GLOBAL JUSTICE INFORMATION
SHARING INITIATIVE

STRATEGIC SOLUTIONS TO TRANSFORM OUR NATION'S JUSTICE AND PUBLIC SAFETY INFORMATION SHARING

A CALL TO ACTION

BACKGROUND

The Global Justice Information Sharing Initiative (Global) Advisory Committee (GAC) is a Federal Advisory Committee to the U.S. Attorney General, providing recommendations on promising national information sharing policies, practices, and technologies to solve problems and improve justice. Through the work of the Bureau of Justice Assistance (BJA) and its state, local, and tribal (SLT) partners, taking action based on Global recommendations, groundbreaking progress has been made. However, many of these successes have been in specific areas or within particular lines of the justice business. Today, it is vital to examine the justice system as a whole and develop strategic ways to fundamentally improve how the enterprise collects, shares, and uses information to support critical justice and public safety decision-making. Responding to this need and considering the numerous related advancements over the years, in 2012, the GAC formally recommended *Strategic Solutions to Transform Our Nation's Justice and Public Safety Information Sharing* as a challenge and call to action for its members, partners, and national leaders toward adopting comprehensive information sharing solutions.

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The Challenge

To transform the nation's justice and public safety information sharing business model through more effective, efficient, and coordinated technical, policy, and funding solutions and practices.

Taking Action:

Address Priority Issues and Capabilities

The need for transformation is real and immediate; a successful response to that challenge by Global membership organizations, the larger justice community, other stakeholders such as the private sector, and national leaders is not merely aspirational, but instead **very possible** to achieve. If the following priority issues and capabilities are addressed, crucial interoperability and technological capacity for the field will be supported, advancing the overall justice and public safety enterprise:

- ➡ **Capability:** Develop **single-sign-on/federated query** capabilities
  - At a recent national conference of state, local, and tribal (SLT) law enforcement executives and information technology (IT) managers, this was the number one request.
- ➡ **Capability:** Leverage **secure cloud solutions**
  - Applying secure cloud solutions provides maximum business agility while minimizing implementation and maintenance costs. Cloud solutions (whether public and/or private) also enable small justice organizations to gain business capabilities they otherwise could not afford and inherently support open standards and reuse.
- ➡ **Capability:** Develop and engage in **shared services and systems**
  - The use of shared services, such as regional or multiagency information systems, analysis, or communications capabilities, can save agency resources while avoiding duplication. Shared services also can provide smaller agencies with resources they otherwise cannot afford.
- ➡ **Issue:** Ensure interoperability between law enforcement **deconfliction** systems
  - Mutual aid and other partnership arrangements serve as methods of deconfliction. Standards are necessary to ensure that separate deconfliction systems are interoperable, with a single sign-on capability, to promote officer safety and strengthen law enforcement operations/investigations.
- ➡ **Issue:** Advance information sharing to support **successful reentry of formerly incarcerated individuals**
  - According to the Bureau of Justice Statistics, more than half of the individuals released from incarceration will be in some form of legal trouble within three years; in California, rereleases recidivate at an even higher rate. To protect public safety and reduce recidivism, there is a renewed emphasis on supporting the success of reentry initiatives. There is a need to promote sharing of appropriate data related to reentry in a comprehensive case management approach across multiple domains.

Fundamental

Transformation Principles

To address SLT needs, leverage evidence-based practices, incorporate sound development strategies, and reflect Global tenets, call to action responses should be rooted in the following core principles:

Principle 1: National approaches

- Develop approaches with input from national stakeholders: Emphasize SLT agency representatives' active participation and leadership; include federal leaders and industry partners.
- Build organizational capacity through engagement, coordination, training, and management support.
- Focus national strategies and resources on all-crimes/all-hazards.

Principle 2: Interoperability

- Support adoption and use of open standards.
- Leverage effective use of the National Information Exchange Model (NIEM), national strategies, and national capabilities.
- Eliminate redundant systems and/or capabilities; guard against future redundancies.
- Leverage existing infrastructure and solutions.
- Implement an appropriate and secure cloud strategy, including mission-critical applications.
- Address deconfliction.

Why Now? A "Perfect Storm" of
Transformation Drivers

Economic Reality—Today's economy has forced drastic budget cuts, especially in *innovation*, an area that has helped drive crime rates to historic lows. As we collectively work through our nation's economic recovery, many SLT justice and public safety executives acknowledge that fundamental (and often innovative) changes in strategic information sharing business solutions are required to meet the new fiscal realities of the twenty-first century.

Call for National Leadership—When SLT practitioners have been asked what strategies will best support their efforts during these challenging times, the consistent response to national leaders has been clear: Increase interoperability, decrease redundancy, and stop information sharing fragmentation.

Mission Priority: Public Safety and National Security—In the face of increasingly shrinking resources, we still must address evolving and continued threats to our nation, the security of our neighbors and neighborhoods, and the safety of justice and public safety personnel.

Public Expectation, Public Demand—The American people pay bills online, buy plane tickets on smartphones, and expect their municipal, county, state, and federal services to be provided with the same ease and flexibility. They also are savvy about the need for effective, efficient, responsive, and nonduplicative— i.e., "smart"—government operations (which usually involve the harnessing of technology), and demand them.

