



Anoka County Justice Information Integration Plan

Executive Summary

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The effectiveness and efficiency of justice programs and services depends upon timely access to current, complete, and accurate information by justice personnel.

Developing a plan of action was a cooperative effort among all justice partners in Anoka County.

Introduction

The ability of the justice community in Anoka County and across the state of Minnesota to fulfill its public safety responsibilities depends on the efficient and effective use of limited resources. Further, public safety represents a significant component of the programs and services delivered to the citizens of Anoka County. The majority of taxpayer investment in justice programs and services, through application of their tax dollars, is for staff (e.g., law enforcement officers, prosecutors), facilities (e.g., secure detention, court rooms, patrol vehicles), and the information technology (IT) that captures and manages critical justice information. The effective use of these primary resources depends significantly on the timely access to current, complete, and accurate information by all practitioners in the justice process.

The Anoka County justice community believes that the prudent application of IT is a key enabler in making the right information available to the right people, at the right time, and in the right place. This belief presents a significant opportunity to support improvements in the effectiveness and efficiency of justice operations. In response to this opportunity, and supported by a justice integration grant from the state, county justice organizations have developed a vision for the future supported by a 5-year plan to deliver an Anoka County Justice Integrated Information System (ACJIS) targeted to improve justice processes and technology and work cooperatively with the planned state justice integration environment.

In developing this future vision and plan, numerous organizations within the county were involved, including:

- Government Services Division Communications Center.
- City police departments.
- Office of the Anoka County Sheriff.
- Anoka County Attorney.
- City Attorneys.
- Tenth Judicial District Public Defender's Office.
- Tenth Judicial District Trial Courts in Anoka County.
- Anoka County Community Corrections.
- Anoka County Information Services (IS).

A state model for future information sharing is being developed, and Anoka County has drafted a plan to meet local integration needs and integrate with the state model.

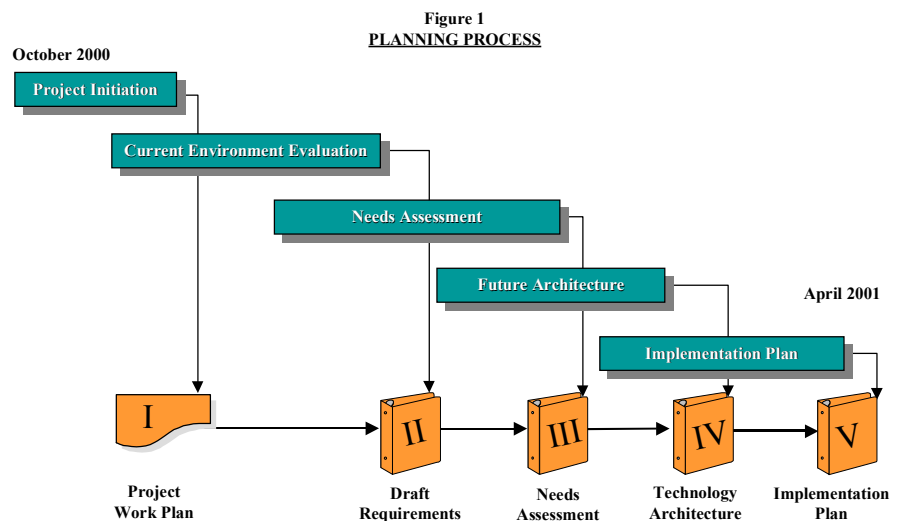
County justice partners have developed an integration plan using a structured approach.

In addition, county justice staff worked with state agency stakeholders to help ensure understanding of, and coordination with, state plans and direction for justice integration. The scope of this plan includes all direct program delivery processes within the Anoka County justice community, as well as the associated IT infrastructure and systems support processes.

Project Background

The vision of every justice community across the nation incorporates the need for superior services at all levels in order to preserve, protect, and defend people and property. In 1994, the state of Minnesota began work on defining a state data model for justice information. The overall goal of the state's efforts is to facilitate the electronic sharing of information between justice entities and systems, both within and between agencies and jurisdictions in Minnesota. These planning efforts have been further refined through a state-sponsored cooperative effort with Hennepin County and the city of Minneapolis that resulted in a general architecture representing the state's information sharing vision among justice entities. This future environment is to be known as CrimNet. The state, through a grant funding process, has provided this draft architecture to several counties for review, comment, and development of appropriate implementation plans. Anoka County received a grant and is one of the participants in this review and planning process. This document is a result of that effort.

Just as at the state level, the Anoka County justice community sees significant benefit in improving access to, and sharing of, justice information in a more timely and efficient manner. Since it is critical that the county plan and implement new technologies in a well-prepared and organized fashion, a structured approach, summarized in Figure 1 below, was followed.



Anoka County's justice integration plan must deliver local benefits to county justice organizations as well as participate in a statewide integrated justice technology environment.

Current justice systems are not meeting local needs, and plans to replace a number of them are already under way.

Following this approach, the county's justice community has assessed its current situation, reviewed the state's architecture, established its requirements for information sharing, developed appropriate technical architectures, and defined a strategy and organized plan of action for implementing a future ACJIIS. This includes the acceptance and responsibility to embrace change and employ new technologies and support services that will enhance public safety efforts and improve justice operations.

Situational Assessment

The first steps in preparing the ACJIIS plan were to examine the current organizational and technology situation in the local justice community and to evaluate the current state model for information sharing. This involved examining the internal and external environment to identify strengths that can be leveraged and weaknesses that must be overcome if justice program and service improvements are to be enabled through technology. This current environment evaluation and needs assessment revealed a number of needs:

- Anoka County must be able to integrate and work cooperatively with the state CriMNet environment to ensure that the county can fully participate in the statewide justice environment. Key factors that must be addressed include:
 - The county must participate in state planning efforts to provide input and influence the state's plans.
 - The future ACJIIS must work with the integrated state networking and information exchange environment, called the "integration backbone."
 - The ACJIIS plans must concurrently ensure that demonstrable results and benefits accrue at the local level.
- Many of the computer applications supporting primary justice functions have not stayed current with business needs or with the opportunities presented by new technology and need to be replaced. Key factors that must be addressed include:
 - The Anoka County justice community uses more than 60 local and state applications to support justice operations, and most of those systems are single-purpose and based on a wide variety of technologies. The number and variability of these systems should be reduced.
 - Basic case management applications or systems do not support the prosecution and public defender functions within the cities and counties. However, a project is under way to replace the County

Justice organizations must reduce their reliance on paper as a primary method of information exchange.

