

**Strategic Plan for the Creation of an  
Integrated Criminal Justice Information System  
For Orange County Florida**

***ICJIS Action Plan  
Deliverable #6***

**June 21, 2000**

Prepared for:



Gale Johnson, Senior Purchasing Agent  
Orange County Purchasing Department  
Orange County Administration Center, 3rd Floor  
21 South Rosalind Avenue  
Orlando, FL 32802  
Phone: (407) 835-5635

Prepared by:



6360 Interstate 55 North, Suite 300  
Jackson, MS 39211  
888-664-7400  
Fax: 601-957-9492

Rene Claiborne  
Computer Sciences Corporation  
Account Manager

Ken Slay  
Computer Sciences Corporation  
Project Manager

Dr. Tom Wilson  
Wilson and Associates  
AFIS Consultant



## *Table of Contents*

<b><i>I INTRODUCTION</i></b> .....	<b>3</b>
<b><i>A. Recommendation to Move Forward</i></b> .....	<b>3</b>
<b><i>B. Key Components of the ICJIS Architecture</i></b> .....	<b>4</b>
<b><i>C. OVERVIEW OF RECOMMENDED ACTIONS</i></b> .....	<b>4</b>
Pre-Development Phase .....	<b>4</b>
Development Phase .....	<b>4</b>
<b><i>II ACTION PLAN</i></b> .....	<b>5</b>
<b><i>A. PRE-DEVELOPMENT PHASE</i></b> .....	<b>5</b>
1. Acquisition of funding .....	<b>5</b>
3. Project Management Office .....	<b>5</b>
4. Current Initiatives .....	<b>6</b>
5. Modification of Existing Systems .....	<b>7</b>
<b><i>B. DEVELOPMENT PHASE</i></b>	
Phase 1 - Create Master Person Index .....	<b>8</b>
Phase 2 - Add criminal history information to the MPI .....	<b>9</b>
Phase 3 - Connect remaining agencies to MPI .....	<b>10</b>
Phase 4 - Create Hub CMS component .....	<b>11</b>
<b><i>C. PROJECT TIMELINE</i></b> .....	<b>12</b>
<b><i>D. OPERATIONAL ACTIONS</i></b> .....	<b>14</b>
1. Ongoing Maintenance .....	<b>14</b>
2. Future Enhancements .....	<b>14</b>
<b><i>III ESTIMATED COSTS</i></b>	
<b><i>A. ICJIS IMPLEMENTATION</i></b> .....	<b>14</b>
<b><i>B. AFIS</i></b> .....	<b>16</b>
<b><i>C. COST BREAKDOWN BY PHASE</i></b> .....	<b>17</b>
<b><i>D. COST BY FISCAL YEAR</i></b> .....	<b>18</b>
<b><i>IV ISSUES TO BE ADDRESSED</i></b> .....	<b>19</b>
<b><i>V CONCLUSION</i></b> .....	<b>20</b>



## I Introduction

In June, 1999, Nichols InfoTec, now CSC, embarked on a strategic planning project for Orange County, to facilitate progress toward the goal of an Integrated Criminal Justice Information System (ICJIS). As part of this project, current activities and initiatives were documented, sample operational scenarios under the proposed ICJIS architecture were formulated, and a high level system architecture was developed. The deliverables produced during the project coincide with the project phases as follows:

- Planning and Orientation
- Review and Assessment
- Data Dictionary / Information Exchange
- Operational Scenarios
- System Architecture

This deliverable outlines the proposed Action Plan for Orange County for moving forward with the ICJIS objectives. A final deliverable, consisting of an accumulation of all prior deliverables will be produced to conclude the project.

### ***A. Recommendation to Move Forward***

It is the CSC project team's recommendation that Orange County proceed with planning for and ultimately implementing an Integrated Criminal Justice Information System. The ICJIS envisioned will eliminate many of the information related problems currently existing in Orange County, such as:

- Communicating between agencies with multiple technical platforms
- Prevalence of stand-alone systems which do not interact with others
- Prevalence redundant functionality across agency systems
- Manual data sharing
- Multiple entry of data
- Untimely data access
- Ill-defined data ownership

A fully deployed ICJIS will likely deliver the following benefits:

- Integrated functionality and more efficient data sharing
- Access to information via a web browser based user interface
- Integrated AFIS
- Databases that are secure and can be accessed by all agencies
- Maintenance of existing agency investments
- Restricted public access to appropriate information

Orange County has in place an effective committee structure, consisting of the Public Safety Coordinating Council, the JIT Management Committee, and the JIT Technical Committee. These committees should continue to be utilized to provide guidance for the project.



