



Criminal Justice Information System
Governing Board
State of Connecticut
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CJIS Governing Board Meeting

July 27, 2017, 1:30 pm

Division of Criminal Justice, 300 Corporate Place, Rocky Hill, CT 06067

CJIS Governing Board Members and Designees in attendance:

Patrick L. Carroll, III, *Judge, Co-Chair, Chief Court Administrator, Judicial*; Mike Lawlor, *Under Secretary, Co-Chair, Office of Policy and Management*; Kevin Kane, *Esq., Chief State's Attorney, Office of the Chief State's Attorney*; Scott Semple, *Commissioner, Department of Correction*; Dora Schriro, *Commissioner, Department of Emergency Services and Public Protection*; Cindy Zuerblis, *Division Manager, Department of Motor Vehicles (Designee)*; Richard Sparaco, *Executive Director, Board of Pardons and Parole (Designee)*; James Cetran, *Chief, Connecticut Police Chiefs Association (Designee)*; Hakima Bey-Coon, *Esq., Office of Victim Advocate (Designee)*

Other attendees:

Chris Duryea (JUD), Darryl Hayes (DESPP), Leland Moore (BOPP), John Russotto (DCJ), Celia Seifert (Judicial), Theron A. "Terry" Schnure, and Antoinette Webster (DESPP)

CJIS staff and contractors:

Phil Conen (Conduent), Theresa Czepiel (CJIS), Jim Harris (CJIS), Craig Holt (Qualis), Christopher Lovell (CJIS), Mark Morin (CJIS), Mark Tezaris (CJIS), and David Wright (Conduent)

DCJ

I. Welcome and Introduction

- Judge Patrick Carroll brought the meeting to order at 1:38 PM by recognizing the loss of Mr. Mark Morin from the CJIS Project Management Office (PMO). Mr. Morin will be leaving the CISS project for another opportunity. Judge Carroll acknowledged the professional, stabilizing component that he offered to CISS and thanked him for the work that he accomplished. Under Secretary Mike Lawlor recognized that Mr. Morin's work spanned several transitions and that frontline folks looked to him to keep "the train on the rails". Mr. Lawlor thanked him on behalf of the Governor and himself for the stabilizing influence he offered to this unprecedented project.

II. Approval of Minutes

- Judge Carroll called for a motion to adopt the July 2017, Governing Board Meeting minutes, providing there were no questions, deletions or omissions. A motion to approve was presented by Attorney Kevin Kane. Chief James Cetran seconded the motion. The vote to approve was unanimous. The floor was then turned over to Mr. Morin for the CT: CHIEF Hosting update.

III. CT: CHIEF Hosting Status

- Mr. Morin thanked Attorney Antoinette Webster for her work on the new CT: CHIEF Memorandum of Understanding (MOU), which was sent for review to the Wethersfield, New Britain, Enfield and Plainville Police Departments. The signed MOU from the New Britain Police Department has been received. As the signed MOUs are returned they will be referred to Capital Region Council of Governments (CRCOG) and then to the CJIS Acting Executive Director, Mr. Mark Raymond, for signatures. The cost has been calculated for FY 2018-2019, but the billing process has not yet been determined. The CT: CHIEF hosting environment remains stable.

IV. CISS Project Update

Release Schedule

- Mr. Morin, referring to the chart of the Release Schedule on slide #4, reported that, as the contract dictates Phase 1 would be ending in March 2018. Search, Release 3 is going live for production at the current moment. Backups and reloads have taken place, and the code is being loaded into the production environment as we speak. The indexing of the new data will start later this afternoon. This Monday, at the latest, Release 3 should be in production.
- The dates for the remaining releases are tight, but everything is moving well. Creative design was implemented to adjust the timelines, making the schedule manageable. Conduent is promoting the project schedule by bringing in additional resources as needed. It will be a busy seven months, but the response from Stakeholders has been outstanding in giving the PMO everything that is needed to move forward.
- The Workflow Release has been a critical body of work in that implementing the data from the Criminal Motor Vehicle System (CRMVS) into CISS will be very beneficial to Police Departments and the Judicial Branch. The Gap Analysis that was performed uncovered valuable information that prevented additional loss of time and work. The PMO is getting ready to present the results of this analysis and key changes to the Stakeholder Agencies. There is a comfort level that has been achieved that the solutions presented will work. Mr. Morin confirmed that the colors on slide #4 denote the differences between the releases: Green represents Search releases and Blue represents Workflows.
- Mr. Christopher Lovell interjected that Judicial devised an innovative testing mode that cut testing time significantly, and that the Department of Correction is currently using the same system setup. Mr. Morin explained that a room was set up with approximately six terminals with each tester logging on with a different security level, and one terminal set up with live data. In this way, testers were able to compare the data that was available according to claim level. This provided evidence that the implemented claims were functioning as designed. Diana Varese (Judicial) designed the process, which is working very well.
- Slide #5 continues with a breakdown of the sequence of deployment dates for each release. Mr. Morin restated that Release 3 is deploying at the current moment with no issues reported by the CISS Operations Team. The remaining releases are in development and/or in systems testing making this a demanding time for the project and its affiliates.

