

ORLEANS PARISH

CRIMINAL JUSTICE INFORMATION SHARING

STRATEGIC PLAN

DECEMBER 2014

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I. Vision & Purpose

Vision for a Fully Integrated Criminal Justice Information Sharing Environment

The goal of a fully integrated criminal justice information sharing (CJIS) environment is to provide justice professionals with the information they need at the time it is needed in the form it is needed. A well-functioning CJIS environment should facilitate information sharing and the measurement of activities or performance, both internally and externally.

The desired CJIS environment is one that:

1. Provides justice professionals with the accurate and timely information they need to effectively fulfill their respective missions;
2. Provides policymakers with data to effectively plan, prioritize and evaluate the impact of resources invested in the criminal justice system;
3. Provides the public at-large with information by which to evaluate the performance of the justice system and returns on taxpayer resources;
4. Protects confidential information and incorporates appropriate data security measures;
5. Uses common data definitions and national information sharing standards to maintain cross-agency data integrity and reduce the cost and difficulty of future integrations at the local, state and federal level.

A comprehensive list of the CJIS elements that this plan seeks to achieve is included as [Appendix I](#).

Purpose of the CJIS Strategic Plan

The purpose of the Orleans Parish Criminal Justice Information Sharing (CJIS) Strategic Plan is to outline a strategy to achieve a CJIS environment that effectively supports informed decision making at every stage of the justice process, from frontline operations to policy planning and evaluation. The City of New Orleans and the Criminal Justice Council will also use the Strategic Plan as a priority-setting document when making technology-related funding decisions for criminal justice agencies.

The CJIS Strategic Plan is intended to:

1. Describe the goals of a fully integrated CJIS environment,
2. Establish a governance structure to achieve these goals,
3. Outline specific strategies and projects to achieve the goals, and
4. Establish a framework to regularly assess and improve local justice information sharing through a transparent, interagency planning process.

II. CJIS Governance Structure

A well-defined governance structure ensures that strategic planning and project oversight can endure changes in leadership. The structure below assigns responsibilities according to the members' type of involvement in daily operations. Agency commitment and ultimate plan approval is made by the Criminal Justice Council; information sharing rules and project prioritization are set by the CJIS Governance Board (high-level agency members who can make decisions); and needs identification, strategic planning and technical decisions are handled by the CJIS Subcommittee, which is comprised of managers and technology staff. The Office of Criminal Justice Coordination and the New Orleans Police and Justice Foundation are the convening entities that provide project management and subject matter expertise, and help guide the work day-to-day. The City's IT department provides technical support, PMO support, project management, and subject matter expertise.

CJIS Governance Committee Structure

Sanford Krasnoff Criminal Justice Council

- Membership assigned by City Council Ordinance No. 21456, includes executives from each criminal justice agency
- Articulates strategic goals for interagency information sharing
- Approves justice information sharing strategic plan
- Receives reports on progress of CJIS initiatives

CJIS Governance Board

- One representative from Municipal Court, Criminal Court, Orleans Parish District Attorney, Public Defender, Clerk of Criminal Court, Sheriff, NOPD, Juvenile Court, Traffic Court, City Attorney, City's CIO, and Office of Criminal Justice Coordination
- Determines rules for justice information sharing / drafts information sharing MOU
- Prioritizes interagency justice information sharing projects
- Enforces data quality decisions within each member's respective agency
- Monitors work of CJIS Subcommittee

CJIS Subcommittee

- Comprised of managers and technology staff from each criminal and juvenile justice agency and NOPJF
- Identifies information and technology priorities/needs
- Identifies technology and business process solutions to improve integration/justice information sharing
- Develops justice information sharing strategic plan
- Addresses data quality issues / maintains interagency data dictionary
- Develops interagency information sharing data/technology standards
- Change Management

III. Current CJIS Environment

While local justice information sharing has improved dramatically in recent years, the current environment does not achieve the vision for a fully integrated CJIS environment as described in [Section I](#). The existing hardware infrastructure does not adequately support the needs of end-users; mission-critical data such as criminal history, case status and scheduled court events are often exchanged manually; agencies do not share common data definitions; the system does not use national information exchange standards such as National Information Exchange Model (NIEM); and system-wide performance data are only partially available to managers, policymakers and the public. At the systems level, until now, there has not been a CJIS Governance Authority to provide a sustainable organizational structure to improvement efforts.

While these and other shortcomings continue to negatively impact the performance of the justice system, a strong foundation is in place to support improved justice information sharing. A central data warehouse stores near real-time data replications from Criminal Court, Municipal Court, the Sheriff's Office and NOPD. Criminal justice agencies have made progress in documenting and correcting data inaccuracies. Extensive cross-reference tables have been developed to map data relationships between existing systems. The Criminal Justice Council has identified information sharing as one of its key priorities, and as such is focusing attention and resources on facilitating the improvement of the CJIS environment and establishing a sustainable planning and organizational structure.

The CJIS Strategic Plan builds upon this foundation while identifying remaining weaknesses and recommending strategic actions to achieve a CJIS environment that more effectively supports the needs of criminal justice professionals across the system.

A more detailed inventory of current systems and interagency exchanges is included in [Appendix II](#). The status of justice information sharing projects under the Orleans Parish Information Sharing & Integrated Systems initiative (OPISIS) is included in [Appendix VI](#).