### ***B. Key Components of the ICJIS Architecture***

The System Architecture deliverable of the ICJIS Strategic Planning project outlines in detail the proposed architecture of the ICJIS. There are two key components which relate directly to the activities to be completed as referenced in this action plan. These components form the “ICJIS Hub” and will ultimately be accessible by all county agencies.

- 1) Master Person Index (MPI) – contains the primary data store of identification and criminal history information.
- 2) Hub Case Management System (Hub CMS) – is a subset of the Clerk of Court CMS, containing information required for sharing between agencies. This will be the primary information store of the status of a person and case within the Orange County criminal justice system.

### ***C. Overview of Recommended Actions***

The following actions should be included when planning the implementation of the ICJIS:

#### **Pre-Development Phase**

- 1) Seek funding.
- 2) Maintain the JIT committee structure.
- 3) Establish a project management office to facilitate the entire project.
- 4) Continue with current and planned initiatives.
- 5) Begin analysis and definition of sub-projects to modify existing systems to handle JIT tracking number.
- 6) Determine hosting agencies for MPI and Web CMS.
- 7) Begin cost benefit analysis for AFIS.

#### **Development Phase**

- 1) Create Master Person Index for two agencies only. Provide access to identification information only.
- 2) Append criminal history information access to the Master Person Index. Continue operation with the original two agencies only.
- 3) Provide access to the MPI for all other agencies.
- 4) Develop and implement the Hub CMS, with access by all agencies.

## II Action Plan

### *A. Pre-Development Phase*

#### **1. Acquisition of funding**

Orange County should proceed with seeking funding for as much of the ICJIS implementation as is practical. The Development Phase project steps are structured in such a way that funding could be acquired over a 3 year period, with significant payback on investment for the partial implementation phases outlined. If partial funding is initially acquired, expenditure and project benefits can be evaluated at the completion of implementation of the early ICJIS components.

#### **2. The JIT committee structure.**

The three primary committees currently in place to oversee the ICJIS project should remain. These committees provide good management control and technical review capabilities, and should be utilized throughout the ICJIS implementation. In addition, the Criminal Justice Coordinator and Criminal Justice Technical Coordinator roles should remain, as these positions provide day to day project guidance. All of these committees and roles will provide continuity throughout the various stages of the project.

#### **3. Project Management Office**

A project management office should be established to provide project management services throughout the project. In addition to the committees discussed above, this device will ensure that all day to day project activities are monitored and managed. At a minimum, the Project Management Office should be comprised of the Criminal Justice Coordinator and Criminal Justice Technical Coordinator as outlined in the above paragraph, as well as an administrative assistant and technical project manager. If further assistance is required, such as a subject matter expert (such as AFIS), these roles could be added as deemed appropriate.

##### **3.1 Roles and responsibilities.**

The Project Management Office would be managed by Criminal Justice Coordinator. This person would be responsible for overseeing project funding, and cost control, as well as for the performance of other individuals comprising the Project Management Office. The Criminal Justice Coordinator would facilitate the resolution of issues which may impact or require decisions by management from multiple agencies.

The Criminal Justice Technical Coordinator would continue to provide services to the project similar to the current arrangement. This person would facilitate the JIT Technical Committee review sessions, provide general coordination services across all agencies, resolve issues more procedural or technical in nature, and oversee the services provided by the technical project manager.



The administrative assistant would be responsible for day to day administrative matters, such as accumulation of timesheets, control and distribution of project documents, and scheduling meetings and training sessions.

The technical project manager would likely be best suited for an outside individual, who possesses strong IT project management skills. This role would provide the primary technical management expertise necessary to successfully implement the ICJIS. The project manager would supervise the project teams performing the analysis, design, programming, and testing activities throughout the project. The project manager would be responsible for all technical project deliverables, as well as provision of effective status reporting to management.

### **3.2 Project Manager Skill Set**

By utilizing an outside resource for this role, the technical project manager would not carry the historical or political baggage which may be evident by using an Orange County employee. An outside resource would not have ties to a particular agency and thus would be neutral in any conflicts which may arise between agencies. It is also more likely that Orange County will find an outside resource with significant experience in criminal justice systems integration than would be the case with an in-house project manager.

The project manager should be someone with extensive experience in managing software development implementations. Most good project managers possess solid technical qualifications, having been a programmer, database administrator, or network specialist earlier in their career. These technical skills should be in technologies similar to those proposed in the ICJIS System Architecture document. It would be advantageous for the project manager to have experience in systems integration for criminal justice applications, preferable at the county level. The project manager should also have good qualities in the areas of written and verbal communication, motivation of staff, and ability to solve difficult problems.

## **4. Current Initiatives**

All major IT projects and initiatives currently underway or planned appear to facilitate the proposed ICJIS implementation. In fact, most of these initiatives are crucial to a successful ICJIS project. Some phases of ICJIS cannot begin until particular agency projects has been completed. It is imperative that these agency projects are closely monitored and managed, as delay or change in scope can negatively impact the success and timeliness of the ICJIS project.