Operational reporting and strategic analysis to support informed decision making is cumbersome, and some needed data is not captured electronically at all.

Attorney's system that could also provide capabilities for City Attorney and Public Defender functions.

- The Community Corrections supervision system is aging and obsolete. A project is in progress to replace this system by the end of 2001.
- The vendor is retiring the system supporting the Sheriff's jail management and civil/warrants functions and must be replaced.
- Many small departmental applications have been developed to fill functional gaps not addressed by the primary justice systems.
- Justice agencies must reduce their reliance on paper-based information as the primary medium of communication. Key factors that must be addressed include:
 - Information sharing between justice partners is largely a manual process, information is often not shared in a timely manner, and some information is not captured in any computer system.
 - The electronic exchanges of information that do exist are built on a system-to-system basis and therefore do not deliver widespread availability of data across multiple organizations.
 - A number of justice organizations have inquiry access to other agency systems, but that capability is often available to only a limited number of staff and is constrained by the ability of the older systems to support widespread access.
 - There is significant redundant data captured in the various justice systems, and that data is often structured and formatted in a variety of ways. The business rules around entering and interpretation of that data vary between organizations.
- Support for operational reporting needs and strategic and tactical analysis must be improved. Key factors that must be addressed include:
 - Operational reporting capabilities in the current systems are generally limited. This requires significant investment of personnel time to gather, collate, and report information that should be available as a logical by-product of normal operational data capture.
 - There are virtually no capabilities that support analysis of multi-agency justice information to facilitate tactical decision making and policy or program analysis. Requests for this kind of information tend to require special projects and concerted effort by justice staff.
- The capability of technology infrastructure must be improved to respond to business needs and secure access to justice information. Key factors in this area include:

The existing technology infrastructure must be improved to provide a high-performance, highly reliable environment.

County technical support must evolve to position itself for developing and maintaining new technology and mission-critical justice systems.

- Additional technology standards must be established to help reduce the number and focus the evolution of the technical environments.
- The state investment in CriMNet infrastructure must be leveraged to support justice operations in Anoka County.
- A common network security environment must be implemented to ensure only appropriate and authorized access to justice data.
- Internet and intranet technologies should be leveraged to provide access to justice information in a current technology setting.
- The IT support functions must be adequately resourced, trained, and tooled to support a highly available justice technology environment. Key factors that must be addressed include:
 - Anoka County IS must be adequately staffed to support the justice systems.
 - The county must invest in training existing staff to ensure they are prepared to support the ACJIS environment.
 - The technical support service delivery model must be refined to support critical 24/7 justice systems operations.

These needs must be addressed if Anoka County is to maintain and improve justice services and realize enhancements in operational efficiency and effectiveness. Also, improving the overall technology infrastructure will help the county become more responsive to new initiatives and requests for change within and outside the justice community, while enabling improvements to the level of service provided by each justice organization.

ACJIS Vision and Goals

A key next step in defining a plan for the future, Anoka County justice staff identified the long-term vision and strategic business goals to guide plan implementation. The planning process has taken steps to ensure that the ACJIS Implementation Plan reflects the mission, goals, values, and priorities of Anoka County and the statewide justice community. This vision represents the desire future environment for justice operations. Based on the planned state integrated justice architecture and interviews and workshops with key county justice practitioners, the overall vision for the ACJIS can be summarized as follows:

“Improve public safety by providing effective and efficient justice policies, processes, and information systems required to capture and share complete, accurate, and timely information in support of program operations and informed decision making across juris-

The ACJIS vision leverages technology to enable improvements in justice operations and services.

The ACJIS business goals transform the vision into a set of desired business outcomes.

Enabling technology goals support the business goals and set technical targets for improvement.

dictional and organizational boundaries both within Anoka County and statewide.

“The combination of functional applications and appropriate information access and sharing capabilities will collectively be known as the Anoka County Justice Integrated Information System (ACJIS).”

Realizing this vision will require significant effort on the part of primary and secondary stakeholders, as well as strong support and cooperation among the organizations and people serving the justice community within Anoka County and the state of Minnesota.

In order to realize the ACJIS vision, specific business goals were defined to provide further guidance and focus for implementation planning. These goals represent desired future attributes or performance characteristics in place within the Anoka County justice community. Six strategic goals were identified:

- *Goal 1 – Ensure Effective Operations.* Justice operations will be characterized by highly efficient and effective programs and processes.
- *Goal 2 – Provide Responsive Services.* Justice services and programs will be responsive to community needs, ensuring that the right services are delivered, at the right time, to the right people and locations.
- *Goal 3 – Ensure Access to Information.* The citizens of Anoka County and its justice partners in the state will have easy access to the justice services and information they need.
- *Goal 4 – Deliver Timely Information.* Justice information will be available and delivered to justice partners in a timely fashion.
- *Goal 5 – Improve Decision Making.* The justice community will make high-quality decisions based on complete and accurate information.
- *Goal 6 – Maintain Compatibility With State Direction.* The Anoka County justice community will ensure that its integration efforts are consistent with statewide justice integration plans.

