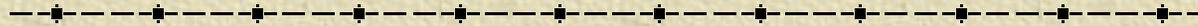
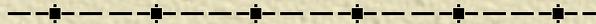




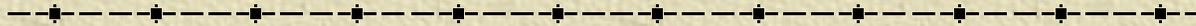
The Business Case for Justice System Integration



Larry Webster
SEARCH



What Is the Goal of Integrated Justice?



The Goal of Integrated Justice

✦ **Providing complete, accurate, and timely information to justice system decision-makers, when, where, and how they need it**

- ◆ Identity
- ◆ Location
- ◆ Legal status
- ◆ History
- ◆ Policy information

Complete Information

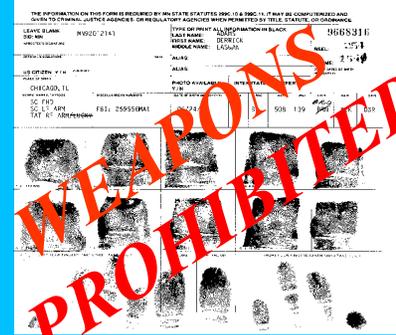


✦ Everything that should be there is there



**SEX
OFFENDER:
YES**

NAME: Jon Lee Beasley
DOB: 12/8/52



WARRANTS
Dakota County Felony 1/1/99
Hennepin County Misdemeanor 2/5/99
Carver County Gross Msdr 5/5/99

MISDEMEANORS
Domestic Assault 3/3/97
Assault 2/15/94
DWI 7/4/93
DWI 9/15/92

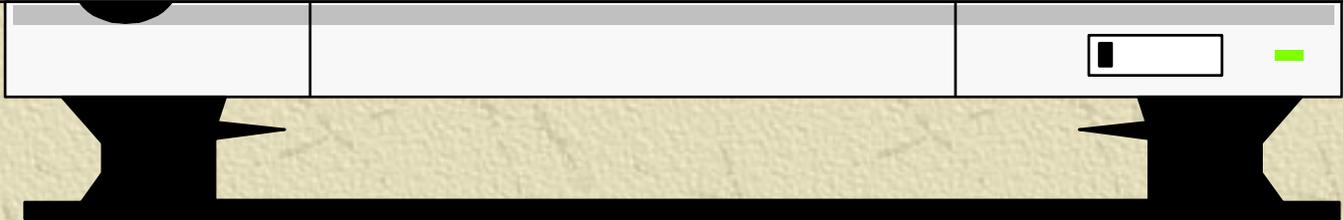
**PRE-TRIAL
RELEASE**
Ramsey 11/99
Hennepin 6/99
Dakota 5/99

**FELONY
CONVICTION RECORD**
Crim Sex Conduct 1 12/98
Assault with Weapon 3/96
Burglary Occupied 6/94

PROBATION
Hennepin
Scott
Dakota

**JUVENILE
FELONY
RECORD
YES**

Domestic Restraining Orders: Y



Accurate Information



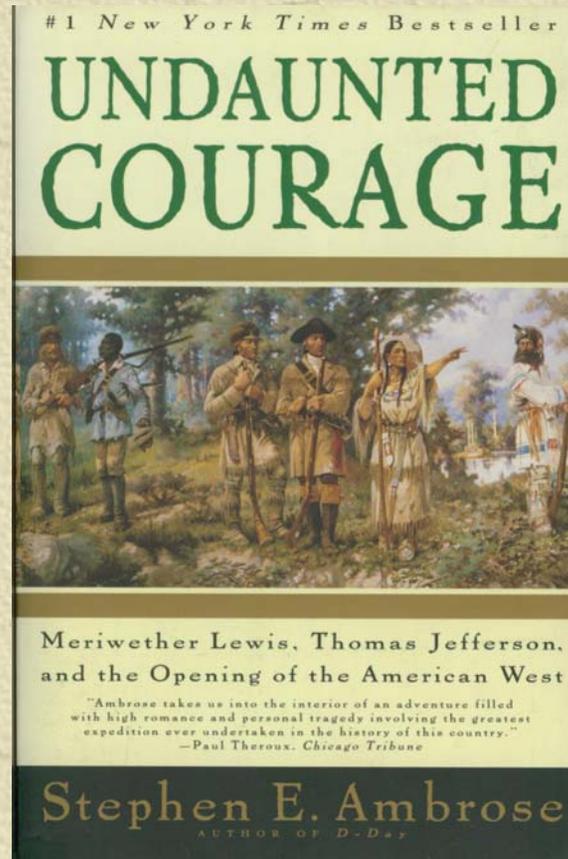
✦ The information that is there is correct