IV. Plan of Action

The information sharing solutions outlined in this document were identified and developed through an interagency planning process facilitated through the CJIS Subcommittee. The specific strategies and projects included in this section were developed to address the self-identified needs of each agency and were subsequently ranked by the CJIS Governance Board. A complete list of identified needs by agency is included as [Appendix III](#). A full description of the planning and prioritization process is included in [Appendix V](#).

Strategies to Align Current State to Desired State

Strategy 1: Stabilize and modernize infrastructure

- 1.1. Replace outdated agency hardware and network infrastructure;
- 1.2. Establish process to regularly assess and address the hardware and network infrastructure needs of criminal justice agencies;
- 1.3. Establish citywide offsite recovery plan for justice information systems that ensure full system redundancy and maintains interagency connectivity in the event of a disaster.
- 1.4. Upgrade or replace legacy systems to achieve:
 - 1.4.1. Modern user interfaces to improve efficiency and reduce training time/costs;
 - 1.4.2. Service Oriented Architecture (SOA) integration with other systems;
 - 1.4.3. System-wide and agency-specific data collection and reporting goals.

Strategy 2: Adopt data and information exchange standards to improve data quality and reduce the cost and difficulty of replacing and/or integrating current systems.

- 2.1 Develop a system-wide data dictionary and establish interagency data quality-controls;
- 2.2 Implement a uniform charge table in which all agencies use the same source for local and state charge definitions;
- 2.3 Establish an Enterprise Service Bus (ESB) and information exchange packages compliant with Department of Justice-recommended Global Standards Package¹.

Strategy 3: Reduce redundant data entry, paper-based exchanges and manual data tracking

- 3.1 Replace remaining paper forms with electronic forms, ideally as integrated components of information systems professionals use in their routine job functions;
- 3.2 Expand the use of a data warehouse or File Transfer Protocol (FTP) to meet the reporting needs of criminal justice practitioners, managers and policymakers.

¹ <https://it.ojp.gov/GSP>

Phase 1 Projects

Between June and August 2014, the CJIS Subcommittee developed a list of potential projects to address agency information sharing needs in a manner consistent with the strategies identified above. Projects were subsequently ranked by each agency based on agency-specific and system-wide impact. Phase 1 projects are those that were identified as high priority in the final rankings approved by the initial CJIS Governance Board (the Traffic Court and City Attorney were added to the Board at a later date). A list of proposed projects and corresponding rankings can be found in [Appendix IV](#) and [Appendix V](#). CJIS Phase 1 projects are described below:

1.) System-Wide Infrastructure Upgrades

Goal: Establish a process to track hardware and software used by local agencies; continually assess upgrade needs; and implement upgrades on a needs/impact basis.

Project Description: Local criminal justice hardware, software and network infrastructure is inadequate to meet the needs a fully integrated justice information sharing environment. Some agencies operate on unsupported operating systems such as Windows XP. Outdated workstations affect the efficiency of agency operations and impede the adoption of new systems. Network limitations affect the speed with which information can be transferred between agencies and cause significant delays in critical exchanges such as the transfer of police investigative materials from NOPD to the District Attorney's Office.

Under this project, the City's Office of Information Technology & Innovation (ITI) will work with agencies to replace workstations, operating systems and network hardware on the basis of need and impact on the justice system. A process will be established by ITI to track current infrastructure so that it can be strategically refreshed on an ongoing basis.

Strategies addressed: 1.1; 1.2

2.) Criminal Justice IT Disaster Recovery

Goal: The implementation of an off-site disaster recovery plan for all local justice information systems to ensure data backups, continued communication and minimal downtime in the event of a catastrophic event affecting local data centers.

Project Description: Align and consolidate off-site disaster recovery hosting to ensure continued availability of local IT systems in the event of a disaster while taking advantage of the cost sharing opportunities presented by co-location of off-site data hosting.

Strategies addressed: 1.3

3.) Jail Management & Criminal Court Case Manage System Replacement - Phase 1 (Planning & Documentation)

Goal: Document functional and integration requirements for modern software applications to replace the legacy Orleans Sheriff Jail Management System (JMS) and Criminal District Court

Case Management System (CMS). Documentation will include anticipated costs to replace the systems with modern applications that achieve the desired data collection, reporting and integration goals of the CJIS Strategic Plan.

Project Description: The Orleans Parish Criminal District Court Case Management System and the various Booking and Jail Management Systems used by the Orleans Parish Sheriff's Office were developed in the 1980's and operate within the Sheriff's IBM iSeries environment. These systems are deeply integrated within the local justice information sharing environment and have been extensively customized for the specific processes of the local criminal justice system. For example, the systems collectively referred to as the Sheriff Jail Management System (JMS) include inmate booking, classification, disciplinary, property, food services and grievances software applications. The JMS also provides automated reports and data exports to seventeen (17) external agencies and is tightly integrated with other critical information systems such as the Data Exchange Server, the Electronic Subpoena System and Docket Master. This project will document the requirements of replacing these systems to address the CJIS goals while maintaining/enhancing current functionality and integration.

Strategies addressed: 1.4

4.) **Orleans Parish Criminal Justice Data Dictionary**

Goal: Create a central, regularly maintained repository of definitions for each data element in local justice information systems. This dictionary will aid in the generation of data reports and will reduce the cost and difficulty of future integrations among existing and planned information systems at the local, state and federal level.

