AGENDA HIGHLIGHTS

• REGIONAL PUBLIC RECORDS REQUEST GUIDELINES
• ARJIS ENTERPRISE: AN UPDATE AND OVERVIEW
• LAW ENFORCEMENT AND FIRE/EMS TRAINING: NEXT STEPS

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Welcome to SANDAG. Members of the public may speak to the Public Safety Committee on any item at the time the Committee is considering the item. Please complete a Speaker’s Slip, which is located in the rear of the room, and then present the slip to Committee staff. Also, members of the public are invited to address the Committee on any issue under the agenda item entitled Public Comments/Communications/Member Comments. Speakers are limited to three minutes. The Public Safety Committee may take action on any item appearing on the agenda.

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ITEM # RECOMMENDATION

1. ROLL CALL

+2. APPROVAL OF NOVEMBER 16, 2007, MEETING MINUTES APPROVE

3. PUBLIC COMMENTS/COMMUNICATIONS/MEMBER COMMENTS

Members of the public will have the opportunity to address the Public Safety Committee (PSC) on any issue within the jurisdiction of the Committee. Speakers are limited to three minutes each and shall reserve time by completing a “Request to Speak” form and giving it to the Clerk prior to speaking. Committee members also may provide information and announcements under this agenda item.

REPORT ITEMS (#4 through #7)

4. REPORT FROM CHIEFS'/SHERIFF'S MANAGEMENT COMMITTEE (Chief Clifford Diamond, Chair, Chiefs'/Sheriff’s Management Committee) INFORMATION

Chief Diamond will report on the December 5, 2007, meeting of the Chiefs'/Sheriff’s Management Committee.

+5. REGIONAL PUBLIC RECORDS REQUESTS GUIDELINES APPROVE (Pam Scanlon and William Pettingill, County Of San Diego)

During 2007, an ARJIS working group was formed that included representatives from law enforcement agencies around the County to draft regional guidelines for responding to public records requests for law enforcement data. The goal of this group was to create guidelines which meet legal standards, are comprehensive and clear, and ensure that victim privacy and confidentiality are maintained. A draft of these guidelines was shared with the Chiefs'/Sheriff’s Management Committee in December 2007, which recommended they be approved by the PSC.
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| 6. | ARJIS ENTERPRISE: AN UPDATE AND OVERVIEW  
(Pam Scanlon) | INFORMATION |
A major effort of ARJIS in FY 2008 involves the replacement of the legacy ARJIS system and the development of ARJIS Enterprise. Priority activities during this fiscal year include upgrading the server, network, and security infrastructure; recommending technical enterprise solutions; procuring the first phase of Enterprise applications; and continuing to monitor system security. Staff will provide an update and overview of activities during the first half of the year, as well as describe major activities scheduled for the second half.

| 7. | LAW ENFORCEMENT AND FIRE/EMS TRAINING: NEXT STEPS (Chief Tom Zoll and Chief Augie Ghio) | DISCUSSION/POSSIBLE ACTION |
Between September and November 2007, three panels provided overviews of law enforcement and fire/EMS training in San Diego County, including the use of technology, current status, and future needs. This fourth and final workshop will include a review of the key points made during the earlier sessions and a facilitated discussion regarding what role the PSC can play in ensuring regional public safety and fire training needs are met in the future.

| 8. | UPCOMING MEETINGS | INFORMATION |
The next meeting of the PSC is scheduled for Friday, February 15, 2008, at 1:00 p.m.

| 9. | ADJOURNMENT |

+ next to an item indicates an attachment
PUBLIC SAFETY COMMITTEE DISCUSSION AND ACTIONS
Meeting of November 16, 2007

1. ROLL CALL
Chair Mark Lewis (East County) called the Public Safety Committee (PSC) meeting to order at 1:00 p.m. Roll call was taken and a quorum was present. See last page for attendance.

2. APPROVAL OF MEETING MINUTES
Upon a motion by Councilmember Bob Campbell (North County Inland) and a second by Councilmember David Roberts (North County Coastal), the minutes of October 19, 2007, were unanimously approved.

3. PUBLIC COMMENTS/COMMUNICATIONS/MEMBER COMMENTS
Chair Lewis wanted to acknowledge the fantastic response from police, fire, County, City of San Diego and the Highway Patrol during the previous month with the wildfires. He thanked Pam Scanlon (ARJIS Executive Director) for her help during the past four years with coordinating efforts for the police and fire in communicating with each other. Four years ago, they couldn’t talk across the street. With excellent cooperation between all people concerned, we have been able to protect the citizens of this County. Every committee member and staff member should be applauded for their efforts.

Councilmember Campbell invited committee members to attend the next meeting of the League of California Cities, San Diego County Division on Monday, November 19, 2007, at 11:30 a.m. at the Four Points Hotel. This meeting will address the October 2007 Firestorm activities. It will cover the lessons learned from the Cedar fire, what we were able to apply this time, what holes remain to be filled, and how we might be able to improve the situation. If a firestorm occurs again, we will be even better prepared than last time. He believes the cities are pleased with the improvements from the prior fire. A sign-in sheet was passed around the table. Ron Lane (Homeland Security) will be a featured panelist.

Pam Slater-Price (County of San Diego) stated that in the case of mutual aide there was an astounding response. Firefighters came from all over, not just California. Everyone pulled together. It is later that people start finding things that they think didn’t go right. The fact that we managed to evacuate more people than we have ever done in the United States in a peaceful orderly fashion and out of harm’s way, that speaks tremendously well for everyone.
Chair Lewis acknowledged the support from the County, City of San Diego, and all the different representatives and agencies. Other areas of the state are now looking at San Diego as an example to follow. There is no telling how many lives were saved through the efforts that we have done.

Supervisor Slater-Price also wanted to acknowledge the smaller agencies. Everyone was there together and did a good job. Everyone is on board now with the 800 megahertz system. We will be able to add to it and improve it.

Vice Chair Tom Zoll (County Chiefs/Sheriff’s Association) stated that as Chair of the Regional Communications System, he took a look at the raw numbers and it appears that in comparing this firestorm versus the Cedar fire four years ago, there was a significant improvement in the system's ability to handle the thousands of firefighters that came from out of town and locally, police officers and all other people that responded. He publicly thanked Supervisor Slater-Price on behalf of the Board of Supervisors for their upgrade of East County. It cost about $21 million and the results are having two simulcast zones where there use to be a number of stand-alone repeaters. That was significant in reducing the amount of what we call busy traffic (not being able to talk when we need to). When the fire is coming down on top of you, you can't have that. Thanks for the improvements that you stepped forward to help us make. The cooperation regionally on the communication side was outstanding. When the final report is released, there will be a significant percentage improvement, perhaps 70 percent.

Chief Augie Ghio (Regional Fire/EMS) agreed with Vice Chair Zoll. He stated when we compare how we were able to communicate, which helped with cooperation, which helped with resource management, it went phenomenally better. It shows what funding can do and a lead agency coming through and helping us with the regional planning technologies (RPT) being in place. All the moves we have made since 9/11 and since the Cedar fire we could see, touch, and taste the differences during the Harris and Witch fires.

Chair Lewis stated that you never know when you are successful in evacuating people, how many lives were saved. The death toll certainly would have been a lot higher if we didn't have the various systems on board and notification systems. People were upset in having to move, but they would have been more upset if people lost their lives or the lives of their children.

Supervisor Slater-Price stated that one concern from many of us after Katrina was how you evacuate those people who cannot evacuate themselves. How do you move large numbers of people who need assistance with mobility issues? She visited the Del Mar Fairgrounds and those people were out of harm's way. The Red Cross came in to help. Upon notification, Senator Christine Kehoe sent over state aid immediately and deployed those people to other nursing homes. Two days later the process was complete. In the main hall they had those people who were hooked up to oxygen, drip, or had real health issues. The County, Red Cross, Senator Kehoe, Senator Diane Feinstein, Congressman Brian Bilbray, everyone pulled together and helped out. Congressman Darrell Issa called her on Sunday and inquired on any problems with the Federal Emergency Management Agency (FEMA). If anyone has feedback (good or bad) or suggestions on FEMA, Congressman Issa would like to know.
Chair Lewis stated that pets were involved as well in the evacuation process. It was learned from Katrina, that some people would not leave their pets behind.

REPORTS

4. AMEND THE FY 2008 ARJIS WORK PROGRAM AND BUDGET (APPROVE)

Upon a motion by Chief William Lansdowne (San Diego Police Department) and a second by Supervisor Slater-Price, a new work element, SmartSearch, will be added to the FY 2008 ARJIS work program with an increase in the FY 2008 ARJIS budget of $204,815. The motion was unanimously approved.

5. PUBLIC SAFETY-RELATED GOALS FOR THE 2008 LEGISLATIVE PROGRAM (RECOMMEND)

Genevieve Morelos (SANDAG) gave an update on the public safety-related goals for the 2008 calendar year for the legislative program.

Vice Chair Zoll asked to consider adding to goal #2 some language that covers training. Since the Public Safety Committee is in the middle of workshops on training, ultimately our request through this Committee is to lobby for some of the things we are asking for to be resolved in training, that if put in goal #2, it would be broad enough for us to get more specific when we finish that, which will probably be in January rather than December.

Supervisor Slater-Price asked if the addition could be done now.

Ms. Morelos suggested she could add the language for activities related to emergency preparedness response and training to catastrophic events.

Chief Ghio stated that regional emergency response should be added, since we are heading towards a regionalized system.

Upon a motion by Vice Chair Zoll with the addition of the language of activities related to regional emergency preparedness, response, and training to catastrophic events, and a second by Supervisor Slater-Price, the Public Safety Committee unanimously recommended the Executive Committee include these goals in the SANDAG 2008 legislative program.

6. CRYSTAL DARKNESS: THE NIGHT THE COMMUNITY FIGHTS BACK (INFORMATION)

Kevin McClure (Executive Director, San Diego Prevention Coalition) gave a presentation on the San Diego Crystal Darkness Campaign. “Crystal Darkness” is a documentary that will be broadcast on KUSI, KPBS, CTN, COX 4, Time-Warner, and KOCT Oceanside Community Television as part of a “Roadblock,” on Wednesday, December 12, 2007, 7:00 p.m. to 7:30 p.m., followed by a Town Hall Meeting, televised by KUSI that same night 7:30 p.m. to 8:00 p.m. The first goal is to get people to become aware of the issue and connect to people who are doing work on the issue. The second goal is to see people who have a problem with methamphetamine (meth), and get them help as quickly as possible. There are more than 100 organizations involved in this. He requested the Committee members use their influence to make a phone call to Fox, NBC, CW, ABC, and CBS to get them on board. All the other cities that have done this have gotten every single station to broadcast. San Diego is
looked at as being a leader in prevention in the country. In a campaign like this where all eyes will be on San Diego, it would be a great help if all televisions would be involved. Anything to help us in this area would be most helpful.

Supervisor Slater-Price asked the reason the other stations would not want to be involved?

Mr. McClure stated there have been multiple reasons why they cannot, but we know from the other general managers that we have talked to, there really is no reason. They can do it if they want to.

Supervisor Slater-Price asked about the stations again.

Mr. McClure stated the stations that are not on the list are ABC, CBS, CW, FOX, and NBC.

Councilmember Campbell asked if there would there be any problem with this committee sending a letter to the various network stations.

John Kirk (SANDAG Counsel) stated that any individual member on behalf on the agency they represent could send a letter. Ultimately, the Board of Directors at SANDAG is the only body officially at SANDAG that can take a policy position on behalf of SANDAG, but the members can do it in their individual capacities.

Chair Lewis advised that the next SANDAG Board meeting is December 7, 2007, and Mr. McClure could make an announcement during public comments.

Mr. McClure wanted to thank Dr. Cynthia Burke (SANDAG) for doing an evaluation of the program. We want to follow-up with people and if this program has raised their awareness about the problems of meth.

Vice Chair Zoll suggested that if Mr. McClure could provide in writing some background on what he would like to see people lobby for it would help for people to write those letters.

Chair Lewis advised Mr. McClure to pass out bullet points or a draft before the SANDAG meeting to help members.

7. QUARTERLY REPORT ON THE REGIONAL TECHNOLOGY CENTER (INFORMATION)

Bob Welty (San Diego State University) and Paul Hardwick (GIS Program Manager, Regional Technology Center) gave a PowerPoint presentation on the Regional Technology Center’s (RTC) efforts during the last quarter. Mr. Hardwick reported on the geographic information system (GIS) efforts around the region and what was done during the recent firestorm. One of RTC’s responsibilities is to support the County Emergency Operations Center (EOC) with GIS during an emergency event.

A handout was provided on the subregional orthoimagery acquisition effort. Supervisor Slater-Price inquired if the subregional orthoimagery acquisition would be a SANDAG Board item or addressed by each agency.
Mr. Hardwick stated it would be addressed individually by each agency. The RTC is trying to get it under one request for proposal (RFP) for better management of the project. The lead agency for the RFP has not been identified. There is a movement to take the San Diego Regional GIS Council and make it into a non-profit agency and run the contract through them.

Supervisor Slater-Price asked Chief Lansdowne if he would take this to the City since Council President Pro Tem Anthony Young was not present. She will take this issue to the County. Supervisor Ron Roberts is our Chair this year and Supervisor Greg Cox will be the Chair for next year, so they would be the point people to talk with. She will deliver this request to their offices and request they contact Mr. Hardwick.

Mr. Hardwick stated that Ross Martin is the staff member from the County. The Chair of the San Diego Regional GIS Council is Tom McDowell from the City of Chula Vista. There will be a new board there at the beginning of the year.

Chief Lansdowne agreed to take this issue to the City.

Chief Ghio requested Mr. Hardwick attend a County Fire Chiefs’ Association meeting for a presentation and requested that Mr. Hardwick send the handout to him electronically so he could send to the Chiefs before the next meeting.

Chair Lewis asked if Mr. Hardwick was involved in presentations to different jurisdictions.

Mr. Hardwick stated he has attended a round table meeting of all the GIS managers of the different jurisdictions and they have supported it.

Chair Lewis inquired if there was payback from FEMA.

Mr. Hardwick stated no, FEMA did help for paying for flights over the fire. They did collect color infrared, one foot resolution imagery over the fires and that information is being distributed freely. Any agency can have this imagery. They are currently getting it ortho-rectified so it will be a good document to lay data on top of.

Chair Lewis stated that during the Wildfires, Channel 9 used a Thomas Brother’s map. When people knew the extent of the fire, they were more willing to leave.

Mr. Hardwick stated that Ron Lane is to thank for getting the maps out to the press and the public.

Vice Chair Zoll asked what the cost of this is region-wide.

