encouraging systems to share information in a way that minimizes the dependencies of each system on the implementation of other systems.

The JRA is an important tool in that it provides a framework for guiding implementations in general, with the aim of standardizing or harmonizing certain key aspects of those implementations to support reusability or interoperability. By driving the development of the JRA from formal requirements, the JRA and subsequent deliverables that will be developed through Global’s iterative process will follow a traceable development life cycle.<sup>25</sup>



### Service Oriented Architecture

As referred to in the JRA, service-oriented architecture (SOA) is a paradigm for organizing and utilizing distributed capabilities that may be under the control of different ownership domains. It provides a uniform means to offer, discover, interact with, and use capabilities to provide desired effects consistent with measurable preconditions and expectations. It is a design philosophy; not a technology or set of standards. According to *Exploring Service-Oriented Architecture Services for Justice Information Sharing*, an US Department of Justice, Office of Justice Programs publication, SOA is a distributed software model in which small pieces of application functionality are published, consumed, and combined with other applications over a network on demand.

According to the document, the difference between past integration efforts and an SOA environment is that the business processes and information sources remain functionally autonomous; the “owner” of the data retains control of the information. SOA is the ideal framework for developing effective justice information sharing systems because it is uniquely suited to accommodate the distributed, heterogeneous nature of the American justice information sharing landscape. SOA tolerates diversity and allows for the dynamic “many-to-many” information exchanges that justice, public safety and homeland security agencies require. It shifts the focus to providing and gaining access to “services,” getting the right information to the right person in the right place and at the right time.<sup>26</sup>

<sup>25</sup> *JRA Draft*, pages 11, 21-22 at [http://it.ojp.gov/documents/20061005\\_JRA\\_Draft.doc](http://it.ojp.gov/documents/20061005_JRA_Draft.doc).

<sup>26</sup> *Global Justice Information Sharing Initiative: Exploring Service-Oriented Architecture Services for Justice Information Sharing*, U.S. Department of Justice, Office of Justice Programs, at [www.it.ojp.gov](http://www.it.ojp.gov).

On September 29, 2004, the Global Justice Information Sharing Initiative (Global) Advisory Committee (GAC) unanimously adopted SOA and the recommendations in the report titled *A Framework for Justice Information Sharing: Service-Oriented Architecture (SOA)*.

Global provides support for SOA by:

- Recognizing SOA as the recommended framework for development of justice information sharing systems;
- Promoting the utility of SOA for the justice community;
- Creating a Justice Reference Architecture and a Web Services – Service Interaction Profile; and
- Encouraging the members of the justice community to take these recommended steps in the development of their own systems.

Global's approval was based on the understanding that SOA is an approach that is most likely to result in an infrastructure that will support its vision of how information should be shared among the justice community.<sup>27</sup>

### Key SOA Concepts

SOA is built around core notions of five basic concepts: service orientation, open standards, loose coupling, appropriate granularity, and service contracts. These concepts will define the requirements for the standardized data exchange model at the business community (enterprise) level.

**Service Orientation:** The core concept is that systems should serve business processes by designing systems that make sense from a business point of view, rather than starting from a technical perspective, which would consider the data a system has and what functions a system interface can provide. In other words, the enterprise business process—in this case the administration of justice in Cook County—should drive the design of the CCICJIS effort.

**Open Standards:** A SOA environment benefits from the use of open standards, which makes the architecture more flexible and cost-effective. Software designers could optimize a design for a very specific purpose by using a proprietary approach, but it then becomes very expensive to meet the next business need. Computer designers faced this problem some years ago and quickly concluded that more general and flexible designs were worth the tradeoff. As such is the case, a key tenet of SOA as proposed for CCICJIS is based on the tenet that software products and applications that support industry standards will further the design goals of an SOA.

**Loose Coupling:** Loose coupling describes an approach where integration interfaces are developed with minimal assumptions between the sending/receiving parties, thus reducing the risk that a change in one application/module will force a change in another application/module. Loose coupling can be dramatically enhanced when publishers of data transmit messages using a flexible file format such as XML(eXtensible Markup Language) to enable subscribers to publish clear definitions of how they subsequently use this data. For example, a subscriber could publish the collection of statements used to extract information from a publisher's messages by sharing the relevant expressions used for data transformation. This would allow a responsible data publisher to test whether their subscriber's extraction methods would fail when a published format changes.<sup>28</sup>

The key benefit inherent in the concept of loose coupling is that business needs change all the time. When enterprise business process is cleanly separated from the capability delivered by the underlying application using an abstract layer of services, agencies are not locked into their current application designs, exchange customers and business processes.

<sup>27</sup> *The Justice Reference Architecture (JRA) Specification*, Working Draft V 1.2, Global Infrastructure/Standards Working Group, August 8 2006, page 8.

<sup>28</sup> [www.wikipedia.com](http://www.wikipedia.com), query on "loosely coupled" at [http://en.wikipedia.org/wiki/Loosely\\_coupled](http://en.wikipedia.org/wiki/Loosely_coupled), November 5, 2006.

**Appropriate Granularity:** In computing, granularity is a measure of the size of the components that make up a system. Generally speaking, loosely coupled systems support large enough sized components that can be reused in a number of information exchanges. For example, defining the data included in the “defendant” component uniformly across information exchanges will ensure that exactly that information defined as “defendant” is shared in every information exchange that includes defendant information.

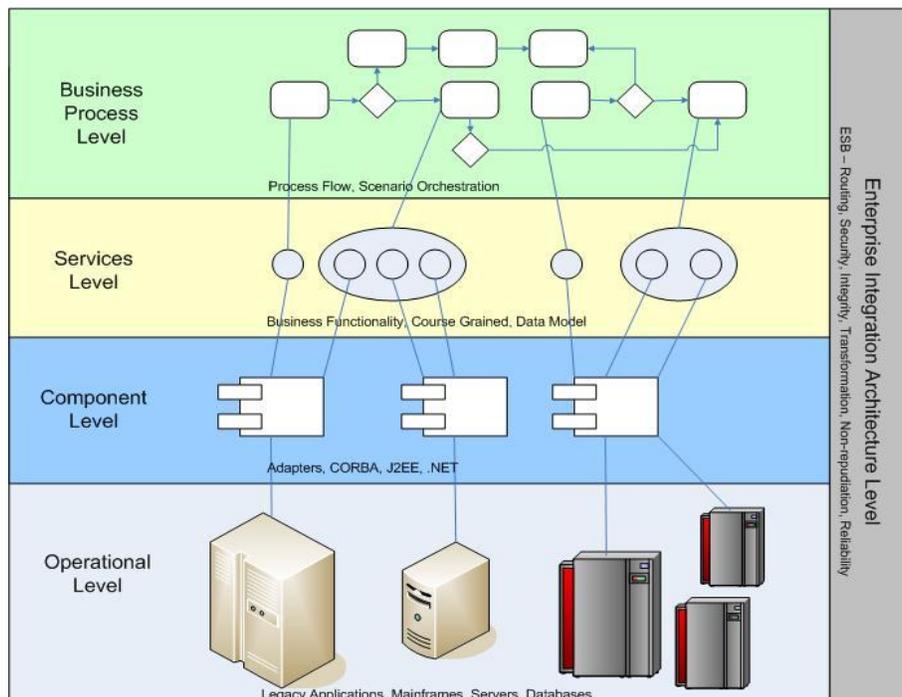
**Service Contracts:** A service approach assumes that the services are self-defining and that service contracts will be used to govern their production and consumption. These contracts include service level agreements; the outlining of the specifics of the levels of service that are shared between the agencies.

SOA is a powerful mechanism for defining business services and provides a structure for technology to adapt to an organization’s business needs. The purpose of adopting SOA is to ensure that the services created properly represent the business view. SOA abstracts the business functionality of exchanges away from the technical mechanisms of how it is done to the more meaningful information in what it provides.

## An Architectural Template for SOA

The relationship between services and components is that enterprise-scale components (e.g., large-grained enterprise or business line components) realize the services and are responsible for providing their functionality and maintaining their quality of service. Business process flows can be supported by choreography of these exposed services into composite applications. Integration architecture supports the routing, mediation and translation of these services, components and flows using an Enterprise Service Bus (ESB). The deployed services must be monitored and managed for quality of service and adherence to non-functional requirements.

To apply the concepts of the JRA in Cook County, it is critical to define how myriad technology and justice standards can be implemented in a standardized data exchange model appropriate for CCICJIS. It is constructive to consider key specifications and functions in the context of a data exchange framework that consists of four tiered levels of exchange. Each one of these levels will be addressed in turn and in the context of the JRA discussed above. An abstract view of SOA depicts it as a partially layered architecture of composite services that align with business processes.



For each of these levels, enterprise stakeholders must make specific design and architectural decisions. The following descriptions of each level can assist in documenting the SOA for the enterprise.

**Operational systems level:** This consists of existing custom built applications, otherwise called *legacy* systems. It includes existing case management systems, records management systems, jail management systems and other packaged applications, and *older* object-oriented system implementations, as well as business intelligence applications. The composite layered architecture of an SOA can leverage existing systems and integrate them using service-oriented integration techniques.

**Components level:** This is the layer of enterprise components that are responsible for realizing functionality and managing the exposed services. These special components are a managed, governed set of enterprise assets that are funded at the enterprise or the business unit level. As enterprise-scale assets, they are responsible for ensuring conformance to service contracts through the application of architectural best practices. This layer typically uses container-based technologies, such as application servers to implement the components, workload management, high-availability, and load balancing.

**Services level:** The services the business chooses to fund and expose reside in this layer. They can be discovered or be statically bound and then invoked or possibly choreographed into a composite service. This service exposure layer also provides for the mechanism to take enterprise scale components, business unit specific components, and in some cases, project-specific components, and externalizes a subset of their interfaces in the form of service descriptions. Thus, the enterprise components provide service realization at runtime using the functionality provided by their interfaces. The interfaces get exported out as service descriptions in this layer wherever they are exposed for use. They can exist in isolation or as a composite service.

**Business process composition or orchestration level:** Compositions and orchestration of services exposed in the service level are defined in this level. Services are bundled into a flow through orchestration or choreography, and thus act together as a single application. These applications support specific use cases and business processes. This layer is becoming more relevant when planning for SOA implementation. As more standards around SOA are developed, their convergence seeks to leverage web services at the application interface or presentation level. It is also important to note that SOA decouples the user interface from the components, and ultimately, it is necessary to provide an end-to-end solution from an access channel to a service or composition of services.

**Enterprise Integration Level (or Enterprise Service Bus - ESB):** This layer enables the integration of services through the introduction of a reliable set of capabilities, such as intelligent routing, protocol mediation, and other transformation mechanisms, often described as the ESB. Web Services Description Language (WSDL) specifies a binding, which implies a location where the service is provided. On the other hand, an ESB provides a location independent mechanism for integration. This layer provides the capabilities required to monitor, manage and maintain QoS, such as security, performance, and availability. This is a background process through sense-and-respond mechanisms and tools that monitor the health of SOA applications. It includes the all important standards implementations of WS-Management and other relevant protocols and standards that implement quality of service for a SOA.<sup>29</sup>

## Data Model using XML and the GJXDM/NIEM

XML (eXtensible Markup Language) is a structured language for describing information being sent electronically by one entity to another. XML Schema defines the rules and constraints for the characteristics of the data, such as structure, relationships, allowable values, and data types.

---

<sup>29</sup> *Service-oriented modeling and architecture - How to identify, specify, and realize services for your SOA*, IBM, Ali Arsanjani, November 2004

XML is:

- In a text format, readable by both machines and humans
- License-free
- Platform-independent
- Well-supported by industry

XML specifications are guided by the [World Wide Web Consortium \(W3C\)](#) standards.

The GJXDM is premised on XML, but provides XML tag names and other structure for data that are constrained to meet the specific information exchange requirements of justice and public safety. In other words, the GJXDM extends XML to provide a concise and defined standard for sharing justice and public safety information throughout the nation, regardless of whether the justice agency or branch sharing the information is local, state, tribal or federal; it is also regardless of whether the information is exchanged horizontally or vertically within the justice system.<sup>30</sup>

The GJXDM initiative began in 2001, but has its roots in the Legal XML initiative that began in the late 1990's. The GJXDM is a common XML vocabulary that is understood system to system, enabling access from multiple sources and reuse in multiple applications; it allows justice and public safety communities to effectively exchange information at all levels.<sup>31</sup> According to the U.S. Department of Justice, Office of Justice Programs (OJP), the purpose of developing the GJXDM was to provide a consistent, extensible, and maintainable XML schema reference specification for data elements and types that represent the data requirements of the general justice and public safety communities. A long-term goal is to provide a baseline model for the data dictionary that can be represented in advanced technologies beyond XML schema.<sup>32</sup>

On November 1, 2006, the U.S. Department of Justice and the U.S. Department of Homeland security released the first version of the National Information Exchange Model NIEM 1.0. The NIEM 1.1 release, scheduled for the end of 1<sup>st</sup> quarter 2007, will fully incorporate the most recent GJXDM refractoring. It is recommended that this version be considered for implementation in Cook County should the county choose to use NIEM as the vocabulary and data model. However, GJXDM 3.0.3 is still considered an active operational model, and all of the existing reference models available at the national and state level are in this version. Many jurisdictions are continuing to build IEPDs in GJXDM 3.0.3.

NIEM incorporates the GJXDM as one of many Domain Specific models. NIEM significantly changes the structure of the model to better incorporate the concept of components. "The fundamental building block of NIEM is a *data component*. Data components are the basic business data items that describe common concepts used in general business activities. Information that is exchanged between agencies can be broken down into individual components—for example, information about people, places, material things, and events. Data components within an information exchange commonly shared and understood among all domains are identified as *universal (U) components* (e.g., person, address, and organization), while components used in exchanges between multiple domains, but not universally shared, are identified as *common (C) components* (e.g., offense, sentence, and disposition). Components managed by a specific COI (e.g., appellate case decision and arrest agency) are considered *domainspecific*. *Figure 2: NIEM Universal, Common, and DomainSpecific Components* represents the NIEM component architecture."<sup>33</sup>

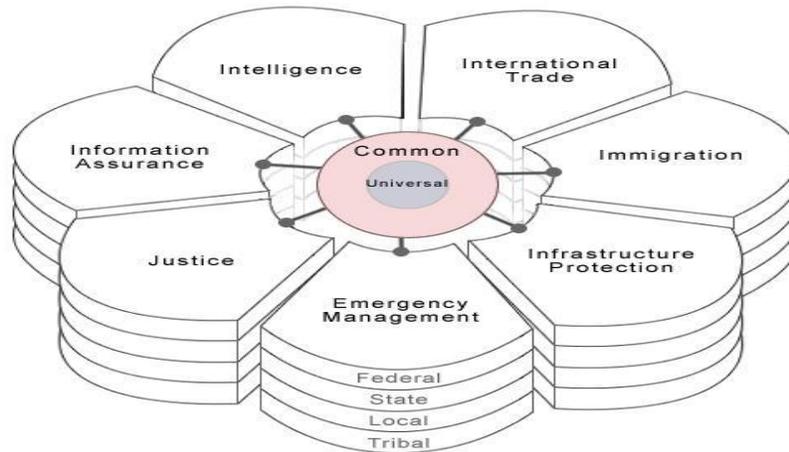
<sup>30</sup> *Building Exchange Content Using the Global Justice XML Data Model: User's Guide for Practitioners and Developers*, SEARCH, the National Consortium of Justice Research and Statistics, 2004, page 20 [hereinafter *GJXDM User's Guide*].

<sup>31</sup> OJP IT website, at [http://www.it.ojp.gov/topic.jsp?topic\\_id=201](http://www.it.ojp.gov/topic.jsp?topic_id=201), November 7, 2006.

<sup>32</sup> OJP IT website, at [http://www.it.ojp.gov/topic.jsp?topic\\_id=231](http://www.it.ojp.gov/topic.jsp?topic_id=231), November 7, 2006.

<sup>33</sup> National Information Exchange Model Concept of Operations, NIEM Project Management Office, July 17, 2006, page 13

## CREATING STANDARDS FOR DATA SHARING



The standardization of these universal and common components provides significant potential for increased interoperability among and between justice and public safety information systems. Standardization in this manner provides all criminal justice agencies with functionally equivalent or interchangeable components of the system or process in which they are used, regardless of individual system differences.<sup>34</sup>

In addition, the GJXDM and its standardized, open-source XML format provides other benefits to enterprise-wide initiatives like CCICJIS, such as the following:

- Radically reduced cost to agencies by allowing vendor-developed solutions to reuse software modules that are based on the GJXDM;
- Reduced risk to vendors by ensuring that products are based on mutually identified GJXDM standards;
- Expedited information sharing development among agencies in an enterprise; and
- Increased customer satisfaction.<sup>35</sup>

### Benefits of a Standardized Integration Architecture Model

There are many benefits for agencies both sending and receiving information when adopting an enterprise-wide standardized exchange model, including reusability, cost-effectiveness, componentization and interoperability. For example, using a data exchange approach based in well-accepted standards saves money by reducing development costs. The vendor community strongly supports the movement to standardized information exchange (e.g., GJXDM in the justice arena) so that it can produce compliant products that it can reuse among clients. The ability of companies to reuse technology helps drive the costs down for consumers, which include state and local justice agencies.

In addition, maintenance costs, especially in a large enterprise such as CCICJIS, are also reduced since changes to agency legacy systems do not have to affect an information exchange between that system and another. Sender agencies are required to build only one information exchange package document (IEPD) to accommodate the information exchange between systems, and this model does not require extensive changes to the legacy systems themselves. If there is a change to the data that is passed in a specific data exchange, new distribution rules can be applied to the conversion and distribution process of the IEPD.

Furthermore, agencies are not required to modify the content of the data before distribution to other agencies. This leads to another significant benefit of loosely coupled, standards-based information exchange; the agency's ability to maintain control of their data. Sender agencies will have full control of the distribution of their data, the terms of which are explicitly defined with receiving agencies in clearly articulated memoranda of understanding

<sup>34</sup> *GJXDM User Guide*, pages 15-17.

<sup>35</sup> *GJXDM Executive Briefing Presentation*: Paul Wormeli, Executive Director, IJIS Institute, February 28, 2005, at [www.it.ojp.gov](http://www.it.ojp.gov).

and other agreements. For example, the agency controls the applications moving their data and it is executed within its sphere of influence. The centralized standards will make it easier to change, control and enforce the conversion, distribution and business rules between agencies using a centralized process. Receivers can obtain information from multiple outside sources, and it will always remain in the same format, allowing the receiver agency to have full control of the collection of the data. No changes will be required to the receiver's databases or daily procedures.

## **Use and Adaptation of the SOA, JRA, Web Services, and Other Standards**

The CCICJIS Committee is collaborating with Illinois Integrated Justice Information Systems (IIJIS) Implementation Board and other organizations in developing standards appropriate for Cook County and the State of Illinois. It is also improving on existing policies and practices to ensure standards that support the CCICJIS effort are universal.

Rapid exchange of data among justice partners is urgent for public safety and proficient operations. However, using a standards-based approach to data sharing is critical to facilitate rapid investigation of and response to criminal justice issues. Investing wisely by developing effective systems compliant to established standards will have enormous benefits for the administration of justice in Cook County.



## **EXPANDING INFORMATION TECHNOLOGY INFRASTRUCTURE**



*“In order to promote timely, accurate and complete sharing of justice information, Cook County stakeholders will have to make use of and maintain existing technology and communication facilities, while expanding information technology (IT) infrastructure to all authorized agencies.”<sup>36</sup>”*

The current Cook County criminal justice environment consists of a number of criminal justice agencies which have a wide variance in size. Cook County is the second largest unified court system in the United States; it serves 132 municipalities that cover 956 square miles. This criminal justice enterprise is administered from the 1<sup>st</sup> Municipal District, serving the geographic boundaries of the City of Chicago and five suburban districts serving suburban and unincorporated Cook County. Each suburban district has a centralized courthouse where criminal, misdemeanor and traffic cases resulting from arrests in the municipalities and unincorporated areas within each district are processed. The Cook County Criminal Court, located at 2650 South California Avenue, processes criminal cases plus other felony indictments resulting from arrests in the city of Chicago. The Domestic Violence Court, located at 555 West Harrison, processes misdemeanor domestic battery and jury cases resulting from complaints and arrests within the City of Chicago.

In addition, there are over 100 local law enforcement agencies in Cook County, ranging in size from very small police departments to the Chicago Police Department (CPD), in addition to the Cook County Sheriff's Police. The Cook County Sheriff's Office, like the Cook County Court, houses several other criminal justice agencies essential to the enterprise. Two of these Sheriff's office agencies are the Department of Corrections, which is one of the largest pretrial holding facilities in the country, and the Department of Community Supervision and Intervention, which provides a range of community-based supervision programs for appropriate categories of offenders.

Contemplating automated information exchange among these diverse agencies is a significant task. In the 2003 Cook County Integrated Criminal Justice Information Systems (CCICJIS) Strategic Plan, the authors established key principles that must underline integration in Cook County. Some of these principles are reflected in the following:

- Inter-agency cooperation.
- Sharing data electronically between criminal justice agencies to ensure quality and usefulness of that data for the criminal justice enterprise.
- The use of evolving technologies to enable criminal justice agencies to efficiently access core data from other agencies.
- The reduction/elimination of duplicative data entry of core data, or data that is used and exchanged by all justice agencies in the enterprise.
- The development of efficient workflow and inter-dependent processes to support the processing of core data.<sup>37</sup>

The architecture proposed in this section embodies all of these principles. However, because the CCICJIS stakeholders understand that all agencies are at a differing level of technical readiness to participate in the envisioned integrated justice environment for Cook County, the group needed to assess the “As-Is” current technical environment. A proposed baseline level of technology requisite for achieving the “To Be” architecture that will support CCICJIS moving forward is necessary. The following will describe how the CCICJIS Technology

<sup>36</sup> CCICJIS Strategic Plan, page 45.

<sup>37</sup> CCICJIS Strategic Plan, page 23.

Subcommittee undertook that process and the conclusions and recommendations they support for the future CCICJIS technical environment.

### Process Used to Establish the Technical “As-Is”

In order to establish a technical architecture that will support automated information sharing among agencies that are as diverse as those in Cook County, the CCICJIS Committee authorized a detailed survey of all of its agency operations legacy systems. This survey process was intended to provide an up-to-date and detailed statement that could be used to describe the present state of its technical networks, online applications, information sharing, and general information technology (IT) support capabilities. All of these elements are considered part of an organization’s IT infrastructure, since these mechanical and support technologies enable and facilitate data exchange and communication throughout all of the municipal and government networks. The survey also included specifically solicited information about the current systems platforms, connectivity, organizational needs, future plans, and prevailing budgetary issues.

The survey questions<sup>38</sup> were presented through an online survey tool that was used by respondents to respond to the survey and then quantified the results that were used as a basis for the “As-Is” analysis. The survey was conducted over a 4-week period during the month of July. Respondents were provided advance notice about the upcoming survey and were encouraged to prioritize its completion. Specific individuals were given authorization to complete the survey and as necessary, delegate completion of it in part or in whole to an alternative respondent.

The CCICJIS Technology Subcommittee received a 74 percent overall response rate to the online survey, which is considered a strong response. Specifically, the survey link was sent to a total of 152 recipients and the Subcommittee received 112 responses in return. Subsequent to the initial survey release, CCICJIS staff and contractors placed follow-up telephone calls to the agencies to encourage a commitment from those designated individuals in order to expedite a response to the survey. Callers emphasized that complete survey responses were critical to the success of the CCICJIS initiative.

For purposes of analysis, the CCICJIS staff categorized respondents into two primary groups: local law enforcement agencies, which include the suburban municipal police departments, and the larger justice agencies, which include the Cook County agencies and the Chicago Police Department. The responding list of Cook County agencies includes:

- Judiciary
- Circuit Court Clerk
- States Attorneys Office
- Public Defenders Office
- Cook County Sheriff’s Department – Corrections, Police & EMA
- Adult Probation and Social Services Department

### Observations on Operational Results

As alluded to above, the survey was broken down into two primary sections: business questions and technical questions. The survey begins with a focus on the business approach to the IT these agencies use. It asked whether the respondent has knowledge of the concept of integrated justice and whether the respondent was familiar with the CCICJIS Committee and/or the CCICJIS Strategic Plan. The survey also asked whether the respondents’ agency has operational or business plans of its own that align with the CCICJIS Plan.

---

<sup>38</sup> See Appendix E– Operational and Technical Survey

We received an overwhelmingly positive response to these questions and some of the results are as follows:

- All of the respondents to the survey were familiar with the concept of integrated justice.
- Most respondents were familiar with the CCICJIS initiative. Specifically, 85% of the respondents—including all of the large County agencies—knew of the CCICJIS effort and 67% percent had read the CCICJIS Strategic Plan.
- When asked whether they have business plans in place that comport with a vision for integrated justice, a majority of respondents indicated that they do have operational/business plans that require IT integration over the next 2-5 years; this included all of the large County agencies. Of the smaller law enforcement agencies, it may be inferred that awareness of the overall Cook County Strategic Plan is related to plans for individual agencies to become more integrated; 59% of those agencies that reported being aware of the Cook County plan have plans themselves.

If respondents indicated that they had their own business plans for integration, the survey asked for a brief explanation of those plans. Agencies provided a considerable amount of detailed information in response to this request. One very prevalent theme from the survey results is that many agencies, including both large county agencies and small police departments, believed they needed to upgrade their existing system(s). While not directly related to integration, many agencies are looking to acquire new records or case management systems to support their day-to-day business operations. New mission critical systems can assist an organization's readiness to participate in an integrated justice solution, providing that these new systems are developed with the CCICJIS standards and architecture in mind.

Another integrated justice theme prevalent among local law enforcement agencies is an increased interest in sharing information with neighboring agencies. A primary example of this is in the sharing of arrest, booking information, and mug shots through the Centralized Arrest & Booking System (CABS) and the Illinois' Citizen & Law Enforcement Analysis and Reporting (ICLEAR) system, which is supported by the Cook County Sheriff's Police and the Chicago Police Department respectively. Many survey respondents noted that they are currently using these systems or plan to expand their use of them by as creating connectivity to them via mobile units in squad cars.

Still other respondents noted integration with neighboring agencies on pressing criminal justice problems in their area; namely in communications interoperability. For example, some jurisdictions are considering employing a joint Computer-Aided Dispatch (CAD) system and Records Management System (RMS) with neighboring agencies, while others report establishing joint dispatch and communications centers with other agencies.

With regard to large county organizations, many of them are in the process of procuring or implementing new information systems. Both the Adult Probation Department and the Social Services Department are planning for new case management systems and are interested in ensuring that the new systems support the automated exchange of information with other partner organizations. However, these new systems are at the minimum 2 to 3 years out. The State's Attorney's Office is in the process of replacing its PROMIS system with a new case management system called CRIMES; a system that will support information exchanges using both a Service Oriented Architecture and web services technologies. This project began this summer and is expected to be fully deployed within 3 years.

In addition to what has been mentioned, other agencies are also working on implementing new case management systems or enhancing existing systems. The Public Defender's Office is in the 4th year of a 6-year project implementing a new case management system. Their criminal case management functionality is expected to be implemented within the next year. Also, the Circuit Court Clerk's office is developing applications to support creating and tracking Order of Protection and Warrant Orders.

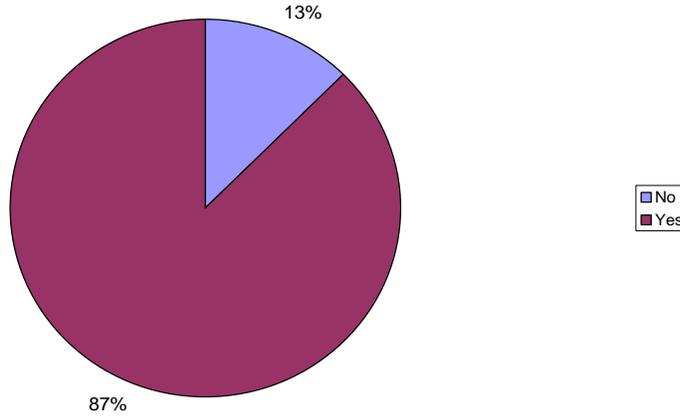
### **The Types and Use of Mission Critical Systems**

The survey asked about the mission-critical applications used in the course of processing transactions for the respondents' agency. Of the responding suburban law enforcement agencies, 69 reported using a Records Management System. The survey also sought a better understanding of whether agencies housed their own

# EXPANDING INFORMATION TECHNOLOGY INFRASTRUCTURE

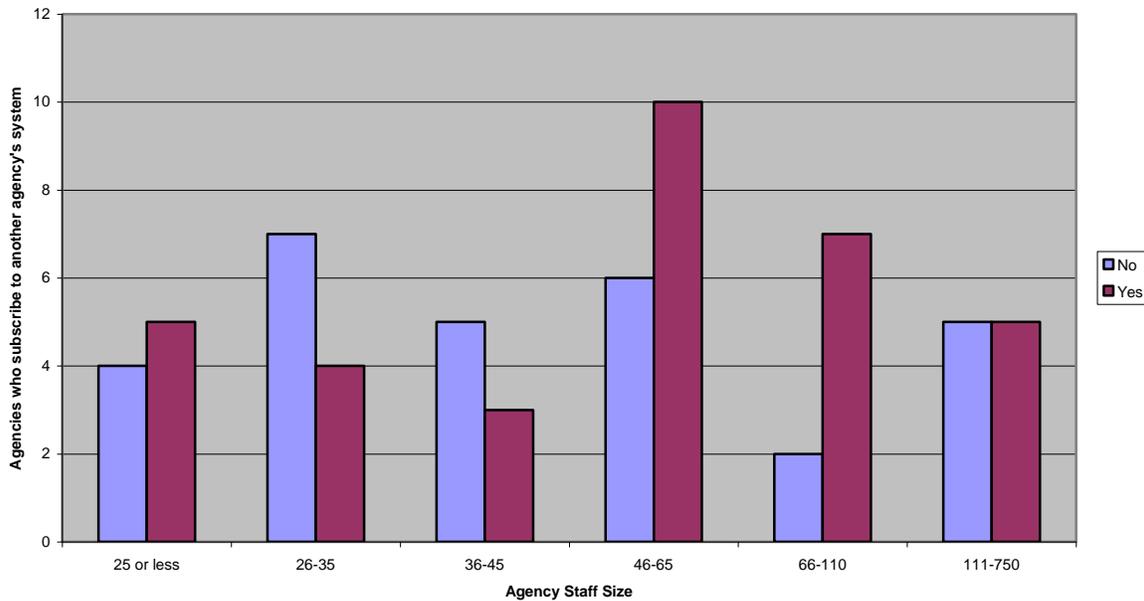
systems or participated in shared applications with other agencies. An overwhelming majority of respondents indicated that they owned their own systems, as depicted in the pie chart below:

Agencies who own their own System



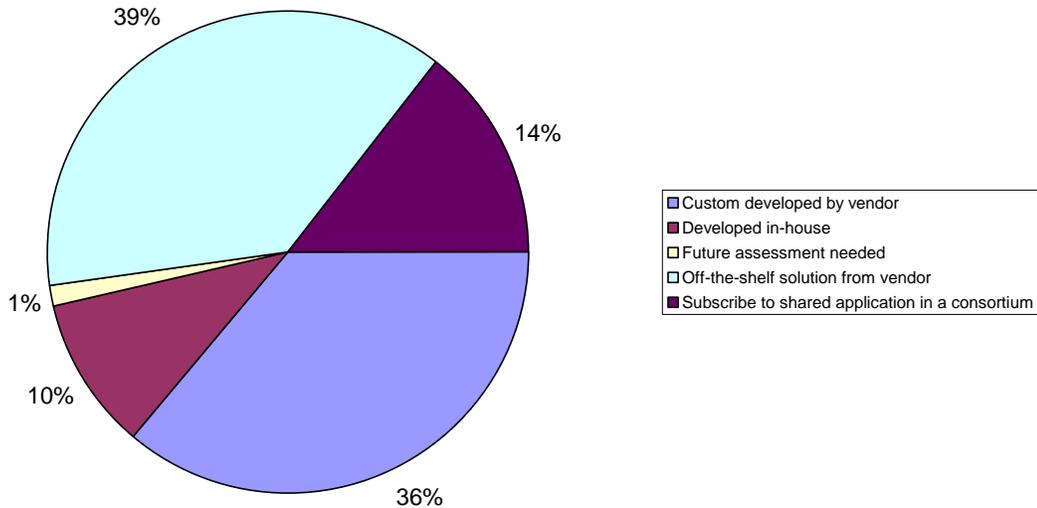
However, though most agencies reported owning their own systems, they also report subscribing to other agencies' systems to supplement their operations. The following chart depicts this by agency size. It makes clear that size is not a determining factor in whether an agency shares a system with another agency. From the responses to the qualitative questions, it appears that agency sharing of information and systems was based on business needs.

Agencies who Subscribe to another Agency's System by Agency Size



The survey also asked questions regarding whether the mission-critical systems were developed in-house, purchased “off the shelf,” or purchased as customized for the individual agency. For the most part, regardless of the type of system, outside vendor solutions were chosen most often; they were also almost always evenly split between custom development and “off the shelf” solutions. The following chart depicts the breakdown for agencies that reported having Records Management Systems (RMS):

**Types of Record Management Systems Housed by Agencies**



A total of 51 of the 69 respondents to this question—almost 74 percent—attested that their RMS was either custom developed by a vendor or an off-the-shelf vendor solution. This trend was similar with respondents who use Computer-Aided Dispatch Systems (CAD): 43 of 55 agencies, or 78 percent of those agencies with CAD systems, reported that they were vendor developed. Likewise, 78 percent of agencies using Jail Management Systems (15 of 19 respondents) indicate that their solutions were vendor developed.

Not surprisingly, a majority of the local law enforcement agency respondents indicated that they participated in the Illinois Citizen and Law Enforcement Analysis and Reporting System (ICLEAR). ICLEAR began as a collaborative effort between the Chicago Police Department and the Cook County Sheriff’s Police to share arrest and booking information. Today, ICLEAR’s criminal case and incident management systems are available to all law enforcement agencies that choose to participate. Specifically, the Chicago Police Department (CPD), as the central repository for Cook County Arrest data and finger print submissions through Centralized Arrest & Booking System (CABS), plans to integrate case, evidence and gang data from suburban agencies with the ICASE application and database hosted by CPD.

**How Information is Currently Being Shared Electronically**

In addition to the wide range of systems in use in Cook County, the survey also elicited information about agency business practice around information sharing and whether agencies have adopted formal policy to dictate how information is sent or received.

## EXPANDING INFORMATION TECHNOLOGY INFRASTRUCTURE

We have been able to identify the fact that the majority of the large county agencies are sharing information electronically.

- 70% of responding agencies indicate that they share information electronically.
- 69% of these respondents indicate that they have policies in place for sending information.
- 62% of these respondents indicate that they have policies in place for receiving information.

Responding County agencies identified the following existing automated data exchanges as examples:

- The Cook County Sheriff sends all Cook County arrest information processed through CABS to the Chicago Police Department's (CPD) ICLEAR Application, The CPD then electronically sends all of their and Cook County CABS arrests to the Illinois State Police and the Clerk of the Circuit Court.
- All felony indictment case filings are sent electronically from the State's Attorney to the Clerk of the Circuit Court via BITA.
- The Sheriff's Work Alternative Program (SWAP) information is exchanged electronically between SWAP and the Social Service Department via BITA.
- The Adult Probation Department exchanges drug testing information electronically with Acculab via BITA.
- The Social Service and Adult Probation Departments also automatically receive sex offender information from the State of Illinois via BITA.
- The Social Service Department also receives traffic, misdemeanor, and felony case filings from the Circuit Court Clerk on a daily and quarterly basis via BITA.

However, many of these exchanges are currently taking place as a file transfer between agencies, which means that the information exchanged does not occur on a real-time basis but is integrated into the receiving agency's workflow or business process. In addition, many of the electronic exchanges highlighted above—other than those from CPD to the Clerk of the Circuit Court—are transactions that are initiated through various PROMIS applications which are supported by the MIS (Management Information System) department under the Bureau of Information Technology and Automation (BITA). The Circuit Court Clerk and the Cook County Department of Corrections also have an interface with VINE/AVN (Automated Victim Notification), while the State's Attorney's Victim/Witness Unit has extensive management access to the VINE website.

At the local law enforcement agency level, electronic information sharing is less prevalent, as are policies dictating the transmission and receipt of this information. With 85 respondents answering the questions of whether they have policies in place for information exchange, here is how the responses broke down:

- 48%, or 41 of the total 85 respondents, have no policy for either sending or receiving information electronically.
- 29%, or 25 of the total 85 respondents, have policies for both sending and receiving information electronically in place.
- 19%, or 16 of the total 85 respondents, have a policy for sending but not receiving.
- 4%, or 3 of the total 85 respondents, have a policy for receiving but not sending.

In addition, most agencies—both large County agencies and smaller law enforcement agencies—continue to use non-electronic methods of sharing information. Responding agencies indicated that they use the alternate methods shown below at the rates expressed.

- 64% share information over the phone.

- 73% share information via fax.
- 64% route paper copies to share information.
- 18% share information on CD, VHS, or DVD (materials that arrive by messenger).

Under this category, e-mail and web access were both considered electronic even though some manual manipulation may be required. Electronic transaction sharing of information for many exchanges is in the CCICJIS “To Be” environment to ensure that this information transfer becomes a true part of business flow between agencies, and also, to actualize the goals of efficiency and elimination of redundant data entry.

### **Systems Support**

As the last item, this survey category asked that respondents identify any third party or vendor IT infrastructure support.

- 67% of respondents engage third parties to support IT infrastructure.
- 75% of respondents have budgets for the support of their current IT infrastructure.
- 67% of respondents have budgets that will allow them to acquire new IT agency solutions.

At the large County agency level, IT budgets vary significantly. County agency IT infrastructure is supported and maintained by the Bureau of Information Technology and Automation. In part, this support is provided by Sentinel Technologies through county managed contracts for equipment maintenance and Network Control Center staffing. This support is reflected in agency budgets as a direct charge back of shared organization expenses. At the local law enforcement agency level, it appears that smaller local agencies rely more heavily on third party support providers. For example, when comparing agency IT staff with dependency on third-party support, a greater number of agencies that did not respond that they had internal IT staff, or had less than two IT staff members, also correspondingly reported using a third party for support. Contrasting this, local law enforcement agencies that reported a larger number of internal IT staff were less likely to rely on third-party providers for support.

### **Observations on Technical Results**

The survey asked a number of questions regarding technical readiness, ranging from questions about networking and operational systems to those about remote connections and security protocols. This portion of the survey was meant to truly identify the technical baseline necessary to support an automated CCICJIS environment in the future.

#### **Networking**

The first group of survey questions asked about networking and access or planned access in the next 18 months to various communication technologies commonly used in Cook County, such as the Cook County WAN (CCWAN), internet, and wireless internet. As with some of the business questions previously mentioned, many responses differ only minimally among the larger County agencies and local law enforcement agencies. While all county agencies and the Chicago Police Department report network access through the CCWAN, they also responded that they have network connectivity through the following mechanisms:

- 92% have web access.
- 46% have plans to be wireless in the next 18 months.
- 62% of these agencies support users at remote sites.

At the local law enforcement agency level, 53% of the suburban agencies also responded that they access the CCWAN for network support. (All the participating CABS agencies have CCWAN access for network support.)

## EXPANDING INFORMATION TECHNOLOGY INFRASTRUCTURE

Regarding network protocols, a majority of local agencies indicated that they use TCP/IP. The results were similar for the larger County agencies; however, the preferred protocols for web services HTTP, and secondarily FTP, were not reported as used by the majority of suburban agencies for information exchange.

- 90% of agencies report using TCP/IP.
- 20% of agencies report using HTTP.
- 20% of agencies report using FTP.

This suggests that with CCWAN access using HTTPS, should be the baseline environment. However, some of the agencies may need to use the Internet to access CCICJIS if the CCWAN is not available.

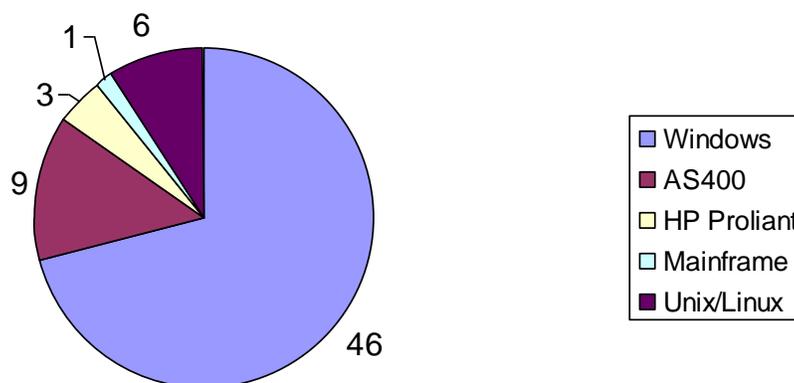
### Platforms, Applications, Databases

The CCICJIS survey also asked a series of questions regarding platforms and databases that are currently in use countywide. For the large county agencies, the survey responses help us identify that these following platforms are *currently* being supported:

- IBM mainframe and client server – Clerk of the Circuit Court, State’s Attorney, Sheriff’s Police, and Court Services
- IBM mainframe and AS400 – Chief Judge (Adult Probation and Social Services)
- AS400 and SQL Server – Public Defender
- HP3000 – Sheriff Corrections
- Windows SQL Server – Sheriff’s Police
- Oracle and SQL server – Chicago Police Department
- All reporting agencies indicated they have some MS Access applications on small servers.

At the local law enforcement agency level, it appears that most agencies relied heavily on Windows-based platforms. Eighty-six percent responded to this question that they use Window-based technologies, followed by use of AS/400, UNIX, HP Proliant, and mainframes as depicted below.

Platform Used



County agency respondents and CPD described their *current* primary systems as listed below. It is important to understand that each agency supports multiple complex systems and applications. For the purpose of clarity, only the primary systems that impact CCICJIS are discussed.

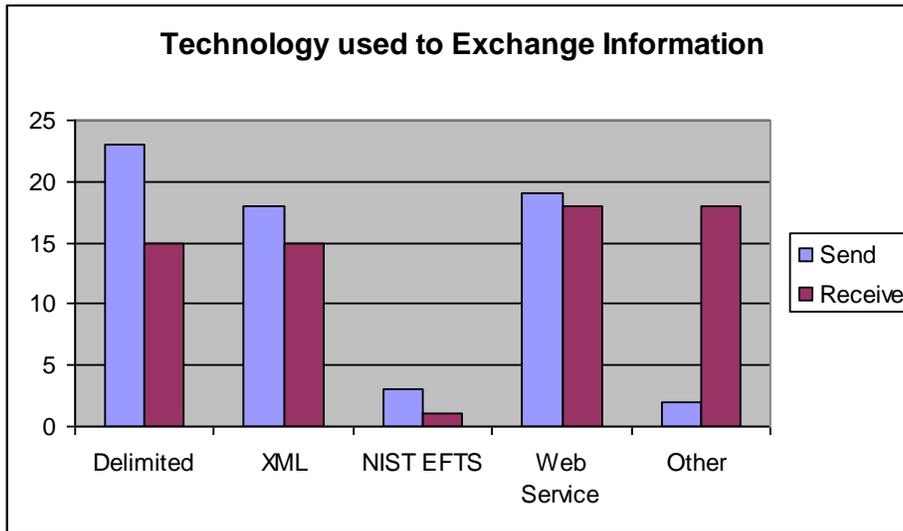
- Cook County Circuit Court Clerk
  - Applications: KRIMS - CICS COBOL
  - Database: VSAM, DB2, MS SQL
  - Web Servers: IIS and Apache
- Chicago Police Department
  - Applications: ICLEAR/ICASE - Oracle
  - Database: SQL Server
- States Attorneys Office
  - Application: PROMIS – CICS COBOL
  - Database: VSAM
- Sheriff Police
  - Application: RMS - ASP.NET
  - Database: SQL Server
- Sheriff Corrections
  - Application: CIMIS (JMS) - HP Image
  - Database: HP MPE, converting to SQL Server
- Sheriff EMA
  - Application: Filemaker Pro
- Public Defenders Office
  - Application: Legal Edge Software - J2EE
  - Database: SQL Server
- Adult Probation
  - Application: PROMIS – CICS COBOL
  - Database: VSAM
- Social Services
  - Application: PROMIS – CICS COBOL
  - Database: VSAM

### **Security Protocols**

At the county agency level, there are a variety of security protocols being currently used. All agencies report using firewalls, in addition to the 78% of large county agencies using encryption, and 56% of agency users having digital signatures. There were 31% of local law enforcement agency respondents indicating that they have or plan to adopt firewalls within the next 18 months, while 18% responded similarly to a question about having or adopting digital signatures.

### **Interface Support**

At the local agency level, agencies are currently using or planning to use a variety of means to support the exchange of automated information exchange, as depicted by the following chart on the next page. There is no current indication that any justice agency in Cook County utilizes web services and extensive markup language or XML for message exchanges; most use delimited files over file transfer protocol or FTP. The high number of agencies identifying these as planned technologies indicates an awareness of these standards and a desire on the part of about one third of responding agencies to actively pursue them.



Among larger County agencies, information exchanges are more varied and are supported or plan to be supported by similar technologies, such as XML (85%), web services (67%), and delimited files (70%).

### **Biometric Technologies**

As an observation, within Cook County’s Criminal Justice System there were several different concerns and praises about the use of biometrics. Based on the CCICJIS Operational and Technical Assessment Survey, different agencies—Corrections, Probation, Sheriffs and the Chicago Police Department—were very versed in the new technologies available and were implementing some of the fingerprint and palm technologies and layering it with video surveillance. Because the designed survey did not have any specific questions concerning biometrics, the responders that mentioned they used biometrics were unsolicited narratives from other IT questions. We were able to get a full picture of the need and use of the various biometric entities when we utilized some of the information from the Infrastructure’s (*Exchange Points*) group and then looked at their data intake and management concerns. There are several points of exchange that have been recognized that could be streamlined (especially with offender intake, processing, and booking, etc.) with the use of bio/identity validation.

After reviewing the survey information from those law enforcement entities who responded, one re-occurring concern with the use of biometrics, or the desire to use biometrics for identifying and validating the identity of suspects and/or convicted criminals, is their ability to quickly and accurately process information and make decisions on the street, as well as in non-office environments. Those concerns can be addressed by insuring the CCICJIS infrastructure/network capabilities are robust and integrated enough to handle more data, video streaming, and mobile biometric equipment in-hand.

### **Baseline Discussion**

While the business and technical discussions above list platforms, applications, and interface protocols described in the previous “As-Is” discussion, there are several major elements within the Cook County and Chicago Police Department technical infrastructure that facilitate information sharing. These also form a basis for the baseline infrastructure necessary to support the “To Be” technical architecture for CCICJIS proposed in this document.

The first component is the Cook County Wide Area Network (CCWAN), which is the second largest county network in the United States. CCWAN is an Enterprise Network that provides data transport to all county

agencies and the Police Departments. Use of the CCWAN has grown dramatically over the last several years. There are approximately 27,000 employees of Cook County; of those, 19,000 have CCWAN access. The CCWAN is used to connect facilities throughout the County and allows users to access data and services anywhere in the County. The CCWAN is considered the primary internet connection for most county employees. Reliability and systems redundancy are among the highest priorities given the mission critical role that internet access and data transmission are a part of daily Cook County operations. As new applications and uses for the CCWAN are conceived by county IT departments, the infrastructure and operations will continue to evolve and expand in scale.

The CCWAN is a combined packet over SONET and frame relay over SONET technology. The core transmission backbone of the CCWAN is a SONET Ring architecture provided by SBC. Using the SONET Ring, the county has guarded against damage to transmission lines taking down the Network. The ring architecture provides alternate routing in case of damage.

In the baseline infrastructure, Wide Area Network (WAN) access would extend to all partner's sites, data exchange standards, and business rules, and intergovernmental agreements would be established. Future application development would be compatible to participation in exchanges.

As with all integration projects, the existing agency operational systems are in constant states of change. Cook County is no exception to this rule. The State's Attorney's Office application PROMIS is being replaced over the next 2-3 years by a case management system called CRIMES. CRIMES is being developed by CIBER with built-in capability to support web services and XML through the *Metatomix* Platform. However, if exchanges are planned over the next several years, they will be required to interface with the older system. The same is true for the County's Departments of Corrections (DOC), Adult Probation and Social Service. The DOC is migrating from old *Hewlett Packard (HP)* technology onto a newer backend server and within the next few years intends to look for a new JMS solution altogether. Adult Probation and Social Services use the PROMIS case management system and intend to replace this system in approximately three years. The Public Defender's Office is half way through deployment of a new case management system called *Legal Edge*. It is expected that the criminal case functions in this system will be available some time next year and will have the capability to exchange GJXDM conformant XML messages.

The Sheriff's Police is actively converting their RMS to *ASP.NET* with a *SQL Server* backend, and the Chicago Police Department (CPD) is continually enhancing ICLEAR, and within it, the ICASE case/incident reporting system. CPD is a key player in the state's effort to develop an IEPD for the case report and will make interfaces with ICASE available through web services and XML.

While there are future plans to replace the KRIMS case management system, the Circuit Court Clerk is continually adding new applications to enhance court functioning, like the Order of Protection and Warrant projects through *Digital Bridge*. It is anticipated that these applications will have the capability to interface with other agencies through web services and GJXDM/NIEM conformant schemas.

Currently, county agencies share or exchange information on an agency-by-agency basis using file transfer protocol (FTP) other ad hoc custom mechanisms. If GJXDM conformant XML messages are a decided standard, BITA can presently facilitate those exchanges. These exchanges suit individual agency needs, but are not necessarily an efficient use of resources for the enterprise as a whole. Every responding agency has identified its intentions to engage in data sharing over the next 18 months. Because information sharing is considered to be an enterprise-wide concept, it will be critical to standardize exchanges so that individual application changes or modifications to business rules do not disrupt the flow of information.

The dilemma always presents itself in integration projects whether to wait for all of the systems to completely turn over to new technology, if planned, or to begin integration with what is available anticipating the change. In the case of Cook County, the first option would be at minimum a 3-year wait. The second option would require agencies to adapt existing applications and data sources to use "services" enabled technology, which would then be reused where possible with the new systems as they are deployed.

There is a third alternative, which if left alone would develop in a way where each agency builds or acquires third-party proprietary solutions to exchange sets of information. This form of multiple silo integration will only lead to maintenance chaos if it is allowed to develop.

This plan recommends that each agency, in the short term, strive to enable the existing applications to exchange information based upon the standards for web services interoperability outlined in the CCICJIS Integrated Architecture Standards section of this report. Much of the work will be reusable when new applications are deployed, and using this capability will allow those systems to change, in addition to not disrupting or forcing change to the other exchange partners.

There is risk in achieving this baseline, as it will require resources devoted to systems that may be replaced within 2 to 3 years. The difficulty level in accomplishing the baseline will also be uneven as some of the systems are quite old. However, BITA does currently provide maintenance for the State's Attorney, Adult Probation and Social Services PROMIS applications providing report modifications, screen changes, forms, and translation table changes, forms, translation table changes and all other user support. As BITA may become the agency responsible for the maintenance of the infrastructure, developing knowledge with service architecture while adapting these systems may be advantageous. The *Metatomix* platform the State's Attorney's Office has licensed for the new CMS may also have the capability to expose PROMIS capabilities as web services to other agencies.

The Circuit Court Clerks KRIMS case management system runs CICS applications on an *IBM* mainframe using VSAM files. These applications are robust and there are no plans for replacement in the near future. However, there are plans to migrate from VSAM to DB2 using IBM's VSAM Transparency product. *IBM* and other companies also provide software designed to adapt CICS applications to the web services environment such as IBM's Simple Object Access Protocol (SOAP) for CICS. Exposing the existing CICS applications as services would leverage the embedded complex business logic.

The Circuit Court Clerk has other applications that interface with KRIMS to perform additional functions, such as the existing CLEWS application for warrants and the piloted *Digital Bridge* application for warrants and Orders of Protection. The Circuit Court Clerk's MIS must address many case types in many different courts and is not simply a single application, but allowing these applications to be exposed as services will bring KRIMS up to the CCICJIS baseline.

The Sheriff, as with many of the agencies, supports multiple systems. The two applications that impact CCICJIS the most are the jail management systems and the police records management system. The JMS is an older system originally supported by the Illinois State Police. The system uses a proprietary *HP* Image database with a *HP* MPE operating system. However, the Sheriff's Department is in the process of converting the back end to a SQL Server database. The Image front end may pose problems exposing capabilities such as services, but the SQL Server database should help if new applications are required to meet the needs of a specific exchange.

The Sheriff Police are currently rewriting the RMS front end application into ASP.NET; it already has a SQL Server back end database. The ASP.NET environment should allow the Sheriff Police to take advantage of *Microsoft's* .NET web services development environment.

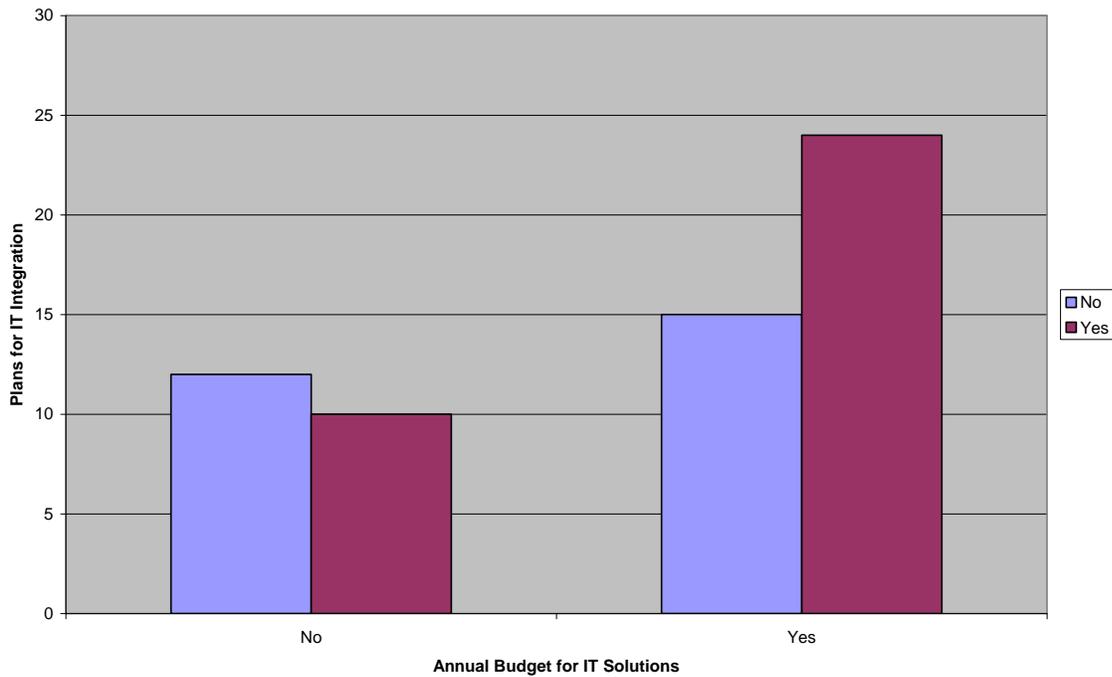
In the effort to achieve a common CCICJIS baseline, the suburban police record management systems will pose a difficult challenge. The agencies vary in size, resources, and RMS vendors, as outlined above. The Chicago Police Department is making ICLEAR/ICASE available to the suburban police agencies for direct entry of case report information. However, there are agencies with robust record management systems that are used for the entry of complaints and case reports. It is not likely that these agencies will choose to perform double entry into ICASE. These agencies will need the ability to invoke a service ICASE exposes for the submittal of case reports, and currently, there is no similar mechanism to ICASE for complaints.

There were 87% of the agencies responding to the survey who own their own systems. The challenge will be either bringing these systems up to the baseline or encouraging the direct use of shared systems such as ICASE. The concept of SOA does encourage the use of autonomous systems complying with the common

service interaction profile. CCICJIS will set these standards and support the agencies attempts to comply. The standards should not affect the internal operational system, but will affect how it sends and receives the message (document). Where appropriate, CCICJIS should also strongly encourage the direct use of ICASE when an agency cannot meet the baseline.

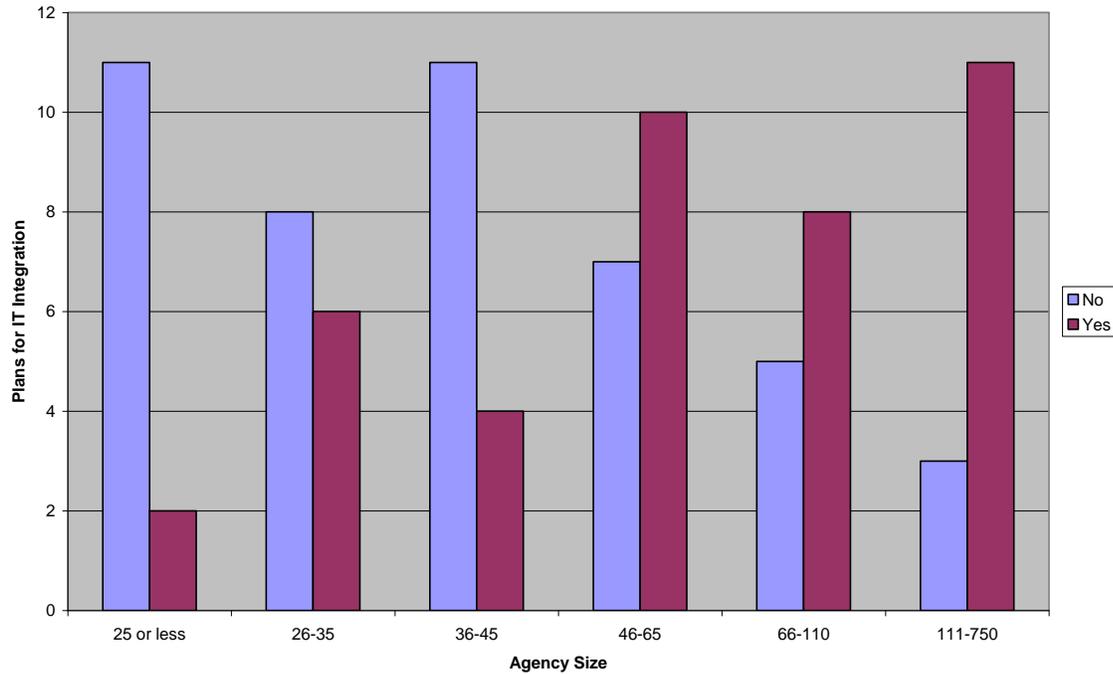
The graphs from the survey below demonstrate how the size of the suburban agency, and whether or not there is a designated IT budget, correlate with plans for integration. It can be inferred from this that if an agency is limited in resources, there is not much likelihood they will be able to meet the baseline architecture alone.

**Plans for IT Ingetration by Annual Budget for IT Solutions**



## EXPANDING INFORMATION TECHNOLOGY INFRASTRUCTURE

Plans for IT Integration by Agency Size



Important assets are the countywide CABS system and ICLEAR, which provide important infrastructure and information sharing among local law enforcement agencies. These systems support the capture and transmission of initial arrest information from every municipal police department within Cook County and make it available electronically to the Illinois State Police and the Circuit Court. While arrest information is available, it is presently only being used by the law enforcement agencies, the Circuit Clerk, and to some extent, the State's Attorney's Office. This infrastructure can be better leveraged to pass important offense information to other parts of the criminal justice enterprise.

## **RAPIDLY IDENTIFYING THRU BIOMETRIC TECHNOLOGIES**



*“Relying solely on data from name-based systems is variable due to the widespread use of aliases, which may be difficult to detect resulting in security and judicial errors. Agencies in some jurisdictions utilize technologies that facilitate rapid identification using automated fingerprint identification systems, enabling them to positively identify an individual within seconds, while others are still utilizing the ink-and-roll fingerprinting method, lacking the ability to identify an individual in less than two weeks. In order to rapidly and positively identify individuals, Cook County must expand its use of biometric technologies; and with this expected growth in the use of biometric-based systems and applications, initiate research in the exchange and interoperability of biometric data.”<sup>39</sup>”*

An important theme emerging from the work of this Detailed Plan of Action is the expressed need to be able to positively and rapidly identify individuals at every step in the criminal justice process. There is also an expressed need to be able to leverage existing systems and emerging biometric technologies to regulate and ensure appropriate access and security while dealing with systems that are critical to facilitating justice in Cook County.

In the 2003 Strategic Plan, it was recommended that further work in the area of biometrics be pursued if Cook County is to expand its current use. Specifically, the report called for investigating the permissible uses of biometrics, identifying the policies and standards governing the use of biometrics, and researching the formats and applications of biometrics.

In keeping with the biometric recommendations from the Strategic Plan, the starting point in considering the expansion of biometric technologies, with the goal of rapid and positive identification, is to understand the need and targeted use. Specifically, the section walks through the steps for assisting justice agencies in determining the agency’s need and the agency’s role in administering biometric technologies, governing standards considerations, commonly used and emerging biometric formats, and the recommended areas of implementation.

### **Does a Biometric Need Exist?**

In order to effectively analyze and fulfill biometric functionality needs, it is suggested that agency’s utilize the following steps to determine whether an actual biometric need exists and the requirements necessary for acquiring biometric technologies.

An agency’s examination must first begin internally. An agency must understand the type of biometric information it will collect; whether for offender identification or for access and security over its own resources. The agency must understand its role with regard to the targeted information, as a service provider, service consumer or data custodian. The service provider collects biometric information directly from subjects, whether from identified offenders in the case of offender identification, or from the agency’s own personnel in the case of access and security. The service consumer uses already collected biometric information in the course of its own processes. The data custodian archives and protects collected biometric information so that access can be regulated, and so the data is available for future processing. In the offender identification context, an agency may be both a service provider and a service consumer; it will usually always be a data custodian. In the access and security context, an agency will almost always perform all three roles.

Following the internal examination, an agency must consider external requirements. A determination must be made of which justice agencies will be providing or accessing the agency’s biometric information. Also, governing policies, legal regulations, technical limitations, and grant authority requirements should be considered with the processing of biometric information.

---

<sup>39</sup> CCICJIS Strategic Plan, page 49.

## **Offender Information<sup>40</sup> vs. Access and Security Information**

Offender information encompasses any biometric information used to positively identify an offender at critical points in the justice system. This biometric information will usually be associated with the case record for the retention of that record. Data will usually be warehoused independent of any case record so that future queries against this information may be used for verification of a given offender's identity, or certification that a given offender has had contact with the justice system at some time in the past. Offender information is usually created from many access points, consumed from many access points, and archived at a few clearly identified points.