Timely Information



- ✦ Information can be accessed quickly
- ✦ Information is updated immediately

Timely Information



Timely Information

- ✦ Our justice system was designed in a time when people and information could move no faster than the speed of a horse
- ✦ The volume and complexity of the work were much lower (and slower)
- ✦ A county-based justice system was good enough

Brady Survey 2001

- ✦ 10.6% criminal history records not automated
- ✦ 32.7% fingerprint not linked to disposition
- ✦ 43.3% felony information missing (some because cases are still pending)

Brady Survey 2001

- ✦ Arrest data to repository 1 to 85 days (12 days average, 7 days median)
- ✦ Entry of arrest data 0 to 180 days (19 days average, 6 days median)
- ✦ Arrest data available 2 to 186 days (28 days average, 17 days median)

Brady Survey 2001

- ✦ Court dispositions to repository 0 to 80 days (18 days average, 14 days median)
- ✦ Entry of disposition data 1 to 330 days (30 days average, 5 days median)
- ✦ Disposition data available 2 to 345 days (44 days average, 20 days median)

Brady Survey 2001

- ✦ Corrections admissions 1 to 60 days (13 days average, 3 days median)
- ✦ Entry of admissions 0 to 90 days (15 days average, 3 days median)
- ✦ Admission data available 1 to 90 days (26 days average, 17 days median)

Brady Survey 2001

- ✦ Corrections releases 1 to 38 days (16 days average, 10 days median)
- ✦ Entry of releases 0 to 90 days (15 days average, 3 days median)
- ✦ Release data available 2 to 90 days (30 days average, 23 days median)

Montana



✦ Arrest posted – 8 days

✦ Disposition posted – 47 days

✦ Correctional admission total – 4 days

Survey Conclusions

- ✦ Criminal activity is no longer confined to a single county or state
- ✦ Criminals today can move much faster than the speed of a horse, while information moves much slower than the speed of a horse
- ✦ Information is needed nationwide, not just countywide or statewide
- ✦ Paper cannot move information far enough or fast enough to meet justice system needs

The Business Problem

- ✦ Justice system officials make decisions with information that is not complete
- ✦ Justice system officials make decisions with information that is not accurate
- ✦ Justice system officials make decision with information that is not timely
- ✦ The same information is entered repeatedly into different systems

Jean Itzin, FDLE

“We don’t catch criminals [or terrorists] by chasing them down dark alleys with guns blazing, like Starsky and Hutch. We catch criminals with information.”

Consequences?

- ✦ Treat career criminals as first-time offenders
- ✦ Release people who should not be released
- ✦ Sell handguns to people who are barred from purchasing handguns
- ✦ Inappropriate charging, plea agreement, disposition, sentencing, classification, treatment, placement, and other decisions

Kerry Dean Stevenson

Date of Birth: 04/29/58

AKA

Kerry Dean Geller

Keith Allen Brummer

Bob Stevenson

Robert Mark Geller

James Heidelberg

Richard Lee Olson

Bob Geller

Robert James Stevenson

Eric Allen Johnson

Alias Dates of Birth:

03/29/55, 05/11/58, 01/24/61,

05/05/55, 04/29/55, 03/27/48,

04/24/54



Year	Convicted of:	County	Status:	Crt file #
1983	Indecent Conduct	Hennepin	CCH	CAG# 83080022
1984	DWI	Hennepin	CCH	1535155
1985	Indecent Conduct	Anoka	Not in CCH	K1-85-1172
1986	Indecent Conduct	Hennepin	CCH	CAG# 86109522
1986	Indecent Conduct	Ramsey	Suspense	Pre-TCIS?
1986	DWI	Hennepin	Suspense	CAG#
1987	Indecent conduct	<div style="background-color: yellow; border: 2px solid black; padding: 10px; text-align: center;"> <p>Total Offenses: 21</p> <p>On State Criminal History Data Base: 6</p> </div>		
1987	Indecent conduct			
1988	Indecent Exposure			
1989	Indecent Exposure			
1989	Gross Misd DWI			
1991	Agg Viol – DL Susp			
1992	Indecent Conduct	Anoka	Suspense	K8-92-8512
1993	Indecent Conduct	Ramsey	Suspense	KX-93-759
1993	Indecent Conduct	Ramsey	Suspense	K6-93-757
1993	Indecent Exposure	Hennepin	Suspense	CAG # 93022196
1993	Escape from custody	Hennepin	Suspense	CAG# 93511838
1994	Theft by check	Ramsey	Not in CCH	K7-94-82
1997	Crim Sex Conduct 5 th	Ramsey	Suspense	K2-97-2658
1998	Crim Sex Conduct 5 th	Hennepin	Suspense	CAG# 97208852
2000	Crim Sex Conduct 5 th	Anoka	Found Guilty – Sentencing scheduled	KX-00-6209