Mr. Hardwick stated that the planning efforts (the first three tasks) were acquired for $500,000 with an Urban Area Security Initiative (UASI) grant funding. The approximate cost to build out the system is $3 million. That is for the hardware, software, as well as filling in data gaps.
PUBLIC SAFETY TRAINING IN THE SAN DIEGO REGION: A TECHNOLOGY OVERVIEW (DISCUSSION)

Vice Chair Zoll stated there were two workshops previously and today's presentation will address the use of technology in training, including the current status and future needs. There are two types of training, the academic portion (classroom) and perishable skills (getting out and doing it). Vice Chair Zoll introduced the panel who presented a PowerPoint and video with an overview of law enforcement and fire/EMS training in San Diego County. The panel consisted of: Leon Messenie (Director of Engineering & Information Technology, KPBS); Chris Brawner (Senior Director, Networks and Video Services, General Manager–ITV Cable 16); Wenda Alvarez (President/CEO, San Diego Police Foundation); and Dan Newland (Information Systems Administrator, San Diego Police Department).

Chief Ghio thanked the panel for their presentation and he sees synergy coming out of this. There are definitely applications in training that would be valuable. One of the issues would be on the fire on the 24-hour shift would be the ability to use tele-conferencing and television training. How would you break up the time chunk? The law enforcement side has a different schedule. Can it co-habitat or would it have to be very specific scheduling?

Mr. Messenie stated that in an emergency, KPBS has demonstrated it would open up its entire bandwidth to use. The current system they are working with at this time, they can do one video conference at a time. In the future, depending on the bandwidth, you could do multiple. That is the goal of the system.

Mr. Brawner stated that Cable 16 would make all eight channels available. This would be a one-way broadcast. It would not be interactive.

Mr. Newland stated that one of our potential partners, the 3 Cs is the interactive portion. But the command briefings are what they would take and broadcast out. He stated they also have web-streaming. This can be sent securely to any individual with a password.

Supervisor Slater-Price asked what the panel is requesting today.

Mr. Newland stated the presentation is to get a focal point to bring the partners together. He would envision a regional group to develop a relationship over a period of time with policy, procedures, and memorandums of understanding (MOU) so the relationships will work and how to make it happen.

Vice Chair Zoll stated that this is part of the overall discussion on training. As the Public Safety Committee moves forward in deciding what our role in this is, we will have time to discuss that. There are some opportunities to center on what we are doing today. The panel is here to give us information. They are not asking us to make a decision.

Supervisor Slater-Price wanted to make everyone aware of the resources available from the County Television Cable Commission. They provide small grants for discreet components. She could see any one of the different types of presentations being potentially eligible for this grant funding. She could see the presentation on child abuse and different versions of the presentation available to educate the children as well as adults at schools, parents/teacher association (pta) meetings, and boys and girls clubs. Sometimes it's better if
the parent is not the only recourse, but someone who doesn’t have the emotional attachment (camp counselor or teacher).

Chair Lewis stated the Public Safety Committee will look forward to working with San Diego State and KPBS. He inquired if KPBS is open 24 hours a day, and what the price structure is.

Mr. Messenie stated KPBS is open 24 hours a day. From KPBS’s standpoint, the project came out of the engineering area. There are some costs with transmitters and recouping costs. The main goal is to put KPBS in the first responder’s position which would make the station eligible for several infrastructure grants. KPBS needs to beef up the transmitter with backup generator power. There is a lot of money for training and training videos. KPBS has experience in training videos.

Vice Chair Zoll stated this series was slated to wrap up in December, but he is requesting to move the final discussion to January and bring back the messages from each of the three groups to talk about what the Public Safety Committee can do to assist in getting these issues addressed.

9. UPCOMING MEETINGS (INFORMATION)

The next meeting of the Public Safety Committee is scheduled for Friday, December 14, 2007, at 1:00 p.m. Chair Lewis reminded the members to note the different date (second versus third Friday of the month).

10. ADJOURNMENT

The meeting was adjourned at 2:23 p.m.
## PUBLIC SAFETY COMMITTEE
### CONFIRMED ATTENDANCE
#### November 16, 2007

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<td>Hon. Mark Lewis</td>
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<td>Hon. Jillian Hanson-Cox</td>
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<td>Hon. Matt Hall</td>
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<td>Hon. Frank Parra</td>
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<td>Chief Skip Carter</td>
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### ADVISORY MEMBERS

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<td><strong>Southern CA Tribal Chairmen’s Association (SCTCA)</strong></td>
<td>Carlene Chamberlain</td>
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San Diego Association of Governments

PUBLIC SAFETY COMMITTEE

January 18, 2008

AGENDA ITEM NO.: 5

Action Requested: APPROVE

REGIONAL PUBLIC RECORDS REQUESTS GUIDELINES

File Number 2200100

Introduction

During 2007, an ARJIS working group was formed that included representatives from law enforcement agencies around the County to draft regional guidelines for responding to public records requests for law enforcement data. The goal of this group was to create guidelines which meet legal standards, are comprehensive and clear, and ensure that victim privacy and confidentiality are maintained. A draft of these guidelines was shared with the Chiefs'/Sheriff’s Management Committee in December 2007, which recommended they be approved by the Public Safety Committee (PSC).

Recommendation

The Public Safety Committee is asked to approve these guidelines for distribution to local law enforcement agencies and use by ARJIS and the Criminal Justice Research Division in fulfilling requests.

Discussion

According to Government Code section 6250 et seq, public records are open to inspection at all times during an agency’s regular hours of operation and every person has a right to inspect any public record, with some exceptions. One of these exceptions pertains specifically to law enforcement, noting that disclosure is not required if it would endanger the “safety of a witness or other person involved in the investigation” or “investigation or a related investigation.” While these guidelines are fairly straightforward, there is still a great deal of ambiguity in terms of how information is shared, including acceptable formats and timeframes for fulfilling requests, as well as what information should and should not be shared, given the previously mentioned exemption.

As such, in early 2007, an ARJIS working group was formed to draft regional guidelines for responding to requests for law enforcement data to ensure that they are responded to in a consistent and appropriate manner. This working group was composed of law enforcement representatives, as well as legal staff from member agencies from around the region. A draft of these guidelines (Attachment 1), was recently finalized which outlines clear policies and procedures that take into account (1) who the responder is; (2) the specifics of a given case (i.e., would a victim’s or witness’ safety be compromised by sharing the information, does the case involve a juvenile); (3) what type of information is being requested (e.g., arrest, call for service); and (4) what the request is for (i.e., information or documents).
These guidelines were shared with the Chiefs’/Sheriff’s Management Committee in December 2007, who unanimously recommended they approval by the PSC. If approved, these guidelines would be shared with all local law enforcement agencies and would be used by ARJIS and the Criminal Justice Research Division to fulfill future requests.

KURT KRONINGER
Director of Technical Services

Attachment: 1. ARJIS Law Enforcement Records Act Guidelines

Key Staff Contact: Pamela Scanlon, (619) 699-6997, psc@sandag.org
Subsection A – LE Exemptions

ARJIS LAW ENFORCEMENT RECORDS ACT GUIDELINES

I. INTRODUCTION

In 1968, the Legislature enacted the California Public Records Act (“CPRA”) found at Government Code sections 6250 et seq. In its findings and declarations, the Legislature, mindful of the right of individuals to privacy, declared that access to information concerning the conduct of the people's business is a fundamental and necessary right of every person in the State of California. Since 1968 through amendments and court decisions, the CPRA has continued to balance the public's right to know what governmental agencies are doing and an individual's right to privacy.

As defined in section 6252 of the CPRA:

"Public records includes any writing containing information relating to the conduct of the public's business prepared, owned, used, or retained by any state or local agency regardless of physical form or characteristics."

Based upon this definition, the reports of crimes and incidents written in the daily course of business of a law enforcement agency are public records and subject to release under the Act with certain key exemptions – as discussed below.

II. RESPONDING TO CPRA REQUESTS

A. Timing

The agency receiving a request for disclosure of public documents must respond within ten days after receipt of the request, notifying the requesting party of its decision whether to disclose the requested documents or to claim an exemption and reason for the decision, pursuant to section 6253. Under certain circumstances, the time to respond may be extended by a maximum of 14 days. See section 6253(c)(1)-(4) for the listed reasons for extensions. When the response is made, it must, as noted, apprise the requestor of what disclosures will be made and when. The time for disclosure of actual records must be within a reasonable period of time.

B. Fees

Government Code Section 6253(b) permits a public agency to charge a fee for copies of non-exempted information that covers the direct costs of duplication. This does not include staff time for retrieval and compilation; only the direct cost of

1 Unless otherwise indicated, all statutory references are to the Government Code.
duplication (including the staff time to operate the copier) may be charged. A statutory fee, if applicable, may also be charged. Most fees for services established by law enforcement agencies are set by the local legislative body by resolution, e.g., the city council or board of supervisors.

Government Code section 6253.9 governs the production of electronic records. It also allows an agency to charge the requesting party for production of electronic records where programming, data extraction and compilation is required. Where it appears that such work will be necessary to respond to the request, the agency should advise the requestor of the provisions of section 6253.9 and ask the requestor whether he or she would like an estimate of the costs. The purpose of making such inquiry is to save the labor and expense of preparing an estimate only to have the requestor say they were not interested if they had to pay. The agency should then prepare an estimate and provide it to the requestor and advise that the work will be done upon pre-payment of the estimated fees.

C. Waiver Of Exemption

Court decisions have held that the selective release and selective exemption of information is prohibited. Once information is released to a member of the public, it becomes a public record and cannot be withheld from another member of the public. Black Panther Party v. Kehoe 42 Cal. App. 3d 645 (1974).

D. Sharing Exempt Information Without Waiving

Section 6254.5(e) allows the release of an exempt public record to any governmental agency that agrees to treat the disclosed material as confidential. Only persons authorized in writing by the person in charge of the agency shall be permitted to obtain the information. Any information obtained by the agency shall only be used for purposes that are consistent with existing law. Note: It has been argued that since waiver is made by disclosure to a “member of the public” which is in turn defined by Section 6252 as excluding government agencies, then 6254.5(e) is unnecessary. But since it is there, it should be used.

III. SECTION 6254(f) – LAW ENFORCEMENT EXEMPTION TO DISCLOSURE

A. Basic Exemption

Section 6254(f) exempts from disclosure the following:

- Records of complaints to, or investigations conducted by, or records of intelligence information or security procedures of a local police agency.
- Any investigatory or security files compiled by any local police agency.
- Any investigatory or security files compiled by a local agency for correctional, law enforcement, or licensing purposes.
The actual text of the exemption is:

Records of complaints to, or investigations conducted by, or records of intelligence information or security procedures of, the office of the Attorney General and the Department of Justice, and any state or local police agency, or any investigatory or security files compiled by any other state or local police agency, or any investigatory or security files compiled by any other state or local agency for correctional, law enforcement, or licensing purposes, except…

As can be seen from the text above, the “except” leads into the exceptions to the exemption, i.e., the required disclosures, discussed below.

B. Exceptions to Exemption – Required Disclosures

Section 6254, subdivision (f) also contains various exceptions to exemptions that require the disclosure of certain information to certain persons. Its provisions should be carefully reviewed in connection with a CPRA request that involves this type of material.

1. Disclosures to victims and their representatives

The first required disclosure is set forth in the first paragraph of section 6254(f), beginning with the “except” as noted above. Following is the actual text, broken into bullet-pointed items for easier consideration

…except that state and local law enforcement agencies shall disclose

- the names and addresses of persons involved in,
- or witnesses other than confidential informants to, the incident,
- the description of any property involved,
- the date, time, and location of the incident,
- all diagrams,
- statements of the parties involved in the incident,
- the statements of all witnesses, other than confidential informants,

…to the victims of an incident, or an authorized representative thereof, an insurance carrier against which a claim has been or might be made, and any person suffering bodily injury or property damage or loss, as the result of the incident caused by arson, burglary, fire, explosion, larceny, robbery, carjacking, vandalism, vehicle theft, or a crime as defined by subdivision (b) of Section 13951,

…unless the disclosure would endanger the safety of a witness or other person involved in the investigation, or unless disclosure would endanger the successful completion of the investigation or a related investigation.
However, nothing in this division shall require the disclosure of that portion of those investigative files that reflect the analysis or conclusions of the investigating officer.

2. **Disclosures to all requestors; limited exceptions**

   Section 6254(f) continues with more required disclosures:

   Notwithstanding any other provision of this subdivision, state and local law enforcement agencies shall make public the following information, (NOTE: no limitation on recipients)

   *except to the extent that disclosure of a particular item of information would endanger the safety of a person involved in an investigation or would endanger the successful completion of the investigation or a related investigation:*

   **6254(f)(1) Arrest Information:**

   - The full name and occupation of every individual arrested by the agency,
   - the individual's physical description including date of birth, color of eyes and hair, sex, height and weight,
   - the time and date of arrest,
   - the time and date of booking, the location of the arrest,
   - the factual circumstances surrounding the arrest,
   - the amount of bail set,
   - the time and manner of release or the location where the individual is currently being held,
   - and all charges the individual is being held upon, including any outstanding warrants from other jurisdictions and parole or probation holds.

   **6254(f)(2) Calls for Service:**

   Subject to the restrictions imposed by Section 841.5 of the Penal Code,

   - the time, substance, and location of all complaints or requests for assistance received by the agency and
   - the time and nature of the response thereto, including, to the extent the information regarding crimes alleged or committed or any other incident investigated is recorded,
The name of a victim of any crime defined by Section 220, 261, 261.5, 262, 264, 264.1, 273a, 273d, 273.5, 286, 288, 288a, 289, 422.6, 422.7, 422.75, or 646.9 of the Penal Code may be withheld at the victim's request, or at the request of the victim's parent or guardian if the victim is a minor.

When a person is the victim of more than one crime, information disclosing that the person is a victim of a crime defined by Section 220, 261, 261.5, 262, 264, 264.1, 273a, 273d, 286, 288, 288a, 289, 422.6, 422.7, 422.75, or 646.9 of the Penal Code may be deleted at the request of the victim, or the victim's parent or guardian if the victim is a minor, in making the report of the crime, or of any crime or incident accompanying the crime, available to the public in compliance with the requirements of this paragraph.

6254(f)(3) Scholarly, Journalistic, Political, Or Governmental Purpose:

Subject to the restrictions of Section 841.5 of the Penal Code and this subdivision,

- the current address of every individual arrested by the agency and
- the current address of the victim of a crime,
- where the requester declares under penalty of perjury that the request is made for a scholarly, journalistic, political, or governmental purpose, or that the request is made for investigation purposes by a licensed private investigator as described in Chapter 11.3 (commencing with Section 7512) of Division 3 of the Business and Professions Code, except that the address of the victim of any crime defined by Section 220, 261, 261.5, 262, 264, 264.1, 273a, 273d, 273.5, 286, 288, 288a, 289, 422.6, 422.7, 422.75, or 646.9 of the Penal Code shall remain confidential.

