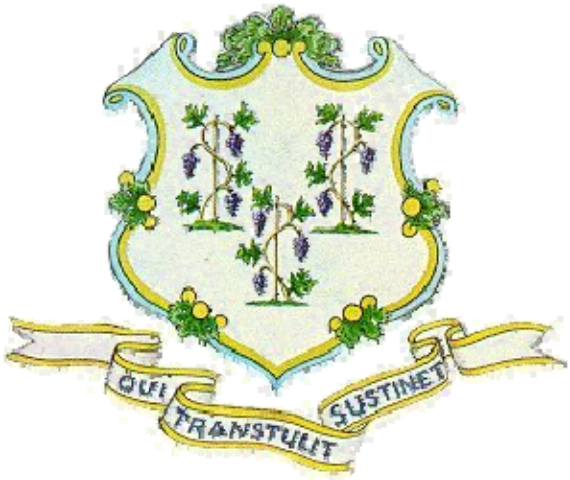

Report to the Legislature
Status of the Criminal Justice Information Sharing System

Criminal Justice Information System
Governing Board
July 1, 2009

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Criminal Justice Information System (CJIS) Governing Board

Agencies and Members

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Brian Austin, Jr., Under Secretary
Theron A. "Terry" Schnure

Office of Chief Court Administrator

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Office of Victim Advocate

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Connecticut Chiefs of Police Association

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Matthew A. Reimondo, Chief, President
James A. Cetran, Chief

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Andrew J. McDonald, Senator, Co-Chair

William Tong, Representative (Designee for)
Michael P. Lawlor, Representative, Co-Chair

John A. Kissel, Senator, Ranking Member

Arthur J. O'Neill, Representative, Ranking Member

Executive Director

Sean Thakkar

Business Goals and Objectives

1. Provide independent and objective opinion and recommendations on how to structure moving forward strategy.
2. Optimize our current investments in technology and leverage existing infrastructure and resources.
3. Create a simple way to implementation new technologies, so that agencies can implement them smoothly.
4. Develop a secure environment, which not only meets state standards but also meets the federal standards for security.

Committee Chairs

The CJIS Governing Board based on the feedback received from the board members decided to restructure the six standing committees (Policy, Finance, Business, Technology, Security and Implementation). Sean Thakkar the Executive Director has developed a new framework to restructure the committees into three new committees (Administrative, Technology and Implementation). The framework's objectives are to create committees' mission statements with the annual goals that align with the CJIS Governing Board's objectives. The mission statement and the annual goals will be reviewed, revised and approved each year at the first committee meeting.

The newly formed committees and their Chairpersons are as follows:

Administrative Committee

Larry D'Orsi

Judicial Branch, Court Operations Division

Technology Committee

Evelyn Godbout

Department of Criminal Justice

Implementation Committee

Chief Richard Mulhall,

Connecticut Police Chiefs Association (CPCA)

Report to the Legislature

Status of the Criminal Justice Information Sharing System

This report is pursuant to Section 40 (h) Public Act 08-01 of the January 2008 Special Session and explains the status of the information sharing system, specified under this legislation. The report is provided by the Criminal Justice Information System (CJIS) Governing Board.

Organization of the CJIS Governing Board

Public Act 08-01, Section 39, expanded the membership of the Criminal Justice Information System (CJIS) Governing Board. In summary, co-chairs were established and the membership was expanded to include representation from the Legislative Branch through the chairpersons and ranking members of the joint standing committee of the General Assembly on judiciary. Each member of the CJIS Governing board may appoint a designee.

The legislation specifies the Chief Court Administrator and a person appointed by the Governor from the CJIS Governing Board membership to be co-chairs. The co-chair appointments were immediately made to facilitate the further organization of the CJIS Governing Board. The Chief Court Administrator designated the Patrick L. Carroll, III, Deputy Chief Court Administrator, who is one of the co-chairs. The Secretary of the Office of Policy and Management named Lt. Governor Michael Fedele as a designee, who is appointed by the Governor to be the other co-chair.

Accomplishments

Following is the synopsis of the accomplishments since the report July, 2008. More details are provided in a later part of this report.