Access and security information is used internally within a given agency to protect information and systems from unauthorized access and to facilitate systems and information access by appropriate personnel. Access and Security Information protects information and systems from unauthorized access by providing a means of comparing and verifying a given user's biometric information (e.g., fingerprint, voiceprint, retinal scan, facial scan, etc...) against a database of authorized users. If the given user is authorized to access a system or certain data, then that user's biometric information serves as a key to unlock access. If the user is not authorized, then the biometric identification system serves as a lock to protect the target system.

The means of measuring biometric information is through either a single identifiable characteristic belonging to an individual—facial structure, retinal blood vessel patterns, finger or palm prints, voice prints, etc.—or a combination of at least one of these characteristics and a typed password; it could also be a combination of several of these characteristics with or without an additional password. Because these characteristics belong to the individual, they are present when the individual is present and are simple to produce for identification and authorization. A password, however, may be forgotten or given to unauthorized individuals. The combination of at least one biometric identifier coupled with a password provides an even higher level of security, as long as the password is useable. Because biometric identifiers reside with the individual and cannot be forgotten, their use facilitates access by simplifying and clarifying the identification process. Access and security information is usually created, consumed, and archived within a single agency.

## **Agency Role with Regard to Biometric Information**

Agencies within the justice system will perform at least one of the following roles with regard to biometric information, but most likely a combination of roles: service provider, service consumer, and data custodian. An agency working with access and security information will perform all three roles.

In the case of offender identification, an agency may be a collector of biometric information at the time and location where the offender has contact with the particular agency. This is most clear in the law enforcement arena where a police officer fingerprints, photographs, or otherwise collects biometric information from an identified offender. The primary consideration for agencies in the service provider role is whether a given vendor provides hardware, software, and/or services that satisfy evidentiary requirements governing Biometric Information and its application to Criminal Justice.

The service consumer role encompasses a broader range of agencies. A law enforcement agency becomes a service consumer when it checks presently collected offender information against other historical information to determine the extent to which the given individual has had contact with the justice system in the past. Law enforcement agencies can also consume biometric information created by other agencies during the historical comparison process. Judicial and prosecutorial agencies become service consumers when they access biometric information during the course of case processing. The Court Clerk can be a service consumer when assembling biometric information for inclusion with the case record. The primary consideration for agencies in the service consumer role is whether a given vendor provides solutions that allow the agency to accept and process biometric information from service provider agencies while still preserving the integrity of that information.

The custodial role involves all justice stakeholders interacting with biometric information as either a service provider, a service consumer or both. Any justice agency working with offender biometric information will create

---

<sup>40</sup> The word "offender" used within the context of this section refers to either a suspect, defendant or convicted person, depending on the point of contact within in the criminal justice process.

a record when comparing or associating biometric information with other procedural information specific to a given agency. The primary consideration for agencies in the custodial role is whether a given vendor provides solutions that facilitate the secure preservation of collected biometric information, and the relationship between that information and any processes particular to a given agency.

Any agency utilizing biometric information in the access and security context will occupy all three roles simultaneously. The agency will be a service provider when it collects biometric information from identified individuals under its functional jurisdiction for use in regulating access and security to resources internal to a given agency. The agency will be a service consumer of its own access and security-related biometric information every time an individual within that agency requests access to a regulated resource. The agency will be a data custodian of biometric information in that it will need to store that data for ready access, to maintain and manage that data to insure reliability and integrity, and to protect that data from unauthorized use or theft. The primary considerations for an agency in the access and security context are whether a vendor provides a solution that embraces all three roles, and whether the proposed solution can interoperate with existing solutions.

## **Role-Related Points of Participation**

When and where a justice agency interacts with biometric information, and whether that interaction is as a service provider, service consumer, or data custodian is the next point of analysis. The physical resources available to an agency may dictate what type of biometric information solution is most appropriate. For example, in the identification context, a law enforcement agency's first point of contact in the service provider role with an individual is during a regular patrol stop.

A useful biometric information solution in the patrol stop context must take into consideration the physical resources available to the patrol officer. The collection solution must fit within the confines of a patrol vehicle, it must provide for either ongoing wireless access to the agency's main data sources, or it must contain that entire data source within the confines of the patrol vehicle. The solution must also function within the environment in which the patrol vehicle operates, and finally, the solution must add little or no overhead to the regular maintenance of the patrol vehicle. Furthermore, a useful solution must incorporate the circumstances of the patrol stop. It must not interfere with the agency officer's performance of the overall course of his/her duties with regards to a patrol stop. It also must not impinge the officer's safety in any way. As such, a useful solution in this circumstance must be easily integrated into the execution of the officer's duties while allowing the officer to focus on those duties and his/her safety, while also enabling the collection of accurate biometric information.

An agency in the service consumer role must consider what sources it is allowed to access and what technical and procedural requirements must be met to enable that access. For example, a prosecutorial agency may need offender fingerprint information in order to fully process a particular case. The agency must consider where the fingerprint information is located, how access to that data will occur, and how that data will be processed once accessed. A useful solution would allow the prosecutorial agency to accept the data in nearly any format while preserving the integrity and reliability of that data.

An agency in the custodial role must consider its physical resources, as well as the long-term costs related to the preservation and storage of biometric information. The custodial agency must be able to provide adequate space for the equipment needed to preserve and protect this data. The custodial agency may need to segregate biometric information from other non-biometric information related to its normal operations. Storage is finite and must therefore expand to contain information as it is collected and processed. As agencies become increasingly digital dependant, the volume of this information increases at an ever more rapid pace. The costs for maintaining both old and new data are significant and will therefore play an important role in determining the characteristics of a useful biometric information solution.

## **Standards Governing Biometric Information**

Justice agencies must consider national and state standards governing the collection, consumption and archival of biometric information. As an example, agencies operate within a given set of standards that are required to exchange data between agency systems. This requirement forces agencies to consider whether the type of data they are considering is governed by this standard. Furthermore, there are additional standards governing

different types of biometric information. The implementing agency must determine which standard, if any, has been adopted as the governing standard. Standards are constantly being re-evaluated and modified as the type and volume of biometric information collected expands. The implementing agency must understand the governmental policy covering biometric data as it relates to privacy and data custodianship concerns.

The implementing agency must also understand the policies covering the role in which the implementing agency will perform with regards to biometric information. The policy governing the creation of fingerprint information may be very different than the policy governing the archival of the same data.

The implementing agency must understand the legal requirements regulating biometric information under consideration, the agency's role with regard to that information, and the application of that information; whether it is to be used for offender identification or for access and security. The implementing agency must be particularly aware of any legal regulations covering custodianship. Protection of personally identifiable information, including biometric information, whether in the offender identification or access and security contexts, is becoming increasingly important and more tightly regulated through law and policy.

The implementing agency must understand the limitations on equipment—both hardware and software—in the collection, consumption, and archival of biometric information. The technical limitations of a particular solution will determine its suitability for a particular biometric information application. For example, a scanner that allows the digital recording of fingerprint cards will probably not be suitable as a scanner to record photographs. A fingerprint card scanner will probably have been specifically designed to meet the legal requirements governing fingerprint evidence, but it will lack the capability to accurately scan a photograph. On the other hand, a particular device such as a fingerprint card scanner may have been designed to digitally record many types of media—fingerprint cards, photographs, written text, etc.—but its capabilities must be evaluated across all these media. Such a multi-function device may also have a concomitant cost increase. The implementing agency must determine the most cost-effective solution based on the technical capabilities of a given piece of equipment.

Finally, the implementing agency must consider whether it will be seeking external funding such as grants to enable the implementation of a biometric solution. The fund granting entity may have its own requirements that are more narrowly defined than any of the above requirements as a precondition to granting funds. The implementing agency must consider these requirements after having carefully analyzed all the other elements involved in deploying a biometric information solution.

### Biometric Formats

Recognition of human individuals involves physical recognition such as visual, auditory, or behavior recognition. However, differences in appearance may impede recognition. For commercial and security and legal reasons, including forensics, something more compelling is required. For law enforcement agencies, biometric technology is essential for rapidly and positively individuals at key decision points.

The following are biometric formats (or modes) that could be utilized in person identification. Some of the following biometrics are fairly new, and others are somewhat controversial but are mentioned to give broad exposure to biometric technologies.

**Fingerprint Identification:** Among all the biometric techniques, fingerprint-based identification is the oldest method that has been successfully used in numerous applications. Everyone is known to have unique, immutable fingerprints. Fingerprint identification has been used in law enforcement for more than a century and has become the de facto international standard for positively identifying individuals.

**Palm Print Recognition:** Palm print recognition inherently implements many of the same matching characteristics that have allowed fingerprint recognition to be one of the most well-known and best publicized biometrics. Both palm and finger biometrics are represented by the information presented in a friction ridge impression. Because fingerprints and palms have both uniqueness and permanence, they have been used for over a century as a trusted form of identification.

**Face Recognition:** Advancements in computing capability over the past few decades now enable computer-driven applications to automatically identify a person from a digital image. It does this by

comparing selected facial features in the live image to a facial database. The biometric data used to perform face recognition is in a format that is readable and understood by humans. Therefore, a potential face recognition system can always be backed up and verified by a human.

**Voice Recognition:** Speaker recognition, voice recognition, or voice authentication is a biometric modality that uses an individual's voice for recognition purposes. There is a difference between voice recognition—recognizing **who** is speaking—and speech recognition—recognizing **what** is being said. Speaker recognition uses the acoustic features of speech that have been found to differ between individuals. These acoustic patterns reflect both anatomy (e.g., size and shape of the throat and mouth) and learned behavioral patterns (e.g., voice pitch and speaking style).

**Iris Recognition:** Iris recognition is a method of biometric identification based on high-resolution images of the irises in an individual's eyes. Using a small camera, an iris-recognition system photographs one or both eyes and converts the small details in the iris stromal pattern into a bit pattern that is suitable for unambiguous positive identification of an individual.

**Dynamic Signature:** Dynamic signature is a biometric modality that uses, for recognition purposes, the anatomic and behavioral characteristics that an individual exhibits when signing his or her name. Dynamic Signature devices should not be confused with electronic signature capture systems that are used to capture a graphic image of the signature and are common in locations where merchants are capturing signatures for transaction authorizations.

**Vascular Pattern Recognition:** Vascular Pattern Recognition, also commonly referred to as Vein Pattern Authentication, is a fairly new biometric in terms of installed systems. Using near-infrared light, reflected or transmitted images of blood vessels of a hand or finger are derived and used for personal recognition. Different vendors use different parts of the hand, palms, or fingers, but rely on a similar methodology. Researchers have determined that the vascular pattern of the human body is unique to a specific individual and does not change as people age.

**Smart Card:** A smart card, chip card, or integrated circuit(s) card (ICC) is a "credit card" sized plastic card with one or more embedded integrated circuit chips that provide the memory capacity to store biometric as well as biographical information. In addition, smart cards have their own computational capability and can perform complex operations that include matching a biometric sample wholly with the card.

**DNA:** Forensic scientists can use deoxyribonucleic acid (DNA) located in blood, semen, skin, saliva or hair left at the scene of a crime to identify a possible suspect; a process called genetic fingerprinting or DNA profiling. In DNA profiling, the relative lengths of sections of repetitive DNA are compared.

**RFID:** Radio Frequency Identification (RFID) is an automatic identification method, relying on storing and remotely retrieving data using devices called RFID tags or transponders. An RFID tag is an object that can be attached to or incorporated into a product, animal, or person for the purpose of identification using radio waves. Chip-based RFID tags contain silicon chips and antennas. Passive tags require no internal power source, whereas active tags require a power source.

## Recommended Areas of Implementation

One goal of using biometric technologies is to positively identify an offender at every stage of the justice process. The other goal is to protect information and systems from unauthorized access, as well as to facilitate systems and information access by appropriate personnel. The following recommendations center on three areas; identification, verification and tracking:

- **The use of Biometrics for rapid identification in the field** — It is recommended that the use of hand held fingerprint scanners networked to the Illinois Bureau of Information could assist the patrol officer in

## RAPIDLY IDENTIFYING THRU BIOMETRIC TECHNOLOGIES

---

quickly obtaining a positive identification of a suspect without having to take him/her back to the facility. This will also help to avoid false arrests due to mistaken identity.

- **The use of Biometrics for tracking inmate movement in the jail** — it is recommended that the use of RFID biometrics by officers can track an inmate's location and ensure they do not enter forbidden areas. The RFID can be built into a security wristband and worn by the inmate. It would contain vital identification information.
- **The use of Biometrics for defendant identification during a probation check-in** — it is recommended that the use of a single fingerprint device be established at various geographical kiosk locations for required periodic probation check-ins.
- **The use of Biometrics for rapid identification in the court** — It is recommended that the use of a single fingerprint device be established in the lock-up and/or courtroom for positive identification of a detainee or defendant, such as at an initial bond hearing or subsequent court appearance(s).
- **The use of Biometrics for criminal justice systems access in the field** — It is recommended that biometrics be used to identify an officer in the patrol car to gain access to a portable data terminal, thereby, allowing authorized access to various criminal justice systems.
- **The use of Biometrics for identification, verification and tracking of inmate visitors** — It is recommended that biometrics be used to identify, verify and track an inmate's visitor on-site within the correctional facility.
- **The use of Biometrics for identification and tracking prison staff** — it is recommended that Biometrics be used to identify and track prison staff on-site within the correctional facility.

## FUNDING INTEGRATED JUSTICE



*“In order to accomplish the goal of an integrated criminal justice enterprise for Cook County, adequate funding must be provided to all criminal justice agencies in the enterprise. However, resources are always scarce in the public sector, especially for large-scale, multi-year efforts across agencies. The challenge ahead is for Cook County to manage the continuum of great need against scarce resources and to identify the cost-savings that the criminal justice enterprise will generate.”<sup>41</sup>”*

In an effort to heed the challenge of the identifying scarce resources to fund integration projects, an assessment of needs and the development of strategies must be undertaken. Accordingly, this section identifies different funding mechanisms and potential funding sources for funding integration projects, specifically focusing on major funding mechanisms of the public and private sectors, partnerships with private and / or non-profit organizations, and Cook County’s capital improvement program. All research conducted was for the development of an action plan to be used in developing strategies for funding the CCICJIS initiative.

In focusing on developing an action plan for funding integration projects, a six-point strategy was developed:

- Pursue Federal, State, and Local resources and funding;
- Engage private sector funding sources;
- Develop a multi-year capital plan for funding integrated justice projects;
- Prioritize integrated justice projects for funding purposes;
- Establish a process for managing funding requests; and
- Continue to review and evaluate the funding strategy.

All of the funding mechanisms outlined in this section, with other global project considerations were synthesized into the six-point strategy – a checklist that can be found in *Appendix H*.

### **Pursue Federal, State, and Local Resources and Funding**

There are five major funding mechanisms in the public sector that can be used to support integrated justice:

- Earmarks
- Financial Bonds
- Federal Grants
- User Fees
- Membership Fees

It is crucial that CCIJCS Committee members have an understanding of these funding streams, and the specific support they provide, in order to maximize fundraising and fund seeking efforts. Each of the mechanisms is described below at length.

#### **Earmarks**

Each year, the U.S. Congress provides billions of dollars of support to state and local agencies. Most of these grant opportunities are passed down from the federal government to state and local applicants via a method defined by statute. Congress has also created funding opportunities that are discretionary in nature, meaning that the federal agency distributing the funds has the authority (subject to federal rulemaking provisions) to

---

<sup>41</sup> *CCICJIS Strategic Plan*, page 19.

administer grant funding competitively in program areas that the agency deems timely or important to a particular field.

However, in recent years, congressional appropriators have reduced the amount of discretionary dollars available to federal agencies by earmarking, or setting aside, an allocation of funds for a particular person or cause. Earmarking allows the U.S. Congress to direct and control how the discretionary elements of the federal budget are being spent, but limits the ability of the agencies to support field-based initiatives. Examples of these funding streams in an integrated justice environment include the Law Enforcement Information Technology grants funded through the U.S. Department of Justice, Community Oriented Policing Services (COPS) office. This program was funded at \$138 million in FY 2005 of which almost all is set aside for specific projects or programs in jurisdictions throughout the country.

In addition to federal earmarks, governors and state legislatures also make a practice of setting aside specific funding on specific matters. In Illinois, it appears as if this trend focuses mostly on capital improvements and in the area of science and technology research.<sup>42</sup>

Regardless, the trend in earmarking can present an opportunity for CCICJIS: the benefit of earmarks is that they typically can bring a large influx of money (compared to a grant, for example) into an agency or jurisdiction in a relatively short time. Part of the CCICJIS outreach effort to decision makers should include educating members of the Illinois Congressional delegation, governor's office, and state legislature about the importance of criminal justice information sharing in Cook County. Specific tactical strategies include:

- Identify which members of Congress/State Legislature sit on Appropriations Committee(s) at both the State and Federal level
- Make contact with appropriate representatives of the Governor's office on technology issues, leveraging strong relationships with the Illinois Criminal Justice Information Authority
- Make contact with all of these offices to educate on CCICJIS
- Make a business case for integrated justice with members

### Financial Bonds

There are other options for larger scale, longer term funding. In some jurisdictions, creating a bond issuance is an option to raise a large amount of funding for a new initiative. The bond proceeds are a long-term financing method that can be used for purchases that average 20 years to repay. For instance, a government entity needing \$5 million for infrastructure could prepare a public bond issue. The government entity obtains the money immediately and makes payments through a debt service.

According to a recently released report by the National Conference of State Legislatures, bond funding is another mechanism to provide a large amount of funding relatively quickly for a given project or initiative. The report notes that general obligation bonds are serviced from the general fund and are backed by the full faith and credit of the state. They provide immediate financing to build or improve infrastructure. These bonds allow the state government to spread the cost of investments over multiple years, while removing projects from the appropriations process. Public borrowing is frequently used by city and local jurisdictions and often requires public approval for tax increases. Revenue bonds serve the same purposes, but usually are secured by revenue generated by the initiative they funded.<sup>43</sup>

Revolving funds offer another option of raising funds for information technology (IT) projects that do not rely solely on the traditional tax levy. Revolving funds allow agencies to establish a source from which agencies could borrow for IT proposals. Agencies then repay the fund from cost savings or new revenues generated as a result of the project. Fund managers decide which projects merit the risk of a loan. The revolving fund thus functions as internal venture capital, supporting risky and longer-term projects that may be much harder to fund

<sup>42</sup> Gov. Blagojevich earmarks \$550 million for school construction and upkeep in 2005 *School construction and maintenance key components of Governor's 2005 capital spending plan*, Press Release, Office of Governor Blagojevich, March 22, 2004.

<sup>43</sup> *Funding Justice Information Sharing*, National Conference of State Legislatures, May 2005, page 10 (hereinafter NCSL Funding Report).

through the traditional budget process. Because agencies repay when projects bear fruit, the fund is perpetuated for future IT investments. A surcharge in the fees often used to fund IT services could also be used to support revolving funds.

## **Federal Grants**

There are two major sources of grant funding from the United States Government – the Department of Justice and the Department of Homeland Security. Since the tragedy of September 11, 2001, the federal government has shifted considerable amounts of grant money from the Department of Justice to the Homeland Security Department. This has reduced the amount of funding available for criminal justice information integration projects.

For example, the Department of Justice replaced the Edward Byrne (ADAA) Memorial Fund and the Local Law Enforcement Block Grant (LLEBG) with the Justice Assistance Grants (JAG). For FY 2005, Illinois was awarded \$13 million in JAG funds. For FY 2006, Illinois applied for \$8.5 million in JAG funds. JAG has six purpose areas of (1) law enforcement programs; (2) prosecution and court programs; (3) prevention and education programs; (4) corrections and community corrections programs; (5) drug treatment programs; (6) planning, evaluation, and technology improvement programs (*This would cover integrated justice programs.*)

Any law enforcement or justice initiative previously funded under the ADAA or LLEBG programs are eligible for funding under the Justice Assistance Grant. However, with the reduction in amounts between FY 2005 and FY 2006, the competition for funding has become tighter.

The Homeland Security Department has designated Cook County and Chicago as an Urban Security Area, thus eligible for a high level of funding. Projects funded under this initiative must be related to federal homeland security goals, such as reducing terrorism and ending illegal immigration.

## **User Fees**

User fees are fees paid by the users or consumers of a specific government service in an effort to support the costs associated with that service. In many jurisdictions, justice information sharing is supported from fees levied by the criminal justice system against offenders for the services provided in the judicial process. This sort of user fee is typically politically palatable, since the users of the services (offenders) are those who end up bearing the burden of the cost of these fees. According to the *Pre-RFP Toolkit*, a publication of the Integrated Justice Information Systems (IJIS) Institute and the Justice Information Sharing Practitioners (JISP), examples of such fees include the following:

- Special fees, such as an enhanced 911 fee for both landline and wireless communications, or from additional fees charged to offenders through court proceedings.
- Many agencies charge user fees based on the number of individuals within the participating agency who use the integrated justice system. This approach is particularly effective in funding long-term costs.
- Some states have used either existing fees or increased fees on motor vehicle and boat transactions. Due to the large number of transactions, these fees can generate significant funds.
- Several states have gaming operations that generate significant sums of revenue. Dividing the existing revenue collected, or increasing the amount of revenue collected, can provide a significant source of funds both in the short and long term.
- Some state and local governments have adopted specific fees, increased existing fees, or diverted some of the revenues from existing fees to fund new IT initiatives.<sup>44</sup>

---

<sup>44</sup> *Pre-RFP Toolkit*, Integrated Justice Information Systems (IJIS) Institute and Justice Information Sharing Professionals, [www.ijis.org](http://www.ijis.org).

## **Membership Fees**

Another approach is to require agencies to pay to participate in the effort, basing their fee structure on the amount of information they elicit from the system, the volume of transactions they request of the system, or the agency's size. While this approach appears to be equitable in many ways, the costs associated with participating can be prohibitive to smaller agencies.

## **Engage the Private Sector Funding Sources**

Another integral part of the CCICIJS outreach initiative should be to build partnerships with the private sector and local corporations, foundations, and other non-governmental interests in the Chicago area. Partnering builds ownership and can assist in developing long-term support – both financial and political – for an initiative. Partners do not necessarily have to contribute funding; knowledge, services, equipment, and public relations support are examples of contributions that other partners can make. Chambers of Commerce, for example, may become formal project partners because they want to improve public safety, which promotes tourism and economic development. Furthermore, some industry groups may be interested in assisting a jurisdiction with an IT project in order to test or further develop a new technology. While there is some risk to the agency in taking this approach, in many cases the industry group offers its services to the jurisdiction at a significantly reduced price or no cost at all.

There are four major funding mechanisms in the private sector that can be used to support integrated justice:

- Innovative Contracting
- Foundation and Corporate Support
- Major Gift Individuals
- Partnerships with Not-for-profits

Each of the four mechanisms is described at length below.

### **Innovative Contracting**

According to the *NCSL Funding Report*, a second type of public/private partnership in the area of justice integration is often referred to as “share-in-savings contracting.” The vendor recovers its costs from revenue generated by the project and may share the revenue with the state. Such funding allows the state to benefit from the expertise of the public sector and creates a service that requires little or no state expenditure. Moreover, it creates an incentive for the vendor to make the enterprise financially attractive. Typically, revenue from a fee-based application (paid access to public information) supports a larger government system that provides services at no cost. At least 20 states have implemented this type of self-funded approach.

Other types of partnerships include leasing state property to private entities (state lands, rights of way and buildings) for placement of wireless antennas and other technology infrastructure needs. Examples from other states include work in Texas and Michigan. In 1999, Texas began work on the TexasOnline portal project. TexasOnline serves as the official compilation of Texas government electronic resources, both at the state and local levels. To fund the project, Texas entered into a contract with a vendor that was responsible for all costs associated with the development and operation of the portal and allowed the vendor to retain 90 percent of the revenue it generated. TexasOnline currently generates revenue from convenience fees charged to users of certain services, such as driver's license renewal fees, driver record requests, and e-filing for courts. TexasOnline's operational costs became profitable in 2003, and the system expected to reach its financial break-even point in 2005. In Michigan, Wi-Fi is a collaborative project between state agencies and private sector service providers –SBC and Intel– to provide wireless Internet access across the state. The state provides the locations (rest areas, information centers, campgrounds and marinas). SBC will install wireless antennas at no cost to the state. Customers will pay a subscription fee, and the state may obtain a portion of the fees in the future.<sup>45</sup>

---

<sup>45</sup> NCSL Funding Report, page 12.

## Foundation and Corporate Support

There are several foundations that provide financial assistance to agencies seeking ways to reduce crime and criminal activity in their communities.<sup>46</sup> Considering that a part of the CCICJIS business case is identifying measures that determine how improved information sharing can reduce crime rates and the incidence of criminal activity, it may be viable to approach these foundations for support of the CCICJIS effort.

In addition, corporations with an interest in ensuring lower crime rates, better communication among criminal justice agencies, or better access to criminal justice information may be viable sources of corporate support for the CCICJIS effort. For example, in the State of Minnesota, the Target Corporation has provided financial support of the statewide integrated justice effort—CrimNet. According to a press release, Target was instrumental in leading a broad-based coalition in the 2000 session of the Minnesota Legislature that helped win passage of legislation that provided initial funding for developing CrimNet. The coalition also assisted in cultivating support for funding to implement the system.<sup>47</sup>

According to an article in the Minneapolis City Pages, the incentives for Target to support CrimNet were both altruistic and made sense from a business perspective. The story quotes the company's director of government relations with indications that there were two major triggers: the first was a crime wave in Minneapolis with lawbreakers who had received light sentences because the full extent of their criminal records was not known to prosecutors and sentencing judges. However, the article goes on to report a 2<sup>nd</sup> trigger that for big employers like Target, CrimNet offers a potentially invaluable resource: access to faster and much more comprehensive criminal background checks. For retailers, knowing whether or not a prospective employee has a history of theft or other crimes is surely useful information. In a nationwide study conducted by the University of Florida in 2001, employee theft was found to be the single largest cause of "inventory shrinkage" among major retailers. The study, which surveyed some 120 businesses, estimated annual losses from employee theft at approximately \$15 billion. Shoplifters, for their part, caused some \$10 billion in losses<sup>48</sup>

Regardless of the motivation, types of support that both corporations and foundations provide may come in the form of a grant to an agency for a specific purpose. It may also take the form of in-kind donation, challenge grants, or a cash match described accordingly as the following:

- **In-Kind Donations:** In-kind donations are a type and form of charitable giving where rather than giving money to buy needed goods and services, the goods and services themselves are given. From the perspective of the organization donating the items, this approach has several advantages over traditional monetary giving. The donated goods are likely to make a direct impact on the project, and in many cases, the donation allows the organization a means (particularly for corporations) of doing social good with the types of things that would otherwise be a liability. Oftentimes, in-kind donations are provided by corporate sponsors.
- **Challenge Grants:** Challenge grants are funds that are paid if the recipient organization is able to raise additional funds from other sources. This may be used to stimulate giving from other donors. The term can also refer to fundraising with the involvement of a private trust or foundation matching dollar for dollar contributions from, for example, the local community. Challenge grants are typical among foundations or private donors.
- **Cash Match:** A cash match is typically required by grant funding sources – usually State or Federal grants – requiring that a small percentage of the total grant amount ensures local commitment to the

<sup>46</sup> Information about national foundations who do work in this area is available on the U.S. Department of Justice, Office of Justice Programs website at [http://www.it.ojp.gov/topic.jsp?topic\\_id=22](http://www.it.ojp.gov/topic.jsp?topic_id=22).

<sup>47</sup> Target Corporation Announces Broad Commitment to Law Enforcement Initiatives; New Technology Will Help Make Minnesota Communities Safer, Press Release 12/28/2000 at <http://www.socialfunds.com/news/release.cgi/534.html>.

<sup>48</sup> <http://citypages.com/databank/24/1159/article11063.asp>.

program or project being supported by the grant. Non-government funding sources can be helpful in providing these matching funds to ensure the receipt of the larger grant.

### **Major Gift Individuals**

Wealthy individuals who have an interest in community matters or who are interested in ensuring the safety and prosperity of the community can be potential supporters of integrated justice efforts. Individuals are the largest source of funding for programs; according to *Giving USA*, individuals giving to nonprofits reached \$199.07 billion in 2005.<sup>49</sup>

In this scenario, individuals interested in a specific cause provide either one-time or ongoing support for a specific program area. Funds may either be restricted or used for a specific program purpose or area, or they may be unrestricted allowing the program to use funds as it sees fit. In addition, another way of cultivating major gifts is through planned giving. Planned giving is a set of ways that a donor can leave money or assets to an organization or a specific cause at his/her death. It may also be a way to invest money in a way that the donor receives benefits during his/her lifetime and then bequeaths the remaining funds to the organization.

### **Partnerships with Nonprofit Organizations**

Because of the separation from government and their tax exempt status, nonprofits are often better positioned to receive, disburse, and implement funding from non-governmental sources such as foundations, corporations, or individual donors. For example, donations achieved through a planned giving scenario are most often established and distributed through relationships with nonprofits. Forging partnerships with these organizations can provide an opportunity to develop relationships with non-governmental funding sources and expand the awareness and outreach associated with the CCICJIS initiative.

A recommendation for the CCICJIS effort is to analyze what, if any, expanded funding opportunities and outreach might be available as a result of the non-profit status of CCICJIS partners; for example the Chicago Crime Commission. Collaborations of this nature are likely to be an excellent opportunity to raise awareness regarding the importance of information sharing among justice agencies. It may also provide a long-term opportunity for fundraising and program support.

### **Develop a multi-year capital plan for funding integrated justice projects**

Cook County has funded numerous information technology projects for criminal justice agencies in order to bring the County into the 21st century. To fund these, and other large-scale projects, Cook County produces a five-year capital budget that is updated annually. For large scale integrated justice projects, the CCICJIS Committee will need to work with the Cook County Budget Office to secure a high level of funding over a three to five year period.

This section provides a high level overview of the capital budget in Cook County, and describes the following five items:

- How the capital budgeting process works;
- An overview of the Capital Improvement Program;
- Cook County's major long-term capital equipment program;
- County funding for the purchase of capital equipment; and
- County leasing of capital equipment.

### **How the capital budgeting process works**

The County operates with a five-year Capital budget. To pay for the costs of capital projects, the County issues General Obligation bonds pursuant to an authorizing Bond Ordinance that is adopted by the Board of

---

<sup>49</sup> <http://nonprofit.about.com/od/fundraising/a/fundraising101.htm>

Commissioners. Proceeds from the sale of the bonds finance the cost of construction. The full faith and credit of the County is pledged for the payment of principal and interest on the bonds. The County pays for the costs out of property tax revenues.<sup>50</sup>

For each bond issued, the County requires completion of a “debt impact note.” According to Article III-Section 2-77 of the County Code, “Every measure before the County Board, including but not limited to any ordinance, resolution, motion, or any amendment thereto...which proposes to increase or add new long-term debt authorization or would require, through appropriation, the use of bond financed funds, shall have prepared for it a brief explanatory statement or note which shall include a reliable estimate of the probable impact of such measure upon the finance of the County Government.”

The Capital Budget is part of the Annual Appropriation Bill. In early June, Capital Budget request forms with instructions are sent out to Cook County departments and agencies. The Department of Capital Planning and Policy first reviews all department capital project requests. In July, the Chief Financial Officer reviews a list of projects recommended by Capital Planning and the Budget Director to determine if funding is available. The President then reviews and prioritizes the projects for inclusion in the Executive Recommendations Budget.<sup>51</sup>

Subsequently, the following occurs:

- The President of the County Board submits the Executive Budget to the Committee on Finance.<sup>52</sup> The proposed budget is then available for review by the public online and at several locations throughout the County.
- The Finance Committee then holds hearings with each department. Though these department meetings are open to the public, public comments will not be taken during these sessions but will be taken during the public hearings.
- Public hearings are held throughout the County to provide an opportunity for public comment.
- After all public and departmental hearings have concluded, the Committee on Finance considers proposed amendments to the Executive Budget and approves the budget as amended. The budget is returned to the Cook County Board for adoption.

The Cook County Board adopts the budget in the form of the Annual Appropriation Ordinance.

---

<sup>50</sup> Cook County FY2006 Capital Programs, p. Y-4.

<sup>51</sup> Cook County FY 2006 Capital Programs, p. Y-3

<sup>52</sup> The Finance Committee is a standing committee of the whole where all seventeen commissioners are members. The committee is a legislative body of the Cook County Board that is responsible for reviewing all financial matters and has jurisdiction over all personnel, tax, revenue, bond and financing matters. It considers items such as attorney fees for all court, capital & non-capital cases; bills and claims of vendors; worker's compensation and risk management claims; and all other claims against the County of Cook. It also considers miscellaneous items such as fees and licenses, as well as substantive matters such as ordinances and resolutions submitted by County Commissioners, Elected Officials, various County Bureaus and departments, and the Office of the President.

**An overview of the Capital Improvement Program**

Table 1 illustrates the amount of funds allocated to the Capital Improvement Program for the period 2006 – 2010.

**Table 1  
Cook County Capital  
Improvement Program**

YEAR	AMOUNT
FY 2006	\$111,128,588.00
FY 2007	\$220,007,659.00
FY 2008	\$130,215,658.00
FY 2009	\$52,618,112.00
FY 2010	\$49,518,112.00
<b>TOTAL</b>	<b>\$563,488,129.00</b>

For the FY 2006 appropriation of \$111,128,578, the County has encumbered the funds to the following projects, as listed in Table 2.

**Table 2  
Encumbrance of FY 2006 Capital Improvement Funds**

FUNCTION	PERCENTAGE OF FY 2006 APPROPRIATION
Transportation	62%
Government Management Services	24%
Courts	11%
Corrections	3%
<b>TOTAL</b>	<b>100%</b>

For FY 2006, the County encumbered:

- \$5,736,667 for Major Capital Equipment-Long Term Projects;
- \$6,933,809 for the purchase of Capital Equipment; and
- \$5,168,112 for the Lease of Capital Equipment.

Each line item is described in items III, IV, and V in more detail.

**Cook County’s major long-term capital equipment program**

Bonds are used to fund projects that cost \$1,000,000 or more and with a depreciable life of at least five years.<sup>53</sup> These projects are consistent with the following major strategic budget goals, as described in Cook County’s Strategic Information Technology Plan, which was completed in FY 1997:

**Goal Number 3** – Cook County public service departments provide courteous services in a user friendly environment with enhanced information access.

**Goal Number 5** – Cook County has state of the art information systems. Common information is shared through networks throughout the County in a manner that restricts access to data when necessary but insures access when needed. Users have confidence in the systems and their information needs are expeditiously addressed.

<sup>53</sup> Ibid. p. Y-18.

**Goal Number 20** – “Cook County has cost effective, efficient management systems that foster accountability and process improvement.”

In FY 2006, the following justice-related projects were funded:

- Sheriff's Office – Funding was requested for:
  - ❑ Type 2 digital walkie-talkie with “smartzone” radios;
  - ❑ Microwave communications data links;
  - ❑ Replacement of mobile data terminals; and
  - ❑ Enhancing the Emergency 911 computer-aided dispatch (CAD) system.
  
- Office of the Clerk of the Circuit Court – Funding was requested for:
  - ❑ Upgrading the Voice Information System.

**County funding for the purchase of capital equipment**

The County has issued a bond series that provides financing for the purchase of capital equipment, which includes vehicles, computers, office and medical equipment. Funding of equipment-related projects helps the county meet strategic goals number five and 20, as described above.

In FY 2006, the County encumbered \$7,452,428 for the purchase of capital equipment.<sup>54</sup> The distribution of the funds is illustrated in Table 3.<sup>55</sup>

**Table 3  
Encumbrance of Cook County Capital  
Program Funds in FY 2006**

Type of Equipment	Amount Encumbered in FY 2006
Automotive	\$25,000
Computer	\$2,551,287
Fixed Plant	\$40,000
Institutional	\$615,369
Medical	\$3,674,354
Office Furnishings and Equipment	\$184,418
Telecommunication	\$37,000
Vehicles	\$325,000
<b>TOTAL</b>	<b>\$7,452,428</b>

**County leasing of capital equipment**

The County has issued a bond series for projects related to the leasing of capital equipment. Proceeds from the sale of the bonds will be used for projects that benefit from lease financing. In FY 2006, the County encumbered \$5,168,112 for leasing of a mainframe computer printer and a mainframe computer. This program was designed to help the County meet Strategic Budget Goal Number 20: “Cook County has cost effective, efficient

<sup>54</sup> Note: The actual amount is less than encumbered. The County is responsible for a payback totaling \$518,619 to the Clerk of the Circuit Court of its document Storage Fund and Automation Fund.

<sup>55</sup> Ibid. p. Y-43

management systems that foster accountability and process improvement.” For FY 2006, funds were to be used for leasing a midrange computer system.

## **Prioritize Integration Projects for Funding Purposes**

In order to determine the level of technical preparedness for automated justice information sharing, the CCICJIS project staff created an on-line survey that it distributed to all Cook County criminal justice agencies, including municipal police departments.

In the context of funding strategies, however, the authors of this plan thought it would be useful to analyze and categorize the integration-related projects and priorities identified by survey respondents for their agencies. This was done in order to provide a sense to the reader of the project priorities defined by Cook County agencies. To that end, there are several themes that emerged from the survey results in this area.

One very prevalent theme from the survey results is that many agencies – both large county agencies and small police departments – are upgrading their systems. While not directly related to integration, many agencies are looking to purchase new records or case management systems to support their day-to-day business operations. New mission critical systems can assist an organization’s readiness to participate in an integrated justice solution, providing that these new systems are procured with the CCICJIS standards and architecture in mind.

Another integrated justice theme prevalent among local law enforcement agencies is an increased interest in sharing information with neighboring agencies. A primary example of this is in the sharing of arrest, booking information, and mug shots through the CABS system and ICLEAR; something that is supported by the Cook County Sheriff’s Police on behalf of municipal agencies, as well as the Chicago Police Department. Many survey respondents noted that they are currently using these systems or plan to expand their use of them in ways such as creating connectivity to them via mobile units and squad cars.

Still other respondents noted integration with neighboring agencies on pressing criminal justice problems in their area, namely communications interoperability. For example, some jurisdictions are considering employing a joint CAD and RMS system with neighboring agencies, while others report establishing joint dispatch and communications centers with other agencies.

With regard to large county organizations, many of them are in the process of procuring or implementing new information systems. Both the Adult Probation Department and the Social Services Department are procuring new case management systems, each agency interested in ensuring that all new systems support the automated exchange of information with other partner organizations. The State’s Attorney’s Office is in the process of replacing its PROMIS system with a new case management system; one that will support priority information exchanges between it and the Clerk’s Office, the Department of Corrections, and the Chicago Police Department.

In addition, other agencies are also working on implementing information exchanges with one another. The Public Defender’s Office is developing a data bridge between its case management system and the Court Clerk’s system, while the Clerk’s office is developing interfaces to support sending Order of Protection and Warrant information to Cook County arresting agencies.

## **Establish a Process for Managing Funding Requests**

The CCICJIS Strategic Planning Committee provides oversight and guidance for the development, implementation and evaluation of information sharing initiatives. Part of the oversight role includes the setting of funding priorities for the entire integrated justice enterprise. In this section, the Funding Strategy Subcommittee suggests a five-step process for the Strategic Planning Committee to follow in setting funding priorities for integration projects.

**Step 1 – Bring all agencies up to the baseline of preparedness.** The standards for automation requirements will be set for agencies to participate effectively in the criminal justice enterprise, including connectivity, operating systems, and other functions to ensure compatibility. Once the standards are established, every agency’s level of preparedness will be identified. Initially, stakeholders who are least prepared will receive priority funding and support to enable them to participate fully in the criminal justice enterprise.

**Step 2 – Identify and target areas in need of additional resources.** Before specific funding proposals are submitted, the Strategic Planning Committee should target the areas in most need of assistance at any point in time. This will be based on annual review of needs analyses and levels of agency preparedness. At minimum, the review should include the following five actions:

- 1) Needs analysis should be completed
- 2) The scope of the entire project should be defined
- 3) Needs should be prioritized by importance and order of do-ability
- 4) Order of implementation should be identified by fiscal years
- 5) Stakeholders should report on efforts to maximize the use of existing resources

**Step 3 – Assist in annual requests for appropriations.** Every year, Cook County agencies must submit a detailed request for appropriation to the Bureau of Finance to gain inclusion in the executive budget. Based on the nature of the request, the Bureau of Finance will determine whether the project can be financed from general revenues or special revenues. In the case of a large, long-term integration project, the County may need to issue a general obligation bond to finance the construction of the project.

When a project is related to integrated justice, the originating agency should present the project to the CCICJIS Strategic Planning Committee for review. The Strategic Planning Committee will assure that the project meets the strategic goals of the CCICJIS Operational Plan before the originating agency submits the annual request for appropriation to the Bureau of Finance.

**Step 4 – Provide endorsements for integration projects.** Once the Strategic Planning Committee has sanctioned a project, the Committee will produce letters of endorsement, or its equivalent, to the Cook County Board of Commissioners. This will assure that the project has the support of the integrated justice enterprise.

**Step 5 – Evaluate the effectiveness of the resource-raising strategies.** Upon completion of the budget and appropriations process, the CCICJIS Strategic Planning Committee shall review and evaluate the process of raising resources for integrated justice efforts through that process.

## **Continue to review and evaluate the funding strategy**

“Evaluation” is the process of determining the value or worth of a program with a goal of making decisions about adopting, rejecting, or revising the innovation. In the context of a funding strategy, an evaluation would compare the costs and benefits of one mechanism versus another. For instance, the costs of pursuing an earmarking strategy may outweigh the benefits of receiving earmark funds. CCICJIS may find that grants could be quicker to apply for, with less time spent on post-award grants management, compared to the pursuit of an earmark. Only time will tell, and the results must be researched and evaluated.

In addition, funding sources want to know how much will be saved by implementing a new project. In Cook County, the integrated justice program can be expected to save money and improve the efficiency of processes. The potential savings and efficiency gains should be researched and evaluated continuously, then incorporated into the overall funding strategy.

## **Action Plan**

The Funding Strategies Subcommittee recognizes that the policy, operations, and technical needs of integrated justice will determine which initiatives require funding. To ensure the success of the funding strategy, the CCICJIS enterprise will need to address four major issues:

1. The Technology Committee must identify levels of preparedness for all enterprise participants, identify which are most in need of resource assistance, and identify the type of resources that each will require.
2. The Strategic Planning Committee must develop a data collection template to measure current costs and operational efficiencies of the enterprise, and the data must then be collected. With this information, CCICJIS can improve the chances of receiving additional funds from public and private sources for integration projects.
3. The Strategic Planning Committee must identify and recommend enterprise costs needed to implement the action plan commencing January 1, 2007. Such items will include, but are not limited to, additional staffing requirements, consultants, and producing the data collection template. This is in addition to establishing a baseline of costs and operational efficiency, money for planning and evaluation, and other costs not currently within any enterprise member's FY2007 budget allocation.
4. The Strategic Planning Committee must establish collaborative ground rules governing the application for grant funds. Matters that need to be addressed include, but are not limited to:
  - who is the applicant in a multi-agency / multi-disciplinary endeavor; and
  - ensuring compliance with standards established by the enterprise.

Once these major issues are addressed, the Funding Strategy Committee can collaborate with other justice agencies to implement the overall action plan. In the meantime, the following action steps can begin in earnest by the appropriate agencies. They are as noted in the recommendation.

- The Strategic Planning Committee should contact the Chief Information Officer of Cook County to seek its input and perspective on proposed integrated justice information items on the County Board agenda before making his/her recommendations to the County Board.
- The Funding Strategy and Strategic Planning Committee should collaborate in the ongoing development of a marketing/outreach strategy that emphasizes key "win themes" of integrated justice. A general marketing/outreach strategy that can be customized for specific fundraising opportunities will help CCICJIS communicate about the program.
- The Funding Strategy Committee should collaborate with the State of Illinois' Integrated Justice Information Systems Funding Strategy Committee to supplement the State's efforts and to avoid being counterproductive by competing for the same pot of funds.
- The CCICJIS leadership should begin working collaboratively with the local homeland security funding committees to identify how integrated justice fits in with the overall state criminal justice and homeland security planning processes; something relevant since most of the federal grant money has shifted from justice to homeland security.
- The CCICJIS leadership should determine whether legislative earmarks should be pursued to fund integrated justice projects. Earmarks can provide a large infusion of cash for a program such as CCICJIS, though the funding is typically set aside to support a specific initiative, rather than for long-term operational support. This funding source will take some time to develop, however, and in such a case, it is good to begin cultivating relationships with State and Federal elected officials.

- The CCICJIS leadership should begin to develop relationships with the private sector. Many businesses and private sector organizations are also concerned about the quality of life and safety of the communities in which they do business. Large Chicago-based corporations may be willing to partner with Cook County to provide cash or in-kind contributions like those discussed above in support of justice information sharing.

The Cook County Integrated Criminal Justice Information Systems Committee established the Funding Strategy Subcommittee to develop a plan of action for securing adequate funds. The six-point plan outlined in the pages above should provide Cook County with a template on how to proceed in the coming months. By following the Strategic Implementation Checklist process, CCICJIS can be assured that potential funding sources will respond favorably to their requests. In the end, the 5.3 million residents of Cook County will become the beneficiaries of this effort.



## **IMPLEMENTATION STRATEGY / ACTION PLAN**



In an effort to prioritize specific projects and develop an implementation strategy for the Cook County CCICJIS initiative, the Operations, Planning, and Policy Subcommittee conducted an extensive analysis of existing and future information exchanges in the Cook County justice enterprise. Individual exchanges were grouped into the context of priority business scenarios in order to give appropriate weight and consideration to the highest priority challenges currently facing the criminal justice enterprise.

These priorities were then considered in context of the current technical environment in Cook County, as highlighted through the CCICJIS survey and its results. The survey information provided a framework for the technical feasibility of implementing priority exchanges, in addition to supplying a baseline for an architecture that will support the CCICJIS effort moving forward.

The following summarizes the overall strategy for expanding the current technical architecture, as well as the priority scenarios and exchanges for the overall CCICJIS effort. Additionally, a project plan is included which includes a comprehensive 5 year projection of project activities.

### **Priority Exchange Projects**

The projects listed below have been derived from “to be” business scenarios that were determined to be high priority for implementation by the CCICJIS Strategic Planning Committee. Each of these projects assumes the CCICJIS SOA infrastructure deployment is a critical path to each individual project deployment. Also assumed is the development of Information Exchange Package Documentation or IEPDs for each document (message) exchanged in the project. As each project begins, detailed use case modeling will take place to ensure clear and precise requirements have been established. As the architectural design is developed, it will be measured against the CCICJIS technical standards guidelines for conformance with the overall CCICJIS plan.

There are dependencies between projects and the readiness of the individual agencies applications; there are also dependencies between the various projects. If one agency lacks readiness, a project could be delayed. If a project is delayed, it will affect other projects ability to start or finish. Therefore, it is imperative that all participants meet the standards and timelines set forth in this plan to ensure that the greatest value is derived from the projects.

### **Develop GJXDM-Conformant Information Exchange Package Descriptions**

Defining the vocabulary and data model for each exchange project is work that will begin immediately. A flexible yet comprehensive set of standards is needed to meet the specifications of the data exchanges. It will be important not to specialize this effort with a custom and proprietary data standard that, while ultimately workable within the County infrastructure, effectively limits the County’s ability to efficiently share information with other out-of-county participants. Using a global standard such as GJXDM as the baseline for developing an open and workable data standard is key. Such an effort will be comprehensively put forward with the GJXDM data standard being used exclusively for all data exchanges.

A uniform and enterprise-wide data standard in the implementation will be addressed in the CCICJIS Detailed Plan of Action. GJXDM should be the comprehensive baseline upon which Cook County can further extend to develop a data standard matched to its data exchange needs. This is more aptly put forward by the development of an IEPD conformant with the GJXDM, which is then utilized in the development of specific documents for each data exchange. An IEPD is a complete definition of an Information Exchange Package Description (IEPD). It is generally composed of schemas (for data exchange) and documentation for understanding the business context and usage.<sup>56</sup>

<sup>56</sup> Requirements for a National Information Exchange Model (NIEM) Information Exchange Package Documentation (IEPD) Specification, NIEM Program Management Office Document Author—NIEM IEPD Tiger Team Document Version 2.1, 2006

This ultimately provides Cook County with the means to develop specifications for each exchange that provide further details on message handling and structure. Cook County will define the subsets of, and any extensions to, the full GJXDM schema for their business needs that may not be included in the GJXDM.

Utilizing GJXDM as the baseline data standard gives Cook County a long-term advantage by utilizing a comprehensive and existing data structure accommodating the incident, individual, and case-based nature of an event's full life cycle. By proceeding under the GJXDM umbrella exclusively, data exchanges will be developed into specific exchange documents and ultimately, specifications that map upwards to the Cook County county-specific data standards model; one with defined subsets of, and extensions to, the GJXDM schema. All Cook County criminal justice data exchanges will then be soundly based on a global model for data standards that positions Cook County closer to far more efficient communications with other federal and county entities; something preferable, over imposing a more proprietary standard for other entities outside of Cook County to follow.

### **Disseminate Jail Custody Status Electronically**

The Prisoner Data Sheet or Addendum is currently transferred manually to the jail when a defendant is remanded to custody. This process is inefficient considering the information is hand-written and is often lost in transit. The documents are of critical importance since they contain the authority to hold or release the defendant, as well as information about court dates and bond information. In addition, order of protection information often accompanies the prisoner data sheet or addendum.

Disseminating jail custody status electronically will require real-time data entry and the capability to create the Court Orders electronically. The Circuit Court Clerk's CMS must contain all of the data currently being hand-written to produce this exchange electronically. Like many of the exchanges discussed above, these are actionable orders and may require digital signature; court rule(s) allowing digital signatures will need to be in place before this data exchange may be implemented. Furthermore, the Circuit Court judge may require the ability to view the order prior to applying a digital signature, which would require an application outside of the current CMS. Currently, the Circuit Court Clerk uses CICS web server and has experience with the technology to provide an alternative interface for clerks and judges in court. The application will need to collect the information and invoke a service at DOC.

The CIMIS Jail Management System (JMS) will also require adapting to expose functionality as a service. Specifically, it will have to allow not only the creation and acceptance of the service, but also, its ability to parse the message and update the CIMIS JMS. According to the DOC, upgrades to CIMIS are planned over the next year and may include migration to a SQL server database. The actual CIMIS application could be by-passed by the service depending on the value of the reuse of the CIMIS business rules. Any new JMS system adopted by the DOC will require the service capability, and specific messages should contain SID/IR numbers, as well as the booking numbers, for matching purposes.

This project can be done as a proof of concept prior to the CICJIS ESB being in place.

### **Share Law Enforcement Incident Report Information**

Information from law enforcement agencies triggers the administration of justice. A law enforcement response to an incident is what initiates all other subsequent justice system activity. Furthermore, arrest and incident information captured in one jurisdiction may be directly relevant to law enforcement officials in another; but only if they have the opportunity to learn of it.

Incident reporting exchanges, therefore, are high priorities for the CCICJIS enterprise. Specifically, this scenario refers to two separate groups of information sharing: 1) sharing arrest and incident information among law enforcement agencies and 2) sharing arrest and incident information with "downstream" criminal justice players, such as the State's Attorney and Probation.

Regarding the first scenario, ample infrastructure currently exists—through ICLEAR—to share arrest information among law enforcement agencies due to the Cook County Sheriff & Chicago Police Department Criminal Apprehension Program, which was implemented in 1998. All arrests made in Chicago and the Cook County suburbs are entered into one common database. This data is then “posted” and displayed on the Chicago CLEAR Data Warehouse within 6 hours of the arrest. The value of such is obvious. Police Officers can click and search to see if anyone from their home town was arrested for any offense anywhere in Cook County. It literally identifies people who may become “persons of interest” for criminal investigations in their own town. The ICLEAR Data Warehouse can now be accessed by 388 towns located in 40 counties of Illinois, ICLEAR provides the Illinois’ law enforcement community with the ability to share arrest and crime incident information from everywhere in the state, giving law enforcement the analytical tools they need to more effectively solve crimes. To a certain extent, this existing infrastructure can and should be leveraged. While there are over 130 local law enforcement agencies in Cook County, those who participate in ICLEAR have developed and accepted a standardized mechanism for recording and sharing arrest and incident information.

In addition, the Chicago Police Department and the Illinois State Police are building off the success of ICLEAR to share criminal case / incident reporting information among law enforcement agencies in the State of Illinois through a an electronic application called I-CASE. Law enforcement agencies will have the opportunity to use I-CASE to prepare their reports on criminal investigations through a web browser application. This application is first targeted for introduction to the Illinois State Police and the Chicago Police Department in 2007. Other agencies, like the Cook County suburban police departments will be then be given the opportunity to use this state-wide application, and at no financial cost to them.

In the event that Cook County Police Departments do not select to utilize the I-CASE application they will still be able to contribute its case investigation data to the State-wide Data Warehouse. The State Police and the CPD are currently, developing a GJXDM-compliant IEPD that will allow agencies with a robust Records Management System (RMS) to interact with I-CASE via web services interoperability. Based on the survey, a large number (approximately 69) have a RMS but would require the ability to both invoke an I-CASE web service and send or receive an XML IEPD message. CCICJIS will encourage municipal police departments to send case reports to I-CASE including the Sheriff’s Police using the defined IEPD.

However, the municipal police departments have quite a bit of variability in their IT resources. For those who do not currently create a case or incident report within an existing RMS, direct entry into I-CASE appears to be a viable option and for those for whom recording the service oriented exchange with I-CASE appears to be a strong option. With the latter option coordination and project direction for the municipal police departments will be required. The Sheriff’s Police RMS is a custom developed application that is currently being converted to an ASP.NET front end. This should allow for interaction through services to enable the exchange of incident / case reports with I-CASE.

Sharing information with other criminal justice partners will be a longer and more difficult task to undertake. The Cook County State’s Attorney’s Office would be one of the earlier agencies to be encouraged to interface with both the arrest and case reporting applications used by police departments in Cook County. The police records literally will become the record of entry for the prosecutor’s office, and thus reduce much redundant data-entry work; and also for the Clerk of Cook County. The Police arrest and select case report information could and should be electronically transferred to the Clerk’s Office. At the least, it too would be able to minimize or reduce redundant data entry.

Specific steps include developing Information Exchange Package Documentation (IEPDs) to define a baseline XML-based interpretation of the data included in the Incident Report that is of use to these downstream agencies that can be reused, extended, or adapted. This will require the construction of a domain model specific for CCICJIS as well as Use Cases and Sequence Diagrams that envision exactly how systems will respond when implementing an exchange of Incident Report information from law enforcement to the other authorized criminal justice agencies.

### **Implement Electronic Criminal Case Filing (E-Filing)**

E-Filing will support the electronic submission and filing of paperwork from law enforcement or the State's Attorney's Office to the Clerk of the Circuit Court. Specifically, E-Filing in Cook County will include non-traffic related criminal complaints filed by law enforcement with the Circuit Court Clerk, as well as Indictments and Informations filed with the Circuit Court Clerk by the State's Attorney's Office. There are several important benefits to implementing an E-Filing initiative in Cook County. The first is the immediate filing of charges with the court after law enforcement or the State's Attorney's Office has authorized the charges. The second benefit is a more thorough collection of information on the defendant accompanying the charging document, especially in the area of positive identification.

In order for an electronic criminal complaint to provide a clear identification of the subject defendant, it will be modified to contain the SID # or IR#, DCN or CB# associated with the booking. The business process will be changed to ensure that all criminal charging documents will be tied back to a print verified identification of the defendant.

Since this project will require digital signature policy and technology, the first step in this process will be seeking specific Illinois Supreme Court approval of electronic criminal filing in Cook County. Specifically, the Illinois Supreme Court will need to resolve signature issues around citizen-filed complaints. XML Signature standards will be the technology used for enforcing the integrity of the signature.

The ability for municipal law enforcement to file criminal complaints with the Circuit Court Clerk is dependent not only on court rule, but also upon the ability of the numerous police departments to transmit complaint information from a records management system. Currently, arrest data is uploaded from arrest booking systems to the Circuit Court Clerk through CABS and from the State's Attorney's Office's PROMIS system for felonies. While these are robust sources of information, they are not designed for electronic filing. Rather, they are designed for the elimination of redundant data entry, as the paper complaint, information, and indictment still constitute the actual charging document. Municipal police departments that currently enter complaints into a RMS will require capability to send these complaints as an XML message. The Circuit Clerk will also require the ability to view and print the complaint through the use of XML style sheets. Furthermore, agencies that do not use an RMS to completely reflect the information entered on a criminal complaint will require identification and an alternative approach will be designed in order for them to participate in CCICJIS e-filing.

With regard to the State's Attorney's Office ability to share filing information electronically, they will act as a recipient of criminal complaints from law enforcement in cases where the State's Attorney chooses to review charges prior to filing with the Circuit Court Clerk. The State's Attorney will then file either an information or a grand jury indictment with the Circuit Court Clerk. However, the new State's Attorney case management system is not expected to be fully deployed until 2009. Considering this is the case, the State's Attorney will develop a means to transmit the charging information from the PROMIS system; they will then create information in an XML message for transfer to the Courts in the interim time. The services interfaces will all be reusable in exchanges between the new State's Attorney's case management system and the Circuit Court Clerk, and should be directly applicable to the new State's Attorney's system once it is fully implemented.

### **Include Motions/Discovery/Subpoenas within the Overall E-Filing Solution**

Motions for discovery occur routinely in criminal cases, yet the current process of filing these motions with the court - as well as receiving a reply - can take substantial time and slow down the court process. In many cases, discovery motions are filed by defense counsel seeking information from law enforcement and the State's Attorney's Office, including lab results and case reports. Currently, the attorney files the motion with the Circuit Court Clerk and must hand-carry the request to opposing counsel. A compounding difficulty in the process as it exists currently is that it is not always clear who the attorneys of record are in a given case.

The first step in automating the motion filing and reply process will be the tracking of the attorney of record through the Circuit Court Clerk, beginning when an attorney first files an appearance. This information will become available through a service to enable notice of motions to reach the appropriate attorney, thus speeding up the current process. In order to make this practical, the CCICJIS SOA infrastructure will need to enforce non-

repudiation with most exchanges, but especially the filing of motions, allowing the filing attorney to prove that the motion was received.

Subpoenas are used by the Public Defender and the State's Attorney as another means to obtain materials from law enforcement. Sharing subpoena information electronically not only expedites the discovery process, but also facilitates required information sharing between the State's Attorney and defense counsel. The benefit to the defense counsel and the State's Attorney is the efficiency in filing a motion or notice, and the ability to send or receive a reply in a more timely fashion. The replies to the motion could be sent as messages in cases where the materials requested are available electronically (see incident report sharing project).

This project will require the State's Attorney and the Public Defender to have the ability to both invoke and expose services to enable the filing and receipt of motions. As with many of the others prioritized by the CCICJIS Subcommittees, this project includes filings of record and will require that messages include digital signatures. The Circuit Court Clerk's case management system will also be required to expose a service to receive the filings and identify the attorney of record.

The Public Defender's case management system is being rolled out, and the criminal case functions are expected to come online over the next year. It is anticipated that misdemeanor cases will follow felony cases in the roll out. As the implementation of the new system is so near, it is not prudent that the Public Defender engage in any interim solution or workaround in the meantime. Rather, the vendor Legal Edge has indicated that the system is capable of exchanging XML messages. As such is the case, work can begin in the short term to ensure that the application meets the defined messaging requirements.

### **Share Bond Court Disposition Information Electronically**

Currently, Bond Court decisions are disseminated to the interested parties, including the attorneys, the police, DOC, and probation, either orally or on paper forms. As expected, this process is highly inefficient and prone to errors. A project to electronically distribute the bond court decision (now captured in real-time) to affected criminal justice agencies will be completed. This effort would not be intended to be an actionable court order, but rather, a notification of the decision. In such form, digital signatures may not be necessary.

The authorization for the Department of Corrections to hold the defendant based upon the decision will be sent through another message called the Prisoner Data Sheet. The recipient agencies will expose services in order to accept the information included on the Prisoner Data Sheet, as well as address the proper authorizations to hold the defendant. The success of this project is contingent on the readiness of the State's Attorney, Sheriff, Probation, Public Defender and municipal police departments to expose a service that in turn will interact with their systems, considering that many of these large agencies (State's Attorney, Department of Corrections, and Probation in particular) are planning for new systems. Furthermore, the notification may contain information the current systems do not store in entirety, considering the message will include any conditions of bond that were set by the court.

### **Share Bond Posting Information Electronically**

Bond posting is the complementary set of exchanges to Bond Court decisions as the interested parties are notified that the custody status of a defendant has changed. This project builds off of the services developed in the Bond Court decision data exchange. Currently, interested parties are not aware that a defendant has posted bond and been released. The addition of this service call by the Circuit Court Clerk will again be dependant upon the ability of the receiving agencies to expose a service that could receive the notification; one that either sends a message to the appropriate person or stores the information for retrieval. Each receiving agency will have the option of deciding how to handle the Simple Object Access Protocol (SOAP) message once it is received and acknowledged.

### **Share Bond Violation Information Electronically**

In addition to sharing information prior to the Bond Court hearing, as well as its disposition, bond violation information is highlighted by the CCICJIS Subcommittee as critical information to share electronically. Bond

violation is the notification to interested parties that a defendant on bond has been arrested or charged with a new offense. In many cases, parties, including attorneys and pretrial services, are unaware of such an event having occurred, especially since current practice dictates that arrest and booking information are transferred in batch files through CABS to the Circuit Court Clerk. These are kept in a file until the charging documents are received and a case is opened. To make the electronic sharing of bond violation effective, this information exchange must be near real-time and the fact that the defendant is on bond must be known or available to a service receiving the arrest information.

This project will most likely take advantage of the CABS arrest information, which includes positive identification numbers for the defendant (SID, and or IR#). However, instead of a batch transmission, CABS will invoke a service that will identify the status of defendants who are currently on bond. If law enforcement arrests a defendant who is out on bond, simply booking the individual should notify the interested parties that the event has occurred. In addition, the efficacy of this project is dependent upon the bond decision and bond posting information being made available consistently either through the Circuit Court Clerk's case management system or some other means. If law enforcement charges the defendant, but does not arrest or book the defendant, then the electronic charging document received by the court may serve as the trigger for the notification.

One important caveat, with charges unassociated with an arrest or booking event, is the lack of positive identification information accompanying the charging document. If the person is served a complaint and not arrested, there may be minimal information available to verify whether or not this person is on bond. Therefore, it becomes important for the complainant to have the ability to quickly and positively ascertain whether the individual is on bond, something similar to the ability to obtain warrant status information based on other identifiers such as name or date of birth. This will be accomplished technically through the creation of a service that identifies individuals on bond and allows for a capability to notify interested parties.

### **Share Pretrial Supervision Orders Electronically**

Once the bond court decision is distributed electronically to interested parties, a follow-up project will be to send the special conditions of bond form from the Circuit Court Clerk to Adult Probation when such special condition orders the defendant to report periodically to Pre-trial Services. Unlike the previous notifications regarding bond, this is an actionable order and requires court rule(s) to allow the use of a digital signature for authorization of this order.