"Silver Lining" Opportunity—Because of the current economic climate, by necessity, organizations are willing to explore new models, methods, and collaborations to meet business needs. By employing new IT strategies, we can expand capabilities—including services to the underserved organizations in the justice and public safety communities—through strategic business solutions such as shared services and collocated resources.

We Can Leverage What Works—Success is driven by support for development of national policy, practices, and technical solutions that can be successfully reused. For example:

- Because of the well-respected GAC consensus review and approval process, leveraging BJA's Global-recommended resources brings "built-in buy-in." This saves time, money, and effort; immediately accelerates an information sharing strategy's chance for success; immediately ensures a standard level of SLT interoperability; and maximizes use of federal funds.

Principle 3: Informed justice and public safety decision-making

- Innovate and standardize information sharing capabilities nationwide to support effective, efficient decision-making, including real-time crime analysis.
- Prioritize crime prevention, including terrorism, by adopting strategies such as intelligence-led policing to drive decisions.
- Build and deliver capabilities to manage, integrate, and analyze vast stores of information.

Principle 4: Responsible information sharing policies, practices, and values

- Maximize resources and increase efficiencies through standardization, regionalization, and colocation of services.
- Ensure efficient, coordinated funding strategies.
- Encourage cultural change from information ownership to information stewardship.
- Vigorously protect privacy, civil liberties, and civil rights throughout the information sharing process.
- Safeguard victims against the possibility of further victimization or harm.
- Drive responsible information sharing by interconnecting existing networks and systems with strong identity, access, and discovery capabilities.
- Emphasize data quality.
- Standardize, automate, and leverage existing infrastructure and solutions related to information sharing policies and agreements.

- BJA's Global-recommended, service-oriented reference architecture or Global Reference Architecture (GRA) is an "80 percent solution." The GRA provides developers with the majority of technical specifications and guidelines for projects, while saving room for customization. This translates into significant time and cost savings for architecture and design development through the reuse of established promising practices.
- Orange County, Florida, reports that eliminating redundant arrest data has saved an estimated $5 million to $7 million annually.
- As a result of adopting NIEM, counties in Pennsylvania realized a 271 percent improvement in data quality.
- The Nationwide Suspicious Activity Reporting Initiative (NSI) has successfully addressed fragmentation, implementing a national policy, national architecture, and national process. It is projected that by 2014, every SLT and federal law enforcement entity operating domestically will participate in a standardized integrated approach to gather, document, process, analyze, and share terrorism-related suspicious activity.
- The Office of Justice Programs' CrimeSolutions.gov is using rigorous research to determine what works in criminal justice, juvenile justice, and crime victim services.
- **Now, we need to accelerate broadscale replication of these and other successful capabilities.**

Global's Recommendations—

What You Should Do

While Global's recommended call to action is aimed at GAC member organizations, collaborative partners (such as industry), and the larger justice and public safety communities, leadership across all levels of government is the necessary first step to address this challenge. Immediate recommended actions are:

➡ **Leverage Global-recommended solutions and available training and technical assistance** to:

- Develop **single-sign-on/federated query** capabilities.
- Leverage **secure cloud solutions**.
- Develop and engage in **shared services and systems**.
- Ensure interoperability between law enforcement **deconfliction** systems.
- Advance information sharing to support **successful reentry of formerly incarcerated individuals**.

➡ **Collaborate with mission partners and key stakeholders**, including executives and leaders within DOJ; the Office of the Program Manager, Information Sharing Environment (PM-ISE); and the U.S. Department of Homeland Security to:

- Coordinate a **consistent approach to federal funding and policy support** to SLT agencies.
- Emphasize **national approaches** and **interoperability**.
- **Advocate universal adoption** of appropriate common **standards** and **technology implementation and integration approaches**.
- **Forward this call to action to partners** for consideration, prioritization, and integration into complementary national efforts and strategies.

As always, BJA values Global's recommendations to support the Department's mission, including the opportunity to guide this effort in collaboration with other key stakeholders through the priority issues and capabilities resolution process. Transforming the justice and public safety information sharing business model is an essential step toward ensuring better use of limited resources, while at the same time responding to the critical needs of our colleagues, our communities, and the nation.

Global Advisory Committee Member Agencies

- Administrative Office of the United States Courts
- American Association of Motor Vehicle Administrators
- American Correctional Association
- American Probation and Parole Association
- Association of State Correctional Administrators
- Conference of State Court Administrators
- Criminal Intelligence Coordinating Council
- Criminal Justice Information Services (CJIS) Advisory Policy Board
- Executive Office for United States Attorneys
- Federal Bureau of Investigation, CJIS Division
- International Association of Chiefs of Police (IACP)
- IACP—Division of State and Provincial Police
- IACP—Indian Country Law Enforcement Section
- INTERPOL Washington
- Major Cities Chiefs Association
- Major County Sheriffs' Association
- National Association for Court Management
- National Association of Attorneys General
- National Association of Counties
- National Association of State Chief Information Officers
- National Center for State Courts
- National Conference of State Legislatures
- National Council of Juvenile and Family Court Judges
- National Criminal Justice Association
- National District Attorneys Association
- National Governors Association
- Nlets—The International Justice and Public Safety Network
- National Legal Aid & Defender Association
- National Sheriffs' Association
- SEARCH, The National Consortium for Justice Information and Statistics
- U.S. Department of Homeland Security
- U.S. Department of Justice

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