

STRATEGIC IMPLEMENTATION PLAN
To: National Governor’s Association Justice Integration Grant
From: State of Missouri Office of Information Technology
Date: 2001-2003 Program Year

Project:
MISSOURI’S JUSTICE COMMUNITY
Planning Strategically for Justice Integration

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MISSOURI'S JUSTICE COMMUNITY Planning Strategically for Justice Integration

Missouri's integration justice planning has to date involved practitioners within the state justice community. There has been little to no involvement of personnel with policy-making authority, no involvement of personnel with budget recommendation and/or appropriation authority and no involvement of personnel with legislative authority. There has also been a void in terms of local government participation. Local government has been represented by police and sheriff association personnel and then infrequently.

The elevation of the justice integration issue to the governor's agenda and the establishment of an encompassing planning process will extend the reach of integration into pockets of operation that have been demonstrated as being difficult to address through the involvement of state practitioners only. The planning process not only highlights the need as a statewide effort, engaging all levels of government, but also provides a forum to present those topics that been vetted at the national level and are now experiencing acceptance in those states with forward looking attitudes on integration.

The key to accelerating Missouri's program and to gaining statewide acceptance of the program is involvement of critical personnel with the appropriate authority to one, make decisions and two, turn decisions into policy that can be implemented through the levels of government in the state. In order for that to occur, representation from the various justice disciplines, those disciplines utilizing justice data, repository managers and agencies with operational responsibility must collectively meet, plan and agree on the future for the State's integrated justice solution. This statewide planning initiative offers a very real opportunity to convene a forum of interested and capable parties who can envision a comprehensive solution.

With this plan, federal funding support is being requested through the National Governor's Association Justice Integration Grant to enhance the integration efforts already present in the State of Missouri and develop a comprehensive plan that can be embraced by the full community of those who will ultimately be charged with not only its development but also its funding, procurement, operation and maintenance. The common foundation from which all future planning evolves is embodied in the State of Missouri's vision to:

Create and maintain an accessible, and appropriately secured, information system on individuals and events for criminal justice and non-criminal justice agencies that supports effective administration of the criminal justice system, public and officer safety, and public policy decisions in a cost-effective manner within the State of Missouri.

Missouri has identified the need to establish a formal governance structure to oversee the development of a statewide strategy for an integrated justice system that addresses the issues contained in the following objectives:

- Promote greater efficiency of operations, greater accuracy of information and greater economy in the use of public resources by developing a comprehensive, statewide strategic plan for integrating information systems in the criminal justice community.
- Improve public safety by developing the standards and infrastructure for making timely, accurate and complete information concerning offenders available statewide to all criminal justice agencies and to individual decision makers in the system including police, judges, corrections staff and prosecutors.
- Promote information sharing by addressing compatibility, interoperability and integration issues for federal, state and local computer information systems.
- Improve communications with non-criminal justice policy makers and those agencies with operational responsibilities, licensing and professional registration authority by developing standards to share pertinent justice data.
- Increase productivity of criminal justice agencies by reducing redundant data collection and input efforts among the agencies and by reducing or eliminating paper-based processing.

In summary, this strategic plan provides the basis for the development of tactical plans, which, when realized, will fulfill its mission of bringing about the degree of efficiency in the criminal justice community that cannot be attained by any set of independent activities.

MISSOURI'S JUSTICE COMMUNITY Planning Strategically for Justice Integration

Introduction

Missouri's criminal justice information system history dates back to 1982 beginning with implementation of its voluntary participation criminal history records system. In 1986, the Missouri Legislature passed legislation mandating criminal history event reporting, establishing a Missouri Central Record Repository within the Missouri State Highway Patrol's Criminal Records and Identification Division and establishing a governing body, the Missouri Criminal Records Advisory Committee. This event was the trigger for integration efforts in the State of Missouri. What followed was the initiation of a series of efforts that today are moving toward completion and will result in a fully integrated criminal justice information system.

The State of Missouri has been engaged in planning for the total integration of applications supporting criminal justice operations. The foundation to support integration efforts has been in place for a number of years through the establishment of a series of advisory boards, either through state statute or executive order.