Currently, Adult Probation is planning to acquire a new case management system within the next three years. Until the new case management system is in place, Adult Probation will need to develop a mechanism to electronically receive pretrial supervision order information and then make it available to its staff.

Another component of this project is the ability of the Circuit Court Clerk to electronically notify interested parties that pretrial supervision has been ordered, as well as to authorize receiving agencies – such as Adult Probation – to conduct defendant pretrial supervision. The process to support this exchange will be similar to that described above in the discussion of how the Bond Court disposition information will be disseminated.

### **Share Bond Forfeiture Warrants (BFW)**

The issuance of warrants to the Sheriff and municipal police departments is a process that will substantially benefit from the deployment of electronic exchanges. The process, as it exists today, uses two separate applications on the court side to produce the warrant, which is then sent manually to either the Sheriff or municipal police for entry into their systems; then potentially into LEADS. Bond forfeiture warrants (BFWs) are created in the Circuit Court Clerk application CLEWS. CLEWS draws case data from the case management system KRIMS and then produces the paper warrant document for signature. The disposition is then entered into KRIMS and the warrant is faxed to the appropriate law enforcement agency. If the clerk's warrant manager identifies any errors, the process begins again.

Often bond forfeiture warrants are issued on defendants who have conflicting court appearances and were unable to appear at both simultaneously or were in custody at the time of the court hearing. This project will include a capability for the warrant issuance process to determine to whatever extent possible that there are

such conflicts. This requires the ability to positively identify the defendant across cases and systems. It is important to note that the warrant recall, warrant execution, warrant modification processes are integral components of this project and again requires the sharing of case, person, and other identifiers for the recalled, executed and modified warrant to be timely updated in agency systems.

In the case of Chicago Police Department, they acknowledge receipt of the warrant and then enter the information into both their own hot files and into LEADS, adding additional information where appropriate. Currently, they do not return any identifying numbers back to the court, such as the number assigned by LEADS when a warrant is entered. The Sheriff in the past maintained a warrant registry, but this was abandoned due to a lack of confidence in the currency and completeness of the data.

The Circuit Court Clerk has begun a limited pilot project to front end the CLEWS application, which could potentially replace it for BFWs if successful. The pilot project uses proprietary technology from Digital Bridge to package up the information and document and present it to users in other agencies. At this point, there has not been a final decision how the pilot project intends to interoperate with the law enforcement agencies applications. A GJXDM/NIEM IEPD will be developed for the BFW and this be exchanged as a Simple Object Access Protocol (SOAP) message. This decouples the Digital Bridge application from the law enforcement agencies applications as long as everyone adheres to the same service interaction profile. Purportedly, the Digital Bridge product can interface with services, and specifically, web services. The proprietary packet of information with embedded business rules may add value to the Circuit Court Clerk side of the warrant process, but will not be the method by which other agencies must interact to receive a warrant. This should be based upon the CCICJIS standards guidelines.

The Chicago Police Department, a major receiver of BFWs, has a relatively new Oracle based system for most of its applications; unfortunately, the warrant hot files is not one of them. This application is still on mainframe VSAM files and CPD is naturally hesitant to continue further development in this environment. CPD could utilize IBM software to service enable this application, or depending on the migration schedule, delay this until such time that the hot files are a part off the Oracle based applications.

The Cook County Sheriff's Police Warrant Application is a part of the Records Management System and would be required to expose a web service to receive the warrant document.

Built into these exchanges, and supported by the CCICJIS SOA infrastructure, will be such requirements as guaranteed receipt, non-repudiation, authorization and authentication, message integrity, and XML signatures. Warrants are actionable court orders and with similar such orders, might require authorizing court rule(s).

### **Automate Sentencing Exchange Process**

There are two primary aspects of the sentencing project; the preparation of the order and the distribution of the order. In the preparation of the order, depending on the case and disposition, a pre-sentence investigation (PSI) is prepared where fines and fees, and time served, are calculated.

Initially an order for PSI is generated by the court. The order for a PSI is sent to Adult Probation, who then writes the report and delivers it to the court. The report is distributed to the attorneys of record prior to the sentencing, preferably completed in 10 days. In this project, the Circuit Court Clerk will implement the ability to electronically create the order, create the XML document, and invoke a service that Adult Probation would expose. This project is contingent upon Improvements to both the Clerk's CMS and PROMIS.

The distribution of the PSI from Adult Probation to the Circuit Court Clerk requires the ability for the PROMIS system to create either an attachment (e.g., a secure PDF) to a Simple Object Access Protocol (SOAP) message, or to populate an XML schema with the information contained in the PSI. This information is highly confidential and requires the ability to prevent unauthorized access and tampering with the information. The Circuit Court Clerk will expose a service to accept and file the PSI. The PSI will then become available for distribution to the Judge, the State's Attorney and the Public Defender prior to the sentencing hearing. This could be accomplished by either a message to the State's Attorney and Public Defender through exposed

## IMPLEMENTATION STRATEGY

services or through a secure web portal. In either case, this exchange will require the Circuit Court Clerk application to be aware of the attorneys of record.

During the preparation of a sentence order, the Assistant State's Attorney must complete a fee order by hand. This project will automate this process and its transmission to the Circuit Court Clerk for inclusion with the sentence order. This application will be available to the ASA in or out of Court, and the application must be able to pull information from KRIMS and apply the applicable laws (rules). At this point, this application could be built as an extension of KRIMS functionality similar to the current CLEWS application. It could also be built as a stand alone application which interfaces with the SAO CMS and KRIMS, or as an extension of the new State's Attorney's system CRIMES. As the State's Attorney's CRIMES case management system is several years off, this option could delay this project. If the application is outside of KRIMS, there will need to be a mechanism for sending the completed Fee Order back to the Circuit Court Clerk as an XML schema with an associated XSL style sheet.

Another difficult facet of the manual preparation of sentencing orders is the calculation of jail time served. This information is not always available to attorneys while the sentence order is prepared in court. The calculation is complicated further when the defendant has served time for multiple cases and was in and out of jail during this period. For this requirement of the Sentencing project to have any success, there will need to be inquiries available between the Circuit Court Clerk and Department of Corrections that contain current time served by case at the time of sentencing. This will require the Department of Corrections to track offender dates in jail by the case number(s) associated with the custody.

With the information available to adequately complete a sentence order, a mechanism to automate the order will require development. In most cases, the assistant state's attorney and defense counsel prepare the order in court for the judge to review and sign. This automated process will be an application and an extension of KRIMS; one which pulls the case data and incorporates data specific to the sentence. The application will produce an order and an electronic message with the XML schema and associated style sheet for transmission to Adult Probation, the Sheriff, or Department of Corrections. The application must allow for the Judge to modify the order and sign the document digitally prior to printing or transmission.

### Identify Core Data for Queries

The exchanges identified for projects based upon the scenarios are based upon the pushing of information in the workflow, referred to as shared data. Another type of exchange is the request (query) for information that may occur at various times in the process. Agencies will make agreed upon data available to other authorized agencies/persons through the exposure of a web service.

The web service will authenticate the consumer and provide the information back. It is expected that data will be identified as components and these components can be arranged in different ways for any given query. For example, defendant name, address, identifiers, and physical description may all be components made up of individual elements. These components may be provided together or in any combination based upon the service the agency exposes. The agency is not allowing access to its data source only to the service which exposes data according to the agreed upon rules.

Before these queries can be developed; CCICJIS must determine what components of data can be queried by whom and when. Core data is data that is available to the justice community at most times during the life of the data. Restricted data is data made available to only a select number of agencies, persons or roles. This data could also be state sensitive, meaning it is restricted during investigation and core after the case has been filed.

Once the components have been identified as core, IEPDs will be developed for the various sets of components. Services which provide information can be registered in the CCICJIS infrastructure and discovered by authorized agencies.

Exposing the Judges Table and AOIC Code Table should be early proof of concept projects.

## **System and Architecture Projects**

### **Adopt Service Oriented Architecture Infrastructure**

Service Oriented Architecture (SOA), as described in the **Standards** section of this document, is an approach that emphasizes loosely coupled software services to support the requirements of the business processes and software users. In an SOA environment, resources on a network are made available as independent services that can be accessed without knowledge of their underlying platform implementation. This architecture works best in large environments like Cook County where there are many legacy systems that are frequently changing.

Establishing a SOA architecture early in the CCICJIS implementation process is an essential first step to effective data exchange and will reap many benefits for the overall effort. A SOA infrastructure will establish important priorities to govern CCICJIS information exchanges, ensuring that the following exchange requirements are met: guaranteed receipt, message integrity, non-repudiation, intelligent routing, business flow orchestration, authentication, authorization, auditing and monitoring. This enabling technology will take the form of one or more enterprise service buses residing at the Bureau of Information Technology & Automation (BITA). The enterprise service bus (ESB) will be used exclusively for CCICJIS exchanges, and all business rules will be defined by CCICJIS. The sizing and number of service buses needed will likely continue to grow over time as exchanges are added and the services move into production.

The ESB does not implement a service-orientated architecture (SOA) but it provides many of the features with which the architecture may be implemented. Contrary to the more traditional enterprise application integration approach of a monolithic stack in a hub and spoke architecture, the foundation of an enterprise service bus is built of base functions broken up into components, with distributed deployment where needed, with the ability to work together. Traditional hub and spoke middle ware uses connectors reaching out from the hub to connect in a potentially unique method with each application. The hub is tightly coupled to not only the agency architecture but the application and data source. The ESB will not require this as each agency application will expose an interaction (service) layer that will meet the standards maintaining a loosely coupled architecture. The ESB will simply interact with messages to and from agencies providing a variety of services listed above.

### **Acquire Service Adaptors**

Currently, several of the key applications in the CCICJIS enterprise are not able to expose existing functionality as services, or more specifically, as web services. However, several of the large county agencies are planning web service-based information exchange or are in the process of replacing older legacy systems with applications that will support it.

An adaptor is a generic term for software that enables an existing application to interoperate with external applications through services. For example, the Circuit Court Clerk's KRIMS case management system is a CICS-based application and one that will require an adaptor to expose functionality as a service. The Clerk's office could also utilize IBM's Simple Object Access Protocol (SOAP) for CICS, which allows CICS applications to be accessed as web services. The Circuit Court Clerk's Office is planning to replace the KRIMS system but at this time there is no fixed date, and the use of an adaptor will allow the existing application to participate in the CCICJIS service architecture.

One key application which has planned replacement is the State's Attorney's PROMIS Case Management System, which is scheduled to be fully replaced with Ciber's CMS called CRIMES by November 2008. The State's Attorney's Office will use an integration product called Metatomix in conjunction with the Ciber Case Management System to exchange criminal justice data as GJXDM/NIEM conformant SOAP messages initially with the Chicago Police Department, Clerk of the Circuit Court and the Illinois Department of Corrections. The Sheriff's CIMIS jail management system is currently going through a phased conversion off of an older HP 3000 mainframe to a windows based server using SQL Server. The Sheriff's Department anticipates that once the Jail is completely networked, they will begin to look at alternative JMS solutions, which most likely is several years out. The Public Defenders Office is in year 4 of a 6 year plan to role out a case management system. Adult Probation has an old case management system PROMIS, residing on a mainframe. The goal is to replace this system in a non specific timeframe of about 3 years.

For those agencies that are not purchasing new systems in the near term, acquiring adaptors is an alternative way to ensure participation in a web service environment using a system that can expose existing functionality as a service, which is a direction the Circuit Court Clerks Office is taking is to migrate from their current IBM CICS applications using VSAM files to DB2 using IBM's VSAM Transparency product.

Additionally, many of the other County agencies that include the Cook County Department of Corrections (DOC), Public Defenders Office, Adult Probation, and the State's Attorney's Office will not have their new applications up and running for approximately two to three years. The timing around the implementation of these new systems suggests that these agencies should use some form of adaptors to expose existing applications and data in a web services environment. The Metatomix license the State's Attorney's Office has purchased should also be considered as a mechanism to expose and invoke web services from the PROMIS case management as a near term solution.

It is most practical that Cook County criminal justice agencies begin exchanging information via web services prior to the anticipated delivery dates for the agencies' new systems. It will be critical to enable the existing applications to share information for key exchange scenarios by adopting these applications to web service interoperability. CCICJIS will need to further evaluate the technology and currently capabilities of agency systems, through baseline identification, and develop a methodology that is least expensive considering that these adaptors will no longer be needed once the new applications are in place.

### **Upgrade Existing Systems**

Adapting existing systems to service oriented architecture is key factor in moving CCICJIS forward. Yet several systems not yet funded for replacement are more than due for replacement. These include the Circuit Court Clerk's KRIMS and CLEWS systems, the Sheriff's CIMIS jail management system and the Adult Probation and Social Services PROMIS case management system. It is critical for CCICJIS and Cook County justice in the whole that these systems be replaced over the next 3 years.

There are upgrades that the agencies are planning as well during the interim which will enhance the ability of these systems to adapt. These projects are key in not only improving the operational applications themselves but also in keeping CCICJIS moving forward while the new systems are being procured, developed, and deployed. As a part of the overall plan, CCICJIS will take several steps which will build upon each other and create reusable components for the next step. These include adapting existing systems to SOA, upgrading where possible existing systems and eventually replacing the existing systems reusing the service components developed in the earlier steps.

### **Longer Term Exchange Projects**

The priority projects were selected based upon the urgency of the business need. Other exchange scenarios have been identified in Appendix B as ultimately requiring automation after the priority exchanges are implemented. Along with these exchange scenarios there may be changes to the business process that will require unexpected changes or additional projects not anticipated in this plan, including bring the new systems into the exchange architecture. It is highly likely that as the State of Illinois and other counties begin to adapt the Justice Reference Architecture for SOA, CCICJIS will begin sharing messages with these external agencies.

It is with this growth and the inevitable unexpected changes that the standards-based architecture CCICJIS has adopted will pay dividends over years to come



**PROJECT PLAN AND TIMELINE**

ID	Name	Duration	Start	Finish	Predecessors
1	CCJIS Related Projects	1956.d	01/01/03	06/30/10	
2	Begin Data Collection / Cost Template Project	45.d	03/01/07	05/01/07	
3	Begin Agency-Preparedness Matrix Project	45.d	03/01/07	05/01/07	
4	Develop and Deploy States Attorney CRIMES CMS	589.d	08/01/06	11/01/08	
5	Deploy States Attorney CIBER System	589.d	08/01/06	11/01/08	
6	Deploy States Attorney Metatomix Exchange Platform	589.d	08/01/06	11/01/08	
7	Develop and Deploy Public Defender Legal Edge CMS	1283.d	01/01/03	11/30/07	
8	Develop and Deploy Circuit Court Clerk e-Warrant project	522.d	08/01/05	07/31/07	
9	Convert Sheriff CIMIS to SQL Server	65.d	01/01/07	03/30/07	
10	Replace KRIMS	673.d	12/03/07	06/30/10	5
11	Replace Sheriff CIMIS	522.d	12/03/07	12/01/09	
12	Replace Adult Probation - Social Services PROMIS	522.d	12/03/07	12/01/09	
13	CCICJIS Project Plan	1726.d	03/01/07	10/10/13	
14	Establish Service Oriented Architecture Infrastructure	230.d	07/02/07	05/16/08	
15	Deploy Enterprise Service Bus(s)	230.d	07/02/07	05/16/08	
16	Develop RFP	45.d	07/02/07	08/31/07	
17	Determine Cost	30.d	09/03/07	10/12/07	14
18	Release RFP	45.d	12/03/07	02/01/08	15
19	Acquire ESB	45.d	02/04/08	04/04/08	16
20	Deploy	30.d	04/07/08	05/16/08	17
21	Adapt Agency Systems to Services	120.d	03/01/07	08/15/07	
22	Adapt KRIMS to Services	60.d	03/01/07	05/23/07	
23	Adapt PROMIS to Services	60.d	03/01/07	05/23/07	
24	Adapt CIMIS to Services	60.d	03/01/07	05/23/07	
25	Adapt Adult Probation CMS to Services	60.d	05/24/07	08/15/07	21
26	Develop GJXDM-Conformant Information Exchange Package Descriptions	211.d	03/01/07	12/20/07	
27	Develop IEPD for Bond Order	15.d	03/01/07	03/21/07	
28	Develop IEPD for Bond Form	15.d	03/22/07	04/11/07	25
29	Develop IEPD for Information	15.d	04/12/07	05/02/07	26
30	Develop IEPD for Incident Report (Leverage IJIS)	15.d	05/03/07	05/23/07	27

**PROJECT PLAN &  
TIMELINE**

ID	Name	Duration	Start	Finish	Predecessors
31	Develop IEPD for Non-Traffic Complaint	15.d	05/24/07	06/13/07	28
32	Develop IEPD for Indictment	15.d	06/14/07	07/04/07	29
33	Develop IEPD for Prisoner Data Sheet/Addendum	15.d	07/05/07	07/25/07	30
34	Develop IEPD for Arrest Information	1.d	07/26/07	07/26/07	31
35	Develop IEPD for Motions	15.d	07/27/07	08/16/07	32
36	Develop IEPD for Bond Forfeiture Warrant (Leverage IJIS)	15.d	08/17/07	09/06/07	33
37	Develop IEPD for Order of Protection (Leverage IJIS)	15.d	09/07/07	09/27/07	34
38	Develop IEPD for PSI Order	15.d	09/28/07	10/18/07	35
39	Develop IEPD for PSI	15.d	10/19/07	11/08/07	36
40	Develop IEPD for Sentence Order	15.d	11/09/07	11/29/07	37
41	Develop IEPD for Fee Order	15.d	11/30/07	12/20/07	38
42	POC - Disseminate Jail Custody Status Electronically	120.d	03/22/07	09/05/07	25
43	CCCC to Sheriff DOC	120.d	03/22/07	09/05/07	
44	Establish Core Data - Access to whom, when for queries	350.d	09/03/07	01/02/09	
45	Define Core Data - Access Rules	150.d	09/03/07	03/28/08	
46	Develop Services for Queries	200.d	03/31/08	01/02/09	43
47	POC - Convert SAO Felony Charges to Call Web Service	120.d	05/24/07	11/07/07	27,20,21,22
48	POC - Publish Tables as Web Services	45.d	08/16/07	10/17/07	
49	Judges Table	45.d	08/16/07	10/17/07	20,21,22,23
50	AOIC Offense Code Table	45.d	08/16/07	10/17/07	20,21,22,23
51	Share Law Enforcement Incident Report Information	120.d	05/03/07	10/17/07	27
52	Suburban Police Departments to ICASE	120.d	05/03/07	10/17/07	
53	Sheriff Police to ICASE	120.d	05/03/07	10/17/07	
54	Implement Electronic Criminal Case Filing (E-Filing)	120.d	10/18/07	04/02/08	28,51
55	CPD to CCCC	120.d	10/18/07	04/02/08	
56	Sheriff Police to CCCC	120.d	10/18/07	04/02/08	
57	Suburban Police Department(s) to CCCC	120.d	10/18/07	04/02/08	
58	SAO to CCCC	120.d	10/18/07	04/02/08	
59	Share Bond Court Disposition Information Electronically	120.d	10/18/07	04/02/08	25
60	CCCC to SAO, Public Defender	120.d	10/18/07	04/02/08	48
61	CCCC to Sheriff DOC	120.d	10/18/07	04/02/08	61SS
62	CCCC to Police Departments CPD, Suburban (Pilots)	120.d	10/18/07	04/02/08	61SS
63	Share Bond Posting Information Electronically	120.d	04/03/08	09/17/08	27,60
64	CCCC to Sheriff DOC	120.d	04/03/08	09/17/08	

**PROJECT PLAN &  
TIMELINE**

ID	Name	Duration	Start	Finish	Predecessors
65	CCCC to SAO, Public Defender	120.d	04/03/08	09/17/08	
66	Share Bond Violation Information Electronically	120.d	04/03/08	09/17/08	32,60
67	CABS to SAO	120.d	04/03/08	09/17/08	
68	CABS to Adult Probation	120.d	04/03/08	09/17/08	
69	CCCC to Public Defender	120.d	04/03/08	09/17/08	
70	Share Pretrial Supervision Orders Electronically	120.d	04/03/08	09/17/08	25,60
71	CCCC to Adult Probation	120.d	04/03/08	09/17/08	
72	CCCC to SAO, Public Defender	120.d	04/03/08	09/17/08	
73	Include Motions/Discovery/Subpoenas within the Overall E-Filing Solution	120.d	09/18/08	03/04/09	33,71
74	Public Defender to CCCC	120.d	09/18/08	03/04/09	
75	SAO to CCCC	120.d	09/18/08	03/04/09	
76	CCCC to SAO	120.d	09/18/08	03/04/09	
77	CCCC to Public Defender	120.d	09/18/08	03/04/09	
78	Bond Forfeiture Warrants (BFW)	120.d	03/05/09	08/19/09	34,72
79	CCCC to Sheriff Police	120.d	03/05/09	08/19/09	
80	CCCC to CPD	120.d	03/05/09	08/19/09	
81	CCCC to Suburban Police Departments (Pilots)	120.d	03/05/09	08/19/09	
82	BFW updated from CCCC to SAO and Public Defender	120.d	03/05/09	08/19/09	
83	Order of Protection	120.d	03/05/09	08/19/09	35,72
84	CCCC to Sheriff	120.d	03/05/09	08/19/09	
85	Sentencing	240.d	08/20/09	07/21/10	77
86	PSI Order	120.d	08/20/09	02/03/10	
87	CCCC to Adult Probation	120.d	08/20/09	02/03/10	36
88	PSI	120.d	08/20/09	02/03/10	
89	Adult Probation to CCCC	120.d	08/20/09	02/03/10	37
90	CCCC to SAO, Public Defender, Private Attorney	120.d	08/20/09	02/03/10	
91	Fee Order	120.d	02/04/10	07/21/10	86
92	SAO to CCCC	120.d	02/04/10	07/21/10	
93	Sentence Order	120.d	02/04/10	07/21/10	39,86
94	SAO, Public Defender to CCCC	120.d	02/04/10	07/21/10	
95	CCCC to SAO, Public Defender	120.d	02/04/10	07/21/10	
96	CCCC to Sheriff DOC	120.d	02/04/10	07/21/10	
97	CCCC to Adult Probation	120.d	02/04/10	07/21/10	
98	Future Exchanges	841.d	07/22/10	10/10/13	95

## PROJECT PLAN & TIMELINE

ID	Name	Duration	Start	Finish	Predecessors
99	Remaining Court Orders	60.d	07/22/10	10/13/10	
100	Pre-Trial Services	60.d	10/14/10	01/05/11	97
101	Bond Preparation to Public Defender (Current Legal Restriction)	1.d	01/06/11	01/06/11	98
102	Forensic Clinical Services	60.d	01/07/11	03/31/11	99
103	Out of Jurisdiction	60.d	04/01/11	06/23/11	100
104	Jury Information to Parties	60.d	06/24/11	09/15/11	101
105	Probation Status Report	60.d	09/16/11	12/08/11	102
106	Probation Technical Violations	60.d	12/09/11	03/01/12	103
107	Probation Disposition of VOP	60.d	03/02/12	05/24/12	104
108	Notice of Appeals	60.d	05/25/12	08/16/12	105
109	Appellate Mandate	60.d	08/17/12	11/08/12	106
110	Transcript Order	60.d	11/09/12	01/31/13	107
111	Search Warrant	60.d	02/01/13	04/25/13	108
112	Writ	60.d	04/26/13	07/18/13	109
113	Electronic Transcript	60.d	07/19/13	10/10/13	110



**CCICJIS COMMITTEE**



Top (l to r): Lisa English-Dowdell (rep. Sheriff Dart); Marcelino Gerena (rep. Jesus Reyes); Sharon Hoffmann (rep. Jesus Reyes) Cmdr Mark McGowan (rep. Supt Cline); Michael McGowan (rep. Chief Judge Evans); Paul Fields (rep. Mr. Burnette).  
Bottom (l to r): Cathy Maras- O'Leary; Clerk Dorothy Brown; Adrienne Mebane (rep. State's Attorney Devine)

**Honorable Dorothy Brown, Chair**

Clerk of the Circuit Court of Cook County

**Mr. Edwin Burnette, Co-Chair**

Cook County Public Defender

**Superintendent Philip Cline, Co-Chair**

Chicago Police Department

**Honorable Tom Dart, Co-Chair**

Cook County Sheriff

**Honorable Richard Devine, Co-Chair**

Cook County State's Attorney

**Superintendent Steven Bylina**

Cook County Forest Preserve District

**Ms. Cynthia Cobbs**

Administrative Office of the Illinois Courts

**Mr. Daniel Coughlin**

Judicial Advisory Council

**Honorable Timothy Evans**

Chief Judge of the Circuit Court of Cook County

**Mr. Norbert Goetten**

State's Attorney Appellate Prosecutor

**Mr. Theodore Gottfried**

State Appellate Defender

**Mr. Thomas Kirkpatrick**

Chicago Crime Commission

**Mr. Scott Kurtovich**

Cook County Department of Corrections

**Ms. Lori Levin**

Illinois Criminal Justice Information Authority

**Honorable Lisa Madigan**

Illinois Attorney General

**Ms. Cathy Maras-O'Leary**

Bureau of Information Technology & Automation

**Chief Warren Milsaps**

South Suburban Chiefs of Police Association

**Chief Michael Pendola**

West Suburban Chiefs of Police Association

**Mr. Kevin Phillips**

Cook County Emergency Management Agency

**Chief Jim Prandini**

North Suburban Chiefs of Police Association

**Mr. Jesus Reyes**

Cook County Department of Adult Probation

**Chief Mike Saunders**

5<sup>th</sup> District Chiefs of Police Association

**Mr. Roger Walker**

Illinois Department of Corrections

**Honorable Jesse White**

Illinois Secretary of State

**Ms. Zelda Whittler**

Cook County Sheriff's Office

**APPENDIX A  
COMMITTEE MEMBERSHIP**



**CCICJIS STRATEGIC PLANNING COMMITTEE**



Top (l to r): Michael Carroll; Dave Usery (URL Integration); Michael McGowan; Craig Wimberly; James D'Archangelis; Brian Goggin; Paul Fields.  
Bottom (l to r): Karen Landon; Nicole Sims; Lisa English- Dowdell.

**Mr. Craig Wimberly**, Co-Chair  
Office of the Clerk of the Circuit Court of Cook County

**Mr. JW Fairman**, Co-Chair  
Cook County Juvenile Temporary Detention Center

**Ms. Nicole Sims**, Project Manager  
Office of the Clerk of the Circuit Court of Cook County

**Mr. Michael Carroll**  
Cook County State's Attorney's Office

**Mr. Brian Goggin**  
Bureau of Information Technology & Automation

**Mr. James D'Archangelis**  
Office of the Clerk of the Circuit Court of Cook County

**Mr. James Hickey**  
Chicago Police Department

**Ms. Lisa English - Dowdell**  
Cook County Sheriff's Office

**Ms. Karen Landon**  
Office of the Clerk of the Circuit Court of Cook County

**Mr. Paul Fields**  
Law Office of the Cook County Public Defender

**Mr. Michael McGowan**  
Office of the Chief Judge, Circuit Court of Cook County



***CCICJIS OPERATIONS, PLANNING & POLICY SUBCOMMITTEE***

**Mr. Michael Carroll**, Co-Chair  
Cook County State's Attorney's Office

**Mr. Dennis Manzke**  
Cook County State's Attorney's Office

**Mr. Michael McGowan**, Co-Chair  
Office of the Chief Judge, Circuit Court of Cook County

**Mr. George Loburgio**  
Office of the Clerk of the Circuit Court of Cook County

**Mr. James Hickey**, Co-Chair  
Chicago Police Department

**Mr. Patrick McGuire**  
Cook County State's Attorney's Office

**Mr. David Baitman**  
Law Office of the Cook County Public Defender

**Ms. Karen McKenna**  
Cook County State's Attorney's Office

**Ms. Sheryl Bolden**  
Office of the Clerk of the Circuit Court of Cook County

**Mr. Dennis McNamara**  
Office of the Clerk of the Circuit Court of Cook County

**Mr. Paul Fields**  
Law Office of the Cook County Public Defender

**Ms. Ellen Meyers**  
Illinois Secretary of State's Office

**Mr. Marcelino Gerena**  
Cook County Department of Adult Probation

**Mr. Dan Mueller**  
Administrative Office of the Illinois Courts

**Mr. Brian Goggin**  
Bureau of Information Technology & Automation

**Mr. John Murphy**  
Cook County State's Attorney's Office

**Mr. Marcus Hargett**  
Cook County Department of Corrections

**Mr. Colin Simpson**  
Cook County State's Attorney's Office

**Ms. Darlene Williams**  
Law Office of the Cook County Public Defender

**APPENDIX A  
COMMITTEE MEMBERSHIP**

---



***CCICJIS TECHNICAL & DATA ARCHITECTURE SUBCOMMITTEE***

**Ms. Lisa English - Dowdell, Co-Chair**  
Cook County Sheriff's Office

**Mr. Brian Goggin, Co-Chair**  
Bureau of Information Technology & Automation

**Ms. Karen Landon, Co-Chair**  
Office of the Clerk of the Circuit Court of Cook County

**Mr. Tony DelSanto**  
Cook County Sheriff's Police Department

**Ms. Jennifer Dohm**  
Cook County Department of Social Services

**Ms. Patricia Duffy**  
Cook County Sheriff's Police Department

**Mr. Paul Fields**  
Law Office of the Cook County Public Defender

**Ms. Lois Gold**  
Bureau of Information Technology & Automation

**Ms. Marcy Liberty**  
Cook County State's Attorney's Office

**Mr. Doug Maclean**  
Cook County State's Attorney's Office

**Mr. Dan Mueller**  
Administrative Office of the Illinois Courts

**Ms. Vicki Rogers**  
Law Office of the Cook County Public Defender

**Mr. Craig Turton**  
Illinois Secretary of State's Office

**Ms. Darlene Williams**  
Law Office of the Cook County Public Defender



**CCICJIS FUNDING STRATEGY SUBCOMMITTEE**

**Mr. James D'Archangelis**, Co-Chair  
Office of the Clerk of the Circuit Court of Cook County

**Mr. Paul Fields**, Co-Chair  
Law Office of the Cook County Public Defender

**Mr. James Anderson**  
Office of the Chief Judge, Circuit Court of Cook County

**Ms. Jennifer Brees**  
Chicago Police Department

**Mr. Dan Coughlin**  
Judicial Advisory Council

**Mr. Tony DelSanto**  
Cook County Sheriff's Police Department

**Ms. Sharon Hoffman**  
Cook County State's Attorney's Office

**Mr. Joseph Hogan**  
Cook County Department of Budget & Management  
Services

**Mr. Morris Honore**  
Judicial Advisory Council

**Mr. Herbert Johnson**  
Illinois Criminal Justice Information Authority

**Ms. Katherine Kirby**  
Chicago Crime Commission

**Ms. Karen McKenna**  
Cook County State's Attorney's Office

**Mr. Mark Myrent**  
Office of Juvenile Probation

**Ms. Bridget Ryan-Healy**  
Cook County State's Attorney's Office

**Ms. Delores Sims**  
Cook County Department of Adult Probation

**Ms. Nik-ki Whittingham**  
Law Office of the Cook County Public Defender



**CCICJIS TO-SCENARIO PROFILES**

**SCENARIO: Warrant – Search Warrant Process**

*The process by which search warrants are requested by law enforcement, approved by the State’s Attorney and signed by a judge.*

<b>Business Goal</b>	The timely, accurate and accountable search warrant processing.	
<b>Business Problem as it exists now</b>	Search warrant processing is manual and there is no index of search warrants. Additionally, there is often no follow-up on the execution of search warrants.	
<b>‘To Be’ Resolution</b>	<ul style="list-style-type: none"> <li>• Create an electronic system that provides a mechanism for law enforcement agencies to confidentially request review and clearance for search warrants from the State’s Attorney.</li> <li>• Create a manner to track search warrants signed by a judge and whether it was executed.</li> <li>• Once a search warrant has been executed, the record will be updated with execution details, and the case will be assigned a case number.</li> </ul>	
<b>Measurable Outcome</b>	<ul style="list-style-type: none"> <li>• An electronic index of search warrants.</li> <li>• More complete records of search warrant execution.</li> </ul>	
<b>Affected Dimensions of Business Process</b>	Agencies	<ul style="list-style-type: none"> <li>• Law enforcement agencies</li> <li>• State’s Attorney</li> <li>• Clerk</li> </ul>
	Processes	Investigation
	Events	<ul style="list-style-type: none"> <li>• Search warrant request</li> <li>• Search warrant issuance</li> <li>• Search warrant execution</li> </ul>
	Information	<ul style="list-style-type: none"> <li>• Search warrant number</li> <li>• Subsequent court order (property recover/not recovered or not served)</li> <li>• Case number</li> <li>• Arrest number (if the arrest occurs as a result of the search)</li> </ul>
<b>Data Custodianship / Privacy Issues</b>	Search warrant information is highly confidential.	
<b>Solution Required Severity</b>	Low	

## APPENDIX B SCENARIO PROFILES

<b>Solution Risks</b>	<ul style="list-style-type: none"> <li>• There is a need to create a system from scratch.</li> <li>• Search warrants can be signed by any judge, at any time of the day.</li> <li>• This requires a coordinated process with over 130 law enforcement agencies.</li> </ul>
-----------------------	--

### SCENARIO: Criminal Case Filing

*The presenting of criminal charges to court by law enforcement agencies and prosecutors.*

<b>Business Goal</b>	To have the complete <b>fingerprint verified defendant identification information</b> included in the charging document.	
<b>Business Problem as it exists now</b>	Since not all arrest documents contain fingerprint verified personal identifiers, it is difficult to maintain accurate and comprehensive criminal history records. Many aspects of criminal justice information processing hinges on positive identification of the defendant.	
<b>'To Be' Resolution</b>	The Court will compel law enforcement agencies to provide fingerprint verified personal identifiers at the time a criminal complaint is filed. The information systems will fully support this business rule.	
<b>Measurable Outcome</b>	The percentage of charging documents filed without fingerprint verified personal identifiers will be reduced to less than 5%.	
<b>Affected Dimensions of Business Process</b>	Agencies	<ul style="list-style-type: none"> <li>• Court</li> <li>• Law enforcement agencies</li> <li>• Court clerk</li> <li>• Prosecutor</li> </ul>
	Processes	Investigation
	Events	Charging decision
	Information	Fingerprint verified personal identifiers
<b>Data Custodianship / Privacy Issues</b>	The Public Defender would like law enforcement agencies to push arrest charging information for cases going to bond court pushed to them.	
<b>Solution Required Severity</b>	Since much of the subsequent criminal justice information process hinges on the positive ID of defendants, this is a high priority.	

<b>Solution Risks</b>	<ul style="list-style-type: none"> <li>• There will need to be a way for electronically produced complaints to be signed.</li> <li>• There is a risk that the court will not issue the necessary administrative orders to compel law enforcement agencies to provide identification information at the time of filing.</li> <li>• There is a risk that the proposed scenario would require statutory changes.</li> <li>• There is a risk that the State’s Attorney may object to the Public Defender receiving arrest booking information prior to the time that they are appointed to represent a defendant.</li> <li>• Suburban and city processing would need to be standardized.</li> </ul>
-----------------------	---

**SCENARIO: Bond Hearing Preparation**

*This is the process by which the clerk prepares the bond court docket, and the State’s Attorney and Public Defender collect information needed for the bond hearing.*

<b>Business Goal</b>	The timely and efficient movement of bond court information from law enforcement agencies to the court clerk, state’s attorney and public defender for timely processing of arrestees.	
<b>Business Problem as it exists now</b>	Arrest and charging information for arrestees held over for a bond hearing is passed largely on paper. The distribution of the paperwork is awkward and compresses the time available for attorneys to prepare for the bond hearing. Information about the arrestee must be pulled from various sources by the lawyers as they prepare for the bond court call.	
<b>‘To Be’ Resolution</b>	Arrest and charging documents will be electronically distributed to the clerk, the state’s attorney, and the public defender. Criminal history, warrant, probation and parole information will be pushed to appropriate agencies using personal identifiers. The Sheriff will be electronically notified of the number of prisoners to expect.	
<b>Measurable Outcome</b>	The amount of time and human resources needed to prepare for bond court call will be reduced.	
<b>Affected Dimensions of Business Process</b>	Agencies	<ul style="list-style-type: none"> <li>• Law enforcement agencies</li> <li>• Sheriff</li> <li>• Court Clerk</li> <li>• Illinois State Police</li> <li>• State’s Attorney</li> <li>• Public Defender</li> <li>• Probation</li> <li>• Social Services</li> </ul>

**APPENDIX B  
SCENARIO PROFILES**

	Processes	Pretrial
	Events	Charging
	Information	<ul style="list-style-type: none"> <li>• Criminal history</li> <li>• Warrant information</li> <li>• Probation/parole information</li> </ul>
<b>Data Custodianship / Privacy Issues</b>	The Public Defender would like law enforcement agencies to have the arrest charging information for cases going to bond court pushed to them.	
<b>Solution Required Severity</b>	High	
<b>Solution Risks</b>	<ul style="list-style-type: none"> <li>• There is a risk that the State’s Attorney may object to the Public Defender receiving arrest booking information prior to the time that they are appointed to represent a defendant.</li> <li>• Suburban and city processing would need to be standardized.</li> </ul>	

**SCENARIO: Bond Court Disposition**

*The process by which bond court decisions are electronically disseminated to interested offices and agencies.*

<b>Business Goal</b>	The timely, efficient, and accurate dissemination of bond court hearing decisions to affected offices and agencies.
<b>Business Problem as it exists now</b>	Multiple agencies and offices collect and disseminate bond court hearing decisions manually. The process is slow, inconsistent and prone to transcription error. Also, the resources of the Public Defender and the State’s Attorney could be better leveraged if the bond court information were continuously being updated and available first thing in the morning.
<b>‘To Be’ Resolution</b>	The Court Clerk will capture bond court hearing decisions electronically and disseminate them electronically to affected offices and agencies.
<b>Measurable Outcome</b>	<ul style="list-style-type: none"> <li>• Reduced manpower required to collect and disseminate information.</li> <li>• Increased accuracy and consistency of disseminated information.</li> <li>• More timely dissemination of information to facilitate subsequent process (e. g., prisoner release from jail by the Department of Corrections (DOC)).</li> </ul>

**APPENDIX B  
SCENARIO PROFILES**

<b>Affected Dimensions of Business Process</b>	Agencies	<ul style="list-style-type: none"> <li>• Law enforcement agencies</li> <li>• Sheriff</li> <li>• Court Clerk</li> <li>• State's Attorney</li> <li>• Public Defender</li> <li>• Probation</li> <li>• Social Services</li> </ul>
	Processes	Pretrial
	Events	Bond hearing
	Information	Bond court disposition
<b>Data Custodianship / Privacy Issues</b>	There should be no substantial data custodianship issues, because the court decisions are public record.	
<b>Solution Required Severity</b>	This is high because of the savings of manpower and the increased timeliness of subsequent processes.	
<b>Solution Risks</b>	<ul style="list-style-type: none"> <li>• The Court Clerk will need to ensure accuracy of the disposition information.</li> <li>• Error correction processes will need to be put in place to ensure that offices and agencies can rely on the data.</li> <li>• This solution may require the Court Clerk to update or replace the existing application.</li> <li>• Suburban and city processing would need to be standardized.</li> </ul>	

**APPENDIX B  
SCENARIO PROFILES**

**SCENARIO: Bond Court – Defendant Posts Bond**

*This is the process by which interested offices are notified when a defendant makes bond.*

<b>Business Goal</b>	The timely notice to the State’s Attorney and Public Defender when a defendant makes bond.	
<b>Business Problem as it exists now</b>	The Public Defender and State’s Attorney do not know if a defendant makes bond.	
<b>‘To Be’ Resolution</b>	Data will be electronically pushed to the Public Defender and State’s Attorney when a defendant makes bond.	
<b>Measurable Outcome</b>	Qualitative: There will be better custodial status information for the Public Defender and State’s Attorney	
<b>Affected Dimensions of Business Process</b>	Agencies	<ul style="list-style-type: none"> <li>• Clerk</li> <li>• Public Defender</li> <li>• State’s Attorney</li> </ul>
	Processes	Pretrial
	Events	Defendant makes bond
	Information	Custodial status of defendant
<b>Data Custodianship / Privacy Issues</b>	<p>There should be no real data custodianship issues because the bonds are public record.</p> <p>Note: This information is currently pushed to AVN.</p>	
<b>Solution Required Severity</b>	High	
<b>Solution Risks</b>	<ul style="list-style-type: none"> <li>• The Court Clerk will need to ensure accuracy of the disposition information.</li> <li>• Error correction processes will need to be put in place to ensure that offices and agencies can rely on the data.</li> </ul>	

**SCENARIO: Bond Court - Violation Process**

*This is the process by which agencies and offices are notified of the arrests of individuals in whom they have an interest.*

<b>Business Goal</b>	To electronically notify agencies and offices when an arrest on a new charge affects an individual of interest to such agency or office (e.g., notification to the probation department regarding an individual arrested on a new charge who is on probation).	
<b>Business Problem as it exists now</b>	Affected agencies and offices are not always notified when a person of interest is arrested on a new charge. In addition, key pieces of information (DCN and other identifiers) are often missing from the complaint.	
<b>'To Be' Resolution</b>	Based on fingerprint verified identifiers, electronic notification will be made to probation, parole, and law enforcement agencies regarding individuals charged in new cases who are on probation or parole, or who have outstanding warrants.	
<b>Measurable Outcome</b>	<ul style="list-style-type: none"> <li>• More executed warrants</li> <li>• More timely identification and processing of probation and parole violations</li> </ul>	
<b>Affected Dimensions of Business Process</b>	Agencies	<ul style="list-style-type: none"> <li>• Law Enforcement Agencies</li> <li>• Clerk</li> <li>• IDOC Parole</li> <li>• Probation</li> <li>• Social Services</li> </ul>
	Processes	Pretrial
	Events	Charging
	Information	Arrest booking
<b>Data Custodianship / Privacy Issues</b>	None	
<b>Solution Required Severity</b>	High	
<b>Solution Risks</b>	<ul style="list-style-type: none"> <li>• The proposed process will require coordination with jurisdictions outside Cook County.</li> <li>• The proposed process will be only as good as the identifying information from the arrest booking documents.</li> <li>• Suburban and city processing would need to be standardized.</li> </ul>	

**APPENDIX B  
SCENARIO PROFILES**

**SCENARIO: Pretrial Services**

*This is the supervision of criminal defendants by the Probation Department prior to the disposition of their case.*

<b>Business Goal</b>	The timely and efficient pretrial supervision of criminal defendants.	
<b>Business Problem as it exists now</b>	The paper based process of referrals from the court to the Adult Probation Department in pretrial supervisions is slow and prone to error.	
<b>'To Be' Resolution</b>	Orders of pretrial supervision will be electronically prepared and transmitted to the Adult Probation Department.	
<b>Measurable Outcome</b>	<ul style="list-style-type: none"> <li>• Reduced data entry</li> <li>• More accurate tracking of pretrial caseloads</li> </ul>	
<b>Affected Dimensions of Business Process</b>	Agencies	<ul style="list-style-type: none"> <li>• Court Clerk</li> <li>• Adult Probation Department</li> </ul>
	Processes	Pretrial
	Events	Order of pretrial supervision
	Information	<ul style="list-style-type: none"> <li>• Defendant data</li> <li>• Pretrial probation conditions</li> </ul>
<b>Data Custodianship / Privacy Issues</b>	None	
<b>Solution Required Severity</b>	Medium	
<b>Solution Risks</b>	<ul style="list-style-type: none"> <li>• The Court Clerk will need to ensure accuracy of the disposition information.</li> <li>• Error correction processes will need to be established to ensure that offices and agencies can rely on the data.</li> <li>• This solution may require the Court Clerk to update or replace the existing application.</li> <li>• Suburban and city processing would need to be standardized.</li> </ul>	

**SCENARIO: Jail – Prisoner Data Sheet and Addendum Order**

*The process by which the court conveys information about a prisoner’s custodial status following court events.*

<b>Business Goal</b>	The timely and accurate transmittal of custodial status and related information from the court to the jail.	
<b>Business Problem as it exists now</b>	<ul style="list-style-type: none"> <li>• The process to convey custodial status information from the court to the jail is time consuming and sometimes unreliable because documents are handwritten and manually transmitted.</li> <li>• Information about related matters, such as conditions of bond and orders of protection, are not always transmitted to the jail from the court.</li> </ul>	
<b>‘To Be’ Resolution</b>	Electronically push custodial status and related information from court to the jail.	
<b>Measurable Outcome</b>	<ul style="list-style-type: none"> <li>• Reduced data entry</li> <li>• Reduced time to process prisoners</li> </ul>	
<b>Affected Dimensions of Business Process</b>	Agencies	<ul style="list-style-type: none"> <li>• Clerk</li> <li>• Sheriff</li> </ul>
	Processes	Detention
	Events	Moving prisoners from the jail to court and back
	Information	<ul style="list-style-type: none"> <li>• Custodial status</li> <li>• Conditions of bond</li> <li>• Orders of protection</li> </ul>
<b>Data Custodianship / Privacy Issues</b>	None	
<b>Solution Required Severity</b>	High	
<b>Solution Risks</b>	There will need to be some mechanism to ensure that data transmitted electronically can be accurately matched to a person.	

**APPENDIX B  
SCENARIO PROFILES**

**SCENARIO: Appearance**

*The record keeping associated with tracking legal representation in criminal cases.*

<b>Business Goal</b>	To maintain a complete record of all attorneys of record in criminal cases.	
<b>Business Problem as it exists now</b>	Records of legal representation in criminal cases are sometimes incomplete and not up-to-date.	
<b>'To Be' Resolution</b>	The electronic appearance filing by lawyers of record.	
<b>Measurable Outcome</b>	Increased percentage of accurate and complete appearance records.	
<b>Affected Dimensions of Business Process</b>	Agencies	<ul style="list-style-type: none"> <li>• Clerk</li> <li>• State's Attorney</li> <li>• Public Defender</li> <li>• Private defense bar</li> </ul>
	Processes	Pretrial
	Events	Attorney files an appearance on behalf of a client
	Information	Attorney name, address and contact information
<b>Data Custodianship / Privacy Issues</b>	None	
<b>Solution Required Severity</b>	High	
<b>Solution Risks</b>	<ul style="list-style-type: none"> <li>• Managing the change in practice for the criminal bar that requires timely and accurate appearance filings.</li> <li>• Electronic notice to attorneys of record will be impractical, unless the accurate appearance data is automated.</li> </ul>	

**SCENARIO: Discovery**

*The process by which documents and other materials are requested from opposing counsel in a criminal case.*

<b>Business Goal</b>	A timely and accurate discovery process to reduce delay in criminal cases.	
<b>Business Problem as it exists now</b>	Discovery process is time consuming, labor intensive and slow.	
<b>'To Be' Resolution</b>	Electronically push discovery documents from source to lawyers in criminal cases.	
<b>Measurable Outcome</b>	<ul style="list-style-type: none"> <li>• Reduced time to send and receive discovery materials.</li> <li>• Reduced time required to dispose of criminal cases.</li> </ul>	
<b>Affected Dimensions of Business Process</b>	Agencies	<ul style="list-style-type: none"> <li>• Clerk</li> <li>• State's Attorney</li> <li>• Public Defender</li> <li>• Private defense bar</li> <li>• Law enforcement agencies</li> <li>• Crime lab</li> </ul>
	Processes	Discovery
	Events	Exchange of discovery documents and materials
	Information	<ul style="list-style-type: none"> <li>• Police reports</li> <li>• Lab reports</li> </ul>
<b>Data Custodianship / Privacy Issues</b>	None	
<b>Solution Required Severity</b>	High	
<b>Solution Risks</b>	Maintaining the coordination between several organizations and agencies.	

## APPENDIX B SCENARIO PROFILES

### SCENARIO: Motions

*The process by which motions are filed with the court and served on opposing counsel.*

<b>Business Goal</b>	To create an efficient means for lawyers in criminal cases to file motions and serve opposing counsel, as well as receive motions from opposing counsel.	
<b>Business Problem as it exists now</b>	Motion practice is time consuming, labor intensive and slow.	
<b>'To Be' Resolution</b>	Law offices will create motions, file them with the clerk, and serve notice to opposing counsel electronically. Replies to motions, in appropriate cases, would also be supported electronically.	
<b>Measurable Outcome</b>	<ul style="list-style-type: none"> <li>• Reduced effort expended by attorneys to process motions.</li> <li>• Shorter processing time to hearing in court on motions.</li> </ul>	
<b>Affected Dimensions of Business Process</b>	Agencies	<ul style="list-style-type: none"> <li>• Clerk</li> <li>• State's Attorney</li> <li>• Public Defender</li> <li>• Private defense bar</li> </ul>
	Processes	Discovery
	Events	Filing of motions
	Information	<ul style="list-style-type: none"> <li>• Motion document</li> <li>• Record of service</li> <li>• Attorneys of record</li> </ul>
<b>Data Custodianship / Privacy Issues</b>	None	
<b>Solution Required Severity</b>	High	
<b>Solution Risks</b>	<ul style="list-style-type: none"> <li>• Managing the change in practice for the criminal bar that requires electronic motion processing.</li> <li>• Electronic notice to attorneys of record will be impractical, unless accurate appearance data is automated.</li> <li>• Non-repudiation needs to be agreed upon in order for electronic process to be effective.</li> </ul>	

**SCENARIO: Forensic Clinical Examination**

*The process by which the court asks the Forensic Clinical Services Department specific questions related to the mental health of a defendant in a criminal trial, and also, how the clinical reports are filed with the court.*

<b>Business Goal</b>	The timely and efficient processing of request for clinical examinations of criminal defendants by the Forensic Clinical Services Department.	
<b>Business Problem as it exists now</b>	The process to transmit orders from the court to Forensic Clinical Services, as well as the process to file reports with the court from Forensic Clinical Services, is labor intensive and slow.	
<b>'To Be' Resolution</b>	<ul style="list-style-type: none"> <li>• Electronically push the court orders to Forensic Clinical Services.</li> <li>• Electronically file report with the court.</li> </ul>	
<b>Measurable Outcome</b>	Increased percentage of reports returned to the court on time, which will lead to more timely case processing overall	
<b>Affected Dimensions of Business Process</b>	Agencies	<ul style="list-style-type: none"> <li>• Clerk</li> <li>• Court</li> <li>• Forensic Clinical Services</li> <li>• State's Attorney</li> <li>• Public Defender</li> <li>• Private defense bar</li> </ul>
	Processes	Discovery
	Events	<ul style="list-style-type: none"> <li>• Order for examination</li> <li>• Report filing</li> </ul>
	Information	<ul style="list-style-type: none"> <li>• Order</li> <li>• Report</li> </ul>
<b>Data Custodianship / Privacy Issues</b>	This information contained in the reports is highly confidential.	
<b>Solution Required Severity</b>	Medium	
<b>Solution Risks</b>	Maintaining security of the report documents.	

**APPENDIX B  
SCENARIO PROFILES**

**SCENARIO: Subpoena**

*The process by which lawyers formally request that documents and materials are turned over as a part of discovery in criminal cases.*

<b>Business Goal</b>	The timely and efficient processing of subpoenas.	
<b>Business Problem as it exists now</b>	The process is labor intensive, time consuming, and not always accurate.	
<b>'To Be' Resolution</b>	<ul style="list-style-type: none"> <li>• Electronically push subpoenas to agencies.</li> <li>• Electronically return materials to the court.</li> <li>• The court would electronically authorize the release and delivery of subpoenaed material to requesting parties.</li> </ul>	
<b>Measurable Outcome</b>	<ul style="list-style-type: none"> <li>• Reduced time to issue subpoenas and return subpoenaed materials.</li> <li>• Overall improvement in the timeliness of the criminal justice process.</li> </ul>	
<b>Affected Dimensions of Business Process</b>	Agencies	<ul style="list-style-type: none"> <li>• Court</li> <li>• Law enforcement agencies</li> <li>• State's Attorney</li> <li>• Public Defender</li> <li>• Private defense bar</li> <li>• Crime lab</li> <li>• Financial institutions</li> <li>• Medical examiner</li> </ul>
	Processes	Discovery
	Events	<ul style="list-style-type: none"> <li>• Issue subpoena</li> <li>• Answer subpoena</li> </ul>
	Information	<ul style="list-style-type: none"> <li>• Subpoena issuance data</li> <li>• Subpoenaed documents and materials data</li> </ul>
<b>Data Custodianship / Privacy Issues</b>	The court must be able to control the release of subpoenaed materials.	
<b>Solution Required Severity</b>	Medium	

<b>Solution Risks</b>	<ul style="list-style-type: none"> <li>• Managing the change in practice for the criminal bar that requires electronic motion processing.</li> <li>• Electronic notice to attorneys of record will be impractical, unless accurate appearance data is automated.</li> <li>• Non-repudiation needs to be agreed upon in order for the electronic process to be effective.</li> <li>• Developing the means to electronically exchange subpoenaed documents with those outside of the criminal justice enterprise, such as banks.</li> </ul>
-----------------------	---

**SCENARIO: Warrant – Bond Forfeiture Warrant Preparation**

*The process that is followed to prepare a bond forfeiture warrant, which will be issued by the court.*

<b>Business Goal</b>	To ensure that warrants are not issued for persons who are in custody or have conflicting court dates.	
<b>Business Problem as it exists now</b>	Several warrants are issued each day for defendants who are in jail or are appearing at other court locations on other matters.	
<b>‘To Be’ Resolution</b>	Create a process and procedure to check the custodial status and other court case data for defendants for whom a bond forfeiture warrant is to be issued.	
<b>Measurable Outcome</b>	Reduce the number of warrants that are recalled.	
<b>Affected Dimensions of Business Process</b>	Agencies	<ul style="list-style-type: none"> <li>• Clerk</li> <li>• Sheriff</li> <li>• State’s Attorney</li> <li>• Public Defender</li> </ul>
	Processes	Pretrial
	Events	Issue bond forfeiture warrant
	Information	<ul style="list-style-type: none"> <li>• Custodial status</li> <li>• Court date information by individual</li> </ul>
<b>Data Custodianship / Privacy Issues</b>	None	
<b>Solution Required Severity</b>	High	
<b>Solution Risks</b>	Custodial status information maintained by the Sheriff, and court date information maintained by the Clerk, must be tied to reliable personal identifiers in order for an automated process to be effective.	

**APPENDIX B  
SCENARIO PROFILES**

**SCENARIO: Warrant – Bond Forfeiture Warrant Issuance**

*The process that is followed when the court orders that a bond forfeiture warrant be issued.*

<b>Business Goal</b>	Improve law enforcement officer safety and also, public safety.	
<b>Business Problem as it exists now</b>	<ul style="list-style-type: none"> <li>• Bond forfeiture warrants may take days to be entered into law enforcement information systems.</li> <li>• Not all bond forfeiture warrants are entered into a single repository such as LEADS because it is not required. Many warrants are not actively pursued by law enforcement, and some law enforcement agencies opt for geographical limits to some warrants.</li> <li>• Bond forfeiture warrants and related data do not always contain a positive ID of the wanted person.</li> <li>• Bond forfeiture warrants, also, often do not contain important identifiers such as DCN, CB#, IR#, and SID.</li> <li>• Manual transmittal of warrant data from the clerk to law enforcement agencies is prone to errors and is costly.</li> <li>• Return of service information is not routinely provided to the Courts.</li> </ul>	
<b>‘To Be’ Resolution</b>	<ul style="list-style-type: none"> <li>• Electronically push fingerprint verified warrant information, including all charges, to the Sheriff and local law enforcement agencies with a case number reference.</li> <li>• Create an automated tool for law enforcement agencies to push warrant data to LEADS should they opt to do so.</li> <li>• Electronically push the LEADS number back to the Clerk for warrants entered into LEADS.</li> </ul>	
<b>Measurable Outcome</b>	Qualitative: increased safety	
<b>Affected Dimensions of Business Process</b>	Agencies	<ul style="list-style-type: none"> <li>• Clerk</li> <li>• Sheriff</li> <li>• Law Enforcement Agencies</li> </ul>
	Processes	Pretrial
	Events	Bond forfeiture warrant issued
	Information	Warrant data, defendant identifying data
<b>Data Custodianship / Privacy Issues</b>	None	

<b>Solution Required Severity</b>	High
<b>Solution Risks</b>	<ul style="list-style-type: none"> <li>• Significant business re-engineering must be undertaken to create a cogent way to deal with all types of bench warrants.</li> <li>• A court based repository for warrant data to be used by law enforcement agencies may cross the line between the executive and judicial branches of government.</li> <li>• A Federal court case relating to the Sheriff's warrant database.</li> </ul>

**SCENARIO: Warrant – Execution**

*The process followed when a warrant is executed by a law enforcement agency.*

<b>Business Goal</b>	The timely, accurate entry and dissemination of warrant execution information.	
<b>Business Problem as it exists now</b>	<ul style="list-style-type: none"> <li>• The entry of warrant executions is sometimes delayed and/or incorrect.</li> <li>• Warrant execution information is not sent to interested parties as a matter of course.</li> <li>• Law enforcement agencies are at risk of detaining individuals on bad warrants.</li> </ul>	
<b>'To Be' Resolution</b>	<ul style="list-style-type: none"> <li>• Electronically push warrant execution information from law enforcement to the court.</li> <li>• Electronically push warrant execution information from law enforcement to LEADS.</li> </ul>	
<b>Measurable Outcome</b>	<ul style="list-style-type: none"> <li>• Shorter time from execution to recall in court records.</li> <li>• Reduced number of times a person is detained on a warrant that has been recalled or previously executed.</li> <li>• Reduced data entry costs.</li> </ul>	
<b>Affected Dimensions of Business Process</b>	Agencies	<ul style="list-style-type: none"> <li>• Clerk</li> <li>• Law enforcement agencies</li> <li>• Illinois State Police</li> </ul>
	Processes	Pretrial
	Events	Warrant executed
	Information	Warrant status

## APPENDIX B SCENARIO PROFILES

<b>Data Custodianship / Privacy Issues</b>	None
<b>Solution Required Severity</b>	High
<b>Solution Risks</b>	Establishing uniform practice by over a 130 law enforcement agencies.

### SCENARIO: Warrant Recall

*The process followed when a warrant is recalled by the court.*

<b>Business Goal</b>	The timely and accurate dissemination of warrant recall information.	
<b>Business Problem as it exists now</b>	<ul style="list-style-type: none"> <li>• Law enforcement agencies do not uniformly enter warrant recall information they receive from the court into LEADS.</li> <li>• Warrant recall information is not sent to interested parties as a matter of course.</li> <li>• Law enforcement agencies are at risk of detaining individuals on warrants that have been recalled.</li> </ul>	
<b>'To Be' Resolution</b>	<ul style="list-style-type: none"> <li>• Electronically push warrant recall information from the court to law enforcement.</li> <li>• Electronically push warrant execution information from law enforcement to LEADS.</li> </ul>	
<b>Measurable Outcome</b>	<ul style="list-style-type: none"> <li>• Reduced number of times a person is detained on a warrant that has been recalled or previously executed.</li> <li>• Reduced time from recall to update in LEADS.</li> <li>• Reduced data entry costs.</li> </ul>	
<b>Affected Dimensions of Business Process</b>	Agencies	<ul style="list-style-type: none"> <li>• Clerk</li> <li>• Law enforcement agencies</li> <li>• Illinois State Police</li> </ul>
	Processes	Pretrial
	Events	Warrant recall
	Information	Warrant status
<b>Data Custodianship / Privacy Issues</b>	None	

<b>Solution Required Severity</b>	High
<b>Solution Risks</b>	Establishing uniform practice by over a 130 law enforcement agencies.