The four major agency initiatives in progress are:

- Sheriff's Office
  - New Records Management System due September 2000
  - New AFIS system due September 2000
- County Corrections
  - Procurement plan for replacement of JailTrac system due July 2000
  - Implementation of JailTrac replacement due January 2002
- Clerk of Court
  - Implementation of the Banner Case Management System due May 2003

## **5. Modification of Existing Systems**

The primary identification number to be used in ICJIS for tracking cases is the JIT tracking number (JTN). This number can be the same as the Florida Uniform Court Case number, and will facilitate the tracking of individual cases throughout the criminal justice system. This number should be a key data element in all agency systems which interact with the ICJIS Hub. Analysis of the agency systems needs to be conducted to determine the impact on those systems of utilizing the JTN to query information resident on the ICJIS Hub or on other agency systems. Where possible, projects to implement the JTN should be identified and resourced. For those agency initiatives currently underway, a task to examine the ramifications of utilizing the JTN needs to be included in the project plan.

## **6. Host agencies for the ICJIS Hub.**

The two primary components of the ICJIS Hub, the MPI and Hub CMS, will each require an agency to act as host. The physical equipment comprising these components would be resident at the host's IT facility, and the maintenance of this equipment would be the responsibility of the host agency. The host agency would be more heavily involved in the development of their assigned component, and upon production implementation, would be responsible for system backup and recovery, implementation of any required system enhancements, database administration, and providing support to users.

The most suitable host for the MPI appears to be the Sheriff's Office. Since the information contained in the MPI includes defendant identification and criminal history, it seems logical that a law enforcement agency become the "owner" of this system. Also, the Sheriff's Office is a county-wide agency and is thus not limited to serving the needs of a smaller jurisdiction.

The Clerk of Court appears to be the most suitable agency for hosting the Hub CMS. The information contained in the Hub CMS will be a subset of the new Clerk of Court CMS (Banner), and flow of information between these two databases needs to be controlled by the Clerk of Court. Since database structures will be similar, it will be easier for the Clerk of Court Database Administrator to maintain both databases. In addition, public access to court information via the internet will be implemented as part of the Banner project. Thus, the Clerk's office



is best suited to manage that information on the ICJIS Hub which is deemed suitable for public access.

## **7. Cost Benefit Analysis for AFIS**

There are multiple options for implementing an integrated AFIS system, and a highly variable cost structure depending on the option chosen. Analysis must be conducted by Orange County to weigh the benefits of the various options for AFIS functionality in relation to the anticipated cost. This analysis can begin at any time and is not dependent upon other project activities. Rough cost estimates for several AFIS scenarios are listed in the Cost Estimates section below. These costs would need to be refined during the cost benefit analysis.

## ***B. Development Phase***

The development phase of the ICJIS implementation can begin as soon as funding is available. It is recommended that the development be progressed in four major phases. By utilizing a phased approach, there is greater opportunity for early payback on investment. This approach will also allow for more efficient ICJIS development as lessons learned from earlier phases can be applied later in the project. The four major phases are:

### **Phase 1 - Create Master Person Index**

Initially the Master Person Index (MPI) should be connected to 2 agencies only, and only contain identification information. This is the simplest implementation which still provides benefits. By keeping the first phase simple, there will be a smaller commitment of funding and a greater chance of success. Phase 1 will also involve the formulation of standards and the initialization of the technology infrastructure which will be used throughout the remainder of the ICJIS project. These standards should be agreed between all the participating Orange County agencies, since decisions made at this time will have an impact on other agencies in the future. The best two agencies for initial access to the MPI would appear to be the Sheriff's Office and the State Attorney.

The creation of the MPI will involve the following activities.