Project Risks

- Project risks on slide #6 refer to State budget cuts and the demand on Stakeholders, which is not evident to the project at present since Agencies have been on time with deliveries. Another risk is funding for Phase 2, which involves Bond Fund dollars, which will be discussed later in the report.
- Mr. Lovell stated that the last design session was held, and was markedly interactive. Folks from the DOC attended and had distinct viewpoints on what types of reports CISS should offer. Mr. Morin stated that demands on Stakeholders going forward would pertain mainly to testing. Requirements and design sessions for Phase 1 have been completed, which constitutes a major milestone. Mr. Morin said that conversations would begin shortly regarding what enhancements Stakeholders would like to see in Phase 2 of the project.
- Another risk is that an unanticipated need for further security precautions for federal data and for Department of Motor Vehicle (DMV) photos is needed. An evaluation of an agreement for additional work is taking place, which may cause a delay in the schedule.

Records Management System (RMS) Certification

- CT: CHIEF was addressed earlier. Release 2, Early Arrest Notifications, is going very well and now includes Plymouth, Coventry, Windsor Locks, New Britain, Wethersfield and Enfield Police Departments. Although it is not ready for major product use of a business area, the data is flowing in. Police Departments that are piloting this part of the project are delivering feedback on changes needed. Thomaston, Easton and Weston Police Departments are coming onboard within the next few weeks. In two to three months, 17 Police Departments should be up and running. When the contract is signed with NexGen, CISS will have 85 percent of the Connecticut Police Departments that are sending in Early Arrest Information.

Concerning contractual agreements, the State is close to signing contracts with NexGen and Accucom. Accucom, who is already doing Level 1 work, will be certified for Level 2, Workflows. Along with TriTech, KTI and New World, these five vendors will bring the percentage of the State's Police Departments being electronic and CISS certified, to approximately 93 percent. The remaining seven percent of RMS vendors have not yet replied, but communication efforts will continue.

CISS Phase 1 Workflow Rollout

- Mr. Jim Harris explained that CISS Phase 1 Rollout consists of an assembly of statewide Agency Champions. Thank you to the Department of Emergency Services and Public Protection (DESPP) Commissioner for appointing Colonel Battle and Sgt. Jason Carrier to the group; and, thank you to Chief Cetran for delegating Lt. Andy Power. Meetings with Colonel Battle and Sgt. Carrier have been very productive. Meetings will be set up with Lt. Power when he returns from vacation.
- In listening and working with Stakeholders, there was concern regarding how the workflows would rollout to Agencies. The original plan was to have a Geographical Area (GA), and the multiple Police Departments that serve that GA, all go live at roughly the same time. Stakeholders felt that this could be too risky, and that a better process would be to select a single Law Enforcement Agency that would go into the Courts, the Prosecution and the Public Defenders to make sure that the rollout is done right. Mr. Morin took the lead in confirming with Stakeholders that the "Controlled Rollout" described in the project plan is the more appropriate procedure to follow.
- In working with Judicial Stakeholders, Mr. Harris explained that gaps were discovered in the processes by which the information gets to the Courts and the way the information is shared between the Courts and the Prosecution. This discovery was dubbed the "Gap Analysis". Several "Gap"

meetings were held with parties from Police, Court and Prosecution areas. The information was refined and produced a specific list of requirements. The team included Diana Varese, Deputy Director of the Judicial Branch's Information Technology Division (ITD), the CJIS Development Manager, Mark Sperl, multiple CJIS Business Analysts, as well as CJIS Sr. PM, Jim Harris. The team feels that they now have the workflow process designed that will handle all of the gaps that were discovered. It will be executed entirely by coding between the CJIS Development team and the ITD team. It will not require a Change Request or, therefore, any costs for Conduent; it also will be handled within the existing schedule. So, although gaps were observed and documented, they were discussed thoroughly (the design will be confirmed Monday), the solution will be a function of development within the CJIS team and will not cause a delay or any additional cost to the project.