**SCENARIO: Out of Jurisdiction Warrants**

*The process followed when a person is detained on a warrant from a jurisdiction other than Cook County.*

<b>Business Goal</b>	Ensure that prisoners arrested on out of jurisdiction warrants are processed in a timely fashion.	
<b>Business Problem as it exists now</b>	<ul style="list-style-type: none"> <li>• There is no uniform, circuit-wide process for handling prisoners held on warrants from other jurisdictions. A prisoner can languish in the jail if a writ is lost or not processed.</li> <li>• In addition, the Cook County business process requires a Cook County court order to hold an individual in jail.</li> </ul>	
<b>'To Be' Resolution</b>	A mechanism to ensure that prisoners arrested on foreign warrants are properly writted out to the other jurisdiction or released.	
<b>Measurable Outcome</b>	<ul style="list-style-type: none"> <li>• Fewer days in jail for prisoners arrested on foreign warrants</li> <li>• More bed space in jail for Cook County prisoners</li> </ul>	
<b>Affected Dimensions of Business Process</b>	Agencies	<ul style="list-style-type: none"> <li>▪ Sheriff</li> <li>▪ Foreign jurisdictions</li> <li>▪ Law enforcement</li> </ul>
	Processes	Pretrial
	Events	Arrest on foreign warrant
	Information	<ul style="list-style-type: none"> <li>▪ Charges</li> <li>▪ Bond</li> <li>▪ Case number</li> </ul>
<b>Data Custodianship / Privacy Issues</b>	None	
<b>Solution Required Severity</b>	Medium	

## APPENDIX B SCENARIO PROFILES

<b>Solution Risks</b>	Coordination with foreign jurisdictions. Currently Cook County has a process for this while the processes practiced by neighboring jurisdictions are not uniform.
-----------------------	---

### SCENARIO: Orders of Protection (OP)

*The process by which orders of protection are disseminated to law enforcement agencies.*

<b>Business Goal</b>	The timely and efficient processing of orders of protection.	
<b>Business Problem as it exists now</b>	Because orders of protection contain critical information needed by law enforcement agencies to help ensure public safety, the largely paper based system that exists today is inadequate; especially given the level of available technology that would improve the timing and accuracy of the process.	
<b>'To Be' Resolution</b>	<ul style="list-style-type: none"> <li>• Electronic transfer of orders of protection from the court to law enforcement.</li> <li>• Electronic transfer of orders of protection data from law enforcement to LEADS.</li> </ul>	
<b>Measurable Outcome</b>	<ul style="list-style-type: none"> <li>• Reduced time to transmit orders of protection to law enforcement.</li> <li>• Reduced time to update LEADS.</li> <li>• Reduced number of errors caused by handoffs from one information system to another.</li> </ul>	
<b>Affected Dimensions of Business Process</b>	Agencies	<ul style="list-style-type: none"> <li>• Clerk</li> <li>• Law Enforcement</li> <li>• Illinois State Police</li> </ul>
	Processes	Pretrial
	Events	<ul style="list-style-type: none"> <li>• Orders entered by court</li> <li>• Orders updated in LEADS</li> </ul>
	Information	<ul style="list-style-type: none"> <li>• OP petitioners</li> <li>• OP offenders</li> <li>• Terms of OP</li> </ul>
<b>Data Custodianship / Privacy Issues</b>	None	
<b>Solution Required Severity</b>	High	

<b>Solution Risks</b>	Orders of protection are issued under the provisions of civil law, even though the events that cause a petitioner to seek a protective order may be a criminal act, a domestic relationship, or a domestic relations case. Since OP cases arise out of the many divisions and district operations of the court, new electronic processes would need to be standardized.
-----------------------	---

**SCENARIO: Jury**

*The process of providing the names of prospective jurors to prosecutors and defense counsel.*

<b>Business Goal</b>	The timely, accurate and efficient process to provide the names of prospective jurors to prosecutors and defense counsel.	
<b>Business Problem as it exists now</b>	Lawyers invest a significant amount of time questioning prospective jurors during voir dire that could be avoided if they had an opportunity to gather information about the prospective jurors ahead of time. Voir dire is the selection of the fair and impartial jury.	
<b>'To Be' Resolution</b>	Jury administration to provide automated lists of prospective jurors, and information about those jurors to the prosecutors and defense counsel prior to jury selection.	
<b>Measurable Outcome</b>	<ul style="list-style-type: none"> <li>• Less time spent in voir dire.</li> <li>• Better juries.</li> </ul>	
<b>Affected Dimensions of Business Process</b>	Agencies	<ul style="list-style-type: none"> <li>• Jury Administration</li> <li>• State's Attorney</li> <li>• Public Defender</li> <li>• Private defense bar</li> </ul>
	Processes	Pretrial
	Events	Jury selection
	Information	Juror data
<b>Data Custodianship / Privacy Issues</b>	Juror information is confidential	
<b>Solution Required Severity</b>	Medium	

## APPENDIX B SCENARIO PROFILES

<b>Solution Risks</b>	Release of the juror information may require that court rules or statutes be enacted to allow this process, while ensuring juror privacy and safety.
-----------------------	--

### SCENARIO: Sentencing – Pre-sentence Investigation (PSI)

*The process by which the court orders an investigation into the background of a defendant following a finding or plea agreement.*

<b>Business Goal</b>	The timely pre-sentence investigation and ASEP reporting to provide the best information to the court for sentencing.	
<b>Business Problem as it exists now</b>	Processing is currently manual.	
<b>‘To Be’ Resolution</b>	<ul style="list-style-type: none"> <li>• Electronically push PSI order to the Adult Probation Department.</li> <li>• Adult Probation Department electronically files PSI report with the court.</li> <li>• Electronically distribute the PSI report to the prosecutor and defense.</li> </ul>	
<b>Measurable Outcome</b>	<ul style="list-style-type: none"> <li>• More timely sentencing</li> <li>• More appropriate sentencing</li> </ul>	
<b>Affected Dimensions of Business Process</b>	Agencies	<ul style="list-style-type: none"> <li>• Adult Probation Department</li> <li>• Clerk</li> <li>• State’s Attorney</li> <li>• Public Defender</li> <li>• Private defense bar</li> </ul>
	Processes	Sentencing
	Events	<ul style="list-style-type: none"> <li>• PSI order</li> <li>• PSI filing</li> <li>• PSI distribution</li> </ul>
	Information	<ul style="list-style-type: none"> <li>• PSI order</li> <li>• PSI report</li> </ul>
<b>Data Custodianship / Privacy Issues</b>	PSI reports are confidential; they are sealed when delivered to the court. Information regarding sexual abuse relative to minors must be stripped from the record.	
<b>Solution Required Severity</b>	High	

<b>Solution Risks</b>	Maintaining security of reports
-----------------------	---------------------------------

**SCENARIO: Probation Order**

*The process by which the probation order is conveyed to the Adult Probation Department.*

<b>Business Goal</b>	The timely and efficient processing of probation orders.	
<b>Business Problem as it exists now</b>	The transmittal of probation orders to the Adult Probation Department is labor intensive. The probation orders are sometimes unclear.	
<b>'To Be' Resolution</b>	<ul style="list-style-type: none"> <li>• Electronic probation order forms will be filled out by the lawyers using data from the Clerk's system. The probation order will be electronically filed with the court for the judge to review.</li> <li>• The entered electronic probation order will be pushed to the Adult Probation Department.</li> </ul>	
<b>Measurable Outcome</b>	<ul style="list-style-type: none"> <li>• Increased accuracy and clarity of probation orders.</li> <li>• Reduced time to transmit the orders from the court to the Adult Probation department.</li> </ul>	
<b>Affected Dimensions of Business Process</b>	Agencies	<ul style="list-style-type: none"> <li>• Clerk</li> <li>• State's Attorney</li> <li>• Public Defender</li> <li>• Private Defense Bar</li> <li>• Adult Probation Department</li> </ul>
	Processes	Court Orders
	Events	Probation Order
	Information	<ul style="list-style-type: none"> <li>• Defendant</li> <li>• Terms of Probation</li> </ul>
<b>Data Custodianship / Privacy Issues</b>	None	
<b>Solution Required Severity</b>	Medium	
<b>Solution Risks</b>	The court and the lawyers will need to agree on the probation order form.	

**APPENDIX B  
SCENARIO PROFILES**

**SCENARIO: Probation Status Reports**

*The process by which the Adult Probation Department makes reports to the court for individuals who are on probation.*

<b>Business Goal</b>	The timely, efficient and accurate reporting from Adult Probation to the court.	
<b>Business Problem as it exists now</b>	Quarterly reports on paper are slow and inefficient and do not allow for interim reporting.	
<b>'To Be' Resolution</b>	<ul style="list-style-type: none"> <li>• The Adult Probation Department would electronically prepare and file quarterly reports with the court.</li> <li>• The clerk will electronically distribute reports to the judge and lawyers.</li> <li>• Adult Probation will have the option to electronically file interim reports that could alert judges and lawyers of circumstances that may cause the judge to call the probationer to court.</li> </ul>	
<b>Measurable Outcome</b>	<ul style="list-style-type: none"> <li>• Reduced time and effort required to file and distribute probation reports.</li> <li>• Higher quality supervision of probationers.</li> </ul>	
<b>Affected Dimensions of Business Process</b>	Agencies	<ul style="list-style-type: none"> <li>• Clerk</li> <li>• Court</li> <li>• Adult Probation Department</li> <li>• State's Attorney</li> <li>• Public Defender</li> <li>• Private defense bar</li> </ul>
	Processes	Post-disposition supervision
	Events	Probation Status Reports
	Information	Probation compliance or violation data
<b>Data Custodianship / Privacy Issues</b>	None	
<b>Solution Required Severity</b>	Medium	
<b>Solution Risks</b>	The court, the lawyers, and the Adult Probation Department will need to develop standards for making interim probation reports.	

**SCENARIO: Technical Violation of Probation**

*The process followed when a probationer commits a technical violation of his/her probation.*

<b>Business Goal</b>	The timely, efficient and accurate processing of technical violations of probation.	
<b>Business Problem as it exists now</b>	The process to schedule hearings on technical violations of probation and to serve notice to the attorneys and probationers is labor-intensive and inefficient.	
<b>'To Be' Resolution</b>	<ul style="list-style-type: none"> <li>• The Adult Probation Department will prepare technical violations of probation and electronically push them to the court and the State's Attorney.</li> <li>• Hearings on technical violations of probation will be automatically scheduled.</li> </ul>	
<b>Measurable Outcome</b>	Reduced time to get hearings on technical violations of probation.	
<b>Affected Dimensions of Business Process</b>	Agencies	<ul style="list-style-type: none"> <li>• Adult Probation Department</li> <li>• Clerk</li> <li>• State's Attorney</li> <li>• Public Defender</li> </ul>
	Processes	Post-disposition supervision
	Events	Technical Violation
	Information	Violation data
<b>Data Custodianship / Privacy Issues</b>	None	
<b>Solution Required Severity</b>	Medium	
<b>Solution Risks</b>	Automatic scheduling rules for technical violation hearings will need to be established.	

**APPENDIX B  
SCENARIO PROFILES**

**SCENARIO: Violation of Probation with a New Arrest**

*The process followed when a probationer violates his/her probation by being arrested on a new charge.*

<b>Business Goal</b>	The timely, efficient, and accurate processing of petitions for violation of probation when a probationer is arrested on a new charge.	
<b>Business Problem as it exists now</b>	The Adult Probation Department does not get an automatic notification if a person on probation is arrested on a new charge.	
<b>'To Be' Resolution</b>	The State's Attorney will electronically push notice of arrests on new charges for an individual on probation to the Adult Probation Department.	
<b>Measurable Outcome</b>	Higher quality supervision of probationers	
<b>Affected Dimensions of Business Process</b>	Agencies	<ul style="list-style-type: none"> <li>• Law Enforcement Agencies</li> <li>• Adult Probation Department</li> <li>• Clerk</li> <li>• State's Attorney</li> </ul>
	Processes	Post-disposition supervision
	Events	Violation of Probation based on a new arrest
	Information	Arrest data
<b>Data Custodianship / Privacy Issues</b>	None	
<b>Solution Required Severity</b>	Medium	
<b>Solution Risks</b>	Law enforcement will need to be able to positively identify new arrestees so that they may be run against a list of probationers.	

**SCENARIO: Violation of Probation Disposition**

*The process followed when a decision to violate probation is made by a judge.*

<b>Business Goal</b>	The timely, efficient and accurate dissemination of a judge’s order violating a defendant’s probation.	
<b>Business Problem as it exists now</b>	The process used to notify interested parties that a judge has ruled on a petition to violate a previous order of probation is labor intensive, slow, and prone to error.	
<b>‘To Be’ Resolution</b>	The judge’s ruling on the petition for violation of probation will be electronically pushed from the court to Adult Probation, the State’s Attorney, and the Public Defender.	
<b>Measurable Outcome</b>	<ul style="list-style-type: none"> <li>• Reduced data entry costs</li> <li>• More accurate reporting of judge’s decisions on petitions for violation of probation.</li> </ul>	
<b>Affected Dimensions of Business Process</b>	Agencies	<ul style="list-style-type: none"> <li>• Adult Probation Department</li> <li>• Clerk</li> <li>• State’s Attorney</li> <li>• Public Defender</li> </ul>
	Processes	Post-disposition court
	Events	Ruling on petitions to violate probation
	Information	Revised sentencing data
<b>Data Custodianship / Privacy Issues</b>	None	
<b>Solution Required Severity</b>	Medium	
<b>Solution Risks</b>	<ul style="list-style-type: none"> <li>• The Court Clerk will need to ensure accuracy of the disposition information.</li> <li>• Error correction processes will need to be established to ensure that offices and agencies can rely on the data.</li> <li>• This solution may require the Court Clerk to update or replace the existing application.</li> <li>• Suburban and city processing would need to be standardized.</li> </ul>	

## APPENDIX B SCENARIO PROFILES

### SCENARIO: Sentencing – Fee Order

*The process to determine and prepare a fine and fee order upon disposition of a criminal case.*

<b>Business Goal</b>	The efficient and accurate assessment of fines and fees in criminal and traffic cases	
<b>Business Problem as it exists now</b>	The Assistant State's Attorneys (ASA) prepare fee orders by hand, and the governing laws are varied and complex. It is uncertain whether fines and fees are always assessed properly.	
<b>'To Be' Resolution</b>	Create an automated way to prepare the fee order and submit it to the court.	
<b>Measurable Outcome</b>	<ul style="list-style-type: none"> <li>• Reduced time required by ASAs to prepare fee orders.</li> <li>• Consistent application of laws.</li> </ul>	
<b>Affected Dimensions of Business Process</b>	Agencies	<ul style="list-style-type: none"> <li>• State's Attorney</li> <li>• Clerk</li> </ul>
	Processes	Sentencing
	Events	Court order for fees and fines
	Information	Fines and fees applicable to a dispositive court order in a criminal case
<b>Data Custodianship / Privacy Issues</b>	None	
<b>Solution Required Severity</b>	High	
<b>Solution Risks</b>	The design of this function will need to be flexible to accommodate frequent law changes.	

**SCENARIO: Sentencing – Illinois Department of Corrections (IDOC)**

*The process followed when a judge orders the defendant to serve time in prison as all or part of a sentence.*

<b>Business Goal</b>	The timely, complete and clear push of information to the Illinois Department of Corrections when the court sentences a defendant to prison.	
<b>Business Problem as it exists now</b>	<ul style="list-style-type: none"> <li>• Sentencing orders are not always clear and complete.</li> <li>• Time served is not always calculated accurately.</li> </ul>	
<b>‘To Be’ Resolution</b>	<ul style="list-style-type: none"> <li>• Electronically push the sentencing order from the court to IDOC.</li> <li>• Create a mechanism to accurately track time served in jail.</li> <li>• Automatically prepare and push pen letters from the State’s Attorney to IDOC.</li> </ul>	
<b>Measurable Outcome</b>	<ul style="list-style-type: none"> <li>• Reduced time to process to IDOC.</li> <li>• Higher percentage of correct computations of time served.</li> </ul>	
<b>Affected Dimensions of Business Process</b>	Agencies	<ul style="list-style-type: none"> <li>• Clerk</li> <li>• IDOC</li> <li>• State’s Attorney</li> </ul>
	Processes	Sentencing
	Events	Order to prison
	Information	<ul style="list-style-type: none"> <li>• Length of sentence</li> <li>• Time served</li> </ul>
<b>Data Custodianship / Privacy Issues</b>	None	
<b>Solution Required Severity</b>	High	
<b>Solution Risks</b>	<ul style="list-style-type: none"> <li>• Gaining consensus on the form of the sentencing order.</li> <li>• Determining how to calculate time served.</li> </ul>	

## APPENDIX B SCENARIO PROFILES

### SCENARIO: Writs

*The processing involved in the moving of inmates housed by the Illinois Department of Corrections (IDOC) to court pursuant to an order from a judge.*

<b>Business Goal</b>	The timely, efficient, and accurate processing of writs.	
<b>Business Problem as it exists now</b>	There is no coordinated process for preparing writs from the court to IDOC.	
<b>'To Be' Resolution</b>	<ul style="list-style-type: none"> <li>• A print-verified electronic writ will be prepared and transmitted to IDOC.</li> <li>• IDOC will provide electronic notice to the jail when a prisoner is writted to Cook County for a court appearance.</li> <li>• A process to correct errors and to notify those agencies who have received erroneous data.</li> </ul>	
<b>Measurable Outcome</b>	<ul style="list-style-type: none"> <li>• Reduced time to prepare writs.</li> <li>• Increased writ accuracy.</li> </ul>	
<b>Affected Dimensions of Business Process</b>	Agencies	<ul style="list-style-type: none"> <li>• Clerk</li> <li>• Sheriff DOC</li> <li>• IDOC</li> </ul>
	Processes	Court
	Events	Writ a prisoner to court from IDOC
	Information	<ul style="list-style-type: none"> <li>• Prisoner data</li> <li>• Court appearance data</li> </ul>
<b>Data Custodianship / Privacy Issues</b>	None	
<b>Solution Required Severity</b>	Low	
<b>Solution Risks</b>	There will need to be some mechanism to ensure that data transmitted electronically can be accurately matched to a person.	

**SCENARIO: Sentencing Certification**

*The process by which time served prior to commitment to the Illinois Department of Corrections (IDOC) is calculated and communicated to IDOC.*

<b>Business Goal</b>	To create an efficient and accurate means to determine time served.	
<b>Business Problem as it exists now</b>	The process to certify time served is labor intensive and prone to error.	
<b>'To Be' Resolution</b>	<ul style="list-style-type: none"> <li>• Create an automated means to calculate the time served in county jail by a defendant prior to commitment to the IDOC.</li> <li>• Electronic transmission of sentencing certifications to IDOC.</li> <li>• A process to correct errors and to notify those agencies who have received erroneous data.</li> </ul>	
<b>Measurable Outcome</b>	<ul style="list-style-type: none"> <li>• Less time spent calculating time served.</li> <li>• Increased accuracy of certification.</li> <li>• Reduced complaints by inmates regarding calculations of time served.</li> <li>• Reduced time required to make certification to IDOC.</li> </ul>	
<b>Affected Dimensions of Business Process</b>	Agencies	<ul style="list-style-type: none"> <li>• Clerk</li> <li>• Sheriff DOC</li> <li>• IDOC</li> </ul>
	Processes	Court
	Events	Sentencing
	Information	Time served certification
<b>Data Custodianship / Privacy Issues</b>	None	
<b>Solution Required Severity</b>	High	
<b>Solution Risks</b>	<ul style="list-style-type: none"> <li>• Agreement on the algorithm to be used to calculate time served.</li> <li>• Ensuring the accuracy of the data used in the calculation of time served.</li> </ul>	

## APPENDIX B SCENARIO PROFILES

### SCENARIO: Appeals

*The process followed when defense counsel proceeds to appeal a verdict or finding.*

<b>Business Goal</b>	To create an efficient means for lawyers in criminal cases to file a notice of appeal, and to create a means by which mandates from reviewing courts are distributed to lawyers.	
<b>Business Problem as it exists now</b>	<ul style="list-style-type: none"> <li>Filing of notices of appeal is time consuming, labor-intensive and slow.</li> <li>Dissemination of mandate information is labor-intensive and slow.</li> </ul>	
<b>'To Be' Resolution</b>	<ul style="list-style-type: none"> <li>Law offices will electronically create notices of appeal, file them with the clerk, and serve notice to opposing counsel.</li> <li>The reviewing courts will electronically send mandates to the clerk for distribution to the lawyers.</li> </ul>	
<b>Measurable Outcome</b>	<ul style="list-style-type: none"> <li>Reduced effort expended by attorneys to process notices of appeal.</li> <li>Shorter processing time for notice of appeal.</li> <li>More timely notification of mandates.</li> </ul>	
<b>Affected Dimensions of Business Process</b>	Agencies	<ul style="list-style-type: none"> <li>Clerk</li> <li>State's Attorney</li> <li>Public Defender</li> <li>Private defense bar</li> <li>Reviewing courts</li> </ul>
	Processes	Post-disposition court
	Events	<ul style="list-style-type: none"> <li>Notice of appeal</li> <li>Reviewing court mandate</li> </ul>
	Information	<ul style="list-style-type: none"> <li>Appealed case data</li> <li>Mandate data</li> </ul>
<b>Data Custodianship / Privacy Issues</b>	None	
<b>Solution Required Severity</b>	Medium	
<b>Solution Risks</b>	<ul style="list-style-type: none"> <li>Managing the change in practice for the criminal bar that requires electronic notice of appeal processing.</li> <li>Electronic notice to attorneys of record will be impractical, unless accurate appearance data is automated.</li> <li>Non-repudiation needs to be agreed upon in order for the electronic process to be effective.</li> </ul>	

**SCENARIO: Sentencing – Reporting to Illinois State Police**

*The process of reporting court dispositions to the state criminal history repository.*

<b>Business Goal</b>	The 95 – 100% match of court dispositions reported to arrest events in criminal cases.	
<b>Business Problem as it exists now</b>	Not all court dispositions match an arrest event and have been posted to the central criminal history repository.	
<b>‘To Be’ Resolution</b>	Revise the reporting edits to ensure that dispositions match arrest events.	
<b>Measurable Outcome</b>	Reduced number of rejected dispositions.	
<b>Affected Dimensions of Business Process</b>	Agencies	<ul style="list-style-type: none"> <li>▪ Clerk</li> <li>▪ Illinois State Police</li> </ul>
	Processes	Sentencing
	Events	Criminal case disposition
	Information	Finding, verdict or other disposition
<b>Data Custodianship / Privacy Issues</b>	None	
<b>Solution Required Severity</b>	High	
<b>Solution Risks</b>	It will require business process changes, as well as careful coordination between agencies, to build an effective data exchange in order to achieve this goal.	

**APPENDIX B  
SCENARIO PROFILES**

**SCENARIO: Electronic Transcripts**

*The production of a verbatim record of court proceedings in digital form and in a timely fashion.*

<b>Business Goal</b>	To create a searchable electronic version of the transcripts of all court proceedings, and in a way that is available to all appropriate parties.	
<b>Business Problem as it exists now</b>	Transcripts are paper based; stenographer notes are still maintained on paper. Because the process is paper-based, it is slow. A digital transcript that is available to and searchable by all parties would expedite criminal processing.	
<b>'To Be' Resolution</b>	Official court reporters will create real-time digital transcripts of court proceedings and file them with the clerk in a searchable database.	
<b>Measurable Outcome</b>	<ul style="list-style-type: none"> <li>• Increased and more flexible access to transcripts of court proceedings for all parties.</li> <li>• Reduced time to receive an official record of proceedings.</li> <li>• Expedited appellate case review.</li> </ul>	
<b>Affected Dimensions of Business Process</b>	Agencies	<ul style="list-style-type: none"> <li>• Clerk</li> <li>• Official Court Reporters</li> <li>• Public Defender</li> <li>• Private Bar</li> <li>• SAO</li> </ul>
	Processes	Post-disposition court
	Events	Verbatim transcription of court proceedings
	Information	Transcripts
<b>Data Custodianship / Privacy Issues</b>	<ul style="list-style-type: none"> <li>• The Official Court Reporters will need to maintain control over record access and distribution.</li> <li>• The system will require extensive query functionality to be able to search transcripts.</li> <li>• The Clerk will need to maintain the record.</li> </ul>	
<b>Solution Required Severity</b>	Low	
<b>Solution Risks</b>	Statutory and court rule changes will need to be made to allow for this.	

**SCENARIO: Transcript Order**

*The process by which requests for transcripts of the proceedings in criminal cases are tracked, filed, and delivered.*

<b>Business Goal</b>	The timely, efficient production and delivery of court proceeding transcripts, particularly in appeals cases.	
<b>Business Problem as it exists now</b>	There is a large backlog of transcript requests pending completion by the Official Court Reporters.	
<b>'To Be' Resolution</b>	<ul style="list-style-type: none"> <li>• Create a view of the electronic docket that lists only court hearings.</li> <li>• Electronic transcript order form.</li> <li>• Electronic notification when transcripts are ready for pick up.</li> </ul>	
<b>Measurable Outcome</b>	<ul style="list-style-type: none"> <li>• Reduced effort to make and receive transcript orders.</li> <li>• More timely appellate case review.</li> </ul>	
<b>Affected Dimensions of Business Process</b>	Agencies	<ul style="list-style-type: none"> <li>• Official Court Reporters</li> <li>• Court</li> <li>• State's Attorney</li> <li>• Public Defender</li> <li>• State Appellate Defender</li> <li>• Private Defense Bar</li> </ul>
	Processes	Post-disposition court
	Events	<ul style="list-style-type: none"> <li>• Order</li> <li>• Delivery</li> </ul>
	Information	<ul style="list-style-type: none"> <li>• Transcript order data</li> <li>• Transcript completion data</li> </ul>
<b>Data Custodianship / Privacy Issues</b>	None	
<b>Solution Required Severity</b>	Medium	
<b>Solution Risks</b>	Managing the change from manual to automated process.	

## APPENDIX B SCENARIO PROFILES

### SCENARIO: Electronic Forms

*An electronic means to create, file and share documents.*

<b>Business Goal</b>	The timely, accurate and efficient processing of documents and forms.	
<b>Business Problem as it exists now</b>	Paper-based processing of forms and documents is costly, slow and prone to error.	
<b>'To Be' Resolution</b>	A common tool, or set of tools, used by criminal justice agencies to create, store, and share documents and forms.	
<b>Measurable Outcome</b>	<ul style="list-style-type: none"> <li>• Reduced data entry costs.</li> <li>• Increased accuracy in conveying information from agency to agency.</li> <li>• Reduced time needed to convey forms and documents.</li> </ul>	
<b>Affected Dimensions of Business Process</b>	Agencies	All
	Processes	Any that uses a form.
	Events	Any that uses a form.
	Information	Core and shared information conveyed in forms or documents.
<b>Data Custodianship / Privacy Issues</b>	Electronic processing of documents and forms will need to afford the enterprise the same or greater levels of data security.	
<b>Solution Required Severity</b>	Medium	
<b>Solution Risks</b>	It will be difficult to find a single set of tools that all agencies will find useful in their environment.	

**SCENARIO: Online Inquiry to Multiple Sources**

*The process by which criminal justice agencies gain authorized access to core and shared information in other agency databases.*

<b>Business Goal</b>	To make core and shared data readily available for authorized users.	
<b>Business Problem as it exists now</b>	It takes multiple inquiries to disparate data files maintained by separate criminal justice agencies to get information.	
<b>'To Be' Resolution</b>	A common tool, or set of tools, used by criminal justice agencies to perform authorized inquiries to multiple databases at one time.	
<b>Measurable Outcome</b>	Increased and more timely access to data.	
<b>Affected Dimensions of Business Process</b>	Agencies	All
	Processes	All
	Events	All
	Information	Core and shared information
<b>Data Custodianship / Privacy Issues</b>	<p>Electronic inquiries will need to afford the enterprise the same or greater levels of data security than found in current applications.</p> <p>Electronic inquiry will have to ensure that confidential data is kept confidential and prevent unauthorized access to shared data.</p>	
<b>Solution Required Severity</b>	High	
<b>Solution Risks</b>	The infrastructure needed for this scenario would need to be built.	



**APPENDIX C  
VALIDATED DATA EXCHANGES**

**VALIDATED DATA EXCHANGES**

#	Initial Process	Initial Event	Sending Agency	Condition(s)	Transfer Document(s)	Receiving Agency	Subsequent Event	Subsequent Process
65	Investigation	Incident	Law Enforcement Agency	If not booked If charged with ordinance violation	Non Traffic Citation	Circuit Court Clerk	Initial Court Appearance	Pre-Trial
146	Investigation	Law Enforcement Charging Decision	Law Enforcement Agency	If charged with a misdemeanor If held in custody If not able to post bail pursuant to standard bail schedule	Arrest Information Case Report Criminal Complaint Inventory Report Transmittal Listing	Circuit Court Clerk	Bond Court	Pre-Trial
168	Investigation	Law Enforcement Charging Decision	Law Enforcement Agency	If charged with a misdemeanor If not able to post bail pursuant to standard bail schedule	Arrest Information Case Report Chicago Criminal History Criminal Complaint State Criminal History Transmittal Listing	Circuit Court Clerk	Bond Court	Pre-Trial
162	Investigation	Law Enforcement Charging Decision	Law Enforcement Agency	If charged with a misdemeanor If released on bail	Arrest Information Bond Form Case Report Chicago Criminal History Criminal Complaint Inventory Report State Criminal History Transmittal Listing	Circuit Court Clerk	Initial Court Appearance	Pre-Trial
166	Investigation	Law Enforcement Charging Decision	Law Enforcement Agency	If charged with a misdemeanor If released on bail	Arrest Information Case Report (CPD) Criminal Complaint State Criminal History	States Attorney	Initial Court Appearance	Pre-Trial

**APPENDIX C  
VALIDATED DATA EXCHANGES**

#	Initial Process	Initial Event	Sending Agency	Condition(s)	Transfer Document(s)	Receiving Agency	Subsequent Event	Subsequent Process
169	Investigation	Law Enforcement Charging Decision	Law Enforcement Agency	If charged with a misdemeanor If released on bail	Arrest Information Case Report (CPD) Criminal Complaint State Criminal History	States Attorney	Initial Court Appearance	Pre-Trial
178	Investigation	Law Enforcement Charging Decision	Law Enforcement Agency	If charged with domestic violence If charged with a misdemeanor	Arrest Report Criminal Complaint Transmittal Listing	Circuit Court Clerk	Bond Court	Pre-Trial
186	Investigation	Law Enforcement Charging Decision	Law Enforcement Agency	If charged with domestic violence If charged with a misdemeanor	Arrest Report Criminal Complaint Transmittal Listing	States Attorney	Bond Court	Pre-Trial
164	Investigation	Law Enforcement Charging Decision	Law Enforcement Agency	If felony charges are not approved If Chicago cases If law enforcement override prosecutor decision	Arrest Information Case Report (CPD) Chicago Criminal History Criminal Complaint Felony 101 Inventory Report State Criminal History Transmittal Listing	States Attorney	Bond Court	Pre-Trial
72	Investigation	Law Enforcement Charging Decision	Law Enforcement Agency	If police request arrest warrant If suspected of a felony	Case Report	States Attorney	Felony Review	Investigation
60	Investigation	Arrest	Law Enforcement Agency	If Chicago cases If suspected of non-narcotic felony	Oral Case Summary Report	States Attorney	Felony Review	Investigation
53	Investigation	Arrest	Law Enforcement Agency	If booked If released without charging	Arrest Information (electronic transfer through CABS)	Chicago Police Department	Update Criminal History	Investigation

**APPENDIX C  
VALIDATED DATA EXCHANGES**

#	Initial Process	Initial Event	Sending Agency	Condition(s)	Transfer Document(s)	Receiving Agency	Subsequent Event	Subsequent Process
141	Investigation	Arrest	Law Enforcement Agency	If booked If released without charging	Arrest Information (electronic transfer through CABS)	State Bureau of Identification	Update Criminal History	Investigation
56	Investigation	Arrest	Law Enforcement Agency	If charged with a misdemeanor If released on bail	Arrest Information (electronic transfer through CABS) Criminal Complaint Transmittal Listing	Circuit Court Clerk	Initial Court Appearance	Pre-Trial
55	Investigation	Arrest	Law Enforcement Agency	If felony charges are not approved If charged with a misdemeanor If held in custody If not able to post bail pursuant to standard bail schedule	Arrest Information (electronic transfer through CABS) Criminal Complaint Inventory Report Transmittal Listing	Circuit Court Clerk	Bond Court	Detention
57	Investigation	Arrest	Law Enforcement Agency	If felony review required If felony arrest	Arrest Information (electronic transfer through CABS) Case Report Chicago Criminal History	States Attorney	Felony Review	Investigation
58	Investigation	Arrest	Law Enforcement Agency	If subject is to be charged If in custody	Arrest Information (electronic transfer through CABS) LiveScan Fingerprint Affirmation	State Bureau of Identification	Identification	Investigation

**APPENDIX C  
VALIDATED DATA EXCHANGES**

#	Initial Process	Initial Event	Sending Agency	Condition(s)	Transfer Document(s)	Receiving Agency	Subsequent Event	Subsequent Process
59	Investigation	Arrest	Law Enforcement Agency	If subject is to be charged If in custody	Arrest Information (electronic transfer through CABS) LiveScan Fingerprint Affirmation	Chicago Police Department	Identification	Investigation
61	Investigation	Arrest	Law Enforcement Agency	If suspected of any felony including narcotics If Suburban case	Oral Case Summary Report	States Attorney	Felony Review	Investigation
1	Investigation	Booking	Chicago Police Department	If CPD or CABS booking	CPD to B of I (electronic transfer)	State Bureau of Identification	Update Criminal History	Investigation
2	Investigation	Booking	Chicago Police Department	If CPD or CABS booking	CPD to CC Clerk (electronic transfer)	Circuit Court Clerk	Open Case File	Pre-Trial
62	Investigation	Booking	Law Enforcement Agency	If booking	LiveScan Fingerprint Affirmation	State Bureau of Identification	Update Criminal History	Investigation
63	Investigation	Booking	Law Enforcement Agency	If booking	CABS to CPD (electronic transfer)	Chicago Police Department	Update Criminal History	Investigation
180	Investigation	Prosecution Charging Decision	States Attorney	If charged with a misdemeanor If charged with domestic violence if victim present	Petition for Order of Protection	Circuit Court Clerk	Initial Court Appearance	Pre-Trial
117	Investigation	Prosecution Charging Decision	States Attorney	If charged with significant crime	Motion for No Bond	Circuit Court Clerk	Bond Court	Pre-Trial

**APPENDIX C  
VALIDATED DATA EXCHANGES**

#	Initial Process	Initial Event	Sending Agency	Condition(s)	Transfer Document(s)	Receiving Agency	Subsequent Event	Subsequent Process
109	Investigation	Felony Review	States Attorney	If charges are approved If suspected of non-narcotic felony If suspected of any felony including narcotics (Suburban Courts Only)	Oral Prosecutor Charge Decision	Law Enforcement Agency	Charges Filed	Pre-Trial
111	Investigation	Felony Review	States Attorney	If felony charges are not approved	Oral Prosecutor Charge Decision	Law Enforcement Agency	Law Enforcement Charging Decision	Investigation
112	Investigation	Felony Review	States Attorney	If states attorney approves arrest warrant If suspected of a felony If law enforcement agency requests arrest warrant	Oral Prosecutor Charge Decision	Law Enforcement Agency	Warrant Request	Investigation
135	Investigation	Warrant Request	Law Enforcement Agency	If suspected of a felony If states attorney approves arrest warrant	Arrest Warrant Criminal Complaint Felony 101 Transmittal Listing	Circuit Court Clerk	Warrant Review	Investigation
136	Investigation	Warrant Request	Law Enforcement Agency	If suspected of a misdemeanor	Arrest Warrant Criminal Complaint	Circuit Court Clerk	Warrant Review	Investigation
216	Investigation	Warrant Review	Circuit Court Clerk	If charged with a felony If court orders an arrest warrant	Arrest Warrant Transmittal Listing of Warrants	Law Enforcement Agency	Update Warrant File	Pre-Trial
217	Investigation	Warrant Review	Circuit Court Clerk	If charged with a felony If finding of probable cause If court orders an arrest warrant	Arrest Warrant Transmittal Listing of Warrants	Sheriff	Update Warrant File	Pre-Trial

**APPENDIX C  
VALIDATED DATA EXCHANGES**

#	Initial Process	Initial Event	Sending Agency	Condition(s)	Transfer Document(s)	Receiving Agency	Subsequent Event	Subsequent Process
218	Investigation	Warrant Review	Circuit Court Clerk	If charged with a misdemeanor If court orders an arrest warrant	Arrest Warrant Transmittal Listing of Warrants	Law Enforcement Agency	Update Warrant File	Pre-Trial
115	Investigation	Prosecution Filing Decision	States Attorney	If prosecutor files a petition for violation of Bail Bond If charged with a felony If currently on bond for another felony charge	Petition for Violation of Bail Bond	Circuit Court Clerk	Hearing on Violation of Bail Bond	Pre-Trial
116	Investigation	Prosecution Filing Decision	States Attorney	If prosecutor files a petition to violate probation If charged with a felony If currently on probation If subject has been arrested	Arrest Report Petition for Violation of Probation	Circuit Court Clerk	Petition for Violation Hearing	Pre-Trial
154	Investigation	Prosecution Filing Decision	States Attorney	If prosecutor files a petition to violate probation If charged with a misdemeanor If charged with a felony If currently on probation	Arrest Report Petition for Violation of Probation	Probation	Hearing or Substantive Case	Pre-Trial

**APPENDIX C  
VALIDATED DATA EXCHANGES**

#	Initial Process	Initial Event	Sending Agency	Condition(s)	Transfer Document(s)	Receiving Agency	Subsequent Event	Subsequent Process
113	Investigation	Prosecution Filing Decision	States Attorney	If prosecutor files a petition to violate probation If charged with a misdemeanor If charged with a felony If currently on probation	Arrest Report Petition for Violation of Probation	Circuit Court Clerk	Hearing or Substantive Case	Pre-Trial
155	Investigation	Prosecution Filing Decision	States Attorney	If prosecutor files a petition to violate probation If charged with a misdemeanor If charged with a felony If currently on probation	Arrest Report Petition for Violation of Probation	Probation	Petition for Violation Hearing	Post-Disposition Court
114	Investigation	Prosecution Filing Decision	States Attorney	If prosecutor files a petition to violate probation If charged with a misdemeanor If charged with a felony If currently on probation	Arrest Report Petition for Violation of Probation	Circuit Court Clerk	Petition for Violation Hearing	Post-Disposition Court
152	Investigation	Charges Filed	Law Enforcement Agency	If charged with a felony If charges are approved	Arrest Information Case Report (CPD) Criminal Complaint Felony 101 Inventory Report State Criminal History Transmittal Listing	States Attorney	Bond Court	Pre-Trial

**APPENDIX C  
VALIDATED DATA EXCHANGES**

#	Initial Process	Initial Event	Sending Agency	Condition(s)	Transfer Document(s)	Receiving Agency	Subsequent Event	Subsequent Process
66	Investigation	Charges Filed	Law Enforcement Agency	If charged with a felony If charges are approved	Arrest Information (electronic transfer through CABS) Criminal Complaint Transmittal Listing	Circuit Court Clerk	Bond Court	Pre-Trial
187	Investigation	Grand Jury Return	Grand Jury	If grand jury returns no bill	No Bill	Circuit Court Clerk	Preliminary Hearing	Pre-Trial
108	Investigation	Grand Jury Return	Grand Jury	If grand jury returns true bill	Indictment	Circuit Court Clerk	Arraignment	Pre-Trial
105	Detention	Prosecution Charging Decision	States Attorney	If charged with serious crime	Pre-Arraignment Motion	Circuit Court Clerk	Bond Court	Pre-Trial
215	Detention	Bond Court	Circuit Court Clerk	If charged with a felony If able to post bail	Oral bond information	Sheriff Jail	Release	Pre-Trial
149	Detention	Bond Court	Circuit Court Clerk	If charged with a felony If unable to post bond If motion to reduce bond filed	Oral bond information	Sheriff Jail	Release	Pre-Trial
151	Detention	Bond Court	Circuit Court Clerk	If subject posts bail If court has set bail If charged with a felony If suburban court district If court includes special conditions of release	Prisoner Data Sheet Special Conditions of Bond	Sheriff Jail	Release	Pre-Trial
49	Detention	Intake	Sheriff Jail	If detained at Cook County jail	CC DOC to AVN - booking (electronic transfer)	Automated Victim Notification	Notification	Pre-Trial

**APPENDIX C  
VALIDATED DATA EXCHANGES**

#	Initial Process	Initial Event	Sending Agency	Condition(s)	Transfer Document(s)	Receiving Agency	Subsequent Event	Subsequent Process
87	Detention	Intake	Sheriff Jail	If remanded to jail	Administrative Mandatory Furlough	Circuit Court Clerk	Update Case File	Post-Disposition Supervision
89	Detention	Release	Sheriff Jail	If assigned to pretrial detention	Administrative Mandatory Furlough	Circuit Court Clerk	Update Case File	Pre-Disposition Supervision
88	Detention	Release	Sheriff Jail	If charged with a felony If able to post bail amount specified by court	Order of Commitment & Sentencing	Circuit Court Clerk	Release	Pre-Trial
188	Pre-Trial	Initial Court Appearance	Circuit Court Clerk	If charged with a misdemeanor If complaining witness not present If motion for continuance denied	Oral Dismissal	States Attorney	Close Case	Post-Disposition Court
19	Pre-Trial	Initial Court Appearance	Circuit Court Clerk	If charged with a misdemeanor If sentenced to jail If guilty plea	Order of Commitment & Sentencing Prisoner Data Sheet	Sheriff Jail	Intake	Incarceration
159	Pre-Trial	Initial Court Appearance	States Attorney	If charged with a misdemeanor	Arrest Report Chicago Criminal History Custody Logs Inventory Report Offense Report State Criminal History Supplemental Reports	Public Defender	Trial Date	Trial
41	Pre-Trial	Open Case File	Circuit Court Clerk	If court has initiated a case	CC Clerk to CC Social Services (electronic transfer)	Social Services	Open Case File	Pre-Trial

**APPENDIX C  
VALIDATED DATA EXCHANGES**

#	Initial Process	Initial Event	Sending Agency	Condition(s)	Transfer Document(s)	Receiving Agency	Subsequent Event	Subsequent Process
199	Pre-Trial	Prosecution Charging Decision	States Attorney	If charged with a felony If currently on bond for another felony charge	Violation of Bail Bond	Circuit Court Clerk	Bond Court	Pre-Trial
198	Pre-Trial	Prosecution Charging Decision	States Attorney	If charged with a felony If currently on probation	Violation of Probation	Circuit Court Clerk	Bond Court	Pre-Trial
104	Pre-Trial	Prosecution Charging Decision	States Attorney	If charged with a felony If subject cannot be I. D.	Oral request for delay	Chicago Police Department	Identification	Pre-Trial
200	Pre-Trial	Prosecution Charging Decision	States Attorney	If charged with a felony if currently on CD	Violation of CD	Circuit Court Clerk	Bond Court	Pre-Trial
201	Pre-Trial	Prosecution Charging Decision	States Attorney	If charged with a felony if currently on supervision	Violation of Supervision	Circuit Court Clerk	Bond Court	Pre-Trial
131	Pre-Trial	Prosecution Charging Decision	States Attorney	If charged with a misdemeanor If charged with domestic violence	Oral Case Summary Report	Circuit Court Clerk	Reassign Case	Pre-Trial
8	Pre-Trial	Bond Court	Circuit Court Clerk	If charged with a felony	Oral Court Schedule	States Attorney	Preliminary Hearing	Pre-Trial
190	Pre-Trial	Bond Court	Circuit Court Clerk	If charged with a felony If Public Defender or Private Counsel appointed	Criminal Complaint Oral Court Schedule	Public Defender	Preliminary Hearing	Pre-Trial
10	Pre-Trial	Bond Court	Circuit Court Clerk	If charged with a felony If ordered held without bail	Oral bond information	States Attorney	Preliminary Hearing	Pre-Trial

**APPENDIX C  
VALIDATED DATA EXCHANGES**

#	Initial Process	Initial Event	Sending Agency	Condition(s)	Transfer Document(s)	Receiving Agency	Subsequent Event	Subsequent Process
4	Pre-Trial	Bond Court	Circuit Court Clerk	If court sets bail If charged with a felony If subject posts bail If court orders monitoring	Oral bond information	Probation	Intake	Pre-Disposition Supervision
6	Pre-Trial	Bond Court	Circuit Court Clerk	If court sets bail If charged with a felony If subject posts bail	Bond Order	States Attorney	Preliminary Hearing	Pre-Trial
9	Pre-Trial	Bond Court	Circuit Court Clerk	If court sets bail If charged with a felony If subject posts bail If court includes special conditions of release	Oral bond information Special Conditions of Bond	States Attorney	Preliminary Hearing	Pre-Trial
7	Pre-Trial	Bond Court	Circuit Court Clerk	If court sets bail If charged with a felony If unable to post bail	Prisoner Data Sheet	Sheriff Jail	Intake	Detention
5	Pre-Trial	Bond Court	Circuit Court Clerk	If court sets bail If subject posts bail If court orders pretrial services	Oral bond information	Probation	Interview	Pre-Trial
34	Pre-Trial	Bond Court	Circuit Court Clerk	If new court date	Bond Order CC Clerk to AVN - next court transmittal (electronic transfer)	Automated Victim Notification	Notification	Pre-Trial
182	Pre-Trial	Bond Court	States Attorney	if charged with a felony domestic violence	Petition for Order of Protection	Circuit Court Clerk	Preliminary Hearing	Pre-Trial

**APPENDIX C  
VALIDATED DATA EXCHANGES**

#	Initial Process	Initial Event	Sending Agency	Condition(s)	Transfer Document(s)	Receiving Agency	Subsequent Event	Subsequent Process
32	Pre-Trial	Hearing on Violation of Bail Bond	Circuit Court Clerk	If petition for violation is granted If court orders an arrest warrant	Arrest Warrant Transmittal Listing of Warrants	Sheriff	Update Warrant File	Post-Disposition Court
40	Pre-Trial	Hearing on Violation of Bail Bond	Circuit Court Clerk	If remanded to jail If in pre-trial detention program	Prisoner Data Sheet	Sheriff Jail	Update Records	Detention
189	Pre-Trial	Complaint Filed	Public Defender /Private Counsel	If charged with a misdemeanor	Motion for Continuance	Circuit Court Clerk	Initial Court Appearance	Pre-Trial
103	Pre-Trial	Complaint Filed	States Attorney	If charged with a misdemeanor If complaining witness not present If subject has not been to bail hearing	Motion for Continuance	Circuit Court Clerk	Initial Court Appearance	Pre-Trial
202	Pre-Trial	Complaint Filed	States Attorney	If charged with a misdemeanor If complaining witness not present If subject has not been to bail hearing	Motion for Continuance	Public Defender /Private Counsel	Initial Court Appearance	Pre-Trial
110	Pre-Trial	Prosecutor Discretion	States Attorney	If charges with Reckless Homicide or Felony DUI	Arrest Report Case Report (CPD) Charging Document Crime Lab Report Witness Memorandum	Secretary of State	Discretionary or Mandatory Revocation /Suspension	Notification of Pending Charges
80	Pre-Trial	Prepare Report	Probation	If pre-trial investigation ordered	Pre-Trial Investigation Report	Circuit Court Clerk	Pre-Trial Conference	Pre-Trial

**APPENDIX C  
VALIDATED DATA EXCHANGES**

#	Initial Process	Initial Event	Sending Agency	Condition(s)	Transfer Document(s)	Receiving Agency	Subsequent Event	Subsequent Process
128	Pre-Trial	Preliminary Hearing	States Attorney	If after finding no probable cause or dismissal If case goes to grand jury	Charging Document Felony 101 Witness Memorandum	Grand Jury	Grand Jury Return	Investigation
86	Pre-Trial	Preliminary Hearing	Public Defender /Private Counsel	If agrees to probation If charged with a felony If guilty plea If preliminary hearing waived	Jury Waiver PSI Waiver Preliminary Hearing Waiver	Circuit Court Clerk	Sentencing	Post-Disposition Court
170	Pre-Trial	Preliminary Hearing	States Attorney	If charged with a felony If guilty plea If preliminary hearing waived If agrees to probation on plea	Information Probation Specification Document	Circuit Court Clerk	Sentencing	Post-Disposition Court
106	Pre-Trial	Preliminary Hearing	States Attorney	If charged with a felony If preliminary hearing waived If guilty plea If Public Defender or Private Counsel appointed	Charging Document Information Probation Specification Document	Public Defender /Private Counsel	Sentencing	Post-Disposition Court
42	Pre-Trial	Preliminary Hearing	Circuit Court Clerk	If charged with a misdemeanor If sentenced to supervision If convicted of a misdemeanor	Order of Probation/Conditional Discharge/Supervision	Social Services	Intake	Post-Disposition Supervision

**APPENDIX C  
VALIDATED DATA EXCHANGES**

#	Initial Process	Initial Event	Sending Agency	Condition(s)	Transfer Document(s)	Receiving Agency	Subsequent Event	Subsequent Process
107	Pre-Trial	Preliminary Hearing	States Attorney	If felony case If felony charges are approved	CC SA to CC Clerk (electronic transfer)	Circuit Court Clerk	Arraignment	Pre-Trial
85	Pre-Trial	Preliminary Hearing	Public Defender	If felony case If finding of probable cause	Motion for Discovery	Circuit Court Clerk	Arraignment	Pre-Trial
212	Pre-Trial	Preliminary Hearing	Public Defender	If felony case If finding of probable cause	Motion for Discovery Notice of Motion	States Attorney	Arraignment	Pre-Trial
171	Pre-Trial	Preliminary Hearing	States Attorney	If guilty plea If agrees to IDOC on plea If charged with a felony If preliminary hearing waived	Information Statement of Facts	IDOC/Probation	Intake	Post-Disposition Supervision
134	Pre-Trial	Preliminary Hearing	States Attorney	If pleas not guilty If finding of probable cause	Information	Circuit Court Clerk	Arraignment	Pre-Trial
214	Pre-Trial	Preliminary Hearing	Public Defender	If pre-trial motion filed	Notice of Motion Pre-trial Motion	States Attorney	Status Date	Discovery
84	Pre-Trial	Preliminary Hearing	Public Defender	If pre-trial motion filed	Pre-trial Motion	Circuit Court Clerk	Status Date	Discovery
47	Pre-Trial	Grand Jury Return	Grand Jury	If charged with a felony If grand jury returns no bill	No Bill	Circuit Court Clerk	Close Case	Pre-Trial
124	Pre-Trial	Arraignment	States Attorney	If State intends to seek death penalty if capital case	Notice to seek death penalty	Circuit Court Clerk	Case Management Conference	Pre-Trial

**APPENDIX C  
VALIDATED DATA EXCHANGES**

#	Initial Process	Initial Event	Sending Agency	Condition(s)	Transfer Document(s)	Receiving Agency	Subsequent Event	Subsequent Process
203	Pre-Trial	Arraignment	States Attorney	If State intends to seek death penalty if capital case	Notice to seek death penalty	Public Defender /Private Counsel	Case Management Conference	Pre-Trial
158	Pre-Trial	Arraignment	States Attorney	If charged with a felony If discovery motion filed	Arrest Report Chicago Criminal History Custody Logs Inventory Report Offense Report State Criminal History Supplemental Reports	Public Defender	Status Date	Discovery
213	Pre-Trial	Arraignment	States Attorney	If discovery motion filed	Motion for Discovery	Circuit Court Clerk	Status Date	Discovery
120	Pre-Trial	Arraignment	States Attorney	If discovery motion filed	Motion for Discovery Notice of Motion	Public Defender	Status Date	Discovery
18	Pre-Trial	Arraignment	Circuit Court Clerk	If motion filed	Oral Court Schedule	States Attorney	Update Case File	Pre-Trial
43	Pre-Trial	Pre-Trial Conference	Circuit Court Clerk	If Judge orders pre-trial investigation	Notice of Investigation Order (Probation)	Probation	Prepare Report	Pre-Trial
211	Pre-Trial	Pre-Trial Conference	Circuit Court Clerk	If court orders pre-sentence investigation	Notice of Investigation Order (Probation)	Probation	Prepare Report	Pre-Trial
22	Pre-Trial	Court Event	Circuit Court Clerk	If arrest on warrant If warrant recall or execution	Transmittal Listing Recalled Warrants Transmittal Listing of Warrants Sent	Law Enforcement Agency	Update Warrant File	Pre-Disposition Supervision
24	Pre-Trial	Court Event	Circuit Court Clerk	If charged with a felony If defendant fails to appear If court orders an arrest warrant	Arrest Warrant Transmittal Listing of Warrants	Law Enforcement Agency	Update Warrant File	Pre-Trial

**APPENDIX C  
VALIDATED DATA EXCHANGES**

#	Initial Process	Initial Event	Sending Agency	Condition(s)	Transfer Document(s)	Receiving Agency	Subsequent Event	Subsequent Process
23	Pre-Trial	Court Event	Circuit Court Clerk	If charged with a felony If finding of probable cause If fails to appear If court orders an arrest warrant	Arrest Warrant Transmittal Listing of Warrants	Sheriff	Update Warrant File	Pre-Trial
25	Pre-Trial	Court Event	Circuit Court Clerk	If charged with a misdemeanor If fails to appear If court orders an arrest warrant	Arrest Warrant Transmittal Listing of Warrants	Law Enforcement Agency	Update Warrant File	Pre-Trial
30	Pre-Trial	Court Event	Circuit Court Clerk	If court issues order of protection If not present in court	Order of Protection Summons	Sheriff	Serve	Pre-Trial
39	Pre-Trial	Court Event	Circuit Court Clerk	If fails to appear If in pre-trial detention program	Arrest Warrant Prisoner Data Sheet	Sheriff Jail	Update Records	Detention
185	Pre-Trial	Court Event	Circuit Court Clerk	If new court date	CC Clerk to AVN - next court transmittal (electronic transfer)	Automated Victim Notification	Notification	Pre-Trial
31	Pre-Trial	Court Event	Circuit Court Clerk	If present in court If court issues order of protection	Order of Protection	Sheriff	Update Records	Pre-Trial
21	Pre-Trial	Court Event	Circuit Court Clerk	If subject surrenders to court If active arrest warrant If warrant recall or execution	Transmittal Listing Recall Warrants Warrant Execute/ Recall Order	Law Enforcement Agency	Update Warrant File	Pre-Trial

**APPENDIX C  
VALIDATED DATA EXCHANGES**

#	Initial Process	Initial Event	Sending Agency	Condition(s)	Transfer Document(s)	Receiving Agency	Subsequent Event	Subsequent Process
184	Pre-Trial	Court Event	States Attorney	If suspected of leaving the scene personal injury with death	Arrest Report Case Report (CPD) Charging Document Crime Lab Report Witness Memorandum	Secretary of State	Discretionary or Mandatory Revocation /Suspension	Notification of Pending Charges
36	Pre-Trial	Court Event	Circuit Court Clerk	If unable to post bail	Prisoner Data Sheet	Sheriff Jail	Update Records	Detention
44	Pre-Trial	Reassign Case	Circuit Court Clerk	If trial judge assigned	Bond Form Indictment Information Witness Memorandum	Circuit Court Clerk	Arraignment	Pre-Trial
50	Pre-Trial	Release	Sheriff Jail	If discharged from jail	CC DOC to AVN - discharge (electronic transfer)	Automated Victim Notification	Notification	Post-Disposition Court
46	Pre-Trial	Verdict	Circuit Court Clerk	If charged with a misdemeanor If in custody of sheriff If found not guilty	Prisoner Data Sheet	Sheriff Jail	Release	Detention
33	Pre-Trial	Disposition	Circuit Court Clerk	If found guilty If court orders pre-sentence investigation	Notice of Investigation Order (Probation)	Probation	Prepare Report	Pre-Trial
75	Pre-Trial	Update Warrant File	Law Enforcement Agency	If charged with a felony If warrant not quashed	Arrest Information Arrest Warrant Info (electronic transfer through LEADS)	State Police LEADS	Update Warrant File	Pre-Trial
76	Pre-Trial	Update Warrant File	Law Enforcement Agency	If charged with a felony If warrant not quashed	Arrest Information Arrest Warrant Info (electronic transfer through LEADS)	Circuit Court Clerk	Update Warrant File	Pre-Trial

**APPENDIX C  
VALIDATED DATA EXCHANGES**

#	Initial Process	Initial Event	Sending Agency	Condition(s)	Transfer Document(s)	Receiving Agency	Subsequent Event	Subsequent Process
77	Pre-Trial	Update Warrant File	Law Enforcement Agency	If charged with a misdemeanor If linked to I. R. # If warrant not quashed	Arrest Warrant Info (electronic transfer through LEADS)	State Police LEADS	Update Warrant File	Pre-Trial
93	Pre-Trial	Update Warrant File	Sheriff	If warrant not quashed	Arrest Warrant Info (electronic transfer through LEADS)	State Police LEADS	Update Warrant File	Pre-Trial
92	Pre-Trial	Update Records	Sheriff	If court issues order of protection	Order of Protection (electronic transfer through LEADS)	State Police LEADS	Update Records	Pre-Trial
209	Discovery	Status Date	Circuit Court Clerk	If Court sets for trial If in pre-trial detention program	Mittimus	Sheriff Jail	Trial Date	Trial
210	Discovery	Status Date	Circuit Court Clerk	If Court sets for trial if currently on supervision	Oral Court Schedule	Probation	Trial Date	Trial
208	Discovery	Status Date	Circuit Court Clerk	If charged with a felony If Court sets for trial	Oral Court Schedule	States Attorney	Trial Date	Trial
204	Discovery	Status Date	Public Defender	If charged with a felony If motion filed If discovery complete	Motion	Circuit Court Clerk	Status Date	Motioning
206	Discovery	Status Date	Public Defender	If charged with a felony If motion filed If discovery complete	Motion Notice of Motion	States Attorney	Status Date	Motioning
207	Discovery	Status Date	States Attorney	If charged with a felony If motion filed If discovery complete	Motion	Circuit Court Clerk	Status Date	Motioning

**APPENDIX C  
VALIDATED DATA EXCHANGES**

#	Initial Process	Initial Event	Sending Agency	Condition(s)	Transfer Document(s)	Receiving Agency	Subsequent Event	Subsequent Process
205	Discovery	Status Date	States Attorney	If charged with a felony If motion filed If discovery complete	Motion Notice of Motion	Public Defender	Status Date	Motioning
82	Pre-Disposition Supervision	Status Review	Probation	If early termination recommended If sentenced to probation If in compliance with terms of probation	Oral Motion for termination	Probation	Update Case File	Post-Disposition Supervision
78	Post-Disposition Court	Intake	Probation	If sentenced to probation	Case Data Sheet (Probation)	Probation	Interview	Post-Disposition Supervision
79	Post-Disposition Court	Prepare Report	Probation	If pre-sentence investigation	Pre-Sentence Investigation Document	Circuit Court Clerk	Sentencing	Post-Disposition Court
28	Post-Disposition Court	Disposition	Circuit Court Clerk	If court enters final disposition If court event is reportable to the central repository	CC Clerk to B. of I. (electronic transfer)	State Bureau of Identification	Update Criminal History	Post-Disposition Court
183	Post-Disposition Court	Disposition	Circuit Court Clerk	If vehicle involved in commission of offense If felony case	Arrest Report Charging Document Felony 101	Secretary of State	Discretionary or Mandatory Revocation /Suspension	Notification of Pending Charges
26	Post-Disposition Court	Sentencing	Circuit Court Clerk	If convicted of a misdemeanor If sentenced to conditional discharge	Order of Probation/Conditional Discharge/Supervision	Social Services	Intake	Post-Disposition Court
27	Post-Disposition Court	Sentencing	Circuit Court Clerk	If convicted of a misdemeanor If sentenced to supervision	Order of Probation/Conditional Discharge/Supervision	Social Services	Intake	Post-Disposition Court

**APPENDIX C  
VALIDATED DATA EXCHANGES**

#	Initial Process	Initial Event	Sending Agency	Condition(s)	Transfer Document(s)	Receiving Agency	Subsequent Event	Subsequent Process
12	Post-Disposition Court	Sentencing	Circuit Court Clerk	If court enters final disposition If offense reportable to SOS If convicted of a misdemeanor	CC Clerk to SOS (electronic transfer)	Secretary of State	Update Records	Post-Disposition Court
13	Post-Disposition Court	Sentencing	Circuit Court Clerk	If court enters final disposition	CC Clerk to CPD (electronic transfer)	Chicago Police Department	Update Criminal History	Post-Disposition Court
35	Post-Disposition Court	Sentencing	Circuit Court Clerk	If felony case If sentenced to prison	Addendum to Order Setting Bail Order of Commitment & Sentencing	Sheriff Jail	Transport to Prison	Incarceration
37	Post-Disposition Court	Sentencing	Circuit Court Clerk	If in pre-trial detention program If convicted of a misdemeanor If sentenced to probation	Prisoner Data Sheet	Sheriff Jail	Update Records	Post-Disposition Supervision
38	Post-Disposition Court	Sentencing	Circuit Court Clerk	If in pre-trial detention program If convicted of a misdemeanor If sentenced to probation	Order of Probation/Conditional Discharge/Supervision	Probation	Intake	Post-Disposition Supervision
133	Post-Disposition Court	Sentencing	States Attorney	If sentenced to prison	Statement of Facts	IDOC	Intake	Post-Disposition Court
45	Post-Disposition Court	Sentencing	Circuit Court Clerk	If sentenced to probation	Order of Probation/Conditional Discharge/Supervision	Probation	Intake	Post-Disposition Supervision

**APPENDIX C  
VALIDATED DATA EXCHANGES**

#	Initial Process	Initial Event	Sending Agency	Condition(s)	Transfer Document(s)	Receiving Agency	Subsequent Event	Subsequent Process
81	Post-Disposition Court	Status Review	Probation	If sentenced to probation If court orders a status date	Progress Report	Circuit Court Clerk	Update Case File	Post-Disposition Supervision
119	Post-Disposition Supervision	Prosecution Charging Decision	States Attorney	If on probation If in violation of probation	Petition for Violation of Probation	Probation	Update Records	Post-Disposition Court
95	Post-Disposition Supervision	Intake	Social Services	If sentenced to supervision or Conditional Discharge	Intake Form	Social Services	Interview	Post-Disposition Supervision
94	Post-Disposition Supervision	Failure to Report for Intake	Social Services	If fails to report If convicted of a misdemeanor or felony	Notice of Motion Petition for Violation of Supervision or Conditional Discharge	Circuit Court Clerk	Petition for Violation Hearing	Post-Disposition Supervision
97	Post-Disposition Supervision	Status Review	Social Services	If Court gives status date at time of disposition If convicted of a misdemeanor or felony	Status Memorandum	Circuit Court Clerk	Status/Termination	Post-Disposition Supervision
98	Post-Disposition Supervision	Status Review	Social Services	If case out of felony court at 26th & California only If successfully complies with all sentencing terms	Notice of Motion	Circuit Court Clerk	Termination Hearing	Post-Disposition Supervision
99	Post-Disposition Supervision	Status Review	Social Services	If convicted of a misdemeanor or felony If fails to comply with terms of supervised released	Notice of Motion Petition for Violation of Supervision or Conditional Discharge	Circuit Court Clerk	Petition for Violation Hearing	Post-Disposition Supervision

**APPENDIX C  
VALIDATED DATA EXCHANGES**

#	Initial Process	Initial Event	Sending Agency	Condition(s)	Transfer Document(s)	Receiving Agency	Subsequent Event	Subsequent Process
153	Post-Disposition Supervision	Status Review	Social Services	If defendant dies If need to modify court ordered conditions If convicted of a misdemeanor or felony	Notice of Motion Reviewer Memorandum	Circuit Court Clerk	Status/Termination	Post-Disposition Supervision
91	Post-Disposition Supervision	Status Review	Sheriff	If fails to comply with terms of probation If sentenced to probation If sentenced to SWAP If petition for violation is granted	Progress Report	Probation	Update Records	Post-Disposition Supervision
100	Post-Disposition Supervision	Status Review	Social Services	If fails to comply with terms of supervised released If convicted of a misdemeanor	Notice of Motion Petition for Violation of Supervision or Conditional Discharge	States Attorney	Petition for Violation Hearing	Post-Disposition Supervision
101	Post-Disposition Supervision	Status Review	Social Services	If successfully complies with all sentencing terms If convicted of a misdemeanor	Term Memorandum	Circuit Court Clerk	Termination Hearing	Post-Disposition Supervision
14	Post-Disposition Supervision	Petition for Violation Hearing	Circuit Court Clerk	If fails to comply with terms of probation If sentenced to probation If Judge extends probation sentence length If petition for violation is granted	Order of Probation/Conditional Discharge/Supervision	Probation	Intake	Post-Disposition Supervision

**APPENDIX C  
VALIDATED DATA EXCHANGES**

#	Initial Process	Initial Event	Sending Agency	Condition(s)	Transfer Document(s)	Receiving Agency	Subsequent Event	Subsequent Process
17	Post-Disposition Supervision	Petition for Violation Hearing	Circuit Court Clerk	If fails to comply with terms of probation If sentenced to probation If petition for violation is granted	Order of Probation/Conditional Discharge/Supervision	Probation	Update Records	Post-Disposition Supervision
16	Post-Disposition Supervision	Petition for Violation Hearing	Circuit Court Clerk	If fails to comply with terms of probation If sentenced to probation If sentenced to SWAP If petition for violation is granted	Addendum to Order Setting Bail Order of Commitment & Sentencing	Sheriff	Intake	Post-Disposition Supervision
15	Post-Disposition Supervision	Petition for Violation Hearing	Circuit Court Clerk	If fails to comply with terms of probation If sentenced to probation If sentenced to jail If petition for violation is granted	Addendum to Order Setting Bail Order of Commitment & Sentencing	Sheriff Jail	Intake	Incarceration
48	Incarceration	Intake	IDOC	If sentenced to IDOC	IDOC to B of I (electronic transfer)	State Bureau of Identification	Update Records	Incarceration
90	Incarceration	Intake	Sheriff Jail	If sentenced to jail	Custodial Receipt	State Bureau of Identification	Update Criminal History	Incarceration



## OUTLINE FOR FINAL ENTERPRISE ARCHITECTURE STANDARDS & GUIDELINES

Because the IJIS standards development effort is currently under development, the CCICJIS effort finds it relevant to draft a template/outline to address the standards issues that must be addressed and refined for CCICJIS once these other standards efforts become clearer. Here are the primary aspects of a standards document that should guide the implementation of CCICJIS and the proposed architecture advanced in other areas of this document.