The goal of Missouri's integration efforts today is to have statewide systems operational throughout the justice enterprise sharing key information within each of the criminal, civil, juvenile justice and social service disciplines. Participating agencies include:

- The Missouri Attorney General
- The Missouri Office of Prosecution Services
- The Office of State Courts Administrator
- The Department of Corrections
- The Department of Economic Development, Division of Professional Registration
- The Department of Elementary and Secondary Education
- The Department of Public Safety, Director's Office
- The Department of Public Safety, Missouri State Highway Patrol
- The Department of Revenue, Division of Motor Vehicles
- The Department of Social Services

The sponsoring state agencies responsible for statewide case management systems are completing the implementation of their second generation of case management systems. Those second generation case management systems that are an integral part of the State's integration effort and their responsible agency include:

- Criminal History Record System
Department of Public Safety,
Missouri State Highway Patrol
- AFIS
Department of Public Safety,
Missouri State Highway Patrol

- Prosecutor Dialog Missouri Office of Prosecution Services
- Banner/SCT Courts Case Management System Office of State Courts Administrator
- Offender Management System Department of Corrections

In addition to the second generation systems being provided by the sponsoring state agency, the implementation of AFIS LiveScan systems, fingerprint card scan systems and a Uniform Crime Reporting system with expansion capability to incident based reporting are planned, and will be sponsored by the Missouri State Highway Patrol.

To be successful in this effort, more than just hosting agencies must be involved. This is where the broader base of representation will be essential. This base must extend into all levels of government in Missouri, and beyond just information technology participants. Agencies expected to participate include:

- State Law Enforcement: Department of Public Safety, Missouri State Highway Patrol
- Local Law Enforcement: Missouri Police Chiefs Association, Missouri Police Officers Association, Missouri Sheriff's Association and Police Chiefs from Jurisdictions over 200,000 in Population
- State Courts: Chief Clerk of Supreme Court, Chairman of State Judicial Records Committee
- Local Courts: Circuit Courts
- State Court Administrator's Office: Office of State Courts Administrator
- Local Court Administrator's Office: Local Court Administrator
- Clerk of Court: County Court Clerks
- Local Prosecution: County Prosecuting Attorney
- State Prosecution: Missouri Office of Prosecution Services
- Probation: Missouri Department of Corrections
- Parole: Missouri Department of Corrections
- Prisons: Missouri Department of Corrections
- Division of Motor Vehicles: Missouri Department of Revenue
- Department of Public Safety: Director's Office
- Education: Department of Elementary and Secondary Education
- Family Services: Department of Social Services, Division of Youth and Family Services
- State Repository: Missouri Criminal Record Repository
- Criminal Justice Planning Agencies: Missouri Criminal Records Advisory Committee
- Information Services: Office of Information Technology and Regional Justice Information System
- Municipal Government: Mayoral staff representation and city council representation
- County Government: County commission representation
- Legislative Bodies: Justice and Public Safety Committee and Appropriation Committee legislative members

- Budgeting Authorities: Office of Administration, Division of Budget and Planning
- Procurement Officials: Office of Administration, Division of Purchasing

Note that these agencies and organizations represent a broader constituency than just those state agencies sponsoring statewide repository environments or statewide applications. This expanded list of agencies and organizations will be asked to participate in this broader planning effort in order to affect the comprehensive justice integration vision for Missouri.

The Vision For Integrated Justice Interfaces

The State of Missouri is well positioned for justice integration, with a governance body in place: the Missouri Justice Integration Planning Team, the Criminal History Records Advisory Committee and the National Governor's Association, with the recognition and agreement to properly align the groups. Missouri's infrastructure is positioned to support integration and the renewal of principle legacy systems is nearly complete.

Each of the systems referenced currently has state level interfaces being planned or developed. Local level implementation interfaces are planned following the installation of state level interfaces. The specific interfaces supporting the state level repositories include:

- Local LiveScan to AFIS
- Local fingerprint card scan to AFIS
- Local UCR/Incident Based Records System to Central Record Repository
- AFIS to Criminal History Records System
- State level Banner/SCT Courts repository to Criminal History Records System
- Local Prosecutor Dialog™ to Criminal History Records System
- Offender Management System to Criminal History Records System
- Offender Management System to LiveScan
- Banner/SCT Courts Case Management System to Missouri Uniform Law Enforcement System
 - Protection and Ex-Parte Orders
 - Warrants Submission
- Local Uniform Complaint and Summons to State Alcohol Drug Offense Record System
- Local Uniform Complaint and Summons to Department of Revenue Missouri Driver License System
- Banner/SCT Courts Case Management System to Department of Revenue Missouri Driver License System
- State Alcohol Drug Offense Records System to Department of Revenue Missouri Driver License System
- Department of Revenue FASTR System to Missouri Uniform Law Enforcement System
- Probation and Parole Officer Mobile Service to Missouri Uniform Law Enforcement System