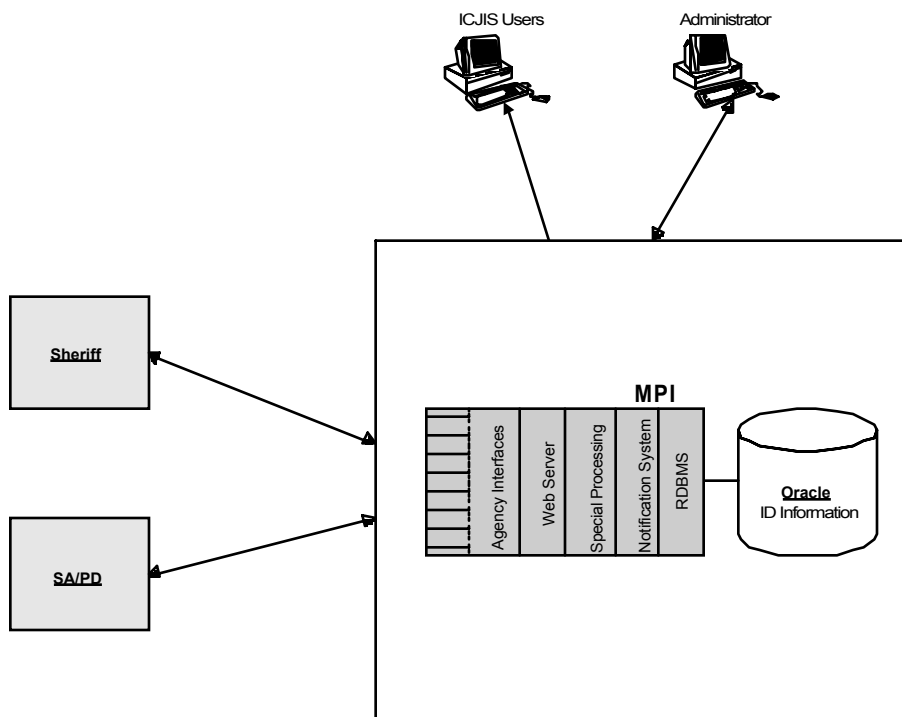
- Design and develop agency specific software interfaces
- Develop and implement data load strategy
- Develop and implement data load utilities to populate MPI
- Develop browser interface for queries and administrator functions
- User Training

Under this architecture, only the Sheriff's Office and State Attorney would be creating and updating records on the MPI.

Upon successful completion of phase 1, a thorough review should be conducted whereby project success can be evaluated. This review should include an assessment of project cost against budget, so that budgets for the remaining phases can be

amended if needed. Areas for improvement can be identified and can be utilized by subsequent phases.

ICJIS Architecture at the completion of Phase 1:

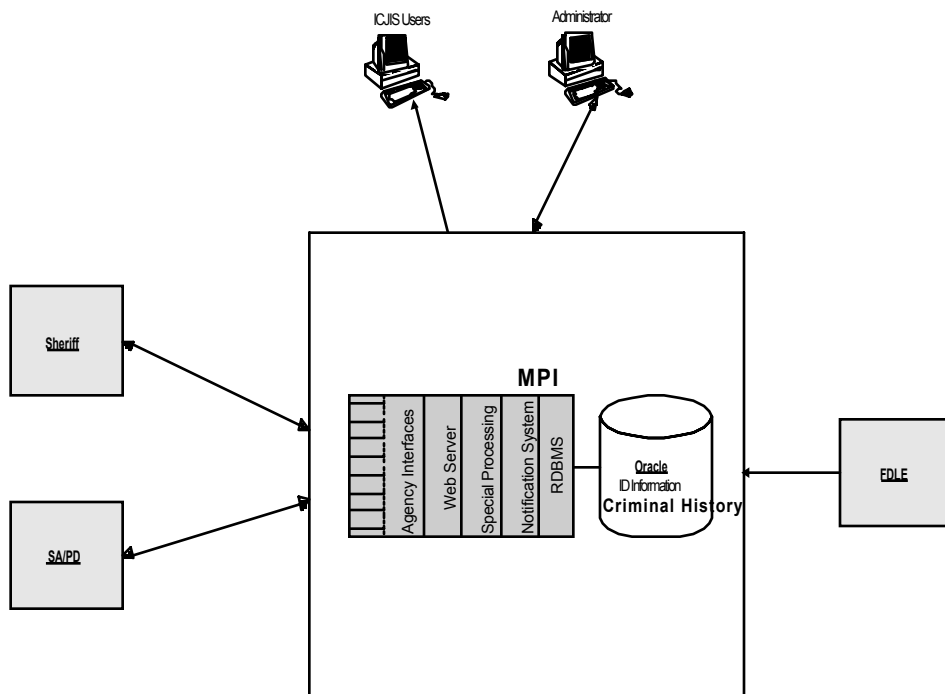


## Phase 2 - Add criminal history information to the MPI

The next increment in building the ICJIS Hub is to add the criminal history information to the MPI. Access would continue to be provided to the original two agencies only. Criminal history information could be stored locally on the MPI or be accessed via a wide area network from FDLE. Misdemeanor information can be accessed from Orange County law enforcement agencies. The steps required to complete phase 2 are similar to that in phase 1, except that the software interfaces, data load utilities, and web browser interface would only require modification instead of development.

At this stage in the project, it will be necessary to plan data access with agencies external to Orange County. Implementation of the ICJIS Hub will change the way in which Orange County receives information from these external parties. Currently, data access is through agency specific computer systems, whereby an authorized user in Orange County can log on and view or download information. The ICJIS Hub will require access to data in an automated fashion. External agencies will need to give permission for access in this manner and then take whatever steps they deem necessary to ensure security, audit trails, and data integrity.