### 1.0 Introduction

It has been established by the CCIJIS Strategic Plan that the primary obstacle to electronic information sharing among criminal justice agencies is the lack of standards for information exchange. Without these standards, agencies cannot easily design or adapt systems to share data with dissimilar criminal justice information systems. It has been suggested that Cook County adopt and build upon a standard model of exchange that has been emerging at the national and state levels to facilitate secure information sharing between disparate justice systems.

This document is the first iteration of providing the standards and guidelines to support a data exchange model that meets the requirements to ensure the consistency, accuracy, integrity and validity of information shared among Cook County justice partners. There will be future iterations of these standards that shall incorporate changes and advancements in technology. These standards are intended to be a living document revised over time as appropriate.

### 1.1 Mission and Goals

The goals of implementing a Standardized Data Exchange Model are:

- Develop solutions that have reusability, granularity, modularity, compensability, componentization and interoperability;
- Compliant to standards – both common and industry-specific; and
- Service identification and categorization, provisioning and delivery, and monitoring and tracking.

### 1.2 Description of Standards

The CCICJIS Data Exchange Standards and Guidelines form the basis for automating the data exchange of information. The standards define attributes or elements that are found in criminal documents.

### 1.3 Applicability and Intended Use of Standards

Standards are intended to support the exposure of agencies' applications as services, allowing them to be available to other justice partners for consumption. The standards are open and not dependant on proprietary technology. Also, the standards support loosely coupled exchanges. This means that only the standards-based interface and the particular service need to be understood. It prevents brittle, tightly coupled exchanges where either another agency or middleware must intimately understand the internal workings of another agencies system.

Through the adoption of a standardized data exchange model, agencies will be allowed to interface with other agencies through services, thus avoiding the costly requirement to interface uniquely with each justice partner or adopt a proprietary vendor imposed solution.

The standards are not the adoption of one or several vendor offered proprietary solutions. Also, the standards are not intended to address agency systems beyond the enterprise components exposed through services and the associated contracts and quality of service (QoS).

#### **1.4 Maintenance of Standards**

The CCICJIS Technical and Data Architecture Sub-committee developed these standards and shall manage their maintenance. It is the recommendation of CCIJIS that an advisory committee be established and charged with this task. These standards exist in an environment of rapidly evolving needs and legal requirements, and they shall be revised to incorporate the additions and revisions that are evaluated and validated.

#### **1.5 Enforcement of Standards**

Standards are the mechanisms for interoperability. Other methods that do not meet the goals of the defined standard data exchange model are not supported.

#### **2.0 Standards and Guidelines**

The concept of a service is not the same as a “Web service.” The term “Web services” is a label for an open family of standards and an associated technical approach to communicating between service consumers and services. The web service technical approach supports flexibility in how this communication happens through the notion of service interaction profiles. Services can also be realized through other communication mechanisms, such as MQ, JMS, and ebXML.

A service interaction profile is an element identified in the Service-Oriented Architecture (SOA) Justice Reference Architecture (JRA). This element defines an approach to meeting the basic requirements necessary for interaction between **service consumers** and **services**. The approach utilizes a cohesive or natural grouping of technologies, standards, or techniques in meeting those basic interaction requirements. A profile establishes a basis for interoperability between service consumer systems and services that agree to utilize that profile for interaction.<sup>57</sup>

#### **2.1 Scope**

The CCICJIS Integration Architecture Standards and Guidelines define standards that support a data exchange framework that consists of five tiered levels of exchange. Agencies are free to maintain their existing operational systems as they seem fit. However, CCICJIS supports upgrades to new or improved business line applications, particularly when these upgrades allow the agency to better interact with services and the goals of the CCICJIS projects. Organizations are encouraged to create business reusable business components that allow application or data capability to be exposed as services at the service level. How agencies achieve this may be based upon proprietary adapter technology or other mechanisms that best meet the organization’s IT needs.

- 2.1.1. **Service Level:** Where organizations are able to expose business capabilities between organizations using standards like XML vocabulary and Web Services Interaction Profile.
- 2.1.2. **Business Process Level:** Where services can be composed into other services and orchestrated to achieve the required business process flow.
- 2.1.3. **Enterprise Level:** Where enterprise requirements are met and guaranteed, such as security, message integrity, guaranteed receipt, authentication and authorization.

By identifying standards for technology, data, vocabulary, and information security for data exchange at these different levels, consistent sharing of information among criminal justice partners can be enabled to protect the security of these data and to ensure their reliability in a crisis situation.

To support these three levels of information exchange, the final CCICJIS Data Exchange Standards and Guidelines document suggests specifications for six IT and operational functions, identifying the relevant key vocabulary and technical standards for the data and application levels described above. These functions are as follows:

---

<sup>57</sup> JRA Web Services - Service Interaction Profile, Draft, Global Infrastructure Standards Working Group, September 2006

- IT Security and Critical Infrastructure Protection
- Interaction Profile between Justice Partners
- Data Custodianship and Privacy Policies
- Data Integrity and Accuracy
- Network Infrastructure Requirements
- Biometric Information Management and Security (BIMS)

## **2.2 IT Security and Critical Infrastructure Protection**

Security specifications are essential for criminal justice systems. Carefully designed security strategies to protect system security and data exchange operations are needed to ensure confidentiality and support agency privacy policies. The Web Services Service Interaction Profile identifies The WS-I Basic Security Profile version 1.0 current Working Group as the recommended message security standard.

The security standards document defines the WS-I Basic Security Profile 1.0, consisting of a set of non-proprietary Web services specifications, along with clarifications to and amplifications of those specifications that promote interoperability.<sup>58</sup>

Implementation of the Service Consumer Authentication, Non-repudiation, Message Integrity, and Message Confidentiality service interaction requirements should utilize the following:

- Public Key Infrastructure (PKI) to manage digital certificates for hardware nodes that must create or process digital signatures and encrypted messages.
- Digital certificates managed by the PKI must support the following attributes; key-Encipherment, data-Encipherment, digital-Signature, and non-Repudiation.<sup>59</sup>

## **2.3 Service and Data Interoperability Standards**

### **2.3.1 Service Interaction Profile Between Justice Partners**

These standards will address the use of electronic data transfer over the network using the recommended service interaction profile.

- The Web Services Interoperability Organization (WS-I) Basic Profile, version 1.1 and all standards that it references.
- The WS-I Attachments Profile, version 1.0 and all standards that it references.

The suggested data reference model used for future data sharing among justice and public safety partners will be Global Justice XML Data Model (GJXDM) v 3.0.3 and/or NIEM v 1.1, sponsored by the U.S. Department of Justice, Office of Justice Programs (OJP) and the U.S. Department of Homeland Security

### **2.3.2 Data Custodianship and Privacy Policies**

These policies will allow justice agencies wishing to exchange data to be informed of data practices—in both machine- and human-readable formats—and to automate decision making based on these practices when appropriate. It will encourage the use of precise policies and memoranda of understanding that make more granular statements about data practices than is possible with general policies. The scope of these standards shall include, but are not limited to:

- Preserving authorized restrictions on data access and disclosure, including means for protecting privacy and proprietary data.

<sup>58</sup>Basic Security Profile Version 1.0, Working Group Draft 2006-08-17

<sup>59</sup> JRA Web Services – Service Interaction Profile

- Upholding privacy and confidentiality laws.
- Guarding against improper data creation, modification or destruction, which includes ensuring data non-repudiation and authenticity.
- Ensuring timely and reliable data access.

### **2.3.3 Data Integrity and Accuracy**

These standards will provide information for agencies to conduct data verification and validation activities, including information on data integrity. It will help ensure that:

- All data are input accurately.
- Accuracy and completeness of all data are maintained.
- System capabilities can be re-established after loss or damage by accident, malfunction, breach of security or natural disaster.
- Breaches of security can be controlled and promptly detected.

## **2.4 Other Technical Standards**

### **2.4.1 Network Infrastructure Requirement**

**Network Infrastructure Requirements** – Minimum requirements will be established to support secure and timely exchange of data.

### **2.4.2 Biometric Standards**

**Biometric Information Management and Security (BIMS)** – As detailed in the Biometrics Technology section of the Detailed Plan of Action, the standard will specify minimum security requirements for effective management of biometric data.

## **2.5 Best Practices and Case Studies**

## **2.6 Request for Purchase Appendage**

## **2.7 Data Exchange Templates**

Semantic Interoperability – GJXDM NIEM Conformant schemas  
CCICJIS namespace (extensions)

Information Exchange Package Documentation – Defined by Global and NIEM (National Information Exchange Model) [www.niem.gov](http://www.niem.gov)

---

## CCICJIS OPERATIONAL & TECHNICAL ASSESSMENT

---

### Cook County Integrated Criminal Justice Information Systems: “CCICJIS”

#### Introduction

Cook County, under the direction of the Cook County Integrated Criminal Justice Information System (CCICJIS) Committee, has embarked on an effort to develop a detailed action plan to integrate the information systems of Cook County’s criminal justice community. This type of enhanced information sharing capability will maximize the use of technology to enable the efficient, accurate, and timely sharing of information within and between justice agencies throughout the county.

There are many benefits to integrating disparate agency systems. Integrated systems can reduce redundant data entry and help minimize errors. They can provide more complete, timely, accurate and accessible data and improve retrieval response time. These system efficiencies foster more informed decision making, maximize available resources, and improve the ability to evaluate policy decisions. All things combined can make your job as a justice professional more effective and improve the safety and quality of life for all citizens of Cook County.

In order for us to develop an effective plan to integrate Cook County’s justice information systems and ensure that the long-term strategy meets your needs, we have developed a survey that we are distributing to all Cook County justice agencies. The specific goal of the survey is to assess the current operational and technical environment in Cook County criminal justice agencies to determine countywide readiness for integration and to determine an appropriate and feasible approach to justice information sharing.

To gather this information, we need your help. The CCICJIS Strategic Planning Committee is asking you to take a few minutes to complete an online survey that can be found at:  
<http://www.surveymonkey.com/s.asp?u=143592273913>

There are two types of information that we are requesting for the survey: operational and technical. If you are able to answer both types of questions, please do so. If after reading the survey you determine that another member of your agency is better suited to respond to some of the questions, please forward it on to them for completion. We would like to have all surveys completed by **Friday, July 21, 2006**.

The importance of your participation in this survey cannot be understated. We are relying on your input and participation in the process to give us the data we need to enhance the justice system’s capabilities and move Cook County into a new era where each of the members of the justice community receives the right information, at the right time, to do their job efficiently and effectively. The information provided by you and other members of the justice community will establish the foundation upon which Cook County’s justice integration plan will be built.

Should you have any questions regarding the CCICJIS Committee or the survey, please contact Nicole Sims at 312/603-5265, [ncsims@cookcountycourt.com](mailto:ncsims@cookcountycourt.com). Thank you for your cooperation and prompt response to this request. We are excited about this opportunity and look forward to working with you as we move forward.

CCICJIS Strategic Planning Committee

## APPENDIX E OPERATIONAL & TECHNICAL SURVEY

---

### I. AGENCY / MUNICIPALITY INFORMATION

1. Municipality Name
2. Agency Name
3. Total Number of Agency Staff
4. Name of Survey Respondent
5. Title of Survey Respondent
6. Email of Survey Respondent
7. Phone of Survey Respondent

### II. OPERATIONS / BUSINESS PROCESS AND POLICIES

8. Are you familiar with the term "Integrated justice" and the concepts behind it?  
 Yes  
 No
9. Are you aware of the Cook County Integrated Criminal Justice Information System (CCICJIS) Committee and its activities?  
 Yes  
 No
10. Have you read the CCICJIS Strategic plan? A copy can be found on the Clerk of the Circuit court's WEB site at ([www.cookcountyclerkofcourt.org](http://www.cookcountyclerkofcourt.org)).  
 Yes  
 No
11. Do you have any specific operational/business plans that require IT integration over the next 2-5 years?  
 Yes  
 No

12. If yes, please describe your agency's long-term operational goals and priorities for the future that require technical support or change.

13. From your agency's perspective, what specific business problem would automated information sharing improve in your organization's day-to-day operations?

14. Please select from the systems or applications listed below, those which are business line applications or those directly pertaining to the nature of your agency's business.  
(check all that apply)

- \_\_\_\_\_ Jail Management System
- \_\_\_\_\_ Arrest Booking System
- \_\_\_\_\_ Case Management System
- \_\_\_\_\_ Computer Aided Dispatch
- \_\_\_\_\_ Records Management System
- \_\_\_\_\_ Other (please specify)

15. Does your agency currently share electronic information with other justice agencies within Cook County?

- Yes
- No

16. If yes, please list the type of information and with which Agency(s).

17. Do you have policies in place for sending information to other agencies?

- Yes
- No

18. If so, what policies are in place to ensure that information sent to other agencies is accurate, complete and current?

19. Do you have policies in place for receiving information from other agencies?

- Yes
- No

20. If so, what policies are in place to ensure that information received from other agencies is accurate, complete and current?

21. Some agencies obtain criminal justice information from other partner agencies by using a manual method versus electronic forms of transmission. If you are currently using any of the methods listed below, please check all that apply.

- \_\_\_\_\_ Phone
- \_\_\_\_\_ Fax
- \_\_\_\_\_ Paper Copies
- \_\_\_\_\_ Blogs
- \_\_\_\_\_ Email
- \_\_\_\_\_ WEB Site access
- \_\_\_\_\_ Do not receive information from other agencies
- \_\_\_\_\_ Other (please specify)

**III. INFORMATION TECHNOLOGY APPLICATIONS**

22. If your agency houses its own IT applications in support of your operations, please indicate whether your applications were custom developed for your agency, purchased off-the-shelf, or developed in-house. (list all that apply)

Application development method
Custom developed by Vendor
Off-the-shelf solution from Vendor
Developed in-house
Subscribe to shared application in a consortium
Future assessment needed

**APPENDIX E  
OPERATIONAL & TECHNICAL SURVEY**

Applications currently used	Check
Case Management System	
Records Management System	
Computer Aided Dispatch	
Jail Management System	
Arrest Booking System	
Other(s)	

List the development method here

Specify below

23. If other application(s) checked in question 22, please specify.

24. If your agency requires an upgrade to any of the following systems, check all that apply.

- \_\_\_\_\_ Case Management System
- \_\_\_\_\_ Records Management System
- \_\_\_\_\_ Computer Aided Dispatch
- \_\_\_\_\_ Jail Management System
- \_\_\_\_\_ Arrest Booking System
- \_\_\_\_\_ Other (please specify)

25. Do your current applications operate in a client server or mainframe environment?  
 Client Server \_\_\_\_\_ Mainframe \_\_\_\_\_ Both \_\_\_\_\_ Other \_\_

26. If (other) chosen in question 25, please explain. \_\_\_\_\_

**IV. NETWORKS & OPERATING SYSTEMS**

27. Does your Agency have access, or have plans to access in the next 18 months, to any of the following communication infrastructures? (check all that apply)

- \_\_\_\_\_ Cook County Wide Area Network CC WAN?
- \_\_\_\_\_ Internet?
- \_\_\_\_\_ Other (name) connection speed?

28. Does your Agency support, or have plans to support a wireless network in the next 18 months?  
 Yes  
 No

29. Do you support any remote sites, users, mobile units not in your primary office?  
 Yes  
 No

30. What network protocols are available on the connections to remote sites? (e.g. TCP/IP, ATM, DLC, etc.)

31. What capacity do you have on these connections (kBit/s)?

32. What Network Protocol(s) (e.g. TCP/IP) are you using?

33. Which Network Topology are you using (e.g. FDDI, ATM, WAN)?

34. What platform(s) (i.e. Mainframe, AS/400, Unix/AIX/Linux, and Windows) do your business line applications run on?

35. What Processor(s) are you currently using to run your applications?

36. What Database(s) are you currently using?

37. What storage capability (e.g. DASD, SAN, etc.) do you have for your business line applications?

38. What Web Server(s) (e.g. IIS, Apache) are you running?

39. Please explain your preferred development environment. (e.g. Java, Open Source etc.)

40. Does your Agency currently employ, or have plans to employ in the next 18 months, any of the following security measures? (check all that apply)

- Encryption
- Firewall
- Digital Signatures
- Other (please specify)

**V. SYSTEM INTERFACES**

41. Does your agency currently send data, or have plans to send data in the next 18 months, from any of its systems in the following manner? (Check all that apply)

- Delimited File
- NIST EFTS
- XML
- Web Service

42. Does your Agency receive data, or have plans to implement receiving data in the next 18 months, to any IT systems from other applications in the following formats? (Check all that apply)

- Delimited File
- NIST EFTS
- XML
- Web Service
- Other (please specify)

43. Does your Agency have currently or have plans to exchange data in the next 18 months, utilizing any of the following protocols? (Check all that apply)

- FTP
- HTTP
- SOAP
- Other (please specify)

44. Please name or identify any state or federal standards used by your agency to govern information exchange.

45. Does your Agency utilize any guaranteed messaging, or have plans to implement guaranteed messaging data in the next 18 months, to exchange data into your own systems? (Check all that apply)

## APPENDIX E OPERATIONAL & TECHNICAL SURVEY

- \_\_\_\_\_ WS-Reliability
- \_\_\_\_\_ MQ
- \_\_\_\_\_ JMS
- \_\_\_\_\_ Other (please specify)

### VI. INFORMATION TECHNOLOGY SUPPORT

46. Does your Agency own its own system(s)?

- Yes
- No

47. Do you subscribe to another Agency's system(s)?

- Yes
- No

48. Do you subscribe to shared application(s) in a consortium?

- Yes
- No

49. Does your Agency have an internal IT Support Organization / Staff? (If yes go to #50, if no skip to #51)

- Yes
- No

50. How many people are in the IT organization in your Agency?

- <=2
- 3-5
- 6-10
- 10-15
- 15>

51. Does your Agency engage a 3<sup>rd</sup> Party or vendor for support of its IT infrastructure? (Infrastructure includes application development, routine system and network support. This does not include annual maintenance cost for products).

- Yes
- No

52. If so, what is the name(s) of the provider?

53. Does your agency have an annual budget for the support of your current IT infrastructure?

- Yes
- No

54. Does your Agency have an annual budget to acquire new IT solutions for your agency?

- Yes
- No

**VII. PROJECTS**

55. If your agency/municipality has plans to acquire or upgrade your business line applications please describe the project below.

56. If your agency/municipality has plans to engage in an information sharing project(s) please describe the project below. Please include the names of partnering agencies and funding sources.



## INFRASTRUCTURE BEST PRACTICES

While this plan and the incorporated integration standards recognize the need for autonomous agency operational systems, there are several areas in which Cook County agencies will consider best practices in adopting a baseline for agency IT operations that exchange information with the enterprise. Several of the areas that should adopt the baseline, as outlined in the CCICJIS Strategic Plan, are data integrity, business continuity and disaster recovery, systems testing, and quality assurance.

### Data Integrity

According to *Applying Security Practices to Justice Agencies*, a publication of the **U.S. Department of Justice, Office of Justice Programs**, data integrity refers to the process and mechanisms used to ensure that data cannot be accidentally or maliciously modified, altered, or destroyed. In order to maintain data integrity during operations such as transfer, storage, and retrieval, and to ensure the preservation of data for their intended use, several threat types must be addressed by policy, practice, and/or security technologies.

According to the publication, data integrity can be compromised due to a number of different reasons, including: system failures, communication, and program threats; unintentional human threats; intentional human threats from external sources; internal human threats; and external human threats, such as dishonest or disgruntled employees.

The document makes several recommendations about how to maintain data integrity. Some of these are the following:

- Back up data and other software resources on a regular schedule, and store current copies at a secure off-site location.
- Avoid using freeware or any other software that does not originate from a trusted source.
- Back up data at intervals determined by the length of the recovery process.
- Always use up-to-date virus protection software.
- Have a properly maintained UPS and power-conditioning equipment operational at all times.
- Enable auto-save features in system software and utilities when they are available.
- Implement and maintain auditing /detection tools capable of detecting and reporting changes to agency system files.

The Department of Justice, Office of Justice Programs publication also recommends creating a thorough plan for responding to data integrity problems. This plan can be a subset of the Intrusion Detection Response and/or Disaster Recovery Plans. More information on recovery planning is available at <http://www.cert.org/security-improvement/modules/m06.html>.<sup>60</sup>

### Business Continuity and Disaster Recovery

Business continuity refers to the methodology used to create a plan for how an organization will resume partially or completely interrupted critical function(s) within a predetermined time after a disaster or disruption. A Disaster Recovery Plan (DRP) is a document that can effectively mitigate the risks associated with an

---

<sup>60</sup> *Applying Security Practices to Justice Information Sharing*, Volume 2, U.S. Department of Justice, Office of Justice Programs at <http://it.ojp.gov/documents/asp/index.html>

## APPENDIX F INFRASTRUCTURE BEST PRACTICES

interruption of services and is something that justice agencies should consider creating to ensure the consistent service.

The National Association of Court Managers (NACM) has published a guide for courts and justice agencies to use in establishing a DRP for their agency. Steps outlined in the guide include:

- Establishing a Planning Team and a Point Person - A group of relevant agency leaders should participate on the DRP Planning Team. The planning team itself will be inclusive, with members from the various departments within the agency, as well as the entities with which the agency most frequently interacts. The group should also identify a Disaster Team Coordinator, an individual in charge of coordinating planning aspects of the disaster recovery process with authority vested from agency leadership.
- Conducting a Risk Assessment - According to the NACM document, one of the early tasks of the planning team is developing a risk analysis identifying potential impacts on the court and considering a range of possible disasters.
- Identifying Essential Functions - Another issue to address early in the planning process is identification of the agency's critical services (essential functions). Until these services are agreed upon, it will be difficult to determine how many people are required to perform these tasks and what physical resources are needed. In other words, at its core, what is the agency's primary business objective, and how can the court focus on and meet this objective until the crisis is over.
- Securing Facilities - It is critical to identify other facilities in which the agency can conduct business operations in the event of an emergency.
- Establishing Management Support - Once the plan is developed, it is critical for management to communicate the plan to all agency staff and employees.<sup>61</sup>

Many Cook County agencies either have a DRP or are in the process of creating one. One overarching DRP should be established as agencies continue to upgrade or replace their information systems. DRPs are critical in an integrated justice environment to ensure that operations continue throughout the enterprise in the event of a catastrophe.

### Testing

Testing is a critical part of the software development life cycle. Specifically, testing involves the operation of a system or application under controlled conditions, and then evaluating the results; an example situation such as "if the user is in interface A of the application while using hardware B, and then does C, D should happen". The controlled conditions should include both normal and abnormal conditions. Testing should intentionally attempt to make things go wrong in order to determine if things happen when they should not or things don't happen when they should. It is oriented to "detection" and addresses the questions of "what happens when...", as reflected in the test planning prior to the execution of the test cases and continuing as a process of executing a system with the intent of finding defects.

Testing is typically undertaken by developers, whether they are developers or vendors. It is a critical part of the system implementation process and should always be undertaken before a new IT initiative is rolled out to users.

### Quality Assurance (QA)

Quality Assurance, while similar to testing, has a slightly different scope. This is a set of activities designed to ensure that the development and/or maintenance process is adequate to ensure a system will meet its objectives. This process asks the question "why?" Quality Assurance involves the entire software development process, monitoring and improving the process, making sure that any agreed-upon standards and procedures

---

<sup>61</sup> *Disaster Recovery Planning For Courts: A Guide To Business Continuity Planning*, National Association of Court Managers, 2000, pages 5-8.

are followed, and ensuring that problems are found and dealt with on a timely basis. It is oriented towards “prevention” and addresses the question of “why” we do this.

The key difference to remember is that QA is interested in the process, whereas testing and quality control are interested in the product. Having a testing component in the development process demonstrates a higher degree of quality, as in QA. In order to introduce a new QA process into an existing organization, the size of the organization and the risks involved must be considered. For large organizations with high-risk projects in terms of lives or property, serious management buy-in is required and a formalized QA process is necessary. In cases where the risk is lower, the management and organizational buy-in and QA implementation may be a slower, one step-at-a-time process. QA processes should be balanced with productivity in order to keep bureaucracy from getting out of hand.

For small groups or projects, a more ad-hoc process may be appropriate and operationally realistic depending on the type of customers and projects. A lot will depend on team leads or managers, feedback to developers, and ensuring adequate communications among customers, managers, developers, and testers. The most value for the effort will often be in:

- the requirements management processes, with a goal of clear, complete, testable requirement specifications embodied in requirements or design documentation, or in 'agile'-type environments, with extensive continuous coordination with end-users;
- design inspections and code inspections; and
- post-mortems / retrospectives, with incremental self-managed team approaches such as varying methods of continuous process improvement and the Plan-Do-Check-Act cycle, in addition to others that are also possible processes to consider.

By implementing QA processes slowly over time, using consensus to reach agreement on processes and focusing on processes that align tightly with organizational goals, then adjusting/experimenting/refactoring as an organization matures, productivity can be improved instead of stifled. Problem prevention will lessen the need for problem detection. Panics and burn-out will decrease, and there will be improved focus and less wasted effort. At the same time, attempts should be made to keep processes simple and efficient. A “Process Police” mentality should be avoided, paperwork and time required in meetings should be minimized and computer-based processes and automated tracking and reporting should be promoted, as should training as part of the QA process.<sup>62</sup>

---

<sup>62</sup> *Id.*, pages 1-2.



---

## ***BIOMETRIC STANDARDS & BEST PRACTICES***

---

### **Biometric Standards in Cook County**

Any agency or entity within the county of Cook must adhere to the following guidelines when purchasing a LiveScan system.

#### **Federal Guidelines**

- (a) FBI Criminal Justice Information Service (CJIS) Electronic Fingerprint Transmission Standard, (EFTS-V7); CJIS-RS-0010 (V7); January 1999; and specifically including Appendix F (Image Quality Standards)
- (b) Wavelet Scalar Quantization (WSQ) FBI Criminal Justice Information Service (CJIS) IAFIS Grayscale Fingerprint Image Compression Specification; IAFIS-IC-0010 (V3); December 19, 1997
- (c) American National Standards Institute and the National Institute of Standards and
- (d) American National Standards for Information Systems – Data Format for the Interchange of Fingerprint, Facial & Scar, Mark & Tattoo (SMT) Information NIST Special Publication 500-245
- (e) Illinois State Police Bureau of Identification
- (f) EFSS V 3.01
- (g) Any agency or entity within the county of Cook must adhere to the following guidelines when purchasing a Photo Imaging System.
  - i. American National Standards Institute and the National Institute of Standards and
  - ii. Technology
- (h) American National Standards for Information Systems – Data Format for the Interchange of Fingerprint, Facial & Scar, Mark & Tattoo (SMT) Information (ANSI/NIST-ITL 1-2000)
- (i) Best Practice Recommendation for the Capture of Mugshots (v 2.0)

### **“Best Practices” in the use of biometric technologies**

Creating and implementing biometrics best practices continue to evolve because of: rapid advancements in biometric technology, new customized biometric applications, diverse audiences (service provider, service consumer and data custodian) and industries (transportation, law enforcement, military, healthcare) using biometrics, new revenue streams made available to establish biometric technologies and unified standards mandated by state and federal entities.

Biometric technologies best practices are generally implemented in logical access environments encapsulating Humanware and/or in physical access environments.

To assist those evaluating the validity of biometric applications, a synopsis of a few industry initiatives, biometric information management security (BIMS) measures and major industry concerns have been sited.

### **Current Biometric Initiatives and Applications<sup>63</sup>**

Sec. 403(c) of the **USA-PATRIOT ACT** specifically requires the federal government to "develop and certify a technology standard that can be used to verify the identity of persons" applying for or seeking entry into the United States on a U.S. visa "for the purposes of conducting background checks, confirming identity, and ensuring that a person has not received a visa under a different name."

The recently enacted **Enhanced Border Security and Visa Entry Reform Act of 2002**, Sec. 303(b) (1), requires that only "machine-readable, tamper-resistant visas and other travel and entry documents that use biometric identifiers" shall be issued to aliens by October 26, 2004. The Immigration and Naturalization Service (INS) and the State Department currently are evaluating biometrics for use in U.S. border control pursuant to EBSVERA.

Even prior to September 11, however, large-scale civilian biometric identification systems were being pushed. Both the **Personal Responsibility and Work Opportunity Act of 1995** (PRWOA), a welfare reform law, and the **Immigration Control and Financial Responsibility Act of 1996** (ICFRA), an immigration reform law, called for the use of "technology" for identification purposes.

The PRWOA requires the states to implement an electronic benefits transfer program "using the most recent technology available . . . which may include personal identification numbers, photographic identification . . . and other measures to protect against fraud and abuse." This law covers, for example, the Food Stamps program. The ICFRA requires the President to "develop and recommend . . . a plan for the establishment of a data system or alternative system . . . to verify eligibility for employment in the United States, and immigration status in the United States for purposes of eligibility for benefits under public assistance programs . . . or government benefits." This system "must be capable of reliably determining with respect to an individual whether . . . the individual is claiming the identity of another person."

The **Truck and Bus Safety and Regulatory Reform Act of 1988** (TBSRRA) requires "minimum uniform standards for the biometric identification of commercial drivers."

### **“Best Practices” for Biometric Information Management/Security**

Management of biometric data across a life cycle is comprised of the enrollment, collection, processing, distribution, storage and destruction of the data which will encompass data integrity, authenticity, and non-repudiation.

*BIMS plans* oftentimes integrate *logical access controls* with *physical access control* to ensure data integrity and security. Logical access control aims to differentiate between people who have already gained physical access. Logical access control is the process of granting access to information through files, photos, computers, biometric equipment, communications equipment and information networks to authorized users who need to be able to share information, and prevent unauthorized users from accessing the information.

Each Cook County Criminal Justice Enterprise will need to classify the type of data they manage (Core, Shared or Restricted), evaluate their methods of exchanging data and determine how best to determine the fundamental: who, what, when, where, why and how for using biometrics in a logical access controlled environment.

Implementing *logical access control* measures using biometrics will ensure critical and confidential information does not end-up in the hands of unauthorized individuals or organizations. Biometrics will improve identification authentication in certain functions that include transmitting and receiving classified information. Using layered biometric formats (using more than one bio-print like fingerprint and palm) is used to deter intellectual property theft and/or abuse by discreetly or overtly verifying the identity of the person sending and/or receiving information.

---

<sup>63</sup> Department of Homeland Security web site, [www.dhs.gov](http://www.dhs.gov)

Systematically utilizing integrated and layered biometric security measures, security guards, locks, keys, and/or passwords words will decrease the probabilities of breaches in or theft of information and equipment.

Concerns about securing sensitive biometrics information and equipment or protecting the storage equipment can be addressed by utilizing *biometrics as a physical access control/security* measure. This layered security. Electronic and biometric physical access control guarantees a high percentage of accuracy identifying individuals who are authorized to have access, or entry, to a building or controlled space. Other benefits of incorporating biometrics with physical access control are: the protection of valuable assets, an increase in public and employee safety, an increase in employee performance and accountability, and the ability to track persons throughout identified facilities.

### **“Best Practices” for Privacy and Protection of Humanware**

*Humanware* represents the affects, be it positive or negative, that an individual would impose upon the operations of an organization by obtaining access, legitimately or by means of theft of intellectual property of said organization. To ensure the accuracy of the collection and encapsulation of *Humanware* biometric data, an agency would need to enforce identified techniques used to ensure data integrity and protect an individual’s privacy. By performing consistent, on-going audits of the processes of collection, storage and retrieval thresholds for mistakes or misuse of information are lowered.

IT Industry standards specify minimum BIMS requirements for effective use and management of biometric data. One subject that was considered crucial, but out-of-scope and not addressed in the recommended Standards is the individual’s privacy and ownership of **biometric** data.

The IIJIS Privacy Policy Subcommittee focused on identifying privacy issues specific to the CCICJIS project and made recommendations on how to manage shared Humanware (electronic data). The Biometrics Subcommittee recommendation is that individuals who will construct the BIMS policies will need to collaborate with the Illinois Criminal Justice Information Authority and the Working Group (GIQWG)<sup>64</sup> to incorporate best practices concerning biometric technologies applicable to the functions and responsibilities of the Illinois Integrated Criminal Justice Information System (IICJIS) and Cook County’s Integrated Criminal Justice Information System (CCICJIS).

The comprehensive Protecting Privacy Rights<sup>65</sup> document developed by the Privacy Rights Sub-committee is comprehensive and inclusive in its findings and recommendations for protecting an individual’s digital data. While this is crucial, there are several legal and ethical questions concerning biometric data. What privacy measures can be implemented during the processes of acquiring, storing, disseminating, and destroying an individual’s biometric data? The participating CCICJIS agencies will have a better success ratio for avoiding civil liberty issues by having an established, published and practiced policy which addresses issues like: collection and destruction of biometric data, an individual’s right of refusal to submit a biometric sample, biometric sample-ownership, disclosure of information, determining personal liability policies for personnel collecting biometric samples, penalties for falsification of data, miss-identification issues and HIPPA laws or requests for confidentiality concerning medical conditions inadvertently identified through an individual’s minutiae.

### **In conclusion, what needs to be done to make partners of biometrics and privacy?**

Whenever a balance between individual needs and societal needs must be struck, the development of legislation is perhaps the best way to achieve this balance. Public concerns about multi-purpose identification processes have been well documented and the unrestrained use of biometric technologies by groups like: employers, law enforcement, private enterprises, and government entities like social security, etc. would undoubtedly meet with the same concerns. The use of biometrics needs to conform to the standards and expectations of a privacy-minded society.

<sup>64</sup> Privacy Policy Guidance; Privacy Policy Guidance for Illinois Integrated Justice Information System, Volume 1, August 10 2006, DRAFT.

<sup>65</sup> Go to <http://www.icjia.state.il.us/public/> Search word privacy.

## APPENDIX G SUPPLEMENTAL BIOMETRIC INFORMATION

At present, there is no universal requirement for people to identify themselves. Widespread use of biometrics would change this if people were required to identify themselves every time they entered a building, rode public transportation, and used their cell phone, conduct banking or shopping activities. Several business enterprises are implementing the “options” for consumers, while workplaces are implementing the measure for mandatory security purposes. Secondary use of biometrics would shake the confidence of users in the technology. For example: if people learned that their use of a biometric system to access their computer was also monitoring work performance without their knowledge, their feelings towards the universal benefits of biometrics would change.

Legislation, policies and procedures must be developed and conveyed to biometric users. When a biometric data sample is to be collected, how it is to be used, to whom it is disclosed and how long it is retained must be clearly understood.

In addition, the unique identity of an individual as established by a biometric technology does not necessarily have to be linked to information that identifies an individual in society. In most biometric application, once the identity of an individual is established, confirming that identity is all that is required to fulfill the purposes of the application. Use of anonymous or pseudonymous techniques could protect the privacy of the individual. To explain more fully, if the identity of an individual during initial enrollment into a biometric system is done using some anonymous label, the verification of that identity could take place each time the person used the system without being linked to the true identity of the individual. This is somewhat analogous to the use of passwords to access an individual computer. Example: The first time you use that computer, you are assumed by the computer to have permission to do so. Once you set the password, the computer only knows at subsequent logons that you are the one authorized to use it but it does not need to know exactly who you are. If biometric systems took this approach, wherever possible, the public’s view that these technologies were for their benefit, safety and security (rather than to oversee their activities) would be greatly increased. Openness and transparency in the use of biometrics as with all other types of information systems, is a highly desirable goal to be sought after.

### Major Industry Concerns

- **Biometric technology is inherently individuating and interfaces easily to database technology, making privacy violations easier and more damaging.** If the Cook County criminal justice enterprises deploy such systems, privacy must be designed into the biometrics data and the digital/information data networks from the beginning, as it is hard to retrofit complex systems for privacy.
- **Biometric systems are relatively useless without a well-considered “threat model.”** Before deploying a biometric system and creating a county-wide biometric data repository, the Cook County criminal justice enterprises will need to create and implement a realistic threat model, specifying the categories of people such systems are supposed to target, and the threat they pose in light of their abilities, resources, motivations and goals. The biometric system(s) in place will need to map out clearly in advance how the system is to work, both in its successes and in its failures.
- **Biometric technology is no substitute for quality data about potential risks.** No matter how accurately a person is identified, identification alone reveals nothing about whether a person is an imminent threat. Historical information and biometrics will better provide a composite profile of individuals who may pose a safety and/or security threat.
- **Biometric identification is only as good as the initial ID.** The quality of the initial "enrollment" or "registration" is crucial. Biometric systems are only as good as the initial identification. In any foreseeable biometric system, the identification process should be an improvement from the standard paper-driven methods. For example: A potential terrorist with a (fake) ID would be issued a driver’s license or a US passport with his/her own biometric data attached to the name that appears on the phony ID. Unless the potential terrorist A) has already entered his biometrics into the database, and B) has garnered enough suspicion at the court- house, airport or border, etc., to merit a full city/county/state/ national database search, biometrics won't stop him/her from leaving the city/county/state/ country.

- **Biometric identification can sometimes be overkill.** It is not always necessary to identify a person (and to create a record of their presence at a certain place and time) if you do not need to know if they are allowed to do something or be somewhere. For example: When riding public transportation, METRA and/or CTA, passengers who use IDs or paid passes prove they have permission to ride, not necessarily to prove who they are, or to create a record of their presence.
- **Some biometric technologies are discriminatory.** A nontrivial percentage of the population cannot present suitable features to participate in certain biometric systems. Many people have fingers that simply do not "print well." Even if people with "bad prints" represent 1% of the population, this would mean massive inconvenience and suspicion for that minority. And scale matters. The INS, for example, handles about 1 billion distinct entries and exits into the US every year. Even a seemingly low error rate of 0.1% means one (1) million errors, each of which translates into INS losing resources following false leads.
- **The accuracy of some biometric systems can be difficult to assess before deployment.** Accuracy and error rates published by biometric technology vendors can sometimes be over-stated; because biometric error rates are data, and data can be manipulated. Biometric systems inherently fail in two ways: it can produce a "false match" (incorrectly matching a subject with someone else's reference sample) and false non-match (failing to match a subject with his/her own reference sample). There is a trade-off between these two types of errors. Biometric systems may be "tuned" to favor one error type over another. To ensure integrity of the biometric data, collection standards and auditing procedures should be enforced.
- **The cost of biometric system failure can be high.** For example: If you lose a credit card, you can cancel it and get a new one. If you lose an individual's biometric data, the consequences could be extreme and even catastrophic such as: identity theft or misidentification of individuals, who can be falsely accused, convicted or even put to death. Some civil liberty concerns have been: loss of privacy of personal and/or medical information that was extracted from the lost or "missing" biometrics. Unfortunately, any one of the errors mentioned could lead to potential financial repercussions for the entity using the system and possibly implicating the county and state. Any biometric system must be built with the highest levels of access and data security, including transmission that prevents interception, storage that prevents theft and system-wide architecture to prevent both intrusion and compromise from external and/or internal individuals.



---

## FUNDING STRATEGY IMPLEMENTATION CHECKLIST

---

The following is an outline of actual steps that must be taken in the next phase in order to implement the six-point strategy.

### 1) Pursue federal, state and local resources and funding

- Collect baseline data on the current level of grant support for stakeholders.
- Once priorities are established, identify funding sources and programs currently in existence – Stakeholders & Nationwide.
- Conduct ongoing research to continually identify public and private resources that are in existence for integration efforts.
- Explore Homeland Security funding criteria and opportunities, and establish links to specific federal purposes, such as immigration, terrorism, emergency preparedness and business continuity.
- Develop a marketing/outreach strategy that includes materials that can be customized for specific fundraising opportunities.
- Collect baseline data on the current level of general revenue funding for automation technology.
- Identify sources of public funding for integration efforts.
- Explore matching fund opportunities.
- Document benefits that other counties have derived in terms of cost savings as a result of their integration efforts.
- Research and document current Cook County funding sources.
- Decide on which of the many financing options to pursue: i.e., earmarks, bond issuance, grants, user fees, membership fees, etc.
- Identify the best means for alerting and informing enterprise members about funding opportunities.
- Develop and submit grant requests for funding.
- On an ongoing basis, identify opportunities to educate and encourage the County Commissioners about procuring appropriations for integration efforts.

### 2) Engage private sector funding sources

- Begin *Friend-raising* in advance of *Fund-raising*.
- Forge partnerships and develop relationships with private sector and local corporations, foundations and other non-governmental interests.
- Identify sources of private funding for integration efforts, especially as a result of the non-profit status of CCICJIS partners.
- Develop materials that document the importance of integrated information systems and provide examples.
- Identify “champions” for the cause and leverage relationships.
- Seek endorsements.
- Engage the business community.
- Demonstrate fiscal and administrative responsibility to funding sources in the following ways:

## APPENDIX H

### STRATEGY IMPLEMENTATION CHECKLIST

---

- Create an operational costs document template that is based on business priorities and the technical requirements to collect baseline data.
- Collect baseline data on costs and operational efficiencies, hardware and software costs, as well as replacement and upgrade costs.
- Collaborate with the State of Illinois' Integrated Justice Information Systems Funding Committee to supplement the State's efforts and to avoid being counterproductive by competing for the same pot of funds.
- Recommend and identify collaborative funding strategies.
- Analyze cost savings against cost increases associated with new technology procurements.
- Identify and analyze costs of integration efforts elsewhere.
- Push each stakeholder to capture relevant cost data on operating their criminal justice information systems.
- Stakeholders report on efforts to maximize the use of existing resources.
- Report on the programs already in existence, emphasizing those with inter-agency cooperation.
- Document Cook County's level of involvement and cooperation in the state's integrated justice information efforts.

#### **3) Develop a multi-year capital plan for funding integrated justice projects**

- Identify key Cook County officials in the current budgetary process for enterprise-related funding needs.
- Develop CJIS recommendations that support funding requests in FY2007 for priority projects.
- Identify stakeholders least prepared to participate effectively in the enterprise and find funding for them.
- Identify order of implementation by fiscal years.
- Cultivate support among key decision makers for a long-term operational funding stream.
- Consider seeking Congressional earmarks.

#### **4) Prioritize integration projects for funding purposes**

- Identify the best means for alerting and informing counties on funding opportunities.
- Conduct needs assessments to determine the technology support staffing level needed to implement the integration action plan.
- Conduct a gap analysis to determine what level of infrastructure is needed to reach the "To Be" scenarios.
- Establish a baseline for the state of stakeholder preparedness.
- The Strategic Planning Committee should prioritize needs by importance and order of do-ability.
- Identify and target priorities in need of additional resources.
- Seek funding for stakeholders that are least prepared.
- Define "core data" elements universally used throughout the enterprise.

- Pursue funding for projects that advance the exchange of core data.
- Have a process in place to allow for quick reaction to opportunities that call for the *ad hoc* development of grants.
- Understand business needs and priorities being developed by the Planning, Policy and Operations Subcommittee and approved by the Strategic Planning Committee. This is so business case needs and the tactical implementation plan can be incorporated effectively into grant applications, and also, it ensures that resources are efficiently distributed according to established priorities on an ongoing basis.

**5) Establish a process for managing funding requests**

- Create a compendium of Cook County enterprise stakeholder staff responsible for procuring grants and funding.
- Identify and summarize the procedure and timeline for the County's grant application and grant approval process.
- Identify and summarize procedures and timelines for obtaining capital equipment funds.
- Identify and summarize procedures and timelines for being included in the County's 5-yr capital improvement budget.
- Develop a 12-month action plan with timelines and deliverables for 2007.
- Create a template of common data and information that an agency must provide as part of any grant application submitted to the Strategic Planning Committee for approval.
- Identify and prioritize enterprise costs needed to implement the action plan commencing January 1, 2007. Such items will include, but are not limited to, additional staffing requirements, consultants, producing the data collection template, snapshots and operational efficiencies, and funds for planning and evaluation; in addition to other costs not currently within any enterprise member's FY2007 budget allocation.
- Identify the process by which the Strategic Planning Committee will issue letters of endorsement for projects that have the support of the integrated justice enterprise.
- Create a governance infrastructure in Cook County to manage and deliver the marketing, information gathering, and grant writing responsibilities.
- Identify who will sign the grant applications on behalf of the enterprise.

**6) Continue to review and evaluate the effectiveness of the implementation strategy**

- Define time periods for planning and evaluation.
- Determine ways to document efficiencies, as they may not be measurable solely in reducing staff.
- Review and evaluate the strategy for raising resources of integrated justice efforts upon completion of the budget and appropriations process.



***GLOSSARY OF TERMS***

<b>TERM</b>	<b>DEFINITION</b>
<b>Appropriate Granularity</b>	A key Service Oriented Architecture (SOA) concept. Granularity is a measure of the size of the components that make up a system.
<b>Biometric Formats</b>	Modes that can be used for individual, biometric identification, such as fingerprints, palm print, face, voice, iris, etc.
<b>Biometric Technologies</b>	Automated methods of recognizing or authenticating the identity of a person based on a physical or behavioral characteristic.
<b>BITA</b>	Cook County Bureau of Information Technology and Automation
<b>Bond Forfeiture Warrants (BFW)</b>	Warrants that are issued for failure to appear at a bond hearing.
<b>CABS</b>	Centralized Arrest and Booking System. Information system owned and maintained by the Cook County Sheriff's Office.
<b>CAD</b>	Computer-Aided Dispatch System. A system that allows the user to create and log events, and track calls for service and other activity.
<b>CCCC</b>	Cook County Clerk of Court
<b>CCICJIS</b>	Cook County Integrated Criminal Justice Information Systems
<b>CCWAN</b>	Cook County Wide Area Network. CCWAN is an Enterprise Network that provides data transport to all county agencies and municipal police departments.
<b>Challenge Grants</b>	Funds that are paid if the recipient organization is able to raise additional funds from other sources.
<b>CMS</b>	Case Management System. This is a general term for an agency system that has the capability of tracking cases, events, individuals, and other assorted forms of information.
<b>Components level</b>	Regarding Service Oriented Architecture, a layer of enterprise components that is responsible for realizing functionality and managing exposed services.
<b>Connectivity</b>	The ability to connect to or communicate with another computer system.

## APPENDIX I GLOSSARY OF TERMS

TERM	DEFINITION
<b>Core Data</b>	Data that is most frequently used to identify involved parties and record significant events within a justice context. It includes demographic, numeric, and biometric identifiers, agency file indexes, case identifiers, history data, current status information, and records of significant events.
<b>CPD</b>	Chicago Police Department
<b>Data</b>	Units of information that has been translated into a form that is more convenient to move or process.
<b>Data Custodianship</b>	The responsibility of justice agencies to maintain and protect data as directed by law, policies and institutional practices.
<b>Data Integrity</b>	Assuredness that all data is input accurately and that accuracy and completeness of all data is maintained.
<b>Digital Certificates</b>	An electronic "credit card" that establishes your credentials when conducting business or other transactions on the Web.
<b>Earmarks</b>	The setting aside of an allocation of funds for a particular person or cause by congress. Earmarking allows the U.S. Congress to direct and control how the discretionary elements of the federal budget are being spent.
<b>E-Filing</b>	Electronic Filing. The process by which agencies file, through electronic submission, court documents with the Clerk of the Court. With respect to integrated criminal justice, E-Filing in Cook County will include non-traffic related criminal complaints filed by law enforcement with the Circuit Court Clerk, as well as Indictments and information filed with the Circuit Court Clerk by the State's Attorney's Office.
<b>Enterprise Integration Level</b>	Regarding Service Oriented Architecture, a layer that enables the integration of services through the introduction of a reliable set of capabilities, such as intelligent routing, protocol mediation, and other transformation mechanisms, often described as the Enterprise Service Bus.
<b>Enterprise Service Bus (ESB)</b>	see Enterprise Integration Level
<b>E-Room</b>	An electronic documentation room (E-room) created for the purposes of tracking projects, monitoring activities, providing project related materials.
<b>Exchange Point</b>	An event that triggers an exchange of information between two agencies.

## APPENDIX I GLOSSARY OF TERMS

TERM	DEFINITION
<b>Financial Bonds</b>	A certificate of debt (usually interest-bearing or discounted) that is issued by a government or corporation in order to raise money.
<b>FTP</b>	File Transfer Protocol. An application protocol that uses the Internet's TCP/IP for transferring files from system to system.
<b>Global Justice Information Sharing Initiative (Global)</b>	An initiative created to promote and encourage the sharing of critical information among agencies in the justice enterprise. Global's efforts have identified and endorsed a number of relevant standards that can be used to support the exchange of data between criminal justice partners
<b>Global Justice XML Data Model (GJXDM)</b>	XML (eXtensible Markup Language) is a structured language for describing information being sent electronically by one entity to another. The GJXDM is premised on XML, but provides XML tag names and other structure for data that are constrained to meet the specific information exchange requirements of justice and public safety. In other words, the GJXDM extends XML to provide a concise and defined standard for sharing justice and public safety information throughout the nation, regardless of whether the justice agency or branch sharing the information is local, state, tribal or federal; it is also regardless of whether the information is exchanged horizontally or vertically within the justice system.
<b>Governance</b>	A body of stakeholders to oversee and guide the development, implementation and evaluation of effective electronic justice information sharing initiatives.
<b>GPIQWG</b>	Global Privacy and Information Quality Working Group. Assists government agencies to ensure that personal information is appropriately collected, used and disseminated with integrated justice information systems.
<b>HTTP</b>	Hypertext Transfer Protocol. A method used to transfer or convey information on the World Wide Web; HTTP is a request/response protocol between clients and servers. Originally, it provided a way to publish and retrieve HTML pages.
<b>I-CASE</b>	An application developed and enhanced by the Chicago Police Department and the Illinois State Police that shares criminal case / incident reporting information among law enforcement agencies in the State of Illinois.
<b>ICJIA</b>	Illinois Criminal Justice Information Authority
<b>ICLEAR</b>	Illinois' Citizens & Law Enforcement Analysis and Reporting. An application that shares arrest information among law enforcement agencies.

**APPENDIX I  
GLOSSARY OF TERMS**

TERM	DEFINITION
<b>IEPD</b>	Information Exchange Package Documentation. Is composed of schemas (for data exchange) and documentation for understanding the business context and usage.
<b>IJIS</b>	Illinois Integrated Justice Information System.
<b>Information Technology (IT)</b>	A term that encompasses all forms of technology used to create, store, exchange and use information in its various forms.
<b>Infrastructure</b>	The physical hardware used to interconnect computers and users. Infrastructure includes the transmission media, including telephone lines, cable television lines, satellites, antennas, routers, aggregators, repeaters and other devices that control transmission paths. Infrastructure also includes the software used to send, receive and manage the signals that are transmitted.
<b>Innovative Contracting</b>	Referred to as "Share-in-Saving" contracting, this is a public / private partnership in the area of justice integration. The vendor recovers its costs from the revenue generated from the project and can share revenue with the government agency.
<b>Integrated Criminal Justice</b>	An effort that focuses on improving the sharing of justice information between agencies. It helps to improve decision-making capabilities.
<b>Integration</b>	The sharing of data electronically between criminal justice agencies to ensure quality and usefulness of that data for the criminal justice enterprise.
<b>Interoperable Technologies</b>	Adherence to a published interface standard or making the use of a "broker" of services that converts one product interface to another products interface, thereby, allowing a system or a product to work with other systems or products without special effort on the part of the customer.
<b>JRA</b>	Justice Reference Architecture. An abstract framework for understanding significant components and relationships between them within a Service-Oriented Architecture.
<b>LEADS</b>	Law Enforcement Agencies Data Systems

## APPENDIX I GLOSSARY OF TERMS

TERM	DEFINITION
<b>Live Scan</b>	A machine that replaces “ink-and-roll” fingerprints. It electronically codes fingerprints using laser technology.
<b>Loose Coupling</b>	A key Service Oriented Architecture concept and approach where integration interfaces are developed with minimal assumptions between the sending/receiving parties, thus reducing the risk that a change in one application/module will force a change in another application/module.
<b>Membership Fees</b>	A fee based on participation.
<b>MOU</b>	Memoranda of Understanding. A document that includes mutually agreed upon procedures to share specific data, as well as define the specific circumstances under which data is exchanged between agencies.
<b>Needs Assessment</b>	A systematic approach for defining the present and desired states of an environment in order to derive statements of need.
<b>Network</b>	Two or more computers joined by some transmission media to share storage devices and peripherals.
<b>NIEM</b>	National Information Exchange Model. A partnership of the U.S. Department of Justice and the Department of Homeland Security. It is designed to develop, disseminate and support enterprise-wide information exchange standards and processes that can enable jurisdictions to effectively share critical information.
<b>Open Standards</b>	Open standards are publicly available and recognized specifications that provide a common method of achieving a particular goal.
<b>Operational systems level</b>	Regarding Service Oriented Architecture, this consists of existing custom built applications, otherwise called legacy systems.
<b>PMO</b>	Project Management Office. The PMO will be comprised of high-level decision makers and will be designated by members of the Committee.
<b>Public Key Infrastructure (PKI)</b>	Manages digital certificates for hardware nodes that must create or process digital signatures and encrypted messages.

## APPENDIX I GLOSSARY OF TERMS

TERM	DEFINITION
<b>Restricted Data</b>	Confidential or work product information or documents, images or electronic representations that cannot be shared with other agencies.
<b>RFP</b>	Request for Proposals
<b>RMS</b>	Records Management System. This is a general term for an agency system that has the capability of tracking records of events, individuals, and other assorted forms of information.
<b>SAO</b>	Cook County States Attorney's Office
<b>Service</b>	A label for an open family of standards and an associated technical approach to communicating between service consumers and services.
<b>Service Adaptors</b>	An adaptor is a generic term for software that enables an existing application to interoperate with external applications through services.
<b>Service Contracts</b>	A key Service Oriented Architecture (SOA) concept. Contracts that are used to govern the production and consumption of SOA services.
<b>Service Orientation</b>	A key Service Oriented Architecture concept where systems should serve business processes through the design of systems that make sense from a business point of view, rather than starting from a technical perspective
<b>Services level</b>	Regarding Service Oriented Architecture, they are services the business chooses to fund and expose reside in this layer.
<b>Shared Data</b>	Information, documents, images or electronic representations that are shared with one or more agencies pursuant to inter-agency agreements.
<b>Simple Object Access Protocol (SOAP) Message</b>	A protocol for exchanging XML-based messages over computer network, normally using HTTP. SOAP forms the foundation layer of the Web services stack, providing a basic messaging framework that more abstract layers can build on.
<b>SOA</b>	Service Oriented Architecture. Is a paradigm for organizing and utilizing distributed capabilities that may be under the control of different ownership domains.

**APPENDIX I  
GLOSSARY OF TERMS**

<b>TERM</b>	<b>DEFINITION</b>
<b>Standards</b>	Agreed terms and conditions of how information is defined shared between justice agencies.
<b>TCP / IP</b>	Transmission Control Protocol / Internet Protocol. The Transmission Control Protocol (TCP) is a virtual circuit protocol that is one of the core protocols of the Internet protocol suite. It is often simply referred to as TCP/IP. Using TCP, applications on networked hosts can create connections to one another. With this connection, they can exchange streams of data.
<b>User Fees</b>	Fees paid by the users or consumers of a specific government service in an effort to support the costs associated with that service.
<b>Web Services</b>	See Service.
<b>Wireless</b>	A term used to describe telecommunications in which the electromagnetic waves carry the signal over part or all of the communication paths.
<b>XML</b>	Extensible Markup Language. A structured language for describing information being sent electronically by one entity to another. XML Schema defines the rules and constraints for the characteristics of the data, such as structure, relationships, allowable values, and data types.

COOK COUNTY INTEGRATED  
CRIMINAL JUSTICE  
INFORMATION SYSTEMS (CCICJIS)



STRATEGIC PLAN  
MAY 1, 2003





# ACKNOWLEDGMENT OF CONTRIBUTORS

Acknowledgment of  
Contributors

The Cook County Integrated Justice Information Systems (CCICJIS) Committee would like to recognize the efforts of all those responsible for the development and the timely completion of the CCICJIS Integrated Criminal Justice Information System Strategic Plan. This report exemplifies the collaborative efforts of the justice agencies of Cook County as well as the State of Illinois. The CCICJIS Committee will continue its support for achieving an integrated criminal justice information system for Cook County, Illinois.

**COPYRIGHT © 2003**

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION  
SYSTEMS COMMITTEE**



**TABLE OF CONTENTS**

<b>I.</b>	<b>ENDORSEMENT LETTER.....</b>	<b>7</b>
<b>II.</b>	<b>COOK COUNTY RESOLUTION.....</b>	<b>9</b>
<b>III.</b>	<b>MISSION STATEMENT.....</b>	<b>13</b>
<b>IV.</b>	<b>EXECUTIVE SUMMARY.....</b>	<b>15</b>
<b>V.</b>	<b>INTRODUCTION.....</b>	<b>21</b>
<b>VI.</b>	<b>WHAT IS INTEGRATION?.....</b>	<b>23</b>
<b>VII.</b>	<b>GUIDING PRINCIPLES FOR INTEGRATED JUSTICE.....</b>	<b>25</b>
<b>VIII.</b>	<b>BENEFITS OF INTEGRATION.....</b>	<b>27</b>
<b>IX.</b>	<b>CCICJIS STRATEGIC PLAN</b>	
	Strategic Issue 1: Governance.....	29
	Strategic Issue 2: Data Custodianship.....	33
	Strategic Issue 3: Integration.....	35
	Strategic Issue 4: Protecting Privacy.....	41
	Strategic Issue 5: Standards and Regulations for Data Sharing .....	43
	Strategic Issue 6: Information Technology Infrastructure.....	45
	Strategic Issue 7: Rapid Identification Through Biometric Technologies.....	49
	Strategic Issue 8: Funding.....	51
<b>X.</b>	<b>NEXT STEPS IN MOVING TOWARDS INTEGRATION.....</b>	<b>55</b>
<b>XI.</b>	<b>APPENDIX</b>	
	Appendix A: Glossary of Terms.....	57
	Appendix B: Cook County Information Systems Committee .....	61
	Appendix C: CCICJIS Committee Structure .....	63
	Appendix D: Project Recommendations.....	75
	Appendix E: Data Exchange Points Map.....	77
	Appendix F: Current Agencies, Applications, Platforms and Networks.....	119
	Appendix G: Gap Analysis.....	125
	Appendix H: Funding Implementation Strategy.....	127
	Appendix I: Grants to Cook County Agencies for Criminal Justice Information Systems Projects.....	131
	Appendix J: Endorsement Letter from the Office of the Chief Judge.....	133

Table of  
Contents





ENDORSEMENT LETTER FROM THE CCICJIS COMMITTEE

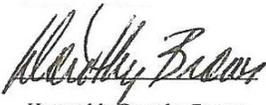
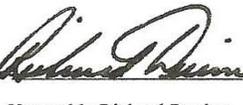
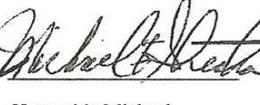
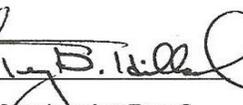
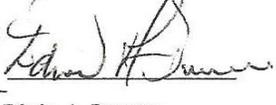
To the President, Members of the Cook County Board of Commissioners, and Citizens of Cook County, Illinois:

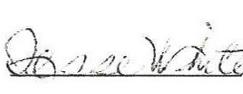
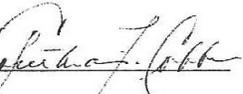
The members of the Cook County Integrated Criminal Justice Information Systems (CCICJIS) Committee fully endorse the strategic plan set forth in this report. This plan identifies the issues and outlines the strategies for improving justice information systems for all stakeholders. The CCICJIS Committee also endorses the process set forth in this report, highlighting the path that should be taken in moving towards an integrated Cook County. The combination of the plan and the process will provide stakeholders with complete, accurate and timely information needed for protecting the rights of the citizens of Cook County.

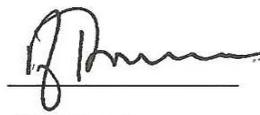
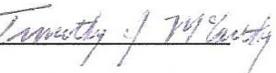
The members of the CCICJIS Committee are steadfast in their commitment to integration. Investment in this collaborative effort can assure citizens of Cook County safety and security.

The members of the CCICJIS Committee urge your thoughtful consideration of the Plan as well as the process discussed in this document. We ask that you approve the Cook County Integrated Criminal Justice Information Systems Strategic Plan and authorize the CCICJIS Committee to move forward with the development of a detailed plan of action.

Respectfully,

				
Honorable Dorothy Brown, Chair Clerk of the Circuit Court of Cook County	Honorable Richard Devine, Co-Chair Cook County State's Attorney	Honorable Michael Sheahan, Co-Chair Cook County Sheriff	Superintendent Terry G. Hillard, Co-Chair Superintendent of the Chicago Police Department	Edwin A. Burnette, Co-Chair Cook County Public Defender

Endorsed in separate letter (See Appendix J)				
Honorable Timothy Evans Chief Judge of the Circuit Court of Cook County	Honorable Jesse White Illinois Secretary of State	Honorable Richard Devine Acting Chairman of the Illinois Criminal Justice Information Authority	Cynthia Cobbs Director of the Administrative Office of the Illinois Courts	Ken Bouche Deputy Director of Information Technology Illinois State Police

			
Chief Stephen Schmidt President of the North Suburban Chiefs of Police Association (Districts 2-3)	Chief Gregory Moore President of the West Suburban Police Chiefs Association (Districts 4)	Chief Tim Baldermann President of the Fifth District Police Chiefs Association (District 5)	Chief Timothy McCarthy President of the South Suburban Association of Police Chiefs (District 6)

The Administrative Office of the Illinois Courts (AOIC) designated a representative to participate in meetings with the CCICJIS Committee, but not as a Committee member. The AOIC is signing in that capacity only.

