# Report on the Status of the Criminal Justice Information System (CJIS) to the Connecticut Legislature

Submitted by
the CJIS Governing Board

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# CJIS Report to the Legislature

The Connecticut Criminal Justice Information System (CJIS) is the new technical capability to be used by agencies with criminal justice responsibilities to improve the management and sharing of data on crime and criminal offenders.

In 2007, influenced by the Cheshire home invasion, the State of Connecticut undertook a review of its current criminal justice process. As a result of that review, state of Connecticut Public Act 08-01 was passed. This act not only provided for change to the penal code, it also provided for change to the current criminal justice information sharing process in an effort to provide for a safer community for the citizens of the state.

As part of the changes put forth by P.A. 08-01 (later codified as CGS 54-142s), the CJIS Governing Board was charged with designing and implementing a comprehensive, state-wide system to facilitate the sharing of information between all criminal justice agencies. A plan for a new information sharing system, the Connecticut Information Sharing System (CISS), was established.

The CJIS Governing Board is statutorily authorized to develop, plan, and maintain policies in addition to providing direction for the efficient operation and integration of criminal justice information systems, whether such systems service a single agency or multiple agencies (according to Connecticut General Statutes§ 54-142q(f)).

Information that is shared will be accessed only by authorized personnel in criminal justice agencies, according to the laws of the State of Connecticut and federal laws. CISS users accessing FBI data will be authorized by the CSO in accordance with the Management Control Agreement. Each user will sign an agreement pledging to honor the current security policy, and acknowledging the penalties that can be imposed for improper access, use or dissemination of FBI data. Users are required to complete a training program that includes instruction on the confidentiality of all shared information, the acceptable use of the information and the penalties associated with misuse of the information as imposed by the CSO or his/her designee.

This report is pursuant to Connecticut General Statutes (CGS), 54-142q. The Criminal Justice Information System (CJIS) Governing Board provides this report and directs the projects within this report in order to meet the CJIS goals.

# Executive Summary

## Update on CJIS Projects

Since the last report, CJIS has made significant progress with the Connecticut Information Sharing System (CISS) and Connecticut Racial Profiling Prohibition System.

The CJIS team continued to work diligently to prepare for the deployment of the Connecticut Information Sharing System (CISS). The CJIS Business team worked on business requirements for the Information Exchanges and for Search Releases.

For the Search Release, business and technical frontline users, the CISS Search team, and Xerox successfully completed four Focus Group Sessions on defining stakeholder requirements for the Search user interface. CJIS sponsored the Focus Group Sessions to open the channels for cooperation and communication between all agencies. Also, the Judicial Branch has provided code translations for Criminal Motor Vehicle System (CRMVS) data elements that will help in the design of the Search user interface.

Representatives of Protection Order Registry (POR) and the CJIS Business team have agreed to GFIPM claim assignment for each Protective Order Registry (POR) data element and POR staff members have provided POR code translation tables. This effort will support user authorization efforts.

Focusing in on data, CJIS completed the Offender Based Information System (OBIS) Technical Documentation for Xerox, which describes the data for each search source for Xerox. The CJIS Business team also created a Centralized Infraction Bureau (CIB) "Gap Analysis" for the replication, which will be important for pinpointing searches in CISS.

For the CISS Information Exchange Workflows, the CJIS Project Management team facilitated working sessions between the Department of Motor Vehicles (DMV) and the Division of Criminal Justice (DCJ) to define improved methods for providing DMV with arrest notifications and Operating Under the Influence (OUI) information. The CJIS Project Management team also met with all agencies and implemented updated project charters.

The CJIS Business Team developed requirements documentation for each of the Information Exchanges included in the first Workflow release for Uniform Arrest Report (UAR) and Misdemeanor Summons, which are currently under review by Xerox.

The CJIS Business team is planning Focus Group Sessions to gather the security requirements relating to documents disseminated to agencies within the Information Exchanges, as part of the UAR and Misdemeanor Summons Workflows.

The CJIS Project Managers and Business team re-evaluated the current Release Plan timeline based on the date planned for the signing of the Xerox Contract Amendment and presented three options to key stakeholders, resulting in the restructure of all Workflows in terms of timing and content.

Progress was made on the Records Management System (RMS). The CJIS Technology team continued software development on the RMS Certification project that will create an Application Programming Interface (API) which will connect CISS to each CAD/RMS vendor in the 169 local towns and for state police. This is the key software that will bring in the Uniform Arrest Report (UAR) from local and state police to CISS and then rest of the CJIS stakeholders.

