Arizona Records Improvement and Information Sharing Strategic Plan

Progress, Challenges and Recommendations 2011

March 23, 2011

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Overview of this Document

In October 2010, the Arizona Criminal Justice Commission (ACJC) solicited a facilitator to assist in leading a group of state and local criminal justice stakeholders "to update and expand current long-term strategic vision for criminal justice records improvement and information sharing." The outcome of the one-day strategic planning session was to provide the ACJC and its criminal justice partners with a summary of proceedings and recommendations for short- and long-term action to enable the state to continue down its path of improving the quality of the criminal history records within the state, as well as to promote cross-agency information sharing among the justice enterprise.

This document comprises that summary and recommendations. It provides detailed information of what the session facilitators – URL Integration – documented as the proceedings that day, as well as recommendations based on best practices in the justice technology sector as to how the ACJC and its project partners can continue making progress toward justice technology and information sharing goals, notwithstanding the challenging budgetary climate the state is facing.

Specifically, this document reviews the information that was presented during the strategic planning session, including the progress to date that the state has made in facilitating record improvements and information sharing within the criminal justice enterprise, including the area of law enforcement-related information sharing via the state's law enforcement information sharing program, which includes many important initiatives such as a rapid response identification effort, a Justice Web Interface that connects a number of agency law enforcement systems, and AZ LINK, which allows for the query of a number of agencies' information sharing systems. The document will describe participant goals and objectives for record improvements and information sharing, based on their role and agency priority, as well as challenges they face in doing so.

The second part of the document will focus on implementation steps and strategies that the criminal justice community in Arizona can make to continue its success in facilitating criminal justice information sharing, and to create a platform for facilitating workflow driven information exchanges between law enforcement, prosecution, the courts, corrections, and other criminal justice agencies.

Agenda

The strategic planning session was held in Phoenix on Tuesday, November 9, 2010. The day's agenda is listed below.

AGENDA

Welcome	J.R. Blackburn, ACJC Executive Director

Agenda and Meeting Objectives Review	Rick McCoy and Liz Pearson, URL Integration Facilitators
Introductions & Discussion of Participant Expectations for Session	Group
Review of 2005 Plan and Progress to Date	Pat Nelson, ACJC Program Manager Bill Kalaf, ACJC CIO
Identification of Priorities and Direction for the Future	Group
BREAK	
Identification of Priorities and Direction for the Future, cont.	Group
Identification of Today's Challenges	Group
-Identification of Criminal Justice Agencies & ACJC Role -Process for Completion of the Strategic Plan	Group
-Wrap Up -Next Steps -Meeting Evaluation	Group

After the introductions and review of the agenda, an overview was presented of ACJC's activities to date in supporting criminal justice information sharing.