Project Description: Documentation of data used by local justice information systems varies by agency and system. The lack of uniform definitions increases the cost and difficulty of reporting, data analysis and system integration. This project will create a central repository of data definitions across multiple systems and will map these definitions to National Information Exchange (NIEM) naming conventions. The CJIS Governance Board will be responsible for ensuring consistent adherence to data standards by each of the participating agencies.

Strategies addressed: 2.1; 2.3

5.) **Uniform Charge Code Standard Adoption**

Goal: Provide agencies with a uniform, up-to-date source for information on state and local criminal charges including charge category, felony/misdemeanor classification and penalties. Eliminate discrepancies/inaccuracies in local records of criminal charges.

Project Description: The Louisiana State Legislature regularly modifies the state's criminal code with changes such as new offenses and revised penalties for existing charges. In Orleans Parish, each agency maintains distinct "charge tables" to store current information on state and local criminal charges for use by agency information systems. This leads to duplication of effort and

can lead to confusion in key justice processes such as charging decisions, custody intake and sentencing. This project will overcome these issues by linking local information systems to a single uniform charge table maintained by the Louisiana Supreme Court. The project will include a process to maintain local municipal ordinance charge data in addition to state charges.

Strategies addressed: 2.2

6.) **Electronic Warrant System**

Goal: Improve the availability of active warrant information for justice professionals including police officers, Sheriff's deputies, probation officers and authorized court staff. Reduce delays in issuing and recalling warrants that result from the paper-driven warrant process.

Project Description: The warrant management process employed in Orleans Parish requires judges to physically sign arrest warrants for wanted subjects. Information from paper warrants must be manually entered into NOPD's MOTION system before they can be made available to NOPD officers in the field. This project will implement "Vsigner", a paperless warrant management system used by surrounding jurisdictions in the Greater New Orleans region. Vsigner will allow judges to electronically sign warrants and will immediately make warrant data available to officers in the field via an integration with CASTNet, the new NOPD record management system under development by the City of New Orleans and the New Orleans Police & Justice Foundation.

Strategies addressed: 3.1

7.) **Judicial Dashboard**

Goal: Improve the timeliness and completeness of information available to judges in Criminal District Court, Municipal Court and Juvenile Court.

Project Description: Judges do not have immediate access to information critical to the decision-making process such as open case status and prior case dispositions from other courts. Much of the information needed by judges is available in existing information systems but is not consolidated and made accessible to judges through a single user interface. This project will implement a software application that collects and displays data from a variety of systems to provide judges with timely information. The project will include document imaging and integration with existing information systems to facilitate the movement toward paperless courtrooms.

Strategies addressed: 3.1; 3.2

8.) **Crime & Safety Network (CASTNet) External User Modules**

Goal: Provide comprehensive local criminal history, probation status and warrant information to users in local courts, the District Attorney's Office, Orleans Probation & Parole, the Orleans Parish Sheriff's Office and the Orleans Public Defenders Office.

Project Description: The City of New Orleans, NOPD and the New Orleans Police & Justice Foundation are developing CASTNet, a replacement for NOPD's legacy MOTION system. Once it goes live in 2015, CASTNet will address several key deficiencies in the legacy MOTION data and will draw on integrations with external systems to regularly update records from source agencies. The new system will provide NOPD with much more complete information on screening decisions, case dispositions, sentencing conditions, and custody/supervision status. The CASTNet External Users Module project will expand the system to authorized users outside of NOPD including local courts, the District Attorney's Office, Orleans Probation & Parole, the Orleans Parish Sheriff's Office and the Orleans Public Defenders Office. The information made available to external users will be limited by predefined agency/user permissions. The user interface screens will be modified to present information in a format tailored to the external user's specific role/job functions.

Strategies addressed: 1.4; 3.1; 3.2

Appendix I: Desired Features of CJIS Environment

1. Information is complete, accurate, and formatted in the way most useful for the required tasks;
2. Information is recorded as each individual performs his or her normal business (booking, typing an incident report, entering trial minutes, etc.). Other agencies' systems are automatically updated if they have immediate use for the information;
3. Information is available to users in the location at which their job duties are performed, whether that location is a patrol car, desktop workstation or courtroom setting.
4. Information entered by upstream agencies is not reentered by downstream agencies. As the workflow proceeds from one agency to another, only new information is added by the downstream agency, and that new information is automatically passed back or available to the appropriate upstream agencies;
5. As information is transferred between agencies, certain data will automatically cue a notice or validation process as required by the receiving agency;
6. As a case passes from one agency to another, electronic data transfer initiates the processing of the case by the receiving agency and serves to track receipt of the necessary documents;
7. When an individual needs information about an offender, a case, an incident, or some other entity for which a decision must be made or an action initiated, a single request, made on the user's system, automatically searches all other relevant systems, retrieves all relevant information, and formats the information for the user in the way most useful for the decision or action;
8. With a single request authorized users can retrieve not only traditional rap sheet information, but current status information on an individual, including custody status (incarcerated, under supervision, out on bail), all outstanding warrants, detainers, restraining orders, and current conditions of release (if on probation, parole, or pretrial release). The request will retrieve authorized data from relevant local, regional, state and national information systems.
9. Defendants are routinely identified through biometric means. Other elements in the system—charges, cases, and incidents—must have unique identifiers which are issued at the time the information is created and tracked throughout the system.
10. Agencies share a common data dictionary shared for coded data elements such as statutes, court events and case dispositions.
11. Local data elements are mapped to National Information Exchange Model (NIEM) data elements to reduce the cost and difficulty of future integration at the local, state and national level.
12. Interagency information sharing architecture and information exchange packets comply with national information sharing standards defined in the Global Standards Package (https://it.ojp.gov/gsp#Reference_Architecture_Planning);
13. Local criminal history and warrant information are automatically made available to state, regional and national criminal justice information systems.
14. Aggregate data on key events such as arrests, screening decisions, case dispositions and processing time are available to the general public and policy makers to inform criminal justice planning and evaluation efforts.