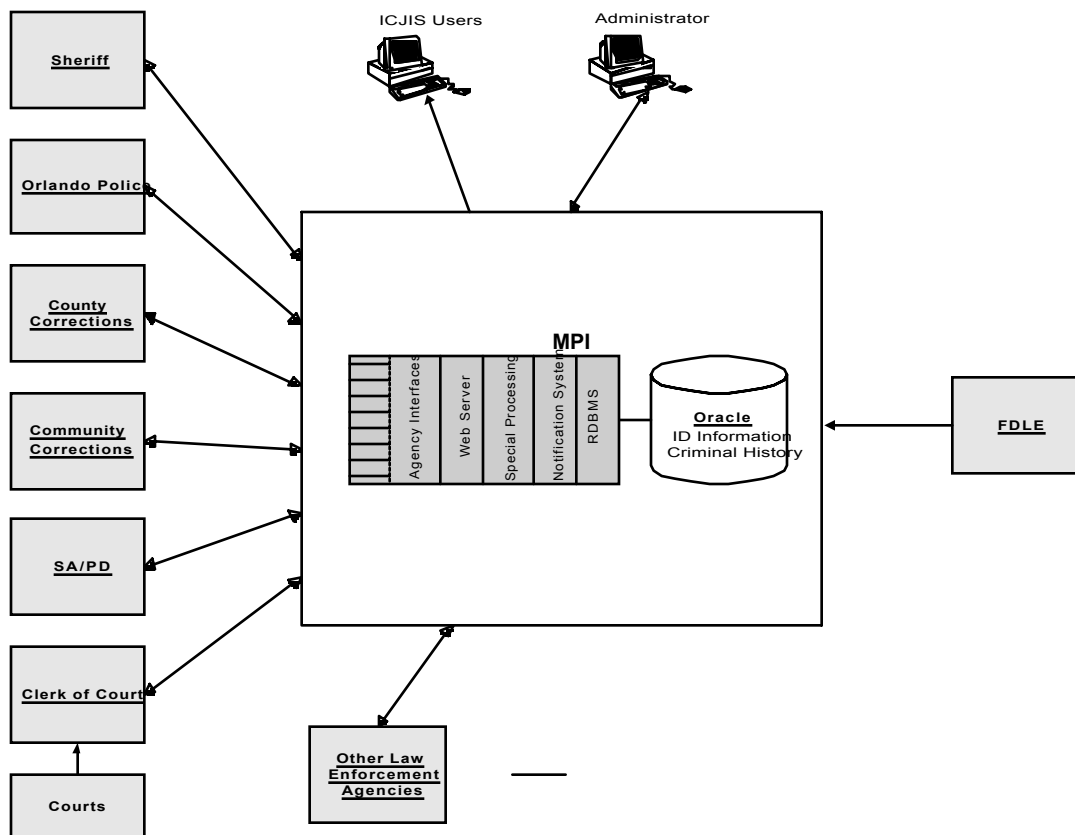
ICJIS architecture at the completion of phase 2



**Phase 3 - Connect remaining agencies to MPI**

Once Phase 2 is complete, the remaining agencies within Orange County can be connected to the MPI. The first additional agency would likely be the Orlando Police Department, since their primary computer applications are not planned for upgrade or replacement. County Corrections can be added once their project for replacement of the JailTrac system is complete. The Clerk of Court can be added upon completion of the new Case Management System (Banner). Upon completion of this phase, the MPI will be complete and accessible by all appropriate agencies.