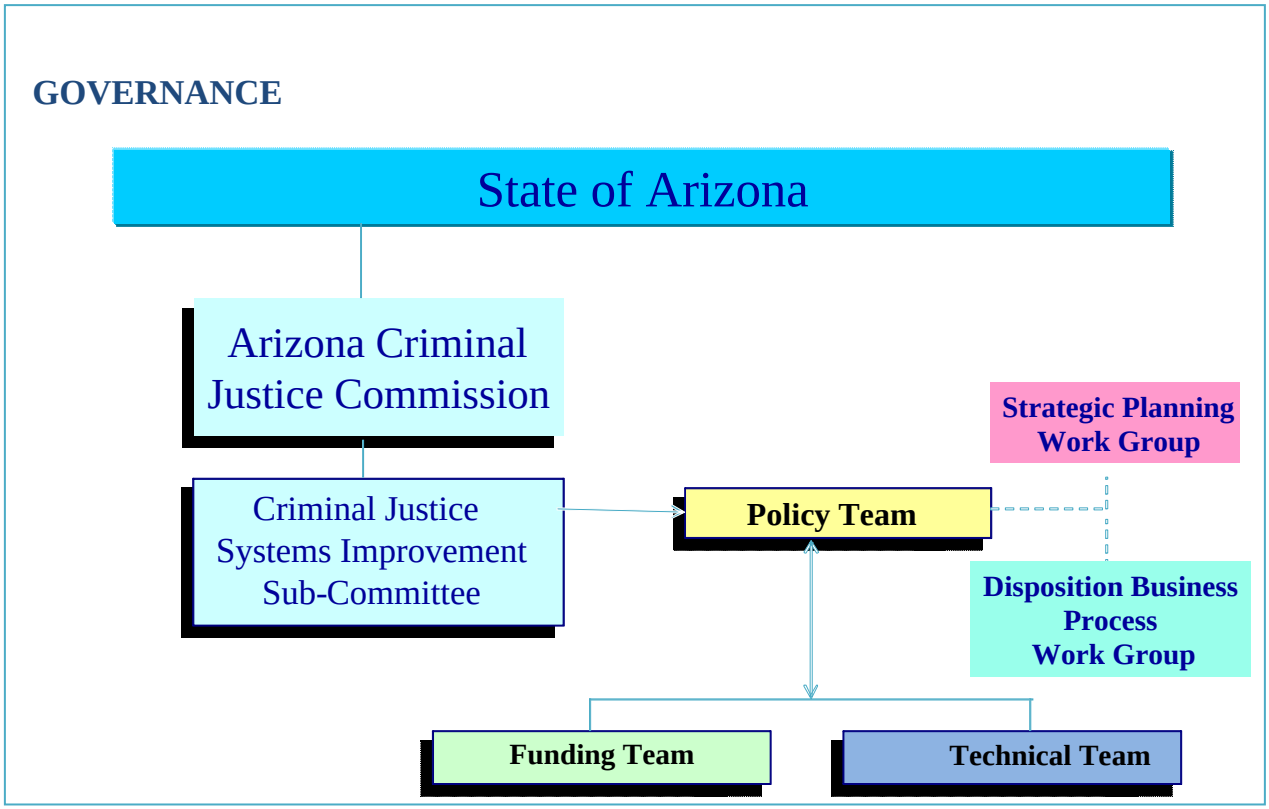
Disposition Reporting

The first presentation began by reviewing the criminal justice landscape in Arizona and discussed the initial and current information sharing priority of improving the quality and timeliness of criminal history records through the Arizona Disposition Reporting System (ADRS). The ADRS is a multi-year, multi-agency initiative which has had dedicated funding from federal grants, individual agency, municipal and county contributions. ADRS is part of the strategic integrated justice plan for the state to improve the reporting of disposition and sentencing information from law enforcement and justice agencies by expanding automation for reporting.

The ADRS was piloted in Maricopa County in 2005, providing a medium for the Maricopa County Attorney and Maricopa County Clerk of the Court to enter disposition information via a web interface directly to the ADRS program. Currently, testing is underway for an XML interface between the pilot agencies, General Jurisdiction and Limited Jurisdiction Case Management Systems (AJACS) and the ADRS.

The ADRS, which is housed at the Arizona Department of Public Safety (DPS), is currently being rewritten to allow the state to support and maintain the system internally. With ACJC support, the vision is to continue to roll out the ADRS system to all criminal justice users statewide.

The current ACJC governance structure that supports the direction and decision making for records improvements and information sharing was reviewed as well as the various work groups established to identify and address specific issues.