Address information obtained pursuant to this paragraph may not be used directly or indirectly, or furnished to another, to sell a product or service to any individual or group of individuals, and the requester shall execute a declaration to that effect under penalty of perjury. Nothing in this paragraph shall be construed to prohibit
or limit a scholarly, journalistic, political, or government use of address information obtained pursuant to this paragraph.

IV. SPECIAL CONSIDERATIONS

In order to balance the individual's right to privacy with the public's need to know, certain additional exemptions to the release of information are specified in Section 6254, other California statutory law, or interpreted by court decision. These exemptions include:

A. Names, addresses, and identifying information of:

1. Juveniles (under 18 years of age). Welfare and Institutions Code sections 827 and 828; Wescott v. Yuba County (104 Cal App. 3d and TNG v. San Francisco Superior Court (4 Cal. 3d 767)).

2. Upon request the name and address of victims of any crime defined by California Penal Code (CPC) sections 220, 261, 262, 264, 264.1, 273a, 273d, 273.5 286, 288, 288a, 289, 293, 293.5, 422.6, 422.7, 646.9, shall not be disclosed. When a person is the victim of more than one crime, information disclosing that the person is a victim of the crimes, as described herein, shall be deleted at the request of the victim or the victim's parent or guardian, if the victim is a minor.

CPC Section 293 requires any employee of a law enforcement agency who personally receives a report from any person, alleging that the person making the report has been the victim of a sex offense described in CPC Sections 261 through 267 or in CPC Sections 281 through 292, shall inform that person that his or her name will become a matter of public record unless he or she requests that it not become a matter of public record. Any written report of a sex offense described in CPC Sections 261 through 267 or in CPC Sections 281 through 292 shall indicate that the alleged victim has been properly informed of the right to withhold their name and the report shall state the response of the victim to the question.

3. The address and telephone number of any victim or witness may not be released to any defendant or arrested person in the alleged offense. A defendant may obtain this information through the criminal discovery process by requesting the information from the prosecutor. However, the entire contents of an accident report as required by Vehicle Code Section 20012 may be released. Penal Code 841.5(a).

4 Confidential informants - Government Code Section 6254(f). (Consider, also, 6254(k), where the identification of confidential informants may also be considered confidential under the official information privilege of Evidence Code Section 1040.)
5. Individuals taken into custody under Welfare and Institutions Code Section 5150 (dangerous or gravely disabled persons) - Government Code Section 6254(c). The records of these persons cannot be released pursuant to Welfare and Institutions Code Sections 5328 and 5328.01

B. Criminal offender records information. Summary criminal history compiled by criminal justice agencies for the purposes of identifying criminal justice offenders. The data includes a summary of arrests and dispositions. Younger v. Berkeley City Council (1975).

C. Customer lists provided to a state or local police agency by an alarm or security company at the request of the agency shall be construed to be records subject to this subdivision.

D. Any portion of a report that reflects the analysis, recommendation, or conclusion of the investigating officer. Government Code Section 6254(f).

E. Confidential information provided only by a confidential source. South Coast Newspapers, Inc. v. City of Oceanside (1984); Evidence Code Section 1040, and Government Code Section 6254(k).

F. Information that may disclose investigative techniques and/or procedures. South Coast Newspapers, Inc. v. City of Oceanside (1984); Evidence Code Section 1040, and Government Code Section 6254(k).

G. Preliminary drafts, notes, or memoranda that are not retained in the ordinary course of business, such as officer’s notes. Government Code Section 6254(a).

H. Records pertaining to pending litigation to which the public agency is a party until litigation is adjudicated or otherwise settled. Government Code Section 6254(b).

I. Personnel, medical, or similar files; the disclosure of which would constitute an unwarranted invasion of privacy. Government Code Section 6254(c). Peace officer personnel records are confidential and privileged pursuant to Penal Code section 832.7.

V. RULES FOR RELEASING INFORMATION CONCERNING MINORS

There are also local rules pertaining to the release of information concerning minors. The Juvenile Court Presiding Judge refers requestors to San Diego Superior Court Local Rules Chapter 6 “Access to Confidential Information.” Judicial Council
VI. FILE SECURITY AND AUDIT

A. Generally, access to and release of information from reports and other files should be limited to the records custodian, staff of the records section, watch commanders, and the investigations commander. This limited access is recommended because:

1. Personnel releasing information must have extensive knowledge of the law that governs records release in order to make release decisions.

2. Records that are released must be annotated to support later release decisions and to enable information to be retrieved if the record is subsequently ordered sealed.

B. Whenever a report is released, notation must be made on an audit trail log and attached to the report.

1. Write the name, agency, address, company, and involvement of the person receiving the report, the date of release, the amount released, and the name of the person releasing the report.

2. Providing the department application for release of information completed by the person requesting the information may serve in place of the audit trail log.

There are times when complete copies of reports cannot be released because confidential information or information exempt from release is contained in the report. In these cases, a method of deleting the exempt information or extracting information that can be released is necessary. If deletion involves small bits of information such as names or telephone numbers, blacking out the information with a heavy pen and then recopying the document is the most effective method. If extensive information must be withheld, it is permissible to extract the information that must be released and provide it separately from the report.

IV. CASE LAW ON SECTION 6254(f)

There is an enormous body of case law on this exemption. These are a few key cases:
Records of investigations conducted by a law enforcement agency for the purpose of determining whether a violation of law may occur or has occurred are exempt on their face, whether or not they are ever included in an investigatory file. (Haynie v. The Superior Court of Los Angeles County, 26 Cal.4th 1061 (2001.).)

A sheriff's investigation report conducted at the request of the county's risk management office primarily to determine the validity of a tort liability claim is not exempt under this subdivision. Register Div. of Freedom Newspapers, Inc. v. County of Orange, 158 Cal.App.3d 893 (1984).

This exemption protects materials that, while not on their face exempt from disclosure, become exempt through inclusion in an investigatory file. Williams v. Superior Court, 5 Cal.4th 337 (1993).

A post-investigation closing report that contains the investigators' opinions, thoughts and conclusions is exempt from disclosure. (Rackaukas v. Superior Court, 104 Cal.App.4th 169 (2002.)

The exemption for law enforcement investigatory files does not terminate when the investigation ends. Williams v. Superior Court, 5 Cal.4th 337 (1993).

The State Department of Health Services fiscal audit manual, containing the Department's strategy for audits to ascertain compliance with Medi-Cal regulations, constitutes law enforcement material. Eskaton Monterey Hospital v. Meyers, 134 Cal.App.3d 788 (1982).

The records of intelligence information and security procedures incorporated into the gang reporting, evaluation, and tracking system by law enforcement agencies are not subject to public disclosure under this subdivision. 79 Op. Att'y Gen. 206 (1996).
Introduction

A major effort of ARJIS in FY 2008 involves the replacement of the legacy ARJIS system and the development of ARJIS Enterprise. Priority activities during this fiscal year include upgrading the server, network, and security infrastructure; recommending technical enterprise solutions; procuring the first phase of Enterprise applications; and continuing to monitor system security. Staff will provide an update an overview of activities during the first half of the year, as well as describe major activities scheduled for the second half.

Discussion

Overview

Enterprise ARJIS, a priority project for FY 2008, will bring the legacy ARJIS system into the current technology stream while becoming easier to use, maintain, and scale. Specifically, the new system which will provide a single point of access to the region’s justice data with upgraded state-of-the-art information sharing and analysis tools, will:

- leverage the data from existing agency CAD (Computer Aided Dispatch) and RMS (Records Management) systems, building on the power of individual agency systems while providing regionwide access;
- meet current national standards, making ARJIS fully prepared to share data with and receive data from other regions and entities, including ones at the federal, state, and local level;
- incorporate the best and most useful features of the current ARJIS applications;
- offer real-time or near real-time access to data; and
- be primarily based on commercial off-the-shelf and open source software solutions coupled with databases and web services developed in house, allowing ARJIS to select and use the “best of breed” solutions, without a dependency on a single software vendor.
Completed Tasks

Staff has been working diligently to complete several major tasks which have included:

- completing the procurement process and contracting with an independent consultant, MTG Consulting, Inc., to assist staff with the design and implementation of the strategic solutions and develop a comprehensive project plan including functionality, prioritization, project phasing, and development standards. The consultant is also providing business, technical, and contracting support through the lifecycle of the project;

- forming and holding several meetings with the Core Working Group (CWG), comprised of representatives from the ARJIS member agencies who will provide practitioner input, develop the business cases, perform testing, serve as a two-way conduit for their agency for project related issues, and provide input and feedback to staff and the independent consultant through the project;

- Gathering user requirements from various practitioners from all levels of law enforcement to complete the Needs Assessment (Attachment 1);

- completing the ARJIS Enterprise Business Case (Attachment 2);

- creating a new database that is able to run parallel with the current mainframe, allowing new applications to be introduced into ARJIS while continuing to support the mainframe applications. This effort has taken many months of programming and data validation. The first phase of this effort, called the ARJIS Transactional Database (ATD), was completed at the end of FY 2007;

- conducting market research and completing initial technical drafts for three Requests for Proposal (RFP) for: 1) Portal; 2) Middleware; and 3) Identity and Access Management; and

- contracting with three highly technical contractors to assist with the technical design, RFP development, and implementation.

Next Steps

During the remainder of FY 2008, staff and the independent consultant, in coordination with the CWG, will prepare, distribute, and award contracts for the three RFPs described above. Key efforts of staff will be focused on documenting existing programs and processes that exist within ARJIS today. This compilation of documentation, combined with the Enterprise ARJIS Needs Assessment and Business Case, will form the basis for the privacy impact and associated security assessments, as well as data sharing opportunities.

Role of the Public Safety Committee

The Public Safety Committee (PSC) will have several key roles during the project. Specifically, the PSC will be called on to: (1) engage in policy level discussions on particular issues, including privacy and data sharing policies; (2) lobby for state and federal funding to augment the budget and allow the full realization of the project if needed; and (3) as the structure and functionality of ARJIS
Enterprise evolves re-evaluate the pricing structure of ARJIS membership and use. Staff will continue to provide periodical status reports to the PSC. In addition, staff and the consultant have set up a web page accessible with a password that PSC members and member agencies may access anytime for project documentation.

KURT KRONINGER
Director of Technical Services

Attachments: 1. ARJIS Enterprise Needs Assessment
              2. ARJIS Enterprise Business Case

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Automated Regional Justice Information System
ARJIS Enterprise Project – Task Order No. 1

Needs Assessment – Version 4.0

December 11, 2007
**Document Purpose**

This document explains the needs of the Automated Regional Justice Information System (ARJIS) Enterprise Project – Task Order No. 1. It captures the business needs of ARJIS and will serve as the baseline for the strategic solution.

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<td>Added ARJIS current environment information. Updated ARJIS data sources and offerings. Added Executive Summary and ARJIS business needs and strategic issues.</td>
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<td>5/3/07</td>
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</tbody>
</table>
TABLE OF CONTENTS

I. Executive Summary ..................................................... 2
   A. Background ......................................................... 2
   B. Needs Assessment Objectives .................................... 2
   C. Key Business Needs ............................................... 3
   D. Key Strategic Issues ................................................ 4
   E. Next Steps .......................................................... 5

II. Introduction .................................................................... 7
   A. ARJIS Enterprise Project Overview ............................... 7
   B. Needs Assessment Approach ....................................... 8
   C. Past Needs Assessments ............................................. 9
   D. Document Organization .............................................. 10

III. ARJIS Environment ..................................................... 13
     A. ARJIS Data Sources ............................................... 13
     B. ARJIS Offerings .................................................... 15
     C. Technology Environment ........................................... 22

IV. ARJIS Organization ..................................................... 27
     A. Governance .......................................................... 27
     B. Budget and Revenue Model ....................................... 28
     C. Staffing .............................................................. 28
     D. Initiatives ............................................................ 29

V. Business Needs and Strategic Issues ............................... 31
   A. ARJIS Needs Summary .............................................. 31
   B. Strategic Issues ..................................................... 34

Appendix A – Summary of Past Needs Assessments
Appendix B – ARJIS Data Sources and Offerings Matrix
Appendix C – ARJIS Needs
I. Executive Summary
I. Executive Summary

The Automated Regional Justice Information System (ARJIS) is in the process of developing an Enterprise strategic solution which will outline the steps for acquisition of select solutions that will bring the legacy ARJIS into the current technology stream. The objective of the strategic solution is to identify the ARJIS functions in the current environment and create detailed specifications for the replacement and upgrade solutions, ensuring integration between current and future systems. This document discusses the three initial planning steps for the strategic solution:

- Compile and extrapolate past ARJIS needs assessment studies.
- Clearly define and document the ARJIS current environment.
- Identify ARJIS critical business needs and strategic issues.

The three initial planning steps establish the framework for the strategic solution. Key elements of the framework are outlined below.

A. Background

ARJIS is a complex criminal justice information system utilized by over 70 local, State, and federal agencies in the San Diego region. At the time the ARJIS mainframe was initially developed, the mainframe platform offered a solid foundation for the sharing of criminal justice information among agencies in San Diego. The ARJIS mainframe also serves as a Records Management System (RMS) for many law enforcement agencies in the region that do not have their own RMSs. However, the evolution of technologies and dynamic changes in ARJIS customer needs create a strong need to move to a more flexible technology framework.

During the evolution of technologies, a number of assessments, studies, and analysis efforts have been conducted over the past 10 years. Most have evaluated the feasibility of introducing newer technologies to address the growing needs of ARJIS customer agencies. Each effort involved specific purposes and focused only on a particular component of ARJIS. The Needs Assessment presented in this document compiled, evaluated, and extracted all relevant needs from the past efforts. MTG has reviewed the needs to ensure that all needs identified in the past are addressed by the ARJIS Enterprise Project strategic solution.

B. Needs Assessment Objectives

The overall objective of the Needs Assessment is to document the business requirements for the ARJIS Enterprise. In addition to compiling and extracting the needs from past ARJIS studies, the Needs Assessment focused on two other key objectives. These objectives are:
Documenting the ARJIS Current Environment – Before embarking upon acquiring new technology solutions for enhancing ARJIS capabilities, it is important to first understand ARJIS’s current services and how well they meet the business needs of the user community. Additionally, the ARJIS organizational state must be evaluated to ensure that the ARJIS organization is prepared for handling the new technology component acquisitions.