Root Causes



✦ Technology is not adequate?

Private-sector Comparisons

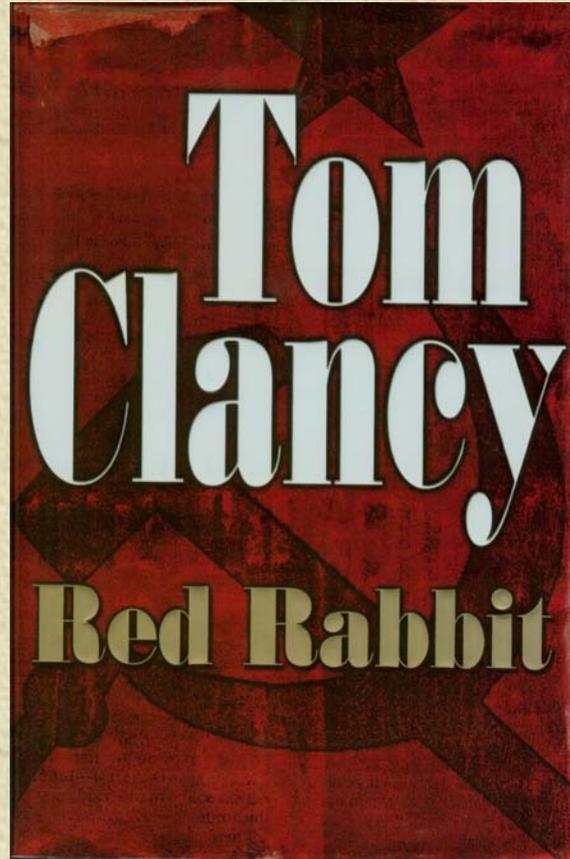
- ✦ \$1,000,000,000 per day
- ✦ 6,000,000 flights per year
- ✦ 600,000,000 passengers annually
- ✦ 2,000 offenders?

Root Causes



- ✦ There are no standards for information sharing

The Lack of Standards



The Lack of Standards

- ✦ Over 55,000 criminal justice organizations
- ✦ Almost 100,000 justice-related organizations in 3,128 counties
- ✦ Each makes independent decisions about work processes and data structure
- ✦ Every time we move information between two of these organizations, it is like lifting the train body off the wheel sets

Root Causes



- ✦ The structure of the justice system inhibits effective communication

The Problem of Structure

✦ Independent organizations

- ◆ Constitution
- ◆ Political
- ◆ Organization
- ◆ Budget

✦ Interdependent organizations

- ◆ Operations

Consequences?

- ✦ Decisions about business processes and information are made independently in silos
- ✦ Decisions made in one justice organization often hurt other organizations
- ✦ There is no enterprise strategy for delivering information to justice system officials
- ✦ Automation may improve internal efficiency while impeding the overall performance of the justice system

How Do We Measure Success?

- ✦ 1000 felonies
- ✦ 500 not reported
- ✦ 400 not solved
- ✦ 100 suspects arrested (35 juvenile, 65 adult)
- ✦ 30 juveniles dismissed or probation
- ✦ 5 juveniles incarcerated
- ✦ 23 adults plead guilty, 4 convicted
- ✦ 18 adults incarcerated

Mike McLaughlin: Delaware AOC



“The definition of insanity: to continue to do the same things and expect a different outcome.”



Solution?



Integrated Justice!