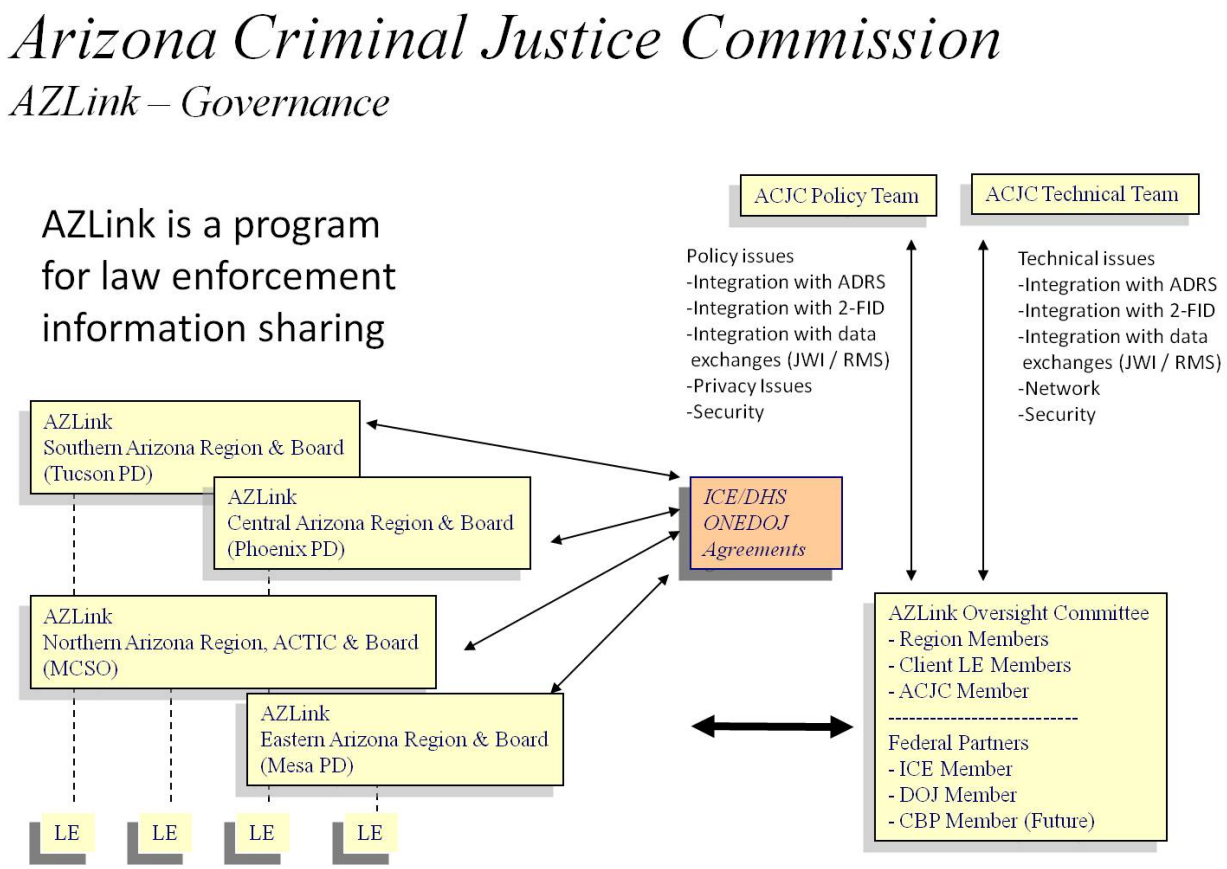
A large workgroup was established in 2008 with representatives from law enforcement, prosecution, courts, pre-trial services, probation, corrections and the state repository to concentrate on business process improvements for fingerprinting, warrant processing and disposition reporting. It was noted that the Disposition Business Process Work Group had been instrumental in providing critical business process information to the criminal justice legislative liaisons as legislation to improve the fingerprint process was crafted. The workgroup's current activities focus on the warrant process and reporting of failure to appear charges.

Law Enforcement-Related Information Sharing

Next, a presentation was provided describing the state's law enforcement information sharing program, which includes a rapid response identification initiative as well as systems that support query and information sharing among law enforcement professionals. The program addresses three strategies identified in the ***Arizona Records Improvement and Information Sharing Plan*** to address the state's records improvement and information sharing goals, which was approved by the Arizona Criminal

Justice Commission in 2008[1]. The strategies are: expand the subject identification capability to track data across systems; deliver an integrated information sharing capability across justice systems; and extend federal initiatives for statewide records improvement and information sharing. The cross-agency information sharing programs , AZ LINK projects, are governed by four separate regional consortia, which share information among agencies within their regions, law enforcement agencies outside the state, and federal law enforcement partners within the Department of Justice and Immigration and Customs Enforcement.

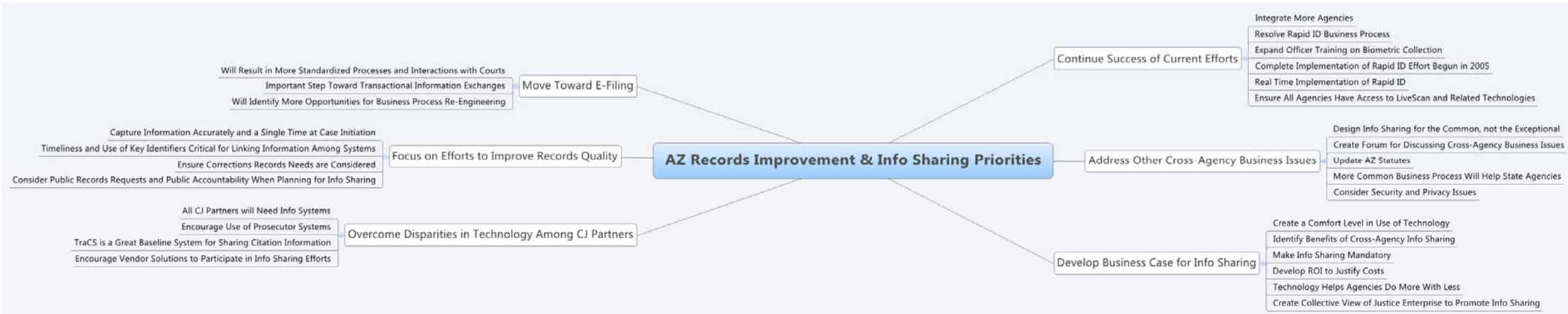
From these four regions, an AZLink Oversight Committee was developed in order to ensure consistency in the manner in which the regions move forward with priorities and to encourage the use of standardized approaches among the regions. ACJC, working with the Oversight Committee, can leverage the existing ACJC Policy and Technical Team infrastructure to implement and standardize changes in policy and technology. The following graphic demonstrates these relationships regarding strategic direction and decision making regarding these important law enforcement sharing programs:



