



President's Message

Join NAJIS in San Diego!

San Diego promises to be another great setting for the 2013 NAJIS Fall Conference. After last year's successful conference in Portland, Maine, the NAJIS Board decided to go to the opposite coast, choosing San Diego's picturesque Coronado Island as the setting.

This year's conference sessions will include a wide range of topics with a special focus on information sharing and best practices for justice information exchange. Conference sessions will also feature successful models for implementing justice technologies quickly and economically.

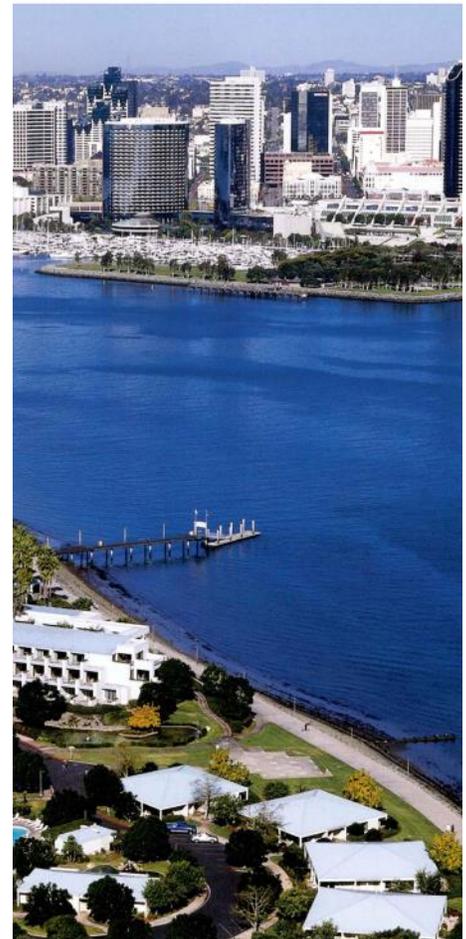
This year's conference will feature an expanded roster of vendors that provide justice related services and technologies. In the past, vendor fairs have given attendees the opportunity to see new technologies and mix with industry experts. In San Diego, an expanded roster of vendors that provide justice related services and technologies will be featured.

San Diego County's Automated Regional Justice Information System (ARJIS) will be highlighted as a best practice for effectively sharing justice information among agencies in San Diego and Imperial Counties. Since its inception, ARJIS has evolved into a comprehensive criminal justice network used by 71 local, state and federal agencies with 11,000 users who initiate more than 35,000 ARJIS transactions every day.

Among other things, ARJIS has facilitated wireless access to photos, warrants and investigations data. It supports crime and sex offender mapping and provides an enterprise suite of applications that assist in identifying offenders and solving crimes.

Gordon Lansford

Gordon Lansford is the Director of the Kansas Criminal Justice Information System and has been in the information technology field for more than 40 years.



Adaptive Project Management for Justice IT Projects

By Steve Prisoc

Adaptive project management is an approach to managing IT projects that assumes that the full nature of project requirements cannot be fully known until a project is well underway. This means that project planning must incorporate a degree of uncertainty from the beginning.

Adaptive project management has its roots in the environmental sciences, where interventions are incremental and continually adapting to the realities of goals that move depending on how particular ecosystems react to project activities.

As such, environmental project management is a constant processing of small steps, constant measurement and continual refactoring.

Traditional project management approaches typically assume that project activities and requirements can be discovered through a formal analysis process and that the results of analysis will hold through the full duration of the project.

For small, constrained projects, the assumption that project requirements will

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SEARCH Launches Data Sharing Consortium

By Scott Came, SEARCH Executive Director

The Open Justice Broker Consortium (OJBC) is a membership organization of state, local, and tribal government entities dedicated to developing cost-effective information sharing capabilities for the justice and public safety community. What makes the OJBC powerful is its collaborative approach to organizational governance and software development.