The CJIS Technology and Business teams will continue to meet with the three

participating pilot vendors (KTI, NexGen and Hunt) for the development of the API to discuss next steps for requirements of project initiation and the planned project startup date and expectations.

The CJIS Technical team and DAS-BEST will continue configuring Local Area Network (LAN) access at local law enforcement agencies (LEAs). CJIS and DAS-BEST now has 54 of the 92 towns' routers configured and ready for use by CISS when the application goes live for its first release.

Qualis has released its second quarterly Project Health Check Services report. The results of the report indicate that recent project changes appear to positively impact the overall health of the project.

Interviews with the stakeholders revealed a cautious optimism present in many of the stakeholders across the agencies. Many of the stakeholders noted recent improvements in project processes, communication and documentation, but indicated that sustained project improvement was needed for those improvements to be reflected in their survey responses.

The delay in signing the contract amendment has damaged project enthusiasm; however, there is cautious optimism in many of the agencies. The Project Management team has a great opportunity to re-energize and re-engage the stakeholder agencies once the contract amendment is signed, given that it occurs in the near future.

All of the above projects are discussed more fully in the pages that follow.

## CJIS Critical Risks

The following staffing issues will need to be addressed in order for the CISS project to move forward effectively and in a timely manner.

One concern involves the risk of using consultants for the critical technical positions. As pointed out by our Independent Validation and Verification consultant, not having experienced state employees working on the CISS project pose significant risk to the success of the project. For CJIS, the late hiring of state positions with temporary contractors presents risk to the project plan and the long-term support and stability of CISS. Key consultants have moved on to other jobs after about two years with CJIS. Some of the domain knowledge of the work done and technical development continuity have been negatively impacted.

Funding for the state staffing for the CISS project might be in jeopardy. While the funding today comes from the inmate phone revenue, this revenue source is under discussion for changes by the FCC. Recent FCC rulings have curtailed the ability to derive revenue from these calls. This change will have a significant impact to the state staffing funding and will have a substantial impact on the staffing levels.

All of the above items are discussed more fully in Risk # 4 of CJIS Critical Issues and Risks with Mitigation Strategy.

## Project Risks

There are several risks that can significantly affect the progress of the CISS project.

The **first risk** concerns the CJIS Security Policy and the use of FBI data. The security risks raised by the Department of Emergency Services & Public Protection (DESPP) include the definition of what constitutes FBI data, and whether CISS will be allowed to receive, transmit, or store FBI data.

A **second risk** involves the lack of having a durational project manager. Of particular concern is the need for a lead for project management, decision making, and communication with the Governing Board.

The **third risk**, scheduling with stakeholders, could also promote further delays as the CISS project moves forward. Some stakeholder agencies are concerned about meeting time frames set by CJIS and Xerox for CISS implementation. These concerns stem from the lack of agency resources to integrate with CISS, conflicts with seasonal agency work and the CISS schedule.

The **fourth risk** is the Xerox Contract. The contracted vendor, Xerox, and the state met and began discussions to amend the original contract due to changes to project deliverables and project delays. Since contract change negotiations between the state and Xerox remain incomplete, Xerox's significant reduction in staff has almost halted the progress in the completion of the four technical platforms where CISS will reside.

All of the above issues and risks are discussed more fully in the CISS Critical Issues and Risks with Mitigation Strategy section.

## CJIS Critical Issues and Risks with Mitigation Strategy

There are critical issues and risks that will need to be addressed in order for the CISS project to move forward effectively and in a timely manner.

### Risk 1

The uncertainties of whether CISS will be allowed to receive, transmit, or store "FBI data" and its relationship to the CJIS Security Policy has caused and potentially will continue to cause significant delays and risk to the project. Commissioner Schriro submitted a signed Management Control Agreement (MCA) to the FBI for their review in order to designate CJIS as a Non-Criminal Justice Agency which would allow CJIS to receive and transmit FBI data on behalf of CJIS agencies.

**Impact**

If CJIS is not designated as a Non-Criminal Justice Agency, then the CISS project cannot receive and transmit FBI data. The CISS project will not be able to move forward in a manner that brings the critical information needed by the CJIS agencies including Local Law Enforcement. This will change the cost/value equation significantly.

**Mitigation**

Commissioner Schriro submitted a signed Management Control Agreement (MCA) to the FBI for their review. The CJIS Governing Board approved the FBI CJIS Security Policy and the Connecticut CJIS Security Policy. These efforts will move the FBI to designate CJIS as a Non-Criminal Justice Agency.

### Risk 2

The state needs to hire a durational project manager.