[1] The plan may be found on the ACJC web site at http://www.azcjc.gov/ACJC.Web/Pubs/Home/RcdsImpandInfoSharingPlan2008.pdf

Priorities for the Future

Participants spent most of the session discussing their information sharing and records improvement priorities. The following summarizes their discussions and priorities.



Continue the Momentum Begun with the AZLink Initiative and Improve Law Enforcement's Ability to Accurately Identify Suspects in the Field

There were several comments regarding expanding the successful AZ Link program, including:

- Integrating greatest number of agencies possible into the AZLink program
- Resolving business process issues around rapid identification and the ability to provide accurate information to officers in the field. This includes exploring technologies to expand the ability to make a rapid identification using biometric subject identifiers such as fingerprints and facial recognition software
- Expanding officer training as to why expanded biometric subject identifiers are relevant and important to law enforcement officers as well as "downstream" justice agencies
- Completing implementation of the rapid response identifier effort adopted by the ACJC in 2005; this entails the ability to associate multiple identifiers with an individual and to be able to cross check these identifiers with suspects as cases move through the criminal justice process
- Ensuring that rapid identification occurs on a transactional basis in real time
- Overcoming the disparities in resources among local law enforcement agencies for fingerprinting and Livescan technologies.

Addressing Cross-Agency Business Process-Related Issues

The group discussed the importance of ensuring that the workflow of the criminal justice enterprise in Arizona needs to be the primary driver of technology and automation. They discussed a number of ways to support that concept:

- Information sharing should be designed for the greatest number of common situations, not exceptions.
- There needs to be a forum/venue for discussing cross-agency business processes and information sharing issues. The group discussed the existing ACJC governance structure and committees as a prospective venue for business process re-engineering. This includes developing an understanding of the information that should be shared, and the conditions under which information should be shared, in an automated environment.
- Arizona state statutes need to be updated to reflect the opportunities for information sharing as supported by current and emerging technologies. The current statutes were written for oral and paper-based information exchange. The group discussed the fact that a comprehensive review of these regulations should be undertaken to bring authorizing language into compliance with an automated information sharing environment.
- State agencies such as the Department of Public Safety and the Department of Corrections, as well as the judicial branch, would benefit from more uniformity in the business process among local law enforcement, sheriffs, and prosecutors.
- Policy, security, and privacy issues should be addressed at the forefront when establishing an architecture and approach for statewide criminal justice information sharing.

Developing the Business Case in Support of Cross-Agency Information Sharing

While there are currently state and local information sharing efforts underway in Arizona, participants articulated the importance of developing a shared vision for information sharing in support of a comprehensive statewide approach that incorporates local innovation but also standards and best practices in justice technology. Specific ideas in this regard include:

- Creating a baseline level of comfort concerning the use of relevant technologies. Practitioners must have their concerns about information sharing addressed in understandable terms. One way to create a comfort level for using technology, especially among agency leadership, is to create peer-to-peer opportunities for exposure to effective information sharing programs.
- Developing a "business case" for integration, as suggested above, for all criminal justice disciplines at all levels, ranging from system users to agency leaders. The business case should address concerns but should also describe in detail the benefits of information sharing programs, as well as the tools – such as justice standards and an incremental approach to implementation – that can be leveraged to make the job more manageable and less resource intensive.
- As part of the business case, developing a common definition of the criminal justice information sharing process – from law enforcement through the court process and on to post-disposition – is critical to ensuring that all criminal justice practitioners and agency leaders understand the importance of information sharing between agencies and how it benefits the entire criminal justice system. This definition should be broad enough to address similar roles (police investigators as well as the investigative function supported by prosecutors, the courts, and corrections) across the criminal justice enterprise.
- Making information sharing a component of day-to-day agency workflow and, therefore, a mandatory part of the agency business process is the most effective way to ensuring that information sharing is occurring and all of the benefits of technology are realized.
- Quantifying the return on investment (ROI) that includes technology costs (one-time and ongoing operational costs), as well as the savings that are expected due to increased efficiencies should be undertaken to help make the business case for information sharing and justify the investment in these programs. Typically, these studies demonstrate what justice practitioners intuitively understand – that technology is essential because inefficiencies of paper processes are just too great. The efficiencies identified in an ROI can be a key selling point in adopting technologies in difficult budgetary times, as the increased efficiencies and effectiveness that technology brings is critical when doing more with less.
- Document success stories based on using new technologies across criminal justice agencies. Success stories can be found with the various integration efforts that are going on at the county level in Arizona, as well as by looking to other jurisdictions across the county.