1. Mr. Sean Thakkar the Executive Director took on the responsibility of being the Executive Sponsor for OBTS and CIDRIS projects.
2. Mr. Thakkar also oversees the Blueprint project as an Executive Sponsor.
3. Evaluate technologies that will help us implement Information Sharing project.
4. Implement CJIS Boards recommendations for Governance, reconstitute and update committee charters.
5. Provide report to the legislature in July as required by statue.
6. Provide OBTS Transition assistance to DoIT
7. Restructure the CJIS Committees and develop mission, vision, values, goals and success metrics for each committee.

CJIS Governing Board Meetings

There have been two Governing Board meetings held since the last report. Following are the details of the meetings:

The Connecticut Information Sharing System (CISS) Vendor Introduction

Mr. Thakkar introduced Mr. Robert Kaelin, Project Officer for MTG Management Consultants. The purpose for the CJIS Blueprint Project is to fully map and do an analysis of all the criminal justice agencies to build an RFP for the information sharing system.

Mr. Kaelin made a presentation "Plan for the Design and Implementation of a Criminal Justice Information System". In this presentation Mr. Kaelin gave a brief background of MTG and the services they provide. He discussed the initiatives planned by MTG, the scope and benefits of the project, and the business processes for the CJIS Information Sharing System. He spoke about Information Exchange Model tools to move data through a collaborative environment from one exchange to another. Mr. Kaelin mentioned two strategies MTG wants to achieve for best practices.

1) Work with the CJIS Community to determine the "as is" scenario and provide a "to be" model for the CJIS solution. Please see the attached executive summary of "As-is" Report and the "To-be" Report in Attachment A and B.
.
2) RFP to accomplish the goals for an information sharing system based on the responsibilities from the criminal justice agencies to better respond to their clients' needs.

MTG has created a SharePoint website for sharing information; they will draft communication plans, post notes, newsletters, project developments and more. Each member of the CJIS Governing Board will be provided a login and password to the website. MTG will be conducting interviews with the technical and business experts from each agency.

CJIS Governing Board Moving Forward Strategy

Mr. Thakkar provided a presentation on the "CJIS Governing Board, Partner with Stakeholders to Drive Innovation and Smart Growth". Mr. Thakkar discussed the CJIS business vision, objectives and goals along with best practices for the CJIS mission, vision and goals. Mr. Thakkar explained the four phases for the moving forward strategy. He talked about the need to execute on the strategy and set goals for "smart growth" for information sharing. Mr. Thakkar mentioned that Connecticut will be the first state in the nation to have the State and Federal Standards rolled into one. He also

outlined the accomplishments he has achieved in the last 120 days as CJIS Governing Board Executive Director.

Mr. Thakkar stated his objectives and made two sets of recommendations to the CJIS Governing Board.

Mr. Thakkar's objectives are to:

- Provide each agency the IT autonomy to achieve their business goals.
- Optimize existing IT investments and infrastructure within CJIS agencies.
- Develop a universal adaptor (dial tone) type service so that CJIS agencies can connect to Information Sharing (IS) system easily.
- Create a security model that meets State and federal standards.

He recommended there be two committees, the Administration and Technology Committees. The Administration Committee will oversee the business, Policy and finances of CJIS and the Technology Committee will oversee the technology and security aspects of CJIS.

Review of CJIS Committees Recommendations:

1. There are five committees that can be combined into two committees, Administration and Technology.
2. The committee charters need to be updated.
3. Since we have a focused moving forward strategy these committees should be activated on a quarterly or adhoc basis to maximize committee member's time.

Judge Carroll asked if the members present had any objections to Mr. Thakkar's CJIS Committees recommendations to combine the five committees into two committees. CIO Diane Wallace suggested that the CJIS Finance Committee functions be built into the structure of the committees. Upon Judge Carroll's recommendation, the CJIS Governing Board accepted by unanimous consensus the adoption of Mr. Thakkar's recommendations and CIO Wallace's suggestion.

Governance Recommendations:

1. Adopt a Federated Model of governance where by each of the individual agencies can maintain autonomy and control over their own systems.
2. CJIS Board should plan, design, procure and implement enterprise systems that have CJIS wide impact i.e. OBTS, CIDRIS, etc.
3. CJIS Board should set standards for technology and security for CJIS agencies that connect to CJIS Information Sharing Systems in concert with DOIT.