Membership Driven

The OJBC is a cooperative, non-profit organization governed by and for its members. When members join the OJBC, they gain access to software and staff expertise to design and develop information sharing capabilities to meet their unique information sharing and business processing needs. Perhaps more importantly, they gain access to the portfolio of tools and capabilities developed for other members. Solutions developed on the OJB platform for any member are then also made available to the full OJBC membership for reuse.

Standardized Approach

A core philosophy of the OJBC is to develop technical solutions that leverage industry and justice standards. The OJB platform is built upon the standards-based open source Apache ServiceMix platform, which is an open source enterprise service bus and service-oriented architecture toolkit, released under the Apache license and supported by a large community of developers. These technologies also fully conform to the Global Reference Architecture (GRA). In addition to specific justice information exchanges, the OJB supports

- Privacy policy enforcement with Extensible Access Control Language (XACML)
- Transformations of messages
- Gateways to national services, such as the FBI's National Data Exchange (N-DEx)

Advantages of the OJBC

- Eliminates the need for each state, local, or tribal jurisdiction to start from scratch to build justice information exchanges,
- Supports effective security and privacy practices, leveraging the Global Federated Identity and Privilege Management (GFIPM) guidelines, Global privacy guidelines,
- Implements core integration features, such as subscription/notification and federated query capabilities, and
- Implements information exchanges in conformance with national and industry standards, such as Web services, the Global Reference Architecture (GRA), and the National Information Exchange Model (NIEM).

Operational Capabilities

OJBC members have implemented a host of information sharing capabilities including real-time subscription notification.

A hallmark of integrated justice is that practitioners receive the right information at the right time to support their work. The OJB supports this goal with a subscription/notification engine that allows practitioners to subscribe—automatically or manually—to notifications of specific justice

events. The State of Hawaii is using this capability to create subscriptions for re-arrest of probationers and parolees. The subscriptions are generated automatically out of probation/parole case management systems, and delivered to officers via email, allowing them to coordinate with law enforcement and take other appropriate action immediately.

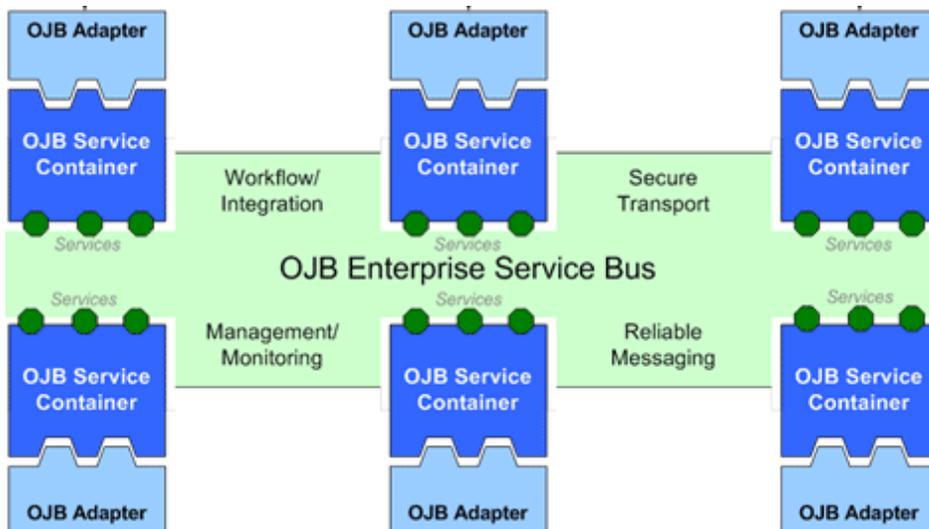
Incident reporting

The OJB facilitates shared law enforcement incident information at the local, state, and federal level by extracting incident information from records management systems, sending the information to the state-level broker, and routing charging documents to local prosecutors and incidents to the FBI's National Data Exchange (N-DEx) system. This allows law enforcement agencies to leverage N-DEx while also creating efficiencies at the local level. In Maine, where this capability was first implemented, county jurisdictions are experiencing significant savings through elimination of duplicate data entry.

