CJIS Governing Board

Partner with Stakeholders to Drive Innovation and Smart Growth

CJIS Business Vision

Develop the ability to share critical information at key decision points throughout the justice enterprise.

With five key objectives of providing:
- **The right information**
- **About the right incident**
- **To the right user(s)**
- **At the right place**
- **At the right time**

CJIS Business Objectives / Goals

- Provide each agency the IT autonomy to achieve their business goals.

- Optimize existing IT investments and infrastructure within CJIS agencies.

- Develop a universal adaptor (dial tone) type service so that CJIS agencies can connect to Information Sharing (IS) system easily.

- Create a security model that meets State and federal standards.

Best Practices for Mission, Vision and Goals

- Provide timely and relevant information to our stakeholders by improving the way we communicate, share information and manage data on crime and criminal offenders.

- Use information to gain situational awareness to direct actions and promote community and officer safety.
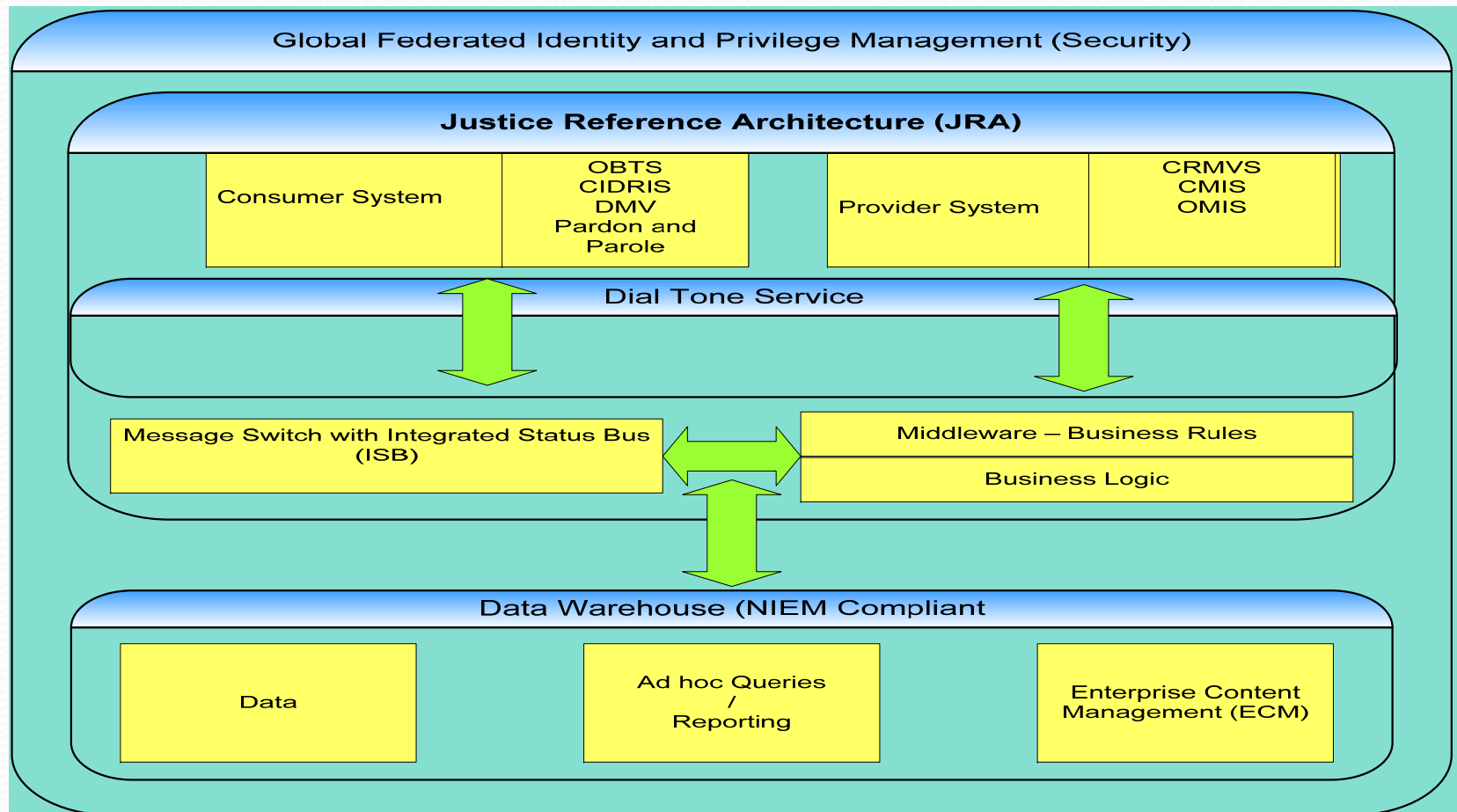
What is our moving forward strategy?
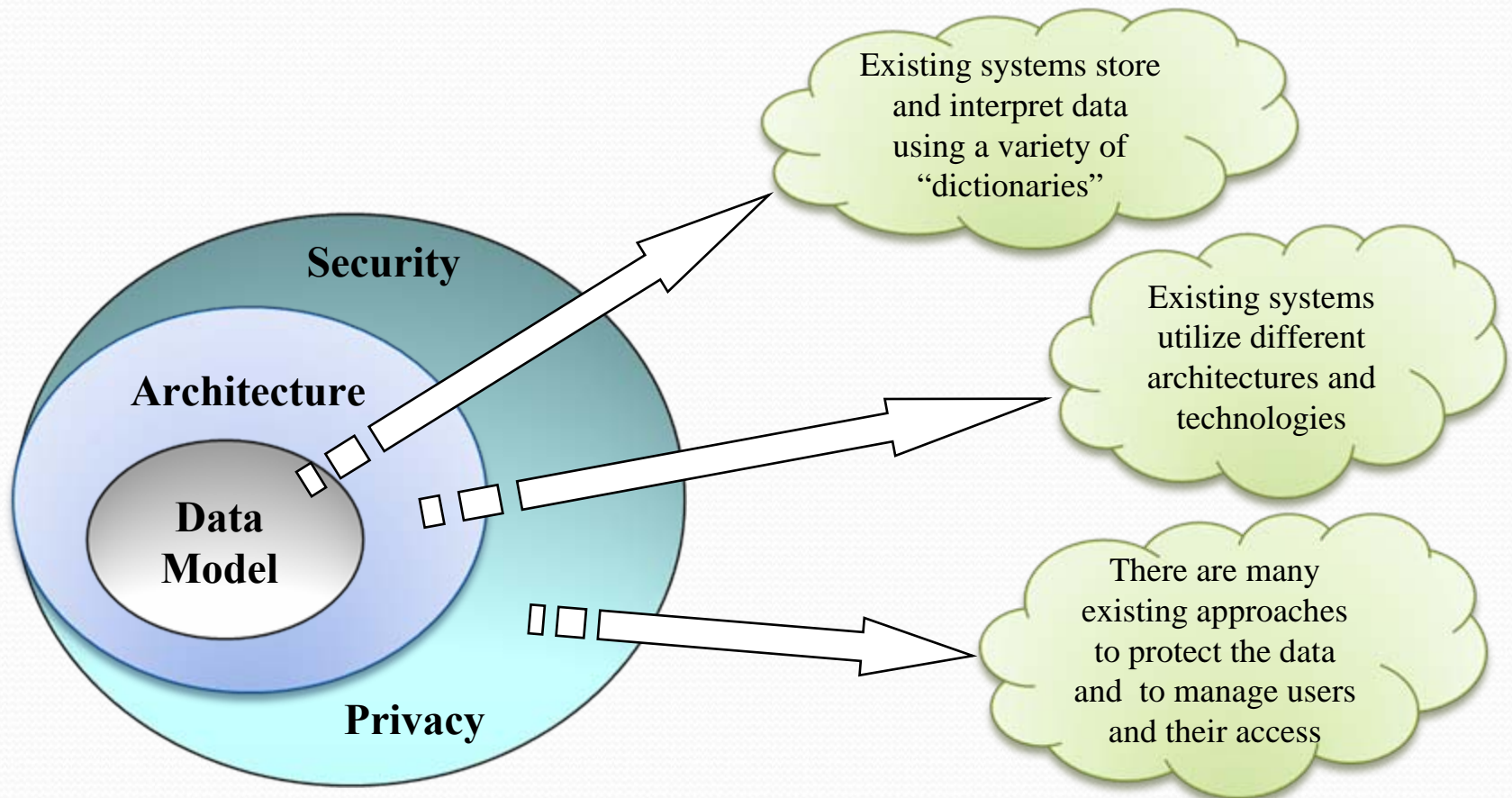
Moving Forward Strategy

Need to digest the program one bite at a time

- **Phase I** – CJIS Blueprint Project – Six Months

- **Phase II** – Focus on implementing Information Sharing (IS) Project (Adult). Incorporate Justice Electronic Bridge (JEB) and Municipal Justice Electronic Bridge (MJEB) into IS. Estimated 24 – 36 Months