**Impact**

Lack of project oversight by a durational project manager negatively affects the CISS project in several ways, including:

- CISS project oversight in managing day-to-day project work and decision making
- CISS team's ability to effectively communicate project information and coordination with stakeholders
- Communication reporting and decision making between CISS team and CJIS Governing Board

**Mitigation**

CJIS and OPM continue to search for a durational project manager. After reviewing resumes submitted in July, it was determined that there was no suitable candidate. The position was reopened and five out of seventeen candidates were interviewed. None met the requirements of the position. CJIS, DAS, and OPM are reviewing new strategies for attracting new candidates.

### Risk 3

The late hiring of state positions, filling important positions with contractors, and not converting these to state positions present a risk to the project plan and the long-term support and stability of CISS.

This is compounded by a related risk involving the possible loss of funding for state staffing for the CISS project.

**Impact**

The primary element for success is to have a talented pool of dedicated and skilled CJIS Governing Board state personnel. The CJIS team has hired consultants to do the work because the eighteen state positions have not been approved. To view the eighteen positions by rank, see Appendix A. If the eighteen people are not hired, much of the domain knowledge during the build of CISS will be lost when the consultants leave. Hiring consultants to do

the implementation of CISS will negatively impact the costs for staffing compared to the original budget estimates.

While the funding for present state staff comes from the pay phone revenue, this revenue source is under discussion for changes by the FCC. Recent FCC rulings have removed the ability to derive revenue from inmate phone calls. A change to how these calls are handled (removal slated for first quarter 2015) would have a significant impact to the funding of the program. This source of funding reduction will have a substantial impact on the staffing levels. The legislature needs to consider this risk and provide for an alternate source of funds.

**Mitigation**

The CJIS team will continue to work with OPM, DAS, DAS/BEST in order to find a solution for the funding and the approvals needed to hire the eighteen state positions. Additionally, CJIS will continue to use consultants to implement CISS until the state is ready to hire the eighteen positions needed. CJIS will also make sure that good technical documentation is created to mitigate some of the knowledge loss risk.

To mitigate the possible removal of pay phone revenue funding for state staff, this issue has been escalated to OPM.

**Recommendation**

Since the hiring process is a long process, the CJIS Governing Board will have to consider other alternatives such as;
1) Keeping current consultants for a longer period of time until we are able to hire state employees, since institutional knowledge will be lost once the consultant leaves
2) Outsourcing all of the application maintenance to a vendor or
3) Creating a hybrid environment where we have state employees and consultants filling the required positions.

It is important that those who are hired have the *right/current skill* set and experience with large, complex, multi-million dollar, multi-year projects. For this reason, state should offer salaries close to market rates in order to be successful.

With the possible removal of funding for CJIS' state positions via the pay phone revenue, the legislature needs to consider the aforementioned risks and provide for an alternate source of funds.

## Risk 4

Stakeholder agencies are concerned about meeting time frames set by CJIS and Xerox for CISS implementation. These concerns stem from:

- Lack of agency resources to integrate with CISS
- Conflicts with seasonal agency work and the CISS schedule

**Impact**

The CISS project will experience significant schedule delays, increased costs, changes in scope, vendor issues and potentially have gaps of critical data that CISS is required to provide to our information consumers.

**Mitigation**

CJIS has assembled a team to collaborate with stakeholders composed of a project manager and business and technical leads who will work with each agency to address their concerns individually and find a win-win solution that brings a significant positive net benefit to that agency. This includes bringing in resources to help with the integration and using a governance process to help resolve issues.

## Risk 5

Because contract change negotiations between the state and Xerox remain incomplete, Xerox has significantly reduced its staff. As a result, Xerox is unable to effectively perform the work needed to build, test, and

| |
|---|
| implement CISS. |
| **Impact** |
| Xerox's significant reduction in staff has almost halted the progress in the completion of the four technical platforms where CISS will reside and has considerably slowed the development of the Search Releases and Information Exchanges. As a result, the project timeline and scope has changed. The delay increases the project costs and stakeholders' confidence in the project is deteriorating. |
| **Mitigation** |
| The Office of Policy and Management (OPM), BEST, the Governing Board Co-Chairs and the Executive Director are working with Xerox to finalize the contract as soon as possible. Xerox proposed a Release Plan that was validated by CJIS and the stakeholder community. This plan will be incorporated in the Contract Amendment. |

# Bond Fund Overview (as of 11/30/2014)

The budget for the CISS project is currently on target. The approved funding for the CISS project is $24,090,000 (this includes $700K from the General Fund). Funding does not include operational funding from 2012 to 2015.