Identifying ARJIS Critical Business Needs and Strategic Issues – Past ARJIS assessment efforts were conducted by different parties during different time periods. Further, each past assessment effort had specific purposes and objectives. This resulted in inconsistent findings during the assessment that uncovered overlapping needs or needs which are no longer applicable. Thus, the extrapolated needs must be confirmed with the operational leaders of ARJIS customer agencies. This is critical to ensure that the strategic solution produced for the ARJIS Enterprise supports the business needs of ARJIS customer agencies. In addition, strategic issues that are identified during this process must be recognized and addressed to ensure the success of realizing the future ARJIS.

The ARJIS environment, organization, and business needs and strategic issues are documented in the remaining sections of this deliverable. Given that the key strategic issues will serve as the basis for future discussions, they are briefly highlighted below.

C. Key Business Needs

The Needs Assessment uncovered a number of key business needs that must be filled to realize the ARJIS vision. The needs listed below are based on the primary assumption of not losing any functionality currently available and are presented in no particular order of priority.

1. Increase awareness of ARJIS features, capabilities, and functionality.
2. Improve ARJIS overall availability to users, to include access to the field.
3. Improve ARJIS overall usability by making it easier to access, query, and enter data.
4. Provide the ability to perform federated queries across multiple systems, while ensuring the flexibility to easily add new data sources and functionality to the core system.
5. Provide the ability to select information sources for user queries.
6. Enhance ARJIS data entry and provide generic XML interfaces for automatic uploads from agencies’ RMSs and other systems.
7. Provide secure access to ARJIS services.
8. Enable real-time or near-real-time access to and uploads of ARJIS data.
9. Increase the number of deployed handheld and other wireless devices to field officers so that they can access information on their own.

10. Improve capabilities on handheld and other wireless devices.

11. Enhance crime analysis capabilities.

12. Support data security, retention, and privacy needs of the enterprise as well as compliance with public records requirements.

13. Enhance the ability to change ARJIS structures more easily, including making changes to the actual data that is collected, how the data is input into ARJIS, how the data is accessed and or retrieved, and how the data is formatted as output or is exported.

The list above represents the high-level observed gaps between the stated ARJIS vision/goals and what is currently being delivered today to ARJIS users. These needs are essential to defining the strategic solution for ARJIS.

D. Key Strategic Issues

The Needs Assessment uncovered a number of strategic issues to be addressed to ensure that the future ARJIS will successfully support the business needs of ARJIS customer agencies. The key issues include:

1. ARJIS needs a cohesive regional strategy to define the overall strategic direction and role of ARJIS.

2. The pace of technological change is an opportunity for ARJIS to improve, expand, and in some cases economize services to the ARJIS user community.

3. The user community needs to define how ARJIS fits into agency and regional efforts.

4. The funding level of ARJIS has been relatively consistent over the past 10 years without significant capital investment, despite the increase in the cost of technology and technology services.

5. Technology staff resources are difficult to obtain and sustain. ARJIS must consider options to attract or contract for appropriate technical resources.

6. A direct, repeatable communication channel to ARJIS users must be maintained.

7. Further clarification is needed to define ARJIS's role in the context of local Law Enforcement Records Management Systems (LERMSs) and other system implementations.

8. Consensus must be achieved for ARJIS needs, strategy, and efforts through the committee processes and through routine communications.
9. ARJIS and agencies need to expose ARJIS committee members to current technologies and capabilities, as well as national standards and trends.

10. The ARJIS decision-making process must be conducted more consistently, in a well-communicated pattern.

11. ARJIS needs to align data and processes as more data is made available from a wider variety of sources.

12. ARJIS must maintain adaptability and flexibility in strategies, plans, and projects.

13. The ARJIS community must address the coordination and distribution of information in response to public disclosure requests.

14. ARJIS needs to coordinate the standardization of data, including determining appropriate validation table values and data formats, and then publish those standards to be used by other related law enforcement systems (RMS, field reporting systems, etc.).

These represent key strategic issues that will impact the success of the ARJIS Enterprise and are discussed further in subsection V.B. Although there may be additional strategic issues identified within the Needs Assessment process, the issues outlined above impact the strategic solution formulation efforts.

E. Next Steps

The key business needs and strategic issues outlined above will be reviewed and confirmed with the ARJIS Enterprise Core Working Group (CWG) and other operational leaders of ARJIS customer agencies. All feedback will be incorporated into an updated version of this Needs Assessment deliverable. The resulting updated Needs Assessment deliverable will then serve as the foundation for defining the strategic solution for the ARJIS Enterprise.
II. Introduction
II. Introduction

The San Diego Association of Governments’ (SANDAG’s) ARJIS is a highly complex system supporting more than 70 local, State, and federal agencies in the San Diego area. ARJIS desires to maintain and improve upon the outstanding level of service it currently provides to those agencies by migrating ARJIS applications and services from its current mainframe environment to a new technology environment.

A. ARJIS Enterprise Project Overview

The foundation of ARJIS is based on IBM mainframe computer technology that was built in the 1970s with the COBOL programming language. While the current system is stable and very reliable, it is not flexible in its abilities for adding enhancements in a cost-effective and timely manner.

The ARJIS Enterprise Project will transition ARJIS from the antiquated mainframe to a new technology environment framework that will enable ARJIS to embrace new innovations such as digital photographs, voice, and video recordings. Further, this project will realize more cost-effective ways for collaboration and exchange of information among the San Diego area’s public safety agencies as well as with those in other regions.

The overall goal of the ARJIS Enterprise Project is:

To enhance public and officer safety through timely, appropriate, and effective sharing of information.

There are a number of supporting objectives to this goal for the ARJIS Enterprise Project, including:

- Address the needs of statistical, operational, tactical, and investigative users.
- Incorporate the best features of the current ARJIS applications.
- Offer real-time or near-real-time access to data.
- Integrate security across applications, moving toward a single sign-on.
- Achieve privacy and appropriateness of data sharing.
- Be primarily commercial off-the-shelf (COTS) -based with open source/open standards solutions, coupled with databases and Web services developed in-house.
- Leverage existing agency computer-aided dispatch (CAD) system and RMS.
- Meet current national standards.
- Accomplish phased approach with progressive deliverables.
The efforts conducted during the ARJIS Enterprise Project will produce a strategic solution for the ARJIS Enterprise, as well as Requests for Proposals (RFPs) and/or Invitations for Bids (IFBs) for the procurement of selected technology that will ultimately realize the strategic solution. These key steps of the ARJIS Enterprise Project are shown below.

**Figure 1—ARJIS Enterprise Project: Task Order No. 1 Process Steps**

As shown above, the Needs Assessment is the first critical step of the ARJIS Enterprise Project. The result of this step is this ARJIS Enterprise Project Needs Assessment deliverable, which outlines the priority needs of the ARJIS Enterprise that will be addressed by the strategic solution.

**B. Needs Assessment Approach**

The Needs Assessment approach reflects the feedback received from the Chiefs’/Sheriff’s Management Committee during the February 2007 meeting. Based on committee comments, MTG and ARJIS are recognizing the previous effort and time investment spent on ARJIS needs assessment efforts conducted in the last 10 years. MTG will coalesce all previous needs assessment efforts and confirm the information contained within those reports. Any information not yet captured within those reports will be captured by conducting interviews and/or focus group sessions with appropriate representatives to determine strategic issues and priority business needs for the future ARJIS Enterprise system. This approach will help minimize the impact on the ARJIS agency staff, while
ensuring that the information necessary to formulate the strategic solution is captured. This approach is shown in Figure 2 below.

**Figure 2 – Needs Assessment Process Steps**

Further, the internal and external business and technology environments of the current ARJIS will be reviewed. This information will be useful in identifying opportunities for improvement and provide a basis for assessing the impact of infrastructure changes necessary to accommodate new applications and/or capability. Additionally, this is important for keeping the ARJIS Enterprise Project focused on the underlying business needs when the technology options are being evaluated and determined for the future ARJIS.

The results of the first step of the Needs Assessment process shown in Figure 2 above are presented in the next subsection.

### C. Past Needs Assessments

To better set the stage for the remainder of this Needs Assessment deliverable, this subsection presents a summary of previously conducted ARJIS needs assessment efforts. Each needs assessment study is labeled with an “NA” identifier for referencing purposes later in the document. The past needs assessment studies reviewed during this effort include:

- **NA1** Comprehensive Regional Information Sharing Project (CRISP) documents by Noblis, Inc.’s (formerly Mitretek Systems, Inc.’s) Center for Criminal Justice Technology (CCJT), 2006.


- **NA3** “Crime Analysis and Data Mining Product Comparison Evaluation Process Report” by the National Institute of Justice (NIJ), 2005.


NA7  "ARJIS Strategic Plan" by Gartner, Inc., 1999.

NA8  IBM project requirements documents, 1996.

It is important to understand the areas collectively covered by these efforts. These areas are presented in the table below.

### Table 1 – Areas Covered by Previous Needs Assessments

<table>
<thead>
<tr>
<th>ID</th>
<th>ARJIS Management</th>
<th>Chiefs/Sheriff</th>
<th>Officers</th>
<th>Crime Analysts</th>
<th>Intelligence Analysts</th>
<th>Investigators</th>
<th>Records/Admin.</th>
</tr>
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</tbody>
</table>

As shown in the table above, all needs assessment studies targeted specific groups of ARJIS users that were determined based on the purposes of each study. Not one study encompassed all ARJIS user groups. The Needs Assessment conducted for the ARJIS Enterprise Project was intended to consolidate the needs of all ARJIS user groups in order to ensure that the entire spectrum of ARJIS user needs is addressed. Each study listed in Table 1 is summarized and compiled in APPENDIX A – Summary of Past Needs Assessments.

D. **Document Organization**

The remainder of this document presents the information on the existing ARJIS environment and captured business needs relating to the ARJIS Enterprise Project. The document concludes by presenting the strategic issues identified from the captured business needs. The information is presented in the following sections:

- **Section III – ARJIS Environment**: Provides an overview of the current environment in which ARJIS operates. This section discusses ARJIS data sources and capabilities,
governance, the technology environment, the budget and revenue model, staffing, and future plans.

- **Section IV – ARJIS Organization:** Provides an overview of the current organizational environment in which ARJIS operates. This section discusses ARJIS governance, the budget and revenue model, staffing, and future plans.

- **Section V – Business Needs and Strategic Issues:** Identifies the business needs of ARJIS customer agencies based on the gaps between the ARJIS Enterprise Project vision/goals and services delivered today. In addition, this section presents the strategic issues captured during this Needs Assessment effort.

The result of the sections listed above is a comprehensive framework of understanding that ensures the priority information-sharing business needs and strategic issues of the region will be addressed by the strategic solution for the ARJIS Enterprise Project.
III. ARJIS Environment
III. ARJIS Environment

Given the breadth of the ARJIS user community and the scope of services ARJIS provides, it is easy for daily ARJIS users to be unaware of what is actually available for supporting their day-to-day operations. To date, there is no one documentation source that clearly summarizes the service offerings and data sources ARJIS makes available to its users. This section addresses this problem by describing the environment in which ARJIS operates today. APPENDIX B provides a single-page summary view of the ARJIS data sources and offerings. Further explanation of each data source and application is included in the following subsections, including:

- *ARJIS Data Sources* – Provides information on the various data sources available in ARJIS. These data sources represent sets of information that are available to ARJIS users.

- *ARJIS Offerings* – Describes the services offerings that ARJIS provides to its users. This includes the various applications, functions, and capabilities that ARJIS makes available to its users.

- *Technology Environment* – Provides overview information regarding the ARJIS technology environment, including the ARJIS network, security, hardware, and software infrastructure.

The review of the above ARJIS business aspects provides insights for the identification of business needs that the strategic solution must address.

A. ARJIS Data Sources

The data that is shared within ARJIS primarily originates from the member agencies throughout the San Diego area. This collection of information housed by ARJIS can be categorized into two groups, as shown in Figure 3 below.

*Figure 3 – ARJIS Data Sources*

![Diagram showing ARJIS Mainframe and ARJIS Data Warehouses]

The information sources housed by ARJIS include:

- *Regional Data Maintained in the ARJIS Mainframe Databases* – The data stored in the ARJIS mainframe databases comes from member agencies whose personnel
complete the appropriate paper forms. These forms then go to data entry personnel to be entered into the ARJIS mainframe databases. In addition to manual entry, there are some agencies, such as the San Diego Police Department (SDPD), Coronado Police Department (COPD), and National City Police Department (NCPD), that upload information via automated interfaces. This data includes:

- Arrests/juvenile contact reports.
- Citations (traffic and misdemeanor).
- Crime case (incidents/crime reports).
- Field interview (FI) reports.
- Officer Notification System (ONS) messages.
- Pawnshop slips.
- Traffic accident reports.
- Stolen property reports.
- Fraudulent documents.

- **Regional Data Maintained in Separate ARJIS Data Warehouses** – This includes data housed by ARJIS that is not stored within the ARJIS mainframe databases, including:
  - **ARJIS Transactional Database (ATD)** – ARJIS mainframe data represented in the new ARJIS relational database model and housed on a Microsoft SQL Server database.
  - **Regional Cal-Photo Node** – Data used by the Cal-Photo system containing statewide booking photos and Department of Motor Vehicles (DMV) photos to support subject identifications. The data originates from the San Diego County Sheriff’s Department (SDSD) booking information.
  - **Regional Cal/Gang Node** – Data used by the Cal/Gang application (California DOJ application).
  - **Domestic Violence Data** – Data used by the Domestic Violence Communication System (DVCS). The data originates from the ARJIS mainframe.
  - **Knowledge Computing Corporation COPLINK** – Data used for the COPLINK implementation for ARJIS. The information originates from the ARJIS mainframe data. Further information regarding COPLINK is presented in the next subsection.
  - **ChoicePoint i2** – Data used by the ARJIS implementation of i2. The information originates from ATD.
» **Public Mapping** – Data used by the ARJIS Crime Mapping application that provides Internet access to the mapping of statistical data based on Crime Analysis and Statistic System (CASS) extract. Further information regarding CASS and the ARJIS Crime Mapping service offering is provided in the next subsection.

» **Public Crime Stats** – Data used by the ARJIS Crime Stats application that provides Internet access to statistical data based on CASS extract. Further information regarding CASS and the ARJIS Crime Stats service offering is presented in the next subsection.

» **Security Center** – Main security database that houses all ARJIS user roles, usernames, passwords, contact information, etc. This data source is in the process of migrating toward Microsoft Active Directory.

» **Old Public Mapping** – Data from CASS and SDPD CAD system. ARJIS is not currently using the data, but SDPD is using this database for its eWatch application.

» **Portal Database** – This database is being used by the Dot Net Nuke (DNN) Portal but does not represent the ARJIS long-term portal Enterprise needs.