Appendix II: Inventory of Existing Justice Information Systems

Orleans Systems

Red = Retirement/replacement planned within 12 months | Green = Planned

System	Owner	Host	Database Type	Electronic Data Exchanges
Crime and Safety Tracking Network (CASTNet)	NOPD	CNO	MS SQL	OPSO JMS (Import/Export)
				CDC CMS (Import)
				LACCH (Query)
				ARMMS (Query)
				Muni CMS (Import)
				DOC OMS (Import)
				EPR (Import)
Criminal Court Case Management System (CDC CMS)	OPCDC	OPSO	DB2	OPSO JMS (Import / Export)
				CASTNet (Export)
				DES (Export)
Orleans Parish Sheriff Jail Management Systems (OPSO JMS)	OPSO	OPSO	DB2	CDC CMS (Import / Export)
				DES (Import/Export)
				OPDA Crimes (Export)
				OPD DefenderData (Export)
				Municipal Ct CMS (Export)
				CASTNet (Import/Export)
				Electronic Screening Action Form (Import)
				Electronic Police Report (Import)
				Magistrate CMS (Import/Export)
				AFIS
LACCH				
Electronic Police Report System	NOPD	NOPD	MS SQL	CASTNet (Export)
				DES (Export)
				COPLink (Export via DES)
Computer Aided Dispatch (CAD)	OPCD	OPCD	MS SQL	DES (Export)
				Omega (Export)
				Column CMS (Export)
MobileCop	NOPD	NOPD	N/A	MOTION (Query)
				ARMMS (Query)
				LACCH (Query)
MOTION	NOPD	CNO	VSAM	OPSO JMS (Import/Export)
				LACCHS (Query)
Jury Management System	Civil Ct.	Civil Ct.	MS SQL	-
BEAST Evidence System	NOPD	NOPD	MS SQL	-
Column Investigative CMS	NOPD	NOPD	MS SQL	DES (Export)
				OPCDC CAD (Import)
CourtNotify Electronic Subpoena System	CNO	CNO	MS SQL	IJJIS (Import)
				Criminal Court CMS (Import)
				Municipal Court CMS (Import)
				OPSO JMS (Import)

COPLINK			MS SQL	Data Exchange Server (Import) ARMMS (Import)
Data Exchange Server (DES)	N/A	NOPD	MS SQL	COPLINK (Export) E-SAF (Import/Export) Magistrate CMS (Import/Export) Crimes (Export) OPSO JMS (Import/Export) CDC CMS (Import/Export) Municipal Court CMS (Import) CourtNotify (Import/Export) EPR (Import) Column CMS (Import) CAD (Import)
E-Screening Action Form	OPCDC	NOPD	MS SQL	DES (Import/Export) OPSO JMS (via DES) (Import/Export) CDC CMS (via DES) (Import/Export)
Omega Crime Analysis System	NOPD	NOPD	MS SQL	CAD (Import)
Crimes (District Attorney CMS)	OPDA	OPDA	MS SQL	OPSO JMS (Import) DES (Import)
DefenderData (OPD CMS)	LPD	LPD	MS SQL	OPSO JMS (Import) DES (Import)
Field Interview Card (FIC)	NOPD	NOPD	MS SQL	-
IJJIS (Juvenile Court CMS)	LASC	LASC	MS SQL	CourtNotify (Import/Export)
Municipal Court CMS	Muni	Muni	MS SQL	OPSO JMS (Import) CourtNotify (Export) DES (Export)
Magistrate Court CMS	OPCDC	NOPD	MS SQL	DES (Import/Export) OPSO JMS (Import/Export) CDC CMS (Export)
Justice Trax (Crime Lab CMS)	NOPD	NOPD	MS SQL	-
Traffic Court CMS	Traffic	Traffic	MS SQL	TBD

External Systems

System	Owner	Host	Database Type	Electronic Data Exchanges (Orleans)
CAJUN (Dept. of Corrections CMS)	LADOC	LADOC	VSAM	-
Offender Management System (OMS) (New DOC CMS)	LADOC	LADOC	MS SQL	CASTNet (Export)
LA Crash	LSP	LSP	-	-
Louisiana Computerized Criminal History System (LACCHS)	LSP	LSP	-	Mobile Cop (Query returns) MOTION (Query returns) CASTNet (Query returns) OPSO JMS
Aut. Fingerprint System (AFIS)	LSP	LSP		OPSO JMS
Automated Record Management & Mapping System (ARMMS)	JPSO	JPSO		MobileCop

Appendix III: Information & Technology Needs by Agency

Summary of Needs Identified

The New Orleans criminal justice agencies identified needs that fall into three categories: 1) systems integrations to improve information sharing, 2) software innovations or replacements, and 3) hardware upgrades or replacements.