- **Phase III** - Integrate Offender Based Track System (OBTS), Connecticut Impaired Driving Records Information Systems (CIDRIS), Statewide Automated Victim Information Network (SAVIN), Sexual Offender Registry (SOR) and Protective Order Registry (POR). Estimated 10 – 14 Months

- **Phase IV** – Procure, Implement and Integrate Statewide Computer Aided Dispatch (CAD), Records Management System (RMS), Mobile Data Computers (MDC), Automated Vehicle Location (AVL), Geographic Information System (GIS). Estimated 24 – 36 Months
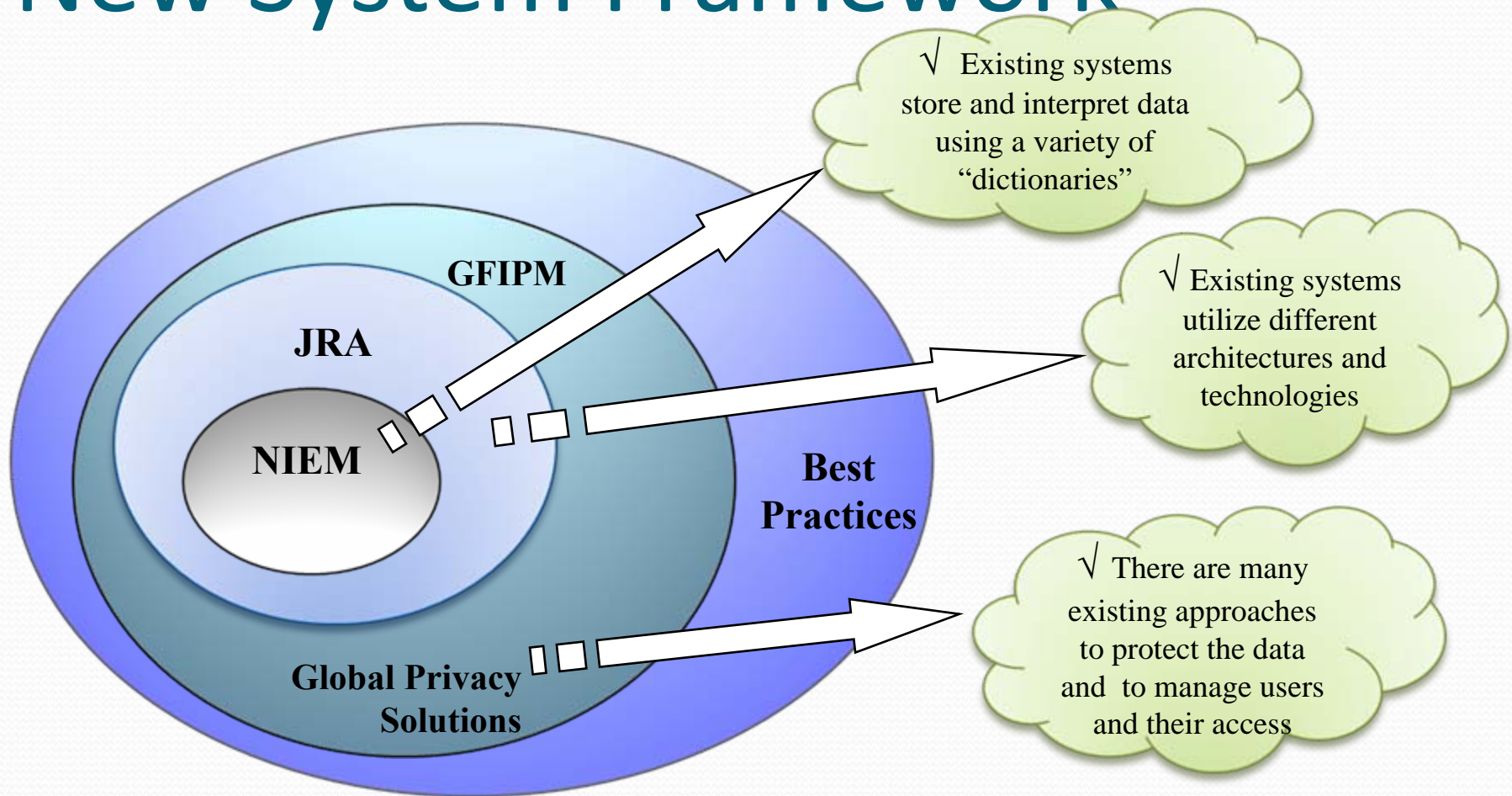
Information Sharing Model