Endorsement Letter





## COOK COUNTY BOARD RESOLUTION

**Resolution sponsored by  
JOHN H. STROGER, JR.  
President, Cook County Board of Commissioners**

### RESOLUTION

Whereas, the events of September 11, 2001 have focused attention on the need to have current, accurate and complete criminal justice information available to assist law enforcement agencies in the delivery of critical public safety services; and

Whereas, the Circuit Court of Cook County processes more than 70% of the criminal cases in Illinois; and

Whereas, improving the quality, accuracy, accessibility and timeliness of criminal history information which is generated, updated, managed and disseminated by Cook County criminal justice agencies, will enhance the overall quality of criminal history information for Illinois; and

Whereas, the Clerk of the Circuit Court has the responsibility, to certify and maintain court records as an integral component of criminal history information, to disseminate criminal case dispositions to the central state information repository, and to provide access to Cook County criminal case history records to public safety and criminal justice agencies for critical day-to-day decision making; and

Whereas, criminal justice information systems in Cook County have been designed to meet agency-specific operational needs as autonomous and independent systems, and as such, the information can not be readily shared with the courts or other justice agencies and inevitably contains redundancy and inconsistency with other information in the system; and

Whereas, justice information in Cook County must be improved if we are to provide high quality, accurate and timely criminal history information to law enforcement officers and the courts for purposes of making criminal justice decisions; and

Whereas, judges, prosecutors and police often do not know if they have complete information when making bail and sentencing decisions, charging decisions, possible plea negotiations and arrest decisions; and

Whereas, an integrated, county-wide justice information system is necessary to ensure that all public, private and individual stakeholders in the justice system have the accurate, timely and easily accessible information they require to better administer justice and enhance the safety and well being of the people of Cook County; and

Whereas, the development of a strategic plan for an integrated criminal justice information system for Cook County that aligns with and supports the statewide integrated justice information plan, will ensure that the requirements for Cook County are

**Cook County  
Board  
Resolution**

identified, increasing the effectiveness and applicability of the statewide plan to the needs of justice agencies within Cook County; and

Whereas, a crucial step in the process of realizing an integrated criminal justice information system for Cook County is to have a planning body comprised of all the major stakeholders to guide the development of the strategic plan.

Now therefore be it resolved by the Cook County Board of Commissioners that a Cook County Integrated Criminal Justice Information System Committee be established and charged with preparing a plan for the development of an integrated criminal justice information system as follows:

**I. COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS COMMITTEE**

The Cook County Integrated Criminal Justice Information Systems Committee is hereby established.

**II. COMPOSITION OF THE COMMITTEE**

- A. The Committee shall be comprised of a designee from each of the following elected or appointed offices: the Office of the President, the Clerk of the Circuit Court, the Office of the Chief Judge, the State's Attorney, the Sheriff, the Public Defender, the Cook County Department of Corrections, the Adult Probation Department, and the Bureau of Information Technology and Automation. The following State of Illinois agencies shall each be invited to designate a representative: the Illinois State Police, the Illinois Criminal Justice Information Authority, and the Administrative Office of Illinois Courts. The following law enforcement agencies shall each be invited to designate a representative: the Chicago Police Department, the North Suburban Chiefs of Police Association, the West Suburban Police Chiefs Association, the Fifth District Police Chiefs Association, and the South Suburban Association of Police Chiefs.
- B. The Committee shall seek the input, assistance and participation of other public, private and public interest groups as necessary or appropriate.
- C. The Clerk of the Circuit Court shall serve as chair of the Committee and may establish ad hoc committees or sub committees as necessary to assist the Committee in completion of the committee's mission.

**III. DUTIES OF THE COMMITTEE**

- A. Complete a needs assessment that will systematically identify all criminal justice systems in Cook County. Review all components of the justice process so that their current and planned justice information system environments can be examined and documented.

- B. Conduct a study to identify exchange points between agencies to determine where automation will enhance the integration process and make recommendations for automation of those exchange points where participants are willing and ready for automation.
- C. Develop a strategic plan for integration of Cook County justice and court information which includes, but is not limited to the following:
- Recommendation of cost-effective solutions that integrate existing criminal justice information systems, providing standards for future systems development, which reduce technological incompatibility, redundancy and inefficiency.
  - Develop strategies to improve the positive identification of individuals who interact with the justice system through the use of enhanced biometrics identification technologies such as flat fingerprints and facial recognition.
  - Build upon the significant financial investments already made by Cook County, avoid unfunded mandates and identify federal and state grants and other sources of funding assistance to finance the integration and improvement of the criminal justice information systems in Cook County.
  - Work in partnership with state and local criminal justice agencies and related social service agencies to meet operational requirements and needs for shared justice-related information.
  - Ensure that the privacy and civil liberties of all citizens are enhanced rather than diminished by implementation of an integrated criminal justice information system.
- D. Report the committee's findings, recommendations and strategic plan to the Cook County Board of Commissioners no later than May 1, 2003.





## **CCICJIS MISSION STATEMENT**

The CCICJIS Mission Statement was adopted by the CCICJIS Committee on July 25, 2002:

The mission of the Cook County Integrated Criminal Justice Information Systems Committee is to improve the public safety and protect civil liberties of the citizens of Cook County by improving the effectiveness and efficiency of the Cook County criminal justice system; through providing judges, prosecutors, public defenders, law enforcement, policy makers, and other related agencies with accurate, timely and complete criminal history information.

**Mission  
Statement**





## EXECUTIVE SUMMARY

### **A Historical Perspective**

For several years, Cook County justice stakeholders have been working together to discuss their inter-related processes, to resolve specific problems and to improve the sharing of justice data. The Cook County Information Systems Committee (See Appendix B, page 61, for committee membership) was the forum for these efforts.

### **Cook County Information Systems Committee Transition**

On December 8, 2000, the Cook County Information Systems Committee Chair launched a six-month assessment of the goals and activities of the Committee. The result of this assessment was a determination that there was a critical need for a group to focus specifically on the integration of the information systems of all of the criminal justice agencies of Cook County. This led the Committee, in May of 2001, to vote to recommend transitioning the Committee into an integrated justice group and to develop a mission statement for this proposed group.

The mission statement was presented to the heads of all of the criminal justice agencies and organizations represented on the Cook County Information Systems Committee. The mission statement and the need to establish a group to focus on integrated justice for Cook County was overwhelmingly endorsed by the criminal justice agency heads.

### **September 11, 2001**

Tragically, on September 11, 2001, terrorists attacked the United States. In consideration of that event, the need for accurate, complete, timely and accessible criminal justice information, and the need to provide the right criminal information to the right justice stakeholders at the right time, was even more painfully clear.

As a result of all of the above, President Stroger and the Cook County Board of Commissioners formally established the Cook County Integrated Criminal Justice Information Systems (CCICJIS) Committee on April 23, 2002 and charged the Committee to develop the integrated criminal justice strategic plan.

### **Illinois Integrated Justice Information Systems**

As a backdrop to Cook County's integrated justice activities, the State of Illinois was proceeding with a statewide integrated justice effort. Soon after the September 11, 2001 tragedy, and as a result of years of needs analysis and evaluations and a recommendation from the Illinois Criminal Justice Information Authority Board, the Governor of Illinois established the Illinois Integrated Justice Information Systems (IIJIS) Governing Board.

The IIJIS Governing Board, with significant representation and participation from Cook County justice agencies, completed a strategic plan for integrated justice for the State, on December 31, 2002. This strategic plan, with full endorsement, highlights the strategies needed to accomplish the goal of integrating justice information systems across the state.

**Cook County Integrated Criminal Justice Information Systems (CCICJIS) Strategic Plan**

Within Cook County, there are few real-time information system interfaces between Cook County justice agencies and other justice agencies throughout the State of Illinois. This results in a severe lack of timely, accurate and complete criminal history data that is exchanged between justice agencies. This compromises the safety and the quality of life for all of the residents of the County, and limits the officials who use the information to render decisions about justice-related matters. Also, when information is exchanged between agencies, it is re-keyed into various information systems, which can result in human transcription error. This lack of true integration is further exacerbated by the non-existence of accurate key index numbers or data and charge information entry standards.

Historically, roadblocks to the integration process have come in several forms: technological, operational, political and philosophical. Forces of momentum have further resulted in the creation of additional disparate, inconsistent and expensive systems throughout Cook County, compounding an already difficult problem. While there is a great deal of data residing in systems maintained by separate justice agencies in Cook County, this valuable data resides in information silos and not in the hands of the people who need it the most: the judges, assistant state’s attorneys and police officers who daily make decisions about detention, investigation, arrest, charging and bonding, which potentially affects public safety and individual rights.

With this in mind, it was prudent that Cook County establish the CCICJIS Committee and request that the group develop strategies to address the goal of achieving accurate, complete, timely and accessible criminal information throughout the Cook County justice enterprise. This would not include, however, information that is private or restrictive in nature.

Since its inception, the CCICJIS Committee has moved forward with tackling the issues of governance, integration, funding, and biometrics just to name a few. The task set before them: to capture those issues with integrity and make the case why these issues should be considered. And from that point is where we arrive today: *The Cook County Integrated Criminal Justice Information Systems Strategic Plan*.

**Four-Phased, Process-Oriented Approach To Integration**

In stating a business case for integration, the CCICJIS Committee has come up with a four-phased approach in analyzing and highlighting current issues, creating a vision for integration for Cook County, including state, local and federal agencies, and addressing the concerns of various stakeholders that will be affected by the efforts of integration. This approach to integration is comprised of four (4) logical phases:



- *Phase I - Illinois Integrated Justice Information System Strategic Plan<sup>1</sup>*  
This high-level strategic plan makes a business case for integration for the State of Illinois, including Cook County. It is considered the model for all other jurisdictions to follow.
- *Phase II - Cook County Integrated Criminal Justice Information Systems Strategic Plan.*  
Taking on a high-level approach, this plan carves out the future for justice agencies in Cook County as well as the State. It examines the critical paths of information, issues surrounding various stakeholders, and the possible funding options for implementing the recommendations.
- *Phase III - Cook County Integrated Criminal Justice Information Systems Strategic Plan - Making Way for Integration*  
This detailed plan of action examines the critical needs for integration, information exchanges and systems preparedness. Overall, the plan will establish the blueprint of projects and resources needed in moving towards the integrated information systems enterprise outlined in Phase II.
- *Phase IV – Projects and Metrics*  
The recommendations and actions plans set forth in Phases II and III are carried out in this phase. Each agency will have a stake in implementing projects for their respective agency; however, multi-agency projects will also be pursued. Additionally, achievement of our overall goals will be measured using performance metrics identified and developed in Phases II and III.

### **Cook County Integrated Criminal Justice Information System Strategic Plan – Strategic Issues**

The CCICJIS Strategic Plan for integrated criminal justice is presented as eight (8) strategic issues. These issues must be addressed in order to achieve the goals of an integrated criminal justice enterprise for Cook County.

Each strategic issue represents a major area of focus for Cook County's integration efforts. Consequently, the strategic issue is defined and a case is made for its importance. Recommendations are made for each strategic issue, which are both those that must be pursued, as well as those that require further consideration and analysis. These eight (8) strategic issues are:

#### **1. Governance**

Although technology is the critical facilitator of integrated criminal justice, in many ways, it may be the least contentious of the potential barriers. Political, legal/policy, organizational, financial and cultural issues, as well as issues of privacy and security, must also be addressed as we move towards achieving the goals of integrated justice. Because of these inherently complex issues, the large number of agencies that participate

---

<sup>1</sup> Source: Illinois Integrated Justice Information System: Strategic Plan 2003-2004. This plan examined 7 critical, strategic issues for integrating the justice information systems at the State level.

in or are impacted by the Cook County criminal justice environment, the significant role that Cook County must play in assisting the State of Illinois with its statewide integrated justice initiatives, and the benefit of integrated criminal justice goals to the public safety of the citizens of Cook County, **a formal organization of major stakeholders is needed to be the critical component of planning, implementing and realizing the goals of integrated criminal justice for Cook County.**

## **2. Data Custodianship**

**Criminal justice agencies are really caretakers of data** as directed by law, policies, and institutional practices and are ultimately responsible to the public. These agencies recognize the need to challenge conventional ways of thinking about data collection, handling and ownership. The CCICJIS Committee has identified three general types of criminal justice information; **core data, shared data and restricted data.**

## **3. Integration**

The CCICJIS Committee views an integrated justice system as **a way of thinking, a way of conducting the business of the criminal justice system and a constantly evolving process.** Three (3) prominent themes emerge when considering the need for an integrated criminal justice information system in Cook County: 1) the need to improve operational efficiencies; 2) the need for standardization to capture and share enterprise data; and 3) the need for improved access to core and shared data.

## **4. Protecting Privacy**

The amount of electronically stored criminal justice information has expanded rapidly as justice agencies build more extensive systems to collect, store and process data. The emergence of extensive, easily accessed information on private citizens begs the question, **“how does the criminal justice enterprise balance the need to collect and process information efficiently to ensure public safety, against the need to maintain individual privacy?”**

## **5. Standards and Regulations for Data Sharing**

Although data sharing is currently practiced among county, state, and local agencies, it is not uniform across jurisdictions. To combat this, Cook County leadership **must develop a standardized method of capturing and sharing core and shared data.** These standards should be developed in conjunction with national and state justice integration efforts.

## **6. Information Technology Infrastructure**

In order to promote timely, accurate and complete sharing of justice information, Cook County stakeholders will have to make use of and maintain existing technologies and communication facilities while **expanding information technology (IT) infrastructure to all authorized agencies.**

## **7. Rapid Identification Through Biometric Technologies**

In order to rapidly and positively identify individuals, Cook County must expand its use of biometric technologies; and with this expected growth in the use of biometric-based systems and applications, initiate research in the exchange and interoperability of biometric data.

**8. Funding**

In order to accomplish the goal of an integrated criminal justice enterprise for Cook County, adequate funding must be provided to all criminal justice agencies in the enterprise. However, resources are always scarce in the public sector, especially for large-scale, multi-year efforts across agencies. The challenge ahead is for Cook County to manage the continuum of great need against scarce resources and to identify the cost-savings that the criminal justice enterprise will generate.

As stated above, these are the strategic issues that must be addressed in order to achieve the goals and realize the benefits of an integrated criminal justice enterprise for Cook County.

With the completion of Phase II of the Process-Oriented Approach to Integration, the CCICJIS Committee recommends that the Cook County Board of Commissioners recast the Committee as the CCICJIS Council, increasing its membership to include additional critical justice stakeholders. The CCICJIS Council will then adopt the guiding principles of integration as a way of doing information technology business within our respective criminal justice agencies; and immediately launch Phase III, the development of a detailed plan-of-action.





## INTRODUCTION

The Cook County Integrated Criminal Justice Information Systems (CCICJIS) Strategic Plan is organized into five major sections, as follows:

### **What is Integration?**

Which defines what integrated criminal justice means for Cook County.

### **Guiding Principles for Integrated Justice**

Which articulates principles that commit justice stakeholders to integrated criminal justice information processing as a fundamental business practice in Cook County.

### **Benefits of Integration**

Which succinctly identifies the benefits of an integrated criminal justice enterprise for Cook County.

### **Strategic Issues**

Which presents eight (8) strategic issues that must be addressed to achieve the goal of an integrated criminal justice enterprise for Cook County; an enterprise that supports and facilitates the sharing of criminal justice information at local, county, state and national levels.

For each issue, there is a description of the issue, stressing why it is important to consider the issue. The issue is analyzed within a Cook County context, providing illustrations of how operational processes and decision making abilities are impacted by the issue. Specific recommendations to address these strategic issues are included. These recommendations will be discussed, clarified and finalized in the next phase of this process, Phase III: the development of a detailed plan-of-action.<sup>2</sup>

The Strategic Issues are as follows:

- Strategic Issue 1: Governance
- Strategic Issue 2: Data Custodianship
- Strategic Issue 3: Integration
- Strategic Issue 4: Protecting Privacy
- Strategic Issue 5: Standards and Regulations for Data Sharing
- Strategic Issue 6: Information Technology Infrastructure
- Strategic Issue 7: Rapid Identification Through Biometric Technologies
- Strategic Issue 8: Funding

---

<sup>2</sup> Please note that the recommendations included with each strategic issue are offered for consideration. These recommendations will be analyzed for merit, feasibility, overall fit as a course of action and finalized in the next step of the process: Phase III-A detailed plan of action.

**Appendices**

Additional information, which informs, illuminates and supports the CCICJIS Strategic Plan.

Appendix A: Glossary of Terms

Appendix B: Cook County Information Systems Committee

Appendix C: CCICJIS Committee Structure

Appendix D: Project Recommendations

Appendix E: Data Exchange Points Map

Appendix F: Current Agencies, Applications, Platforms and Networks

Appendix G: Gap Analysis

Appendix H: Funding Implementation Strategy

Appendix I: Grants to Cook County Agencies for Criminal Justice Information Systems Projects

Appendix J: Endorsement Letter from the Office of the Chief Judge



## WHAT IS INTEGRATION?

The following are integrated criminal justice systems goals for Illinois<sup>3</sup>:

- 1) Capture information once, share it appropriately, and make it available for repeated use.
- 2) Coordinate and share information electronically.
- 3) Use interoperable technologies rather than closed systems.

The challenge faced by Cook County criminal justice agencies is to determine how to achieve these goals in the context of one of the world's largest and most complex criminal court systems. The CCICJIS Committee determined that the benefits of an integrated justice system could only be realized from a clearly stated agreement on a way of conducting the business of the criminal justice system. An integrated justice system is not a finite set of computer programs and operational procedures that can be achieved in a single technology project. Rather, an integrated justice system is a way of thinking, a way of conducting business of the criminal justice system and a constantly evolving process.

CCICJIS Committee defines the term integration as follows. **Integration is:**

- Inter-agency cooperation.
- Sharing data electronically between criminal justice agencies to ensure quality and usefulness of that data for the criminal justice enterprise.
- The use of evolving technologies to enable criminal justice agencies to efficiently access core data from other agencies.
- The reduction / elimination of duplicative data entry of core data.
- The development of efficient workflow and inter-dependent processes to support core data handling.

It is also important to further define the sharing of information in this manner:

- **Core Data** is the information that is used and exchanged by all justice agencies in the enterprise.
- **Shared Data** is information that is shared with one or more agencies under pre-established, sharing agreements.
- **Restricted Data** is confidential or work product information that cannot be shared with other justice agencies in the enterprise.

The foundation of an integrated criminal justice system rests on the exchange of core data required for making informed business decisions. Core data is that which is most frequently used to identify involved parties and record significant events; the absence of which causes delays, uninformed decisions, and unnecessary human and monetary cost. Core data includes demographic and numeric identifiers of involved parties, biometric identifiers, agency file indexes or case identifiers, history data and current status information, and records of significant events. Timely processing of core data is critical for the efficiency and effectiveness of criminal justice process.

<sup>3</sup> Source: Illinois Integrated Justice Information System: Strategic Plan 2003-2004. "Strategic Issue 2" (pages 23-26).

In defining what integration is, it is important to clear up all misconceptions or assumptions people have about integration. **Integration is not:**

- one big system.
- a universal mandate.
- a requirement that all agencies' data be deposited in one central repository.
- agency loss of control / ownership of its data.
- a requirement for any agency to share restricted / confidential / work product information.

While the CCICJIS Committee recommends that agency systems be required to process core data, this requirement is not intended to preclude agencies from electronically sharing other information for specific purposes. For example, police agencies may wish to share incident data for open cases to enhance investigations of unsolved crimes. In fact, the CCICJIS Committee would endorse ad hoc data exchanges between criminal justice agencies to the extent that it does not violate any privacy laws and policies. See *Strategic Issue 4: Protecting Privacy*, page 41.

It is important to note that while Cook County lacks a comprehensive plan for integrating its criminal justice information systems, agencies have for many years electronically shared information via ad hoc efforts. Data sharing, according to the principles set forth above, should become a coordinated business practice adopted by all Cook County criminal justice agencies.

It is also important to note that the integration of criminal justice information includes information at all source levels: local, county, state and federal.



## GUIDING PRINCIPLES FOR INTEGRATED JUSTICE

In order to establish integrated criminal justice information processing as a fundamental business practice in Cook County, all agencies with responsibility for criminal justice must approach information systems development by accepting, endorsing and acting on the following principles. These principles assume that stakeholder agencies may design, implement and operate their own information systems.

- Criminal justice information systems must be designed to communicate with other local agency criminal justice information systems, as well as state and federal criminal justice information systems.
- Criminal justice information systems must be designed to electronically process core data between agency systems.
- Criminal justice information systems must be designed to capture core data once at its origin and to use core data as needed in subsequent processing steps in other criminal justice information systems.
- Criminal justice information systems must be designed to provide an audit trail of the generation, modification and dissemination of electronic data transactions and exchanges.
- Criminal justice agencies must analyze and re-engineer, when necessary, workflow and inter-dependent processes to support core data handling.
- Criminal justice information systems must be designed to track offenders using positive identification such as biometrics in addition to currently assigned identification numbers.
- Criminal justice information systems must be designed with strict security to prevent unauthorized access, misuse and dissemination of criminal justice data.
- Criminal justice information systems must be designed to comply with all laws and regulations relative to individual citizen privacy and civil liberties.

Guiding  
Principles  
For Integrated  
Justice





## **BENEFITS OF INTEGRATION**

Coordinated and efficient collection and processing of criminal justice information will ultimately enhance justice in Cook County and produce the following benefits:

- More accurate, timely, and informed decision making by law enforcement officers, prosecutors, defense attorneys, judges, probation officers and corrections officers.
- Improved access to criminal justice information for criminal justice agencies and the public.
- Real-time access to critical criminal justice information.
- More rapid and more accurate identification of suspected offenders.
- More timely and proactive notification of key events.
- Improved/Expedited case processing.
- Improved compliance and mitigation of liabilities.
- Reduction or elimination of redundant data entry costs.
- More cost efficient use of finite resources.
- Enhanced public safety through more complete, accurate and timely information at key decision points.
- Increased protection of the innocent.

**Benefits of  
Integration**





## STRATEGIC ISSUE 1: GOVERNANCE

### I. ISSUE DESCRIPTION

Within Cook County's current environment, operational process improvements and the deployment of technology to facilitate these improvements are managed at the agency level or on behalf of a specific agency. This is appropriate since the focus of these efforts primarily is to address agency-specific opportunities and/or problems falling under the statutory obligations and responsibilities of each agency. Integrated criminal justice, by definition, is an effort that focuses on improving the sharing of justice information between agencies, as a means of improving decision making by all stakeholders throughout the justice environment. The justice information environment can be viewed as interrelated components of a single, albeit very complex set of processes. This environment requires that we provide oversight or *Governance* for this effort that includes representation by all stakeholders within the justice environment.

Governance, then, is a "...body of stakeholders to oversee and guide the development, implementation and evaluation of effective electronic justice information sharing initiatives".<sup>4</sup>

### II. MAKING THE CASE

The administration of justice involves numerous justice and non-justice agencies, which each can have their own systems for collecting, maintaining, analyzing and sharing information in support of their respective agency responsibilities. Many of these agencies also employ a significant number of manual steps in their respective processes, which preclude electronic information sharing. This is the case for Cook County justice agencies, as well as the local and state agencies. In addition, agencies within this expansive justice environment are at varying levels of preparedness for improved information sharing from a planning, technology and/or funding perspective.

Planning, developing and implementing the capacity to share information among agencies, levels of government and a variety of disciplines means overcoming established barriers to seamless data exchange. Although technology is the critical facilitator of integrated criminal justice, in many ways, it may be the least contentious of the potential barriers. Therefore, the oversight cannot be left to Cook County technical staffs alone. Political, legal/policy, organizational, financial and cultural issues, as well as issues of privacy and security, must also be addressed as we move towards achieving the goals of integrated justice.<sup>5</sup> Because of the inherently complex issues, the large number of agencies that participate in or are impacted by the Cook County justice environment, the significant role that Cook County must play in assisting the State of Illinois with its statewide integrated justice initiatives, and the benefit of integrated criminal justice goals to the public safety of the citizens of Cook County, a formal organization of major stakeholders is needed to be the critical justice component of planning, implementing and realizing the goals of integrated criminal justice for Cook County.

<sup>4</sup> Source: Illinois Integrated Justice Information System: Strategic Plan 2003-2004. "Strategic Issue 1" (pages 19-22).

<sup>5</sup> Source: Governance Structures, Roles and Responsibilities. Kelly J. Harris, NCJIS.

The governing body will ensure a place at the table for all relevant agencies and users, and will foster equality of decision-making.

**Membership**

The Resolution on Integrated Criminal Justice, issued by the Cook County Board of Commissioners on April 14, 2002, established the Cook County Integrated Criminal Justice Information Systems (CCICJIS) Committee and charged this Committee with developing a strategic integrated justice plan for Cook County. This body, comprised of stakeholders at the county, state, and local levels, is the very structure needed to provide oversight for the continuance of this very important initiative. Therefore, the CCICJIS Committee should be formalized and recast as the Cook County Integrated Criminal Justice Information Systems Council, adding the Illinois Attorney General and members from the federal level and the general public.

Members of CCICJIS Council should be individuals who have the power to dedicate agency resources and commit personnel to this initiative. These will be the individuals that have the ability to drive the effort forward, remove barriers and provide true leadership. In short, it is the highest-level officials of identified stakeholder agencies who should comprise this Council.

The proposed membership of the CCICJIS Council shall consist of:

- a) the Clerk of the Circuit Court of Cook County;
- b) the Cook County Chief Judge;
- c) the Cook County Sheriff;
- d) the Cook County State's Attorney;
- e) the Cook County Public Defender;
- f) the Cook County Director of Public Safety;
- g) the Cook County Director of Adult Probation;
- h) the Cook County Chief Information Officer;
- i) the Chairman of the Judicial Advisory Council;
- j) the Superintendent of the Chicago Police Department;
- k) the President of the North Suburban Chiefs of Police Association (Districts 2-3);
- l) the President of the West Suburban Police Chiefs Association (District 4);
- m) the President, Fifth District Police Chiefs Association (District 5);
- n) the President of the South Suburban Association of Police Chiefs (District 6);
- o) the Director of the Illinois State Police;
- p) the Illinois Attorney General;
- q) the Illinois Secretary of State;
- r) the Director of the Administrative Office of the Illinois Courts;
- s) the Director of the Illinois Department of Corrections;
- t) the Chairman of the Illinois Criminal Justice Information Authority;
- u) a member of the general public appointed by the Cook County Board President; and
- v) Federal agencies as determined by the CCICJIS Council.

**Roles and Responsibilities**

The proposed CCICJIS Council will provide critical leadership in integrated criminal justice strategic planning. This Council must also articulate the vision, define the scope and establish objectives for sharing integrated criminal justice information.

The CCICJIS Council shall have the following roles and responsibilities:

- a) to promote the integration of criminal justice information systems in Cook County;
- b) to coordinate and facilitate Cook County Integrated Criminal Justice - Phase III, the development of a Cook County detailed plan for integrated criminal justice which aligns with the Illinois Integrated Justice Information System Plan (Phase I) and builds upon the strategies of the Cook County High-level Strategic Integrated Criminal Justice Plan (Phase II);
- c) to provide oversight for the execution of specific projects (Phase IV) identified and prioritized in the Cook County Detailed Plan for Integrated Criminal Justice;
- d) to establish standards to facilitate the electronic sharing of criminal justice information;
- e) to promulgate policies that protect individuals' privacy rights related to the sharing of criminal justice information;
- f) to apply for, solicit, seek approval to receive, establish priorities for, and contract for funds from various sources to forward the goals of sharing justice information;
- g) to develop and articulate inter-agency requirements to facilitate the sharing of Cook County core criminal justice data;
- h) to develop, monitor and measure performance metrics to ensure that Cook County achieves its criminal integrated justice goals; and
- i) to report annually on progress toward these goals to the Cook County Board of Commissioners.

**III. RECOMMENDATIONS**

The CCICJIS Committee recommends the following:

- 1. That the Cook County Integrated Criminal Justice Information Systems (CCICJIS) Council be formalized effective May 1, 2003 and the proposed membership as listed above, as well as the listed roles and responsibilities.
- 2. That the current Chair and Co-Chairs of the CCICJIS Committee be appointed to Chair the newly cast CCICJIS Council.
- 3. That the current mission of the CCICJIS Committee be approved as the CCICJIS Council's mission.
- 4. That the CCICJIS Council be authorized to immediately move forward with Integrated Justice - Phase III, the development of a Cook County Detailed Plan for Integrated Criminal Justice. This plan will identify specific prioritized projects, performance metrics and funding sources to pursue.





## STRATEGIC ISSUE 2: DATA CUSTODIANSHIP

### I. ISSUE DESCRIPTION

There is a great opportunity for Cook County to improve justice and public safety by integrating criminal justice information systems, which contains more and more data and in some cases electronic versions of documents. If Cook County sets a goal to capture data at its source and pass it along as suggested in the IJIS report, then there needs to be agreement on what information should be passed.<sup>6</sup> Criminal justice agencies recognize the need to challenge conventional ways of thinking about data collection, handling and ownership.

Criminal justice agencies are authorized by law to collect information to serve the public interest by providing public safety and administering justice. Traditionally, criminal justice agencies collect and store data. See the section below defining the types of data. **Core data** must be shared as part of an integrated criminal justice information system. **Core data** is placed in the custody of criminal justice agencies. Agencies are really caretakers of data as directed by law, policies and institutional practices, and are ultimately responsible to the public. This responsibility includes a mandate to protect all information from unauthorized access or other misuse.

The CCICJIS Committee identified three general types of criminal justice information; **core data, shared data and restricted data.**

- **Core data** is that which is used by all criminal justice agencies including demographic and numeric identifiers of involved parties, biometric identifiers, certain images, agency file indexes or case identifiers, history data and current status information, and records of significant events.
- **Shared data** is information, documents, images or electronic representations thereof that is shared with one or more agencies pursuant to inter-agency agreements.
- **Restricted data** is confidential or work product information, documents, images or electronic representations thereof that cannot be shared with other agencies.

The CCICJIS Council should carefully consider what criminal justice **core data** should be exchanged electronically. It must take into account the authorized access to, the use of information, and the need to ensure individual privacy.

### II. MAKING THE CASE

The CCICJIS Committee believes that it is imperative that Cook County criminal justice agencies work together to make the best use of limited resources. When implemented, integrated justice information processing will reduce data entry costs and improve operational efficiency. Appropriate automated handling of core criminal justice data

<sup>6</sup> Source: Illinois Integrated Justice Information System: Strategic Plan 2003-2004. "Strategic Issue 2" (pages 23-26).

gives police officers, lawyers, clerks, judges, probation officers and correction officers the information needed to make informed decisions, increasing public safety and justice. The only way to realize the full benefit of integrated justice information processing is to attain the full participation of all agencies.

All agencies must clearly understand that integrated criminal justice information processing is not unfettered access to all data contained in all agency information systems. **Agencies will not be compelled to share restricted, confidential or work product information. Agencies may restrict secondary dissemination of their shared data to other agencies.**

The CCICJIS Council should give priority to initiatives that promote electronic exchange of core data. The greatest possible efficiencies will be realized if core data is freely exchanged by all Cook County criminal justice agencies.

### **III. RECOMMENDATIONS**

The CCICJIS Committee recommends the following:

1. That all Cook County offices and agencies with responsibility for criminal justice enter into a formal agreement to electronically share core data.
2. That the Cook County Board of Commissioners require that all new criminal justice information systems be designed for appropriate data sharing.
3. That the Cook County Board of Commissioners give priority to criminal justice information technology initiatives that link existing systems to create operational efficiencies.



## STRATEGIC ISSUE 3: INTEGRATION

### I. ISSUE DESCRIPTION

As stated in the section, *What Is Integration?* (page 23), the CCICJIS Committee views an integrated justice system as a way of thinking, a way of conducting the business of the criminal justice system and a constantly evolving process.

The CCICJIS Committee determined that three prominent themes emerged when considering the need for an integrated criminal justice information system in Cook County:

1. Need to improve efficiencies – Cook County must reduce its reliance on paper and other inefficient means of accessing and processing information.
2. Need for standardization to capture and share enterprise data – Cook County criminal justice agencies can improve processes if they electronically share core information.
3. Need for access to core data – Cook County criminal justice agencies need more timely, accurate and complete information across data systems to support informed decision making.

### II. MAKING THE CASE

To demonstrate the potential benefits that could be realized with integrated criminal justice information processing, this section identifies specific examples of the need to reduce reliance on paper and to share data. Examples are presented in the context of seven major components of criminal justice processing in Cook County. The examples below are not limited to electronic data exchanges between Cook County criminal justice agencies. They also include exchanges with state and local criminal justice agencies as required. Further, the following is not meant to be a comprehensive description of an integrated criminal justice information system.

#### 1. Incident / Investigation

The goal of law enforcement is to protect the public and to investigate and solve crimes. In order to identify and apprehend criminal offenders, law enforcement agencies require accurate records of events and facts relative to a crime, witness information, the identification of an accused offender, and the evidence necessary to convict an offender. Today's offenders are exceptionally mobile and commit offenses in a number of related and unrelated law enforcement and court jurisdictions. The ability of law enforcement to track crime patterns and to share that information with other authorized agencies across jurisdictional boundaries will lead to more efficient and effective investigations resulting in a higher solution/clearing rate. At the present time, no centralized data warehouse for incident reports from suburban police departments exist. This must be addressed.

Law enforcement agencies would certainly increase operational efficiency if case reports now completed on paper were created electronically. If electronic

versions of case reports were maintained, authorized law enforcement agencies could electronically view documents instead of requesting copies of paper files. Data elements used to create such reports could also be transmitted between agencies, saving time and reducing the need to create, copy and transport paper files. Recipient agencies would be free to choose whether to keep case reports in an electronic format or print some or all of the material.

Increased communication and data sharing between law enforcement agencies about suspected offenders using biometric identifiers could reduce defendants' use of alias names or stolen identities to defeat accurate identification.

## **2. Arrest / Booking / Identification**

Every person arrested for a reportable offense in Cook County should be fingerprinted using livescan technology. From the earliest point of contact, the police and State's Attorney need the subject's positive identity, complete and accurate criminal history, warrant information, Secretary of State's driver's license record and current status information (bond/probation/parole status and conditions). More information relative to the subject may be housed in one or more information systems including: Firearms Owners Identification (FOID), Automated Victim Notification (AVN), Illinois Department of Corrections (IDOC), Immigration and Naturalization Service (INS) or Department of Child and Family Services (DCFS).

To increase operational efficiency, the arrest/complaint, fingerprints/digital photos and unique identifiers should be simultaneously pushed by the police information system to all appropriate agencies. Electronically pushing information will eliminate redundant and error-prone data entry.

## **3. Charging**

Accurate, complete and timely information is vitally important to those individuals and agencies within the criminal justice system responsible for charging decisions. Police officers and supervisory police personnel along with assistant state's attorneys need accurate criminal history and status information to determine appropriate charges. Criminal history and status information is vital to the charging decision because more serious charges may be statutorily required depending upon the prior criminal history or offender status – on bond, probation, or parole. This information is needed not only with respect to traditional criminal charges, but also with respect to motor vehicle/traffic charges. Criminal history should include not only arrest information but also court dispositional information and status information to ensure that proper charges are filed.

Certain agencies have a need to know about the arrest of an individual who is on bond, probation, conditional discharge, supervision or parole. A subsequent arrest will usually trigger some other legal action in addition to the filing of complaints on the charge the defendant was arrested for. That action could be the filing of violations of bail bond, violation of probation, conditional discharge or supervision or parole holds and warrants. In some cases agencies outside of Cook County should also receive such notifications. It is not unusual for defendants to

have cases pending in multiple counties or be on bond or probation in another county when arrested in Cook County.

Unnecessary time and material is currently spent duplicating information and reports to forward to those agencies or is spent on the telephone in an effort to track this data. The system is both paper dependent and paper driven which leads to the use of enormous quantities of paper being generated, photocopied, faxed or mailed to other agencies with a need to know. Further, as data for a single event is entered separately into multiple systems by different people, the greater the chance that one of those entries will be wrong due to human error. Passing event data electronically from its origin to agencies requiring knowledge of certain events will reduce the cost of entry, improve data accuracy and improve operational efficiency.

#### **4. Detention**

Defendants unable to make bail or who are denied bond must be detained in the Cook County jail until their criminal case is complete. Even though the Cook County Department of Corrections has a computer system to support internal operations, tens of thousands of inmates detained each year are processed into and out of the jail largely based on paper. Further, Cook County expends considerable resources housing inmates awaiting trial and transporting them to and from court for various proceedings based on pieces of paper. Integrated information processing between the Cook County jail and other criminal justice agencies can lead to reduced costs and increased operational efficiencies.

Police agencies could push arrest/booking information using Criminal Apprehension Booking System (CABS) to the Sheriff to help populate the jail information system, reducing the need for data entry. Court case disposition data using a common identifier could be pushed from the clerk's information system to the jail, reducing mistaken processing due to the transcription errors that inevitably happen when using paper. Real time transmission of court disposition data could speed up release processing for those inmates who make bond or are otherwise freed. The clerk could also transmit court scheduling data to the jail system using a common identifier.

#### **5. Court Process**

The court process consists of several proceedings including bond hearings, arraignments, status hearings, pleas, trials and sentencing. Knowledge of significant court event information is vital to many criminal justice agencies for their operations. For example, the Sheriff needs to know the result of a bond hearing to determine whether or not to release a defendant from the jail. The probation department needs to know when a judge orders a defendant to be supervised. Case disposition information needs to be reported to the state central repository (Illinois State Police and Bureau of Investigations) and other appropriate agencies to be added to criminal history records.

Operational efficiencies will be gained by the expansion of electronic booking and charging information among appropriate agencies. Such transmission would

eliminate the manual data entry of arrest information and reduce errors attributable to repetitive data entry. Other court events such as the issuance of orders of protection, orders of probation or supervision, issuance of arrest warrants, discovery, and warrant quash or recall orders could be pushed electronically to affected agencies. Immediate electronic notification of significant court events will allow criminal justice agencies to save time and data entry resources and begin processing of court information more quickly.

**6. Post-Conviction (Appeals)**

Post-conviction processes are those that take place after sentencing in a criminal trial. These include direct and collateral appeals, post trial motions and any other post-conviction matters. Those individuals and/or agencies involved in the judicial process during these events have the need to access and share information. Information concerning events such as appeal affirmed, appeal reversed, reversed and remanded, or a modification to the sentence imposed by an appellate court is essential to the administration of justice.

There are currently many manual processes that, if automated, would greatly reduce reliance on paper and result in the cost savings of employee time and effort. For example, when a conviction is reversed or remanded for a new sentencing hearing the prompt availability of the information at the trial level would expedite the disposition of the new proceedings. The filings, hearings (oral arguments or written arguments) and the disposition of appeals, especially those that are reversed or remanded for change of sentence, as they move through the reviewing courts must be transmitted to the appropriate agencies in a timely manner.

**7. Incarceration (Mandatory Supervised Release / Parole)**

Criminal justice agencies charged by law with the incarceration of individuals pursuant to a sentence have a need to access and process critical information. Certain statutes also impose a duty for the Illinois Department of Corrections to notify police agencies and victims of the impending release of a prisoner.

Operational efficiencies would be realized if criminal justice agencies adopt electronic exchange of core data as a standard business practice. Electronic transmission of mittimus, statements of fact and other pertinent data required by law will assist the Illinois Department of Correction's inmate placement process. Notices of parole hearings, clemency hearings, inmate release, death and or escape from the Illinois Department of Corrections, supervision and completion of Mandatory Supervised Release information if automated could be pushed electronically by the Prisoner Review Board and/or the Illinois Department of Corrections to the affected agencies in a more timely manner than via paper. Notice of civil commitment hearings for predatory sex offenders and designations as a sexually dangerous or sexually violent person if transmitted to the appropriate agencies electronically would improve process and enhance public safety. Sex offender registration information is another critical data exchange that would benefit from automation in an integrated criminal justice information system.

The exchanges described above can only be accomplished if criminal justice agency information systems employ a standard means of sending and receiving. Core data, which is critical to processing, must be identified so that criminal justice information systems can effectively exchange information. Data transmission between criminal justice agency information systems will also require that all systems contain particular identifiers to reference individuals, cases or specific incidents in order to track criminal history.

The CCICJIS Committee found that increased access to core data by criminal justice agencies will improve the decision making process. For example direct access by:

- Police to correction department information systems for custodial status of criminal suspects would aid criminal investigations.
- Prosecutors and police to probation / parole information systems to check the status of arrestees would improve the quality of charging decisions.
- The Jail to the clerk's criminal case information system to access prisoner intake information prior to prisoner's arrival would enable the Department of Corrections to more efficiently manage the jail facility resulting in cost savings.
- Probation officers to electronic court dockets would enhance their ability to manage schedules.

New functions that provide real time access to various information systems across agency boundaries need to be built to provide accurate, complete and timely data to criminal justice agency workers.

### **III. RECOMMENDATIONS**

The CCICJIS Committee recommends the following:

1. That all Cook County offices and agencies with responsibility for criminal justice enter into a formal agreement to adopt the principles of integrated justice set forth in this report as a way of doing business.
2. That the Cook County Board endorses, supports and funds case management systems for the participating County agencies.
3. That all Cook County offices and agencies with responsibility for criminal justice designate knowledgeable personnel to work on integrated criminal justice system initiatives and empower such personnel to make the operational changes necessary to achieve the goals of integrated criminal justice information processing. Final approval, however, of the major changes would rest with the office or agency head.

4. That Cook County conducts a formal needs assessment to identify and prioritize a complete list of possible information technology initiatives to achieve integrated criminal justice information processing.
5. That all Cook County offices and agencies with responsibility for criminal justice formally agree to a standard means to exchange data between local, state, and federal information systems.
6. That all Cook County offices and agencies with responsibility for criminal justice formally agree to push information to appropriate agencies. This would not include access to restricted data such as work product related to a case or an investigation.
7. That all Cook County offices and agencies with responsibility for criminal justice formally agree to electronically push non-restricted, core data to appropriate recipient agencies to create operational efficiencies.

A list of specific project recommendations for improved process, standards and increased access can be found in *Appendix D: Project Recommendations* (page 69).



## STRATEGIC ISSUE 4: PROTECTING PRIVACY

### I. ISSUE DESCRIPTION

The amount of electronically stored criminal justice information has expanded rapidly as justice agencies build more extensive systems to collect, store and process data. If a criminal case file were fully electronic, in theory, it could be read via computer from anywhere in the world. Since new information systems make criminal system data much more readily available than paper-based systems, the fact that such data can be easily accessed raises public policy problems, particularly with regard to individual privacy.

Unauthorized or inappropriate disclosure of information about identifiable persons contained in automated criminal justice records may lead to unintended and unjustified consequences, such as identity theft, denial of employment, release from employment, diminished social status or other negative results. The emergence of extensive, easily accessed information on private citizens begs the question, "how does the criminal justice enterprise balance the need to collect and process information efficiently to ensure public safety against the need to maintain individual privacy?"

### II. MAKING THE CASE

Privacy in the information age is an unsettled topic, which is constantly evolving because new technologies challenge old ways of thinking. Open or public record policies were formed at a time when records were kept exclusively on paper. Criminal justice records held only in paper files sit in practical obscurity. If one wishes to get data about persons who are the subject of criminal cases, one must go to the courthouse where the file is stored and know how to retrieve it for inspection. In paper-based record systems, significant manual effort is required to aggregate data such as compiling name indexes and criminal histories. As more and more criminal case information is collected and stored in computers, it becomes infinitely easier to access and collate information about individuals.

Policy makers need to determine the appropriate uses for and access to electronic criminal justice records because existing laws and rules were written before automated information systems existed. Current laws and rules are often silent with regard to data never before available and there are potential conflicts between laws requiring open records and laws prohibiting disclosure of personal data about individuals.

### III. RECOMMENDATIONS

The CCICJIS Committee recommends the following:

1. That Cook County formally participate in and fully support the IJIS Governing Board's plan to create a criminal information privacy policy.<sup>7</sup>

<sup>7</sup> Strategic Issue 3 from the Illinois Integrated Justice Information Systems: Strategic Plan 2003-2004 (pages 27-30) discusses privacy. One of the goals from the privacy section is to develop a privacy policy for sharing of information.

## **COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

---

2. That Cook County assess and evaluate the IIJIS Governing Board's privacy policy when completed to determine if additional provisions need to be made to cover local concerns.
3. That Cook County develop a criminal justice information privacy policy consistent with the IIJIS Governing Board's policy.
4. That the Cook County Board of Commissioners endorse state legislation or pass local ordinances to advance regulations that ensure individual privacy considering advances in automated criminal justice information systems.
5. That Cook County require any criminal justice information system built or purchased to contain sign-on rules and individual user identification to secure such systems from unlawful or inappropriate access.
6. That Cook County require any criminal justice information system built or purchased to contain full audit trail functions to track user access and activity.



## STRATEGIC ISSUE 5: STANDARDS AND REGULATIONS FOR DATA SHARING

### I. ISSUE DESCRIPTION

It is important to identify the core criminal justice data shared by participating Cook County agencies. Although data sharing is currently practiced among county, state, and other local agencies, it is not uniform across jurisdictions. To combat this, Cook County leadership must develop a standardized method of capturing and sharing core data. This standard should be in conjunction with national and state integration efforts.

### II. MAKING THE CASE

The primary obstacle to electronic information sharing among criminal justice agencies is the lack of standards for information exchange. Without these standards, agencies cannot easily design or adapt systems to share data with dissimilar criminal justice information systems. Cook County can adopt and build upon standards that have been emerging at the national and state levels to facilitate information sharing between disparate justice systems. In addition, standards and regulations must be developed or adopted to facilitate secure physical communication of data between agencies. Officials who are charged with enacting decisions affecting public and officer safety require a standardized core level of subject criminal history and current status information. This information must be collected and shared by agencies that serve as points of contact with offenders throughout the criminal justice enterprise.<sup>8</sup>

The major challenge facing Cook County will be to facilitate the adoption and/or development of universal data exchange, communications, and security standards/regulations, and apply these standards to electronic data exchanges between justice agencies.<sup>9</sup>

The following is a list of potential benefits that are to be realized by implementing standardized information exchanges between justice agencies:

#### **Benefits**

- Increased expert and stakeholder participation in Cook County.
- Better justice decision-making.
- Improved accuracy, completeness, and timeliness of status and criminal history information.
- Improved availability of status and criminal history information to justice decision-makers.
- Increased availability of existing state and national data exchange standards (including images).
- Defined core level of justice information.
- Improved data sharing between criminal justice agencies.

<sup>8</sup> Source: Illinois Integrated Justice Information System: Strategic Plan 2003-2004. "Strategic Issue 5" (page 34).

<sup>9</sup> Ibid., page 34.

- Greater ease of gathering information from multiple criminal justice agencies.
- Improved data security.
- Adoption of justice information sharing standards by the participating Cook County criminal justice agencies.

### **III. RECOMMENDATIONS**

The CCICJIS Committee recommends the following:

1. That the CCICJIS Council identify experts and stakeholder representatives to participate on a Standards and Regulations Advisory Committee to address Cook County infrastructure issues.
2. That the Standards and Regulations Advisory Committee identify procedures for evaluating, developing, approving, disseminating, and maintaining Cook County standards/regulations.
3. That the CCICJIS Council be empowered to promulgate regulations to ensure secure, appropriate justice information exchange in Cook County.
4. That the CCICJIS Council review, publish, adopt, and disseminate existing state and national data exchange standards.
5. That the CCICJIS Council develop and publish a uniform set of common description standards/regulations for unique Cook County justice data and image that are based upon the recommendations of the Standards/Regulations Advisory Committee.
6. That the Standards and Regulations Advisory Committee adopt and/or develop and publish data communications and network security standards/regulations that are consistent with county, state, and national standards/regulations currently governing justice data networks, both public and private.
7. That the Standards and Regulations Advisory Committee adopt and/or develop and publishes functional standards to provide guidelines that promote interoperable information systems.
8. That the CCICJIS Council adopt and publish standards/regulations for justice information sharing in Cook County that are based upon the recommendations of the Standards/Regulations Advisory Committee.
9. That the CCICJIS Council determine a core level of justice information that is provided to all Cook County justice agencies to support justice decision-making and to ensure public and officer safety.



## STRATEGIC ISSUE 6: INFORMATION TECHNOLOGY INFRASTRUCTURE

### I. ISSUE DESCRIPTION

As stated in the Illinois Integrated Justice Information System Strategic Plan, “Infrastructure refers to a broad variety of mechanical, physical, and support technologies that enable and facilitate information and data exchange, as well as communication among and between people, organizations, and units of government. Infrastructure includes the computer hardware and operating systems that run applications and store justice data, the terrestrial and wireless communications facilities and security components that prevent unauthorized access to justice systems and information.”<sup>10</sup>

In order to promote timely, accurate and complete sharing of justice information, Cook County stakeholders will have to make use of and maintain existing technology and communication facilities, while expanding information technology (IT) infrastructure to all authorized agencies.

### II. MAKING THE CASE

To fulfill its increasingly important role in decision making, criminal justice information must not only be complete and accurate, but must be submitted in a timely fashion by Cook County criminal justice agencies and be readily accessible to them. However, this poses some technical issues and challenges. While some agencies are employing state-of-the-art technologies, others may lack the existence of an automated record keeping system and connectivity that supports electronic data transfer. In order to be an active participant of integrated sharing of justice data, a stakeholder must meet the minimum requirements of automated record keeping and connectivity that will allow electronic data exchange. The existing information technology infrastructure must be expanded, enhanced and maintained to include all authorized stakeholders.

An analysis of the information exchange among the stakeholders was conducted to identify the flows of justice information throughout the criminal justice enterprise, starting from incident investigation and working through final disposition and archival. The initial analysis as shown in *Appendix E: Data Exchange Points Map* (page 71), is a work in progress and does not fully contain all documents exchanged in the criminal justice system. It is not a blueprint for how data and documents will be exchanged in the future; rather it is an attempt to capture a “snapshot” of data exchanges, as they currently exist.

In addition, a partial inventory of the justice information systems that comprise the current IT infrastructure was conducted to determine current systems and networks within the Cook County criminal justice enterprise. (Appendix F: Current Agencies, Applications, Platforms and Networks, page 113) From these initiatives, the gaps

<sup>10</sup> Source: Illinois Integrated Justice Information System: Strategic Plan 2003-2004. “Strategic Issue 6” (page 38).

between the current information practices in Cook County and the desired state of integration was documented. (Appendix G: Gap Analysis, page 119)

**Components of the Foundation For the Cook County Information Technology Infrastructure**

The framework for the IT infrastructure that will facilitate criminal justice information sharing requires a foundation made up of the following four components:

1. **Objective:** The IT infrastructure needs to support the objectives of integrated justice, so defining these objectives provides the foundation for the conceptual framework.
  - a. Strategic Planning
    - i. Assessing lessons learned
    - ii. Developing a coherent plan
    - iii. Modeling (Prototyping) current criminal justice processes in order to predict future needs
    - iv. Defining roles and responsibilities
    - v. Establishing governance (i.e. chain of command)
  - b. Communication
    - i. Getting the right data to the right agency
    - ii. Linking to all stakeholders
  - c. Education and training
    - i. How to use IT
    - ii. Make available the business rules governing criminal justice events
  - d. Research and development
    - i. Pulling in data from biometrics
    - ii. Accountability
    - iii. Design methods and devices that are used to accommodate interaction between machines and the user
  
2. **Capabilities:** In order to support an objective, the IT infrastructure has to provide a set of technologies.
  - a. Connectivity/Communication
    - i. Connectivity to all stakeholders using common networks
    - ii. Interoperability
    - iii. Links between information systems
  - b. Data management
    - i. A set of common data definitions necessary to ensure effective interchange of information
    - ii. Capture data from many sources, eliminating replicate data while optimizing data capture from multiple sources
    - iii. Standards measures
  - c. Procedures and applications
    - i. Quality assurance
    - ii. Business rules
    - iii. Profiling and push technology
  - d. Systems
    - i. Hardware

- ii. Redundancy
    - iii. Business Continuity
    - iv. Accuracy
    - v. Testing
  - e. Operations/Management
    - i. Maintenance of systems
    - ii. Contingency Plans
    - iii. Disaster Recovery Plans
- 3. **Data:** With the objectives and technology components of the framework in place, specific data/information needs constitute the third component.
  - a. Data Exchange Points Map (Appendix E)
- 4. **Stakeholders and Users**
  - a. The success of any IT infrastructure depends on the participation of the stakeholders early in the process.

### **III. RECOMMENDATIONS**

The CCICJIS Committee recommends the following:

1. That the CCICJIS Council use the four components described in this strategic issue to develop a consistent, consolidated effort to develop an IT infrastructure for integrated criminal justice.
2. That there be a list of priority areas developed using the assessment of current capabilities for each stakeholder.
3. That the CCICJIS Council assure broad and inclusive representation from all stakeholder agencies.
4. That the CCICJIS Council develop a state of preparedness document that lists the minimum requirements necessary for agencies to electronically exchange data in agreed upon formats.
5. That the CCICJIS Council develop a high-level requirements document that is technology-neutral to support evolving technologies.
6. That the CCICJIS Council build an IT infrastructure that can grow incrementally to meet future needs.
7. That the CCICJIS Council identify an appropriate governance mechanism to ensure appropriate planning and development and maintenance of this IT infrastructure.
8. That the CCICJIS Council establish audit procedures to ensure the reliability of critical communication facilities and information systems.





## STRATEGIC ISSUE 7: RAPID IDENTIFICATION THROUGH BIOMETRIC TECHNOLOGIES

### I. ISSUE DESCRIPTION

Relying solely on data from name-based systems is variable due to the widespread use of aliases, which may be difficult to detect resulting in security and judicial errors. Agencies in some jurisdictions utilize technologies that facilitate rapid identification using automated fingerprint identification systems, enabling them to positively identify an individual within seconds, while others are still utilizing the ink-and-roll fingerprinting method, lacking the ability to identify an individual in less than two weeks. In order to rapidly and positively identify individuals, Cook County must expand its use of biometric technologies; and with this expected growth in the use of biometric-based systems and applications, initiate research in the exchange and interoperability of biometric data.

### II. MAKING THE CASE

As an example, an individual is taken into police custody. During the booking process, an officer leads him to a station where he places his fingers on the glass of a device. In a few scans of his fingerprints, the person is positively identified 100% without question. This is biometrics, and is currently being utilized at many Cook County facilities. In technical terms, **“Biometrics is the automated technique of measuring physical characteristics or personal trait of an individual and comparing that characteristic or trait to a database for purpose of recognizing that individual. Biometric scanning is used for two major purposes, identification and verification.”**<sup>11</sup>

The usage of alias names poses a serious endangerment to public safety. Mistaken identities can affect judicial processes, offender profiling, increased liabilities for false arrest, and creates a risk to officer and public safety. By expanding its use of Biometric technologies for rapid identification, Cook County will eventually eliminate the systematic abuses created by the use of alias identities and provide immediate unquestionable data confirming an individual’s identity. By using biometrics as a method for identification as early as “first subject contact” a potentially dangerous offender attempting to conceal his identity can be properly identified and precautions can be taken by the officer. In addition to fingerprint scanners, Cook County should consider expanding its use of other biometric scanners.

### III. RECOMMENDATIONS

The CCICJIS Committee recommends the following:

1. That the CCICJIS Council establish a Biometrics Advisory Committee, comprised of experts and stakeholder representatives to address the expanded use of biometrics and oversee the successful implementation of the technology.

<sup>11</sup> Source: Biometric Scanning, Law and Policy: Identifying Concerns – Drafting the Biometric Blueprint by John D. Woodward University of Pittsburgh Law Review, 1997.

2. That on an ongoing basis, the Biometrics Advisory Committee identify public and private partnerships to collaborate on the use of biometrics for rapid identification.
3. That the Biometrics Advisory Committee research and identify legally permissible uses of biometrics for rapid identification in Cook County to ensure privacy and prevent unauthorized use.
4. That the Biometrics Advisory Committee review and identify an applicable biometric standard for criminal justice use, which allows for data exchange and mobilize it for Cook County's needs.
5. That the Biometrics Advisory Committee research and identify policy and best practices governing the use of biometrics for rapid identification. This shall include reviewing the national standards and Illinois efforts toward compliance.
6. That the Biometrics Advisory Committee research, identify, and recommend technological applications that support biometrics for rapid identification - including but not limited to, Face, Fingerprint and Hand & Finger Geometry used for Offender and Employee identification. These potential applications must integrate with current systems being used.
7. That the Biometrics Advisory Committee research, identify, and evaluate the costs and benefits of biometric identification applications.



## STRATEGIC ISSUE 8: FUNDING

### I. ISSUE DESCRIPTION

Cook County is advancing in its efforts of moving towards an integrated criminal justice information enterprise. In order to accomplish this, adequate funding must be provided to all criminal justice agencies in the enterprise. However, resources are always scarce in the public sector, especially for large-scale, multi-year efforts across agencies. The challenge ahead is for Cook County to manage the continuum of great need against scarce resources and to identify the cost-savings that the criminal justice enterprise will generate.

To meet the funding challenge, Cook County must maximize the use of existing resources and consolidate the pursuit of Illinois and Cook County general revenue and Illinois and Federal grants for information systems projects. Competition between agencies must be supplanted by sustained cooperation in the pursuit of scarce resources. The criminal justice enterprise must adopt common fundraising goals, coordinate planning efforts for funding, and collaborate on setting funding priorities.

### II. MAKING THE CASE

The challenge can be met by developing a strategy of funding “core data” exchange projects. All criminal justice agencies collect, maintain, and exchange information about the accused and the underlying offense. “Core data” includes demographic and numeric identifiers of involved parties, biometric identifiers, certain images, agency file indexes or case identifiers, history data and current status information, and records of significant events. By automating and integrating the exchange of “core data,” the accuracy and completeness of information will increase and information will be transmitted quickly to judges, prosecutors, public defenders, law enforcement officers, probation officers and all other stakeholders in the criminal justice enterprise. With these benefits in mind, Cook County should concentrate funding efforts on automating and integrating exchanges of “core data” elements.

The overall purpose of this issue is to ensure sufficient funding and coordination of resources for the system. There are three strategic goals that accomplish this end: (1) managing existing resources more effectively and efficiently; (2) applying for grants from public and private sources; and (3) adopting a coordinated and collaborative approach to fundraising.

**(1) Stakeholders will strive to utilize existing resources more effectively and efficiently to improve the timeliness, accuracy, and completeness of information exchanges.**

Cook County justice agencies should continue to determine whether existing information technologies infrastructures are being used to their full potential, or whether they need to be replaced or upgraded. Criteria for evaluating and measuring the state of preparedness for integration will be developed.

Existing resources include: the inventory of computer software and hardware in criminal justice agencies; staffing levels for automation and integration projects; budget, purchasing, and procurement plans for computer hardware and software; policy formation for operational and technical processes; and technical assistance and training.

**(2) The CCICJIS Council will ensure that adequate funding is available for the criminal justice enterprise by applying for public and private grants and seeking other sources.**

Funding for the criminal justice enterprise may come from three main sources: Illinois and Cook County general revenue, public and private grants, and alternative sources. For general revenue funds, the goal is to maintain current funding levels, but with the provision that funds can be reallocated to integration projects based on the recommendations of the CCICJIS Council. The recommendations will be based on continuous evaluation of the effectiveness of existing resource usage.

Identifying additional funds from grants and other sources is crucial for accomplishing specific objectives of the integration efforts. The CCICJIS Council should seek to identify and apply for federal, state, and private grants for integration efforts. In addition, the Council should make recommendations to reallocate funding priorities from existing grants, subject to the grant requirements and mandates.

**(3) The approach to fundraising will be based on collaboration and coordination between justice agencies in pursuing funding and other resources for “core data” exchange projects.**

Typically, justice agencies search for grant funds for projects limited to the improvement of internal processes. The scope of integration projects is expansive by nature, because two or more agencies will need to determine common objectives, tasks, measurable goals, and deliverables. Consequently, justice agencies will need to work in tandem to seek and apply for funding for integrated justice projects.

By collaborating with each other, agencies can reduce duplication of effort and maximize the potential for successful fundraising and management of the criminal justice enterprise. Agencies can exchange information about integration costs and benefits, grants, program requirements, deadlines, and information about alternative resources. Funding proposals can be jointly reviewed to ensure that the initiative is consistent with the goals and objectives of the criminal justice enterprise. Agencies can improve coordination with county personnel responsible for intergovernmental affairs to encourage more national and state legislative appropriations for integration efforts. Furthermore, joint planning can foster a strong climate of credibility, improve management accountability, and help ensure equity in the distribution of resources.

By focusing on “core data” exchange projects, justice agencies can make a strong case to funding sources that an initiative will benefit the criminal justice enterprise. This can enhance the likelihood that funding sources will award grants and other resources to Cook County for integration efforts. Increased collaboration will also result in identifying priority projects and those stakeholders in need of additional resources.

As a helpful guide for Phase III of the Cook County integration efforts, an implementation strategy including outcomes, deliverables, performance measures and next steps can be found in *Appendix H: Funding Implementation Strategy*.

### **III. RECOMMENDATIONS**

The CCICJIS Committee recommends the following:

1. That the CCICJIS Council establish a Funding Advisory Committee made up of experts and stakeholder representatives to oversee the successful implementation of resource enhancement and grant application efforts.
2. That criminal justice agencies formally agree to report periodically to the CCICJIS Council on their use of existing resources effectively in areas such as: deployment of technology to staff in need; technology training; analysis of level of preparedness; and technical needs analysis.
3. That the CCICJIS Council annually identify and target stakeholders and projects in need of priority assistance.
4. That each stakeholder formally agree to maintain and provide annually to the CCICJIS Council current, cost data on its role in the criminal justice system. This will enable the integration enterprise to analyze cost savings against cost increases associated with new purchases.
5. That as a major cost-savings for the County, a priority for the CCICJIS Council must be to focus on persons in the Cook County Jail and Juvenile Temporary Detention Center (JTDC) and to utilize the electronic exchange of information between the courts and these facilities to maximize the efficiency of the process of releasing them.
6. That those County agencies with oversight responsibilities for grant requests, budget submissions, and technology/computer purchases relevant to the integrated criminal justice enterprise add criteria to their oversight review that addresses/ensures consistency of the submission with the approved strategic implementation plan.
7. That enterprise-wide costs of the integrated criminal justice system, as opposed to specific costs to stakeholders, be clearly identified and budgeted to ensure the success of the enterprise. An example of enterprise-wide costs is the cost of training employees on the use of new technology for exchanging information.
8. That the Cook County Department of Budget and Management Services capture and report budget and grant awards for integrated criminal justice information systems to ensure that data associated with the enterprise is clearly identifiable, available to decision makers, and provides an accurate and complete accounting of awards and expenditures.





## NEXT STEPS IN MOVING TOWARDS INTEGRATION

With the completion of Phase II of the Process-oriented Approach to Integration, we the CCICJIS Committee recommend:

- That the Cook County Board of Commissioners recast the Committee as the CCICJIS Council, increasing its membership to include additional critical justice stakeholders.
- That the CCICJIS Council then adopt the guiding principles of integration as a way of doing information technology business within their respective criminal justice agency.
- That the CCICJIS Council establish the following subcommittees:
  - Standards and Regulatory Advisory Committee
  - Biometrics Advisory Committee
  - Funding Advisory Committee.
- That the CCICJIS Council immediately proceed to the next phase of the four-phased, process-oriented approach to integration: Phase III, the development of a detailed plan-of-action.

Next Steps







## APPENDIX A: GLOSSARY OF TERMS

### **Biometric Technologies**

Automated methods of recognizing or authenticating the identity of a person based on a physical or behavioral characteristic.