| CISS Bond Fund Budget Summary | | |
|---|---|---|
| **CISS Original Forecasted Budget** | | **Totals** |
| **CISS Original Forecasted Budget Commitment*** | | **$ 24,090,000** |
| **CISS Expenditures To Date 11/30/14** | | |
| **Budgeted Fiscal Year** | **Total Expenses** | |
| 2011/2012 | $ 3,909,326 | |
| 2012/2013 | $ 6,382,674 | |
| 2013/2014 | $ 5,519,499 | |
| 2014 - 2015 (Year to date 11/30/14) | $ 1,601,357 | |
| | | |
| **Total CISS Expenses from Bond Fund** | | **$ 17,412,855** |
| **Remaining Budget** | | |
| **CISS Bond Fund Dollars Remaining to Complete Project as of 11/30/14** | | **$ 6,677,145** |
| **Budgeted Ongoing Operational Costs** | | |
| Internal CISS Support Staff as of 11/30/14 | $ 5,702,208 | |
| Hardware/Software/Licenses Maintenance and Support as of 11/30/14 | $ 9,545,914 | |
| **Total Expected Costs**** | | **$ 15,348,122** |

**Note:**

* Bond Fund is $23,390,000 + $700,000 from Connecticut General Fund = $24,090,000 to match forecasted budget.

**FY 2012 Operational Dollars of $2.150 million not received based on original budget

**FY 2013 Operational Dollars of $3.150 million not received based on original budget

**FY 2014 Operational Dollars of $3.750 million not received based on original budget

**FY 2015 Operational Dollars of $3.850 million not received based on original budget

# Connecticut Information Sharing System (CISS) Status Report

## CISS — Background

The Connecticut Information Sharing System (CISS) provides an integrated solution for the sharing of criminal justice information (CJI) within the Connecticut criminal justice agencies, in full compliance with the current version of the FBI CJIS Security Policy[1]. The State of Connecticut has commissioned the development of the CISS solution to enhance the information sharing capabilities of public safety and justice agencies throughout the state.

The State of Connecticut's vision is to create a scalable, service oriented architecture for the exchange of criminal justice information between justice and public safety agencies throughout Connecticut. This vision includes system-to-system information exchanges using standards-conformant message formats. This search will employ Global Federated Identity & Privilege Management (GFIPM) claims-based user authorization applied to control access to sensitive information as defined in federal and state policies.

This consolidated environment will enable the state's criminal justice agency systems to interact seamlessly using a common framework to send and receive data and documents. The Search solution will allow users to search for people, locations, events and property across all of the connected information sources from within a common portal.

## CISS Key Accomplishments – Period Ending December 31, 2014

### General Project Update

- The project plans have been updated to align with the overall program release plan milestone dates and resources have been redefined by name. CJIS will create project Websites specific to each agency detailing the activities, resource requirements and dates for each organization. The result will be near real time reports on project progress.

### CISS Workflows

- The CJIS Project Management team facilitated working sessions between the Department of Motor Vehicles (DMV) and the Division of Criminal Justice (DCJ) to define improved methods for providing DMV with arrest notifications and Operating Under the Influence (OUI) information. The improved reporting procedures allow DMV to enforce corrective actions with drivers without undermining ongoing investigations and prosecutions of the accused.
- The CJIS Business team developed requirements documents for each of the Information Exchanges included in the first workflow release for Uniform Arrest Report (UAR) and Misdemeanor Summons. They are currently under review by Xerox.
- The CJIS Project Management team has met with all agencies and implemented updated project charters. The project charters detail revised project plans and necessary participation of agency resources to support requirements definition and use acceptance testing activities throughout the Phase 1 releases.
- Re-evaluated the current Release Plan timeline and presented three options to key stakeholders. Consensus was reached on the revised timeline that will result in the restructure of all Workflows in terms of timing and content. This will alleviate a strain on stakeholder resources and introduce Workflows on a more gradual scale.

1 As of this writing the current FBI CJIS Security Policy is numbered 5.3:

http://www.fbi.gov/about-us/cjis/cjis-security-policy-resource-center/view

### CISS Search Releases

- Thirty-four business and technical frontline users representing fourteen Connecticut criminal justice agencies, the CISS Search team and Xerox successfully completed four Focus Group Sessions held to define stakeholder requirements for the Search user interface and to foster communication and cooperation. Xerox will use this information to draft the designs for the Search screens.
- The Judicial Branch has provided code translations for Criminal Motor Vehicle System (CRMVS) data elements. The codes represent descriptive information about a person, including gender, hair color, eye color etc. The codes translations will help in the design of the Search user interface.
- Representatives of Protection Order Registry (POR) and the CJIS Business team have agreed to GFIPM claim assignment for each Protective Order Registry (POR) data element and POR staff members have provided POR code translation tables. This effort will support user authorization efforts.
- CJIS completed the Offender Based Information System (OBIS) Technical Documentation for Xerox. The OBIS Technical Documentation describes the data for each search source for Xerox, which they use to build the CISS computer code for that search source.
- The CJIS Business team created a Centralized Infraction Bureau (CIB) "Gap Analysis" for the replication. CIB stores information for all the infractions that state and local police have issued. The Business team's gap analysis will show if the replication contains more, fewer or the exact fields approved in the Data Map, which will be important for pinpointing searches in CISS.