Global Federated Identity and Privilege Management (Security)

Justice Reference Architecture (JRA)

| Consumer System | OBTS CIDRIS DMV Pardon and Parole | | Provider System | CRMVS CMIS OMIS |

Dial Tone Service

| Message Switch with Integrated Status Bus (ISB) | Middleware – Business Rules |
| | Business Logic |

Data Warehouse (NIEM Compliant

| Data | Ad hoc Queries / Reporting | Enterprise Content Management (ECM) |

New Systems Challenges

Security

Architecture

Data Model

Privacy

Existing systems store and interpret data using a variety of "dictionaries"

Existing systems utilize different architectures and technologies

There are many existing approaches to protect the data and to manage users and their access

New System Framework

√ Existing systems store and interpret data using a variety of "dictionaries"

√ Existing systems utilize different architectures and technologies

√ There are many existing approaches to protect the data and to manage users and their access

GFIPM

JRA

NIEM

Best Practices

Global Privacy Solutions

...Provide a Consistent Approach to Improve Information Sharing

Solution Architecture Overview

- Technologies that allow flexibility, scalability, resilience and security.

- Open Standards e.g. system, hardware, file formats and protocols.

- Conformant to National and Federal Standards, e.g. NIEM, JRA, JIEM and GIFPM.

- Reusable Component Design e.g. Service Oriented Architecture (SOA) and Web 2.0 Services.

Architecture Best Practices

1. Drive selection and implementation of justice information sharing initiatives and projects from strategic business objectives.

2. Allow partners to make information and functionality available from existing systems; leverage existing assets to the greatest extent possible.

3. Support the autonomy of each partner agency, and maintain each agency's control over its own line-of-business systems.

Solution Architecture Best Practices

4. Support an investment in shared, common infrastructure to support inter-system communication.

5. Select an overall approach to information sharing and system integration that is within the mainstream, is well-supported by skill sets and products available from industry, is accepted by the national criminal justice community, and is in use by other state/local integrated justice initiatives.
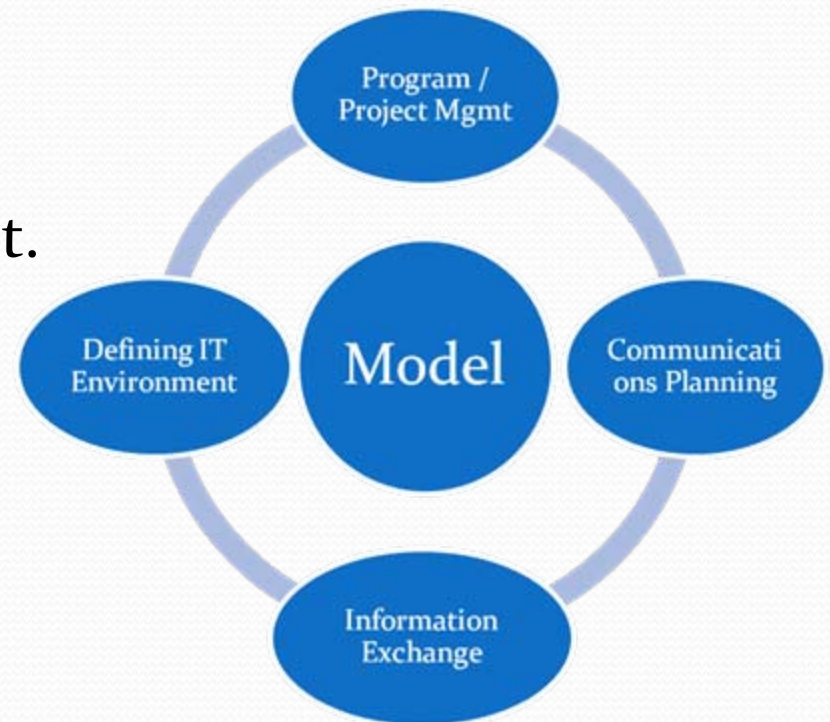
How are we going to execute on our strategy?

Execution of the Strategy for "Smart Growth"

Combine best practices of the following methodologies:

- Defining Current State and Future State IT Environment.

- Program / Project Management.

- Communication Planning.

- Information Exchange Management.