There were no objections to Mr. Thakkar's governance recommendations; therefore, Judge Carroll indicated the acceptance and adoption Mr. Thakkar's recommendations, by unanimous consensus.

OBTS Project Status Report

Mr. Terry Schnure presented three slides, which gave a status update on the OBTS project. Mr. Schnure discussed the accomplishments, benefits, System Acceptance, development of the Transition Plan from Vendor to State, and the risks and issues with the OBTS project.

- Mr. Schnure stated the OBTS Outreach project is working with the Regional Chiefs Association and Division of Criminal Justice for OBTS training. An OBTS presentation has been integrated into the Police Officers Standards and Training Academy curriculum.

- There were two significant releases implemented for the OBTS project, Release 5.1 was completed on November 1, 2008 and Release 5.1.3 was completed on April 19, 2009.

- The achievement towards System Acceptance seems to be the objective for the OBTS project. All software support activities have been focused on System Acceptance requirements. The remaining issues to resolve are mitigating performance issues, to make sure data does not get backlogged, and the Offender Status report. Further details of this presentation can be obtained in the presentation material.

The OBTS is currently being transition from the Vendor (Sierra Systems) to Department of Information Technology (DoIT). The CIO has committed to making the transition with zero cost to the State. This will save the State $1.4 MM.

CIDRIS Project Status Report

Mr. Bill Saypalia project manager for CIDRIS presented four slides, which gave a status update on the CIDRIS project. Mr. Saypalia discussed the accomplishments, benefits, milestones, and risks and issues with the CIDRIS project.

- Mr. Saypalia stated that they are five to six months away from deploying the solution for the impaired driving records. He thanked the vendor Sierra Systems and Project Manager Marilyn Solikoski for her role in the CIDRIS project. Mr. Saypalia stated that the stakeholders have played an instrumental role in providing guidance, and support.

- Mr. Saypalia spoke about the milestones for the CIDRIS project. The most important milestone is the MOU approval and signoff to distribute the resources and money to the various agencies for appropriate staffing, services, and to build out the architecture solution. The critical milestone is that CIDRIS is federally funded through the National Highway Traffic Safety Associate (NHTSA) grant. The team will have to demonstrate in September to NHTSA, the flow of arrest going through the system and the information exchange, which occurs.

- Mr. Saypalia stated if the budget is not approved in a timely manner or not funded at the level requested, then these two actions will destroy the project. There is $950,000 in the General Fund, which needs to be use within six weeks.

    - Mr. Brian Austin discussed the liabilities and importance of the appropriations of the funding for the CIDRIS project.

Project Prioritization

Chief Mulhall discussed project prioritization with the restructuring of the committees, which will allow the committees or agencies to address issues, concerns, or approval from the CJIS Governing Board. Chief Mulhall used the COLLECT System upgrade as an example of a project that included a useful system but did not have enough funding to continue the upgrade process.

He suggested redirecting the remaining funds to the AFIS project, which will include online booking and get the system up and running. This will assist with police reports, which could be done through online booking. The committees can set priorities based on recommendations from the committees. Prioritization should be set on new projects at the community level then moved up to the CJIS Governing Board through the committees.

List of Attachments

Attachment A:
Blueprint Project "As-is" Report Executive summary

Attachment B:
Blueprint Project "To-be" Report Executive summary

Attachment A

"As-is" Report Executive Summary

The Criminal Justice Information System (CJIS) Blueprint Project seeks to identify, define, and acquire an integrated justice capability for the state of Connecticut.[1] As discussed in the remainder of this document, the current degree of integration in the state is mostly manual or based on tools that allow a criminal justice practitioner to only look up information in partner agencies' systems. The goal of the CJIS Blueprint effort, a truly integrated CJIS,[2] is not currently available in Connecticut.

There are several existing solutions that provide some of the capabilities of a CJIS solution, but users must go from one organization's capabilities to another's tools in order to gain a complete picture of the criminal justice process and the individuals within that process. This is the issue that must be solved by the CJIS Blueprint effort. The information provided below and supported in the rest of this document outlines the current state of criminal justice organizations, criminal justice solutions, and business processes and how information is communicated.