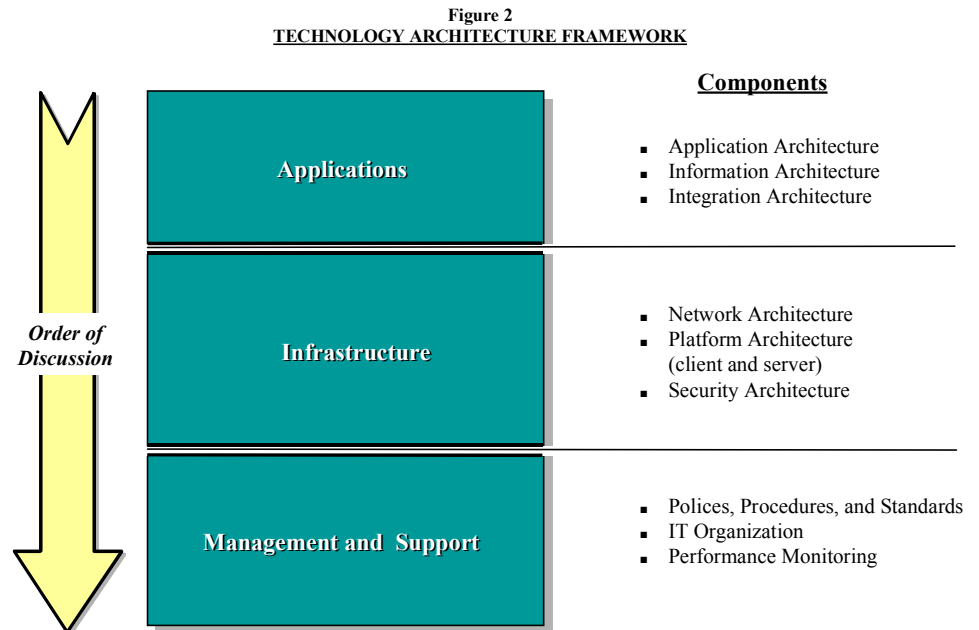
In addition to these business goals, corresponding enabling technology goals were identified that help ensure alignment between the business and technology architecture and service environment. Collectively, these goals translate the vision into a set of desired outcomes for implementation of the ACJIS plan. They set targets for improvement; provide direction to the plan implementation teams; and are an important tool for decision makers as issues surface about options, direction, and priorities.

The ACJIS is a comprehensive technical environment that provides applications, infrastructure, and technology support.

The components of the ACJIS environment must be well designed to ensure flexibility, compatibility, and maintainability.

Technology Framework

The future ACJIS environment is based on a set of coordinated architectures that combine to support the vision and goals. This architecture provides the conceptual basis for identifying the strategic initiatives and tactical projects that will move the justice community and technology support functions toward the desired future environment. The architecture discussion that follows is based on the framework illustrated in Figure 2 below:



The framework includes three layers:

- Applications, Information, and Integration, which includes the software that supports the ACJIS business functions, the data that is collected and manipulated in business activities, and the mechanisms that support integration of information between systems and business functions.
- Infrastructure, which includes the computer hardware and operating systems that run the applications and store justice data, the terrestrial and wireless communication facilities, and the security components that prevent unauthorized access to justice systems and information.
- Management and Support, which provides the business and technology management policy and procedures for justice operations and systems; the technology support organization roles, responsibilities, and processes; and the tools and disciplines to manage business and technical performance.

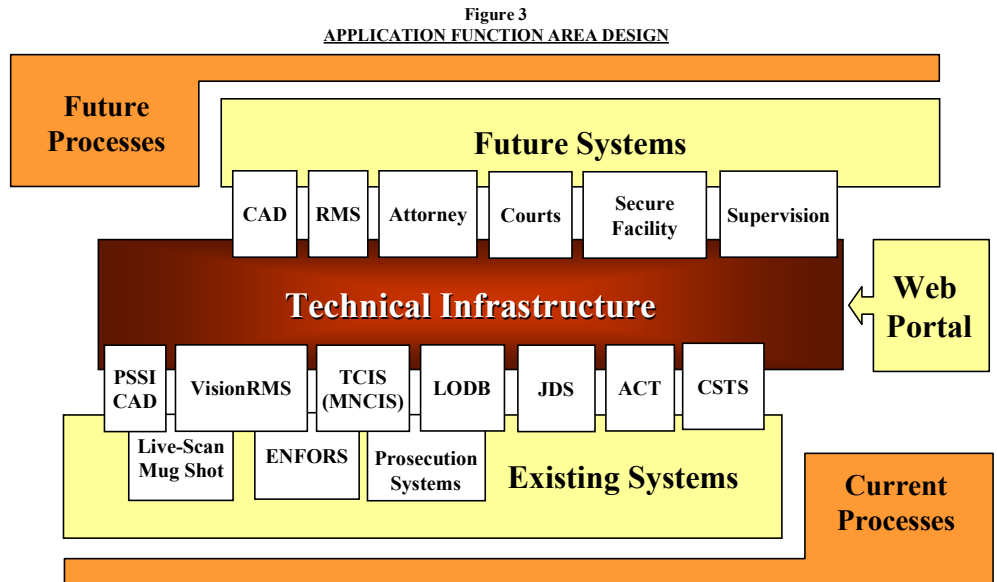
ACJIS applications capture the data needed for operations and information exchange.

The future applications environment will be characterized by fewer, but more robust, justice applications.

A one-stop portal will provide access to justice systems in the county through a single point of entry.

Application, Data, and Integration Architecture

The future ACJIS operations and management environment will be supported by an array of computerized applications. These applications are key strategic assets to ACJIS and must be managed to maintain their value and to minimize their cost of ownership. Figure 3, below, provides a conceptual view of the current and future application environment for ACJIS.



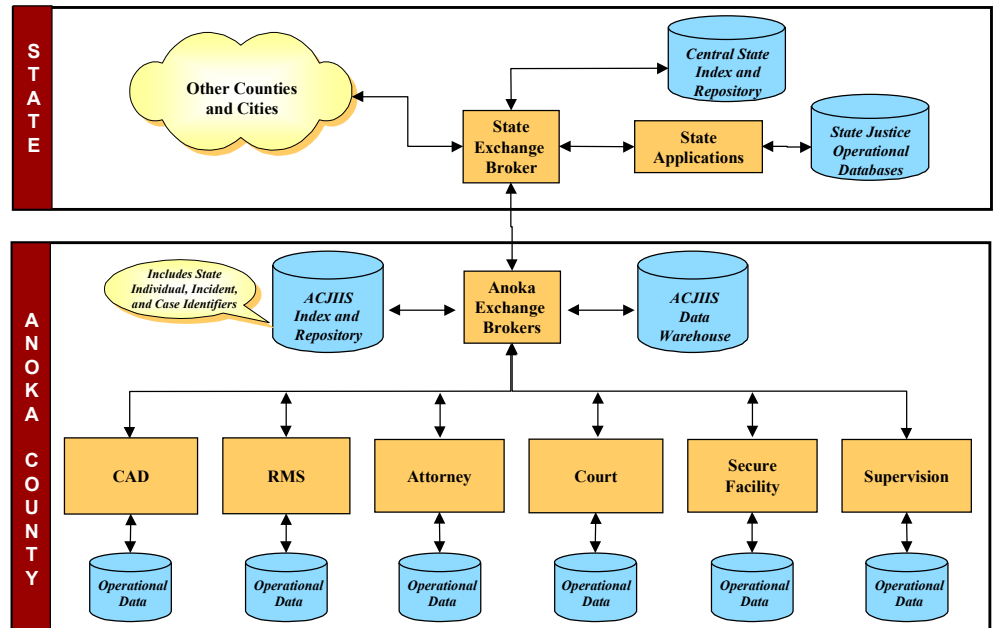
Key characteristics of the ACJIS applications environment include:

- A “one-stop” Web portal that provides a single point of entry for the capture of, and access to, justice information.
- Robust applications that capture the information needed for day-to-day operations, as well as for downstream reporting and analysis.
- Replacement of key applications that support justice operations.
- Fewer applications and technical environments, which facilitates improved support and improved information sharing.
- A propensity to “buy versus build” applications to reduce project risk, acquire products with long-term viability, and free technical resources to focus on components of ACJIS not available as off-the-shelf vendor products.

