

Summary

A successful effort to improve justice information integration depends on convincing leaders at all levels of government of the importance and benefits of integration. The US Department of Justice, through the Office of Justice Programs, commissioned CTG to provide a guide for developing an effective business case to present to those leaders. The result was a Guide for making an effective business case for integration projects to elected leaders and senior executives.

The Guide is based on:

- A reconnaissance study of the information integration issues, barriers, and resources typical at different levels of government and in different kinds of agency and community settings.
- An intergovernmental workshop to establish what should be in a business case and strategies for presenting it.
- Analysis of the requirements for preparing a multifaceted business case for use in different settings.

The Guide also includes links and references to a rich set of resources to support integration project planning and business case development.

Publications & Results

Practical Guides (1)



And Justice for All: Designing Your Business Case for Integrating Justice Information

Mon, 01 May 2000

Efforts to improve public safety in the United States are pointing to an increasing need for justice agencies to share information. This guidebook offers a series of lessons and tools justice officials can use to build business cases to win support and funding for integrated justice information systems.

Public safety is a huge issue in the United States. Agencies can help make our communities safer by quickly and easily sharing accurate, timely information about cases going through the justice system. Integrated justice information systems are the vehicle for such enhanced information exchange.

This guidebook offers a series of lessons and tools that justice officials can use to build business cases to win support and funding for integrated justice information systems. The business case blueprint leads readers through the analysis, design, and presentation of business cases tailored to specific projects and audiences. The guidebook also contains appendices of useful tools, references, examples, and resources.

In addition to the full report, you can also see an Executive Briefing.

Reports and Working Papers (1)



Reconnaissance Study: Developing a Business Case for the Integration of Criminal Justice Information

Thu, 01 Sep 1999

This study provides a complex but optimistic picture for improving the integration of justice information. It provides an analysis of the current integration realities and discusses enablers and barriers to criminal justice information integration.

To be effective, a business case for criminal justice information integration must be specific about its objectives, practical in its approaches, and realistic in assessing its prospects for success. This study, based primarily on 26 interviews conducted with participants involved in integration initiatives at state and local levels nationally, provides a complex but optimistic picture for improving integration.

The report, consisting of an in-depth analysis of the current integration realities, reveals keys for success, as well as barriers to overcome in order to achieve integration goals. It serves as a basis for designing the business case material CTG has agreed to develop for the US Department of Justice Office of Justice Program (OJP).

Public Events

Summary of the June 1999 Workshop

This five-page report summarizes the work conducted at the June 1999 workshop. The document recounts the workshop's context and purpose, participants and activities, themes, proposed strategies, and next steps in the project.

Press Releases & News Stories

Press Releases

Improve Public Safety with Integrated Information Systems: Center for Technology in Government Issues Guidebook for US Department of Justice
Wed, 26 Apr 2000

Partners

Government Partners

- United States Department of Justice , Office of Justice Programs, Bureau of Justice Assistance

Center for Technology in Government

- David Connelly, Graduate Student
- Anthony Cresswell, Research Director
- Sharon Dawes, Director
- Mark LaVigne, Project Associate
- Shrilata Nath, Project Associate
- Theresa Pardo, Project Director
- Stephanie Simon, Information Coordinator

Participants

Initial Project Workshop - Attendees

The Honorable Patrice Bataglia

Dakota County Commissioner

Mr. Brian Beamish

Information & Privacy Commission

Ontario, Canada

Dr. Peter Bloniarz

Center for Technology in Government

University at Albany

Mr. David Boyer

U.S. Department of Justice

Office of Justice Programs

Mr. J. Carey Brown

Office of the Attorney General

State of Kansas

Ms. Donna Canestraro

Center for Technology in Government

University at Albany

Ms. Jane Christenson

Office of the Mayor

Redmond, Washington

Mr. John Cloud

United States Attorney's Office

Middle District Alabama

Mr. John D. Cohen

PSCComm, LLC

Mr. David Connelly

Center for Technology in Government

University at Albany

Mr. Ronald Cooke

New York State Police

Mr. Gary R. Cooper

The SEARCH Group, Inc.

Dr. Anthony M. Cresswell

Center for Technology in Government

University at Albany

Dr. Sharon Dawes

Center for Technology in Government

University at Albany

Ms. Karen E. Duffala

National Law Enforcement & Corrections

Technology Center

Ms. Winsome Foderingham

Center for Technology in Government

University at Albany

Ms. Anne E. Gardner

U.S. Department of Justice

Office of the General Counsel

Mr. Patrick J. Garvey

U.S. Environmental Protection Agency

Mr. David Gavin

Department of Public Safety

State of Texas

Ms. Sally Goodall

Center for Technology in Government

University at Albany

Mr. Robert Greeves

U.S. Department of Justice

Office of Justice Programs

Mr. Richard J. Gross

North Dakota Consensus Council

Ms. Kelly J. Harris

The SEARCH Group, Inc.

Mr. Dennis Hausman

Department of Information Services

Justice Information Network

Mr. Robert J. Helten

Office of the Attorney General

State of North Dakota

Dr. Thomas Henderson

National Center for State Courts

Mr. Herbert H. Henry, III

U.S. Attorney's Office

Northern District of Alabama

Mr. Arnold J. Hopkins

U.S. Department of Justice

Office of Justice Programs

The Honorable Steve Kelley

Minnesota State Senate

Mr. Paul R. Kendall

U.S. Department of Justice

Office of the General Counsel

Noble Kennamer, Esq.