Business Environment

The business environment of the criminal justice community consists of 11 justice agencies with 23,444 staff members, using 52 automated systems to support their business needs. The following table details the preceding information.

Agency	Staff	Systems[3]
Department of Public Safety, Division of State Police	1,700+	9
Superior Court Operations Division	2,664	7
Court Support Services Division	1,700	
Division of Criminal Justice	850+	0
Office of Chief Public Defender	400+	0

1 As required in Public Act 08-1 of the January 2008 Special Session, which specifies the establishment of a CJIS Information Sharing System.

2 APPENDIX A includes a glossary of terms that are used throughout this report to describe the current and future states of justice information sharing in Connecticut.

3 Additional agency systems and replacement projects are in various stages of development. See Section IV of this report for details regarding these systems.

Agency	Staff	Systems[3]
Department of Correction	7,000	1
Board of Pardons and Paroles	55	1
Department of Motor Vehicles	820 (12 Part-Time)	5
Office of Victim Advocate	4 (1 Part-time and 1 Intern)	0
Department of Emergency Management and Homeland Security	62	0
Connecticut Police Chiefs Association	8,250[4]	30[5]
TOTAL	**23,505+**	**23**[6]

These consumers of justice system information make critical decisions daily that affect overall public safety and processes within the justice system. To make the best decision possible, the information they use must be timely, accurate, and shared. With over 23,000 people using the criminal justice systems to make decisions, the systems and related information are significant elements of the justice process.

Given the multitude of disparate systems, how these agencies exchange information is critical. In that regard, the business environment of the criminal justice community is simply a collection of organizational process and linking document transfers, mostly paper-based. For example:

- The process from arrest through prosecution is paper-based and requires the duplicate entry of information by multiple agencies. While local law enforcement agency systems are automated, they must provide paper copies of arrest reports to the courts and the Division of Criminal Justice (DCJ).
- The discovery process is paper-based. In most instances, DCJ provides paper copies of discoverable information to the Division of Public Defender (DPD) Services.
- Presentence investigations are distributed to requesting justice agencies by the Court Support Services Division (CSSD) on paper.

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4 This represents the number of sworn officers in Connecticut.

5 There were 30 local law enforcement records management systems (RMSs) inventoried in the state. This number is conservative and does not include stand-alone computer-aided dispatch systems (CADs), automated fingerprint identification systems (AFISs), or mobile data computer systems (MDCs). The systems are listed in APPENDIX C.

6 The total does not include the 30 local law enforcement RMSs, OBTS, or CIDRIS.

- While the State of Connecticut Judicial Branch is highly automated, it still supports many internal and external processes with paper exchanges.

Although the processes continue to evolve, there have been few revolutionary changes in what can be done at the agency level to improve the overall business processes.

Technical Environment

The technical environment of the criminal justice community is primarily a collection of dated solutions that provide agencies with information-processing capabilities for their internal business processes. For example:

- The Judicial Branch's (JUD's) Criminal Motor Vehicle System (CRMVS) provides over 80 percent of the justice system data. It is an aging system[7] in need of upgrade or replacement. JUD has not initiated a replacement project.
- Local law enforcement (LAW) agencies utilize a variety of records management systems (RMSs), computer-aided dispatch (CAD) systems, and mobile data computer (MDC) applications and platforms. There are a number of data-sharing initiatives in progress around the state, but they are not coordinated on a statewide basis.
- Two major agencies, the Department of Motor Vehicles (DMV) and the Department of Correction (DOC), are supporting their mission-critical business processes with aging legacy systems. While DMV and DOC have initiated replacement projects, those initiatives are not coordinated with CJIS initiatives.
- DCJ, DPD, and the Office of Victim Advocate (OVA) do not have case management systems (CMSs) in place. Their existing technology consists of commercial office productivity tools and limited access to other agency systems.

These issues are highlighted in subsection IV.I – Current Technical Environment Assessment and illustrated in the summary diagram[8] presented below from the assessment.