Understanding Current IT Environment

- Define As-is and To-be Scenario by Agency / Division.
  - Level 1 – System's Objectives.
  - Level 2 – Processes that support the objectives.
  - Level 3 – Software that supports the processes.
  - Level 4 – Infrastructure that supports the software.
  - Level 5 – Resource map that links to the applications.
- Gap Analysis – Current State vs. Future State.
- Life cycle / Governance.
- Future Goals and Objectives.

Program / Project Management Strategy

- Project Reporting.
- Program Dashboard.
  - Performance Meters (Specific, Measurable, Actionable, Relevant and Timely.)
- Project Health Check (Independent Validation and Verification).
- Project In-flight Check.

Status Report For

Project		Project Information		Project Deliverables Tracking — **BOLD** dates indicate adjustment					
Name:		**Project Status**		**Deliverable Description**	Target Date	Delivered On	Days to Review	Estimated Completion Date	Variance
Project Sponsor:		Milestones Achieved:							
Project Business Mgr:									
Project Technology Mgr:									
Contract Number:									
Project Description									
		Potentials Issues and Risk:							
Purpose and Benefits									

Next Report to CJIS Governing Board		Mitigation Strategy	Budget Status		
Date:				Expenditure to Date	Variance
Key Decision Points – Next Six Months			Original Cost		
	Made By		Add-ons		
			Total		
			Notes:		

Add-on / Redefinition of Scope	Cost		Status	Notes	Project Budget Projections

🟩	Project expectation on schedule, within budget and with the promised results.
🟨	There are unresolved issue(s) that are affecting the results. Recommended action is needed.
🟥	The complete project expectations are not going to be met. Recommend mitigation plan.

Operations / Compliance Reporting

③ Governance

- Strategy
  - Information security policy
  - Enterprise security architecture
- Governance framework
  - Governance structure
- Information security advisory
  - Consulting and advisory services

- Security risk management framework
  - Threat risk assessment
  - Information asset profile
  - Project risk assessment
  - Security risk management

- Compliance program
  - Regulatory compliance
  - Technical, policy and standards compliance
  - Health checking
  - Internal audit and response

③ Privacy

- Privacy and information management strategy
  - Define privacy information strategy
  - Requirements and compliance process
  - Incident response

- Policy, practices and controls
  - Policy taxonomy and glossary
  - Policy rules definitions
  - Privacy impact assessment (proactive)
  - Privacy audit (reactive)
  - Awareness and training

- Data, rules and objects
  - Privacy data taxonomy and classification
  - Privacy business process model
  - Data usage compliance process

③ Threat mitigation

- Network segmentation and boundary protection
  - Network zone management and boundary security infrastructure
  - Remote access infrastructure
  - Intrusion defense
  - Network security infrastructure
- Content checking
  - Virus protection
  - Content filtering

- Vulnerability management
  - Standard operating environment
  - Patch management
  - Vulnerability scanning and assessment
- Incident management
  - Incident management
  - Event correlation
  - Forensics

③ Transaction and data integrity

- Business process transaction security
  - Fraud detection
  - Data transaction security
- Database security
  - Database configuration
  - Master data control
- Message protection
  - Public key infrastructure
  - Message protection security

- Secure storage
  - Data retrieval
  - Data storage protection
  - Data destruction
  - Archiving
- Systems integrity
  - Security in systems management
  - Security in business continuity planning

③ Identity and access management

- Identity proofing
  - Background screening
  - Identity establishment
- Access management
  - Single sign-on
  - Authentication services
  - Access control services

- Identity lifecycle management
  - User provisioning
  - Other entity provisioning
  - Identity credential management