### **CABS**

Criminal Apprehension Booking System

### **CCICJIS**

Cook County Integrated Criminal Justice Information Systems

### **CCICJIS Committee**

A committee formed by Cook County Board President charged with the responsibility of highlighting issues and developing strategies to address the goal of an integrated criminal justice enterprise for Cook County.

### **Closed System**

A non-interoperable computer system that requires internal procedures to be written in order for outside systems/users to access it.

### **Connectivity**

The ability to connect to or communicate with another computer system.

### **Core Data**

Data that is most frequently used to identify involved parties and record significant events within a justice context. It includes demographic, numeric, and biometric identifiers, agency file indexes, case identifiers, history data, current status information, and records of significant events.

### **Data Custodianship**

The responsibility of justice agencies to maintain and protect data as directed by law, policies and institutional practices.

### **Data**

Units of information that has been translated into a form that is more convenient to move or process.

### **Exchange Point**

An event that triggers an exchange of information between two agencies.

### **Governance**

A body of stakeholders to oversee and guide the development, implementation and evaluation of effective electronic justice information sharing initiatives.

**Hardware**

The physical aspect of computers, telecommunications, and other information technology devices.

**IJIS**

Illinois Integrated Justice Information System

**Information Exchange**

The actual transfer of documents from one agency to another.

**Information Technology (IT)**

A term that encompasses all forms of technology used to create, store, exchange and use information in its various forms.

**Infrastructure**

The physical hardware used to interconnect computers and users. Infrastructure includes the transmission media, including telephone lines, cable television lines, satellites, antennas, routers, aggregators, repeaters and other devices that control transmission paths. Infrastructure also includes the software used to send, receive and manage the signals that are transmitted.

**Integration**

The sharing of data electronically between criminal justice agencies to ensure quality and usefulness of that data for the criminal justice enterprise.

**Integrated Criminal Justice**

An effort that focuses on improving the sharing of justice information between agencies. It helps to improve decision-making capabilities.

**Interoperable Technologies**

Adherence to a published interface standard or making the use of a “broker” of services that converts one product interface to another products interface, thereby, allowing a system or a product to work with other systems or products without special effort on the part of the customer

**Justice Agencies**

Agencies that have the responsibility for implementing justice to ensure public safety.

**Live Scan**

A machine that replaces “ink-and-roll” fingerprints.

**Mission**

Defines the purpose of the Committee. It helps the Committee to focus on what is important and serves a reference point for developing and prioritizing strategies.

**Needs Assessment**

A systematic approach for defining the present and desired states of an environment in order to derive statements of need.

**Network**

Two or more computers joined by some transmission media to share storage devices and peripherals.

**Real Time**

A level of computer responsiveness that a user senses as sufficiently immediate or that enables the computer to keep up with some external process.

**Resources**

Includes but is not limited to computer hardware and software, technical assistance, staffing and funding.

**Restricted Data**

Confidential or work product information or documents, images or electronic representations that cannot be shared with other agencies.

**Shared Data**

Information, documents, images or electronic representations that is shared with one or more agencies pursuant to inter-agency agreements.

**Software**

A general term for the various kinds of programs used to operate computers and related devices.

**Standards**

An integration rule or principle that is established by authority.

**Stakeholders**

Individuals or agencies that have a vested interest in the criminal justice enterprise.

**Strategic Issue**

High priority strategic areas that must be addressed in order to fulfill the mission of a committee and/or organization.

**Strategic Planning**

Strategic Planning is a disciplined effort to produce decisions and actions that shape and guide what an organization is, what it does and why it does it, with a focus on the future. It helps an organization do a better job at carrying out daily operations and the goals set for the organization.

**Wireless**

A term used to describe telecommunications in which the electromagnetic waves carry the signal over part or all of the communication paths.



**APPENDIX B: COOK COUNTY INFORMATION SYSTEMS COMMITTEE<sup>12</sup>**

**COOK COUNTY INFORMATION SYSTEMS COMMITTEE**

- Honorable Dorothy Brown, Chair** Clerk of the Circuit Court of Cook County  
**Dawn Ahnefeld** Cook County Adult Probation Department  
**Ray Blankenship** Office of the Clerk of the Circuit Court  
**Jody Bryant** Cook County Board of Commissioners  
**Jim D'Archangelis** Office of the Clerk of the Circuit Court  
**Tim DaRosa** Illinois State Police  
**Jennifer Dohm** Department of Social Services  
**Paul Fields** Cook County Public Defender's Office  
**Marcelino Gerena** Cook County Adult Probation Department  
**Brian Goggin** Cook County Management Information Systems Department  
**Terry Gough** Illinois State Police  
**Frank Jablonski** Cook County States Attorney's Office  
**Jeremiah Joyce** Cook County States Attorney's Office  
**Chief Scott Kurtovich** Cook County Sheriff's Office  
**Mickey Lombardo** Cook County Sheriff's Office  
**Michael McGowan** Office of the Chief Judge  
**Dennis Mc Namara** Office of the Clerk of the Circuit Court  
**Arnold Miller** Cook County Sheriff's Office  
**Superintendent Michael Moore** Cook County Sheriff's Office  
**Mark Myrent** Illinois Criminal Justice Authority  
**Ernest Neely** Cook County Sheriff's Office  
**Joyce Ogden** Cook County States Attorney's Office  
**Sergeant Edward O'Reilly** Chicago Police Department  
**Dwayne Peterson** Illinois Department of Corrections  
**James Piper** Chicago Police Department  
**Steve Prisoc** Illinois Criminal Justice Authority  
**Jim Reed** Illinois State Police  
**Rose Rossi** Office of the Clerk of the Circuit Court  
**Bob Sauer** Illinois State Police  
**Lusia Savaglio** Office of the Clerk of the Circuit Court  
**Gerard Sciaraffa** Office of the Clerk of the Circuit Court  
**Colin Simpson** Cook County States Attorney's Office

Appendix B  
Cook County  
Information  
Systems  
Committee

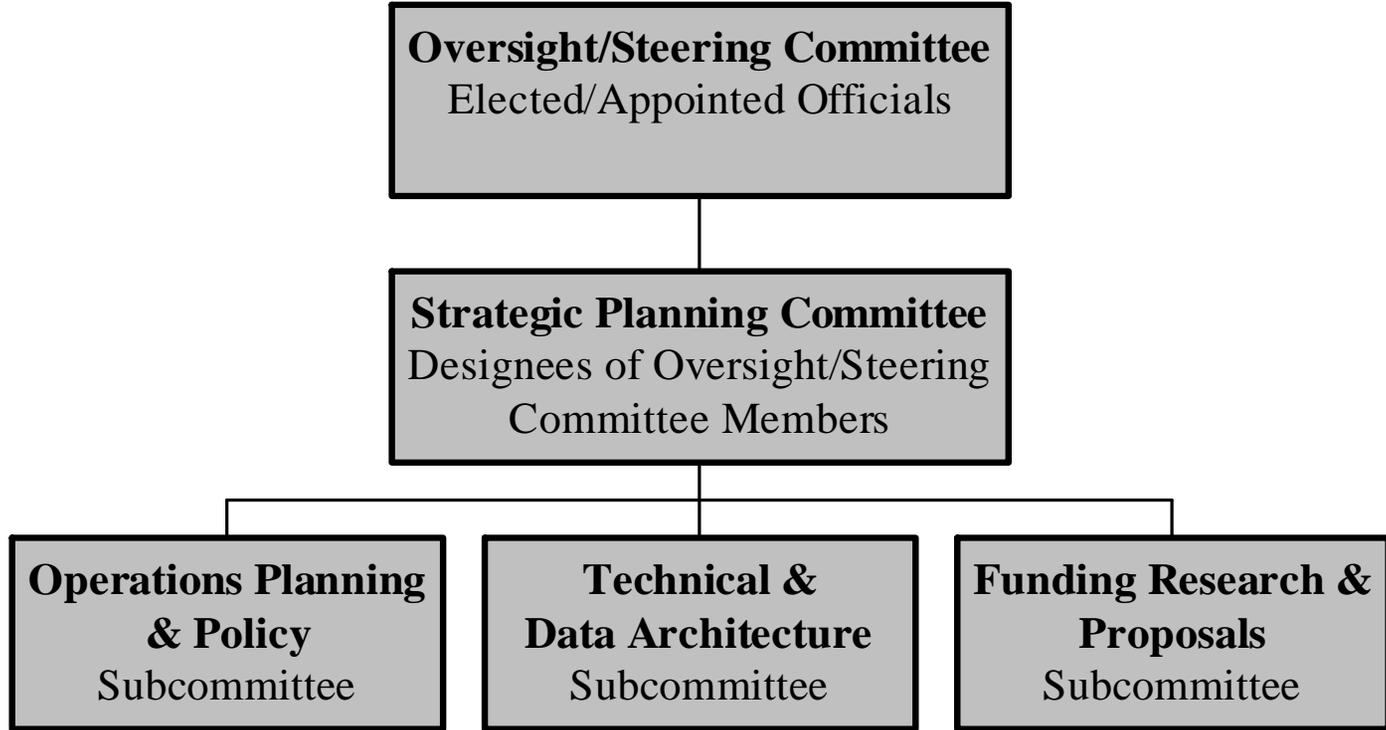
<sup>12</sup> This Cook County Information Systems Committee originated as a subcommittee of the Principles Committee, which was an offshoot of the Coordinating Council, under the umbrella of the Judicial Advisory Committee. These committees consisted of the elected or appointed officials, or their designees, of all of the criminal justice agencies.





APPENDIX C: CCICJIS COMMITTEE STRUCTURE

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS  
(CCICJIS) COMMITTEE**



Appendix C  
CCICJIS  
Committee  
Structure

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS  
(CCICJIS) COMMITTEE**



**OVERSIGHT / STEERING  
COMMITTEE**

**BOTTOM ROW FROM L TO R**

**CHIEF TIM BALERMANN**, PRESIDENT  
OF THE FIFTH DISTRICT POLICE  
CHIEF'S ASSOCIATION  
**ELLEN MEYERS** (FOR HON  
SECRETARY OF STATE JESSE WHITE)  
**LAUREN SIMON** (FOR PUBLIC  
DEFENDER EDWIN BURNETTE, CO-  
CHAIR)  
**CAROL CATES** (FOR KEN BOUCHE,  
ILLINOIS STATE POLICE)

**TOP ROW FROM L TO R**

**MIKE MCGOWAN** (FOR HON CHIEF  
JUDGE TIMOTHY EVANS)  
**TOM DART** (FOR HON SHERIFF  
MICHAEL SHEAHAN, CO-CHAIR)  
**SUPT TERRY HILLARD**, CHICAGO  
POLICE DEPARTMENT (CO-CHAIR)  
**HON CLERK OF THE CIRCUIT  
COURT DOROTHY BROWN** (CHAIR)  
**HON. STATE'S ATTORNEY RICHARD  
DEVINE** (CO-CHAIR)  
**J.W. FAIRMAN** (OFFICE OF THE  
PRESIDENT, HON JOHN H. STROGER)

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS  
(CCICJIS) COMMITTEE**

**OVERSIGHT / STEERING COMMITTEE**

**Honorable Dorothy Brown, Chair**

Clerk of the Circuit Court of Cook County

**Honorable Richard Devine, Co-Chair**

Cook County State's Attorney

**Honorable Michael Sheahan, Co-Chair**

Cook County Sheriff

**Superintendent Terry Hillard, Co-Chair**

Chicago Police Department

**Mr. Edwin Burnette, Co-Chair**

Cook County Public Defender

**ROLES & RESPONSIBILITIES**

Provide CCICJIS Oversight

Final Report to the Cook County Board

Market / Champion Integrated Justice

Ultimate Decision-making Authority

Staff Planning and Subcommittees

**COMMITTEE MEMBERSHIP**

**Honorable Timothy Evans** Chief Judge of the Circuit Court of Cook County

**Honorable Jesse White** Illinois Secretary of State

**Honorable Richard Devine** Illinois Criminal Justice Information Authority

**Ms. Cynthia Cobbs** Administrative Office of the Illinois Courts (AOIC)

**Ken Bouche** Illinois State Police

**Chief Stephen Schmidt** North Suburban Chiefs of Police Association (District 2-3)

**Chief Gregory Moore** West Suburban Police Chiefs Association (District 4)

**Chief Tim Baldermann** Fifth District Police Chiefs Association (District 5)

**Chief Timothy McCarthy** South Suburban Association of Police Chiefs (District 6)

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS  
(CCICJIS) COMMITTEE**



**STRATEGIC PLANNING  
COMMITTEE**

**BOTTOM ROW FROM L TO R**

**LAURA LANE FERGUSON (CO-CHAIR)  
NICOLE SIMS (STRATEGIC PLANNER)**

**TOP ROW FROM L TO R**

**GERARD SCIARAFFA (FACILITATOR)  
J.W. FAIRMAN (CO-CHAIR)  
CRAIG WIMBERLY (CHAIR)**

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS  
(CCICJIS) COMMITTEE**

**STRATEGIC PLANNING COMMITTEE (SPC)**

**MEMBERSHIP**

**Craig Wimberly (Chair)** Office of the Clerk of the Circuit Court  
**JW Fairman (Co-Chair)** Public Safety and Judicial Coordination  
**Laura Lane-Ferguson (Co-Chair)** Office of the Clerk of the Circuit Court  
**Gerard Sciaraffa (Facilitator)** Office of the Clerk of the Circuit Court  
**Nicole Sims (Strategic Planner)** Office of the Clerk of the Circuit Court  
**Ray Blankenship** Office of the Clerk of the Circuit Court  
**Mike Carroll** Cook County States Attorney's Office  
**Pat Chambers** Chicago Police Department  
**Jim D'Archangelis** Office of the Clerk of the Circuit Court  
**Charles Davis Jr.** Public Safety and Judicial Coordination  
**Jennifer Dohm** Department of Social Services  
**Lisa Dowdell** Cook County Sheriff's Office  
**Paul Fields** Cook County Public Defender's Office  
**Vincent Garrett** CABS  
**Brian Goggin** Cook County MIS  
**John Goggin** Office of the Chief Judge  
**James Hickey** Chicago Police Department  
**Karen Landon** Office of the Clerk of the Circuit Court

**Robert Lombardo** Illinois Criminal Justice Information Authority  
**Dennis Manzke** Cook County States Attorney's Office  
**Mike McGowan** Office of the Chief Judge  
**Pat McGuire** Cook County States Attorney's Office  
**Dennis McNamara** Office of the Clerk of the Circuit Court  
**Ellen Meyers** Secretary of State  
**Dan Mueller** AOIC  
**Mark Myrent** Illinois Criminal Justice Information Authority  
**Marjorie O'Dea** Cook County Sheriff's Office  
**Barbara Penn** Cook County States Attorney's Office  
**Joseph Perfetti** Chicago Police Department  
**Dwayne Peterson** Cook County Department of Corrections  
**Steve Prisoc** Illinois Criminal Justice Information Authority  
**Marcel Reid** Illinois State Police  
**Deborah Stanley** Cook County Public Defender's Office  
**Andrew Valesquez** Chicago Police Department

**ROLES & RESPONSIBILITIES**

<b>Define Scope of Strategic Plan</b>	<b>Define Subcommittee Deliverables</b>
<b>Staff Subcommittees</b>	<b>Monitor/Control Progress</b>
<b>Resolve Subcommittee Issues</b>	<b>Develop Marketing Strategy</b>
<b>Approve/Forward Draft ICJ Strategic Plan</b>	<b>Approve/Forward Draft Final Report</b>

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS  
(CCICJIS) COMMITTEE**



**OPERATIONS, PLANNING AND  
POLICY SUBCOMMITTEE**

**FROM L TO R**

**MARCELINO GERENA  
GERARD SCIARAFFA  
(FACILITATOR)  
DENNIS MANZKE  
DENNIS MCNAMARA  
BARABRA PENN (CO-CHAIR)  
MIKE MCGOWAN (CHAIR)  
PAT MCGUIRE  
ED FLANAGAN  
JAMES HICKEY (CO-CHAIR)**

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS  
(CCICJIS) COMMITTEE**

**OPERATIONS, PLANNING & POLICY SUBCOMMITTEE**

<b>MEMBERSHIP</b>	
<b>Mike McGowan (Chair)</b> Office of the Chief Judge	<b>Karen McKenna</b> Cook County States Attorney's Office
<b>James Hickey (Co-Chair)</b> Chicago Police Department	<b>Dennis McNamara</b> Office of the Clerk of the Circuit Court
<b>Barbara Penn (Co-Chair)</b> Cook County States Attorney's Office	<b>Ellen Meyers</b> Secretary of State
<b>Gerard Sciaraffa (Facilitator)</b> Office of the Clerk of the Circuit Court	<b>Dan Mueller</b> AOIC
<b>Carol Cates</b> Illinois State Police	<b>John Murphy</b> Cook County States Attorney's Office
<b>Jennifer Dohm</b> Department of Social Services	<b>Bernie Murray</b> Cook County States Attorney's Office
<b>Lisa Dowdell</b> Cook County Sheriff's Office	<b>Mark Myrent</b> Illinois Criminal Justice Information Authority
<b>Paul Fields</b> Cook County Public Defender's Office	<b>Marjorie O'Dea</b> Cook County Sheriff's Office
<b>Vincent Garrett</b> CABS	<b>Dwayne Peterson</b> Cook County Department of Corrections
<b>Brian Goggin</b> Cook County MIS	<b>Steve Prisoc</b> Illinois Criminal Justice Information Authority
<b>John Goggin</b> Chief Judge's Office	<b>Marcel Reid</b> Illinois State Police
<b>Dorene Kuffer</b> Cook County Public Defender's Office	<b>Colin Simpson</b> Cook County States Attorney's Office
<b>Robert Lombardo</b> Illinois Criminal Justice Information Authority	<b>Nicole Sims</b> Office of the Clerk of the Circuit Court
<b>Dennis Manzke</b> Cook County States Attorney's Office	<b>Deborah Stanley</b> Cook County Public Defender's Office
<b>Pat McGuire</b> Cook County States Attorney's Office	<b>Andrew Valesquez</b> Chicago Police Department

<b>ROLES &amp; RESPONSIBILITIES</b>	
<b>Define Operational Requirements</b>	<b>Identify Policy Implications</b>
<b>Develop Draft of Strategic Issues</b>	<b>Develop Integrated Principles</b>
<b>Recommend "Next Steps" Strategy</b>	

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS  
(CCICJIS) COMMITTEE**



**TECHNICAL AND DATA  
ARCHITECTURE  
SUBCOMMITTEE**

**BOTTOM ROW FROM L TO R**

**DORENE KUFFER  
KAREN LANDON (CO-CHAIR)  
LISA DOWDELL (CHAIR)  
MARCY LIBERTY  
LUISA VERCILLO (FACILITATOR)  
INGRID GILL**

**TOP ROW FROM L TO R**

**RAY BLANKENSHIP  
DAN MUELLER  
BRIAN WALSH  
PAUL FIELDS  
DAVID SOPATA  
MIKE ROGERS  
ROBERT LOMBARDO  
BRIAN GOGGIN (CO-CHAIR)  
MIKE CARROLL**

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS  
(CCICJIS) COMMITTEE**

**TECHNICAL & DATA ARCHITECTURE SUBCOMMITTEE**

**MEMBERSHIP**

**Lisa Dowdell (Chair)** Cook County Sheriff's Office  
**Brian Goggin (Co-Chair)** Cook County MIS  
**Karen Landon (Co-Chair)** Office of the Clerk of the Circuit Court  
**Luisa Vercillo (Facilitator)** Office of the Clerk of the Circuit Court  
**Ray Blankenship** Office of the Clerk of the Circuit Court  
**Mike Carroll** Cook County States Attorney's Office  
**Jennifer Dohm** Department of Social Services  
**Paul Fields** Cook County Public Defender's Office  
**Vincent Garrett** CABS  
**Ingrid Gill** Cook County Public Defender's Office  
**John Goggin** Office of the Chief Judge  
**Lois Gold** Cook County MIS  
**Dorene Kuffer** Cook County Public Defender's Office  
**Marcy Liberty** Cook County States Attorney's Office  
**Robert Lombardo** Illinois Criminal Justice Information Authority  
**Ty Miller** Chief Judge's Office  
**Dan Mueller** AOIC  
**Mark Myrent** Illinois Criminal Justice Information Authority

**Barbara Penn** Cook County States Attorney's Office  
**Dwayne Peterson** Cook County Department of Corrections  
**Steve Prisoc** Illinois Criminal Justice Information Authority  
**Mike Rogers** Cook County States Attorney's Office  
**Nicole Sims** Office of the Clerk of the Circuit Court  
**David Sopata** Cook County States Attorney's Office  
**Deborah Stanley** Cook County Public Defender's Office  
**Bruce Tanner** Secretary of State  
**James Thurmond** Chicago Police Department  
**Craig Turton** Secretary of State  
**Andrew Valesquez** Chicago Police Department  
**Brian Walsh** Cook County Public Defender's Office  
**Nikki Whittingham** Cook County Public Defender's Office

**ROLES AND RESPONSIBILITIES**

<b>Define Technical Requirements</b>	<b>Map Current State/Exchange Points</b>
<b>Develop Draft of Strategic Issues</b>	<b>Develop Data Architecture</b>
<b>Develop Technical Architecture</b>	<b>Assist with "Proof of Concept" Projects</b>
<b>Recommend "Next Steps" Strategy</b>	

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS  
(CCICJIS) COMMITTEE**



**FUNDING, RESEARCH  
AND PROPOSALS  
SUBCOMMITTEE**

**FROM L TO R**

**CHARLES DAVIS, JR.  
PAUL FIELDS (CHAIR)  
LAURA LANE FERGUSON  
JIM D'ARCHANGELIS (CO-  
CHAIR)**

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS  
(CCICJIS) COMMITTEE**

**FUNDING, RESEARCH & PROPOSALS SUBCOMMITTEE**

**MEMBERSHIP**

**Paul Fields (Chair)** Cook County Public Defender's Office  
**Jim D'Archangelis (Co-Chair)** Office of the Clerk of the Circuit Court  
**Daryl Bernard** Cook County Sheriff's Office  
**Charles Davis Jr.** Bureau of Public Safety and Judicial Coordination  
**Jennifer Dohm** Department of Social Services  
**Laura Egger** Illinois Criminal Justice Information Authority  
**Joseph Hogan** Cook County Budget and Management Services  
**Laura Lane-Ferguson** Office of the Clerk of the Circuit Court  
**Marjorie O'Dea** Cook County Sheriff's Office  
**Mike Rogers** Cook County States Attorney's Office  
**Nicole Sims** Office of the Clerk of the Circuit Court

**ROLES & RESPONSIBILITIES**

•Identify Funding Sources

•Develop Draft of Strategic Issues

•Recommend "Next Steps"  
Strategy





## APPENDIX D: PROJECT RECOMMENDATIONS

### Incident/Investigations:

- Standardized Core Data fields.
- Endorse the creation of a centralized data warehouse for incident reports and other investigation data.
- One source standardized/customized rap sheet.
- Automate manual processes.
- Common incident/case reporting system for Cook County.
- Electronic transmission of complaints, subpoenas.

### Arrest/Booking/Identification:

- Electronic/Livescan booking technology.
- Standardized electronic arrest report.
- Push data electronically to stakeholders in a timely manner and reproduce in customized format.
- Access to status information.
- Standardized charging offense codes.
- Study/reduce duplicate identifiers.
- Electronic notification to other stakeholders of event.
- Clear pending cases/files/warrants.

### Charging:

- Electronic access to status/criminal history information (one stop shopping-single query provides access to multiple information sources).
- Electronic filing of prosecutor's charges.
- Electronic notification to other stakeholders of event.

### Court:

- Electronic transmission of court decisions to stakeholders.
- Electronic probation/supervision document.
- Enable/encourage legislation to utilize electronic signatures in court process.
- Encourage sheriff & DOC track inmates custody based on identifier/cross-reference identifiers and share across justice enterprise.
- Automated access to jail database at all courthouses.
- Clear pending cases/files/warrants prior to transfer to custodial institution.
- Electronic processing of expungement requests and order.
- Support electronic court initiatives.

### Post-Conviction (Appeals)

- Automate Supreme, Appellate and Circuit court rulings and opinions.
- Encourage electronic sharing of appointments/decisions in a timely fashion with other stakeholders.
- Electronic filing of appellate documents such as briefs and motions.

**Incarceration:**

- Encourage sheriff & DOC to track inmates custody based on identifier/cross-reference identifiers and share across justice enterprise.
- Automated access to jail database at all courthouses.
- Automate records from jail to IDOC.
- Electronically share custody status/outstanding warrants with stakeholders.
- Advanced electronic notification of transfer of custody.
- Advanced electronic notification of release from custody.
- Share court disposition data with jail and JTDC in real-time.



**APPENDIX E: DATA EXCHANGE POINTS MAP (As of April 16, 2003)**

Sending Agency	Initiating Process	Initiating Event	Condition	Document	Receiving Agency	Subsequent Process	Subsequent Event
CPD	Investigation	Booking	<ul style="list-style-type: none"> <li>If CPD or CABS booking</li> </ul>	<ul style="list-style-type: none"> <li>CPD to B of I (electronic transfer)</li> </ul>	State Bureau of Identification	Investigation	Update Criminal History
CPD	Investigation	Booking	<ul style="list-style-type: none"> <li>If CPD or CABS booking</li> </ul>	<ul style="list-style-type: none"> <li>CPD to CC Clerk (electronic transfer)</li> </ul>	Court Clerk	Pre-Disposition Court	Open Case File
Court Clerk	Detention	Bond Hearing	<ul style="list-style-type: none"> <li>If charged with felony.</li> <li>If court has set bail.</li> <li>If court includes special conditions of release.</li> <li>If subject posts bail.</li> <li>If suburban court district.</li> </ul>	<ul style="list-style-type: none"> <li>Prisoner Data Sheet</li> <li>Special Conditions of Bond</li> </ul>	Jail	Detention	Update Records

**Appendix E  
Data Exchange  
Points Map**

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

---

Sending Agency	Initiating Process	Initiating Event	Condition	Document	Receiving Agency	Subsequent Process	Subsequent Event
Court Clerk	Detention	Bond Hearing	<ul style="list-style-type: none"> <li>• If charged with felony.</li> <li>• If court orders monitoring.</li> <li>• If court sets bail.</li> <li>• If subject posts bail.</li> <li>• If suburban court district.</li> <li>• If public defender is appointed</li> </ul>	<ul style="list-style-type: none"> <li>• Oral bond information.</li> </ul>	Probation, Public Defender and States Attorney	Pre-Disposition Supervision	Intake

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
Court Clerk	Detention	Bond Hearing	<ul style="list-style-type: none"> <li>• If charged with felony.</li> <li>• If court orders pretrial services report.</li> <li>• If court sets bail.</li> <li>• If processed in Chicago.</li> <li>• If subject posts bail.</li> <li>• If public defender is appointed.</li> </ul>	<ul style="list-style-type: none"> <li>• Oral bond information.</li> </ul>	Probation, Public Defender and States Attorney	Pre-Disposition Court	Update Records
Court Clerk	Detention	Bond Hearing	<ul style="list-style-type: none"> <li>• If charged with felony.</li> <li>• If court sets bail.</li> <li>• If subject posts bail.</li> <li>• If public defender is appointed.</li> </ul>	<ul style="list-style-type: none"> <li>• Oral bond information.</li> </ul>	Public Defender and States Attorney	Detention	Update Records

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
Court Clerk	Detention	Bond Hearing	<ul style="list-style-type: none"> <li>• If charged with felony.</li> <li>• If court sets bail.</li> <li>• If unable to post bail.</li> </ul>	<ul style="list-style-type: none"> <li>• Prisoner Data Sheet</li> </ul>	Jail	Detention	Intake
Court Clerk	Detention	Bond Hearing	<ul style="list-style-type: none"> <li>• If charged with felony.</li> <li>• If public defender is appointed.</li> </ul>	<ul style="list-style-type: none"> <li>• Oral Court Schedule.</li> </ul>	Public Defender and States Attorney	Detention	Update Records
Court Clerk	Detention	Bond Hearing	<ul style="list-style-type: none"> <li>• If charged with felony.</li> <li>• If court includes special conditions of release.</li> <li>• If court sets bail.</li> <li>• If subject posts bail.</li> <li>• If public defender is appointed.</li> </ul>	<ul style="list-style-type: none"> <li>• Oral bond information.</li> <li>• Special Conditions of Bond</li> </ul>	Public Defender, Social Services and States Attorney	Detention	Update Records

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
Court Clerk	Detention	Bond Hearing	<ul style="list-style-type: none"> <li>• If charged with felony.</li> <li>• If ordered held without bail.</li> <li>• If public defender is appointed.</li> </ul>	<ul style="list-style-type: none"> <li>• Oral bond information.</li> </ul>	Public Defender and States Attorney	Detention	Update Records
Court Clerk	Investigation	Prosecution Charging Decision	<ul style="list-style-type: none"> <li>• If charged with felony.</li> <li>• If charges are approved</li> <li>• If held in custody.</li> </ul>	<ul style="list-style-type: none"> <li>• Incident Report – Case Report</li> </ul>	States Attorney	Pre-Disposition Court	Bond Hearing
Court Clerk	Post-Disposition Court	Sentencing	<ul style="list-style-type: none"> <li>• If convicted of a misdemeanor.</li> <li>• If court enters final disposition.</li> <li>• If offense reportable to SOS.</li> </ul>	<ul style="list-style-type: none"> <li>• CC Clerk to SOS (electronic transfer)</li> </ul>	Secretary of State	Post-Disposition Court	Update Records

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
Court Clerk	Post-Disposition Court	Sentencing	<ul style="list-style-type: none"> <li>• If court enters final disposition.</li> </ul>	<ul style="list-style-type: none"> <li>• CC Clerk to CPD (electronic transfer)</li> </ul>	CPD	Post-Disposition Court	Update Criminal History
Court Clerk	Post-Disposition Supervision	Petition for Violation Hearing	<ul style="list-style-type: none"> <li>• If Judge extends probation sentence length.</li> <li>• If fails to comply with terms of probation.</li> <li>• If petition for violation is granted.</li> <li>• If sentenced to probation.</li> <li>• If public defender is appointed.</li> </ul>	<ul style="list-style-type: none"> <li>• Oral Court Order</li> </ul>	Probation, Public Defender and States Attorney	Post-Disposition Supervision	Intake

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
Court Clerk	Post-Disposition Supervision	Petition for Violation Hearing	<ul style="list-style-type: none"> <li>• If fails to comply with terms of probation.</li> <li>• If petition for violation is granted.</li> <li>• If sentenced to jail.</li> <li>• If sentenced to probation.</li> </ul>	<ul style="list-style-type: none"> <li>• Addendum to Order Setting Bail</li> <li>• Order of Commitment &amp; Sentencing</li> </ul>	Jail	Incarceration	Intake
Court Clerk	Post-Disposition Supervision	Petition for Violation Hearing	<ul style="list-style-type: none"> <li>• If fails to comply with terms of probation.</li> <li>• If petition for violation is granted.</li> <li>• If sentenced to SWAP.</li> <li>• If sentenced to probation.</li> </ul>	<ul style="list-style-type: none"> <li>• Addendum to Order Setting Bail.</li> <li>• Order of Commitment &amp; Sentencing</li> </ul>	Sheriff	Post-Disposition Supervision	Intake

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
Court Clerk	Post-Disposition Supervision	Petition for Violation Hearing	<ul style="list-style-type: none"> <li>• If fails to comply with terms of probation.</li> <li>• If petition for violation is granted.</li> <li>• If sentenced to probation.</li> </ul>	<ul style="list-style-type: none"> <li>• Oral Court Order</li> </ul>	Probation	Post-Disposition Supervision	Update Records
Court Clerk	Pre-Disposition Court	Arraignment	<ul style="list-style-type: none"> <li>• If motion filed.</li> <li>• If public defender is appointed.</li> </ul>	<ul style="list-style-type: none"> <li>• Oral Court Schedule.</li> </ul>	Public Defender and States Attorney	Pre-Disposition Court	Update Case File
Court Clerk	Pre-Disposition Court	Bond Hearing	<ul style="list-style-type: none"> <li>• If charged with misdemeanor.</li> <li>• If guilty plea.</li> <li>• If sentenced to jail.</li> </ul>	<ul style="list-style-type: none"> <li>• Prisoner Data Sheet</li> <li>• Order of Commitment &amp; Sentencing</li> </ul>	Jail	Incarceration	Intake

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
Court Clerk	Pre-Disposition Court	Complaint filed	<ul style="list-style-type: none"> <li>• If charge filed</li> <li>• If public defender is appointed.</li> </ul>	<ul style="list-style-type: none"> <li>• Criminal complaint</li> <li>• Probation Specification Document</li> <li>• Order of Protection</li> </ul>	Public Defender	Pre-disposition Court	Court event
Court Clerk	Pre-Disposition Court	Court Event	<ul style="list-style-type: none"> <li>• If able to post bail.</li> <li>• If charged with felony.</li> </ul>	<ul style="list-style-type: none"> <li>• Oral bond information</li> </ul>	Sheriff	Detention	Release
Court Clerk	Pre-Disposition Court	Court Event	<ul style="list-style-type: none"> <li>• If active arrest warrant.</li> <li>• If subject surrenders to court.</li> <li>• If warrant recall or execution.</li> </ul>	<ul style="list-style-type: none"> <li>• Transmittal Listing Recall Warrants</li> <li>• Warrant Execute/ Recall Order</li> </ul>	Law Enforcement Agency	Pre-Disposition Court	Update Warrant File
Court Clerk	Pre-Disposition Court	Court Event	<ul style="list-style-type: none"> <li>• If arrest on warrant.</li> <li>• If warrant recall or execution.</li> </ul>	<ul style="list-style-type: none"> <li>• Transmittal Listing Recalled Warrants</li> <li>• Transmittal Listing of Warrants Sent</li> </ul>	Law Enforcement Agency	Pre-Disposition Supervision	Update Warrant File

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
Court Clerk	Pre-Disposition Court	Court Event	<ul style="list-style-type: none"> <li>• If charged with felony.</li> <li>• If court orders an arrest warrant.</li> <li>• If fails to appear.</li> <li>• If information or Indictment</li> </ul>	<ul style="list-style-type: none"> <li>• Arrest Warrant</li> <li>• Transmittal Listing of Warrants</li> </ul>	Sheriff	Pre-Disposition Court	Update Warrant File
Court Clerk	Pre-Disposition Court	Court Event	<ul style="list-style-type: none"> <li>• If charged with felony.</li> <li>• If court orders arrest warrant.</li> <li>• If defendant fails to appear.</li> </ul>	<ul style="list-style-type: none"> <li>• Arrest Warrant</li> <li>• Transmittal Listing of Warrants</li> </ul>	Law Enforcement Agency	Pre-Disposition Court	Update Warrant File
Court Clerk	Pre-Disposition Court	Court Event	<ul style="list-style-type: none"> <li>• If charged with misdemeanor.</li> <li>• If court orders arrest warrant.</li> <li>• If fails to appear.</li> </ul>	<ul style="list-style-type: none"> <li>• Arrest Warrant</li> <li>• Transmittal Listing of Warrants</li> </ul>	Law Enforcement Agency	Pre-Disposition Supervision	Update Warrant File

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
Court Clerk	Pre-Disposition Court	Court Event	<ul style="list-style-type: none"> <li>• If charged with misdemeanor.</li> <li>• If sentenced to conditional discharge.</li> </ul>	<ul style="list-style-type: none"> <li>• Order of Supervision / Conditional Discharge/ Probation</li> </ul>	Social Services	Post-Disposition Court	Intake
Court Clerk	Pre-Disposition Court	Court Event	<ul style="list-style-type: none"> <li>• If charged with misdemeanor.</li> <li>• If sentenced to supervision.</li> </ul>	<ul style="list-style-type: none"> <li>• Order of Supervision / Conditional Discharge/ Probation</li> </ul>	Social Services	Post-Disposition Court	Intake
Court Clerk	Pre-Disposition Court	Court Event	<ul style="list-style-type: none"> <li>• If court enters final disposition.</li> <li>• If court event is reportable to the central repository.</li> <li>• If warrant recall or execution.</li> </ul>	<ul style="list-style-type: none"> <li>• CC Clerk to B. of I. (electronic transfer)</li> </ul>	State Bureau of Identification	Pre-Disposition Court	Update Criminal History
Court Clerk	Pre-Disposition Court	Court Event	<ul style="list-style-type: none"> <li>• If court has initiated a case.</li> </ul>	<ul style="list-style-type: none"> <li>• CC Clerk to AVN - case transmittal (electronic transfer)</li> </ul>	AVN	Pre-Disposition Court	Update Records

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
Court Clerk	Pre-Disposition Court	Court Event	<ul style="list-style-type: none"> <li>• If court issues order of protection.</li> <li>• If not present in court.</li> </ul>	<ul style="list-style-type: none"> <li>• Summons</li> <li>• Order of Protection/Petition</li> </ul>	Sheriff	Pre-Disposition Court	Update Records
Court Clerk	Pre-Disposition Court	Court Event	<ul style="list-style-type: none"> <li>• If court issues order of protection.</li> <li>• If present in court.</li> </ul>	<ul style="list-style-type: none"> <li>• Order of Protection/Petition</li> </ul>	Sheriff	Pre-Disposition Court	Update Records
Court Clerk	Pre-Disposition Court	Court Event	<ul style="list-style-type: none"> <li>• If court orders an arrest warrant.</li> <li>• If petition for violation is granted.</li> </ul>	<ul style="list-style-type: none"> <li>• Arrest Warrant</li> <li>• Transmittal Listing of Warrants</li> </ul>	Sheriff	Post-Disposition Court	Update Warrant File
Court Clerk	Pre-Disposition Court	Court Event	<ul style="list-style-type: none"> <li>• If court orders pre-sentence investigation.</li> </ul>	<ul style="list-style-type: none"> <li>• Notice of Investigation Order (Probation)</li> </ul>	Probation	Pre-Disposition Court	Prepare Report
Court Clerk	Pre-Disposition Court	Court Event	<ul style="list-style-type: none"> <li>• If new court date.</li> </ul>	<ul style="list-style-type: none"> <li>• CC Clerk to AVN – next court transmittal (electronic transfer)</li> </ul>	AVN	Pre-Disposition Court	Notification

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
Court Clerk	Pre-Disposition Court	Court Event	<ul style="list-style-type: none"> <li>• If sentenced to prison</li> </ul>	<ul style="list-style-type: none"> <li>• Addendum to Order Setting Bail</li> <li>• Order of Commitment &amp; Sentencing</li> </ul>	Jail	Incarceration	Transport to Prison
Court Clerk	Pre-Disposition Court	Court Event	<ul style="list-style-type: none"> <li>• If unable to post bail.</li> </ul>	<ul style="list-style-type: none"> <li>• Prisoner Data Sheet</li> </ul>	Jail	Detention	Update Records
Court Clerk	Pre-Disposition Court	Court Event	<ul style="list-style-type: none"> <li>• If convicted of a misdemeanor.</li> <li>• If in pretrial detention program.</li> <li>• If sentenced to probation.</li> </ul>	<ul style="list-style-type: none"> <li>• Prisoner Data Sheet</li> </ul>	Jail	Post-Disposition Supervision	Update Records
Court Clerk	Pre-Disposition Court	Court Event	<ul style="list-style-type: none"> <li>• If convicted of a misdemeanor.</li> <li>• If in pretrial detention program.</li> <li>• If sentenced to probation.</li> </ul>	<ul style="list-style-type: none"> <li>• Order of Supervision / Conditional Discharge / Probation</li> </ul>	Probation	Post-Disposition Supervision	Intake

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
Court Clerk	Pre-Disposition Court	Court Event	<ul style="list-style-type: none"> <li>• If fails to appear.</li> <li>• If felony indictment or information.</li> <li>• If in pretrial detention program.</li> </ul>	<ul style="list-style-type: none"> <li>• Addendum to Order Setting Bail</li> </ul>	Jail	Detention	Update Case Records
Court Clerk	Pre-Disposition Court	Court Event	<ul style="list-style-type: none"> <li>• If in pretrial detention program.</li> <li>• If remanded to jail.</li> </ul>	<ul style="list-style-type: none"> <li>• Prisoner Data Sheet</li> </ul>	Jail	Detention	Update Case File
Court Clerk	Pre-Disposition Court	Open Case File	<ul style="list-style-type: none"> <li>• If court has initiated a case</li> </ul>	<ul style="list-style-type: none"> <li>• CC Clerk to CC Social Services (electronic transfer)</li> </ul>	Social Services	Pre-Disposition Court	Open Case File
Court Clerk	Pre-Disposition Court	Preliminary Hearing	<ul style="list-style-type: none"> <li>• If charged with misdemeanor.</li> <li>• If convicted of a misdemeanor.</li> <li>• If sentenced to supervision.</li> </ul>	<ul style="list-style-type: none"> <li>• Order of Supervision/ Conditional Discharge/ Probation</li> </ul>	Social Services	Post Disposition Supervision	Intake

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
Court Clerk	Pre-Disposition Court	Pre-Trial Conference	<ul style="list-style-type: none"> <li>• If Judge orders pretrial investigation.</li> </ul>	<ul style="list-style-type: none"> <li>• Notice of Investigation Order (Probation)</li> </ul>	Probation	Pre-Disposition Court	Prepare Report
Court Clerk	Pre-Disposition Court	Reassign Case	<ul style="list-style-type: none"> <li>• If trial judge assigned.</li> </ul>	<ul style="list-style-type: none"> <li>• Bond Form</li> <li>• Indictment</li> <li>• Information</li> <li>• Witness Memorandum</li> </ul>	Court Clerk	Pre-Disposition Court	Arraignment
Court Clerk	Pre-Disposition Court	Sentencing	<ul style="list-style-type: none"> <li>• If sentenced to probation.</li> </ul>	<ul style="list-style-type: none"> <li>• Order of Supervision/ Conditional Discharge/ Probation</li> </ul>	Probation	Post-Disposition Supervision	Intake
Court Clerk	Pre-Disposition Court	Verdict	<ul style="list-style-type: none"> <li>• If charged with misdemeanor.</li> <li>• If found not guilty.</li> <li>• If in custody of sheriff.</li> </ul>	<ul style="list-style-type: none"> <li>• Prisoner Data Sheet</li> </ul>	Jail	Detention	Release

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
Grand Jury	Pre-Disposition Court	Grand Jury	<ul style="list-style-type: none"> <li>• If charged with felony.</li> <li>• If grand jury returns no bill.</li> </ul>	<ul style="list-style-type: none"> <li>• No Bill</li> </ul>	Court Clerk	Pre-Disposition Court	Close Case
IDOC	Incarceration	Intake	<ul style="list-style-type: none"> <li>• If sentenced to IDOC.</li> </ul>	<ul style="list-style-type: none"> <li>• IDOC to B of I (electronic transfer)</li> </ul>	State Bureau of Identification	Incarceration	Update Records
Jail	Detention	Intake	<ul style="list-style-type: none"> <li>• If detained at Cook County jail.</li> </ul>	<ul style="list-style-type: none"> <li>• CC DOC to AVN – booking (electronic transfer)</li> </ul>	AVN	Pre-Disposition Court	Notification
Jail	Pre-Disposition Court	Release	<ul style="list-style-type: none"> <li>• If discharged from jail</li> </ul>	<ul style="list-style-type: none"> <li>• CC DOC to AVN – discharge (electronic transfer)</li> </ul>	AVN	Post-Disposition Court	Notification
Law Enforcement Agency	Detention	Court Event	<ul style="list-style-type: none"> <li>• If charged with misdemeanor.</li> <li>• If released on bail.</li> </ul>	<ul style="list-style-type: none"> <li>• Arrest Information</li> <li>• Criminal History</li> <li>• Case Report (CPD)</li> <li>• Criminal Complaint</li> </ul>	States Attorney	Pre-Disposition Court	Court Event

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
Law Enforcement Agency	Detention	Law Enforcement Charging Decision	<ul style="list-style-type: none"> <li>• If charged with misdemeanor.</li> <li>• If held in custody.</li> <li>• If not able to post bail pursuant to standard bail schedule.</li> </ul>	<ul style="list-style-type: none"> <li>• Arrest Information</li> <li>• Criminal Complaint</li> <li>• Transmittal Listing</li> <li>• Inventory Report</li> <li>• Case Report – Incident Report</li> </ul>	Court Clerk	Detention	Bond Hearing
Law Enforcement Agency	Investigation	Arrest	<ul style="list-style-type: none"> <li>• If booked and released without charging.</li> </ul>	<ul style="list-style-type: none"> <li>• Arrest Information (electronic transfer through CABS)</li> </ul>	CPD	Investigation	Update Criminal History
Law Enforcement Agency	Investigation	Arrest	<ul style="list-style-type: none"> <li>• If booked and released without charging.</li> </ul>	<ul style="list-style-type: none"> <li>• Arrest Information (electronic transfer through CABS)</li> </ul>	State Bureau of Identification	Investigation	Update Criminal History
Law Enforcement Agency	Investigation	Arrest	<ul style="list-style-type: none"> <li>• If charged with a misdemeanor.</li> <li>• If felony charges are not approved.</li> <li>• If held in custody.</li> <li>• If not able to post bail pursuant to standard bail schedule.</li> </ul>	<ul style="list-style-type: none"> <li>• Arrest Information (electronic transfer through CABS)</li> <li>• Criminal Complaint</li> <li>• Transmittal Listing</li> </ul>	Court Clerk	Pre-Disposition Court	Bond Hearing

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
Law Enforcement Agency	Investigation	Arrest	<ul style="list-style-type: none"> <li>• If charged with a misdemeanor.</li> <li>• If released on bail.</li> </ul>	<ul style="list-style-type: none"> <li>• Arrest Information (electronic transfer through CABS)</li> <li>• Criminal Complaint</li> <li>• Transmittal Listing</li> </ul>	Court Clerk	Pre-Disposition Court	Court Event
Law Enforcement Agency	Investigation	Arrest	<ul style="list-style-type: none"> <li>• If felony arrest</li> <li>• If felony review required.</li> </ul>	<ul style="list-style-type: none"> <li>• Arrest Information (electronic transfer through CABS)</li> <li>• Chicago Criminal History – State Criminal History</li> <li>• Case Report</li> </ul>	States Attorney	Investigation	Prosecution Charging Decision
Law Enforcement Agency	Investigation	Arrest	<ul style="list-style-type: none"> <li>• If in custody.</li> <li>• If subject is to be charged</li> </ul>	<ul style="list-style-type: none"> <li>• LiveScan Fingerprint Affirmation</li> <li>• Arrest Information (electronic transfer through CABS)</li> </ul>	State Bureau of Identification	Investigation	Identification
Law Enforcement Agency	Investigation	Arrest	<ul style="list-style-type: none"> <li>• If in custody.</li> <li>• If subject is to be charged</li> </ul>	<ul style="list-style-type: none"> <li>• LiveScan Fingerprint Affirmation</li> <li>• Arrest Information (electronic transfer through CABS)</li> </ul>	CPD	Investigation	Identification
Law Enforcement Agency	Investigation	Arrest	<ul style="list-style-type: none"> <li>• Chicago Cases Only</li> <li>• If suspected of non-narcotic felony.</li> </ul>	<ul style="list-style-type: none"> <li>• Oral Case Summary Report</li> </ul>	States Attorney	Investigation	Felony Review

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
Law Enforcement Agency	Investigation	Arrest	<ul style="list-style-type: none"> <li>• If suspected of any felony including narcotics.</li> <li>• Suburban Cases Only</li> </ul>	<ul style="list-style-type: none"> <li>• Oral Case Summary Report</li> </ul>	States Attorney	Investigation	Felony Review
Law Enforcement Agency	Investigation	Booking	<ul style="list-style-type: none"> <li>• If booking</li> </ul>	<ul style="list-style-type: none"> <li>• LiveScan Fingerprint Affirmation</li> </ul>	State Bureau of Identification	Investigation	Update Criminal History
Law Enforcement Agency	Investigation	Booking	<ul style="list-style-type: none"> <li>• If booking</li> </ul>	<ul style="list-style-type: none"> <li>• CABS to CPD (electronic transfer)</li> </ul>	CPD	Investigation	Update Criminal History
Law Enforcement Agency	Investigation	Booking	<ul style="list-style-type: none"> <li>• If charged with a misdemeanor.</li> <li>• If not able to post bail pursuant to standard bail schedule.</li> </ul>	<ul style="list-style-type: none"> <li>• Transmittal Listing</li> <li>• Arrest Information</li> <li>• Case Report – Incident Report</li> <li>• Criminal History</li> <li>• Inventory Report</li> <li>• Criminal Complaint</li> </ul>	Court Clerk	Pre-Disposition Court	Bond Hearing
Law Enforcement Agency	Investigation	Incident	<ul style="list-style-type: none"> <li>• If charged with ordinance violation</li> <li>• If not booked.</li> </ul>	<ul style="list-style-type: none"> <li>• Non Traffic Citation</li> </ul>	Court Clerk	Pre-Disposition Court	Court Event

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
Law Enforcement Agency	Investigation	Law Enforcement Charging Decision	<ul style="list-style-type: none"> <li>• If charged with felony.</li> <li>• If charges are approved.</li> </ul>	<ul style="list-style-type: none"> <li>• Arrest Information (electronic transfer through CABS)</li> <li>• Criminal Complaint</li> <li>• Transmittal Listing</li> </ul>	Court Clerk	Pre-Disposition Court	Bond Hearing
Law Enforcement Agency	Investigation	Law Enforcement Charging Decision	<ul style="list-style-type: none"> <li>• If charged with felony.</li> <li>• If charges are approved.</li> </ul>	<ul style="list-style-type: none"> <li>• Felony 101</li> <li>• Arrest Information</li> <li>• Inventory Report</li> <li>• Case Report (CPD)</li> <li>• Criminal Complaint</li> <li>• Transmittal Listing</li> <li>• State Criminal History</li> </ul>	States Attorney	Pre-Disposition Court	Bond Hearing
Law Enforcement Agency	Investigation	Law Enforcement Charging Decision	<ul style="list-style-type: none"> <li>• If charged with misdemeanor.</li> <li>• If not able to post bail pursuant to standard bail schedule.</li> </ul>	<ul style="list-style-type: none"> <li>• Case Report – Incident Report</li> <li>• Criminal Complaint</li> <li>• Transmittal Listing</li> <li>• Arrest Information</li> <li>• Chicago Criminal History – State Criminal History</li> </ul>	Court Clerk	Pre-Disposition Court	Bond Hearing

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
Law Enforcement Agency	Investigation	Law Enforcement Charging Decision	<ul style="list-style-type: none"> <li>• If charged with misdemeanor.</li> <li>• If released on bail.</li> </ul>	<ul style="list-style-type: none"> <li>• Bond Form</li> <li>• Inventory Report</li> <li>• Arrest Information</li> <li>• Criminal Complaint</li> <li>• Transmittal Listing</li> <li>• Case Report – Incident Report</li> <li>• Chicago Criminal History – State Criminal History</li> </ul>	Court Clerk	Pre-Disposition Court	Court Event
Law Enforcement Agency	Investigation	Law Enforcement Charging Decision	<ul style="list-style-type: none"> <li>• If felony charges are not approved.</li> <li>• If law enforcement override prosecutor decision.</li> </ul>	<ul style="list-style-type: none"> <li>• Felony 101</li> <li>• Arrest Information</li> <li>• Inventory Report</li> <li>• Case Report (CPD)</li> <li>• Criminal Complaint</li> <li>• Transmittal Listing</li> <li>• State Criminal History – Chicago Criminal History</li> </ul>	States Attorney	Pre-Disposition Court	Bond Hearing
Law Enforcement Agency	Investigation	Warrant Request	<ul style="list-style-type: none"> <li>• If suspected of a misdemeanor.</li> </ul>	<ul style="list-style-type: none"> <li>• Arrest Warrant</li> <li>• Criminal Complaint</li> </ul>	Court Clerk	Investigation	Update Warrant

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
Law Enforcement Agency	Investigation	Warrant Request	<ul style="list-style-type: none"> <li>• If police request arrest warrant.</li> <li>• If suspected of a felony.</li> </ul>	<ul style="list-style-type: none"> <li>• Case Report – Incident Report</li> </ul>	States Attorney	Investigation	Felony Review
Law Enforcement Agency	Investigation	Warrant Request	<ul style="list-style-type: none"> <li>• If states attorney approves arrest warrant.</li> <li>• If suspected of a felony.</li> </ul>	<ul style="list-style-type: none"> <li>• Arrest Warrant</li> <li>• Criminal Complaint</li> <li>• Transmittal Listing</li> </ul>	Court Clerk	Investigation	Update Warrant
Law Enforcement Agency	Pre-Disposition Court	Court Event	<ul style="list-style-type: none"> <li>• If charged with a misdemeanor.</li> <li>• If released on bail.</li> </ul>	<ul style="list-style-type: none"> <li>• Criminal Complaint</li> <li>• Case Report (CPD)</li> <li>• Criminal History</li> <li>• Arrest Information</li> </ul>	States Attorney	Pre-Disposition Court	Update Case File
Law Enforcement Agency	Pre-Disposition Court	Update Warrant File	<ul style="list-style-type: none"> <li>• If charged with felony.</li> <li>• If warrant not quashed.</li> </ul>	<ul style="list-style-type: none"> <li>• Arrest Warrant Info (electronic transfer through LEADS)</li> <li>• Arrest Information</li> </ul>	State Police LEADS	Pre-Disposition Court	Update Warrant File

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
Law Enforcement Agency	Pre-Disposition Court	Update Warrant File	<ul style="list-style-type: none"> <li>• If charged with felony.</li> <li>• If warrant not quashed.</li> </ul>	<ul style="list-style-type: none"> <li>• Arrest Warrant Info (electronic transfer through LEADS)</li> <li>• Arrest Information</li> </ul>	Court Clerk	Pre-Disposition Court	Update Warrant File
Law Enforcement Agency	Pre-Disposition Court	Update Warrant File	<ul style="list-style-type: none"> <li>• If charged with misdemeanor.</li> <li>• If linked to I. R. #</li> <li>• If warrant not quashed.</li> </ul>	<ul style="list-style-type: none"> <li>• Arrest Warrant Info (electronic transfer through LEADS)</li> </ul>	State Police LEADS	Pre-Disposition Court	Update Warrant File
Pre-Trial Services	Pre-Disposition Court	Bond Hearing	<ul style="list-style-type: none"> <li>• If pre-sentence investigation ordered</li> <li>• If public defender is appointed.</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-Sentence Investigation Report</li> </ul>	Public Defender	Pre-disposition Court	Court Event
Probation	Post-Disposition Court	Arrest	<ul style="list-style-type: none"> <li>• If charges filed</li> <li>• If public defender is appointed.</li> </ul>	<ul style="list-style-type: none"> <li>• Petition for Violation of Probation</li> </ul>	Public Defender	Pre-Disposition Court	Court Event

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
Probation	Post-Disposition Court	Intake	<ul style="list-style-type: none"> <li>If sentenced to probation.</li> </ul>	<ul style="list-style-type: none"> <li>Case Data Sheet (Probation)</li> </ul>	Probation	Post-Disposition Supervision	Interview
Probation	Post-Disposition Court	Prepare Report	<ul style="list-style-type: none"> <li>If pre-sentence investigation.</li> </ul>	<ul style="list-style-type: none"> <li>Pre-Sentence Investigation Document</li> </ul>	Court Clerk	Post-Disposition Court	Sentencing
Probation	Post-Disposition Court	Prepare Report	<ul style="list-style-type: none"> <li>If pre-trial investigation ordered.</li> </ul>	<ul style="list-style-type: none"> <li>Pre-Trial Investigation Report</li> </ul>	Court Clerk	Post-Disposition Court	Pre-Trial Conference
Probation	Post-Disposition Court	Status Review	<ul style="list-style-type: none"> <li>If court orders a status date.</li> <li>If sentenced to probation.</li> </ul>	<ul style="list-style-type: none"> <li>Progress Report</li> </ul>	Court Clerk	Post-Disposition Supervision	Update Case File
Probation	Pre-Disposition Supervision	Status Review	<ul style="list-style-type: none"> <li>If early termination recommended.</li> <li>If in compliance with terms of probation.</li> <li>If sentenced to probation.</li> </ul>	<ul style="list-style-type: none"> <li>Oral Motion for termination</li> </ul>	Probation	Post-Disposition Supervision	Update Case File

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
Public Defender	Pre-Disposition Court	Bond Hearing	<ul style="list-style-type: none"> <li>• If Public Defender is appointed to the case</li> </ul>	<ul style="list-style-type: none"> <li>• Notice of Representation</li> </ul>	States Attorney and Court Clerk	Court Event	Court Event
Public Defender	Pre-Disposition Court	Post-Arraignment	<ul style="list-style-type: none"> <li>• If discovery motion filed.</li> </ul>	<ul style="list-style-type: none"> <li>• Motion for Discovery</li> </ul>	Court Clerk and States Attorney	Pre-Disposition Court	Arraignment
Public Defender	Pre-Disposition Court	Post-Arraignment	<ul style="list-style-type: none"> <li>• If pre-trial motion filed.</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-trial Motions</li> </ul>	Court Clerk and States Attorney	Pre-Disposition Court	Post-Arraignment/ Pre-trial
Public Defender	Pre-Disposition Court	Pre-Arraignment	<ul style="list-style-type: none"> <li>• If complaint filed for preliminary examination.</li> </ul>	<ul style="list-style-type: none"> <li>• Motion to Photograph Defendant and Preserve Evidence</li> </ul>	Court Clerk and States Attorney	Post-Bond/Pre-Arraignment	Arraignment
Public Defender	Pre-Disposition Court	Preliminary Hearing	<ul style="list-style-type: none"> <li>• If agrees to probation.</li> <li>• If charged with felony.</li> <li>• If guilty plea.</li> <li>• If preliminary hearing waived.</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-trial Waivers</li> </ul>	Court Clerk	Pre-Disposition Court	Sentencing

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

---

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
Sheriff	Detention	Intake	<ul style="list-style-type: none"> <li>• If remanded to jail.</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative Mandatory Furlough</li> </ul>	Court Clerk	Post-Disposition Supervision	Update Case File
Sheriff	Detention	Release	<ul style="list-style-type: none"> <li>• If able to post bail amount specified by court.</li> <li>• If charged with felony.</li> </ul>	<ul style="list-style-type: none"> <li>• Order of Commitment &amp; Sentencing</li> </ul>	Court Clerk	Pre-Disposition Court	Release
Sheriff	Detention	Release	<ul style="list-style-type: none"> <li>• If assigned to pretrial detention</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative Mandatory Furlough</li> </ul>	Court Clerk	Pre-Disposition Supervision	Update Case Records
Sheriff	Incarceration	Intake	<ul style="list-style-type: none"> <li>• If sentenced to jail.</li> </ul>	<ul style="list-style-type: none"> <li>• Custodial Receipt</li> </ul>	State Bureau of Identification	Incarceration	Update Criminal History

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
Sheriff	Post-Disposition Supervision	Status Review	<ul style="list-style-type: none"> <li>• If fails to comply with terms of probation.</li> <li>• If petition for violation is granted.</li> <li>• If sentenced to SWAP.</li> <li>• If sentenced to probation.</li> </ul>	<ul style="list-style-type: none"> <li>• Progress Report</li> </ul>	Probation	Post-Disposition Supervision	Update Records
Sheriff	Pre-Disposition Court	Update Warrant File	<ul style="list-style-type: none"> <li>• If court issues order of protection.</li> </ul>	<ul style="list-style-type: none"> <li>• Order of Protection/Petition (electronic transfer through LEADS)</li> </ul>	State Police LEADS	Pre-Disposition Court	Update Records
Sheriff	Pre-Disposition Court	Update Warrant File	<ul style="list-style-type: none"> <li>• If warrant has not been quashed.</li> </ul>	<ul style="list-style-type: none"> <li>• Arrest Warrant Info (electronic transfer through LEADS)</li> </ul>	State Police LEADS	Pre-Disposition Court	Update Warrant File
Social Services	Post-disposition Court	Arrest	<ul style="list-style-type: none"> <li>• If charges filed</li> <li>• If public defender is appointed.</li> </ul>	<ul style="list-style-type: none"> <li>• Petition for Violation of Supervision</li> </ul>	Public Defender	Pre-Disposition Court	Court Event

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
Social Services	Post-Disposition Supervision	Failure to Report for Intake	<ul style="list-style-type: none"> <li>• If convicted of a felony or misdemeanor.</li> <li>• If fails to report.</li> </ul>	<ul style="list-style-type: none"> <li>• Notice of motion.</li> <li>• Petition for Violation of Supervision or Conditional Discharge.</li> </ul>	Court Clerk	Post-Disposition Supervision	Petition for Violation Hearing
Social Services	Post-Disposition Supervision	Intake	<ul style="list-style-type: none"> <li>• If sentenced to supervision or Conditional Discharge.</li> </ul>	<ul style="list-style-type: none"> <li>• Intake Form.</li> </ul>	Social Service	Post-Disposition Supervision	Interview
Social Services	Post-Disposition Supervision	Review	<ul style="list-style-type: none"> <li>• If convicted of felony or misdemeanor.</li> <li>• Defendant dies</li> <li>• Need to modify court ordered conditions</li> </ul>	<ul style="list-style-type: none"> <li>• Notice of motion.</li> <li>• Reviewer Memorandum.</li> </ul>	Court Clerk	Post-Disposition Supervision	Status/Term

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
Social Services	Post-Disposition Supervision	Status	<ul style="list-style-type: none"> <li>• If convicted of felony or misdemeanor.</li> <li>• Court gives status date at time of disposition.</li> </ul>	<ul style="list-style-type: none"> <li>• Status Memorandum</li> </ul>	Court Clerk	Post-Disposition Supervision	Status/Term
Social Services	Post-Disposition Supervision	Status Review	<ul style="list-style-type: none"> <li>• If case out of felony court at 26<sup>th</sup> &amp; California only.</li> <li>• If successfully complies with all sentencing terms.</li> </ul>	<ul style="list-style-type: none"> <li>• Notice of motion.</li> </ul>	Court Clerk	Post-Disposition Supervision	Termination Hearing
Social Services	Post-Disposition Supervision	Status Review	<ul style="list-style-type: none"> <li>• If convicted of a misdemeanor or felony.</li> <li>• If fails to comply with terms of supervised released.</li> </ul>	<ul style="list-style-type: none"> <li>• Notice of motion.</li> <li>• Petition for Violation of Supervision or Conditional Discharge.</li> </ul>	Court Clerk	Post-Disposition Supervision	Petition for Violation Hearing