Information Needs by Agency

CLERK OF CRIMINAL DISTRICT COURT

1. Data storage that integrates our current scanned images to a Case Management System
2. E-filing
3. Electronic Allotment System that links to the DA's Office.
4. Electronic Warrant entry
5. Extract data from NOPD's Electronic Warrant system
6. Gigabyte switches to improve document transfers
7. Improved document imaging software (current software lacks indexing functionality)
8. Integrated Data Exchange Server within the Electronic Case Management System
9. Redaction capability
10. Reliable data backup system
11. RFID tracking system for Property and Evidence

CRIMINAL DISTRICT COURT

12. Access to Municipal Court case statuses and dispositions
13. Active stay away orders (e.g. domestic violence)
14. Case information from surrounding parishes
15. E-filing
16. Electronic results from drug testing
17. Electronic Uniform Commitment Order form (currently done by paper)
18. Electronic Warrant Entry
19. Integrate CDC collection system with CDC CMS
20. Probation and Parole status/history – electronic notification from LADOC to CDC when a subject sentenced to probation does not report to Parole and Probation Office
21. Replace case management system (currently exploring options)

DISTRICT ATTORNEY'S OFFICE

22. Access to Municipal and Magistrate Court dockets
23. Additional SAN storage (12 TB) for temporary and permanent storage of Zip files, Backups, etc.
24. Customization of CRIMES to accommodate State charge table
25. Increase bandwidth to handle download demands from body cameras and eventually dash and taser cams
26. Install direct fiber link between DA's Office and NOPD DES for Zip & Ship retrieval

27. New server for Files & Records
28. New server for Zip & Ship/FTP File server
29. New server to host MS SQL Server
30. Replace 65 XP desktop PCs and upgrade some to Win 7

JUVENILE COURT

31. Access to information on all juvenile stops, including those diverted by the District Attorney
32. Access to open warrants
33. Dashboard/Reports to access and analyze data
34. Data sharing with Municipal Court on truancy cases and other cross-court cases
35. E-filing
36. Integration with NOPD's booking system to IJJIS to reduce redundant data entry by intake staff
37. OPJC does not have access to MOTION or CRIMES

MUNICIPAL COURT

38. Access to case information from Criminal District Court
39. Access to Department of Corrections, particularly release and probation status
40. Alleviate active warrant conflicts between Municipal Court and NCIC – allow NOPD officers to look up active warrants in CASTNet without requiring physical proof from NCIC
41. Functional access to the Municipal Court Case Management System off-site for OPD and OPDA to reduce the number non-Municipal Court staff who must be on-site to access the case information
42. Investigate whether there is benefit to integrating Traffic Court and Municipal Court case management systems in advance of the 2017 merger

NOHSEP

43. EOC virtualization so situational awareness room can be anywhere (if City Hall floods or is otherwise compromised)
44. Pushing data to agencies during emergencies is limited by hardware – there are limitations on how much/quickly data can be pushed, but also a capital need for additional hardware

NOPD

45. AVL (vehicle locator)
46. DTS – record management system that is failing
47. Electronic Warrant Entry

PUBLIC DEFENDER

48. "eDiscovery" would allow PD to receive case files from DA electronically (rather than paper form, thumb drives, and CDs)
49. Consistency of OPSO booking data entry (current entry impacts OPD's ability to understand charge history and to compile analytical reports on office's workload)
50. Increase internet bandwidth / Replace 8 older network switches with managed gigabit switches

51. Inefficient case management data entry – OPD and OPDA and Courts all enter defendant and case data in their own systems
52. NAS: Network Attached Storage- 12TB- backups and archived data
53. New file server
54. Replace 50 old laptops with new- including OS and Office
55. System to decrease the time to release defendants after the DA declines to press charges – could be a data exchange issue or personnel issue, can take up to a week

SHERIFF'S OFFICE

56. Disaster recovery site
57. Enhance background check process to make it more rapid (for bookings and visitors)
58. New jail management system, including high-level classification system

YOUTH STUDY CENTER

59. Notification by OPJC prior to transport if a defendant is added or removed from the current or next day's docket

Appendix IV: Projects Identified to Address CJIS Needs

The CJIS Strategic Plan was developed through a planning process involving the Office of Criminal Justice Coordination (OCJC), the New Orleans Police & Justice Foundation (NOPJF), the Office of Information Technology & Innovation (ITI) and the executives and staff of each of the local criminal justice agencies. The initial planning process documented agency-identified priorities ([Appendix III](#)). A list of projects that are necessary to address these priorities was developed by OCJC and NOPJF and presented to all criminal justice agencies for feedback and corrections. The list of proposed projects is included below, including anticipated costs, staff resources, and benefits. See [Appendix V](#) for the prioritization process and final rankings.