Criminal data is stored for up to 4 years in the ARJIS mainframe database, except for homicides, for which all details are retained in the system. The ARJIS mainframe database serves as an electronic data repository for the region but does not serve as the system of record. The paper or database containing the original data is retained at the member agencies, which must comply with the established records retention procedures. The originating agency must be contacted to validate information if it is to be used in legal proceedings.

**B. ARJIS Offerings**

ARJIS is a complex criminal justice Enterprise and provides service offerings to a large number of local, State, and federal agencies in the San Diego region.

**Figure 4 – ARJIS Offerings**

ARJIS service offerings can be categorized into four groups:
ARJIS Mainframe – This collection of offerings provides access to the regional information stored in the ARJIS mainframe databases. There are a number of legacy mainframe screens that provide access to this data. The list of data items stored in these databases is provided in the previous subsection, ARJIS Data Sources.

ARJIS Applications – This collection of offerings includes all ARJIS applications, excluding those of the ARJIS mainframe. These applications provide ARJIS users with tools for performing tactical analysis, investigations, and statistical and crime analysis. These applications make use of the regional information stored in the ARJIS data warehouses discussed in the previous subsection.

ARJIS Public Applications – This collection of applications is for use by the public and utilizes data from the ARJIS mainframe.

ARJISNet Network – In addition to the offerings provided by the ARJIS mainframe and other ARJIS applications, ARJIS also provides access to a number of County, City, State, and other applications through the ARJISNet network.

Each of the above service offering groups is discussed below.

1. ARJIS Mainframe

There are two applications offered under the ARJIS mainframe:

- ARJIS Mainframe Application – This application is accessed via terminal emulators using standard wired workstations that are available at ARJIS customer agencies. The ARJIS mainframe application includes:

  » Master Operations Index (MOI) – Searching of arrests, citations, crime cases, FI reports, ONS, pawns, traffic accidents, stolen property, and fraudulent documents.

  » Arrest/Citation/Traffic Accidents – Maintenance and retrieval of arrests, juvenile contacts, citations, and traffic incidents.

  » Crime Case – Maintenance and retrieval of crime cases.

  » FI/ONS – Maintenance and retrieval of FIs and ONS.

  » Geo – Geographic – Maintenance of data from Geo databases.

  » Property – Maintenance and retrieval of stolen property.

  » AWDI – Maintenance and retrieval of worthless and fraudulent documents.

  » Hotsheet and Personnel – Maintenance and retrieval of hotsheet and personnel information.

The ARJIS mainframe application provides both data entry and query capability. MOI11 is by far the most used ARJIS mainframe screen by non-data entry users.
MOI11 is the main query screen for the legacy system and is an electronic form that is used to retrieve information from the mainframe databases based on the search criteria entered into selected data fields on the form.

- CASS – CASS is also accessed via terminal emulators using standard wired workstations at ARJIS customer agencies. CASS is a statistical reporting tool that runs on a subset of the data available on the ARJIS mainframe.
  
  » CASS also provides Uniform Crime Reporting (UCR) data for ARJIS customer agencies. This is a significant and important element for ARJIS and agencies.
  
  » Both the mainframe and CASS include a complex classification process, such as UCR or MACR, that has embedded rules built upon years of ARJIS operational revisions.

These applications have served the San Diego law enforcement community for nearly three decades. Today, ARJIS is embarking upon a number of modern, non-mainframe-based applications to support the information-sharing needs of the San Diego region.

2. ARJIS Applications

There are a number of ARJIS applications that make use of the information contained in the ARJIS mainframe. Some applications have replicated the ARJIS mainframe data in data warehouses to support ARJIS users with services for performing tactical analysis, investigations, and statistical and crime analysis. These applications are discussed below.

- Global Query – ARJIS Global Query is a Web-based application that uses a single query to search a variety of law enforcement databases. The Global Query process allows a single request to query multiple databases internal and external to ARJIS. The query types include person and vehicle searches and the selection of one to five systems' databases. External databases include:
  
  » California Law Enforcement Telecommunications System (CLETs)/NCIC for wanted persons, temporary restraining orders, supervised release, parole, deported felon alerts, etc.
  
  » DMV (via CLETs) for vehicle registrations, driver's licenses, and stolen vehicles.
  
  » The local Cal-Photo repository for local booking photos.
  
  » The County mainframe for warrants.
  
  » The ARJIS mainframe for ONS for pending officer alerts.

- DVCS – DVCS is available on ARJISNet via virtual private network (VPN) connection and is an ARJIS Web-enabled application. DVCS is a Web-based application that
supports investigations of domestic violence incidents that occur in the region. These incidents are initially entered into the ARJIS mainframe and periodically uploaded to the DVCS database server. In addition, DVCS captures treatment progress reports and enables information sharing among domestic violence agency partners.

- **COPLINK and COPLINK Mobile** – The COPLINK application software is a Web-based third-party product from Knowledge Computing Corporation that is used to perform data mining and analysis of the data in the ARJIS COPLINK Warehouse Server database. The data for COPLINK is replicated from the ARJIS Warehouse database into a proprietary COPLINK database. COPLINK can perform person, location, vehicle, and incident searches and can limit those searches to specific crime types. In addition, COPLINK can build relationships among these entities and display linked associations to the user. COPLINK is available through standard wired computers as well as wireless mobile laptop computers and/or mobile data terminals (MDTs). COPLINK Mobile offers the COPLINK application via wireless PDAs.

- **i2** – The i2 application software is a third-party product from ChoicePoint that is used to perform crime analysis and data mining on the ARJIS i2 data warehouse. The application has recently been released to production. The data for i2 is replicated from the ARJIS Warehouse database into a proprietary i2 database.

- **State, Regional, and Federal Enterprise Retrieval System (SRFERS)** – SRFERS is an application that allows simultaneous searches of regional information in Arizona and California to address the demand for critically needed data and photos.

- **Mainframe Web Access** – The Mainframe Web Access is an application that provides access to all current ARJIS mainframe screens via a standard Web browser. The application serves as a green screen terminal emulator replacement.

- **MOI11 Web Access** – MOI11 Web Access is an application that provides the same capability as the MOI11 ARJIS search screen but with the look and feel of a standard Web browser.

- **Document Center** – The Document Center application serves as a discussion board application; it is a place to post ARJIS and SDPD documentation for retrieval by ARJIS users.

- **ARJIS Law Enforcement Web Site** – The ARJIS Web site, www.arjisnet.org, has links to ARJIS and non-ARJIS applications available over ARJISNet for use by law enforcement officers.

- **Security Center** – The Security Center application provides user account management for authentication and authorization. The Security Center is an encrypted security application for authorized personnel use only. It allows ARJIS customer agency security administrators to access information about their agency's end users' profiles and manages their application roles.
- **Electronic Crime and Arrest Reporting System (ECARS) UCR Data Extraction** – The ECARS UCR Data Extraction performs extraction of UCR data from the ARJIS CASS mainframe application and creates electronic files for submission to the State.

- **DNN Portal** – The DNN Portal is in the process of replacing the ARJIS Law Enforcement Web site and Document Center.

- **Cal-Photo Mobile** – Cal-Photo Mobile provides access to the DMV photos State application via a new Cal-Photo Web service hosted by the State for use by PDA users.

All of the ARJIS applications mentioned above are available on ARJISNet. ARJIS also provides applications that are available to the general public over the Internet. These applications are discussed below.

3. **ARJIS Public Applications**

In addition to the above applications, ARJIS provides a number of applications to the general public. These applications include the following:

- **ARJIS Public Web Site** – The ARJIS Web site, www.arjis.org, provides general information about ARJIS and links to the San Diego 10 most wanted suspects, Megan's Law, online warrants, SDSD inmate log, and others, including the two public applications addressed below.

- **Crime Mapping** – The ARJIS Crime Mapping function enables the general public to perform Crime Mapping in conjunction with data retrieved weekly from CASS. Crime Mapping uses information from regional crimes, enforcement activities, and traffic incidents.

- **Crime Stats** – The ARJIS Crime Stats reporting application provides five different types of reports, depending on the amount of information entered by the user. The types of information that can be entered include:
  - Date range (required).
  - Agency (a listing of ARJIS agencies with Crime Stats data).
  - GeoArea type (a listing of geographic areas specific to each agency).
  - Specific area (a listing of named areas within a GeoArea type).
  - Beat (an agency-specific beat number).

In addition to all of the ARJIS applications and ARJIS public applications mentioned above, ARJIS provides access to non-ARJIS applications through the ARJISNet network. These applications are discussed in the next subsection.
4. ARJISNet

ARJISNet is a secure intranet that integrates 2,500 workstations and printers and serves approximately 11,000 registered and authorized users in the San Diego region. The scope of ARJISNet is very wide, allowing multiple City, County, and State agencies to access secure law enforcement applications. ARJISNet enables access to the following non-ARJIS secure applications:

**SDSD’s Applications**

The following two applications are available through SDSD’s network and ARJISNet:

- **SUN** – SDSD’s legacy CLETS message switch and application.
- **SDLaw** – SDSD’s portal application.
  - **eSUN** – Web-based CLETS message switch and application.
  - **Warrants** – Web interface for the County mainframe warrant data.
  - **Jail** – Web interface for the Jail Management System (JMS).

**County Mainframe**

The County mainframe recently relocated to an outsourced location in Texas and is maintained by Northrop Grumman Corporation. The County mainframe allows access to the following information:

- Court records by named individual.
- Wants/warrants on a named individual.
- Wants/warrants on a vehicle license plate.
- Traffic contact of an individual or misdemeanor cite.
- Probation by named individual.
- Criminal history of an individual.
- All known aliases of an individual.
- Criminal history/warrant ID numbers.

**City Applications**

ARJISNet enables access to several applications of the City of San Diego. These applications include:
Treasurer and Tax Collector System (TTCS).

eWatch (SDPD).

State Applications

ARJISNet enables access to State of California applications, including:

- **Cal-Photo** – Cal-Photo is a State application that allows investigators to query photo archives throughout the State of California.

- **Cal/Gang** – Cal/Gang is an application that uses gang-related data to support investigations into California gang activities.

- **Megan’s Law** – This application provides the law enforcement officers with Internet access to detailed information on registered sex offenders that are required to register under California’s Megan’s Law.

- **Automated Fingerprint Identification System (AFIS)** – AFIS is a system that automatically matches one or many unknown fingerprints against a database of known prints.

- **CLETS** – CLETS is a message switching system that provides information from the State mainframe, including:
  - Stolen Vehicles System (SVS).
  - Automated Boat System (ABS).
  - Wanted Persons System (WPS).
  - Automated Firearms System (AFS).
  - Automated Property System (APS).
  - Domestic Violence Restraining Order System (DVROS).
  - Missing Persons System (MPS).
  - Unidentified Persons System (UPS).
  - Sex and Arson Registration File (SAR).
  - Supervised Release File (SRF).
  - Criminal History System (CHS).

As subsections III.A and III.B describe, the range of capabilities and offerings ARJIS provides to its user base is extensive.

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1 eWatch is a City public application.
C. Technology Environment

ARJIS comprises multiple databases, application servers, and networks. ARJISNet is a secure intranet that provides access for member agency users to ARJIS applications on a trusted network. This discussion focuses on the components of ARJIS that support multi-jurisdictional regional information sharing.

ARJIS can be characterized as a hybrid system, meaning that it has centralized, distributed, and federated components. A legacy centralized database is maintained in an ARJIS IBM mainframe system that hosts the law enforcement data contributed by the participating agencies. ARJIS also uses a series of distributed servers to store data sets and perform application-specific information-sharing functions. Applications also federate external data sources such as CLETS, County databases, and DMV.

ARJIS customer agencies have users retrieve information via ARJIS applications from desktop computers in their agency that are connected to the ARJISNet. In addition, users can access specific applications from wireless PDAs or patrol car laptops. The public, using commercial Web browser software, accesses the ARJIS Web site on the Internet to retrieve information made available, such as maps and statistical reports.

1. Network Architecture

ARJIS provides access for users at the agency, County, State, and federal levels, as well as for the general public. Currently, ARJISNet enables access to data-sharing partners, law enforcement agencies, CLETS/DOJ, SanNet (SDPD network), and the Internet. Further, a subnet (DMZ) is implemented to securely route and handle Internet and un-trusted extranet traffic.

ARJISNet has an asynchronous transfer mode (ATM)/frame relay T1 backbone. T1 lines are installed at each ARJIS customer agency. One or more workstations are installed and configured in a room and are dedicated for ARJIS use and connected to the ARJISNet T1 link. Smaller agencies or those with smaller user bases, such as a federal task force, use an "island" model where several computers are set up and only have access to the ARJIS network. Other agencies route ARJIS traffic on their trusted network, which allows personnel to access ARJIS from their desktops.

The entire ARJISNet network infrastructure is currently being updated to enable better segregation, management, and control of user access. The future network comprises multiple zones, thereby enabling specific access to external systems and networks. The zones are as follows:

- Management Zone – Network zone for managing user authentication and authorization rights, roles, functions, etc. For domain controllers, monitoring, and network management.
• Data Zone – Network zone dedicated to the various ARJIS database servers and audit and logging.

• ARJIS Secure Zone – High-security network zone for ARJIS applications that have access to sensitive CLETS data.

• Server Zone – Network zone that houses the various ARJIS application servers.

• Secure DMZ Zone – Zone that provides access for data-sharing partners, such as Tucson and Orange County COPLINK, FBI National Data Exchange (N-DEx) and Regional Data Exchange (R-DEx), and NLETS (for SRFERS), through VPN and dedicated lines.

• Law Zone – Network zone that provides access to the San Diego law enforcement community, including ARJIS customer agencies such as Coronado Police Department and Chula Vista Police Department. This zone provides WAN connectivity to the data center. The Law Zone is also used to enable access for law enforcement PDAs.

The network upgrade is a significant component of the ARJIS Enterprise Project. The network upgrade will be completed and operational prior to the acquisition efforts for new technology components that will be outlined in the strategic solution.

2. Security Architecture

The network architecture includes routers, firewalls, and other security components that are integrated into the network to protect ARJIS. Currently, on ARJISNet, SDDPC administrative staff configures and manages each ARJIS customer agency's router that is connected to the T1 circuit. This enables ARJIS administrative staff to shut down an agency's router in the event of a security concern, thus terminating the agency's access to the ARJIS applications.

Through the ARJIS Security Center application, ARJIS customer agencies’ security administrators can configure their agency’s user accounts. Each user has a security role assigned, such as administrator, end user, and help desk. Application roles are assigned that define the applications that a user is authorized to access, such as Global Query and COPLINK. When users no longer require access to ARJIS, their usernames are deactivated. Usernames can be reactivated when necessary, but they can never be reassigned to other users. Users needing assistance in resetting their usernames and passwords can contact the ARJIS help desk. All information about user interactions with the system is logged to the audit file as transactions. These logs can be accessed by ARJIS system administrators.