## CISS Anticipated Activities – Next 90 Days

### CISS Workflows

- Complete the requirements for UAR, related requirements for Misdemeanor Summons notification and release gating activity requirements, allowing the first Workflow release to move into system design.
- Facilitation of Focus Group Sessions to define document security and disclosure/non-disclosure rules for Information Exchanges that contain documents as part of UAR/Misdemeanor Summons workflows.

### CISS Search Releases 1 and 2 (SR1, SR2)

- Xerox and CJIS will continue with the Search Focus Group Sessions. The next step will be to produce draft designs of the Search user interface.
- CJIS and DAS/BEST will have additional discussions concerning whether the State of Connecticut's SABA Learning Management System (LMS) would be a better choice than using the MOODLE platform. During this quarter, CJIS will select the better fitting system and prepare it to receive Xerox-produced training content.
- The CJIS Business team will work with Xerox to complete the designs of the OBIS and Paperless Re-Arrest Warrant Network (PRAWN) systems.

## RMS Certification

### RMS Certification — Background

Records Management System (RMS) Certification is a collection of guidelines and processes intended to ensure LEAs can efficiently, securely and effectively exchange criminal justice information between their RMS systems and other stakeholders using

CISS.

Three vendors are being selected to participate as pilot RMS vendors to start the project with CISS. In order for RMS vendors to get certified, they must meet the requirements set forth by CISS.

### Key Accomplishments – Period Ending December 2014

CJIS has met with each of the RMS pilot vendors (KTI, NexGen and Hunt) for the following:

- Discuss next steps for requirements of project initiation.
- Discuss the planned project startup date and expectations.

### Anticipated Activities – Next 90 Days

- Do official kickoff of project initiative.
- Discuss project interfacing for development and testing.

## RMS Network

### RMS Network - Background

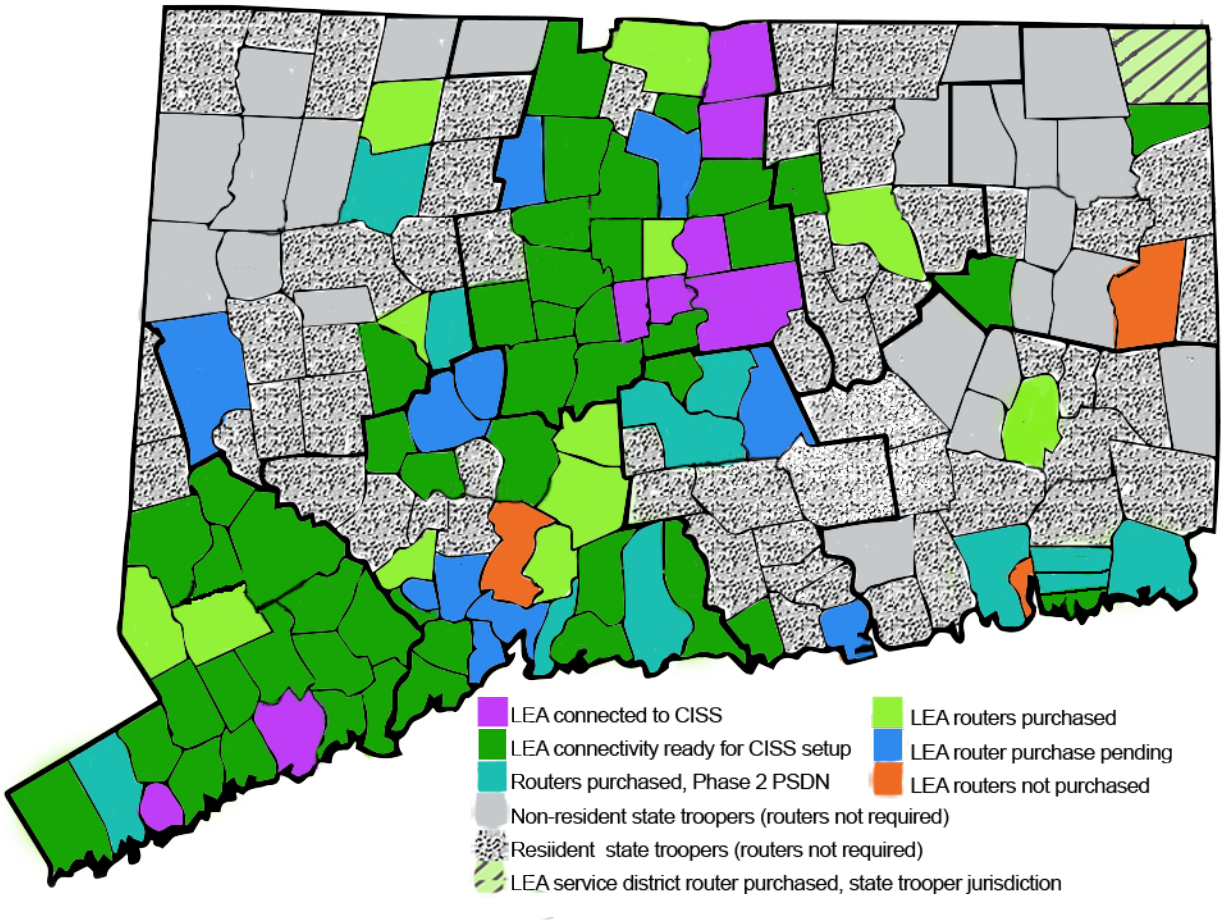
The CJIS team is working with DAS/BEST to install a secure data communications network that would support the exchange of information between local law enforcement agencies.