③ Application security

- Systems development lifecycle (SDLC)
  - Security in the SDLC process

- Application development environment
  - Secure coding practices
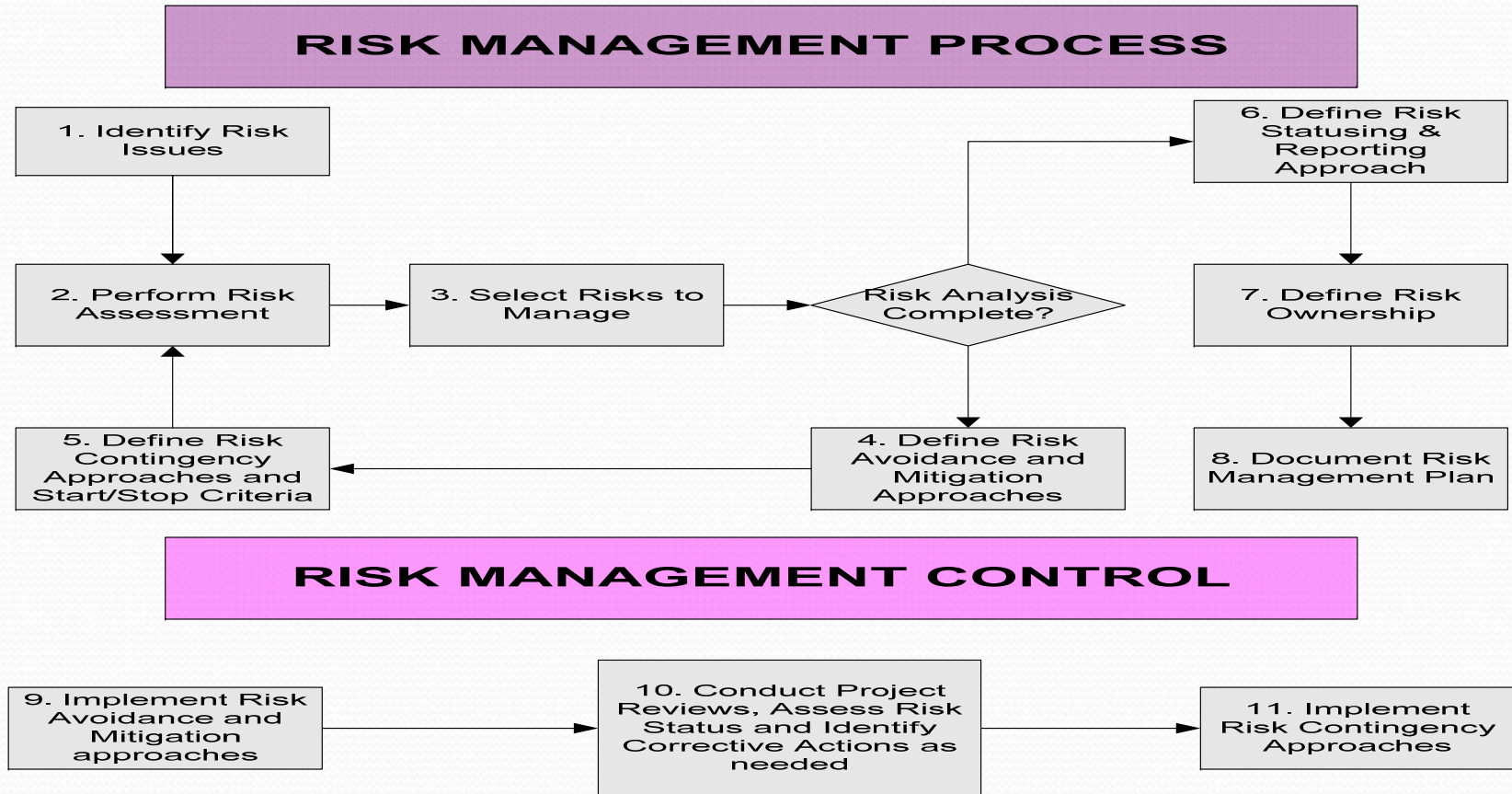 - Operational application support environment
  - Design patterns

③ Physical security

- Site security
  - Site planning
  - Site management

- Physical asset management
  - Asset management
  - Document management

③ Personnel security

- Workforce security
  - Awareness and training
  - Code of conduct

- Employment lifecycle management

Risk Management Methodology

RISK MANAGEMENT PROCESS

1. Identify Risk Issues

2. Perform Risk Assessment

3. Select Risks to Manage

Risk Analysis Complete?

6. Define Risk Statusing & Reporting Approach

7. Define Risk Ownership

8. Document Risk Management Plan

5. Define Risk Contingency Approaches and Start/Stop Criteria

4. Define Risk Avoidance and Mitigation Approaches

RISK MANAGEMENT CONTROL

9. Implement Risk Avoidance and Mitigation approaches

10. Conduct Project Reviews, Assess Risk Status and Identify Corrective Actions as needed

11. Implement Risk Contingency Approaches

Risk Analysis

RISK DESCRIPTION	MITIGATION STRATEGY	Risk Amount $	% of Probability	In Budget / Out of Budget
Data Center Loss of Key Resources	Contingency Planning	TBD	65%	
Transition Delay		300K	25%	
Solution Failure	Continued Testing and Monitoring Transition Wave Roll-Out	1M	30%	
Financial Lost	Negotiating with vendors	4M	70%	4M -Out
Key Staffing	Ramping up on staffing	TBD	25%	
3rd Party Skills	Identifying and training internal resources on 3rd Party Tools	400K	35%	
			TOTAL	**4M**

Communications Plan

- **Maximize success and minimize risk**: Clear expectations and responsibilities.