The growing use of handheld PDA devices by ARJIS field personnel presents additional challenges for security administrators. The PDAs connecting to ARJIS have static IP addresses for auditing purposes and connect via a dedicated T1 line. Secure wireless
connectivity of ARJISNet is used, and the PDAs can be tracked by their assigned IP addresses.

3. Hardware and Software

ARJIS supports mainframe and Web-based applications. The legacy mainframe applications are accessed through terminal emulation software. Web-based applications run on desktop workstations, MDTs, or PDAs using a standard client Web browser. The ARJIS legacy software was originally written in the COBOL programming language. The legacy components were upgraded for Y2K testing.

The current system architecture supports Web-based applications that access data on servers that are extracts from the mainframe databases. An ARJIS database schema was created for these applications, and the schema continues to evolve. ARJIS application software is a mix of developed applications and vendor-based, COTS products. Some COTS products provide the underlying support for customized applications, such as the ESRI mapping software that supports the ARJIS mapping applications. Other COTS products, such as COPLINK Detect, provide turnkey capability specifically designed for law enforcement use.

There are approximately 3,000 PCs and laptops connected to the ARJIS network. PDAs are among the newest hardware devices added to ARJIS. PDA access to ARJIS is the only viable option for certain law enforcement personnel, such as beach patrol and horseback patrol. The number of devices currently in use in the field is approximately 400. This number is expected to grow considerably as more applications are able to be hosted via handhelds. Currently, the PDAs have the following ARJIS applications available:

- Global Query.
- COPLINK.
- Cal-Photo Mobile.
- Internet (via ARJIS firewall secure proxy).

ARJIS monitors the usage of each PDA, and those that are not actively being used are reassigned to other officers. The following table identifies the high-level hardware and software components that comprise ARJIS:
## Table 2 – ARJIS Hardware and Software Environment Summary

<table>
<thead>
<tr>
<th>Component</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Hardware</strong></td>
<td></td>
</tr>
<tr>
<td>Mainframe</td>
<td>IBM mainframe.</td>
</tr>
<tr>
<td>Servers</td>
<td>IBM WebSphere MQ server, application servers (Microsoft Windows 2000 server or Windows 2003 server).</td>
</tr>
<tr>
<td>Client</td>
<td>Workstations (Microsoft Windows-based workstation and laptop), PDAs.</td>
</tr>
<tr>
<td>Network</td>
<td>Cisco Systems Inc. switches, hubs, routers, firewalls, VPN appliance; Juniper Networks, Inc., Secure Sockets Layer (SSL) VPN and load-balancing proxies.</td>
</tr>
<tr>
<td>PDA</td>
<td>Palm, Inc., High Tech Computer Corp. (HTC), Motorola.</td>
</tr>
<tr>
<td><strong>Software</strong></td>
<td></td>
</tr>
<tr>
<td>Application</td>
<td>COBOL, C++, Java, Microsoft .NET, C#.</td>
</tr>
<tr>
<td>Development Software</td>
<td></td>
</tr>
<tr>
<td>Data Management</td>
<td>IMS, Microsoft SQL Server, Oracle.</td>
</tr>
<tr>
<td>Software</td>
<td></td>
</tr>
<tr>
<td>Statistical Analysis</td>
<td></td>
</tr>
<tr>
<td>Software</td>
<td>SAS Institute Inc.</td>
</tr>
<tr>
<td>Client Software</td>
<td>Microsoft Internet Explorer, Adobe Acrobat Reader, Adobe SVG Viewer, Java Runtime.</td>
</tr>
</tbody>
</table>

ARJIS is currently moving toward standardization of a number of the technology components above. This includes .NET and C# for application development software and Microsoft SQL Server for data management software.
IV. ARJIS Organization
IV. ARJIS Organization

To supplement the ARJIS environment information in the previous section, we briefly captured and examined other key business aspects of the ARJIS organization. This enables for a more comprehensive picture of ARJIS, covering both the environment in which ARJIS operates and the organization in which ARJIS is structured. The information addressed within this section includes:

- Governance – Provides an overview of the ARJIS organization, the various ARJIS committees, and how ARJIS is governed.
- Budget and Revenue Model – Provides an overview of the ARJIS annual budget and current revenue model.
- Staffing – Provides a brief description of the ARJIS staffing model.
- Initiatives – Presents future plans that may influence the ARJIS Enterprise Project.

The review of the above ARJIS business aspects provides insights for the identification of business needs that the strategic solution must address.

A. Governance

ARJIS is a Joint Powers Authority (JPA) under the California Government Code and provides a regional criminal justice Enterprise information system. All municipalities in the County, including the County of San Diego, are member agencies of ARJIS. Member agencies participate in the governance of ARJIS and provide representation to various management committees.

As shown in Figure 5, ARJIS is governed by the SANDAG Board, which oversees the Public Safety Committee (PSC), a board of elected officials and public safety leaders from the San Diego area. Strategic direction is set by the Chiefs'/Sheriff's Management Committee, composed of police chiefs in the County and the Sheriff and District Attorney. The Chiefs'/Sheriff's Management Committee approves and implements the annual ARJIS work plan and budget.
In addition to the Chiefs'/Sheriff's Management Committee, there are a number of working groups and committees with specific charters, such as the Business Committee and Technical Committee. Each working group/committee has specific purposes and contains representation with specific expertise that ultimately guides ARJIS's tactical decision making.

B. Budget and Revenue Model

The ARJIS operating budget is approximately $4.3 million annually, funded by member agency assessments and user and connect fees. The ARJIS FY 2008 budget represents an increase to $7.4 million, due to an additional $1.9 million in reserves committed to the ARJIS Enterprise Project and $1.17 million in federal grants targeted toward information-sharing and homeland security initiatives.

C. Staffing

ARJIS personnel plan and execute project tasks that are approved and prioritized by the Business and Technical Committees. In some cases, ARJIS staff are directly tied to a specific grant. In so doing, ARJIS staff have a wide range of roles and responsibilities, and the administrative/project reporting structure is not executed consistently.

ARJIS projects can involve diverse technologies, such as mainframe applications, secure Web applications, or other new technology projects. Consequently, ARJIS supplements its staff with individuals who have the necessary technical skills to carry out these tasks, resulting in a combination of consultants and in-house personnel based on skill sets. ARJIS also uses individuals on loan from member agencies.
D. Initiatives

During the Needs Assessment process for the ARJIS Enterprise Project, a number of ARJIS initiatives were encountered that should be considered as opportunities throughout the remainder of the project. The majority of these initiatives are grant-funded. The ARJIS Enterprise Project will produce a technology framework that should impact and provide support to the success of these initiatives. A brief description of each initiative is provided below. Further detail on each of these initiatives can be found in the project papers and/or grant application documentation.

- **Integration of CAD Data Into the ARJIS Enterprise** – This project involves the integration of regional real-time CAD data for mapping and other uses.
- **Adoption of a Regional Procurement Strategy** – This project looks at the opportunity to provide regionally coordinated technology procurement assistance.
- **Law Enforcement Mapping Project** – This project will provide the ability to map crime, modus operandi (MO), and incident data.
- **Upgrades to DVCS** – This project involves grant-funded enhancements to DVCS.
- **Public Safety Mapping for PDAs** – This project is a component of a federal RISC grant.
- **SRFERS Driver’s License Photo Exchange Project** – This project enables the exchange of driver’s license photos between states.
- **Smart Search Grant Project** – This project involves a research effort to examine and create prototypes of new law enforcement data query technologies.
- **STAR** – This project involves a joint grant-funded effort with QUALCOMM Incorporated for geographic-based messaging.
- **COPLINK Enhancements** – This involves the establishment of COPLINK connections with the City of Imperial and the City of Los Angeles in addition to the current connections with Orange County and the City of Tucson, Arizona.
V. Business Needs and Strategic Issues
V. Business Needs and Strategic Issues

Subsection II.C summarizes the many previous needs assessment efforts conducted on ARJIS. Each of the prior needs assessment efforts had specific purposes and scope. Thus, the needs that were captured from these efforts vary in perspective and level of detail. The stated needs in each needs assessment effort are extracted, categorized, and listed in APPENDIX C. Much information was captured in these studies, and this information will be carried forward toward defining the strategic solution for the ARJIS Enterprise.

This section addresses the areas that ARJIS must be concerned with for realizing the goals of the future ARJIS Enterprise Project. This effort identified business needs and strategic issues that affect the future ARJIS Enterprise environment. The vision and goals outlined in subsection II.A provide the context for the captured strategic issues. This section comprises the following subsections:

- **ARJIS Needs Summary** – Summary of ARJIS needs extrapolated from prior ARJIS needs assessment studies. These needs reflect the gaps between the ARJIS vision/goals and what ARJIS delivers today.

- **Strategic Issues** – Issues directly affecting ARJIS’s ability to realize the future ARJIS Enterprise environment.

It is important to note that these areas of concern are the strategic-level issues faced by ARJIS as they pertain to the ARJIS Enterprise Project. Other issues in the region exist and must be resolved, but the strategic issues discussed below will be addressed by a strategic solution that will change and shape the direction of information sharing in the region. The remainder of this section reviews the gaps of information identified in past needs assessments and then presents the strategic issues captured during this effort.

A. **ARJIS Needs Summary**

Subsection II.C summarizes the many previous needs assessment efforts conducted on ARJIS. There are a number of needs that must be filled to realize the ARJIS vision. The needs are captured from the perspective of the ARJIS users’ business needs. The captured needs will serve as the foundation that the strategic solution will address to ensure that the priority information-sharing needs for the region are met. The needs described below are based on the primary assumption of not losing any functionality currently available. The observed needs are listed below in no particular order of priority.

1. Increase awareness of ARJIS features, capabilities, and functionality.
2. Improve ARJIS overall accessibility to users, to include access to the field.
3. Improve ARJIS overall usability by making it easier to access, query, and enter data. This includes:
• Improved user-friendliness of user interfaces. User interfaces are the data entry points for ARJIS information and must support specific user community needs for data entry. In addition, the solutions will conform to existing records entry processes as part of future user interfaces.

• One-stop-shop access to all ARJIS features, applications, data sources, and functionality.

• Single username and password to all ARJIS features, applications, data sources, and capability (single sign-on).

• Enabled voice activation technology wherever possible.

• Matching of capabilities and information provided to the user's role and need, such as investigator in the field or in the office, analysts, or records staff.

4. Provide the ability to perform federated queries across multiple systems, while ensuring the flexibility to easily add new data sources and functionality to the core system.

5. Provide the ability to select information sources for user queries.


• Ease of data aggregation, including:
  » Ability for posting information to ARJIS, such as photos from the field.
  » Automated system interfaces (XML) with ARJIS, such as CAD, RMS, and JMS.

• Quality of existing data and future data entry. Capabilities will be provided to support current data edits and future data integrity processes.

• Timeliness of information posting to ARJIS.

• Enabling of more information to be entered to ARJIS, including:
  » State and federal participating ARJIS agencies submitting their data.
  » Submission of FI and additional incident information from the field.

7. Provide secure access to:

• Suspect's prior convictions or violations and information from those incidents.

• Previous event information.

• Rap sheets and criminal history data for everything that happens in the State.

• All information on problem locations.

• State data.
8. Enable real-time or near-real-time access to and uploads of ARJIS data.

9. Increase the number of deployed handheld and other wireless devices to field officers so that they can access information on their own.

10. Improve capabilities on handheld and other wireless devices. This includes the following features:
    • Access, copy, and print booking and DMV photos.
    • NCIIC rap sheet.
    • Secure biometric (fingerprinting).
    • Secure Web browser client.

11. Enhance crime analysis capabilities to include:
    • Creation of data extracts.
    • Identification of regional trends, patterns, and series.
    • Use of ARJIS tools to conduct analysis.
    • Compilation of reports and statistics and analysis of extracted data.

12. Support data security, retention, and privacy needs of the enterprise as well as compliance with public records requirements.

13. Enhance the ability to change ARJIS structures more easily. This includes:
    • Changes to the actual data that is collected.
    • Changes to how the data is inputted into ARJIS.
    • Changes to how the data is accessed and/or retrieved.
    • Changes to how the data is formatted as output or is exported.

The list above represents the observed gaps between the stated ARJIS vision/goals and what is currently being delivered to ARJIS users. These needs are essential to defining the strategic solution for ARJIS. MTG worked collaboratively with the ARJIS Enterprise CWG to identify and confirm these needs. This collaborative effort involving core ARJIS user representation helps ensure that the future ARJIS solution is aligned with ARJIS customers’ business needs and receives the full support of ARJIS agencies.
B. Strategic Issues

The strategic issues involve organization, technical, and operational situations that exist in the current environment and influence ARJIS’s ability to realize the future ARJIS Enterprise. The Needs Assessment conducted for this project identified a number of issues for consideration by ARJIS. The strategic issues are as follows:

1. ARJIS needs a cohesive regional strategy to define the overall strategic direction and role of ARJIS. A clear direction and consensus on what the ARJIS customer agencies want ARJIS to be and what specific business needs that ARJIS supports should be established.

2. The pace of technological change is an opportunity for ARJIS to improve, expand, and in some cases economize services to the ARJIS user community. The pace of change is also a challenge when considering the capital investment required to take advantage of the opportunity provided by the pace of change. The challenge involves the difficulty in keeping pace with today’s shorter technology life cycle and managing the burden of supporting new products.

3. The user community needs to define how ARJIS fits into agency and regional efforts. Currently, there are both overlaps and gaps of service delivery among applications, data sources, and technologies in the region addressing San Diego agencies’ needs.

4. The funding level of ARJIS has been relatively consistent over the past 10 years without significant capital investment, despite the increase in the cost of technology and technology services.

5. Technology staff resources are difficult to obtain and sustain. ARJIS must consider options to attract or contract for appropriate technical resources.

6. A direct, repeatable communication channel to ARJIS users must be maintained. Without this channel, ARJIS will be unable to successfully educate its users with existing and future ARJIS capabilities.

7. Further clarification is needed to define ARJIS’s role in the context of local LERMSs and other system implementations. Specifically, the demarcation points must be clarified between ARJIS and local LERMSs. This includes the alignment between ARJIS and other LERMSs to ensure that they are compatible and collaboratively and comprehensively meet the overall needs of the region.

8. Consensus must be achieved for ARJIS needs, strategy, and efforts through the committee processes and through routine communications.