PMO Transition

- Mr. Mark Tezaris opened his portion of the presentation voicing gratitude and best regards to Mr. Morin. Concerning transition, he reminded the Board that this project remains "customer-centric". The success of the project is in listening to the customers and providing value back to them on a timely basis. In light of Mr. Morin's departure from the project, Mr. Lovell will continue as the forward facing person with the Stakeholders. He is familiar to them as well as familiar with all of the nuances of the CISS application. Mr. Morin's position will be backfilled with a Sr. Project Manager who will take on tracking of the project schedule, which is a day-to-day process with updates, changes and reconfigurations.

Bond Fund Budget Summary

- In referring to the chart on slide #10, Mr. Tezaris explained that total Bond Funds received are \$50,920,000 to date. Total spent is \$42.9 million. Expenses expected by the end of Phase 1, February 28, 2018, equals approximately \$16 million. The details of this figure include expected costs for CJIS, the remaining Conduent contract costs, the 10 percent contingency for a high-risk project, RMS vendor connectivity, the CISS end-of-life hardware refresh, and the SharePoint 2016 upgrade.
- The total cost from the inception of the project is \$58.8 million. With the expected Bond Fund draw of \$10 million, there should be \$2 million remaining for Phase 2 of the project given current assumptions. A risk was raised due to the earlier cancellation of Bond Commission meetings. With the help of the Co-Chairs, the CJIS application for funds will most likely appear on the agenda for the Bond Commission meeting scheduled in August.

Offender Based Tracking System (OBTS) and Connecticut Impaired Driver Information System (CIDRIS) Shutdown

- In addressing Mr. Lawlor's query regarding costs associated with OBTS, Mr. Tezaris referred to slide #14. He said that two things are taking place. On the Judicial side, they are doing a re-write of CRMVS. There is a cost on the new system to build the functionality to continue to feed OBTS that information. The timing is very close between CISS replacing OBTS and Judicial's plan to complete its part of the project around December 2017. Given the closeness in timing, CJIS proposes to switch the existing OBTS users to CISS before December 2017. That move will negate the cost of building a continued feed to OBTS from a new CRMVS. Approximately, 360 active OBTS users have been identified. The PMO is reaching out to these users to see how they are using OBTS and to train them to use CISS after Release 6, which is targeted for September. Approval would be asked at this point to shut down OBTS when it is no longer in use.
- CJIS and the Judicial Branch plan to decommission the Connecticut Impaired Driver Information System (CIDRIS). This shutdown has been discussed between the Governance Committee members and at the prior Governing Board meeting. Approvals to shut down the system have been secured.

CJIS is in the process of working with Judicial, the DMV and NexGen in supplying the information through their RMS system. The sunseting should occur in approximately three weeks once all involved parties are in agreement with the plan and date.

- With the shutdown of OBTS and CIDRIS, the State will save approximately \$27,000 per month in maintenance costs. These funds will support the operational costs of CISS.

RMS Installations

- Referring to the chart on slide #11, Mr. Tezaris stated that it contained a list of all the RMS vendors in the State, the number of Police Departments that each vendor is supporting, and the percentage of Connecticut Police Departments that each vendor serves. CJIS is negotiating with NexGen, which represents Resident Troopers, Police Departments and State Police. CJIS is also speaking with KTI, TriTech and Accucom (regarding Level 2 certification). These vendors represent 91.28 percent of Connecticut's Police Departments cumulatively.
- The remaining vendors represent a limited number of Police Departments. The cost to update all of these systems and connect them to CISS is ranging around \$300,000 each. The investigation into a solution to onboard these vendors has produced two tracks.
 - The first track is to write a program that will take a data dump from the RMS systems and put it into CISS. The outlay of \$300,000 can take place at one time to get all the data with vendor cooperation. The data is owned by the Police Departments. A review of the vendor contracts shows that this is an option.
 - The other track is that the Police Departments in question will become aware that other RMS vendors are using CISS, and that other Departments have the benefit of not having to drive arrest packages to the Courts. At renewal time, the Departments in question would have the option to make different decisions regarding the RMS vendors with which they contract.