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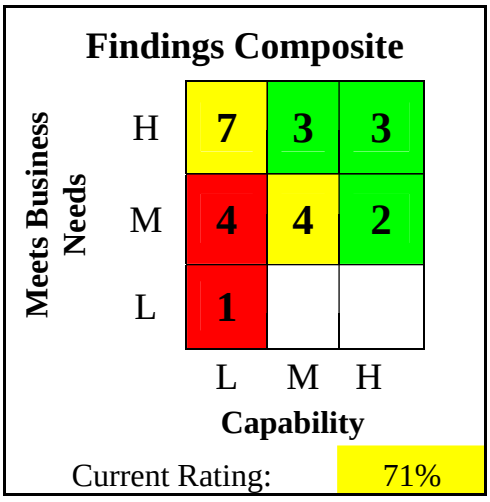
[7] CRMVS is what is often referred to as a "legacy" system. Generally, legacy systems are those that are dated and use an older programming language that is expensive and difficult to support, and they do not use a modern database architecture. Later in the document, both DOC's and DMV's primary applications are also referred to as legacy systems.

[8] Explanations of the scoring and calculations are discussed in the Current Technical Environment Assessment.



As shown above, the overall environment is in marginal shape. The older systems that are used are supporting business needs with constant and continuous support by business and technical staff. The majority of the green areas represent either infrastructure that is generally good or a few of the newer solutions (SOR and PRAWN are examples). The most significant gap in the current criminal justice environment is the ability to easily access and use information across the justice system. Simply put, the current technology does not have a cost-effective means of developing and managing an integrated justice solution.

CJIS Information Environment

The technical situation described above is compounded by the CJIS business environment, which relies on information moving via paper and limited electronic exchanges. There are several critical capabilities provided for users that allow them to look up information from agency systems or the Offender Based Tracking System (OBTS). MTG Management Consultants, LLC, has completed an as-is[9] logical model of existing data exchanges.[10] There are several high-level conclusions. They are:

- There were over 400 data exchanges identified. Many of them are paper-based.
- OBTS provides the ability for users to look up information, but cannot populate user systems.
- Some of the processes that support the data exchanges require reengineering.

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9 Throughout this document, there are references to the as-is business and technical environments. The term "as is" refers to the current situation, which is sometimes defined by others as the "current environment" or "current context."

10 Data exchange is defined as the transmission and receipt of information between more than one application or system. In the context of the justice system environment, data exchange would entail data from one justice system being made available to other justice partner systems.

Historically, data exchanges are often limited to a two-agency exchange, developed based on individual agency relationships rather than a system-wide initiative.

Summary

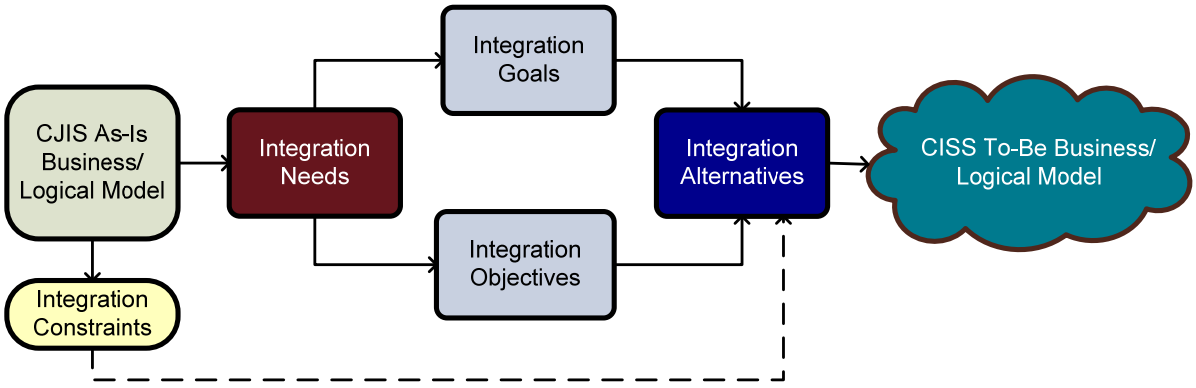
If the CJIS Blueprint effort focused on connecting the existing solution with direct exchanges between systems (i.e., point-to-point interfaces), the criminal justice community would receive some benefit. The analysis of the as-is information presented throughout this document strongly suggests that the CJIS solution must address process, information, and technology issues jointly. Without determining a path to a specific target and laying out improvements in a logical and progressive manner, the state will continue to face the issues highlighted in this report.