Definitions



- ✦ **Enterprise: a large, diverse, cohesive organization that focuses its resources and energies to achieve its goals**

Definitions



✦ System: a functionally related group of interacting and interdependent components, forming a complex whole, and pursuing a common purpose

Definitions



✦ **Agglomeration: a jumbled mass or collection of disparate elements, clustered together, but not coherent**

Definitions



- ✦ **Confederation: an alliance of independent entities for mutual support or common purpose**

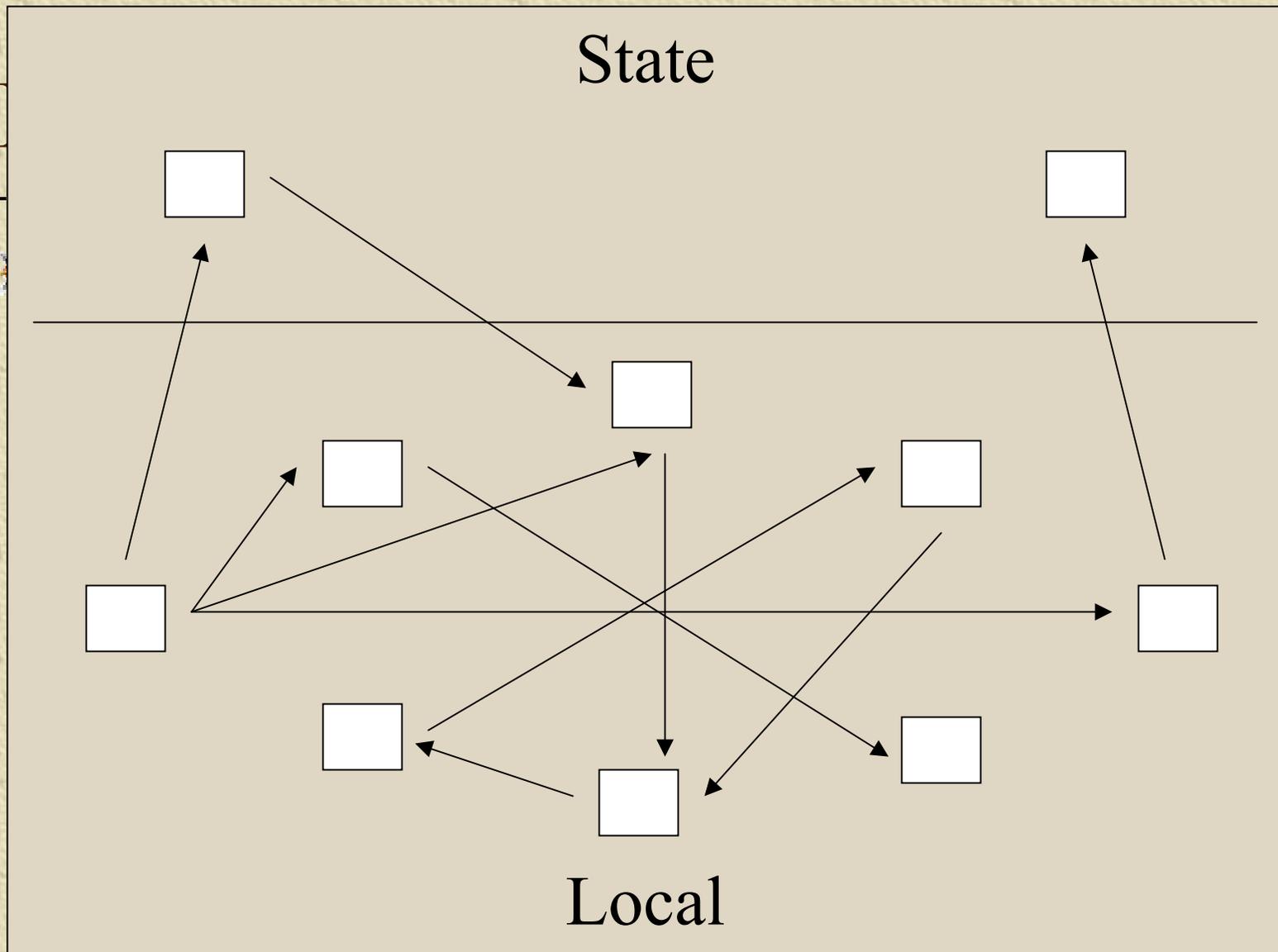
Conclusions

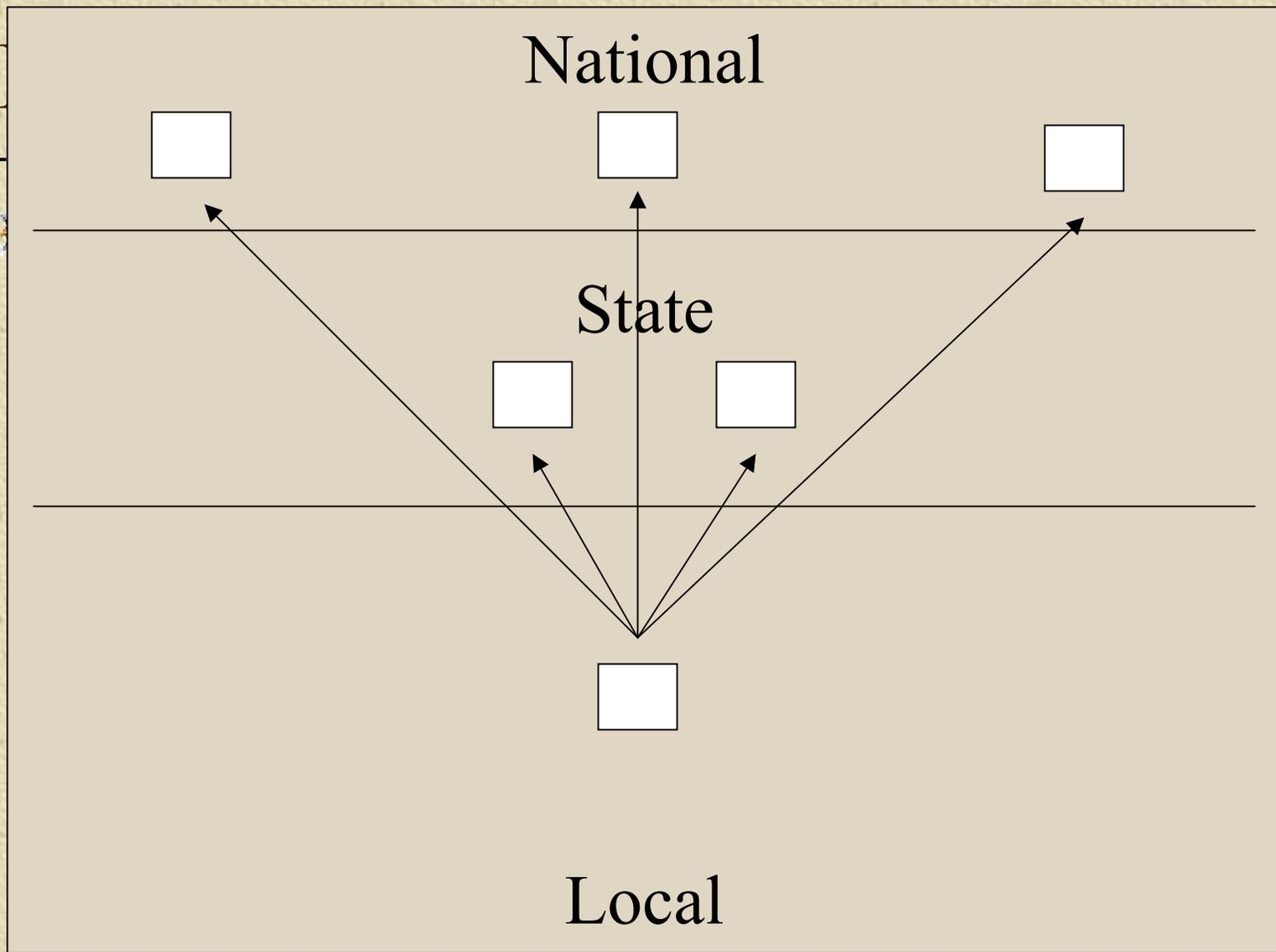
- ✦ The justice system acts as an agglomeration
- ✦ The justice system is not an enterprise
- ✦ The justice system should at least be a confederation
- ✦ The justice system must act as an enterprise with respect to operational issues, such as integration

Definitions

✦ **Integrated justice: providing complete, accurate, and timely information to justice system decision-makers, when, where, and how they need it**

- ◆ Identity
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- ◆ Legal status
- ◆ History
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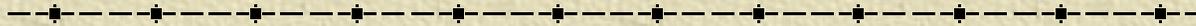


Three Keys to Success

- ✦ Figuring out how to work together
- ✦ Standard approaches to sharing data
 - ◆ Policy level
 - ◆ Business level
 - ◆ Data level
 - ◆ Technology level
- ✦ Infrastructure for making it happen



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