### Key Accomplishments – Period Ending December 2014

- CJIS now has eight of the 92 towns' routers configured and ready for use by CISS when the application goes live for its first release. Since August, CJIS and DAS/BEST have configured seventeen towns on the network.
- In the last six months, five more towns have purchased routers, bringing the total to 77 routers purchased. Eleven additional towns are committed to purchasing routers in the coming months.

### Anticipated Activities – Next 90 Days

- Continue to get Local Area Network (LAN) connectivity to CJIS for the following police departments:
    - Bridgeport
    - Darien
    - Plainville
    - South Windsor
    - Greenwich
    - Trumbull
    - Weston
    - Westport
    - Wilton




## CJIS Backup Environment

### CJIS Backup Environment - Background

CJIS has been working on setting up a backup environment for all of the current CJIS development environments. The backup environment will provide a copy of the development code for CJIS. The backup is insurance in case there is a loss of code due to a breakdown in the system.

### Key Accomplishments – Period Ending December 2014

- A contract is in place with Safeharbor to rent their location in Springfield, Massachusetts for a year. The backup was moved to the new State of Connecticut backup facility in Springfield.
- The contract with Central Connecticut State University (CCSU) has been approved and signed in order to implement the CISS offsite disaster recovery systems.
- The hardware purchase with EMC has been fulfilled for the backup site.

### Anticipated Activities – Next 90 Days

- Work with DAS/BEST to complete all the network connectivity.
- Work with EMC to configure all the hardware.
- Start the official running of the backups.

## CISS — Conclusions

In the fourth quarter of 2014, CJIS continued preparations for the next release of CISS.

The CJIS Business Team continued to work with stakeholders on requirements gathering. They developed requirements documents for each of the Information Exchanges included in the first workflow release for UAR and Misdemeanor Summons.

CJIS also began working with stakeholders in Focus Group Sessions as a way of obtaining information and to foster open communication. Search user interface requirements were the subject of the first group of sessions. The CJIS Business team is also planning Focus Group Sessions to gather the security requirements relating to documents disseminated to agencies within the Information Exchanges.

The Release Plan timeline was re-evaluated and the CJIS Project Management team presented three options to key stakeholders. A timeline was chosen based on consensus between the stakeholders.

Progress was made on the RMS. The CJIS Business and Technology teams began software development on the RMS Certification project with the three participating pilot vendors, Hunt Computer Systems, KT International and Tri-Tech Consulting Group.

The CJIS Technical team will continue configuring Local Area Network (LAN) access at local LEAs. CJIS now has 54 of the 92 towns' routers configured and ready for use by CISS when the application goes live for its first release.

Even with significant risks, including vendor delays, the CJIS team is moving forward in preparation for the first Search Release and the first Information Exchange.

# Project Health Check Services

## Project Health Check Services - Background

Project health checks are snapshots of the status of a project at a point in time and are typically performed at key milestones or when issues are noted. Project health check offers an objective assessment of how well the project is performing in substance against stated objectives and in accordance with relevant processes and standards. The Qualis project health check will be performed quarterly and the findings will be presented at the CJIS Governing Board meetings.