Web Portal and Federated Query

The OJBC provides users with the ability to perform federated queries against multiple data sources and to review query results with entity resolution applied. The portal also takes advantage of federated identity management capabilities of the OJB. This means users can gain access to the portal using true "single sign-on" functionality. Hawaii and Vermont are currently using the portal for federated queries of criminal history records, warrants, incident reports and firearm registrations. Both states are taking advantage of the federated identity management capabilities of the portal to control user access and provide single sign-on capabilities.

OJBC membership is open to any state, local or tribal organization. For more info, see www.ojbc.org.



Preview of NAJIS San Diego Plenary and Breakout Sessions

San Diego Initiatives Justice Sharing Initiatives: This session will feature a panel of local justice practitioners discussing major initiatives in the San Diego area.

NAJIS Roundtable – Justice IT Projects and Problems: This interactive session is a great opportunity to share key initiatives in your jurisdiction and hear what others are doing around the country.

The State of Justice Information Sharing: This facilitated panel will discuss where we are, where we need to be, and how we will get there.

Mobile Apps: Policy lags behind technology when it comes to mobile applications in justice agencies. San Diego is one of the leaders in the use of mobile, having addressed all the CJIS security requirements for the Android operating system. Attend this session to learn more about their very successful facial recognition in the field project.

Adaptive Project Management: Formal project management methods are absolutely necessary for successful IT projects, but many project managers have learned from experience how to build more adaptive management approaches into their project management planning processes to better manage the risk of unexpected obstacles and setbacks. This session will focus on how adaptive project management techniques can improve the success rate of real-world IT projects.

Regional information Sharing System – MARIS: This session will provide an overview of one region's approach to local data sharing. Discover what the Mid-Atlantic Region is doing to share data concerning probationers in the region, what is shared, and how it works. This session will explore what you and your neighboring states need to know about each other.

Preventing the Misuse of Criminal Justice Information: With the prevalence of data sharing in almost all criminal justice organizations, taking steps to prevent the misuse and abuse of criminal justice data is critical. Concerns relate not only to privacy but to the potential to compromise law enforcement and prosecutorial capabilities. Attend this session to learn about one state's solution to misuse and abuse.

Criminal History Record Management Quality—Comparing Different States: In a perfect world, all criminal arrests and non-arrest case filings would be accompanied by defendant fingerprints, and biometrically linked defendant records would flow seamlessly to state and federal criminal history repositories. In some states this is exactly what happens, but while a number of states and jurisdictions have achieved high rates of fingerprint-based arrest and disposition matching, many states have not.

Improving Completeness and Quality: This session will follow up on the previous criminal history session to explore practices that lead to high rates of accurate criminal history record posting. Speakers will present real-life examples of states that have managed to overcome bureaucratic inertia to facilitate the availability of high quality information at key decision points in the justice process.

Criminal eFiling: Criminal e-Filing promises to bring huge efficiencies to courts across the country, but criminal e-filing is very different from civil e-filing and poses unique problems to practitioners. To bypass problems associated with criminal e-filing, some jurisdictions have accepted initial filings in a traditional manner and then received subsequent motions electronically. Other jurisdictions have completely re-tooled their civil e-filing processes to allow for initial and subsequent criminal electronic filings. This session will focus on problems that are unique to criminal e-filing and will present solutions to particular challenges.

NICS Records and Extending Background Checks: This session on the scope of NICS requirements and what two states have done to meet the challenge of providing complete data.

Standards Landscape: An overview of the current state of Global Standards: Global Reference Architecture (GRA), National Information Exchange Model (NIEM), Global Federated Identity and Privilege Management (GFIPM), and Global Technical Privacy Framework.

To NIEF or Not to NIEF: This session will provide foundational information about GFIPM, including how the standard works, the role of Identify Provider, Ser-

vice Provider and Federated Management Organization. This session will include a discussion about options for establishing the Identity Federation: NIEF vs. other federation approaches.