Los Angeles County, California

Ms. Fern Laethem

Public Defender

Office of the State Public Defender

State of California

Mr. Robert D. LaMoria

Office of the Attorney General

State of Washington

Mr. Mark LaVigne

Center for Technology in Government

University at Albany

The Honorable Michael P. Lawlor

Connecticut General Assembly

The Honorable Timothy Loewenstein

Board of Buffalo County Commissioners

Buffalo County, Nebraska

Mr. Michael M. Losavio

Administrative Office of the Courts

Mr. José McLoughlin

US Department of Justice

Bureau of Justice Assistance

Mr. James McNeil

U.S. Dept of Justice

National Institute of Justice

Ms. Shrilata Nath

Center for Technology in Government

University at Albany

Ms. Lori Nicely

U. S. Department of Justice

Global Program Management Office

The Honorable Allen Olson

Independent Community Bankers of Minnesota

Dr. Theresa A. Pardo

Center for Technology in Government

University at Albany

Ms. Alison Poe

Bureau of Justice Information Systems

Department of Administration

State of Wisconsin

Ms. Janet Quist

Public Technologies, Inc.

Ms. Amy Roberts

Committee Administrator for the House

Crime Prevention Committee

Minnesota House of Representatives

Mr. James Ruda

Intergovernmental Consultant

The Honorable Harold See

Alabama Supreme Court

Mr. James F. Shea

New York State Department of Criminal Justice Services

Ms. Stephanie Simon

Center for Technology in Government

University at Albany

Commissioner Mark Stenglein

Board of Commissioners

Hennepin County, Minnesota

Mr. Ted Stoica
Illinois State Police
Ms. Sande Sunde
Honeywell, Inc.
Ms. Aldona K. Valicenti
Kentucky Chief Information Officer
Mr. Scott Wallace
Defender Legal Services Director
National Legal Aid & Defender Association
Mr. Richard H. Ward, III
U.S. Department of Justice
Bureau of Justice Assistance
Mr. Roy Washington
Mobile Alabama County Sheriff's Office
Mr. Ronald Wiborg
Dept. of Community Corrections
Hennepin County, Minneapolis
Mr. Carl A. Wicklund
American Probation & Parole Association
Honorable Anthony M. Wilhoit
Legislative Ethics Commission
State of Kentucky
Mr. Neil A. Woerman
Office of the Attorney General
State of Kansas
Dr. Michael R. Zimmerman
Information Technology Department
Hennepin County, Minneapolis

Funding Sources

This project was supported by Award No. 1999-LD-VX-K004 funded by the Bureau of Justice Assistance, Office of Justice Programs, US Department of Justice. The opinions, findings, and conclusions or recommendations expressed in this publication are those of the author(s) and do not necessarily reflect the views of the Department of Justice.

Original Scope of Work

One of the key factors identified through a series of discussions the U.S. Department of Justice (DOJ), Office of Justice Programs (OJP) has had with state and local agencies is the need for outreach to leaders, at all three

levels of government, concerning the importance and benefits of integration within the criminal justice systems integration.

In a meeting attended by representatives of 25 states, participants expressed a strong need for a "business case" for integration that can be promoted nationwide. The report of that meeting states:

"Executive level sponsors are critical to state and local initiatives... There is a need to develop an outreach/education strategy immediately. The strategy should be based on a business case and include a mission statement for the Integration Initiative. Emphasis should be on reaching elected officials and senior policy makers."

The report also emphasizes the need for a definition of "integration," and acknowledges that the term means different things to different people.

CTG assisted OJP in the development of a **"Business Case for Criminal Justice Systems Integration"** by working with a selected group of federal, state, and local officials to describe the audiences they must address, the issues these audiences face, and the arguments that will be persuasive to them. Equally important, this work further addresses the interplay of federal, state, and local needs, resources, and goals that were a major feature of the DOJ-sponsored meetings. The results recommend tools and strategies to help elected leaders and senior executives understand their roles and choices.

The Center assisted in this work in several ways:

- Conducted a brief reconnaissance study of the issues, barriers, and resources typical at different levels of government and in different kinds of agency and community settings.
- Conducted an intergovernmental workshop to establish the common and unique criteria by which different categories of policy makers assess investments in integrated systems and programs.
- Prepared a multi-faceted business case for use in different settings.
- Developed a report to the Office of Justice Programs about the conflicts, synergies, and gaps that need to be addressed in national policies and programs to promote integration.

Related Web Sites

Office of Justice Programs FY1999 Program Plan

<http://www.ojp.usdoj.gov/99progplan/>

OJP's goals are to respond quickly, across the bureaus and offices, to newly emerging issues; to institute the vision and priorities of the Attorney General, the President, and the Congress; and to ensure that they are advancing a comprehensive and coherent program to address public safety needs in this country.

SEARCH, The National Consortium for Justice Information and Statistics

<http://www.search.org/default.asp>

SEARCH, the National Consortium for Justice Information and Statistics, is dedicated to improving the criminal justice system and the quality of justice through better information management, the effective application of information and identification technology, and responsible law and policy.

Contact Information

Center for Technology in Government
University at Albany, SUNY
187 Wolf Road, Suite 301
Albany, NY 12205
(518) 442-3892 (phone)
(518) 442-3886 (fax)