- **Flexibility**: Meeting the Board's need to evolve over time.

- **Modeling**: Not an academic exercise – you need visibility.

- **Governance**: Make adjustments and drive accountability.

- **Measurable Results**: Confidence and trust for you and the business.

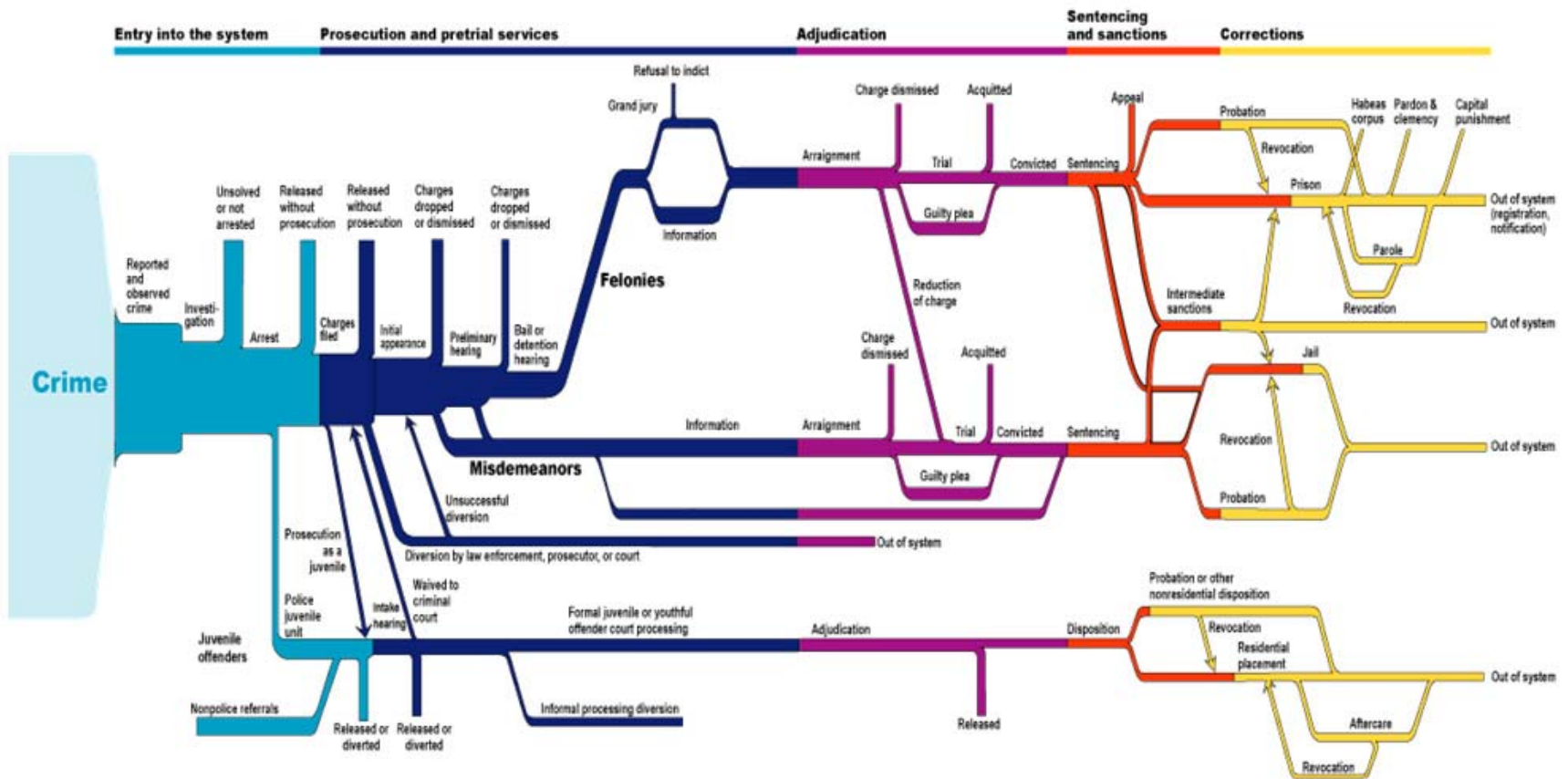# CJIS Information Exchange Methodology
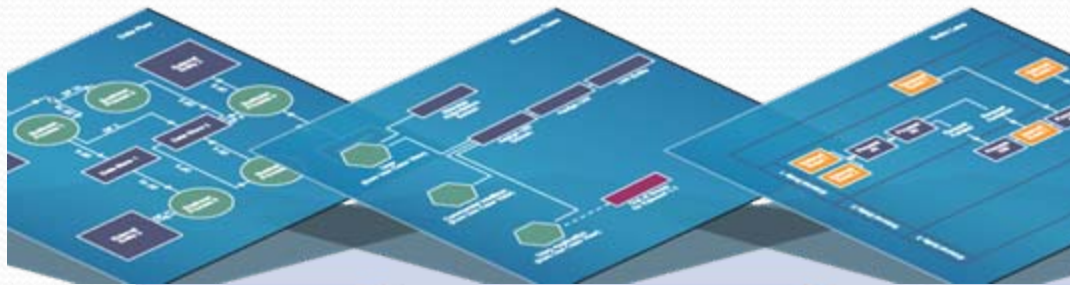
Indentify Justice Tracks → **Identify and Define Events in Each Track** → **Identify and Define Participating Agencies** → **Identify and Define Exchange Point for Each Event**