System-Wide Technical Infrastructure Upgrades	
Agencies Benefiting:	OPD, OPDA, OPSO, OPJC, NOPD, CDC, Clerk, Muni (8)
Anticipated Costs:	High
Anticipated Staff Resources:	Moderate
<p>Problem Addressed: Inadequate hardware and software infrastructure throughout the justice system reduces productivity, limits access key information, and diminishes interagency accountability. <i>Example 1: Limited network connectivity between NOPD and OPDA results in employees circumventing the electronic case submission process, leading to slower screening times and reduced accountability for the submission of case information.</i> <i>Example 2: Outdated workstations at OPD limit the productivity of OPD attorneys and support staff.</i></p>	
<p>Solution Overview: ITI will work with justice agencies to establish a process to track hardware and software licenses; continually assess upgrade needs and implement hardware, software and network upgrades; and implement said upgrades on a need/impact basis.</p>	
<p>Anticipated Benefits:</p> <ul style="list-style-type: none"> • Improved productivity • Improved system-wide performance • Improved accountability / activity tracking • Reduced paper-based exchanges 	

Uniform Charge Table Adoption	
Agencies Benefiting:	OPD, OPDA, OPSO, OPJC, NOPD, CDC, Clerk, Muni (8)
Anticipated Costs:	Moderate
Anticipated Staff Resources:	High
<p>Problem Addressed: Agencies maintain their own data tables of local and state charges. Charge information is not well-maintained, impeding data analysis. Staff time is wasted interpreting charge information received from outside agencies.</p>	
<p>Solution Overview: The Louisiana Supreme Court (LSC) is developing a centrally maintained table of state charges (https://chargecode.lasc.org/). This project would facilitate the transition from agency-specific charge tables to statewide web service maintained by Louisiana Supreme Court. Enter local ordinances into statewide service.</p>	

Anticipated Benefits:

- Improved data availability for criminal justice data analysis
- Improved efficiency
- Reduced errors
- Reduced integration cost/difficulty at local, state and national level

Orleans Parish Sheriff Jail Management System Replacement

Agencies Benefiting:	OPD, OPDA, OPSO, NOPD, CDC, Clerk, Muni (7)
Anticipated External Costs:	Very High
Anticipated Staff Resources:	Very High

Problem Addressed: The legacy jail management system used by the Orleans Parish Sheriff's Office consists of multiple RPG programs hosted in the OPSO IBM iSeries environment. Modifications to the RPG programs to improve data tracking, user features and reporting can be costly. Integration of the RPG programs with new external systems is also costly.

Solution Overview: Implement a modern, web-based jail management system that maintains current functionality and integration while improving data reporting tools and reducing manual data entry. Implementation will be preceded by an assessment to determine integration needs and functional requirements of a new system. The assessment will include consideration of potential modifications to the current system, commercial solutions, and/or modular replacements for specific components of the jail management system.

Anticipated Benefits:

- Improved data availability for criminal justice data analysis
- Improved booking and jail management efficiency
- Reduced integration cost/difficulty at local, state and national level
- Reduced paper-based information exchanges

Criminal District Court Case Management System Replacement

Agencies Benefiting:	OPD, OPDA, OPSO, NOPD, CDC, Clerk (6)
Anticipated External Costs:	Very High
Anticipated Staff Resources:	Very High

Problem Addressed: The current Criminal District Court Case Management System (CMS) is an RPG program hosted in the Sheriff's IBM iSeries environment. Modifications to the system and integration with external systems are costly. Data availability for analysis and decision making are limited.

Solution Overview: Implement a modern, web-based case management system that maintains current functionality and integration while improving data reporting tools and reducing manual data entry. Implementation will be preceded by an assessment to determine integration needs and functional requirements of a new system. The assessment will include consideration of potential modifications to the current system, commercial solutions, and/or modular replacements for specific components of the court case management system.

Anticipated Benefits:

- Improved data availability for criminal justice data analysis
- Improved courtroom efficiency
- Improved information to support custody and sentencing decisions
- Improved case scheduling

- Reduced integration cost/difficulty at local, state and national level
- Improved document management
- Electronic filing
- Reduced paper-based information exchanges

Judicial Dashboard / Data Tools for Judges	
Agencies Benefitting:	Muni, OPJC, CDC, OPD, OPDA (5)
Anticipated External Costs:	Moderate to High (dependent on number of courtrooms)
Anticipated Staff Resources:	High
Problem Addressed: Judges in local courts have limited access to mission-critical information such as open cases in other courts and probation status/compliance. Court hearings are heavily reliant on paper forms. Court staff maintain redundant, manually-entered data tracking sheets.	
Solution Overview: Implement a product such as aiSmartBench which consolidates information from multiple data sources such as the court case management system, jail records and the E-subpoena database into a single, easy-to-use format. The solution could be implemented in CDC, Muni and OPJC.	
Anticipated Benefits:	
<ul style="list-style-type: none"> • Improved courtroom efficiency • Improved information to support custody and sentencing decisions • Improved case scheduling • Reduced paper-based information exchanges 	

Public Defender Case Management System Integration / NIEM Adoption Phase 1	
Agencies Benefitting:	OPD (1)
Anticipated External Costs:	Unknown
Anticipated Staff Resources:	Moderate
Problem Addressed: 1.) OPD does not have access to Magistrate Court dockets and must manually enter case event data that could be electronically imported from the information systems in which the data originate (CDC, OPSO, Muni) via the Data Exchange Server. 2.) The local justice system has not adopted National Information Exchange Model (NIEM) standards, the absence of which limit federal funding opportunities and increase the cost and difficulty of integration with local, state and federal systems.	
Solution Overview: Implement data sharing software such as CrossFlo to create NIEM-conformant Information Exchange Packages between the Data Exchange Server and Public Defender CMS (DefenderData).	
Anticipated Benefits:	
<ul style="list-style-type: none"> • Improved public defender productivity • Reduced paper-based exchanges • High re-use value from integration software / broad application for future projects • Establishes NIEM use-case in Orleans Parish / Increased eligibility for future funding 	