An information architecture is a blueprint for one of ACJIS’s greatest assets: data. A well-defined data architecture helps to ensure that this asset is of the

highest quality, is easy to access, and is as inexpensive as possible to maintain. The ACJIS vision for the information architecture is to ensure that data is consistent and readily accessible for Anoka County justice staff, other state and local justice partners, and the citizens of Anoka County. Figure 4, below illustrates the logical ACJIS information architecture.

Figure 4
LOGICAL ACJIS INFORMATION MODEL



The ACJIS data environment will be designed to support ease of access and maintainability.

The key characteristics of the future ACJIS information model include:

- Operational Data to support day-to-day justice operations is managed by the six major functional applications.
- The ACJIS Index and Repository contains the links between information in the various functional applications regarding the same individuals, incidents, and cases, and their interrelationships. This data store also maintains the unique statewide identifiers for individuals, incidents, and cases to support information sharing with other counties and the state.
- The ACJIS Data Warehouse information store provides a central storage location for subsets of Anoka County justice operational information needed to support strategic and tactical analysis and decision making on a communitywide basis.
- The Central State Index and Repository contains the statewide indexes for individual, incident, and case information necessary for information sharing between jurisdictions throughout Minnesota.

The index and repository data stores will manage intersystem access and exchange of information, isolating these functions from the operational applications.

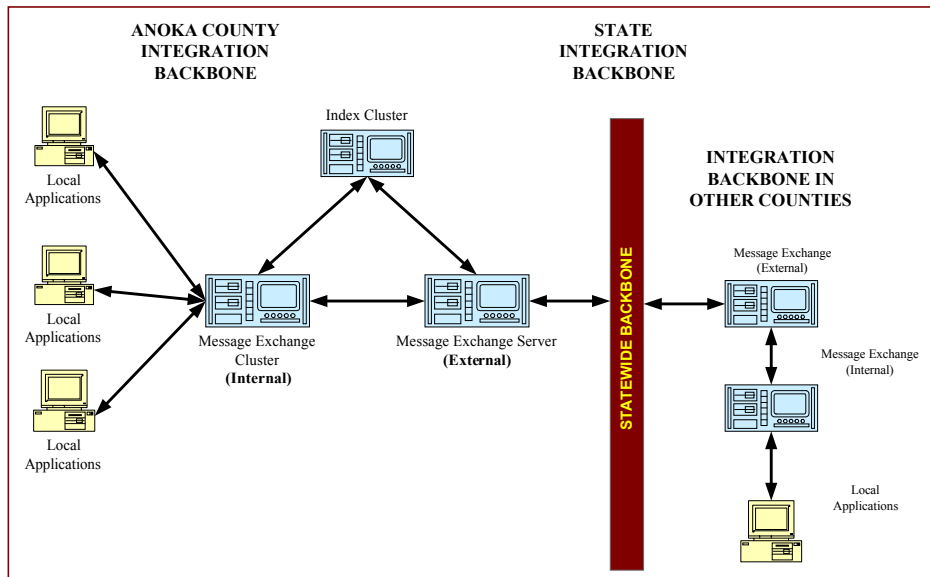
Data structures in ACJIS will conform to state and national standards.

- The State Justice Operational Databases contain state justice departmental data that includes key information needed by local justice organizations (e.g., corrections, criminal history, hot files).

The ACJIS data environment is intended to be standards-based in order to facilitate the electronic exchange of justice information with partners throughout the state. Many standards have been established to guide the format and storage of ACJIS-related justice information. Existing data standards, for example, include those determined by the state in its justice data model, as well as from other national sources, such as the National Crime Information Center and the National Institute of Standards and Technology. If functional applications cannot reasonably be modified to conform to these standards, transformation and translation will be furnished, where possible, to provide a common format for justice information.

Finally, in order to permit appropriate access to justice information for justice partners within Anoka County as well as other justice organizations across the state, ACJIS will provide an integration architecture that supports this objective. Figure 5, below, illustrates this architecture.

Figure 5
INTEGRATION BACKBONE LOGICAL MESSAGING INFRASTRUCTURE



The local integration backbone will manage information exchanges with the county and between the county and state/other jurisdictions in Minnesota.

The Anoka County integration backbone consists of an Index Cluster, an Internal Message Exchange Cluster, and an External Message Exchange Cluster. The Index Cluster manages the interrelationships between information in the operational systems. The Internal Message Exchange Cluster enables the seamless exchange of information between local justice systems in the county through electronically embedded business rules that define

ACJIS will appear to justice users as a single virtual system that eliminates the user's need to know what information is stored where.

The technical infrastructure will require improvements in the server, operations, and network environment, along with appropriate management tools and processes.

what information is exchanged, with whom, based on what events. Finally, the External Message Cluster handles the exchange of information to the justice community outside of Anoka County, based on embedded business rules in the Internal Message Exchange Cluster.

Within the framework of these key architectures, the future ACJIS will appear to the user as a virtual system, allowing information captured via one user's departmental application to be shared with other systems and users throughout the community. While this will appear to the user as one unified system, it will actually be an integrated set of discrete systems located throughout the county using a variety of vendor-supplied departmental applications.

Infrastructure and Support Architecture

Underlying these discrete systems will be a robust network and computing infrastructure, comprehensive enterprise applications (e.g., e-mail, office automation), security architecture, and a responsive technology support organization. The future technology infrastructure model will be largely based on the current infrastructure model, but will include additional features needed to support improved security, performance, and availability in the ACJIS environment.