Moving Toward Electronic Filing of Criminal Cases

The Arizona courts are moving toward electronic filing. The group discussed the impact of that direction in detail, agreeing that it presents an opportunity to broaden the use of technology and information sharing throughout the criminal justice enterprise.

- Innovation and technology investment in the Arizona courts will result in increased use of technology around court processes, such as filing and sharing information about motions and orders. One of the many benefits of a centralized court case management system (CMS), coupled with the judicial branch's autonomy, is that court administration can set and enforce standard approaches for electronic filing with law enforcement and county attorneys by defining specifically the information necessary for criminal filings and the mechanisms by which the court will accept the filing information. This momentum can help demonstrate the value of technology-supported information exchange and set the stage for broader adoption of workflow-driven information sharing.
- The court's effort will require some uniformity in the use of data among court clerks and judges. Coming to agreement about what data and forms are required will help encourage uniformity in filing processes, which is an important first step in records improvement and information sharing efforts.
- The process of identifying requirements for and implementing criminal e-filing will quickly cull out information sharing gaps earlier in the process, between law enforcement and county attorneys, as the e-filing process will require robust information collection and quality of the criminal record during investigation. For example, at filing, the court will likely be flagged if fingerprints for the defendant are not part of the file. Identifying gaps of this nature will provide the impetus for these other groups to identify inefficiencies in their processes.

Focusing on the Accuracy and Completeness of Criminal Records

Several aspects of the discussion focused on data quality issues and how to improve the accuracy and timeliness of the information on which all criminal justice partners depend.

- Participants discussed placing a strong focus on creating an accurate and complete criminal history record at case initiation (law enforcement) and using that information – collected once – to send on to other criminal justice partners, such as the County Attorney, courts, and corrections. To do this consistently, a strong emphasis must be placed on staff education and training that focuses on the importance of information gathering and how that data is used by other representatives of the criminal justice enterprise. Criminal justice practitioners need to understand that they play a very important role in preserving accuracy related to the specific incident or case as they gather and record information.
- Other components of records accuracy and completeness focus on the timeliness of data entry and the use of valid and consistently used identifiers among criminal justice partners. The State of Arizona has made a considerable investment in rapid response identification and ensuring law enforcement have access to conclusive biometric identifiers. Not only do these biometric identifiers need to be

consistently included and preserved as part of the law enforcement record, decisions need to be made about other identifiers, such as the State Identification number (SID), court case number, and others, that must be included as a part of the criminal record so that information from system-to-system can be linked based on these primary keys.

- The Department of Correction's representative discussed in detail how important all of this focus on records quality and completeness is for her agency. Corrections data is the culmination of all other information gathering throughout the criminal justice process; corrections professionals need accurate identifiers to ensure that the person they are incarcerating is indeed the person who was charged, tried, and sentenced for the crime outlined in the record. Any business process review and standardization efforts regarding key identifiers must include corrections representation.
- Finally, all criminal justice agencies have a growing need to be responsive to public records requests and to be publicly accountable in their operations. This requires all criminal justice agencies to have complete and accurate data in their systems of record, which makes the case for entering the critical case or subject information a single time and letting the technology handle the information sharing, which will reduce errors in critical case information.

Overcoming Disparities in Technology Among Criminal Justice Partners

A statewide approach to information sharing works if all participants have access to a baseline of technology applications and infrastructure. Overcoming disparities is a significant issue; the group discussed many strategies to try to address the problem.

In order for a complete and fully integrated information sharing effort to be successful, all involved agencies need to have access to basic information systems, at a minimum. The group noted that many county attorneys are not using technology at all, and several that do have information systems are using outdated case management systems. This lends itself to workflow and business processes that likely differ among all 15 county attorney agencies as well as city prosecutors in Arizona. For example, the disposition information within ADRS would be very beneficial for county attorneys to receive, but there currently is no interface from ADRS to county attorneys because of the disparities in the information systems in use by those agencies.

The Traffic and Criminal Software (TraCS) is a crash reporting and e-citation system that DPS plans to roll out for citation purposes and for automating the exchange of citation information to the courts. This represents another opportunity to standardize business practice and create uniformity in data collection and submission of citation information to the courts. TraCS was developed by the state of Iowa with public funds, and therefore is a cost-effective solution for other state and local governments. Using TraCS should keep costs to a minimum and help smaller local agencies that may not have funds for a commercial field reporting solution.