Criminal Justice Process Flow

CJIS Information Exchange Tracks

1. Incident / Investigation / Arrest;
2. Pre-Appearance Processing;
3. Pretrial Custody;
4. Criminal: Felony Proceedings;
5. Criminal: Misdemeanor Proceedings;
6. Criminal: Alternative Process;
7. Criminal: Post Disposition (Probation, Parole);
8. Juvenile Delinquency: Detained;
9. Juvenile Delinquency: Non-Detained;
10. Traffic / Minor Offenses; and
11. Civil (as is relates to criminal proceedings);
12. Referral for Public Defender Services;
13. Disposition to incarceration;
14. Disposition to probation;
15. Incarceration to Parole;
16. Incarceration to alternative programs;
17. Psychiatrics Track;
18. Sex offender Registration;
19. Protection orders;
20. Victim Advocacy;
21. Victim Services.

What are CJIS national trends?

CJIS Maturity by State

- Only one collective source on the CJIS market space was published in 2001 (and it only had responses from 36 states.)

- No current single source to gather information on level of CJIS maturity across U.S. Jurisdictions.

- And within each State, there isn't a single source identifying maturity levels vertically (State, County, Local, etc.) or horizontally (Law Enforcement, Judicial, Corrections, Parole, etc.)

Continuing to gather insights and will provide as available.

How are we doing on our 120 days targets?

Accomplishments in the last 120 Days

- ✓ Finish meeting with all Board Members.
- ✓ Review and analyze committees (Finance, Policy, Business, Technology, and Security) governance structure and provide the Board with recommendations.
- ✓ Review staffing levels for all CJIS projects both internal and external to define resource needs.
- ✓ Provide the review committee with requirements framework – Participate in the contract negotiations, for the selected vendor. Introduce the vendor to the CJIS Board in the January meeting.

Review of CJIS Committees

Reviewed Business, Policy, Finance, Technology and Security Committees operations and governance structure.

Recommendations:
1. There are five committees that can be combined into two committees, Administration & Technology.

2. The committee charters need to be updated.

3. Since we have a focused moving forward strategy these committees should be activated on a quarterly or ad-hoc basis to maximize committee member's time.

Governance

Strong and effective governance can really help the Board reap the rewards envisioned in launching major projects. Without good governance, the risk of project failure is high.

Recommendations:
1. Adopt a Federated Model of governance were by each individual agencies can maintain autonomy and control over their own systems.
2. CJIS Board should plan, design, procure and implement enterprise systems that have CJIS wide impact i.e. OBTS, CDRIS, etc.
3. CJIS Board should set standards for technology and security for CJIS agencies that connect to CJIS Information Sharing systems in concert with DOIT.

Benefits to the State of Connecticut and CJIS Agencies

- Agencies will be able provide greater;
  - Social value by lives saved, crimes averted and better quality of justice delivered to the justice process.
  - Political value by alignment with the desires of the constituent population.
  - Judicial value by providing process transparency.
- Improved effectiveness of operations.
- Improved investment efficiency and cost avoidance.

Performance Target for next 180 Days

1. Track progress of OBTS application as Interim Executive Sponsor.

2. Oversee the Blue Print project as a Executive Sponsor.

3. Evaluate technologies that will help us implement Information Sharing project.

4. Implement CJIS Boards recommendations for Governance, reconstitute and update committee charters.

5. Provide report to the legislature in June as required by statue.

Questions & Answers