- Probation and Parole Officer Mobile Service to Offender Management Information System

Local level interfaces that are to be developed and will be offered to agencies choosing to participate include:

- Law Enforcement Incident Based Records System to Prosecutor Dialog™
- Local Uniform Complaint and Summons to Prosecutor Dialog™
- Prosecutor Dialog™ to Banner/SCT Courts Case Management System
- Law Enforcement CAD Systems to Missouri Uniform Law Enforcement System

In all instances of the integration projects, privacy and security are of significant concern. To address this concern the State has established a committee to begin looking at the issues of privacy and security. The focus in this area is intensifying, particularly in light of recent e-government activities and the increasing utilization of the Internet and web technologies to deliver services to customers. Regular meetings are now being held as the State develops its e-government strategy and within that context, security and privacy issues are being raised and vetted to ensure proper identification of acceptable solutions.

The work tasks of this plan are designed to carry forward the momentum from resources already committed to justice integration, and to work toward completing the process of planning for a comprehensive justice integration strategy. Strategically, Missouri is seeking to integrate justice systems in response to the increase in public demand, being driven at the local level, for accountability, effectiveness and responsiveness. There are increased expectations regarding the ability of justice agencies to proactively respond to community needs with high-risk and repeat offenders. And, there is increased public demand for electronic access to information and services as well as the need for extended hours of operation.

The compelling strategic reasons for integrated justice also include:

- Improve upon the exchange of information within the justice community
- Utilize current and accurate information
- Enhance the efficiency of the justice system
- Process cases appropriately
- Increase public safety
- Improve the quality and effectiveness of the administration of justice

Beyond the strategic reasons, there are a number of tactical objectives that are prompting the migration to more integrated environments. There is a need to reduce the costs and risks associated with system integration efforts. There is a need to reduce support costs and achieve economies of scale through the deployment of hardware and software compliant with a recognized, adaptive, enterprise wide technology architecture. There is a need to improve resource sharing between agencies with personnel trained on common hardware and software. And, there is a need to improve application and network security through the use of standardized tools and authentication processes.

Other compelling tactical reasons for integrated justice include:

- Facilitate movement toward e-government
- Support the exchange of information based on locally defined business rules
- Minimize redundant data entry
- Maintain individual agency flexibility
- Provide event notification
- Facilitate interagency data transfer
- Maximize data integrity
- Provide access and dissemination controls
- Reduce or eliminate paper transfer
- Assure enforcement of privacy and security policies

The strategy for accomplishing policy, legislative, administrative, operational and technology related components include the projects listed below which support positioning the State for justice integration planning. They are however, by definition, tactical in nature to demonstrate quick progress, early success and justice-constituent recognition and acceptance of the strategic plan.

- 1.1 Establishing a formal governance structure
- 1.2 Acquiring a tool to assist in the evaluation of information exchanges
- 1.3 Validating the process of exchange point analysis
- 1.4 Implementing a pilot integration project

Short Term Projects, Budget and Schedule

1.1 Governance Structure

Objective

The objective of this project is to establish a governance structure wherein interagency sharing of criminal justice information can occur. For information sharing to take place organizational boundaries must be bridged by bringing stakeholders together and gaining commitment to common goals.

While information sharing does exist today, projects are typically limited to simple interfaces between two systems or agencies. Technical solutions developed at lower levels within criminal justice agencies have provided limited improvements. Broader, systemic improvements will require more coordination and leadership. Difficult decisions to implement policy changes will need to be made to support or drive technical solutions.

The establishment of a formal governance structure will create a mechanism for broad based strategic planning and implementation of criminal justice information sharing initiatives. Shared decision making and extensive communication will be critical success factors as the governance structure is implemented. The committee structure will ensure involvement by stakeholders and create a communication network across the state. At the same time, the structure must include

involvement of high-level decision makers within the executive and judicial branches when policy issues need to be resolved.

Project Description

The governance of statewide integration efforts is provided through the Missouri Criminal Records Advisory Committee. This committee's focus today is limited to criminal history records management. The most effective governance structure includes all constituent organizations and a much broader justice integration perspective. For this reason, Missouri's Justice Integration Planning Team selected governance as an issue to address to ensure a broad integration perspective is in place, and to ensure senior leadership recognizes this broader perspective.