- Conversely, larger law enforcement agencies may be using other solutions for field reporting and related transmission of information to county attorneys and the courts. In Arizona, many of these agencies use the Spillman field reporting and records management system (RMS). These privately provided solutions will need to be integrated within any information sharing initiative

undertaken by the state, and specifically for any e-citation exchange developed by the courts. Similarly, many law enforcement agencies vary in older systems for record keeping and these systems are not integrated across jurisdictions or other criminal justice agencies.

Challenges

Participants noted several challenges that impede the state's ability to implement comprehensive, cross-agency information sharing in Arizona.

Forum for Addressing Business Process Issues that Cross Agency Lines

The group was unaware of any forum in which representatives from agencies that cross disciplines and from the state and local level to come together to address business process issues, such as the responsibility of fingerprinting for every crime. As an example, in the current business process, it is unclear who is conducting fingerprinting and at what point in the process it does and should occur. As such, there are times when a case/defendant progresses through the process without a fingerprint for the specific offense having been collected. The current records improvement and information sharing governance structure at ACJC may be able to meet this need by broadening or creating a new committee to review a specific business process.

Lack of Standardization in Business Process and Forms

Similarly, the group noted that there is a significant amount of local autonomy in the creation and use of forms, resulting in similar data being collected in a variety of different ways statewide. The group discussed the imminent court electronic filing project and how this effort will be a vehicle to begin standardizing filing-related activities among county attorneys and local law enforcement. The group agreed that this effort toward standardization (specific examples discussed include citations, fingerprinting processes, and vehicle impounds) among law enforcement, jails, and non-filing related county attorney documents would be an important platform on which automation could be based.

Lack of Funding

The group discussed the lack of state money that has been available to support justice information sharing. While included in several budget requests, the legislature has not provided funding to the state to support records improvement and information sharing programs. And, while the influx of American Recovery and Reinvestment Act (ARRA) funding helped support information technology related projects, that one-time influx of new funds will not continue. The ACJC, however, will continue to set aside funding from existing federal formula grant programs – from the Edward Byrne Memorial Justice Assistance Grant program (Byrne/JAG) set-aside and the National Criminal History Improvement Program (NCHIP) specifically - for records improvement and information sharing initiatives.

Quantifying the Benefit is Difficult

While ROIs are a powerful statement to justify the cost of a technology investment, quantifying the benefits are challenging. For example, while new technologies improve law enforcement's ability to access the right information at the right time, it can be challenging to put a numeric value on public and

officer safety, especially when it comes to crimes prevented. However, borrowing measures from other disciplines (such as the insurance industry) coupled with documenting successes using new technology may be appropriate in justifying information sharing initiatives, and can help make the ROI exercise more manageable.

Technology Disparities Among Local Agencies

The group discussed the fact that there are disparities in the types and levels of technology in use among local criminal justice professionals in Arizona, especially among prosecutors and local law enforcement. Overcoming these disparities will be key in ensuring that a comprehensive statewide information sharing program can be implemented successfully in Arizona.

Need for Ongoing Training

The group discussed the importance of each profession within the criminal justice enterprise in providing ongoing training to practitioners about the data they collect as part of an investigation or case management. Specifically, the group noted that these practitioners needed to understand not only how to collect that information properly but also why it is collected and how important accurate information is throughout the criminal justice enterprise.

Systematically Address Privacy and Data Quality Issues

Consistent with the issues mentioned by the group around records quality and completeness, there currently is no mechanism in place by which the state can comprehensively address – through a statewide policy – the privacy and data quality issues associated with electronically sharing information. Assessing current practices and developing baseline information practice principles and other baseline procedures will ensure that all information sharing programs developed by the state occur in accordance with applicable state and federal constitutional and statutory civil rights provisions.

Existing Statutes and Authorizing Language Needs Updating to Reflect Digital Age

The group noted that many of the existing statutes and regulations that dictate the criminal justice process in Arizona were created for a paper-based world.

ACJC Role

Part of the agenda at the strategic planning session was to identify the role that the ACJC could play in continuing to foster records improvement and information sharing, while at the same time encouraging event-driven workflow between criminal justice agencies. The group was enthusiastic about the leadership that the ACJC could take on in this regard, given its comprehensive view of the criminal justice enterprise, and its unique ability to pull in all aspects of the criminal justice system, keeping a comprehensive focus on the performance of the system as a whole (rather than just one aspect of it). This comprehensive focus positions ACJC for convening and maintaining a governance structure that includes both state and local criminal justice interests and best positions it to facilitate consensus building among diverse interests.