Agency Performance Management Reports	
Agencies Benefitting:	OPD, OPDA, OPSO, OPJC, NOPD, CDC, Clerk, Muni (8)
Anticipated External Costs:	Low
Anticipated Staff Resources:	Moderate
Problem Addressed: Agencies have limited or no ability to generate custom, agency-specific reports from the Data Exchange Server (DES) to manage internal performance. In many cases agencies track performance information through manually-maintained spreadsheets, increasing the chance of error and wasted staff time.	
Solution Overview: Work with management professionals and executives from each agency to assist in the design and implementation of internal managements. Create a report-generation tool for agencies with graphical user interface, customizable data ranges drawing from data available on the Data Exchange Server.	
Anticipated Benefits:	
<ul style="list-style-type: none"> • Improved productivity • Improved performance 	

Electronic Warrant System	
Agencies Benefitting:	NOPD, OPDA, CDC, Muni, Clerk, OPSO (6)
Anticipated External Costs:	Moderate
Anticipated Staff Resources:	Moderate
Problem Addressed: The existing paper warrant process requires judges to physically sign arrest warrants. This leads to wasted staff time and delays in providing warrant information to officers in the field.	
Solution Overview: Implement a web-based electronic system of arrest warrants and search warrants including electronic signature functionality for judges.	
Anticipated Benefits:	
<ul style="list-style-type: none"> • Quicker warrant execution time • Improved warrant service rates • Reduced time on warrant transportation and warrant data entry • Reduced paper-based information exchanges 	

Criminal Court E-Filing System	
Agencies Benefitting:	CDC, Clerk, OPD, OPDA (4)
Anticipated External Costs:	TBD
Anticipated Staff Resources:	TBD
Solution Overview: The Criminal District Court filing system is paper-based and manpower intensive, affecting the productivity of multiple agencies.	
Anticipated Benefits:	
<ul style="list-style-type: none"> • Improved productivity in multiple agencies • Improved justice system performance • Reduced use of paper 	

Crime and Safety Tracking Network (CASTNet) Role-Based Modules	
Agencies Benefitting:	CDC, OPSO, DOC, OPDA, OPD, Muni (6)
Anticipated External Costs:	Low
Anticipated Staff Resources:	High
Problem Addressed: Agencies do not have a single source for comprehensive information on arrest, incarceration, warrant, and disposition. The negatively impacts custody and release decisions, case preparation, booking, inmate management and probation decisions.	
Solution Overview: The Crime and Safety Tracking Network (CASTNet) is a reporting engine developed through a partnership among NOPD, NOPJF and the City of New Orleans to replace NOPD's outdated record management system. The CASTNet database includes comprehensive arrest, incarceration, court disposition and warrant information drawing on multiple source databases. These data could be made available to other authorized criminal justice professionals by developing custom role-based modules to the CASTNet application.	
Anticipated Benefits: <ul style="list-style-type: none"> • Improved productivity • Improved decision making / Reduced errors due to lack of information • Reduction in paper-based information exchanges 	

Orleans Parish Criminal Justice Data Dictionary	
Agencies Benefitting:	OPD, OPDA, OPSO, OPJC, NOPD, CDC, Clerk, Muni (8)
Anticipated External Costs:	Low
Anticipated Staff Resources:	High
Problem Addressed: While some data fields have been cross-referenced between agencies, there is no common data dictionary defining data used in each local criminal justice system. This opens the possibility of interpreting data incorrectly and increases the costs of data analysis and software implementation.	
Solution Overview: Develop data dictionary that includes data elements, format, definition, source agency and ownership.	
Anticipated Benefits: <ul style="list-style-type: none"> • Improved productivity • Improved decision making / Reduced errors due to lack of information • Reduction in paper-based information exchanges 	

Appendix V: Project Prioritization Process & Rankings

Project Identification & Prioritization Process

The information sharing solutions outlined in the Strategic Plan were identified and ranked through an interagency planning process. At the April 15th meeting of the Criminal Justice Council (CJC), Mayor Landrieu identified criminal justice information sharing as a top priority of the CJC. In June, 2014, the Office of Criminal Justice Coordination (OCJC) and the New Orleans Police & Justice Foundation (NOPJF) convened the first meeting of the CJIS Subcommittee of the CJC, consisting of managers and staff of local criminal justice agencies. Between June and August, 2014, members of the CJIS Subcommittee identified system-wide information sharing needs and potential technical solutions.

The list of potential projects was ranked by each agency on the basis of immediacy of need and system-wide impact. The rankings were reviewed by the CJIS Governance Board on September 22, 2014 and incorporated into the final strategic plan considering project scope, immediacy, effect on performance (e.g. timeliness, workload), cost, and effort to implement.