The current Criminal Records Advisory Committee is established by Missouri statute and chaired by the Director of the Department of Public Safety. The Committee is comprised of high-level officials from within the State and their appointment is either set out in statute or by the Director of the Department of Public Safety. Members of the Committee include:

- Department of Public Safety Director
- Attorney General of Missouri
- Chief Clerk of Missouri Supreme Court
- President of Missouri Court Clerks Association
- Chairman of State Judicial Records Committee
- Superintendent of Missouri State Highway Patrol
- Director of the Office of Prosecution Services
- President of Missouri Prosecuting Attorney's Association
- State Court Administrator
- Chairman of the Circuit Court Budget Committee
- Director of the Department of Corrections
- President of Missouri Police Chiefs Association
- President of Missouri Police Officers Association
- President of Missouri Sheriff's Association
- Chiefs of Police from jurisdictions over 200,000 in population
- Up to 3 appointments from other criminal justice agencies

The Committee meets semi-annually and provides direction to agencies contributing to the Missouri Central Records Repository and acts upon policy recommendations that affect the operation of the Missouri Criminal History Records System.

A sub committee of the Criminal Records Advisory Committee administers the distribution of federal grant funds. That committee is charged with developing and administering grant program development and administration. The sub committee is chaired by the Missouri State Highway Patrol in its capacity as the Missouri Central Record Repository, the governor appointed administrator for the National Criminal History Improvement Program and Department of Justices' Office of Justice Programs Interoperability Initiative, and the

Department of Public Safety designated administrator of the Byrne 5% Set Aside Program for the Improvement of Criminal History Record Information. Membership on the sub committee consists of representation from the Missouri Office of Prosecution Services, the Office of State Courts Administrator, the Department of Corrections, the Missouri Police Chiefs Association and the Missouri Sheriff's Association. The sub committee reviews project plans submitted by the various criminal justice participants, determines applicability, assigns priorities and makes recommendations for fund distribution.

To ensure participation and representation of non-criminal justice agencies in the States' integration effort, an executive order established the Office of Information Technology, which subsequently established the Information Technology Advisory Board, whose membership is comprised of the Chief Information Officers from each of the departments of Missouri state government. This board works to ensure that appropriate efforts are undertaken that result in the establishment of statewide technical architectures, information architectures, project management practices, standards and integration policies. Collectively these three bodies have charted the course for criminal justice community integration within the State of Missouri.

However, there is a lack of a formal integration governance structure. In order for the State of Missouri to be effective, the mission and structure of the Criminal Records Advisory Committee must be revised. There must be dedication and strong leadership in support of integration. There must be a broad constituency to achieve a comprehensive justice integration vision for Missouri. There must be a formal governance structure to ensure proper discussion of issues affecting the community at large.

Therefore, it is proposed that the Governor will, by approval of new legislation, expand the role of the Criminal Records Advisory Committee and identify as its' goal the development of a statewide strategy for an integrated justice system that addresses the vision and objectives set forth and ensures that all the stakeholders in integration are represented in a participatory role. Missouri's Integration Planning Team will seek to amend existing state statute, broadening the mission and structure of the Criminal Records Advisory Committee.

Budget and Schedule

This project will take approximately nine months to complete once funding sources are identified.

The project budget includes the following costs. Contracted assistance will be required to provide direction and oversight in the establishment of an expanded governance structure. In-state travel is necessary to confer with local officials, conduct focus group sessions, and to participate in various association meetings pertinent to the purposes of this plan. Some out-of-state travel may be necessary to confer with federal and other state officials and to gather information pertaining to the development of strategic and tactical plans. The state will cover the costs of drafting new legislation. Conference calls will provide the mechanism to maintain regular communications.

Funds provided through the NGA planning process will be pursued to provide the State of Missouri with the resources needed to complete specified work tasks.

Travel and meeting expenses: • \$85/night x 5 people x 12 nights	\$5,100
Contracted assistance: • 96 hours at \$95.32 per hour based on current state contract price	\$9,151
Conference calls to maintain regular communications	\$225
Total	\$14,476

1.2 Exchange Point Analysis

Objective

The primary objective of this project is to analyze the flow of justice information between criminal justice agencies by defining the key events that trigger the need to share information, identifying the agencies involved in the exchange, and describing the nature of the information exchange. This examination of information exchanges will lead to the identification of functional business standards in the criminal justice process and ultimately lead to the development of common functional business standards for justice, technology and architecture.