In addition, ACJC's involvement in national organizations allows it to bring back to the state information about emerging standards, best practices and opportunities in the area of justice information sharing, as well as emerging issues within information sharing that must be addressed, such as information privacy and data quality. Within the state, the ACJC can help drive uniformity among business processes by convening groups of state and local justice practitioners, identifying consensus areas, and helping broker compromise among agencies so that all are willing to use a common document or data fields. This commonality in business process and data collection will act as a platform for integration.

Finally, the group noted that the ACJC is in a position to take on feasibility studies to help make the business case for justice information sharing, such as developing a cost/benefit analysis and return on investment study to justify the investment in technology. In addition, the ACJC is experienced in coordinating efforts across criminal justice agencies (federal and state) to obtain and manage funding that promotes shared ownership of information systems.

Recommendations

Given the discussion at the strategic planning session, we have outlined several recommendations for action that the ACJC could undertake – in conjunction with state and local criminal justice leaders and practitioners from around the state - to create momentum around records improvement and information sharing in Arizona. It was clear from the discussion that participants had an overall sense of enthusiasm regarding the successes that the ACJC has had with its support of AZLink and the disposition reporting projects, as well as the prospective leadership role that it could play around encouraging cross-agency, workflow driven information sharing.

Many of the recommendations we are putting forward could be undertaken with limited monetary investment. Most of this work could be undertaken with existing staff and/or with limited consulting engagements working in tandem with state and local criminal justice leaders, agency managers, and system users. This partnership is critical in ensuring an accurate portrayal of the criminal justice technology environment in Arizona, which will best position ACJC and its stakeholder partners in charting a course for information sharing and records improvement over the next several years.

The recommendation is to create a five- year strategy integration planning effort, implemented in partnership with criminal justice stakeholders throughout the state of Arizona. This effort should build upon the strategic plan approved in 2005. Based on a review of that plan and other governance documents, as well as the outcomes of the strategic planning meeting in November 2010, we recommend the following activities to best position the state for a comprehensive integration effort over the next several years.

Year I

Understand and Document the State of Automation and Information Sharing Currently Happening in Arizona

We recommend that the ACJC visit agencies and document the local level information sharing initiatives that have grown organically within the state and review these initiatives using the 2005 Strategic Plan approved by the Arizona Criminal Justice Commission as a baseline for moving forward.

What must be understood is what is common among these initiatives, how the initiatives complement or differ from the 2005 Strategic Plan, what can be leveraged for improving the statewide integration effort. Furthermore, it is important for ACJC to understand and document the status of technology in these agencies, especially among local law enforcement and prosecutorial agencies.

Given the fact that two Arizona counties – Maricopa and Pima – comprise a significant majority of the criminal filings in the state, it makes sense to start with these two jurisdictions in terms of documenting current technologies and what infrastructure and tools are needed to share criminal justice information. In addition, these larger agencies will likely set the standard regarding interfaces with the court case management system, jail systems, and other criminal justice systems.

Continue the Success of the Existing AZLink , ADRS, and Record Improvement Initiatives

The state of Arizona has had success with the AZLink and ADRS initiatives and should continue on its current course of expanding and rolling out of those programs. This should be an ongoing activity over the five years of the plan. AZLink and ADRS are foundations for building information sharing and key to records improvement.

Partner with the Judicial Branch to Encourage Standardized Business Processes Around Electronic Filing

The court's electronic filing initiative will have a significant impact on the administration of justice in Arizona. This effort provides a unique opportunity to begin conversations around how to make more uniform the filing-related processes between law enforcement and the county attorneys to the courts. This conversation about uniformity in business process can then be expanded to law enforcement-related technologies and processes that support the uniform electronic filing effort, which ACJC can be central in convening and supporting in partnership with the courts. The ACJC can help ensure the entire criminal justice community fully understands the impact of the courts e-filing on their workload and workflow.

Expand Existing Governance Structure to Address Business Process Issues and Find Commonality Among Local Business Process

The ACJC should convene working groups to assist in the resolution of form, technology and business process disparities among local agencies in Arizona. The ACJC can help drive this change since its focus on the criminal justice enterprise as a whole positions it to facilitate consensus building among diverse interests.

This could be accomplished in a number of ways, leveraging the existing governance structure already created by the ACJC to support records improvement and disposition reporting projects. The first option would be to expand the Disposition Business Process Working Group to include other cross-agency business process issues. Another idea would be to create a separate Working Group to address each specific business process issue, dissolving the group after the business process issue had been discussed and a common agreement about how to proceed developed and was agreed to by participants.