Governance Committee Update

- Mr. Tezaris addressed slide #12, which contains the latest version of the Risk and Issue Assessment Log. The log is used to track project escalations, which are discussed by the Governance Committee in order to find the mitigation.
 - Executive Director Position - Candidates chosen from the first set of interviews will continue into the second round of interviews scheduled for August 8.
 - Alternative Staffing Model - CISS contains over 300 SQL databases with approximately 400 databases total. They contain different technologies including the Conduent solution set and the solution set for connectivity that builds the bridges to the RMS and Shareholder Agencies. There are three tracks for support for CISS:
 - RFP - CJIS has drafted a Request for Proposal (RFP) to support CISS that is designed so that a detailed response will be sent back for an in-depth review.
 - State Employees - CJIS is working with Mr. Brian Clonan (DESPP) to hire four State positions. The request is going through the Office of Planning and Management (OPM) approval process.
 - Consultants - CJIS would retain some of the key consultants who are working on the project and are familiar with the work that needs to be accomplished.

- This work needs to be done quickly since there are seven months left for Phase 1, and the knowledge transfer needs to take place before Conduent exits the project. A request has also been made to Conduent/Analysts International Corporation (AIC) for support services.
- Request for Legislation for Standardization of CISS – This is a placeholder for an opportunity in the future to seek legislation for all RMS vendors to connect to CISS as their standard.
- Legal Services – CISS is a difficult, complex system that has not yet been built in this country. Other states have built pieces, but not as a whole as CISS is intended. Since this is a large, long-term project with cross-agency issues at times, it was suggested that a committee of legal counsel be gathered so that at the time of need each Stakeholder Agency will have the opportunity for input and guidance that can be offered in a timely manner.

Search User Rollout Timeline

- Mr. Tezaris explained that the two major functions of CISS are to replace paper workflows with electronic workflows, and to provide a Google-like search across 14 source systems. An algorithm will produce the correct information within those systems for authorized users. The first 1,000 users are targeted to be trained right after Release 10 deploys which is targeted for January 2018. In Release 10, there will be adequate source systems to make it valuable. By March 2018, another 3,000 users are targeted to be on-boarded. By January 2019, 5,000 users are planned for training, bringing the total to 13,000 users on-boarded by December 2019. These dates will probably change to some degree as we move forward.
- The onboarding of this large number of users is being facilitated by the CISS Computer-Based Training system, which is similar to electronic training programs that provide online security courses. CJIS Public Liaison and Trainer, Hank Lindgren, will provide POST Certified training to Sworn Law Enforcement Officers (SLEOs) as needed.
- Slide #16 reflects the source systems that will act as the trigger that will put the first 1,000 users in Search.
- Slide #17 shows a preliminary plan to rollout out the first 1,000 users. The listed Police Departments have connectivity and are ready to take the course to become Search users for CISS. CJIS is working with DESPP to include their Agency in the first 1,000 or the next 3,000 users. For this training, the routers for COLLECT need configuration to allow CISS to communicate through them. Work is being done with Mr. Darryl Hayes (DESPP) and Mr. Clonan to accomplish this configuration change. Other details, such as federation and single sign-on, are also being addressed.
- Mr. Tezaris confirmed to Mr. Lawlor and attendees that the list on slide #17 represents RMS vendors and client Police Departments only, at this time. Additional CJIS Agencies will be added.
 - Federation - An effort is in progress to put together the Active Directory Federation Services (ADFS). This process allows communication between Agencies with a single login process. This process includes work efforts by Conduent, CJIS and Bureau of Enterprise Systems and Technology (BEST) over the next few months. Until the solution is in place the dates cannot be predicted when other Agencies, like Parole and Corrections, will be included.
 - However, if federation is in place before January 2018, the schedule for user training will be reconfigured. CJIS has a dependency on the Agencies, BEST and Conduent to

make this happen. It is easier at this time for the rollout process to begin with Police Departments only.