Project Description

In responding to the Governor’s charge for a broader planning effort, the Committee will require a research tool and methodology to assist in the examination of information exchanges from a variety of perspectives: event, agency, information exchange condition, and the business rules that incorporate these perspectives.

The Missouri Justice Integration Planning Team will leverage technologies and applications that have already been established through the BJA-funded SEARCH National Technical Assistance Program using technical assistance resources to facilitate the Exchange Point Analysis process.

The expectation is that SEARCH will facilitate a two-day introduction to information exchange concepts and follow up with three on-site visits to educate and prepare staff to use the research tool with the long-term goal being to host the data locally. The work tasks will include: identifying and defining the key events that trigger the need to share information, identify the agencies involved in the exchange, and describing the nature of the information exchange. Once the information exchanges are identified and documented, these exchanges will be loaded into the research tool for analysis.

Budget and Schedule

This project will take approximately nine months to complete once funding sources are identified.

The project budget includes the following costs. In-state travel is necessary to confer with local officials, conduct focus group sessions, and to participate in various association meetings pertinent to the purposes of this plan. Some out-of-state travel may be necessary to confer with federal and other state officials and to gather information pertaining to the development of strategic and tactical plans. Temporary staff will be utilized to input data from the Exchange Point Analysis. Contracted services for a systems analyst will be used to develop a web site for reporting progress on Missouri’s integration efforts. Conference calls will provide the mechanism to maintain regular communications.

Funds provided through the NGA planning process will be pursued to provide the State of Missouri with the resources needed to complete specified work tasks.

Travel and meeting expenses: <ul style="list-style-type: none"> • \$85/night x 5 people x 12 nights 	\$5,100
Temporary staff to input data from analysis: <ul style="list-style-type: none"> • The expenses of contracted on-site data entry services in support of the effort 1,000 hours at \$8.95 per hour based on current state contract price 	\$8,950
Senior systems analyst for web site development: <ul style="list-style-type: none"> • Contracted Senior/programmer analyst services in support of developing a state web site to report progress of Missouri’s integration efforts, catalog results, publish standards, etc. 320 hours at \$67.47 per hour based on current state contract price 	\$21,590
Conference calls to maintain regular communications	\$225
Total	\$35,865

1.3 Offender Registration

Objective

The Offender Management Information System, administered by the Department of Corrections must be integrated with the Missouri Criminal Records Repository for the purpose of exchanging criminal history reportable events. The Department of Corrections is a main contributor of criminal history information. It is the goal of this project to establish a real time link between the Department of Corrections and law enforcement, prosecution, defense, courts, probation and parole.

The integration of the Offender Registration process truly demonstrates the functional components of interagency integration; query, push, pull, publish and subscribe. Moreover, these functions are consistent with the information sharing *modalities* identified in the recently published *NASIRE report, National Information Architecture: Toward National Sharing of Governmental Information* (Lexington, KY: National Association of State Information Resource Executives [NASIRE], 2000), at p. 4.

Some of the information exchanges are currently accomplished with existing technology or being developed in new systems, but much is also still done manually through the ceaseless efforts of local practitioners. This integration effort is designed to automate many of the operational processes to achieve new capabilities with greater efficiency and effectiveness. The Offender Management System will *publish* offender registries, and any justice organization that subscribes to the notification service would be automatically notified of movement (for example, law enforcement agencies would be able to formally subscribe to a notification service that will automatically notify them whenever an offender moves from one jurisdiction to the next).

This demonstrates in very real time that as an event occurs, we are *pushing* it to the next modality and assumes we are also offering *query* services so organizations have access to the criminal justice status of an offender through local, regional, statewide and national databases.

Project Description

To validate the process of exchange point analysis, the Offender Registration process was selected which includes: Business Process Analysis, Notification, Registration, Publishing, Updates, Audits and Enforcements. The specific interfaces supporting the process will include:

- Banner/SCT Courts Case Management System to Offender Management Information System
- Banner/SCT Courts Case Management System to Criminal History Records System
- Department of Corrections Offender Management System to Criminal History Records Repository

Missouri's Justice Integration Planning Team will first identify who the key representatives are to participate in identifying exchange points throughout the Offender Registration process, set up schedules for the workgroups to meet, and work through the examination of information exchanges documenting the business and technical aspects of the project.