Attachment B

"To-be" Report Executive Summary

The Criminal Justice Information System (CJIS) Blueprint Project seeks to identify, define, and acquire an integrated justice capability for the state of Connecticut. The first major deliverable in this project was an assessment of the current data-sharing and integration capabilities of the Connecticut justice partners. This report is the next step in the Blueprint Project – a description of a concept of operation for the future Connecticut Information Sharing System (CISS)[11] environment.

The transition between the two assessments is straightforward. The diagram below depicts the transition from the as-is model to the to-be model.



The CJIS As-Is Business/Logical Model report described current business and technology conditions. This CISS To-Be Business/Logical Model report presents a concept of operation for the future CISS. The gap between these two models will be defined in the next report, Gap Analysis, which presents the unmet integration needs, as well as the goals and objectives of the justice agencies.

The remainder of this Executive Summary describes the elements within the to-be logical model.

CISS Integration Overview

The advantages of increased information sharing are defined by the information needs of the justice partners and what they hope to achieve by enhancing current capabilities. These considerations are described below.

[11] Throughout this report, CISS is used to refer to the future information-sharing environment.

- *Integration Needs* – The justice agencies have identified a need for more timely and accurate information from their partners, as well as the ability to integrate that data into their existing applications.
- *Integration Goals* – The justice agencies have identified high-level goals that will improve public safety and agency performance, and enhance police officer safety.
- *Integration Objectives* – The justice agencies have identified measurable objectives related to agency process improvement, system process improvement, and reducing agency workload.

While the needs, goals, and objectives of the justice agencies support the necessity of an integration solution, there are options to achieve increased data sharing and integration. They are discussed below.

Options for Increased Data Sharing

These options describe the strategic and tactical choices the justice community must make in order to achieve a desired level of data sharing and integration.

The principal imperative for the CISS is to support data sharing. This can be accomplished in many different ways. Based on MTG's experience and observation of integrated justice implementations across the country, five primary ways of data sharing exist. They include:

- *Single Database* – Combines all of the agency systems into a single solution.
- *Integration* – Links of all of the justice systems to a central integration solution.
- *Point-to-Point* – Establishes multiple interfaces between individual systems.
- *Connected Query* – Allows individual queries between systems.
- *Global Query* – Provides the capability to search all agency systems from a single query solution.

Comparing the approaches described above to one another provides a view into the choices for the CISS. Each solution is described in more detail later in the report. The following table provides a summary view of the advantages and disadvantages of each.

Solution	Flexibility	Integration of Information	Query	Overall Complexity	Cost
Single Database	Limited	Limited	No	Low	High
Integration	High	Yes	Yes	Moderate	Moderate
Point-to-Point	Limited	Limited	No	Low	Moderate
Connected Query	Moderate	No	Yes	High	Moderate
Global Query	Moderate	No	Yes	Moderate	Low

Given the needs, goals, and objectives in the previous subsections, the comparison above indicates that the integration approach is the optimal choice for CISS. MTG's gap analysis will conduct a detailed examination of the options to verify that the integration approach is the best solution for CISS.

Integration Constraints

During the course of this analysis, several internal and external factors were identified that could constrain the ability of the justice partners to reach their integration goals. While constraining, all of the issues are manageable. Those factors include:

- *Lack of Agency Case Management Systems* – Several justice agencies do not have case management systems to manage their business processes and information needs. They will not be able to participate in an integration environment until this shortcoming is addressed.
- *Adaptability of Agency Case Management Systems* – Due to age and other factors, some existing agency applications are functioning at a limited capacity and their participation in an integration environment would be limited.
- *Application and Infrastructure Support* – The Connecticut Department of Information Technology (DOIT) currently provides application and infrastructure support for all of the justice agencies, excluding the Judicial Branch (JUD). This factor involves determining the most desirable application and infrastructure support option, as well as identifying necessary staff and equipment additions needed for the CISS environment.
- *Complexity* – The CISS initiative is a complex project. Program and project management approaches and staffing will be critical to the success of the project.