CISS Planning for Phase 2 Scope

- The end of the Conduent contract targeted in the first quarter of 2018, will mark the end of Phase 1. The Conduent code, CISS' middle layer, will be finished and deployed into production. CJIS expects CISS to be connected to the RMS vendors who will be bringing in the arrest information. CISS will accept the arrest information, breaking it into the workflows and passing it on to Judicial, the Division of Criminal Justice (DCJ), the DMV and other Agencies. There will be scope to complete on both sides of these processes, and that scope will become Phase 2. Part of Phase 2 scope will include getting all the RMS vendors certified; all the Agencies integrated into the CISS workflows and onboarding the rest of the Search users.
- As the new workflows are used, additional features required for the workflows to be complete will be found missing. These potential gaps found in the workflows will most likely prompt additional information exchanges among Stakeholders to bring information from one to the other so that the workflows are valuable and create the intended cost savings.
- Mr. Tezaris clarified with Attorney Antoinette Webster that at the end of Phase 1 all Stakeholder Agencies would have access to CISS Search with the understanding that it is not likely that all 13,000 users will be rolled out before February 2018. The task has been to determine who needs the value of Search early. Currently, Sworn Law Enforcement seems to have a high need concerning public safety. CJIS can reprioritize according to Stakeholder feedback. Stakeholders interested in early training can contact Mr. Tezaris or any member of the CJIS PMO.
- Feedback from Law Enforcement's Colonel Battle, has been positive regarding the information in Search, but enhancements will be needed in the future. The idea is to include the additional data once the system is proofed so that more complete information is provided for better decision making. CJIS is listening to its customers and will take this into account going forward.
- In addition to team meetings that have been taking place, Mr. Tezaris stated that CJIS would like to set up a CISS User Group made up of representatives from each Agency using both Search and Workflows. In this way, CJIS will be able to document what is working and valuable, what is not working and what Stakeholders want to see in the future. CJIS will bring in this information, prioritize based on their customers' desires, and deploy it in planned releases.
- Chief State's Attorney, Kevin Kane, referred to slide #18, the 5th bullet, *Enhance CISS Available Data Based on Stakeholder Needs*. His query involved the capacity of CISS to handle the large wave of digital data that DCJ is receiving. He said that this is increasing by monumental proportions. Attorney Kane proposed to quickly investigate whether CISS is a feasible vehicle to store the incoming information on a statewide basis. Judicial is setting up a plan internally to deal with evidence when it comes in, but this is considered the tip of the iceberg. Mr. Tezaris stated that CISS was designed with the capacity to increase storage, to increase computing, and that CJIS has the people and the technology to address this demand. CJIS can produce a proposal for this work if requested by the Governing Board, the Governance Committee or Mr. Mark Raymond, CJIS Acting Executive Director. The proposal would consist of dollars, time and scope, and would be realistic given the experience that CJIS has in this field. Mr. Tezaris also highlighted Mr. Clonan's scope of work at DESPP, which includes projects like this one, and that he should be consulted, first.
- Attorney Kane said that this is not only an issue of storage capacity but also transmittal capacity. He recounted a recent incident in Rockville in which University of Connecticut (UConn) Police sent

body camera images to the State's Attorney's Office. That transmission basically closed down Judicial's capacity to send data. He confirmed that it was an internet-based transfer in more than one case.