SAVIN: Improving Data Discovery and Reuse: Statewide automated victim notification systems collect offender information to render victim notifications. These systems typically house aggregated jail data, which can be of value to courts, corrections and law enforcement. In North Carolina, the state leverages its victim notification system's data to support a justice information repository used by local law enforcement and court users. North Carolina is also sending jail data to the Division of Mental Health to identify detainees who may require those services in custody.

eWarrants: This session will review the various approaches used across the country to design and implement an electronic warrants system between courts and law enforcement. Some jurisdictions establish a single warrants application that is shared by all parties while other jurisdictions connect court and wanted persons systems and share information between them. Some systems start with the affidavit; others start with the warrant issuance process. This session will address the issues and opportunities, advantages and disadvantages that each of these approaches offers.

Where is the JIS Money?: With dwindling grant dollars, where can you find money to support your efforts? During this session you will hear where the money is, the types of initiatives most likely to be supported with federal funds, and tips for getting it. You will also hear about successful, creative funding solutions that have worked to support innovate projects in states and jurisdictions.



2013 NAJIS Conference Agenda

Monday – September 9, 2013		
4:00-7:00	<i>Pre-registration and Welcome Reception</i>	
Tuesday – September 10, 2013		
7:30-8:30	<i>Continental Breakfast and Registration</i>	
8:30 – 9:00	Welcome and Opening Remarks	
9:00—10:00	Session 1: Keynote - San Diego Justice Initiatives	
10:00—10:15	<i>Break</i>	
10:15 –12:00	NAJIS Roundtable: Conference Attendees Share Their Justice IT Projects and Problems	
12:00—1:30	<i>Luncheon (Provided) - Sponsor Overviews</i>	
1:30—2:45	Session 2: The State of Justice Information Sharing	
2:45—3:00	<i>Break</i>	
	Breakout A	Breakout B
3:00—4:00	Session 3: Mobile Apps	Session 4: Adaptive Project Management
4:00—5:00	Session 5: Regional Information Sharing—MARIS	
5:30	Networking Reception—Skyline Terrace	
Wednesday, September 11, 2013		
8:30—8:45	Announcements and Evaluation Prize Drawing	
8:45—9:45	Session 6: Preventing the Misuse of Criminal Justice Information	
9:45—10:00	<i>Break</i>	
	Breakout A	Breakout B
10:00—11:00	Session 7: Criminal History Record Quality Management (Part 1)	Session 8: FirstNet: First Responders Network Authority
11:00 –12:00	Session 9: Criminal History Challenges: Improving Completeness and Quality (Part 2)	Session 10: Surveying the Information Sharing Standards Landscape
12:00—1:15	<i>Luncheon (provided), Sponsor Door Prizes</i>	
1:15—2:15	Session 11 – NICS Records and Extending Background Checks	Session 12: Federated Identity Management—To NIEF or not to NIEF
2:15—3:15	Beyond Biometrics—Using Customer Resource Management Techniques to Improve Record Quality	
3:15	Adjourn—Evening on Your Own	

2013 NAJIS Conference Agenda (continued)

Thursday, September 12, 2013		
8:00 – 8:30	<i>Continental Breakfast and Evaluation Prize Drawing</i>	
8:30—9:30	Session 14: Risk Mitigation using the Cloud	
9:30 - 10:30	Session 15: RMS, CMS, JMS, PMS	
10:30 - 10:45	<i>Break</i>	
	Breakout A	Breakout B
10:45—Noon	Session 16: Where is the JIS Monday.... And How to Get It	Session 17: Criminal eFiling
Noon—1:15	<i>Lunch on your own</i>	
1:15—2:30	Session 18: SAVIN: Improving Data Discovery and Reuse	Session 19:eWarrants
2:30—2:45	<i>Break</i>	
2:45—3:45	Session 20: Using Social Media in Criminal Investigations	
3:45—4:00	Passport Drawing and Adjourn	

2013 NAJIS CONFERENCE INFORMATION

The NAJIS annual conference focuses on current topics related to justice information sharing practitioners and provides excellent networking opportunities for attendees.