## Project Health Check Services – Report

The results of Qualis's second Quarterly Project Health Check indicate that recent project changes appear to positively impact the overall health of the project.

The Overall Project Health increased slightly from 2.54 to 2.57. This score is calculated by averaging agency responses across all categories. The interviews with the stakeholders revealed a cautious optimism present in many of the stakeholders across the agencies. Many of the stakeholders noted recent improvements in project processes and documentation, but indicated that sustained project improvement was needed for those improvements to be reflected in their survey responses.

The delay in signing the contract amendment has damaged project enthusiasm; however, there is cautious optimism in many of the agencies. The Project Management team has a great opportunity to re-energize and re-engage the stakeholder agencies once the contract amendment is signed, given that it occurs in the near future.

## Risks, Issues and Mitigations

There are still significant risks and issues for the project. The risk results indicate that there is still much concern or lack of clarity around project schedule, the details of the outstanding work, technical resources, and funding. Among agencies, there is a risk that they cannot agree on outstanding parking lot issues, for example, data sharing and security. The risk that the State of Connecticut and Xerox cannot reach agreement on the contract amendment continues to delay the project.

Qualis recognizes that CJIS is working on improvements that will have significant impact on the overall project health. The Focus Groups Sessions are addressing the parking lot issues, which the agencies reported as focused, well planned, and well run. CJIS is providing a point of contact for each agency so that communications can improve. The Project Management team is working on a Project Resource Plan that will align the project schedule with the agencies' schedules and will identify the resources needed. A management contact list for CJIS and Xerox is under development that will display the key contacts for the CISS project. The signing of the contract amendment will alleviate an ongoing risk of project delays.

One of the issues noted previously was that there was a lack of trust between agencies. Many stakeholders noted some improvements in trust. Recognizing parking lot issues and documenting and sharing them, visits by the Project Management team, and the distribution of the Project Health Check Report helped to build that trust. Several agencies noted an improvement in bi-directional communication and feel their issues are being heard and documented, and there is optimism that work will be done to address them.

Once the contract amendment is signed, the Project Management team should work on

stakeholder re-engagement. It is recommended that Project Managers hold a kickoff meeting to build optimism and enthusiasm for the CISS project.

Other issues are related to the stakeholders' ability to access documentation and receive consistent information. To provide project metrics and access to project documents, the Project Management team is developing a SharePoint site for each agency. The team also set a standard for conducting all meetings and an effort to streamline communication is underway. This includes advance scheduling of meetings with the correct target audience. In addition, the Project Management team is looking into providing online meeting access for the ease of Stakeholder participation.

## Project Balance Ranking

Figure 1 shows the project balance rankings for the second quarter. The project is still very close to an equilateral meaning, it is balanced among scope, time, and resource.

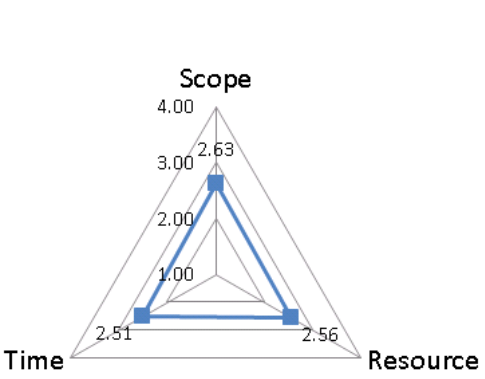



Figure 1. Ranking of Scope, Time, and Resources.

| | 1st Quarter | 2nd Quarter |
|---|---|---|
| Scope | 2.64 | 2.63 |
| Time | 2.49 | 2.51 |
| Resource | 2.47 | 2.56 |

As evident in the diagram, there was slight movement in the numbers from the first quarter. A slight decrease in Scope and increases in rankings in Time and Resource create a more balanced project. Ideally the project can move towards equal gains in all three areas moving forward.