These business rules or standards will be agreed to by the agencies sharing information regarding what action needs to occur or what document needs to be issued as a result of a particular action being taken, or as the result of the arrival or dissemination of a particular data element, data set or form, etc. Court scheduling, warrant issuances, charge filings, and other business procedures will have to be analyzed to determine the most efficient way to automate these processes.

Agencies may have to reassess their business processes in order to create an efficient integrated system. The end result will be documented and a summary report will be provided on the success of the validation process. The documented business rules will be revised as needed based on the findings of the validation process. This will ensure its applicability for future integration projects.

The Missouri Justice Integration Planning Team will oversee the project. Success of the implementation effort will be evaluated by opportunities for business rules reuse for future integration projects.

Budget and Schedule

This project will take approximately twelve to eighteen months to complete once funding sources are identified.

The project budget includes the following costs. Contracted assistance will be required for software enhancements. In-state travel is necessary to confer with local officials, conduct focus group sessions, and to participate in various association meetings pertinent to the purposes of this plan. Some out-of-state travel may be necessary to confer with federal and other state officials and to gather information pertaining to the development of strategic and tactical plans. Conference calls will provide the mechanism to maintain regular communications.

Funds provided through the NGA planning process will be pursued to provide the State of Missouri with the resources needed to complete specified work tasks.

Travel and meeting expenses: • \$85/night x 5 people x 25 nights	\$10,625
Contracted assistance for software enhancements: • 1560 hours at \$95.32 per hour based on current state contract price	\$148,700
Conference calls to maintain regular communications	\$225
Total	\$159,550

1.4 Pilot Integration

Objective

The primary objective of this project is to implement, for the first time, an integrated solution that complies with what is emerging as the national definition of integration. This integration effort encompasses a variety of functions designed to enable the timely and efficient sharing of information within and between agencies. Within agencies, the primary objective is the elimination of duplicate data entry, access to information that is not otherwise available, and the timely sharing of critical data.

Beyond improving the internal operations of our justice agencies, this project will enable the sharing of critical information between agencies (for example, between the local law enforcement agencies, prosecutor, courts and probation agencies).

This effort positions the State to effectively comply with the foundation principles of integration. The principles that are incorporated into this overall integration effort include capturing data once at its' originating point and reusing it many times, thereby leveraging existing resources and improving data quality.

Project Description

Following the Exchange Point Analysis, a comprehensive pilot integration project will include interfaces for:

- Law Enforcement Incident Based Records System to Prosecutor Dialog™
- Local Uniform Complaint and Summons to Prosecutor Dialog™
- Prosecutor Dialog™ to Banner/SCT Courts Case Management System
- Law Enforcement CAD Systems to Missouri Uniform Law Enforcement System
- Banner/SCT Courts Case Management System to Missouri Uniform Law Enforcement System
- Department of Corrections Offender Management System to Law Enforcement Incident Based Records System
- Local LiveScan to AFIS

The Missouri Justice Integration Planning Team will oversee the project. Success of the integration effort will be evaluated by tracking the success of integrated interfaces within the plan.

Budget and Schedule

This project will take approximately twelve to eighteen months to complete once funding sources are identified.

The project budget includes the following costs. Contracted assistance is essential to develop the interfaces identified in the project detail. Equipment acquisition, network and software enhancements will be required. In-state travel is necessary to confer with local officials, conduct focus group sessions, and to participate in various association meetings pertinent to the purposes of this plan. Some out-of-state travel may be necessary to confer with federal and other state officials and to gather information pertaining to the development of strategic and tactical plans. Conference calls will provide the mechanism to maintain regular communications.

Funds provided through the NGA planning process will be pursued to provide the State of Missouri with the resources needed to complete specified work tasks.

Travel and meeting expenses: • \$85/night x 5 people x 25 nights	\$10,625
Contracted assistance: • 1480 hours at \$95.32 per hour based on current state contract price (\$141,074) • 600 hours at \$165.00 per hour based on current state contract price (\$99,000)	\$240,074
Equipment acquisition, network and software modifications	\$50,000
Conference calls to maintain regular communications	\$225
Total	\$300,924

Description of Resources

The State of Missouri began its participation with the Office of Justice Program's (OJP) Integration Initiative by appointing a planning team, which represents Missouri's ongoing dedication to addressing justice integration. The team will continue with as many as 10 members dedicating at least 200 hours annually of their professional expertise to this initiative. The State Chief Information Officer and his staff will commit approximately four to five times that amount, which is equivalent to twenty or more workweeks of effort on top of their regular professional duties. These resources serve as the State's in-kind match in the amount of \$44,800.