Project Name	# Agencies Benefitting	Anticipated Costs	Staff Resources	Governance Board Ranking
Sheriff Jail Management & CDC CMS Replacement Phase 1	7	Moderate	High	High
System-Wide Technical Infrastructure Upgrades	8	High	Moderate	High
Judicial Dashboard/Data Tools for Judges	5	Mod. to High	High	High
Electronic Warrant System	6	Moderate	Moderate	High
CASTNet External User Modules	6	Low	High	High
Uniform Charge Standards Adoption	8	Moderate	High	High
Orleans Parish Criminal Justice Data Dictionary	8	Low	High	High
System-wide Disaster Recovery Site	8	TBD	TBD	High
Criminal District Court Case Management System Replacement	6	Very High	Very High	Medium
Sheriff Jail Management System Replacement	7	Very High	Very High	Medium
Agency Performance Management Reports	8	Low	Moderate	Medium-Low
Criminal Court E-Filing System	4	TBD	TBD	Medium-Low
Public Defender CMS Integration/NIEM Adoption Phase I	1	Unknown	Moderate	Low

Appendix VI: OPISIS Project Status

Background: The Orleans Parish Information Sharing & Integrated Systems (OPISIS) initiative is a multiagency collaboration that seeks to improve local criminal justice information sharing. Since 2006 OPISIS has served as a medium to plan, fund and implement justice information sharing projects in Orleans Parish under a cooperative oversight structure. The New Orleans Police & Justice Foundation (NOPJF) serves as Project Management Office for the OPISIS initiative. OPISIS projects have been primarily funded through federal and private grants from the U.S. Department of Justice, Baptist Community Ministries and the RosaMary Foundation.

Beginning in mid-2014, the governance structure described in Section II of the CJIS Strategic Plan replaced the OPISIS governance structure for the purpose of planning and implementing new information sharing projects. The below table provides the status of OPISIS-initiated projects as of October 2014. NOPJF will continue to oversee the completion of outstanding OPISIS projects and will serve as a convening entity and committee co-chair in partnership with the Office of Criminal Justice Coordination under the new CJIS governance structure.

OPISIS Project	Status as of 10/31/14
Disaster Recovery Hotsite (OPSO)	Complete
CourtNotify (Electronic Subpoena System)	Complete
Data Exchange Server	Complete
Homicide Records Archival System	Complete
Comprehensive Evidence Management System	Complete
Public Defender Case Management System	Complete
IT Enhancements for the District Attorney's Office	Complete
Criminal Court Case Management System	Migrated to CJC Strategic Plan
Investigative Case Management System (NOPD)	Complete
Crime Analysis System (NOPD)	Complete
Electronic Police Report Enhancements	Complete
Orleans Parish Sheriff User Interfaces	Complete
Magistrate Court Case Management System	Implementation
Electronic Screening Action Form	Development
NOPD CASTNet	Development
OPSO Acceptance Module	Development

Open OPISIS projects as of 10-31-2014

Magistrate Case Management System

Magistrate case management and the “bind-over” process used by the Clerk to convert magistrate number-based cases into Criminal District Court docket cases are currently handled by a special Magistrate Court Docket system and bind-over/allotment programs hosted on the Orleans Parish Sheriff’s iSeries. The new Magistrate Court Case Management System developed under OPISIS will replace these systems with a modern web application. The new system will make use of the electronic Screening Action Form and Bill of Information and will automatically export bond information and court

events such as release orders to the Orleans Parish Sheriff's Office. Magistrate Court data tables will be stored on the Data Exchange Server (DES) for reporting and use by other justice information systems.

Current Status: Criminal Court is piloting the new system in one Magistrate section. During the pilot phase, minor modifications were required to better integrate the system with the Orleans Parish Sheriff's databases. Once the changes are complete, piloting will resume with expansion to other Magistrate sections in Q4 2014.

Electronic Screening Action Form (E-SAF)

The development of the new Magistrate CMS, the Data Exchange Server and OPSO Acceptance Module present an opportunity to replace the DA's manual Screening Action Form and Bill of Information with a more efficient electronic process. The new Electronic Screening Action Form developed under OPISIS will automatically transmit the District Attorney's case screening decisions to the Sheriff, Clerk of Court and NOPD information systems.

Current Status: The project is on hold-pending final implementation of the Magistrate CMS (see above).

OPSO Booking Interfaces ("Acceptance")

The new OPSO Acceptance Module developed under OPISIS will import Electronic Police Report files from NOPD into the Sheriff's Jail Management System to eliminate redundant data entry and improve the inmate booking process. It will also integrate with the new Magistrate CMS and Electronic Screening Action Form (see above) to electronically import Magistrate release forms, bond information and DA screening decisions.

Current Status: After initial testing, the project was placed on hold until necessary changes to NOPD's EPR system were completed. The EPR changes are now complete. Following the launch of the Magistrate CMS (see above), NOPJF will work with the Sheriff's Office to resume testing and implementation.

CASTNet - Modernization of the NOPD Criminal History RAP Sheet and Local Warrants System

Since the 1960's, MOTION has served as NOPD's primary criminal history and warrant information system. Charge dispositions and warrant information are maintained entirely through manual data entry. Information on felony conviction history for New Orleans offenders is largely unavailable through MOTION. NOPJF, NOPD and the City of New Orleans are jointly developing the Crime and Safety Tracking Network (CASTNet) as a modern, web-based replacement for MOTION's criminal history and warrant management functions. CASTNet will reduce manual data entry and improve the completeness of criminal history and warrant information available to NOPD officers.

Current Status: NOPJF, the City and NOPD are actively developing, documenting and testing the new CASTNet application. Completion is currently scheduled for Q1 2015.