9. ARJIS and agencies need to expose ARJIS committee members to current technologies and capabilities, as well as national standards and trends. The focus of

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2 Mainframe technologies of the past decades were 12- to 15-year purchases and often lasted over 20 years. Today’s hardware and software combinations have a 3- to 5-year life cycle.
the exposure to technology needs to be product-neutral and demonstrate how technologies can be successfully used to enhance the business. Further understanding of national trends and standards is important to ensure that agency and ARJIS efforts are aligned with trends in the industry and common approaches across the country. The degree of exposure directly impacts the input ARJIS receives on efforts and plans.³

10. The ARJIS decision-making process must be conducted more consistently, in a well-communicated pattern. Currently, the decision-making process includes multiple steps, typically involving many ARJIS committee members. Although generally understood, the process varies and often involves different individuals, who may or may not represent their agency's goals. ARJIS must be able to propose solutions and guide ARJIS committees toward consensus and final recommendations.

11. ARJIS needs to align data and processes as more data is made available from a wider variety of sources (in addition, the processes and responsibilities of who interprets information, is authorized to disclose information, and resolves discrepancies in the information). This is an issue that impacts all information sources across the region.

12. ARJIS must maintain adaptability and flexibility in strategies, plans, and projects. A key element of the ARJIS Enterprise is the requirement to retain a high degree of flexibility to support user and legislative changes and special needs.

13. The ARJIS community must address the coordination and distribution of information in response to public disclosure requests.

14. ARJIS needs to coordinate the standardization of data, including determining appropriate validation table values and data formats, and then publish those standards to be used by other related law enforcement systems (RMS, field reporting systems, etc.).

As with the needs listed in the previous subsection, MTG worked collaboratively with the ARJIS Enterprise CWG to identify and confirm these strategic issues. This collaborative effort involving core ARJIS user representation is a critical step toward ensuring that the strategic solution addresses the key strategic issues identified in this Needs Assessment.

³ Several organizations exist that provide neutral opinions on technologies and industry trends.
Appendix A
Summary of Past Needs Assessments
Appendix A – Summary of Past Needs Assessments

For each needs assessment effort noted in the previous subsection, a summary is presented below. These subsections contain the following information:

- **Conducted By** – Presents the name of the individual or organization that performed the study.
- **Participants** – Presents the San Diego agencies and/or focus groups that participated in the study.
- **Purpose** – Presents the purpose of the study.
- **Outcome** – Presents the outcome and summarizes the results of the study.
- **Findings** – Presents a summary of findings based on the review performed on the study for the purposes of the ARJIS Enterprise Project.

It is important to note that the relevant business needs identified in the following needs assessment efforts are included later in subsection V.A, ARJIS Needs Summary:

NA1 CRISP Documents

*Conducted By* – This project was conducted in 2005 to 2006 by Mitretek's (now Noblis') CCJT in partnership with the NIJ. ARJIS was interviewed in November through December 2005.

*Participants* – Participants of this study included law enforcement agencies that have established a regional Information Sharing System (ISS), including ARJIS. ARJIS users were interviewed during this effort for the purpose of this research.

*Purpose* – This effort’s objective was to provide guidance for identifying an approach that best meets the information-sharing needs of law enforcement agencies.

*Outcome* – The main product of the CRISP research is “A Practitioner’s Handbook for Regional Law Enforcement Information Sharing Systems: Preliminary Requirements” document. This document contains the requirements to develop an ISS that satisfies law enforcement information-sharing needs and incorporates the best practices of operational ISSs.

*Findings* – The findings from this study are:

- The study provides insight on ARJIS’s current environment as of December 2005, including detailed information on:
» ARJIS data sources, types of data stored, and ARJIS applications that use these data sources.

» ARJIS application capability.

- The study identified several areas of improvement for ARJIS.
- It cites types of information needs not currently in ARJIS that are of interest.
- The study also cites types of capability needs not currently in ARJIS that are of interest.
- The CRISP effort produced use case and functional requirements for ISSs for law enforcement agencies, but they were not specific to ARJIS. These requirements should be considered for the future ARJIS strategic solution.
- The CRISP effort produced standard metrics for ISSs for law enforcement agencies, but was not specific to ARJIS. These metrics should be considered for the future ARJIS strategic solution.

NA2 “An Assessment of an Information Sharing Technology (ARJIS): Examining its Potential Contribution to Improved Performance Through the Eyes of Street Level Officers”

Conducted By – This study was conducted by Mr. Martin J. Zaworski in July 2005.

Participants – Mr. Zaworski conducted interviews with 38 law enforcement officers and direct observation of eight patrol officers and four detectives, as well as a survey of 588 officers divided between two agencies, including the SDSD and another similarly sized southeast Sheriff’s Department.

Purpose – The objective of this study was to assess the impact of ARJIS on the performance of law enforcement officers. The study seeks to determine whether information-sharing technology makes a difference in the officers’ assessment of the value of the technology in the following areas: individual effectiveness, job performance, productivity, investigative support, arrests, and clearances.

Outcome – The results of the study suggest that the information-sharing technology contributes to the officers’ productivity and assists them in clearing cases. The observations also suggest that SDSD officers use and rely on ARJIS.

Findings – The study captures the comments of the SDSD on ARJIS usage.
NA3 “Crime Analysis and Data Mining Product Comparison Evaluation Process Report”

Conducted By – This study was conducted by ARJIS and the NIJ, specifically, the Crime Analysis and Data Mining (CADM) project team, from October 2002 through September 2004.

Participants – Participants of this study included a select group of crime analysts from the San Diego area.

Purpose – The purpose of this study was to identify potential products in the data analysis and data mining technology space and to determine the necessary capabilities, functions, and features of CADM products.

Outcome – The result of this study was a candidate list of CADM products that will meet the needs of crime analysts in the San Diego area.

Findings – The findings from this study are:

- The focus was to discover a methodology for conducting this process and applying it to future similar assessments. This methodology is called Comparison Evaluation Process (CEP). The comprehensive process identified potential CADM products to fulfill the ARJIS CADM needs. The selection of a tool was not the final focus of this evaluation. The process was not structured to produce a “best” product, as it was determined early on that no one product would fit all situations.

- This technology assessment process requires automation. Each phase or step in the methodology was designed for database automation in a Web-enabled environment.

NA4 “Feedback From the Users: What Should ARJIS Enterprise Look Like?”

Conducted By – This study was conducted by ARJIS in May and June 2005, with assistance from the Criminal Justice Research Division.

Participants – The project used focus groups with 37 individuals who participated in design focus groups and a survey with 451 respondents from various ARJIS customer agencies, including the SDPD, the County of San Diego District Attorney, the California Department of Justice (DOJ), the FBI, the Drug Enforcement Administration (DEA), the SDSD, and other police departments within the San Diego area.

Purpose – The purpose of this study was to gather information on the importance of different types of databases, capabilities, and queries, as well as identify additional capabilities that ARJIS users would like in a future system.
Outcome – This study identified the data and capability that is most important to ARJIS users.

Findings – The findings of this study are:

- The study identified the priority levels of predefined data, capabilities, and queries of specific user roles of ARJIS.
- The study revealed that the importance of data, capabilities, and queries depended on the roles of the individuals who use ARJIS.
- The results of the study illuminate general capability that is most important to ARJIS customers.

NA5 “Public Safety Committee (PSC) Regional Needs Assessment”

Conducted By – This study was conducted by Mr. Ted Middleton of Silvereye Technologies. ARJIS-specific interviews were conducted from November 2004 to May 2005.

Participants – Data was collected through interviews with PSC members and key stakeholders, typically chiefs of police and executive-level agency staff. The study included interviews with representatives from High-Intensity Drug Trafficking Area (HIDTA), the Fire Department, and Emergency Medical Services (EMS).

Purpose – The purpose of this study was to collect a “qualitative” assessment of the needs of the San Diego area and attempt to determine a set of common elements, themes, or specific project areas where constituents felt the PSC had the opportunity to achieve the greatest positive impact. The assessment focused on four priority areas identified by the Chiefs/Sheriff’s Management Committee and the PSC:

- Communications and interoperability.
- The creation of a Regional Information Center.
- Technology acquisition and maintenance.
- Training.

Outcome – The result of this study was an agreed-upon set of priority objectives for the PSC.

Findings – The result of this study was a consensus that regional cooperation is important and opportunities for consolidation of services where appropriate should be identified for effectiveness and economies of scale. Relevant key findings include:
• The high-level priority needs of public safety agencies in the San Diego area were identified.

• The primary gaps in interoperability are between the City of San Diego communication system, the County's Regional Communications System (RCS), and other agencies (State, federal, other jurisdictions) during mutual aid incidents.

• The ARJIS Enterprise Project supports the PSC identified need for coordination of technology standards and interoperability in the San Diego area.

• The ARJIS Enterprise Project supports the PSC identified need for secure access to federal data.

• The ARJIS Enterprise Project supports the PSC identified need to provide a more formal process for regional standardization when new information systems are developed.

NA6 "Chiefs Vision 2008"

Conducted By – This effort was conducted by ARJIS in 2002 to 2003. The vision was formally adopted by the police chiefs in 2002.

Participants – This effort involved all ARJIS committees, as well as police chiefs and the ARJIS Board of Directors.

Purpose – The purpose of this effort was to determine the ARJIS vision for 2008.

Outcome – This effort led to a clear vision and mission statement for ARJIS that was used as part of the ARJIS consolidation with SANDAG.

Findings – The finding of this effort is the confirmation that the ARJIS Enterprise Project vision is consistent with and further supports the "Chiefs Vision 2008."

NA7 "ARJIS Strategic Plan"

Conducted By – This effort was conducted by Gartner in December 1999.

Participants – This effort involved the ARJIS program manager and the Chiefs'/Sheriff's Management Committee.

Purpose – The purpose of this effort was to develop a strategic plan that represents all agencies and stakeholders affected by decisions regarding ARJIS.

Outcome – The strategic plan provides recommendations for ARJIS management that are achievable over a 5-year time period (through 2004).
Findings – The findings of this study are that the strategic plan identified:

- Technical findings and issues.
- ARJIS management priority issues.
- Priorities of ARJIS external stakeholders.
- Functional and operational requirements for ARJIS.
- Program management issues and recommendations.
- Technical alternatives for ARJIS.
- An implementation plan for a phased replacement of ARJIS, as well as projected costs.

NA8 IBM Project Requirements Documents


Participants – This effort involved user representatives from 13 agencies, including sworn and non-sworn personnel and representatives of the San Diego Data Processing Center (SDDPC).

Purpose – The purpose of this effort was to design the ARJIS replacement system.

Outcome – The ARJIS redesign effort produced detailed documentation on data relationships, business requirements, and business rules for the ARJIS replacement system. In addition, IBM produced a response to the RFP issued by ARJIS and SDDPC for the ARJIS replacement effort.

Findings – The findings of this study are that it identified:

- Data relationships and business requirements for the ARJIS mainframe system replacement.
- Business rules for the ARJIS mainframe system replacement.
- Functional requirements for the ARJIS mainframe system replacement.

Clearly, much effort has been conducted to determine the needs and priorities of the future ARJIS. Although many needs have been identified by past needs assessment efforts, there may be gaps in the existing information that will need to be identified and confirmed.
Appendix B
ARJIS Data Sources and Offerings Matrix
<table>
<thead>
<tr>
<th>Type</th>
<th>ARJIS NW Frame</th>
<th>ARJIS Data Warehouses</th>
<th>County</th>
<th>City</th>
<th>State Warehouses</th>
<th>State Mainframe (GCERT)</th>
<th>Federal</th>
<th>Other</th>
<th>Device</th>
<th>Access</th>
<th>Networks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</table>

**ARJIS Offerings**

<table>
<thead>
<tr>
<th>Offerings</th>
<th>ARJIS NW Frame</th>
<th>ARJIS Data Warehouses</th>
<th>County</th>
<th>City</th>
<th>State Warehouses</th>
<th>State Mainframe (GCERT)</th>
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<th>Other</th>
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</table>

**Notes**

- X indicates availability.
- O indicates availability with a caveat or condition.
Appendix C
ARJIS Needs
Appendix C – ARJIS Needs

The previous needs assessments that were performed on ARJIS highlighted a number of important needs for the future ARJIS. The past ARJIS assessment efforts were conducted by different parties during different time periods. Further, each past assessment effort had specific purposes and objectives. This resulted in inconsistent findings during the assessment that uncovered overlapping needs. This appendix summarizes the captured needs and removes any overlapping needs.

There are three categories of identified needs, and they are:

- **General Needs** – Presents a compilation of high-level identified needs that should apply to all levels of the ARJIS Enterprise.

- **Data Needs** – Describes needs associated with specific data that ARJIS users require access to in order to perform their duties.

- **Capability Needs** – Describes needs associated with specific functionality that ARJIS users require in order to perform their duties.

The compiled summary needs are presented in the following table. The detailed requirements captured in the various past needs assessment efforts will be leveraged as appropriate in RFPs for future technology component acquisitions for the ARJIS Enterprise.