The planning team will establish a technical work group to address the technical perspectives in development and implementation efforts, and a tactical business group to address end-user perspectives on local business issues.

It is assumed that the passage of new legislation will expand the role of the Criminal Records Advisory Committee and that this committee will become the executive policy board with responsibility for maintaining overall business authority for justice integration efforts in Missouri. That body will ensure that all resources expended will undergo an evaluation that will ultimately reveal the impact/effectiveness of the expenditure.

NGA funding will allow Missouri's planning team to continue to meet on a regular basis, acquire necessary resources, consulting and facilitator services for the project.

Description of Integration Interface Schedule

The project work plan for short-term objectives will be carried out between July 2001 and January 2003.

<u>Integration Effort</u>	<u>Primary Justice Agency</u>	<u>Projected Implementation Schedule</u>
Banner/SCT Courts Case Management to Missouri Uniform Law Enforcement System	Office of State Courts Administrator, Missouri State Highway Patrol	Protection and Ex-Parte Orders 7/1/01 – 1/1/02 Warrants Submission 7/1/02 – 1/1/03
Banner/SCT Courts Case Management to Criminal History Records System	Office of State Courts Administrator, Missouri State Highway Patrol	7/1/01 – 1/1/03
Banner/SCT Courts Case Management System to Offender Management Information System	Office of State Courts Administrator, Department of Corrections	7/1/01 – 1/1/03
Prosecutor Dialog™ to Criminal History	Missouri Association of Prosecuting	7/1/01 – 1/1/03

Records System	Attorneys, Missouri State Highway Patrol	
Prosecutor Dialog™ to Banner/SCT Courts Case Management System	Missouri Association of Prosecuting Attorneys, Office of State Courts Administrator	7/1/01 – 1/1/03
Offender Management Information System to Criminal History Records Repository	Department of Corrections, Missouri State Highway Patrol	9/1/01 – 1/1/03
Offender Management Information System to Law Enforcement Incident Based Records System	Department of Corrections	7/1/01 – 1/1/03
Law Enforcement Incident Based Records System to Prosecutor Dialog™	Missouri Association of Prosecuting Attorneys	7/1/01 – 1/1/03
Law Enforcement CAD Systems to Missouri Uniform Law Enforcement System	Missouri State Highway Patrol	2/1/02 – 1/1/03
Local Uniform Complaint and Summons to Prosecutor Dialog™	Missouri State Highway Patrol, Missouri Association of Prosecuting Attorneys	2/1/02 – 1/1/03
Implementation of LiveScan contributing electronically to AFIS	Missouri State Highway Patrol	7/1/01 – 7/1/02

Conclusion and Future Prospects

While the value of justice integration is different depending on where you are in the system, Missouri's state and criminal justice agencies agree that moving information through the spectrum of standards that support business processes in an automated way is valuable. Integration, the automation of the information-exchange process; the automated exchange of information at key decision points throughout the justice process, will be valuable to the State of Missouri. Integrated systems improve the quality of information and thereby the quality of decisions by eliminating error-prone redundant data entry. In addition, by sharing data between systems integration improves the timely access to information, a critical factor at many criminal justice decision points.

The goals of Missouri's integration efforts are to provide universal access to relevant data by authorized persons and organizations, and to capture data at its closest source one time and reuse it many times, by pushing it to the appropriate persons and organizations.

This plan, with federal funding support, addresses securing legislative, administrative and operational support for and endorsement of Missouri's integration strategy, and accomplishing

policy and technology related components, which will drive common functional business standards for justice, technology and architecture.

Building on the success of short-term objectives, the next steps in pursuing a full-scale information sharing agenda will include formalizing a conceptual design for technologies to support information exchange.

Attachment A

Short Term Projects, Estimated Budget

Travel and Meeting Expenses	\$31,450
Contracted Assistance <ul style="list-style-type: none">• Consulting and Facilitator Services	\$397,925
Temporary On-site Data Entry	\$8,950
Temporary On-site Web Developer	\$21,590
Equipment Acquisition, Network and Software Modifications	\$50,000
Communication <ul style="list-style-type: none">• Conference Calls	\$900
Estimated Federal Budget	\$510,815
Estimated State In-kind Match	\$44,800
TOTAL	\$555,615