- *Funding* – Budget shortfalls in every state, along with competition from other funding priorities, cause funding to be a constraint. Without proper funding, the project cannot move forward.
- *Agency Staff Time Commitments* – If personnel cutbacks are made, it may be difficult for justice agencies to provide staff to carry out CISS implementation tasks in addition to their normal job responsibilities
- *Local Law Enforcement (LAW) Agency Participation* – LAW agency records systems are rich in electronic information that will add significant value to the justice partners. Because of the value that LAW data would add to CISS, the participation of these agencies in the project is critical, but it does add more complexity.

Many of these constraints represent strategic issues that must be addressed if the CISS vision is to be realized. These constraints are discussed in more detail later in this report and are further defined as strategic issues in the Alternatives Analysis report.

The remainder of this Executive Summary discusses the proposed CISS logical model and its business and technical environments.

CISS Business Environment

The CISS business environment is essentially a virtual organization. While the participating agencies and boards represent separate organizations, they will join together to form a distinct and separate enterprise. Therefore, each individual organization will continue to carry out its unique business processes, while improving on those processes through efficiencies provided by an information-sharing environment. In addition, each agency will carry out the processes of the enterprise – the CISS environment. The roles and responsibilities for each business are different, yet interdependent. Examples are:

- At the agency level, new practices will be required to support the enterprise. Those practices include a focus on internal systems, business process, data quality, and data security. All of these factors will impact the quality and value of agency participation in the integration environment.
- At the enterprise level, agencies will share the responsibility for practices and processes that include development, implementation, and ongoing support of the CISS environment.

To summarize the CISS business environment, the justice agencies require a comprehensive information-sharing solution that:

- Supports business operations of all justice agencies.
- Supports business operations across agency boundaries.

- Provides the ready access to the criminal justice information each agency requires to support its business needs.

Finally, the criminal justice information is composed of specific data exchanges, including the data exchanges that currently exist and new data exchanges anticipated in the CISS environment.

The critical element in the new CISS is the information exchanges. The new justice agency information exchanges are defined in the to-be logical model discussed below.

CISS To-Be Logical Model

The to-be logical model has an excessive number of data exchanges. The as-is logical model identified 413 existing data exchanges, all but two of which are valid in the to-be model. Participants in the to-be Justice Information Exchange Model (JIEM) planning session identified 113 new exchanges, resulting in an anticipated total of over 500 exchanges in the CISS environment.

Workshop participants worked to identify more than just two existing processes that could be reengineered, but information movement is the key to the justice environment. Many of these existing exchanges are paper-based and will be conducted electronically in the to-be model, and the sheer number of exchanges makes integration an imperative. Given that imperative, the subsection below describes the technical environment necessary to support integration.

CISS Technical Environment

The stated intent of the CJIS Blueprint effort is to conform to the most current version of the Justice Reference Architecture (JRA).[12] The choice of the JRA model for the CISS environment is a direct result of the needs, goals, and objectives for the to-be environment. The JRA model directly aligns with the defined business focus for the CJIS Blueprint effort and consists of seven key elements. They are:

- Business applications.
- CISS integration solution.
- CISS data repository.
- CISS inquiry solutions.
- CISS security.
- CISS internal access.
- CISS external access.

[12] The term "JRA" refers to Justice Reference Architecture, version 1.7, dated November 18, 2008.

This technology model implements an integration and inquiry solution, which is discussed in more detail in Section VI of this report.

To develop the CISS technical environment, a CISS supports model needs to be in place. That model includes the development of governance approaches, policies, the CISS program, technical support, infrastructure support, and performance measures. Each of these is discussed in more detail later in this report.

The CISS environment described above implements the JRA. Coupled with the business model it will deliver significant improvements for justice agencies and all justice practitioners.

Conclusion

This report details the integration goals and objectives of the justice agencies and the business and technical environments required to achieve those goals. Together, each of the following sections combine to describe the solution that will allow the State of Connecticut to achieve flexible and responsive justice integration that meets the needs of the justice community.