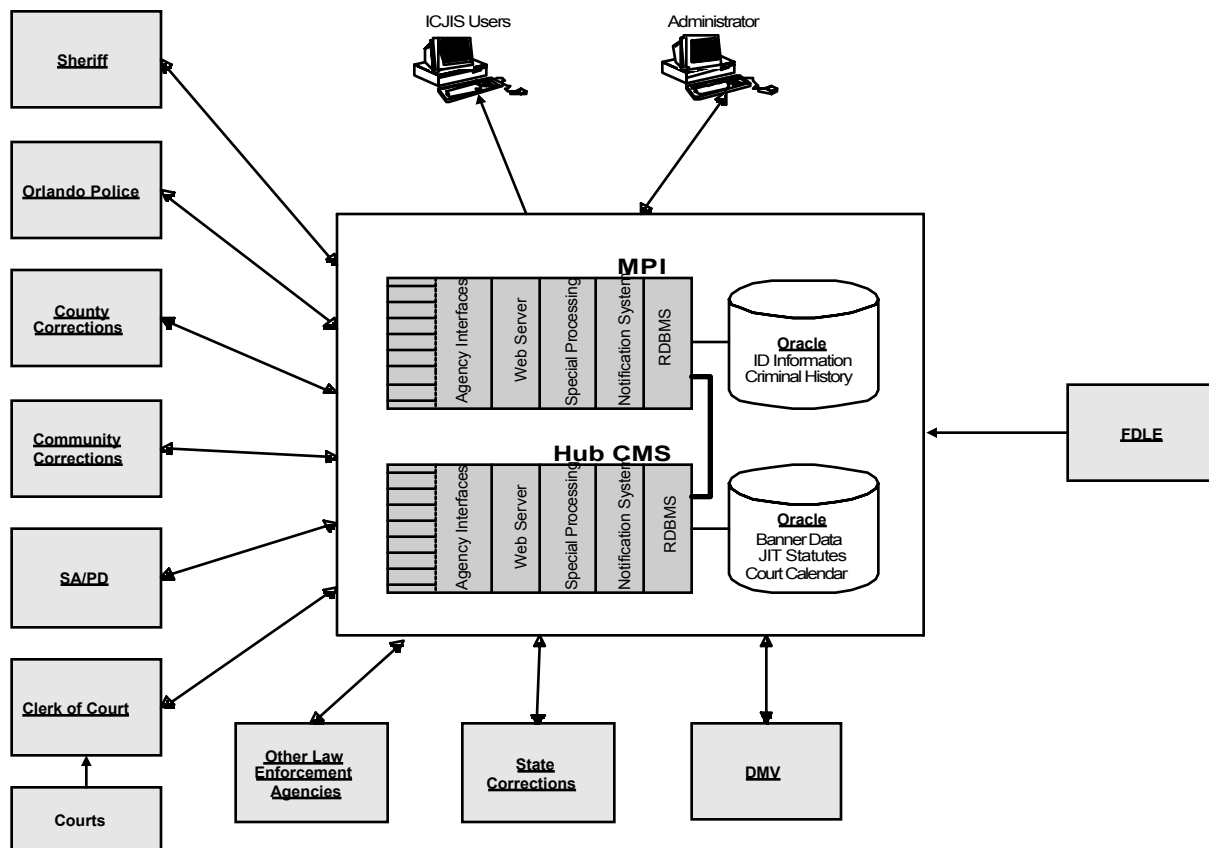
ICJIS architecture at the completion of phase 3:



**Phase 4 - Create Hub CMS component**

Upon completion of the Clerk of Court Banner system implementation, it will be possible to build the Hub CMS component of the ICJIS Hub. This component will maintain a subset of Banner data which has been deemed necessary for information sharing between agencies. This phase may need to be broken into subprojects, since it will likely be the longest of the 4 phases. The steps necessary to implement the Hub CMS are similar to those for the creation of the MPI. In addition, existing agency systems must be modified to reference information by using the JIT tracking number. Upon completion of phase 4, the ICJIS Hub will be complete. However, there is no doubt that the architecture will continue to evolve in future years.

ICJIS architecture at the completion of phase 4:



### C. Project Timeline

The project can commence as soon as some funding has been acquired. The fully implemented ICJIS system is expected to be complete several months after the completion of the Clerk of Court Banner project. The following timeline outlines expected timeframes for the major project activities. There will undoubtedly be changes to this schedule because of the numerous factors which will impact the ICJIS project.



**ICJIS Implementation Timeline**

Tasks	2000				2001				2002				2003										
	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A
<b>Current Projects</b>																							
Sheriff - Tiburon implementation																							
County Corrections - Replacement of JailTrac																							
Clerk of Court - Banner implementation																							
<b>Pre-Development Phase</b>																							
Seek Funding																							
Establish Project Management Office																							
Define sub-projects to implement JIT tracking no.																							
Determine hosting agencies for MPI and Hub CMS																							
<b>Development Phase</b>																							
Perform cost benefit analysis for AFIS																							
Create Master Person Index (MPI)																							
Plan ICJIS interaction with external agencies																							
Implement criminal history info in MPI																							
Connect remaining agencies to MPI																							
Orlando Police Dept.																							
County Corrections																							
Clerk of Court																							
Create Hub CMS																							

There are some tasks which are related, such that a task cannot be started until a previous task has been completed. For instance, County Corrections cannot be given access to the MPI until the replacement of the JailTrac system has been completed. Likewise, no significant work can start in connecting the Clerk of Court to the MPI until the Banner system is in production. The Hub CMS component cannot be built until the completion of the Banner project.

#### ***D. Operational Actions***

##### **1. Ongoing Maintenance**

A budget should be formulated for provision of maintenance for the ICJIS system in years subsequent to implementation. The cost involved will include human resource costs for maintenance programming, database administration, and user support. In addition, there will be ongoing software license costs and some allowance should be made for future user training. Costs for these items cannot be estimated at this point, but the estimating process for future years should begin well before final ICJIS implementation.