In order to maximize the investment in infrastructure and help ensure supportability, key characteristics of the future server and desktop infrastructure will include:

- Anoka County will seek to create master contracts for infrastructure hardware and software that will allow ACJIS member systems to achieve economies of scale and promote commonality in the environment.
- Server platforms used within ACJIS will be designed to ensure capacity, supportability, economy of operation, and reliability.
- Servers will be designed so that incremental volume increases can be supported with additional servers or components, and shared and clustered server environments will be deployed where appropriate to ensure availability, performance, and the cost-effectiveness of the infrastructure.
- All desktop PC devices will support Windows-based browsers to ensure operability in the ACJIS environment.

The ACJIS technology environment will be improved through incremental changes that improve the availability and reliability of justice systems.

Improvements will be made to the security architecture to protect justice systems and data from intrusion and unauthorized access.

Of course, the server and desktop environment must be supported by a terrestrial and wireless communications infrastructure capable of moving information in a timely and reliable manner. In that context, the network infrastructure is a key business enabler for ACJIS. The use of distributed applications, connectivity, and information sharing among multiple local and state agencies, as well as the increased use of Web-centric business transactions, will generate a significant amount of dependence on the network backbone. This dependence must be founded upon trust in the network's ability to be available, to perform well, and to provide strategic capacity and reliability into the future.

In addition, as justice agencies take advantage of an Internet/intranet-based work environment, mobile computing, and other advancing technologies, addressing associated access and security considerations and requirements becomes increasingly important. Serious attention will be given to the access and security needs of agencies in this environment. Key characteristics of the future access and security environment will include:

- Firewall technologies to protect the county's technology resources.
- Intrusion detection that provides automated scanning, notification, and counteraction when attempted external intrusions occur.
- A proxy server to act as an intermediary between ACJIS workstations and the Internet so that justice agencies can ensure security, administrative control, and caching service.
- A directory server that can manage a very large number of user access requests at the same time.
- Web servers that provide external entities with access to applications and data without compromising the security of the systems maintained by ACJIS.
- Certificate authority to identify the device used for a transaction into the ACJIS environment authentication server.
- An authentication server that supports the administration of a strong, two-factor user authentication design. This enables the county to identify the individuals accessing the ACJIS environment.
- Client-side encryption software that enables trusted client devices to transmit encrypted messages to and from ACJIS technology resources over open networks.

As ACJIS implementation begins, the technical functions supporting the system and its evolution must concurrently evolve to refine the organization structure and technical skill sets required to support the ACJIS environment.

Thirteen strategic initiatives have been defined to structure and focus ACJIS implementation.

The initiatives include both technology- and business-focused projects and activities to ensure a comprehensive and coordinated approach to integration.

It is expected that the technology support functions will continue to be challenged by increasing demands and limited resources. However, if the ACJIS environment is to provide the desired level of service, the IT support organization must be adequately staffed and trained and have the processes, procedures, and tools in place to meet needed service levels.

Strategic Plan

A well-structured plan that effectively moves the justice community within the county toward the desired future environment requires comprehensive and integrated consideration of the significant changes that must be implemented. Thirteen strategic initiatives have been defined to facilitate this integrated perspective over a 5-year implementation period:

- *Initiative 1, Management Systems.* This initiative will provide the management and governance structures necessary to fund, guide, and manage ACJIS.
- *Initiative 2, Policies and Procedures.* In this initiative, justice operations and technology support policies and procedures will be updated to reflect the changes in justice operations enabled through improved information sharing. As such, this initiative sets the stage and must be coordinated with the automated exchange of information between Anoka County justice agencies and the state.
- *Initiative 3, Performance Measurement.* This initiative identifies the key business and technical performance indicators and provides for the ongoing measurement of these indicators to help ensure that desired business and technical results are being achieved.
- *Initiative 4, Training and Support.* The projects within this initiative will establish the necessary technology training and support mechanisms necessary to maintain ACJIS.
- *Initiative 5, Systems Infrastructure.* This initiative provides the detailed projects that acquire or upgrade the facilities, hardware, and software necessary for the continuous operation of the justice systems and community data stores.
- *Initiative 6, Index Server Implementation.* This initiative defines the overall indexing scheme for the seamless exchange of justice information. The projects in this initiative establish mechanisms that provide pointers to data in other operational systems, supplying direct access to another operational system or shared data store.

Strategic initiatives support operational systems for agencies and improved information access and integration.

Implementation strategy organizes projects within initiatives into a phased approach for delivery of the desired technology and business changes.

- *Initiative 7, Message Exchange Implementation.* This initiative group will provide the necessary hardware and software to disseminate exchanged justice data to the appropriate recipients, including all local and state systems.
- *Initiative 8, Network Infrastructure Improvement.* This initiative leverages the existing network infrastructures to provide the cohesive, high-performance network infrastructure required by ACJIIS.
- *Initiative 9, Security Systems Implementation.* The projects in this initiative provide the robust security system that prevents unauthorized access and improves system accountability.
- *Initiative 10, Application Implementation.* This initiative includes current and planned functional application upgrades and replacements.
- *Initiative 11, End User Infrastructure.* This initiative provides justice agency end users with a baseline hardware and software package that will supply the necessary functionality to access and publish justice information.
- *Initiative 12, Web Publication.* This initiative expands the access to justice information to include nonjustice agencies and the general public. Though access will be limited to a subset of the justice data, individuals will be able to access general and statistical information about the justice community, as well as dynamic data that reflects justice operations and activities.
- *Initiative 13, Decision Support System (DSS) Implementation.* This initiative pilots and plans the implementation of a complex DSS. The DSS will provide justice agencies with the ability to analyze complex relationships that would otherwise take extensive research and resources.

Implementation Strategy

The vision, goals, architecture, and initiatives previously described form the basis from which an implementation strategy and associated tactical plans were developed to move the county justice technology environment and organization from its current status toward the desired future vision in a statewide integrated setting.

Each of the initiatives undertaken by Anoka County is composed of a number of related projects. These projects have been organized into a phased implementation strategy centered around several critical concepts:

The implementation strategy is designed to deliver incremental benefits with appropriate decision points where results, priorities, and follow-on actions can be determined.