The ACJC may be able to create a committee (or multiple committees) to address business process issues that cross criminal justice functional area boundaries. However, recommended process changes would need to have a formal approval governance body established (or utilize ACJC's formal governance body for formal approval).

Year II

Continue Partnership with the Judicial Branch to Encourage Standardized Business Processes Around Electronic Filing

The court's electronic filing initiative will have a significant impact on the administration of justice in Arizona; we anticipate that the full implementation of criminal electronic filing will be an area of focus at the end of 2011/early 2012. This effort provides a unique opportunity to begin conversations around how to make more uniform the filing-related processes between prosecutors and the courts. This conversation about uniformity in business process and technology can then be expanded to law enforcement-related processes and technology that support the uniform electronic filing effort, which ACJC can be central in convening and supporting in partnership with the courts. The ACJC can help ensure the entire criminal justice community fully understands the impact of the courts e-filing on their workload and workflow.

Convene a Working Group to Review and Make Recommendations Regarding Statutory Change to Support an Automated Criminal Justice Environment

The ACJC should leverage its ability to track and recommend legislation to convene a working group/subcommittee to look specifically at updates to statutes dealing with the criminal justice process to determine if and how they can be updated to be more technology friendly. This working group could be a subcommittee of the current ACJC Legislative Committee.

Address Privacy and Information Quality Related Policies to Support Information Sharing

The ACJC should convene a group to discuss how privacy and information quality issues can be addressed with cross agency information sharing, leveraging innovative policies in place at the local level in Arizona, as well as national best practices regarding these issues. The results of this assessment may also impact proposed legislative change.

Year III

Develop the Business Case, Return on Investment, and Messaging to Stakeholders and Elected Officials Around the Importance of Integrated Justice

In addition, the group discussed the importance of having a shared, baseline understanding of the current business practices within the state. The process of conducting this assessment and documenting the findings would allow for all organizations in the state to understand the business practices currently in place and for the identification of commonalities as well as gaps and challenges being faced by local communities in Arizona. This understanding would provide a platform from which specific information sharing strategies could be developed.

After the first two years of analysis and documentation, the ACJC, along with stakeholders, will be positioned to develop documentation that helps make the business case to support a statewide integrated criminal justice initiative, leveraging the successful programs in place in many Arizona counties. It should also focus on developing a return on investment document, to justify the investment in technologies, which will be offset by increased efficiencies in the criminal justice process and enhanced officer and community safety. Specifically, the ACJC can go about this in a couple of ways, such as understanding what the information needs are for law enforcement and county attorney leadership with regard to information technology; developing messaging around these information needs to assist these leaders in talking to their peers about information technology and sharing as a priority; and helping set a vision among these leaders about how technology and information sharing can support their existing ability to administer justice in the state of Arizona.

Present Recommendations Regarding Statutory Change to Support an Automated Criminal Justice Environment to the Legislature

The ACJC should target the end of Year III as a time to present its findings regarding comprehensive statutory change to the Arizona legislature.

Year IV

Develop a Statewide Integrated Justice Implementation Plan

After creating the platform for justice information sharing, we recommend developing a specific year-by-year integrated justice implementation plan. This plan should focus on the incremental implementation of priority justice information sharing capability, and should articulate priority projects and associated costs, by year. This approach lends itself to a more realistic funding model to support the integration effort in the long term, rather than relying on a single large appropriation from the legislature.

Year V

Adopt an Information Sharing Architecture – based on industry standards

The ACJC should convene its technical team for the purpose of reviewing existing state policies and requirements about information architecture, and adopting a technical architecture as the foundation for cross-agency criminal justice information sharing in Arizona. Where appropriate, we recommend that the state consider the technical architecture set forth by the Global Justice Working Group, leveraging the Justice Reference Architecture (JRA) and its use of service-oriented architecture (SOA). While some disciplines are currently using some of these standards, not all criminal justice disciplines in Arizona have necessarily been exposed to the broader architecture and may not understand the value, reuse, and efficiencies associated with these standards.

Establish the Funding Model for Comprehensive Cross-Agency Information Sharing in Arizona

Once the Strategic Plan and priority information exchanges are outlined and supported by a comprehensive information architecture, the ACJC and its stakeholder partners should implement a funding model to support information sharing in Arizona. As suggested above, we recommend an

incremental approach to exchange implementation, which lends itself to a funding approach that cobbles together a variety of funding approaches such as pool appropriations, contributions of operating dollars from agencies, and grant funds to support commonly agreed upon information exchange priorities.