This year's conference will be held at the beautiful [Coronado Island Marriott Resort](#). Coronado is a world away, and yet a mere two-mile drive from cosmopolitan, downtown San Diego, across one of the world's most distinctive bridges. Developed in 1888 as a beach resort town, and home to the famous Hotel del Coronado, the island is endowed with one of the finest beaches in the world, bathed in endless sunshine. Coronado is a vibrant beach community loaded with charm.

The conference hotel rate is \$133 per night. You can make reservations by calling the Coronado Island Marriott Resort: Tel: 1-800-228-9290

For conference registration information, go to www.najis.org or call 202-448-1720.

Conference Dates: September 10—12, 2013
Conference Registration Fee: \$595



Coronado Ferry. Used with permission.

VENDOR INFORMATION

Vendors interested in exhibiting at the NAJIS conference can contact David Naisby at 717-214-7461 or dnaisby@state.pa.us

Come to this year's conference and find out why one participant said:
"I go to a lot of conferences and by far NAJIS is the most informational and FUN."

Adaptive Project Management

(Continued from page 1)

hold true through the life of the project could turn out to be true, but for large projects where activities are spread over many months or years, requirements will likely drift significantly as business needs and technologies advance and change. When this happens, a rigid approach to project management results in project deliverables that completely miss the business need, particularly since those needs tend to drift over time as the competitive landscape changes.

Adaptive project management techniques can easily supplement more traditional methods such as the Project Management Institute's (PMI) popular project management approach. In fact, the PMI is gradually embracing more adaptive approaches to managing projects.

Within adaptive project management, there are variants such as Agile, and eXtreme now in use — primarily for managing software development projects where Agile development teams are involved. The Agile software development approach is in sharp contrast to the more traditional sequential waterfall method. The sharpest distinction between the two methods is that waterfall is sequential and agile is iterative.

Quite simply, an iterative approach allows for circling back to make sure that the original requirements were accurate and that users are satisfied with deliverables. This is typically accomplished through delivery of working, testable software modules throughout the project lifecycle to ensure that users are involved and satisfied throughout the process.

Introducing iterative cycles to traditional project management approaches can be an easy modification to ensure that projects actually meet business needs when deliverables are completed.

We live in a time when a significant number of large IT projects will fail. These failures are expensive and damage reputations, sometimes fatally.

According to the Standish Group, approximately 35 percent of IT projects will fail

What Is NAJIS?

The National Association for Justice Information Systems (NAJIS) is an organization of individuals responsible for the acquisition, operation and management of local, state, tribal and federal criminal justice information systems.

All practitioners in prosecutor's offices, the courts, law enforcement, probation, corrections and allied agencies who design, improve, implement or supervise automated information systems can benefit from participating in NAJIS. Individuals who are investigating, evaluating and purchasing automated systems—both hardware and software—for criminal justice purposes are encouraged to join and participate in NAJIS activities.

NAJIS began in 1981 as the PROMIS (Prosecutors Management Information System) User Group and has grown to encompass the technology interests of all criminal justice disciplines. The promotion of integrated criminal justice and new technologies is the focus of NAJIS.

NAJIS conducts an annual educational conference, publishes a newsletter and website with the goal of improving the criminal justice system through the practical application of technology.

outright and large, multi-dimensional IT projects will fail at a much higher rate. The Standish Group recommends several actions to avoid failure, among them are strong project governance, expert project management, and committed executive sponsorship, but the application of adaptive techniques to traditional project management may have the most potential for reducing failure rates.

By eliminating the need to commit to rigid specifications and deliverables at the beginning of a project, and by building in room to learn from user feedback and technology changes throughout the project lifecycle, it's almost inevitable that adaptive projects will fail at a much lower rate.

Steve Prisoc is the Chief Information Officer for the New Mexico State Courts

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