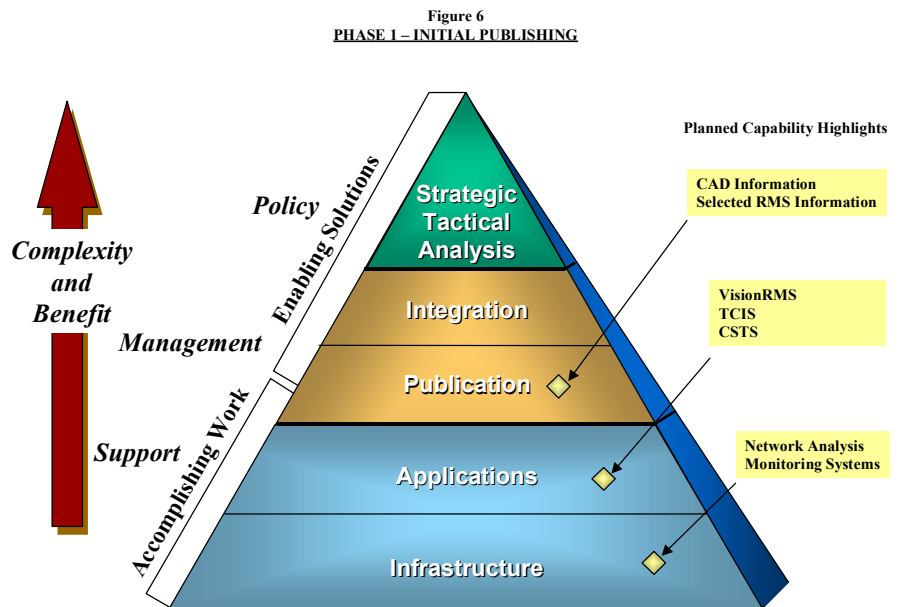
- Realize demonstrable results and benefits in each phase of implementation.
- Provide decision points throughout implementation where decisions can be made on how to continue investment in ACJIIS for the future at both the project and phase level.
- Deliver near-term value to Anoka County, while ensuring coordination with the state’s CriMNet effort.
- Maintain small, single-focused projects that can be completed within one implementation phase.

Application of these concepts results in a four-phased, 5-year implementation strategy, where each phase includes a number of projects. Each phase is summarized below.

Phase 1 – Initial Publishing

This phase, builds upon the efforts already under way through the VisionRMS project to provide inquiry information to patrol officers, by expanding this capability to the entire justice community. As such, it provides a “quick hit” opportunity that can deliver near-term benefits to the justice community. Figure 6, below illustrates the capabilities associated with Phase 1.

Phase 1 makes highly-sought-after justice information on incidents and police reports available to the entire Anoka County justice community.



In the short term, this phase satisfies the critical need for users to easily get to a subset of information that is widely distributed and needed to support current justice operations, (i.e., CAD, law enforcement incident/report information). At this time, this information is available only in paper form. Coupled

Phase 1 provides the foundation for the future integration environment.

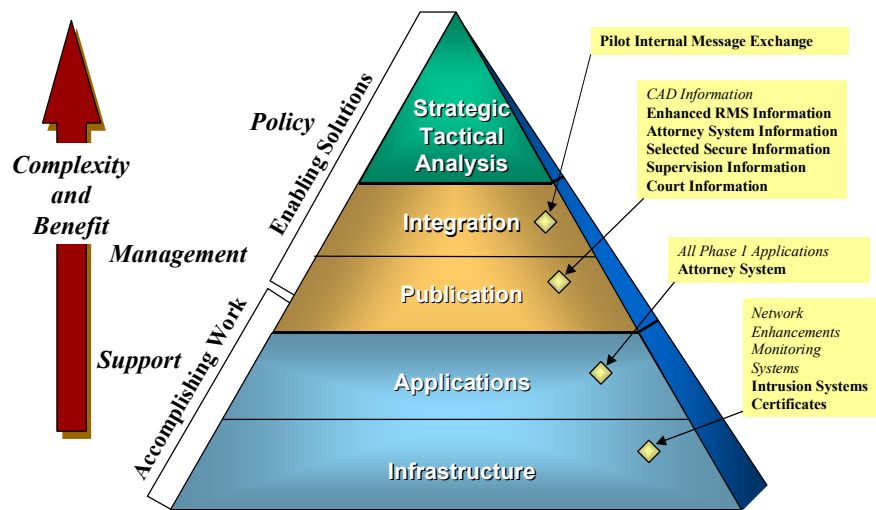
with a focus on the longer-term integration vision, the publishing index designed and implemented in this phase becomes the long-term method to find information from multiple sources. In addition, evolutionary improvements in the technology infrastructure and the implementation of the Court Services Tracking System (CSTS) for Community Corrections supervision staff, along with the implementation of VisionRMS for Sheriff’s office law enforcement records management, will improve the capabilities of functional justice applications.

Phase 2 – Enhanced Publishing

The next phase in delivering information to users is enhancing the data repository that supports the publishing index. This step expands the type of data stored in the index to rapidly provide more comprehensive information to justice users. It also creates a common resource that can be used to access all justice information on an ad hoc basis that will be carefully developed over subsequent implementation phases. Figure 7 below, diagrams the incremental changes to be realized in Phase 2. *Please note that the call-out boxes show incremental capabilities delivered in this phase in bold print and the capabilities that carry forward from subsequent phases in italics.*

Phase 2 greatly enhances the amount and type information available to all justice users in the county and improves the security infrastructure in the ACJIS environment.

Figure 7
PHASE 2 – ENHANCED PUBLISHING



This phase greatly increases the amount of information available countywide to justice users for inquiry purposes and provides initial implementations of internal message exchanges between local justice systems. In addition, a new attorney case management system is implemented in this phase that is being considered for use at the County Attorney, City Attorney, and Public Defender level in the county. Finally, this phase continues to evolve the