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
Social Services	Post-Disposition Supervision	Status Review	<ul style="list-style-type: none"> <li>• If convicted of a misdemeanor.</li> <li>• If fails to comply with terms of supervised released.</li> </ul>	<ul style="list-style-type: none"> <li>• Notice of motion.</li> <li>• Petition for Violation of Supervision or Conditional Discharge.</li> </ul>	States Attorney	Post-Disposition Supervision	Petition for Violation Hearing
Social Services	Post-Disposition Supervision	Status Review	<ul style="list-style-type: none"> <li>• If convicted of a misdemeanor.</li> <li>• If successfully complies with all sentencing terms.</li> </ul>	<ul style="list-style-type: none"> <li>• Term Memorandum</li> </ul>	Court Clerk	Post-Disposition Supervision	Term Hearing
States Attorney	Bond Court	Complaint Filed	<ul style="list-style-type: none"> <li>• If charged with domestic violence.</li> <li>• If charged with misdemeanor.</li> <li>• If public defender is appointed.</li> </ul>	<ul style="list-style-type: none"> <li>• Oral bond information.</li> </ul>	Court Clerk and Public Defender	Detention	Special Conditions of Bond

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
States Attorney	Bond Court	Complaint Filed	<ul style="list-style-type: none"> <li>• If charged with misdemeanor.</li> <li>• If complaining witness not present.</li> <li>• If subject has not been to bail hearing.</li> <li>• If public defender is appointed.</li> </ul>	<ul style="list-style-type: none"> <li>• Motion for Continuance.</li> </ul>	Court Clerk and Public Defender	Pre-Disposition Court	Court Event
States Attorney	Detention	Bond Hearing	<ul style="list-style-type: none"> <li>• If charged with felony.</li> <li>• If subject cannot be I. D.</li> </ul>	<ul style="list-style-type: none"> <li>• Oral request for delay.</li> </ul>	CPD	Detention	Bond Hearing
States Attorney	Detention	Complaint Filed	<ul style="list-style-type: none"> <li>• If charged with serious crime.</li> <li>• If public defender is appointed.</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-Arraignment Motion</li> </ul>	Court Clerk and Public Defender	Detention	Bond Hearing

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
States Attorney	Detention	Complaint Filed	<ul style="list-style-type: none"> <li>• If charged with felony.</li> <li>• If guilty plea.</li> <li>• If preliminary hearing waived.</li> <li>• If public defender is appointed.</li> </ul>	<ul style="list-style-type: none"> <li>• Information</li> <li>• Probation Specification Document</li> <li>• Charging Document</li> </ul>	Public Defender	Pre-Disposition Court	Sentencing
States Attorney	Felony Case Filing Decision	Arrest	<ul style="list-style-type: none"> <li>• If felony Case</li> <li>• If felony charges are approved</li> </ul>	<ul style="list-style-type: none"> <li>• CC SA to CC Clerk (electronic transfer)</li> </ul>	Court Clerk	Felony Case Filing Decision	Court Event
States Attorney	Grand Jury	True Bill	<ul style="list-style-type: none"> <li>• If continuance is granted.</li> <li>• If date for preliminary hearing set.</li> <li>• If grand jury returns true bill.</li> </ul>	<ul style="list-style-type: none"> <li>• Indictment</li> </ul>	Court Clerk	Pre-Disposition Court	Arraignment

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
States Attorney	Investigation	Felony Review	<ul style="list-style-type: none"> <li>• If charges approved.</li> <li>• If suspected of non-narcotic felony.</li> <li>• If suspected of any felony including narcotics. (Suburban Courts Only)</li> </ul>	<ul style="list-style-type: none"> <li>• Oral Prosecutor Charge Decision</li> </ul>	Law Enforcement Agency	Bond Court	Preliminary Hearing
States Attorney	Investigation	Felony Review	<ul style="list-style-type: none"> <li>• If charged with Reckless Homicide or Felony DUI</li> </ul>	<ul style="list-style-type: none"> <li>• Charging Document</li> <li>• Witness Memorandum</li> <li>• Arrest Report</li> </ul>	Secretary of State	Notification of Pending Charges	Discretionary or Mandatory Revocation /Suspension
States Attorney	Investigation	Felony Review	<ul style="list-style-type: none"> <li>• If felony charges are rejected.</li> </ul>	<ul style="list-style-type: none"> <li>• Oral Prosecutor Charge Decision</li> </ul>	Law Enforcement Agency	Investigation	Law Enforcement Charging Decision

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
States Attorney	Investigation	Felony Review	<ul style="list-style-type: none"> <li>• If law enforcement agency requests arrest warrant.</li> <li>• If states attorney approves arrest warrant.</li> <li>• If suspected of a felony.</li> </ul>	<ul style="list-style-type: none"> <li>• Oral Prosecutor Charge Decision</li> </ul>	Law Enforcement Agency	Investigation	Warrant Review
States Attorney	Investigation	Prosecution Charging Decision	<ul style="list-style-type: none"> <li>• If charged with felony.</li> <li>• If charged with a misdemeanor.</li> <li>• If currently on probation.</li> <li>• If prosecutor files a petition to violate probation.</li> </ul>	<ul style="list-style-type: none"> <li>• Arrest Report</li> <li>• Petition for Violation of Probation</li> </ul>	Probation Court Clerk	Pre-Disposition Court	Hearing or Substantive Case

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

Sending Agency	Initiating Process	Initiating Event	Condition	Document	Receiving Agency	Subsequent Process	Subsequent Event
States Attorney	Investigation	Prosecution Charging Decision	<ul style="list-style-type: none"> <li>• If charged with felony.</li> <li>• If charged with a misdemeanor.</li> <li>• If currently on probation.</li> <li>• If prosecutor files a petition to violate probation.</li> </ul>	<ul style="list-style-type: none"> <li>• Arrest Report</li> <li>• Petition for Violation of Probation</li> </ul>	Probation and Court Clerk	Post-Disposition Court	Hearing on Violation of Probation
States Attorney	Investigation	Prosecution Charging Decision	<ul style="list-style-type: none"> <li>• If charged with felony.</li> <li>• If currently on Bond for another felony charge.</li> <li>• If prosecutor files a petition for violation of Bail Bond.</li> <li>• If public defender is appointed.</li> </ul>	<ul style="list-style-type: none"> <li>• Petition for Violation of Bail Bond</li> </ul>	Court Clerk and Public Defender	Pre-Disposition Court	Hearing on Violation of Bail Bond

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

---

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
States Attorney	Investigation	Prosecution Charging Decision	<ul style="list-style-type: none"> <li>• If charged with felony.</li> <li>• If currently on probation.</li> <li>• If prosecutor files a petition to violate probation.</li> <li>• If subject has been arrested.</li> <li>• If public defender is appointed.</li> </ul>	<ul style="list-style-type: none"> <li>• Arrest Report</li> <li>• Petition for Violation of Probation</li> </ul>	Court Clerk and Public Defender	Pre-Disposition Court	Petition for Violation Hearing
States Attorney	Investigation	Prosecution Charging Decision	<ul style="list-style-type: none"> <li>• If charged with significant crime.</li> <li>• If public defender is appointed.</li> </ul>	<ul style="list-style-type: none"> <li>• Motion for No Bond</li> </ul>	Court Clerk and Public Defender	Detention	Bond Hearing

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
States Attorney	Investigation	Prosecution Charging Decision	<ul style="list-style-type: none"> <li>• If charged with domestic violence.</li> <li>• If public defender is appointed.</li> </ul>	<ul style="list-style-type: none"> <li>• Order of Protection/Petition</li> </ul>	Court Clerk and Public Defender	Detention	Bond Hearing
States Attorney	Post-Disposition Supervision	Prosecution Charging Decision	<ul style="list-style-type: none"> <li>• If in violation of probation.</li> <li>• If on probation.</li> <li>• If public defender is appointed.</li> </ul>	<ul style="list-style-type: none"> <li>• Petition for Violation of Probation</li> </ul>	Court Clerk, Probation and Public Defender	Post-Disposition Court	Update Records
States Attorney	Pre-Disposition Court	Arraignment	<ul style="list-style-type: none"> <li>• If discovery motion filed.</li> <li>• If public defender is appointed.</li> </ul>	<ul style="list-style-type: none"> <li>• Motion for Discovery</li> </ul>	Public Defender	Pre-Disposition Court	Pre-Disposition Preceding
States Attorney	Pre-Disposition Court	Arraignment	<ul style="list-style-type: none"> <li>• If discovery motion filed.</li> </ul>	<ul style="list-style-type: none"> <li>• Motion for Discovery</li> </ul>	Court Clerk	Pre-Disposition Court	Pre-Disposition Preceding

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

Sending Agency	Initiating Process	Initiating Event	Condition	Document	Receiving Agency	Subsequent Process	Subsequent Event
States Attorney	Pre-Disposition Court	Complaint or Information Filed	<ul style="list-style-type: none"> <li>• If charged with a misdemeanor.</li> <li>• If public defender is appointed.</li> </ul>	<ul style="list-style-type: none"> <li>• Arrest Report</li> <li>• Offense Report</li> <li>• Supplemental Reports</li> <li>• Inventory Report</li> <li>• State Criminal History</li> <li>• Chicago RAP Sheet</li> <li>• Custody Logs</li> </ul>	Public Defender	Pre-Disposition Court	Court Event
States Attorney	Pre-Disposition Court	Information or Indictment Filed	<ul style="list-style-type: none"> <li>• If charged with a felony.</li> <li>• If public defender is appointed.</li> </ul>	<ul style="list-style-type: none"> <li>• Arrest Report</li> <li>• Offense Report</li> <li>• Supplemental Reports</li> <li>• Inventory Report</li> <li>• State Criminal History</li> <li>• Chicago RAP Sheet</li> <li>• Custody Logs</li> </ul>	Public Defender	Pre-Disposition Court	Court Event

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
States Attorney	Pre-Disposition Court	Information or Indictment Filed	<ul style="list-style-type: none"> <li>• If state intends to seek death penalty.</li> <li>• If public defender is appointed.</li> </ul>	<ul style="list-style-type: none"> <li>• Notice to seek death penalty</li> </ul>	Public Defender	Pre-Disposition Court	Court Event
States Attorney	Pre-Disposition Court	Preliminary Hearing	<ul style="list-style-type: none"> <li>• If agrees to probation on plea.</li> <li>• If charged with felony.</li> <li>• If guilty plea.</li> <li>• If preliminary hearing waived.</li> </ul>	<ul style="list-style-type: none"> <li>• Information Filed</li> <li>• Probation Specification Document</li> </ul>	Court Clerk	Pre-Disposition Supervision	Sentencing
States Attorney	Pre-Disposition Court	Preliminary Hearing	<ul style="list-style-type: none"> <li>• If agrees to IDOC on plea.</li> <li>• If charged with felony.</li> <li>• If guilty plea.</li> <li>• If preliminary hearing waived.</li> </ul>	<ul style="list-style-type: none"> <li>• Information Filed</li> </ul>	IDOC/Probation	Statement of Facts	Intake

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
States Attorney	Pre-Disposition Court	Preliminary Hearing	<ul style="list-style-type: none"> <li>• If charged with felony.</li> <li>• If Finding of Probable Cause.</li> <li>• If seeking to add charges.</li> </ul>	<ul style="list-style-type: none"> <li>• Charging Document</li> <li>• Witness Memorandum</li> </ul>	Grand Jury	Grand Jury Hearing	True Bill or No True Bill
States Attorney	Pre-Disposition Court	Preliminary Hearing	<ul style="list-style-type: none"> <li>• If case goes to grand jury after Finding No Probable Cause or Dismissal.</li> </ul>	<ul style="list-style-type: none"> <li>• Charging Document</li> <li>• Witness Memorandum</li> </ul>	Grand Jury	Grand Jury	True Bill or No True Bill
States Attorney	Pre-Disposition Court	Preliminary Hearing	<ul style="list-style-type: none"> <li>• If charged with felony.</li> <li>• If Finding of No Probable Cause.</li> <li>• If preliminary hearing conducted.</li> </ul>	<ul style="list-style-type: none"> <li>• Information</li> <li>• Witness Memorandum</li> </ul>	Grand Jury	Grand Jury Hearing	True Bill or No True Bill

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b>Sending Agency</b>	<b>Initiating Process</b>	<b>Initiating Event</b>	<b>Condition</b>	<b>Document</b>	<b>Receiving Agency</b>	<b>Subsequent Process</b>	<b>Subsequent Event</b>
States Attorney	Pre-Disposition Court	Prosecution Charging Decision	<ul style="list-style-type: none"> <li>• If charged with domestic violence.</li> <li>• If charged with felony.</li> </ul>	<ul style="list-style-type: none"> <li>• Order of Protection/Petition</li> </ul>	Court Clerk	Pre-Disposition Court	Court Event
States Attorney	Pre-Disposition Court	Prosecution Charging Decision	<ul style="list-style-type: none"> <li>• If charged with domestic violence.</li> <li>• If charged with misdemeanor.</li> </ul>	<ul style="list-style-type: none"> <li>• Oral Case Summary Report</li> </ul>	Court Clerk	Pre-Disposition Court	Reassign Case
States Attorney	Pre-Disposition Court	Prosecution Charging Decision	<ul style="list-style-type: none"> <li>• If charged with domestic violence.</li> <li>• If charged with misdemeanor.</li> </ul>	<ul style="list-style-type: none"> <li>• Order of Protection/Petition</li> </ul>	Court Clerk	Pre-Disposition Court	Court Event
States Attorney	Pre-Disposition Court	Sentencing	<ul style="list-style-type: none"> <li>• If sentenced to prison.</li> </ul>	<ul style="list-style-type: none"> <li>• Statement of Facts</li> <li>• Criminal History</li> </ul>	IDOC	Post-Disposition Court	Intake
States Attorney	Preliminary Hearing	Bond Hearing	<ul style="list-style-type: none"> <li>• If Pleas Not Guilty.</li> <li>• If Findings of Probable Cause.</li> </ul>	<ul style="list-style-type: none"> <li>• Information</li> <li>• Probation Specification Document</li> </ul>	Court Clerk	Arrestment	Post-Arrestment /Direct Indictment

**CONTRIBUTORS**

**The CCICJIS Committee would like to thank those who were not a part of the Committee but contributed substantially to the compilation of the Data Exchange Points Map.**

**Dennis McNamara - Clerk of the Circuit Court (exchanges for the Clerk)**

**Tom Quinn - Adult Probation**

**Jennifer Dohm - Social Services**

**Margorie O'Dea, Chief of Cook County Sheriff's Police**

**John Robertson, Chief – Cook County Sheriff's Police**

**David Fisher, Captain – Cook County Sheriff's Police**

**Ernest Neely, Sergeant – Cook County Sheriff's Police**

**Jeff Guay, Cook County Sheriff's Police**



**APPENDIX F: CURRENT AGENCIES, APPLICATIONS, PLATFORMS AND NETWORKS**

<b>SYSTEMS LIST</b>			
<b>AGENCY NAME</b>	<b>APPLICATION</b>	<b>PLATFORM</b>	<b>CONNECTIVITY</b>
ALSIP POLICE	COMPUTER AIDED DISPATCH (CAD) SYSTEM	MS/SERVER 2000 NOVEL	CCWAN
ALSIP POLICE	CASE REPORTING/RECORDS MANAGEMENT SYSTEM	MS/SERVER 2000 NOVEL	CCWAN
ALSIP POLICE	ARREST BOOKING SYSTEM	MS/SERVER 2000 NOVEL	CCWAN
ALSIP POLICE	PROPERTY INVENTORY SYSTEM	MS/SERVER 2000 NOVEL	CCWAN
ALSIP POLICE	OTHER CUSTOM	MS/SERVER 2000 NOVEL	CCWAN
BARRINGTON HILLS	PIPS SEMI CUSTOM	MS/SERVER 2000	ICJIA
BARINGTON/INVERNESS P.D.	MANUAL	N/A	NO CONNECTIVITY
CHICAGO POLICE DEPARTMENT	COMPUTER AIDED DISPATCH (CAD) SYSTEM (CUSTOM)	ORACLE	WAN
CHICAGO POLICE DEPARTMENT	CASE REPORTING/RECORDS MANAGEMENT SYSTEM (CUSTOM)	ORACLE	WAN
CHICAGO POLICE DEPARTMENT	ARREST BOOKING SYSTEM	ORACLE	WAN
CHICAGO POLICE DEPARTMENT	PROPERTY INVENTORY SYSTEM	ORACLE	WAN
CHICAGO POLICE DEPARTMENT	AUTOMATED FINGERPRINT IDENTIFICATION SYSTEM (AFIS)	ORACLE	WAN
CHICAGO HEIGHTS POLICE	COMPUTER AIDED DISPATCH (CAD) SYSTEM (CUSTOM)		CCWAN/ICJIA
CHICAGO HEIGHTS POLICE	CASE REPORTING/RECORD MANAGEMENT SYSTEM (CUSTOM)		CCWAN/ICJIA
CHICAGO HEIGHTS POLICE	ARREST BOOKING SYSTEM (CUSTOM)		CCWAN/ICJIA
CHICAGO HEIGHTS POLICE	PROPERTY INVENTORY SYSTEM (CUSTOM)		CCWAN/ICJIA

Appendix F  
Current  
Agencies,  
Applications,  
Platforms, and  
Networks

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<b><u>AGENCY NAME</u></b>	<b><u>APPLICATION</u></b>	<b><u>PLATFORM</u></b>	<b><u>CONNECTIVITY</u></b>
COOK COUNTY SHEFFIFF'S POLICE	COMPUTER AIDED DISPATCH (CAD) SYSTEM (CUSTOM)	IBM/MF & CLIENT/SERVER	CCWAN
COOK COUNTY SHEFFIFF'S POLICE	CASE REPORTING/RECORD MANAGEMENT SYSTEM (CUSTOM)	IBM/MF & CLIENT/SERVER	CCWAN
COOK COUNTY SHEFFIFF'S POLICE	ARREST BOOKING SYSTEM (CUSTOM)	IBM/MF & CLIENT/SERVER	CCWAN
COOK COUNTY SHEFFIFF'S POLICE	PROPERTY INVENTORY SYSTEM (CUSTOM)	IBM/MF & CLIENT/SERVER	CCWAN
COOK COUNTY SHEFFIFF'S POLICE	WARRANT SYSTEM (CUSTOM)	IBM/MF & CLIENT/SERVER	CCWAN
DIXON POLICE	MANUAL RECORDS KEEPING	N/A	N/A
COOK COUNTY CORRECTIONS	ARREST BOOKING SYSTEM (CUSTOM)	HEWLETT PACKARD	CCWAN
COOK COUNTY CORRECTIONS	JAIL INFORMATION MANAGEMENT SYSTEM (CUSTOM)	HEWLETT PACKARD	CCWAN
COOK COUNTY STATE'S ATTORNEY OFFICE	PROMIS	IBM/MF & SQL SERVER	CCWAN
COOK COUNTY STATE'S ATTORNEY OFFICE	CASE MANAGEMENT SYSTEM	IBM/MF & SQL SERVER	CCWAN
COOK COUNTY STATE'S ATTORNEY OFFICE	GENERAL INVESTIGATIONS DATABASE	MS ACCESS 2000	CCWAN
COOK COUNTY STATE'S ATTORNEY OFFICE	TRIAL SUPPORT INVESTIGATIONS DATABASE	MS ACCESS 2000	CCWAN
COOK COUNTY STATE'S ATTORNEY OFFICE	NARCOTICS INVESTIGATIONS DATABASE	MS ACCESS 97	CCWAN
COOK COUNTY STATE'S ATTORNEY OFFICE	NARCOTICS PROSECUTIONS BUREAU TF DATABASE	MS ACCESS 2000	CCWAN
COOK COUNTY STATE'S ATTORNEY OFFICE	FORFEITURE DATABASE	SQL SERVER 7.0 & VB6.0	CCWAN
COOK COUNTY STATE'S ATTORNEY OFFICE	NUISANCE ABATEMENT	SQL SERVER 7.0 & VB6.0	CCWAN
COOK COUNTY STATE'S ATTORNEY OFFICE	DRUG TREATMENT PROGRAM	DBASE	CCWAN
		(BEING CONVERTED TO	
		SQL SERVER 7.0 & VB6.0)	
COOK COUNTY STATE'S ATTORNEY OFFICE	SPECIAL PROSECUTIONS BUREAU CL DATABASE	ACCESS 97	CCWAN
COOK COUNTY STATE'S ATTORNEY OFFICE	CRIMINAL PROSECUTION BUREAU FELONY TRIAL DATABASE	ACCESS 97	CCWAN
COOK COUNTY STATE'S ATTORNEY OFFICE	GRAND JURY DATABASE	ACCESS 97	CCWAN
COOK COUNTY STATE'S ATTORNEY OFFICE	VINE (VICTIM INFORMATION AND NOTIFICATION EVERYDAY)	MS ACCESS 2000	CCWAN
COOK COUNTY STATE'S ATTORNEY OFFICE	VC (VICTIM COMPENSATION)	MS ACCESS 2000	CCWAN

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<u>AGENCY NAME</u>	<u>APPLICATION</u>	<u>PLATFORM</u>	<u>CONNECTIVITY</u>
COOK COUNTY STATE'S ATTORNEY OFFICE	VWRU (VICTIM WITNESS RELOCATION UNIT)	MS ACCESS 2000	CCWAN
COOK COUNTY STATE'S ATTORNEY OFFICE	SEX CRIMES	MS ACCESS 2000	CCWAN
COOK COUNTY STATE'S ATTORNEY OFFICE	BRANCH 66 DATABASE	MS ACCESS 2000	CCWAN
COOK COUNTY STATE'S ATTORNEY OFFICE	FELONY STATEMENT DATABASE	MS ACCESS 2000	CCWAN
COOK COUNTY STATE'S ATTORNEY OFFICE	VIDEOTAPE DATABASE	MS ACCESS 2000	CCWAN
COOK COUNTY STATE'S ATTORNEY OFFICE	DISPATCHER DATABASE	MS ACCESS 2000	CCWAN
ELK GROVE VILLAGE	COMPUTER AIDED DISPATCH (CAD) SYSTEM		
ELK GROVE VILLAGE	CASE REPORTING/RECORDS MANAGEMENT SYSTEM (CUSTOM)		ICJIA
ELK GROVE VILLAGE	ARREST BOOKING SYSTEM (CUSTOM)		
ELK GROVE VILLAGE	PROPERTY INVENTORY SYSTEM		
EVERGREEN PARK POLICE DEPARTMENT	ARREST BOOKING SYSTEM		CABS
HODGKINS POLICE DEPARTMENT	CASE REPORTING/RECORDS MANAGEMENT SYSTEM (CUSTOM)		CCWAN/ICJIA
HODGKINS POLICE DEPARTMENT	PROPERTY INVENTORY SYSTEM (CUSTOM)		CCWAN/ICJIA
HODGKINS POLICE DEPARTMENT	DIGITAL PHOTO'S EVIDENCE, PROPERTY VICTIMS, MUG (CUSTOM)		CCWAN/ICJIA
HOFFMAN ESTATES POLICE DEPT.	COMPUTER AIDED DISPATCH (CAD) SYSTEM (CUSTOM)		
HOFFMAN ESTATES POLICE DEPT.	CASE REPORTING/RECORDS MANAGEMENT SYSTEM (CUSTOM)		
HOFFMAN ESTATES POLICE DEPT.	ARREST BOOKING SYSTEM (CUSTOM)		
HOFFMAN ESTATES POLICE DEPT.	PROPERTY INVENTORY SYSTEM (CUSTOM)		
NORTHBROOK POLICE DEPARTMENT	ARREST BOOKING SYSTEM		
NORTHBROOK POLICE DEPARTMENT	PROPERTY INVENTORY SYSTEM		
NORTHFIELD POLICE DEPARTMENT	COMPUTER AIDED DISPATCH (CAD) SYSTEM (CUSTOM)		
NORTHFIELD POLICE DEPARTMENT	CASE REPORTING/RECORDS MANAGEMENT SYSTEM (CUSTOM)		

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

<u>AGENCY NAME</u>	<u>APPLICATION</u>	<u>PLATFORM</u>	<u>CONNECTIVITY</u>
NORTHFIELD POLICE DEPARTMENT	ARREST BOOKING SYSTEM (CUSTOM)		
NORTHFIELD POLICE DEPARTMENT	PROPERTY INVENTORY SYSTEM (CUSTOM)		
OAK FOREST POLICE DEPARTMENT	COMPUTER AIDED DISPATCH (CAD) SYSTEM		INTERNET
OAK FOREST POLICE DEPARTMENT	CASE REPORTING/RECORDS MANAGEMENT SYSTEM		INTERNET
OAK FOREST POLICE DEPARTMENT	ARREST BOOKING SYSTEM		INTERNET
OAK LAWN POLICE DEPARTMENT	COMPUTER AIDED DISPATCH (CAD) SYSTEM (CUSTOM)	NT SERVER/AS 400	CCWAN/IL STATE
OAK LAWN POLICE DEPARTMENT	CASE REPORTING/RECORDS MANAGEMENT SYSTEM (CUSTOM)	NT SERVER/AS 400	CCWAN/IL STATE
OAK LAWN POLICE DEPARTMENT	ARREST BOOKING SYSTEM (CUSTOM)	NT SERVER/AS 400	CCWAN/IL STATE
OAK LAWN POLICE DEPARTMENT	PROPERTY INVENTORY SYSTEM	NT SERVER/AS 400	CCWAN/IL STATE
PARK RIDGE POLICE DEPARTMENT	CASE REPORTING/RECORDS MANAGEMENT SYSTEM (CUSTOM)		CCWAN/INTERNET
PARK RIDGE POLICE DEPARTMENT	PROPERTY INVENTORY SYSTEM (CUSTOM)		CCWAN/INTERNET
PARK RIDGE POLICE DEPARTMENT	CLEAR CHICAGO PD DATABASE IWIN (CUSTOM)		CCWAN/INTERNET
RIVERSIDE POLICE DPARTMENT	COMPUTER AIDED DISPATCH (CAD) SYSTEM (CUSTOM)		CCWAN/INTERNET
RIVERSIDE POLICE DPARTMENT	CASE REPORTING/RECORDS MANAGEMENT SYSTEM (CUSTOM)		CCWAN/INTERNET
RIVERSIDE POLICE DPARTMENT	ARREST BOOKING SYSTEM (CUSTOM)		CCWAN/INTERNET
RIVERSIDE POLICE DPARTMENT	PROPERTY INVENTORY SYSTEM		CCWAN/INTERNET
STICKNEY POLICE DEPARTMENT	CASE REPORTING/RECORDS MANAGEMENT SYSTEM (CUSTOM)		ICJIA/INTERNET
STICKNEY POLICE DEPARTMENT	ARREST BOOKING SYSTEM (CUSTOM)		ICJIA/INTERNET
STICKNEY POLICE DEPARTMENT	PROPERTY INVENTORY SYSTEM (CUSTOM)		ICJIA/INTERNET
STONE PARK POLICE DEPARTMENT	COMPUTER AIDED DISPATCH (CAD) SYSTEM (CUSTOM)	NT SERVER	CCWAN
STONE PARK POLICE DEPARTMENT	ARREST BOOKING SYSTEM (CUSTOM)	NT SERVER	CCWAN
STONE PARK POLICE DEPARTMENT	PIPS	NT SERVER	CCWAN

**COOK COUNTY INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEMS**

---

<b><u>AGENCY NAME</u></b>	<b><u>APPLICATION</u></b>	<b><u>PLATFORM</u></b>	<b><u>CONNECTIVITY</u></b>
CLERK OF THE CIRCUIT COURT	CASE MANAGEMENT SYSTEM (CUSTOM)	IBM MF	CCWAN
	IBM MF CICS/BATCH VSAM/DB2		





## APPENDIX G: GAP ANALYSIS

As part of the Strategic Plan, the CCIJIS Technical Subcommittee conducted an analysis of the existing components of the Cook County justice process in order to document existing gaps that serve as obstacles and challenges for information sharing among Cook County justice practitioners.

Through discussion group meetings, the committee members were asked to discuss and identify gaps between the desired state of integration and current information sharing practices in Cook County. As a result of these deliberations, the following issues were identified as the principal gaps inhibiting the sharing of information throughout the justice enterprise.

- Criminal justice stakeholders within the enterprise must be able to electronically exchange information over networks. The gap exists where some stakeholders lack access to a common network.
- A further gap exists for those stakeholders who do not possess adequately trained personnel to perform electronic data exchange functions.
- Not all processes are automated within the enterprise. Information that is critical to decision-making must be readily available in an electronic format.
- A clear chain of custodianship and data sharing guidelines must be established in order for data to be released to the proper stakeholders at the appropriate times.
- An existing shortcoming in electronic exchange between stakeholders and decision-makers is the lack of acceptance that electronic signatures are official. It impedes the progress of being interoperable.
- The absence of mandatory standard identifiers for every exchange creates a scenario for which information cannot be shared between disparate systems.
- All information that is sanctioned by law to be shared among agencies is not being proliferated; therefore the CCICJIS Council will have to promote compliance.





## APPENDIX H: FUNDING IMPLEMENTATION STRATEGY

The full participation of stakeholders is required for the CCICJIS Council to devise successful funding strategies in support of integration efforts. The following is an implementation strategy, including outcomes, deliverables, and performance measures.

### Implementation Strategy

There are nine (9) major objectives that should be implemented to support the three strategic goals mentioned in *Strategic Issue 8: Funding*:

1. Define “core data” elements that are universally used throughout the enterprise  
The Strategic Planning Committee should continue to define the types of information that constitute “core data.” Based on the definitions established, a strategy can be developed to pursue funding for projects that advance the exchange of “core data.”
2. Establish a baseline for grants and levels of general revenue funding  
Data should be collected, analyzed, and disseminated on the amount and types of grants awarded to criminal justice agencies for integration efforts. The Strategic Planning Committee will collect baseline data on the current level of grant support for stakeholders, and the current level of general revenue funding for automation technology.  
  
For more information identifying the agencies that have given grants to Cook County for justice information systems projects, see *Appendix I: Grants to Cook County Agencies for Criminal Justice Information Systems Projects, 1998-2003*.
3. Establish a baseline for state of preparedness  
With the assistance of the Technical Subcommittee, the Strategic Planning Committee will establish standards for automation requirements for agencies to participate effectively in the criminal justice enterprise, including connectivity, operating systems, and other functions to ensure compatibility. Once the standards are established, every agency’s level of preparedness will be identified. Initially, stakeholders who are least prepared will receive priority funding and support to enable them to participate fully in the criminal justice enterprise.
4. Analyze integration efforts outside of Cook County  
To develop comparative data analyses and to benchmark the project against best practices, the Subcommittee will seek to identify and analyze comparable integration efforts elsewhere throughout the country. The Subcommittee will look to the levels of funding support needed to run the enterprise effectively as well as to identify the sources of funding used.
5. Identify the sources of public and private funding for integration projects  
Public sources refer to governmental bodies; private sources refer to not-for-profit, grant making organizations. The Subcommittee will seek to identify all potential funding sources throughout the country. In addition, the Subcommittee

will identify and disseminate a compendium of funding criteria for each funding source.

6. Identify and target areas in need of additional resources

Before specific funding proposals are submitted, the CCICJIS Council should target the areas in most need for assistance at any point in time. This will be based on annual review of needs analyses and levels of agency preparedness.

7. Capture cost/benefit statistics to bolster the case for funding

Before successful funding proposals are drafted, cost savings and reductions need to be identified. To accomplish this objective, each stakeholder will provide and maintain significant and relevant cost data on operating the criminal justice system. This will enable the enterprise to analyze real cost savings against cost increases associated with new technological procurements.

The goal is to make funding requests more credible to funding sources by demonstrating how much money can be saved by integration efforts. For example, electronic notification of release of defendants from jail will free up beds and reduce processing time and likely save the jail thousands of dollars a day. The actual amount of savings due to integration efforts should be estimated to help bolster the case for further funding.

8. Develop and submit grant requests for funding

Armed with budget and cost data, as well as program priorities, the funding Subcommittee will identify appropriate funding sources and submit proposals to the funding sources. Wherever possible, the Subcommittee will seek to establish grant proposals and submissions based on collaborative programs and funded projects supported by multiple stakeholders. Collaborative programs will be more attractive to funding sources.

9. Explore alternative funding opportunities

Initially, the fundraising strategy will focus on identifying and procuring funding through grants. Once implemented, the subcommittee will seek to identify alternative sources of funding. The search for alternative funding will be creative and innovative. Initiatives will require their own separate analyses as to their viability and the CCICJIS Council must approve any initiative. Ideas that have already been suggested for future consideration include: developing partnering relationships with municipalities, private and corporate organizations; in-kind contributions; Homeland Security programs; and to explore legislative initiatives that will improve the exchange of information and increase cost savings.

**Outcomes**

Successful implementation of the strategies will result in specific improvements. They are:

- Greater fiscal accountability;
- More effective and efficient allocation of funding and other resources;
- Increased communication regarding integration efforts;

- Better coordinated planning efforts;
- Increased ability to meet stakeholder needs;
- More stakeholders successfully obtaining integration resources;
- More non-Cook County funding, technical assistance, and outreach resources for integration efforts; and
- Better-coordinated efforts to secure public and private funding and other resources.

### **Deliverables**

Successful implementation of these strategies will result in specific products. They are:

- Compilation of funding programs currently in existence;
- Compendium of funding sources that support integrated criminal justice information systems;
- Compendium of stakeholder staff responsible for procuring grants and funding;
- Completed grant applications for initiatives that include shared funding and other resources;
- Creation of allocation strategies that are responsive to stakeholder differences;
- Completed cost analyses; and
- Completed cost/benefit analyses.

### **Performance Measurements**

Key to the success of the enterprise will be the ability to leverage adequate funding and resources. To establish accountability and to ensure a continuum of funding results, certain milestones must occur and be operationalized into the culture of the enterprise.

Indicators of the success of the funding implementation strategy are:

- Number of initiatives supported with shared funding and other resources;
- Number of grants, technical assistance, and outreach resources identified and secured;
- Amount of funding and resources received for integration efforts;
- Report on cost savings;
- Number of stakeholders successfully obtaining integration resources; and
- Identification and development of technological standards for stakeholders to assure sufficient levels of participation in the integration enterprise.

### **Next Steps**

The following actions need to occur to fully implement the fundraising strategy:

1. Needs analysis should be completed;
2. The scope of the entire project should be defined;
3. Needs should be prioritized by importance and order of doability;
4. Order of implementation should be identified by fiscal years;
5. Minimum technological standards must be identified;
6. Create a master list of persons within each stakeholder responsible for procuring funding and other resources for the enterprise;
7. Stakeholder should report on efforts to maximize the use of existing resources;
8. Level of preparedness must be identified;
9. Identify costs of integration efforts in other jurisdictions;

10. Cost analysis and cost/benefit analysis must be conducted;
11. Develop compendium of potential funding sources;
12. Match stakeholder needs with funding sources;
13. Develop collaborative funding strategies;
14. Develop proposals for funding and submit them to funding sources;
15. Monitor compliance and effectiveness of funds received;
16. Provide status reports to governance board on resource-raising efforts;
17. Evaluate the process and the effectiveness of the resource-raising strategies; and
18. Establish brainstorming task force to identify and procure alternative resources.



**APPENDIX I: GRANTS TO COOK COUNTY AGENCIES FOR CRIMINAL JUSTICE INFORMATION SYSTEMS PROJECTS: 1998-2003**

Cook County public safety agencies have successfully applied for federal and state grants for major automation and information systems projects, some of which involve multiple agencies. This table provides a compilation of grant sources identified between 1998-2003 for seven major information systems projects.

**Table 1:**

Cook County Agency	Grants Source	Years Funded
Judicial Advisory Council Juvenile Temporary Detention Center – Information Systems	Illinois Department of Corrections	2000-2003
Judicial Advisory Council Juvenile Temporary Detention Center – Operations Enhancement	Administrative Office of the Illinois Courts	2003
Judicial Advisory Council – Local Law Enforcement	City of Chicago/U.S. Department of Justice	1998-2003
Public Defender – Violent Crimes Appeals Program	Illinois Criminal Justice Information Authority	2000-2002
Chief Judge – Juvenile Enterprise Management System (JEMS)	Illinois Criminal Justice Information Authority	1998-2002
Clerk of the Circuit Court – Child Support Enhancement	Illinois Department of Public Aid	1998-2003
Sheriff – Criminal Apprehension and Booking System (CABS)	U.S. Department of Justice	1998-2001

Appendix I  
Grants to Cook  
County  
Agencies for  
Justice  
Information  
Systems  
Projects: 1998-  
2003

In addition, the Chicago Police Department and the Clerk of the Circuit Court are in the process of applying for grants from the Illinois Criminal Justice Information Authority for the current fiscal year.





## APPENDIX J: ENDORSEMENT LETTER FROM THE OFFICE OF THE CHIEF JUDGE



State of Illinois  
Circuit Court of Cook County

Chambers of  
Timothy C. Evans  
Chief Judge

2600 Richard J. Daley Center  
Chicago, Illinois 60602  
(312) 603-6000

April 30, 2003

To The President, Members of the Cook County Board of Commissioners and Citizens of Cook County, Illinois:

The members of the Cook County Integrated Criminal Justice Information Systems (CCICJIS) Committee have performed an important and noteworthy service to the people of Cook County by crafting the outstanding strategic plan set forth in their report. This plan goes far to identify the issues and outline the strategies for improving criminal justice information systems for all stakeholders. Further, the process set forth in this report, lays out a viable path towards an integrated Cook County criminal justice information system. I look forward to continued participation in the collaboration that has started with this effort.

I share the committee's commitment to teamwork to build an integrated criminal justice information system. The shared efforts of Cook County offices and agencies with responsibility for criminal justice to use information technology to improve process will undoubtedly increase safety and security of the citizens of Cook County.

I urge your thoughtful consideration of the recommendations contained in the Committee's Integrated Criminal Justice Information Systems Strategic Plan.

A handwritten signature in cursive script that reads "Timothy C. Evans".

Timothy C. Evans  
Chief Judge  
Circuit Court of Cook County

Appendix J  
Endorsement  
Letter from the  
Office of the  
Chief Judge

# Criminal Justice Data Sharing

Cook County  
October 2013

# Current State of Criminal Justice Automation

---

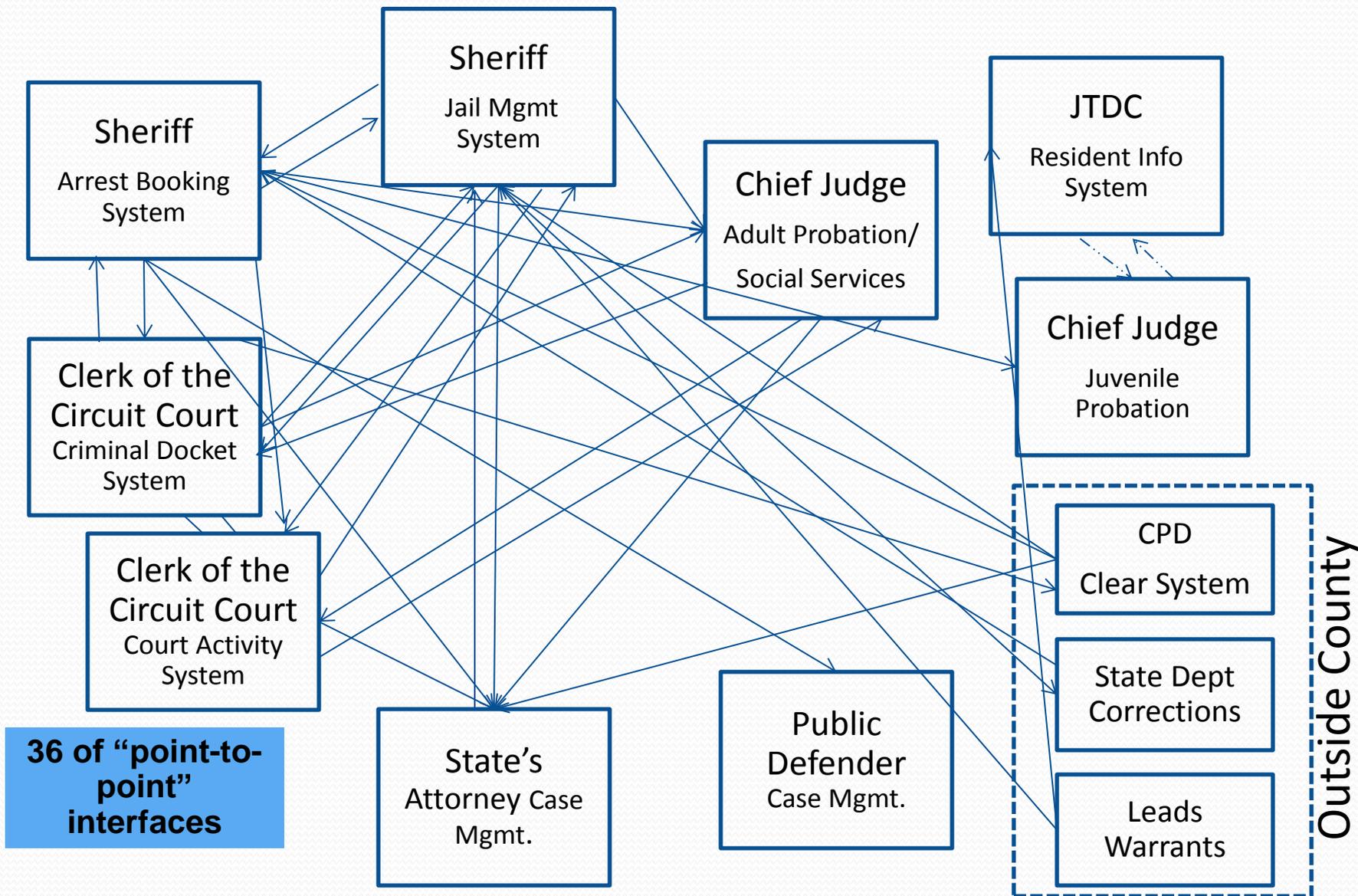
- Criminal Justice system is currently heavily paper dependent
- Systems are at end of life/ architecture that is difficult to maintain
- Data exchanges are spotty, point-to-point and not always timely
- Data is not standards compliant (NIEMS, JRA etc.)
- Data security and auditability is lacking

# Positive Steps for Criminal Justice Data Sharing

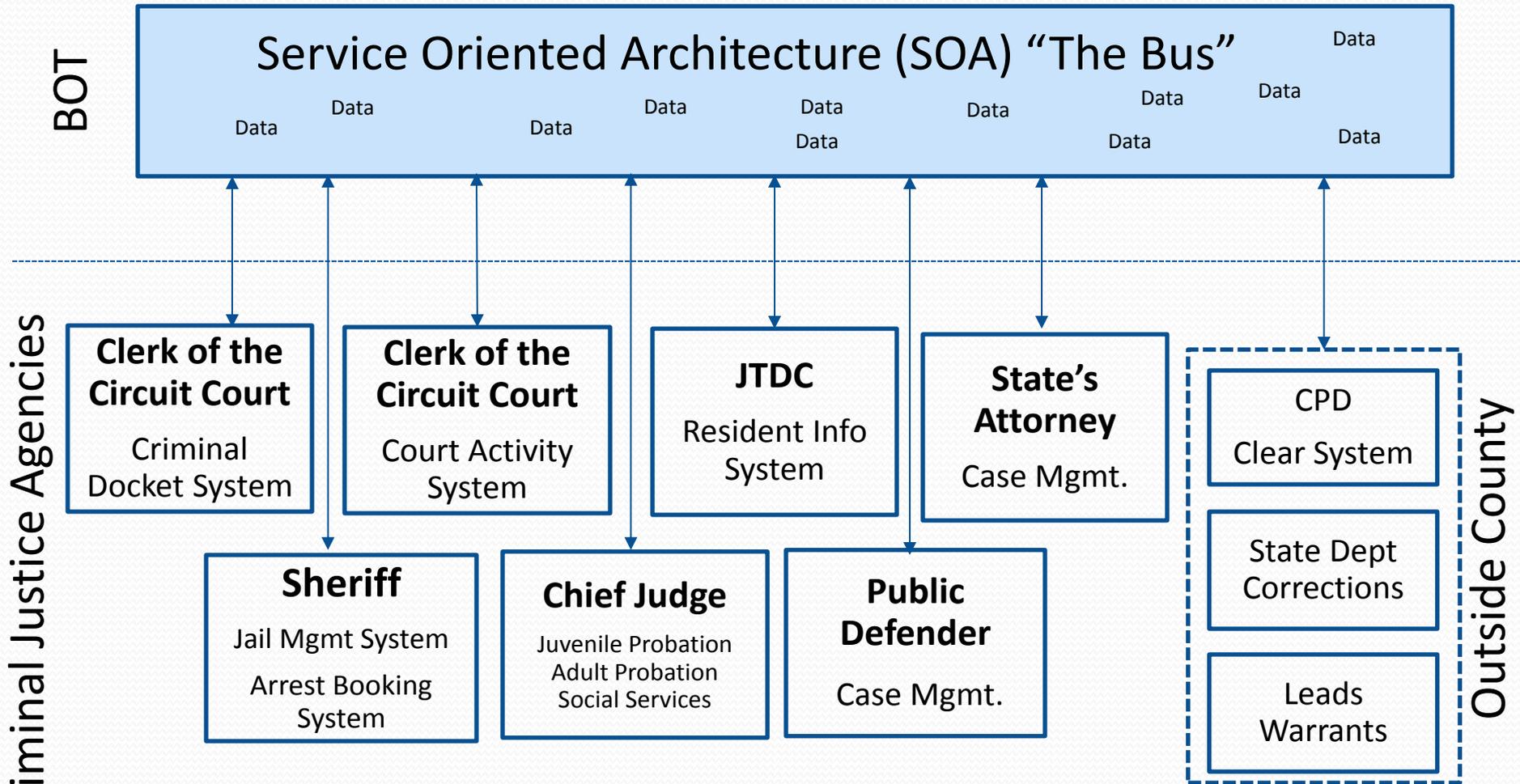
---

- The County's CCIJIS has developed the roadmap with a "Detailed plan of Action"
- Three groups are focus on data sharing efforts: Policy; Technology; and Funding
- We have looked at best practices – State of Iowa and other States
- All of the County technologists agree on the architecture needed
- Data sharing is a high priority for all the Elected Offices – everyone wants it to happen

# Criminal Justice System Today



# Criminal Justice System Future Architecture



Clear MOUs need to be documented about data sharing

Easier; cheaper to maintain; only have to change one interface when system changes

# Criminal Justice System Investments

Office	System	Status	Estimated Completion	Cost
Sheriff's Office	Jail Management System	Contract Awarded in May 2013 to Tribridge; in active development	Q3-2014	\$4M
Sheriff's Office	Criminal Automated Booking System Upgrade	Developing RFP to release by December 2013	Q3- 2015	\$4M
Sheriff's Office	Police Records Management System	Developing RFQ to release by November 2013	Q4- 2014	\$2M
JTDC	Resident Management System	RFP was issued August 2013	Q4- 2014	\$1M
Chief Judge	Adult Probation	Capital Funding awarded March 2013; RFP to be issued November 2013	Q3- 2015	\$4M
Public Defender	Legal Case Management System	Requirements being developed for an RFP; RFP issued in December 2013	Q4-2015	\$1M
Clerk of the Court	Case Management System	RFP for needs analysis was issued August 2013	2016	\$15M

# Needs for the Bus

Technology	Policy	Resources
Select architecture	Create governance structure	Hire “Bus Driver” (Service Oriented Architect) SOA Engineer
Select tool	Develop data sharing agreements, including security and auditability	Hire a “Ticket Taker” Data Architect
Implement data exchanges	Complete data classification	Budget capital investment dollars
Develop operational policies, metrics and SLAs	Map data exchanges	Budget operational/maintenance costs
		Identify data specialists in participating agencies

# Bus Activities

Technology	Policy	Resources
Decided on a Service Oriented Architecture (SOA)	Identified all of the data exchanges across the criminal justice system	Posted the Bus Driver (Service Oriented Architect) SOA Engineer
Reviewed Gartner's "Magic Quadrant" vendors	Developed a scope of work with CCA to help with governance and policies	Sheriff's Office funding a Data Architect in the 2014 Budget
Review leading SOA Tools such as Microsoft BizTalk, Oracle BEA, Adeptia	Will pilot 2 data exchanges through the bus	Secured \$1.5M in 2014 capital investment dollars
Pursuing Adeptia		
<b>TIMELINE</b>		
<ul style="list-style-type: none"> <li>• Test Environment by Q1 2014</li> <li>• Tool fully operating by Q3 2014</li> </ul>	<ul style="list-style-type: none"> <li>• Pilot data exchanges identified by October 2013</li> <li>• Pilot by Q1 2014</li> </ul>	<ul style="list-style-type: none"> <li>• SOA Architect/Engineer on board by December 2013</li> <li>• Secure 2014 Capital Dollars by October 2014</li> </ul>

# Project success depends on Change Management

Technology projects fail - not because the technology doesn't work - but because organizations don't focus on change management

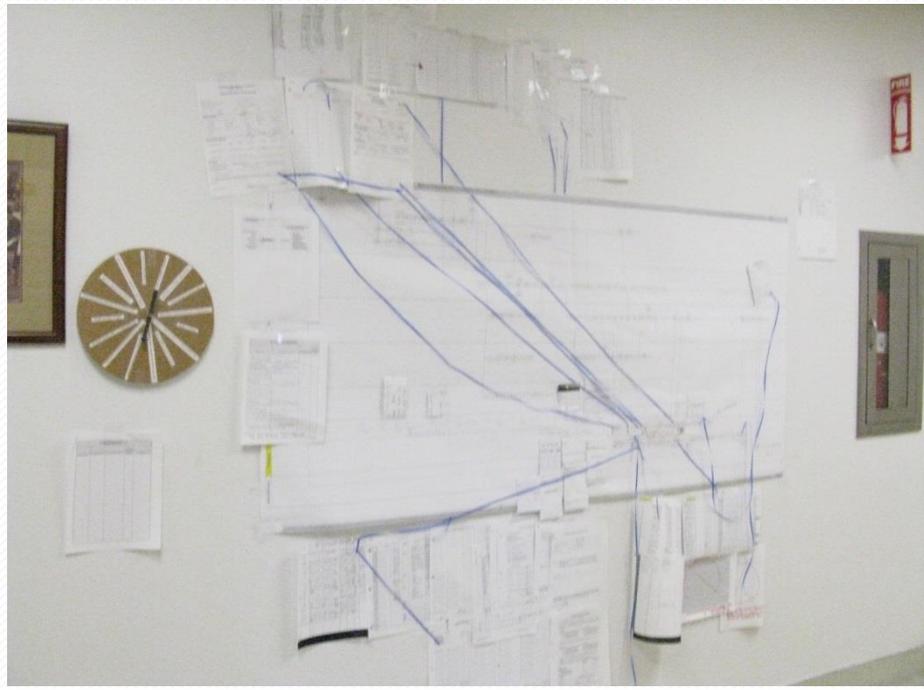
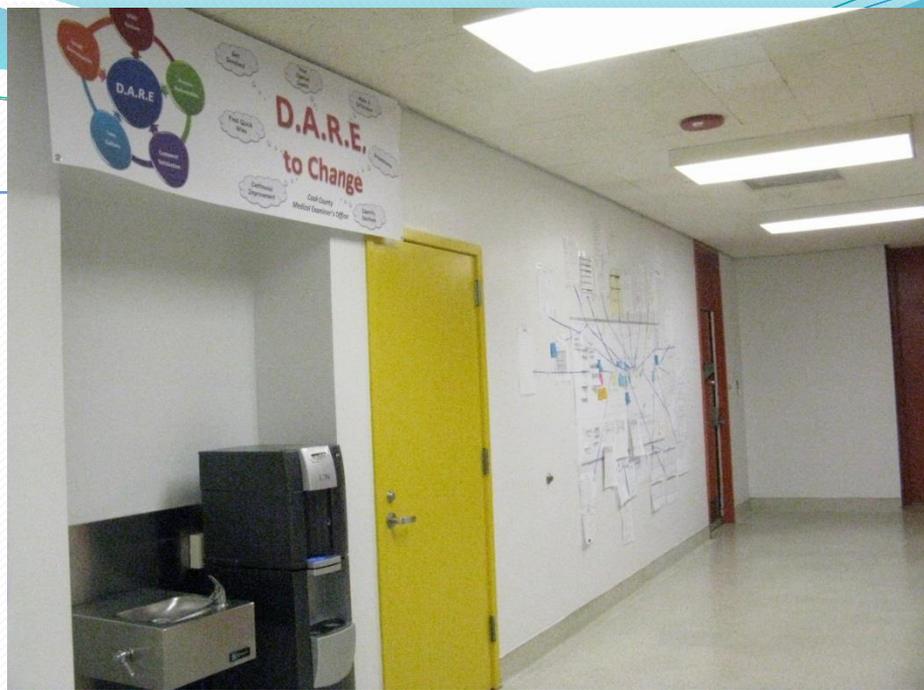
**Change Management** is the processes, tools and techniques for managing the people-side of implementing a new system.

**IT Project Management – manages the technical change**

**Change Management – manages the people change**

# Change Management Example from the Medical Examiner's Office





## How can the Board support Criminal Justice Data Sharing?

---

- Have a quarterly meeting to have a report on the progress
- Support capital investments and the positions proposed in the budget
- Continue to stress to all of the offices the importance of working together on this
- May need help with asking the State for clear e-signature standards

# Cook County Sheriff's Office Paper Booking Process

Oct 9, 2013



# Paper Booking Process

## Summary

Task	Volume	Daily Paper	Paper Yearly
New Charges arresting agency	300 daily	9,000*	2,340,000*
New Booking Daily	240 daily**	1,375	35,620
Court Calls	942 daily**	3,768	979,680

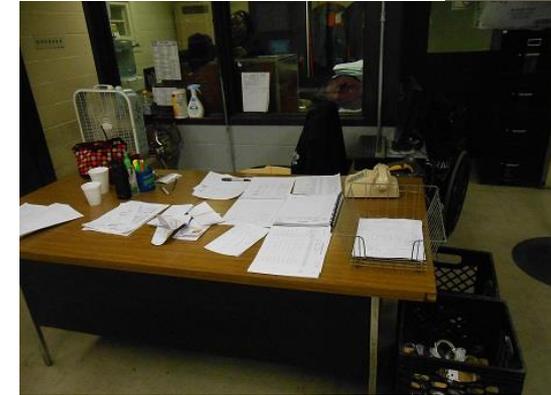
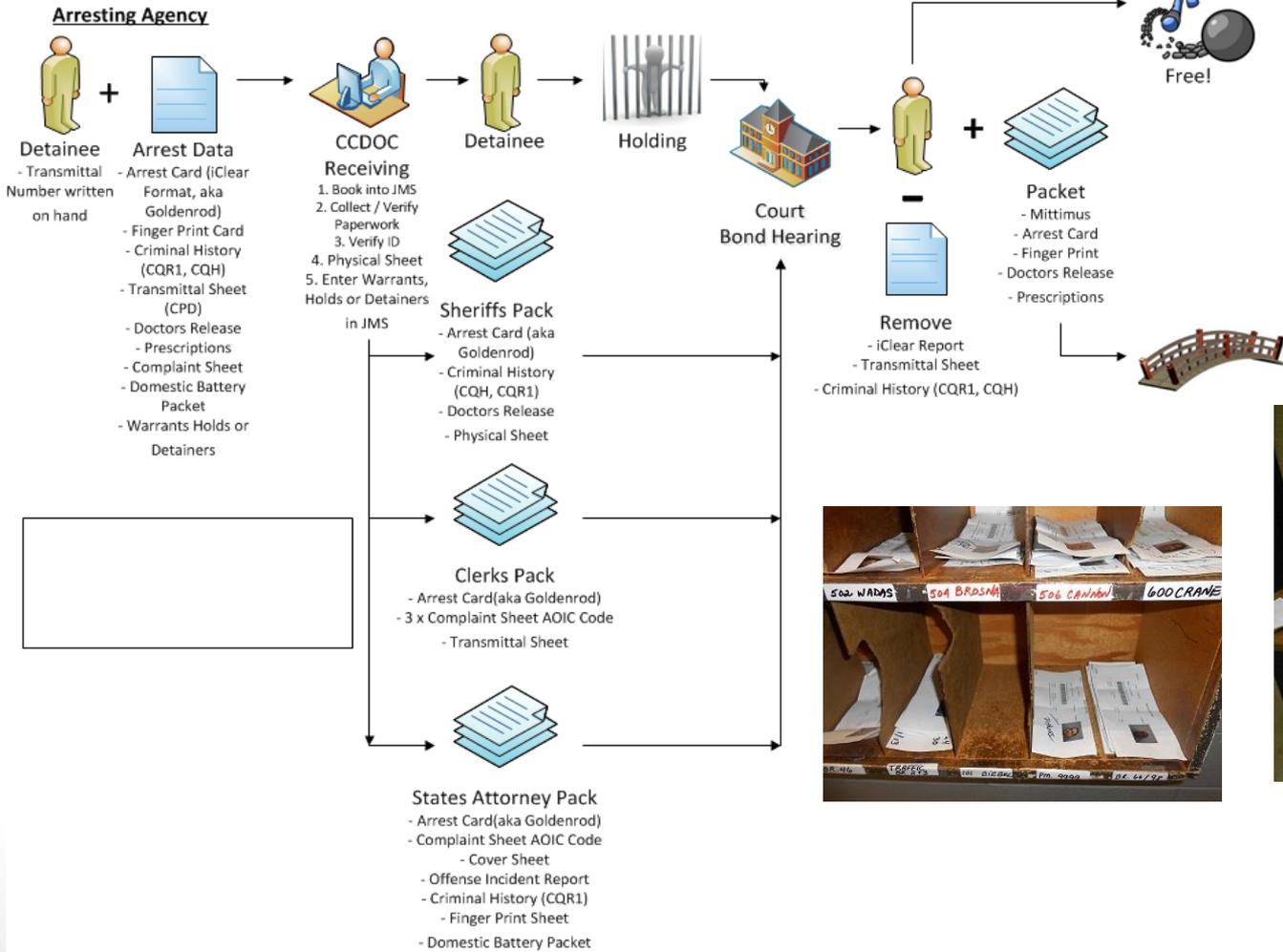
\* Paper used by Sheriff, Clerk, States Attorney, Public Defender and ???

\*\* Based on Mon - Fri



# Paper Booking Process

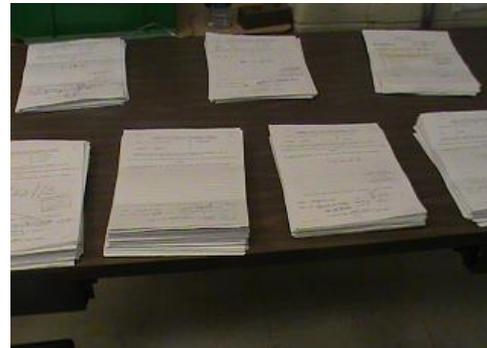
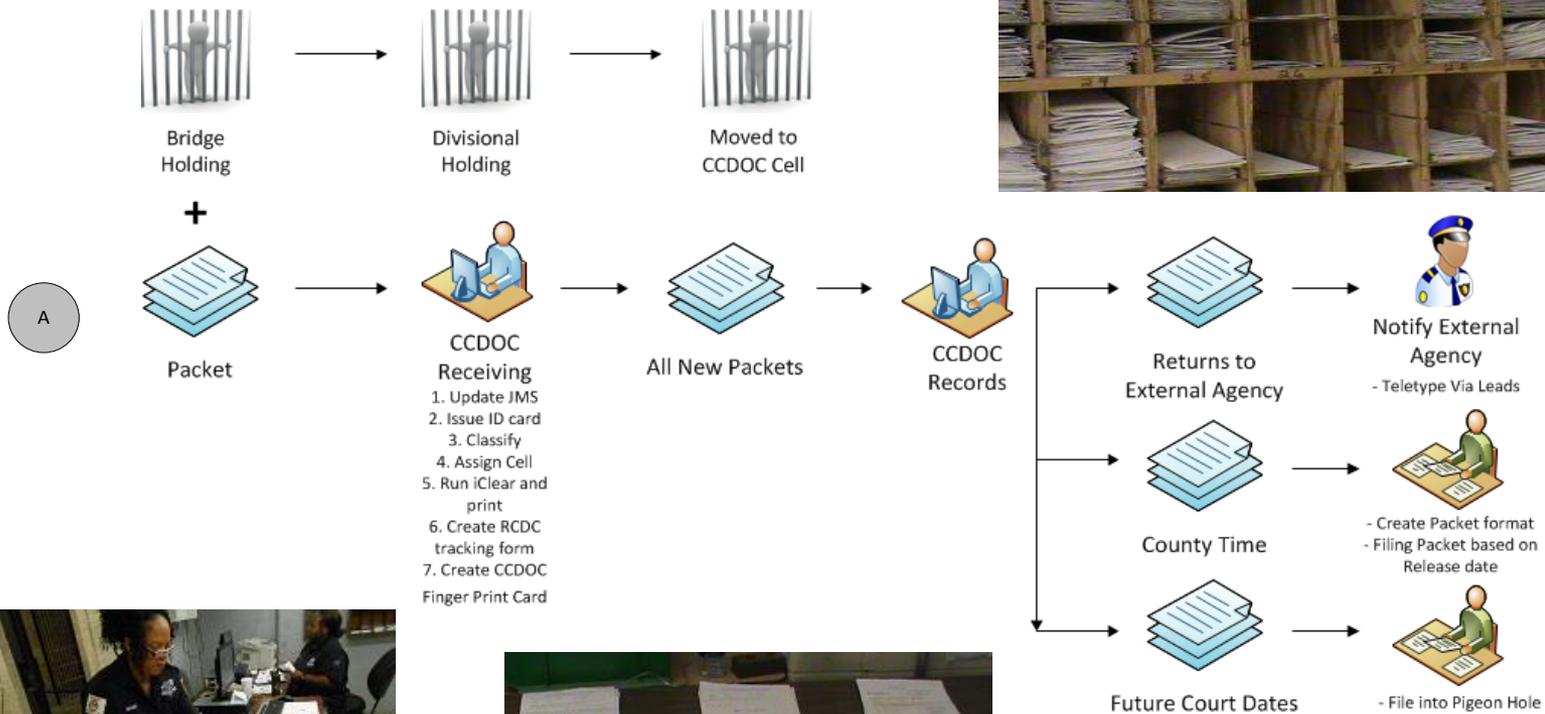
## New Charges/Bond Court



300 New Charges / Day = Approx. 10,000 pieces of paper

# Paper Booking Process

## New Charges/Bond Court



Visually review approx. 5,000 pieces of paper daily



# Paper Booking Process

---

## Challenges

- Security of paper between Court and entry into JMS
- Ensuring Delivery of paper between Court and CCDOC Records
- Interpretation of handwritten mitts
- Human Data Entry Errors (entered twice)

All solved by Transmitting Electronically



# Paper Booking Process

---

## Current Initiatives

- Court House Booking project – Update JMS at Court houses
  - Skokie, Markham, and Rolling Meadows completed
  - Target Completion: End of December
- Electronic Mittimus exchange with Clerks Office
  - Daily Mittimus data being used for Quality Assurance
  - Testing live data from Criminal Courts
  - Suburban data will be provided by Oct 31 for testing
  - Requirements to update current JMS being created
- Process Improvement team assigned to review entire process
  - Looking to identify areas to improve paper process