##### **2. Future Enhancements**

There are a number of possibilities for future enhancements of the ICJIS system. It may be desirable to provide connectivity to agencies and organizations outside Orange County. The public access via the internet could be expanded from a simple information query function to include public interaction with Orange County agencies. Identification and planning for future enhancements should be considered closer to final ICJIS implementation.

### **III Estimated Costs**

#### ***A. ICJIS Implementation***

The cost for implementing the ICJIS system as described in the System Architecture document is outlined below. There are a number of cost components and the major categories are listed in the table. Note that these costs do not include AFIS costs and do not attempt to value the costs of utilizing internal Orange County resources. There are a number of activities which will be undertaken by Orange County personnel, so the costs presented here would be expenditure to outside organizations. There may be some opportunity for utilizing internal resources in lieu of external resources in order to achieve cost savings. AFIS costs are addressed in the following section.



Category	Description	Quantity	Low Est.	High Est.	Midpoint
<b>Hardware</b>	IBM RS/6000	2	\$90,000	\$110,000	\$100,000
<b>Software</b>	Database Licenses	2	\$220,000	\$260,000	\$240,000
	Application Server	2	\$20,000	\$30,000	\$25,000
	Development Tools	7	\$50,000	\$70,000	\$60,000
	Annual Maintenance	1	\$60,000	\$80,000	\$70,000
	<b>Total Software</b>		\$350,000	\$440,000	\$395,000
<b>External Staffing</b>	Project Management	1	\$520,000	\$560,000	\$540,000
<b>Software Development</b>	Agency Interfaces	10	\$1,600,000	\$2,000,000	\$1,800,000
<b>Training</b>	End User Training		\$40,000	\$60,000	\$50,000
	<b>GRAND TOTAL</b>		<b>\$2,600,000</b>	<b>\$3,170,000</b>	<b>\$2,885,000</b>

Hardware costs were calculated using an IBM RS/6000 as a basis. Two new computers will be required, one for the MPI and one for the Hub CMS. These new computers will house the databases, custom interface software, and query software to allow agencies to view information.

The software costs are broken into 4 categories.

The database licenses cover the fees necessary to acquire and use a relational database such as Oracle. These fees may be based on potential users of the database or priced according to computer capacity with unlimited users.

The application server component is the software resident on each machine which facilitates interaction between users and the database. This component is necessary to provide web browser based query capability.

The development tools are necessary to allow software developers to build the custom agency interfaces, software to facilitate administrator functions, and other software necessary for special processing functions.



The cost in the table includes one year of database and software license fees. This cost will be an annual cost for all subsequent years. These fees are normally a percentage of the license costs, and provide ongoing support from the vendor as well as product upgrades as they become available.

The External Staffing component of the cost table allows for the engagement of an outside project manager (for a duration of approximately 3 years) to manage all technical aspects of the ICJIS implementation. This role is described above in the Project Management Office section.

The Software Development component is the largest cost component and refers to the labor necessary to specify, design, build and test the custom software interfaces which provide the connectivity between the ICIS Hub and the agency systems.

The Training costs enable user training to be conducted as each phase of the project is completed. There will be a need to train users in agency systems in the use of and interaction with the components in the ICJIS Hub.

## ***B. AFIS***

The cost for a two finger system to perform verification for the jail and court functions would be in the vicinity of \$450,000. This cost is based on a system containing 3500 records, which is ample for Orange County's needs in the near term.

For a ten print system including identification and latent functionality, the cost would be in the neighborhood of \$750,000.

A Printrack Enterprise Server, which would provide full AFIS functionality county-wide, the estimated cost would be \$2 to \$3 million. This includes the intelligent software necessary to implement Orange County's specific requirements. As mentioned in the action plan above, Orange County should perform a cost benefit analysis to determine the most cost effective implementation of AFIS.



***C. Cost Breakdown by Phase***

The following table outlines the estimated project cost ranges by project phase, as well as an estimate of phase duration:

Phase 1 - Development	<b>\$220 - \$260K</b>	<b>25 - 35 weeks duration</b>
User Training	<b>\$8 - \$12K</b>	
Phase 2 – Development	<b>\$120 - \$160K</b>	<b>10 - 14 weeks duration</b>
User Training	<b>\$4 - \$6K</b>	
Phase 3 – Connect additional agencies		
Sheriff	<b>\$120- \$160K</b>	<b>10 - 14 weeks</b>
Corrections	<b>\$120 - \$160K</b>	<b>10 - 14 weeks</b>
Clerk of Court	<b>\$120 - \$160K</b>	<b>10 - 14 weeks</b>
Training for above agencies	<b>\$12 - \$18K</b>	
Phase 4 - Development	<b>\$900 - \$1100K</b>	<b>30 - 50 weeks</b>
Training for all agencies	<b>\$16 - \$24K</b>	



**D. Cost by Fiscal Year**

The following table depicts ICJIS project costs by fiscal year.