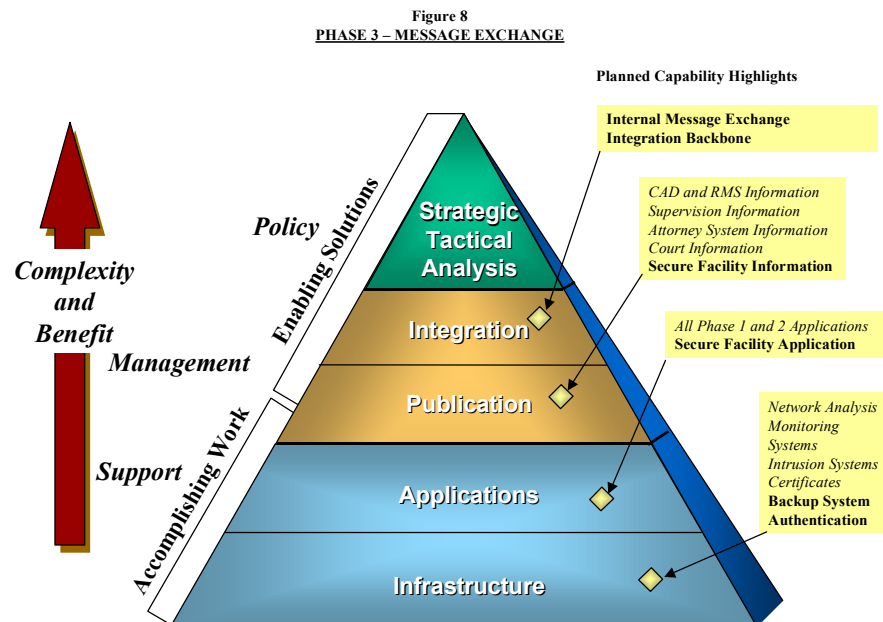
Phase 3 delivers the message exchange capabilities that provide for intracounty information sharing and connectivity through the state integration backbone for statewide information sharing.

At the end of Phase 3, virtually all operational systems are in place, and a comprehensive set of justice information is available to users in a secure, high-performance environment.

technology infrastructure and adds vastly improved security capabilities to the ACJIS environment.

Phase 3 – Message Exchange

A key component of Phase 3 is full implementation of the messaging infrastructure that will support the automated notification and interchanges of information that deliver operational integration within the ACJIS and state-wide CriMNet environment. Figure 8, below, diagrams the major improvements delivered through Phase 3.



Implementation of the messaging infrastructure provides the capability to build and maintain the Push/Pull and Subscription/Notification exchanges and their related business rules. The messaging systems will also allow full integration with the state of Minnesota’s CriMNet integration backbone. At this point all major new applications are in place, the network environment and server infrastructure is fully implemented, and a robust security environment protects ACJIS for unauthorized use and intrusion.

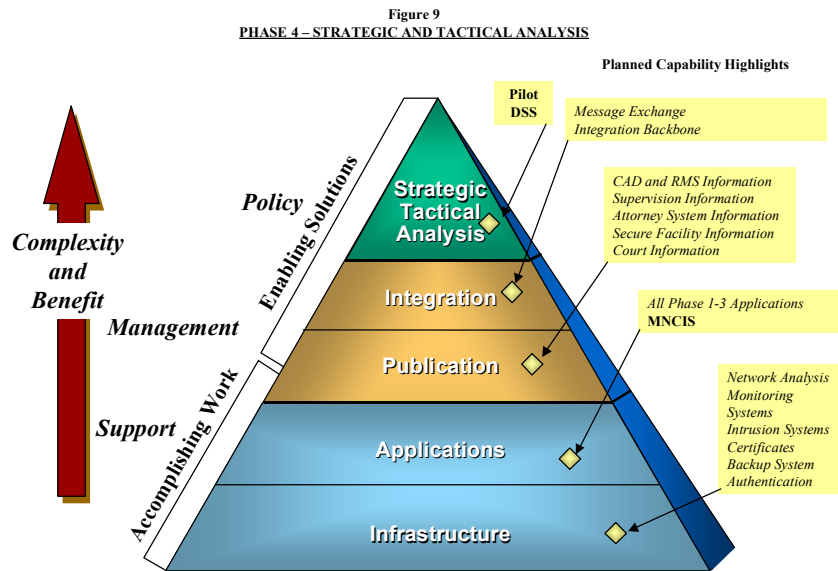
With the combination of additional infrastructure, application, and information exchange capabilities delivered in this phase, ACJIS will now support the operational integration and information exchange needs sought within Anoka County and between other justice partners throughout the state.

Phase 4 – Strategic and Tactical Analysis

The last phase of the implementation strategy is acquisition of the decision support tools and delivery of associated applications that allow justice

community-wide data analysis and reporting capabilities within Anoka County. Figure 9, below, illustrates the capabilities provided in Phase 4.

Phase 4 delivers an initial set of support tools and applications that enable improved policy, strategic, and tactical analysis.



This phase will result in the early pilot implementation of a DSS that supports the need for policy and justice managers to analyze and assess overall justice operations and outcomes to make informed tactical and strategic decisions. The ACJIIS DSS will access a broad set of justice information stored in the Anoka County data warehouse, which now comprises extracts of all operational data across the county justice community, and applies sophisticated tools and applications for strategic and tactical analysis. Phase 4 will also develop a follow-on implementation plan for the DSS to provide more sophisticated capabilities, and the development of the ACJIIS DSS will continue well beyond the initial planning horizon.



The four-phased implementation strategy provides a logical and organized transition delivering increasing benefits over the 5-year implementation period.

The four phases in the implementation strategy – initial publishing, enhanced publishing, message exchange, and strategic and tactical analysis – coupled with the evolution of the integration backbone will be accomplished in a gradual process, creating a smooth and steady increase in ACJIIS functionality and benefit as the changes become operational.

Operational benefits are realized incrementally as the result of each project and phase of the ACJIS implementation plan.

Budget estimates have been established for ACJIS over the 5-year planning period and include both onetime and ongoing operating costs.

Figure 10

ACJIS IMPLEMENTATION SCHEDULE

Implementation Phase	CY2001	CY2002	CY2003	CY2004	CY2005
Phase 1 – Initial Publishing	■	■	■		
Phase 2 – Enhanced Publishing		■	■	■	
Phase 3 – Message Exchange			■	■	■
Phase 4 – Strategic and Tactical Analysis					■

Figure 10 illustrates the general timeline for the ACJIS implementation through the four phases. This general timeline is supported by more detailed plans for the various projects in the ACJIS Implementation Plan Report.

This 5-year phased implementation approach provides visible results and operational benefits in a timed and incremental manner, building upon the components established in each phase to ultimately deliver the integrated information sharing and decision support capabilities that realize the full value and potential of ACJIS.