# Appendix A – CJIS Open Positions

The CJIS Governing Board approved all ranked nineteen positions as full-time state employees, one of which was filled. For the remaining eighteen positions, DAS is unable to align the CJIS job requirements with their job classification system and compensation package. These positions need to be filled as soon as possible.

| Order of Hiring Needed | Position Name | Needed Start Date | Status |
|---|---|---|---|
| **1** | Help Desk Manager | 1/12/14 | Hired |
| **2** | Lead Senior .NET & Java Developer (1 of 2 positions) | 2/17/14 | See Update |
| **3** | Senior Microsoft Certified System Engineer (MCSE) Administrator | 2/17/14 | On Hold |
| **4** | Senior SQL Database Administrator (DBA) (1 of 2 positions) | 2/17/14 | On Hold |
| **5** | CISS Application Trainer/Help Desk Support | 2/17/14 | On Hold |
| **6** | Enterprise Architect | 2/17/14 | On Hold |
| **7** | Senior SharePoint Developer (1 of 2 positions) | 2/17/14 | On Hold |
| **8** | Senior Project Manager | 2/17/14 | On Hold |
| **9** | Senior Test Lead | 2/17/14 | On Hold |
| **10** | Help Desk Analyst (1 of 3 positions) | 2/17/14 | On Hold |
| **11** | Senior .NET & Java Developer (2 of 2 positions) | 2/17/14 | On Hold |
| **12** | Communications Specialist | 2/17/14 | On Hold |
| **13** | Senior SQL Database Administrator (DBA) (2 of 2 positions) | 6/16/14 | On Hold |
| **14** | Technical Business Analyst | 6/16/14 | On Hold |
| **15** | Help Desk Analyst (2 of 3 positions) | 10/20/14 | On Hold |
| **16** | Help Desk Analyst (3 of 3 positions) | 10/20/14 | On Hold |
| **17** | Senior SharePoint Developer (2 of 2 positions) | 11/03/14 | On Hold |
| **18** | Business Analyst (1 of 2 positions) | 11/03/14 | On Hold |
| **19** | Business Analyst (2 of 2 positions) | 11/03/14 | On Hold |

# Appendix B - Acronyms

AFIS = Automated Fingerprint Identification System
AST = Application Support System
BEST = Bureau of Enterprise Systems and Technology
BICE = Bureau of Immigration & Customs Enforcement
BOPP= Board of Pardons and Paroles
CAD = Computer Aided Dispatch
CCH= Computerized Criminal History (DESPP)
CIB = Centralized Infraction Bureau (Judicial)
CIDRIS = CT Impaired Driver Records Information System
CISS = CT Information Sharing System
CIVLS = CT Integrated Vehicle & Licensing System
CJIS = Criminal Justice Information System
CJPPD = Criminal Justice Policy Development and Planning Division
CMIS = Case Management Information System (CSSD)
COLLECT = CT On-Line Law Enforcement Communications Teleprocessing network
CPCA = Conn. Police Chiefs Association
CRMVS = Criminal Motor Vehicle System (Judicial)
CSSD = Court Support Services Division (Judicial)
DCJ = Division of Criminal Justice
DAS = Dept. of Administrative Services
DESPP = Dept. of Emergency Services & Public Protection
DEMHS = Dept. of Emergency Management & Homeland Security
DMV = Dept. of Motor Vehicles
DOC = Department of Correction
DOIT = Dept. of Information Technology
DPDS = Div. of Public Defender Services
FOIA = Freedom of Information Act
IST = Infrastructure Support Team
JMI = Jail Management System
JUD = Judicial Branch
LEA = Law Enforcement Agency
LIMS = State Crime Laboratory Database
MNI = Master Name Index (DESPP)
OBIS = Offender Based Information System (DOC)
OBTS = Offender Based Tracking System
OCPD = Office of Chief Public Defender
OVA= Office of the Victim Advocate
OVS = Office of Victim Services
OSET = Office of Statewide Emergency Telecommunications
POR = Protection Order Registry (Judicial)
PRAWN = Paperless Re-Arrest Warrant Network (Judicial)
PSDN = Public Safety Data Network
RMS = Records Management System
SCO = Superior Court Operations Div. (Judicial)
SLEO = Sworn Law Enforcement Officer
SOR = Sex Offender Registry (DESPP)
SPBI = State Police Bureau of Identification (DESPP)
SLFU= Special Licensing of Firearms Unit (DESPP)
UAR = Uniform Arrest Report

**Technology Related**

ADFS = Active Directory Federated Services
COTS = Computer Off The Shelf (e.g., software)
ETL = Extraction, Transformation, and Load
FIM = Forefront Identity Manager (Microsoft)
GFIPM = Global Federated Identity & Privilege Management (security standard used by FBI)
HAC = High Availability Clusters
IEPD = Information Exchange Package Document
LAN = Local Area Network
PCDN = Private Content Delivery Network
POC = Proof of Concept
RDB = Relational Database
SAN = Storage Area Network
SCOM = Systems Center Operations Manager
SDLC = Software Development Life Cycle
SDM = Software Development Model
SOA = Service Oriented Architecture
SQL = Structured Query Language