- Attorney John Russotto (DCJ) reported that an issue several years ago brought to light the difficulty created in the electronic system if the Courts and Prosecutors have the means to transmit video digital evidence across the pipes. Mr. Tezaris suggested also bringing Mr. Clonan (DESPP) into the conversation since he has been working on the body and vehicle cams, and the bandwidth within PSDN. CJIS is partnering with him regarding configuring of the routers and some of the bandwidth issues that CISS may have in the transmission of this information. Mr. Darryl Hayes (DESPP) is part of these conversations as well. CJIS will look at this if given the direction to do so.
- Mr. Morin added that the hardware refresh, which is in the budget, is a key resource to scale up the environment to do the type of work being discussed. The PSDN and the CJIS routers have the capacity, but this discussion must go through the channels of approval to transmit the data.
- Mr. Lawlor brought up the work being done on body cam storage by Elliot Ginsberg at Eastern State University. Commissioner Schriro said that DESPP is looking at an integrated system instead, in which the vendor can do the management of the storage and transmission.
- Mr. Tezaris informed the Board that the State has signed a contract with Microsoft for Cloud Services. This contract means that CISS would not have to host this data but could sub-contract a turnkey solution out to a vendor for a portion of the work, which opens the door to reducing costs. CJIS will compile a proposal for the work if asked to do so.
- Since this issue needs prompt attention, Attorney Kane asked whether CJIS should be given the direction to investigate the work involved to address the increasing flow of data coming into DCJ. Judge Carroll suggested that a meeting take place between Attorney Kane, Mr. Clonan and Mr. Tezaris to discuss the specifics of the work needed and to bring this information to the Governance Committee.

V. CISS Project Health Check

- Mr. Craig Holt reminded the Board and attendees that slide #19 containing the *Average Category Rating for All Agencies* is a perception of how people feel about the project. There is alignment between the issues in the project that have been worked on and what the people working on the project feel are important. This is an important point since it shows that should the people entrusted with the project detect a problem, leadership will follow through. One hundred percent feedback from interviews and surveys are still coming in. There are no real changes except that scores are trending up, and a lot of work has been accomplished.
- Slide #20 indicates that the working relationship between the people integral to the project is as good as it has ever been, based on the data that has been presented. In light of multiple State budget cuts, an amendment to the vendor contract, not having a permanent Executive Director in place and a reorganization of the project, this score is commendable since any of these issues could have been a point of failure. Leadership needs to know that based on the data, the people working on the project are doing a good job.
- Since Change Requests create frustration for the vendor and the frontline people working on the project, only critical ones should be implemented. Completing the development, which is coming soon, will halt the Change Requests so that this phase of the project can be finalized. The Executive

Director position has already been discussed. The Operational Support plan has been worked on and people are concerned for its continuation. That concern is a good sign because it shows that Agencies are engaged. The work on RMS vendor agreements is encouraging. It is probable that when the CISS certified vendor population gets to 70 percent, the remaining vendors will all go in the same direction.

- It is apparent that people are supporting the project because they believe in where it is going and they see it getting there. Leadership should encourage those people for the effort that they have produced. The Project Group Scores by Report Quarter on slide #21 shows that scores are trending up. Agencies are concerned about their ability to meet project deadlines due to time constraints. Conduent's concern is about Change Requests, which has been discussed. The PMO is concerned about project funding and operational support. All of these issues are being addressed by the PMO.

Key Risks

- Risk #8, which is to pursue critical Change Requests prior to implementation, is the only new risk. A Change Request is the process of changing a contracted design after it has been put into production. It is movement into or out of scope or budget. Change Requests are not uncommon when a project transitions to design, and people who are looking on the computer screen report that what they are viewing is not the design they had in mind. To prevent frustration on the part of the vendor and folks using the system, Change Requests need to be curtailed at some point.
- The other risks on the list have already been discussed. This information has been based on data that was finalized six weeks ago and action has already been taken. It is commendable in light of the challenges that the project has faced so far that people are working together as a much more cohesive group. The people working on the project have introduced a culture change beyond just getting the job done. The cooperation is significant.

Recognition

- Mr. Morin expressed appreciation for the support that the Governing Board has offered him in his efforts to make the project successful.

VI. Other Business

- Judge Carroll took note of the date of the next Board meeting (October 26), and invited Mr. Lawlor to comment on further business.
- Mr. Lawlor stated that it was important to take the time to remember that last week was the ten-year anniversary of the tragedy that gave rise to the CISS project in the first place. Looking at the timeline, if Phase 1 is completed by January or March of next year, a substantial completion will have taken place. This will be a tribute not just to the Petit Family and their tragedy, but it will also show the Legislature that there has been follow through on this long path. There is importance in reminding ourselves that this was not just a bureaucratic idea, but that it was a genuine solution to a statewide problem brought to light by a tragedy. Implementing that solution is our part in making sure that this tragedy does not happen again.

VII. Adjournment

- With no further business, Judge Carroll adjourned the meeting at 2:50 PM.