Budget Estimates

The overall investment required to implement the tactical projects detailed in the plan and realize the desired local and statewide integration is significant. Presentation of the budget requirements for the future ACJIS environment includes two basic types of expenditures:

- *Capital/Onetime Costs.* These investments are project-specific and occur only once during ACJIS plan implementation. Types of costs in this category include such things as computer equipment, computer software, and contracted resources to assist with ACJIS development and management.
- *Operating Costs.* These costs are recurring in nature and will continue to occur (e.g., monthly, annually) on a routine and permanent basis. This type of investment includes costs such as annual maintenance fees for licensed computer applications and the cost of permanent additional technology support staff in the county.

It is important to recognize that the budget estimates in this report are planning estimates only, and actual costs may vary based on a wide variety of factors. More detailed budget estimation will be completed for each project as a part of the formal initiation process. The required investment for ACJIS implementation is estimated at approximately \$6.7 million, plus

Phased implementation provides logical decision points for continued implementation and funding of ACJIS.

Approximately \$1.2 million of the needed ACJIS investments are already planned in agency budgets and the county Capital Improvement Plan.

another \$2.4 million in ongoing operating costs over the course of the 5-year plan. The operating cost estimate is heavily influenced by the addition of three staff to the county's IS organization. Figure 11 outlines the estimated onetime and operating cost total and incremental ACJIS investments for each of the phases in the ACJIS implementation. As Figure 11 illustrates, more than \$1.2 million of the needed investment in ACJIS is already planned in current operating budgets or the Capital Improvement Plan or held in a bond account for completion of the VisionRMS implementation.

Figure 11
CAPITAL/ONETIME AND OPERATING INVESTMENT BY PHASE

Project Phase	Phase 1 4/01-12/01	Phase 2 1/02-6/03	Phase 3 7/03-12/04	Phase 4 1/05-12/05	TOTAL
Phase 1 – Initial Publishing					
Onetime Investment	\$ 1,579,000	\$ -	\$ -	\$ -	\$ 1,579,000
Operating Costs	35,000	-	-	-	\$ 35,000
Phase 2 – Enhanced Publishing					
Onetime Investment	\$ -	\$ 1,876,000	\$ -	\$ -	\$ 1,876,000
Operating Costs	-	589,000	-	-	\$ 589,000
Phase 3 – Message Exchange					
Onetime Investment	\$ -	\$ -	2,428,000	\$ -	\$ 2,428,000
Operating Costs	-	-	997,000	-	\$ 997,000
Phase 4 – Strategic and Tactical Analysis					
Onetime Investment	\$ -	\$ -	\$ -	\$ 829,500	\$ 829,500
Operating Costs	-	-	-	827,600	\$ 827,600
Estimated Total Investment					\$ -
Onetime Investment	\$ 1,579,000	\$ 1,876,000	\$ 2,428,000	\$ 829,500	\$ 6,712,500
Operating Costs	35,000	589,000	997,000	827,600	2,448,600
TOTAL INVESTMENT	\$ 1,614,000	\$ 2,465,000	\$ 3,425,000	\$ 1,657,100	\$ 9,161,100
Currently Committed/Planned Expenditures					
<i>Funds in Current Budgets or 2001-2005 CIP</i>					
Court Services Tracking System	\$ (470,000)	\$ -	\$ -	\$ -	\$ (470,000)
Attorney Case Management System	-	(370,350)	-	-	(370,350)
<i>Funds in County Visions Bond Account</i>					
Sheriff's Records Management System	(300,000)	-	-	-	(300,000)
Civil/Warrants Processing System	-	-	(100,000)	-	(100,000)
NET INCREMENTAL INVESTMENT	\$ 844,000	\$ 2,094,650	\$ 3,325,000	\$ 1,657,100	\$ 7,920,750

Figure 12, below, illustrates estimated total and incremental ACJIS costs by type of investment.

Figure 12
ACJIS INVESTMENT BY EXPENDITURE TYPE

Category	Capital/Onetime Costs	Total Operating Costs (2001-2005)	Total
Network Infrastructure	\$ 265,000	\$ 115,400	\$ 380,400
Integration and Interfaces	2,184,700	232,500	2,417,200
Data Center and Server Environment	1,014,500	224,500	1,239,000
Departmental Applications	2,070,000	683,000	2,753,000
IT Preparation and Support	450,000	1,119,100	1,569,100
Security	213,300	36,400	249,700
Management and Administration	515,000	37,700	552,700
TOTAL	\$ 6,712,500	\$ 2,448,600	\$ 9,161,100
Currently Committed/Planned Expenditures			
<i>Funds in Current Budgets or 2001-2005 CIP</i>			
Court Services Tracking System	\$ (470,000)	\$ -	\$ (470,000)
Attorney Case Management System	(370,350)	-	(370,350)
<i>Funds in County Visions Bond Account</i>			
Sheriff's Records Management System	(300,000)	-	(300,000)
Civil/Warrants Processing System	(100,000)	-	(100,000)
NET INCREMENTAL INVESTMENT	\$ 5,472,150	\$ 2,448,600	\$ 7,920,750

State CriMNet and federal Crime Identification Technology Act grant funds may be available to support implementation.

Prudent and well-managed investment in the ACJIS can deliver significant benefit to the justice community as well as provide improved countywide technology infrastructure and support services.

An additional investment needed for plan implementation is the requirement for internal technical and agency program staff to apply their time and expertise in undertaking and completing the tactical projects identified. This investment is estimated at more than 65,000 staff hours over the 5 plan years. Without this internal commitment and investment of resources, successful ACJIS implementation will be significantly at risk.

While a detailed funding plan has not yet been established, a number of investments have already been planned and committed as illustrated in figures 11 and 12 above. In addition, the state is currently planning to make \$4.7 million available for local justice integration grants as part of the CriMNet initiative, and county staff have begun efforts to see if some of the \$4 million in federal Crime Identification Technology Act funds allocated to the state of Minnesota is available. Of course, there will also be cost avoidance factors as existing older systems and technologies are retired and their ongoing operational costs are no longer incurred. These cost avoidances will help defray the ACJIS implementation costs.



The actions identified in the ACJIS plan will be a significant challenge to all justice stakeholders and the IT support functions within Anoka County. The ACJIS plan provides for prudent and practical investment in technology infrastructure, departmental and enterprise applications, comprehensive information sharing technology, and IT support. Many of these investments provide infrastructure and support solutions that can extend beyond the criminal justice community and benefit the entire county. Properly managed, implemented, and measured, the technology investments identified in this plan can enable significant improvements in the efficiency and effectiveness of justice programs, services, and operations.