	Start	Finish	Total Cost **	FY 00-01	FY 01-02	FY 02-03
<b>Current Projects</b>						
Sheriff - Tiburon implementation	underway	Sept. 2000	funded			
County Corrections - Replacement of JailTrac	July 2000	Jan. 2002	funded			
Clerk of Court - Banner implementation	underway	May 2002	funded			
<b>Pre-Development Phase</b>						
Seek Funding	June 2000	July 2000	internal			
Establish Project Management Office	July 2000	Aug 2000	internal			
Define sub-projects to implement JIT tracking no.	July 2000	Aug 2000	internal			
Determine hosting agencies for MPI and Hub CMS	July 2000	Aug 2000	internal			
<b>Development Phase</b>						
Project Management	Sept. 2000	Apr. 2003	\$540,000	\$240,000	\$220,000	\$80,000
Perform cost benefit analysis for AFIS	Aug. 2000	Sept. 2000	internal			
Create Master Person Index (MPI)						
Hardware		Oct. 2000	\$50,000	\$50,000		
Software Licenses		Oct. 2000	\$200,000	\$200,000		
Software Development	Sept. 2000	Mar. 2001	\$260,000	\$260,000		
Training		Mar. 2001	\$10,000	\$10,000		
Plan ICJIS interaction with external agencies	Feb. 2001	Apr 2001	internal			
Implement criminal history info in MPI						
Software Development	May 2001	Aug. 2001	\$150,000	\$150,000		
Training		Aug. 2001	\$5,000	\$5,000		
Connect remaining agencies to MPI						
Orlando Police Department	Sept. 2001	Dec. 2001	\$150,000	\$30,000	\$120,000	
County Corrections	Feb. 2002	May 2002	\$150,000		\$150,000	
Clerk of Court	July 2002	Sept. 2002	\$150,000		\$150,000	
Training	Dec. 2001	Sept. 2002	\$15,000		\$15,000	
Create Hub CMS						
Hardware		July 2002	\$50,000		\$50,000	
Software Licenses		July 2002	\$195,000		\$195,000	
Software Development	July 2002	Apr. 2003	\$940,000		\$180,000	\$760,000
Training		Apr. 2003	\$20,000			\$20,000
			\$2,885,000	\$945,000	\$1,080,000	\$860,000
			** Total cost column utilized midpoint of cost range			

## **IV Issues to be addressed**

As with any large undertaking in the systems integration arena, there are always issues to be resolved. The following issues should be addressed early in the ICJIS implementation project. The Project Management Office should maintain an issues list and provide facilitation in the resolution of these and other issues.

### **Must address any database license issues with existing systems**

The ICJIS system will provide new ways for users to access information in existing (and planned) agency systems. Each agency should review their database and software licenses with their respective vendors to identify any changes which may be required to license provisions.

### **Must evaluate additional load on existing systems**

The ICJIS system will allow queries on existing databases from county-wide agencies. Orange County should evaluate the ramifications of these queries on response times for existing systems. It may be necessary to upgrade some components of the hardware or software infrastructure in order to handle the additional load.

### **Must verify maintenance agreements with 3<sup>rd</sup> party vendors.**

Some vendors, such as the telecommunications provider, may need to be informed of the proposed ICJIS architecture in order to ensure that the coverage provided to Orange County is not affected.

### **Need common JIT statute tables maintained.**

The JIT statute table should be kept up to date and be accessible to all agencies. Once completed the ICJIS Hub will provide this access. It is likely that an interim solution will be needed to satisfy this requirement prior to implementing the Hub CMS component in 2003.

### **Determine support levels required to support new architecture.**

Prior to completing the ICJIS project, a support structure should be planned and budgeted for. This support structure includes project management, network administration, maintenance programming, database administration, operations support, and end-user support.

### **All future initiatives must satisfy ICJIS requirements.**

The ICJIS System Architecture and Action Plan were developed in consideration of the current and planned information systems infrastructure as was in effect during the Strategic Planning project. Any future initiatives must be evaluated and approved by the appropriate JIT committee or Project Management Office to ensure that those initiatives comply with the ICJIS strategic direction.



## **V Conclusion**

Orange County is well positioned to implement an integrated criminal justice system. The appropriate committee structures are in place and there is good evidence of commitment to the ICJIS strategic direction. Appropriate initiatives have been undertaken to set the stage for development of the ICJIS. Orange County appears to have the right people and commitment necessary to achieve success. Orange County should keep the momentum going by continuing ICJIS committee activities, and seeking funding for the first phase. In addition, there should always be a continuing search for innovative ways to improve the effectiveness of Orange County's provision of services to the community.