<table>
<thead>
<tr>
<th>Needs #</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>G01</td>
<td>Define ARJIS role in the region and clearly identify how ARJIS will support agencies with their adoption of new technologies and enhanced information-tracking and -sharing capabilities.</td>
</tr>
<tr>
<td>G02</td>
<td>Identify and track opportunities to share documents and information electronically.</td>
</tr>
<tr>
<td>G03</td>
<td>Enable planning for electronic document and data routing and work flow between agencies.</td>
</tr>
<tr>
<td>G04</td>
<td>Reduce the level of redundancy that exists between separate evaluation and procurement processes within the region.</td>
</tr>
<tr>
<td>G05</td>
<td>Develop information-sharing agreements and privacy policies that support collaborative public safety enhancements.</td>
</tr>
<tr>
<td>G06</td>
<td>Coordinate technology standards and interoperability in the region.</td>
</tr>
<tr>
<td>G07</td>
<td>Develop a formal process for collaborative regional standardization when new information systems are developed.</td>
</tr>
<tr>
<td>G08</td>
<td>Automate technology assessment and procurement processes.</td>
</tr>
<tr>
<td>G09</td>
<td>Provide additional ARJIS training to increase the number of ARJIS active users and promote appropriate and efficient use of ARJIS applications.</td>
</tr>
<tr>
<td>Needs #</td>
<td>Description</td>
</tr>
<tr>
<td>---------</td>
<td>-------------</td>
</tr>
<tr>
<td>G10</td>
<td>Improve ARJIS overall availability to users in the field.</td>
</tr>
<tr>
<td>G11</td>
<td>Enhance the ARJIS application to make the system more robust (e.g., having information that is normally available in a roll call also be available electronically in the vehicle).</td>
</tr>
</tbody>
</table>

**Data Needs**

<table>
<thead>
<tr>
<th>D01</th>
<th>Provide access to a suspect's prior convictions or violations in other jurisdictions or counties and the information from those incidents.</th>
</tr>
</thead>
<tbody>
<tr>
<td>D02</td>
<td>Provide access to previous event information, such as a subject's acquaintances, that was recorded at the scene when the suspect was previously stopped or interviewed.</td>
</tr>
<tr>
<td>D03</td>
<td>Provide access to rap sheets and criminal history data for everything that happens in California.</td>
</tr>
<tr>
<td>D04</td>
<td>Enable information to be available anytime regarding a problem location.</td>
</tr>
<tr>
<td>D05</td>
<td>Enable additional information from FLs to be entered into ARJIS.</td>
</tr>
<tr>
<td>D06</td>
<td>Provide full access to data for all users dating back 10 years or more.</td>
</tr>
<tr>
<td>D07</td>
<td>Provide ability to select desired information to be returned in response to a search on a suspect's name.</td>
</tr>
<tr>
<td>D08</td>
<td>Enable real-time or near-real-time access to ARJIS data.</td>
</tr>
<tr>
<td>D09</td>
<td>Allow for greater flexibility in the types of data that can be captured, inputted, stored, retrieved, reported, and exported.</td>
</tr>
</tbody>
</table>

**Capability Needs**

<table>
<thead>
<tr>
<th>C01</th>
<th>Deploy handheld devices to all personnel, enabling officers to retrieve information on their own.</th>
</tr>
</thead>
<tbody>
<tr>
<td>C02</td>
<td>Access, copy, and print booking and DMV photos from handheld devices.</td>
</tr>
<tr>
<td>C03</td>
<td>Perform a single query to retrieve all information about a subject that is entered by participating agencies and/or hosted on external systems.</td>
</tr>
<tr>
<td>C04</td>
<td>Enable searching on an approximate age of a subject.</td>
</tr>
<tr>
<td>C05</td>
<td>Implement automatic conflict notification when multiple users are accessing the same information, such as a case or property.</td>
</tr>
<tr>
<td>C06</td>
<td>Allow for a check box feature for indicating which outside sources should be searched.</td>
</tr>
<tr>
<td>C07</td>
<td>Provide the ability to search an NCIC rap sheet on a subject that would possibly reveal criminal information not on the local agencies' rap sheets.</td>
</tr>
<tr>
<td>C08</td>
<td>Allow the NCIC rap sheet display for use on a handheld device.</td>
</tr>
<tr>
<td>C09</td>
<td>Add voice activation technology on computing devices wherever possible.</td>
</tr>
<tr>
<td>C10</td>
<td>Allow secure biometric (fingerprint) data on handheld devices.</td>
</tr>
<tr>
<td>C11</td>
<td>Add minimal Internet capability to include access to third-party tools (e.g., AutoTrack, ChoicePoint) that would enable more data association searches and results.</td>
</tr>
<tr>
<td>Needs #</td>
<td>Description</td>
</tr>
<tr>
<td>---------</td>
<td>-------------</td>
</tr>
<tr>
<td>C12</td>
<td>Improve user friendliness of graphical user interface (GUI).</td>
</tr>
<tr>
<td>C13</td>
<td>Implement a Web browser-based Windows client on handheld devices.</td>
</tr>
</tbody>
</table>
| C14     | Improve the timeliness of information posting in ARJIS. This includes:  
|         | • The ability for officers in the field to enter data (e.g., FIs, incident reports) directly into the system.  
|         | • The implementation of a direct interface to the CAD system and RMS.  
|         | • The implementation of a direct interface to the JMS. |
| C15     | Enhance crime analysis capabilities and improve analysis of regional trends, patterns, and series. |
| C16     | Enable State and federal participating ARJIS agencies to submit data into ARJIS. |
| C17     | Enable secure real-time access to State and federal data. |
| C18     | Improve ease of access to ARJIS data and capability, including single sign-on capability. |
Automated Regional Justice Information System
ARJIS Enterprise Project – Task Order No. 1

Business Case, Version 3.0

December 10, 2007
**Document Purpose**

This document describes the intangible and tangible benefits provided by the Automated Regional Justice Information System (ARJIS). It is intended to describe specific areas in which ARJIS provides value to its customers.

<table>
<thead>
<tr>
<th>Version</th>
<th>Date</th>
<th>Description/Changes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0</td>
<td>8/30/07</td>
<td>Initial draft.</td>
</tr>
<tr>
<td>2.0</td>
<td>11/5/07</td>
<td>Packaged the business case into its own stand-alone deliverable and incorporated feedback from the Core Working Group, including success stories.</td>
</tr>
<tr>
<td>3.0</td>
<td>12/10/07</td>
<td>Revised version of the deliverable.</td>
</tr>
</tbody>
</table>
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Executive Summary</td>
<td>2</td>
</tr>
<tr>
<td>A. Approach</td>
<td>2</td>
</tr>
<tr>
<td>B. Tangible Benefits</td>
<td>2</td>
</tr>
<tr>
<td>C. Intangible Benefits</td>
<td>3</td>
</tr>
<tr>
<td>D. Conclusion</td>
<td>3</td>
</tr>
<tr>
<td>II. Introduction</td>
<td>5</td>
</tr>
<tr>
<td>A. Background</td>
<td>5</td>
</tr>
<tr>
<td>B. ARJIS Vision</td>
<td>6</td>
</tr>
<tr>
<td>C. ARJIS Values</td>
<td>7</td>
</tr>
<tr>
<td>D. Enhancement of ARJIS Values</td>
<td>7</td>
</tr>
<tr>
<td>E. Document Purpose</td>
<td>8</td>
</tr>
<tr>
<td>F. Types of Benefits</td>
<td>8</td>
</tr>
<tr>
<td>G. Document Organization</td>
<td>8</td>
</tr>
<tr>
<td>III. Tangible Benefits</td>
<td>10</td>
</tr>
<tr>
<td>A. Benefits Matrix</td>
<td>10</td>
</tr>
<tr>
<td>B. Direct Services</td>
<td>11</td>
</tr>
<tr>
<td>C. Added Benefits</td>
<td>14</td>
</tr>
<tr>
<td>IV. Intangible Benefits</td>
<td>18</td>
</tr>
<tr>
<td>A. Benefits Discussion</td>
<td>18</td>
</tr>
<tr>
<td>B. Summary</td>
<td>23</td>
</tr>
<tr>
<td>V. Conclusion</td>
<td>25</td>
</tr>
</tbody>
</table>
I. Executive Summary
I. Executive Summary

The Automated Regional Justice Information System (ARJIS) is in the process of developing an enterprise strategic solution that will bring the legacy ARJIS into the current technology stream. The objective of the ARJIS Enterprise is to modernize the current environment and integrate the current and future systems. This report is a key component in that effort as it documents the business case for the ARJIS Enterprise effort and provides a detailed explanation for the importance of ARJIS in the San Diego public safety community. Key elements of the business case are outlined below.

A. Approach

The approach for establishing the business case is based on two key elements – what needs to be examined in order to measure benefits and how those items are measured. To resolve the first element, the business case looks at the benefits of ARJIS. Some benefits are quantifiable (tangible benefits), and some are not (intangible benefits).

The second element (how we measure those aspects) is a more mechanical calculation of time savings, risk avoidance, cost savings, and other factors that can be directly estimated. Most of the measures are estimates due to the limited capabilities of the current solution to produce specific counts and statistics. Finally, there is a discussion of the intangible benefits, which cannot be effectively measured.

B. Tangible Benefits

The table below shows the total annual savings for each tangible benefit offered by ARJIS, as well as the cumulative annual savings.

<table>
<thead>
<tr>
<th></th>
<th>Total Annual Savings</th>
<th>FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tangible Benefit</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inquiry access to agency systems.</td>
<td>$7,444,540</td>
<td>114.6</td>
</tr>
<tr>
<td>Access to records management information.</td>
<td>1,634,240</td>
<td>25.2</td>
</tr>
<tr>
<td>Collection and submission of Monthly Arrest and Citation Register (MACR) reports.</td>
<td>37,565</td>
<td>0.6</td>
</tr>
<tr>
<td>Access to stolen property files.</td>
<td>286,745</td>
<td>4.4</td>
</tr>
<tr>
<td><strong>Added Benefits</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ability to confirm identity through photographs.</td>
<td>1,251,859</td>
<td>19.2</td>
</tr>
<tr>
<td>Ability to rule out and verify information.</td>
<td>1,488,960</td>
<td>22.9</td>
</tr>
<tr>
<td>Ability to analyze data across various locations.</td>
<td>1,727,258</td>
<td>26.5</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$13,871,167</td>
<td>213.4</td>
</tr>
</tbody>
</table>
The total annual savings provided by ARJIS in terms of time savings, improved information, and cost and risk avoidance is nearly $14 million. If the intangible benefits were quantifiable, savings resulting from ARJIS would be significantly higher.

C. Intangible Benefits

In addition to the tangible benefits, ARJIS allows for intangible benefits, to which it is difficult to attribute a specific value. The intangible benefits include:

- Improved public and officer safety.
- Better management and policy decisions based on improved regional information.
- Better justice decisions based on timely, accurate, and complete information.
- Increased process effectiveness.
- Increased ability to solve series investigations.
- Increased standardization of data.
- Increased access to technology.
- Improved staff effectiveness.

If the intangible benefits were quantifiable, savings resulting from ARJIS would be significantly higher than the estimate presented earlier.

D. Conclusion

The business case establishes clear justification for the continuation and improvement of ARJIS services. The estimated annual benefit that ARJIS delivers to the San Diego justice and public safety community is nearly $14 million, or a total of more than 213 FTEs. In addition, there are intangible benefits that are difficult to quantify but yield immense value to the community.

The ARJIS Enterprise Project will further enhance ARJIS’s ability to deliver these benefits and set the stage for enabling ARJIS to deliver new capabilities and services. By investing in the ARJIS Enterprise Project, the San Diego region will have a flexible, scalable, and adaptable technology platform for information-sharing services. Improvements completed by the ARJIS Enterprise will directly increase the volume saved and time savings related to the tangible benefits described in this document. The ARJIS Enterprise will not only support the business needs of ARJIS member agencies with additional features and capability, but it will also increase the value of ARJIS in the region.
II. Introduction
II. Introduction

The San Diego Association of Governments’ (SANDAG’s) ARJIS is a highly complex system supporting more than 70 local, State, and federal agencies in the San Diego area. ARJIS desires to maintain and improve upon the outstanding level of service that it currently provides to those agencies by migrating ARJIS applications and services from its current mainframe environment to a new technology environment. This is not a trivial effort; thus, establishing a business case will provide significant support in helping to ensure that this effort is successful.

A. Background

The foundation of ARJIS is based on IBM mainframe computer technology that was built in the 1970s with the COBOL programming language. While the current system is stable and very reliable, it is not flexible in its abilities to add enhancements in a cost-effective and timely manner.

The ARJIS Enterprise Project will transition ARJIS from the antiquated mainframe to a new technology environment framework that will enable ARJIS to embrace new innovations such as digital photographs, voice, and video recordings. Further, this project will realize more cost-effective ways for collaboration and exchange of information among the San Diego area’s public safety agencies, as well as with those in other regions.

The overall goal of the ARJIS Enterprise Project is:

*To enhance public and officer safety through timely, appropriate, and effective sharing of information.*

There are a number of supporting objectives to this goal for the ARJIS Enterprise Project, including the following:

- Address the needs of statistical, operational, tactical, and investigative users.
- Incorporate the best features of the current ARJIS applications.
- Offer real-time or near-real-time access to data.
- Integrate security across applications, moving toward a single sign-on.
- Achieve privacy and appropriateness of data sharing.
- Be primarily commercial off-the-shelf (COTS) -based with open source/open standards solutions, coupled with databases and Web services developed in-house.
- Leverage existing agency computer-aided dispatch (CAD) system and RMS.
- Meet current national standards.
- Accomplish phased approach with progressive deliverables.

It is clear from the objectives described above that a successful ARJIS Enterprise will yield significant benefits to the justice and public safety community of San Diego. These objectives fully support the ARJIS vision presented below.

### B. ARJIS Vision

ARJIS’s established vision is a result of a number of sessions conducted by ARJIS with the San Diego police chiefs and sheriff in early 2002 with the purpose of gaining consensus on a regional vision. These sessions produced both a vision and mission statement for ARJIS, as discussed below.

#### 1. ARJIS Vision Statement

The vision statement describes what ARJIS’s view on technology should be as it successfully implements strategies and achieves its full potential. A vision paints a vivid picture of what technology should look like in the future. It tends to remain constant, although it can change over time. It is a goal to continually strive for but never attain. The vision should be an affirmation in the present of an ideal and inspirational future.

_To promote regional cooperation through the ARJIS Joint Powers Authority (JPA) to share information for the enhancement of public safety._

#### 2. ARJIS Mission Statement

The mission statement expresses the purpose and identifies customers, core products, services, and major functions. The mission defines the areas in which ARJIS will operate and facilitates the development of goals, objectives, and strategies that move ARJIS toward its vision.

_ARJIS is dedicated to meeting the current and future needs of its member agencies by the gathering, processing and dissemination of agency-specific and cross-jurisdictional criminal justice information. Its purpose is to enhance public safety throughout the San Diego region._

The ARJIS Enterprise Project is intended to establish a modern technology framework that enables ARJIS to execute the vision and mission statement and deliver value to the San Diego community in a more efficient and cost-effective manner. The value that ARJIS delivers is discussed in the next subsection.
C. ARJIS Values

In the effort to attain the ARJIS vision and mission statements, ARJIS delivers specific services of particular value to the San Diego community. These services include the following:

- ARJIS provides information not available elsewhere.
- ARJIS establishes economies of scale of services for numerous agencies.
- ARJIS provides information not available in local systems.
- ARJIS contains broad information.
- ARJIS provides both software and hardware capabilities.
- ARJIS enables regional standardization.
- ARJIS supports the linking of information from multiple sources.
- ARJIS enables a regional pool of analytical data.

The ARJIS Enterprise Project will enhance ARJIS’s ability to deliver the aforementioned services as well as set the stage for enabling ARJIS to deliver new capabilities and services. The focus of these new capabilities and services is discussed in the next subsection.

D. Enhancement of ARJIS Values

The ARJIS Enterprise Project is focused on enhancing the value ARJIS delivers to the community it serves. There are three areas in which the ARJIS Enterprise Project will establish enhanced value:

- **Encourage Participation** – Implementation of the ARJIS Enterprise Project will facilitate the increase of member participation given the enhanced access capabilities that will be afforded through the adoption of new technology components.

- **Add Functionality** – A number of capabilities and services simply could not be delivered by ARJIS in the past, due to the constraints of legacy technology. The implementation of the new technology infrastructure for the ARJIS Enterprise Project will significantly improve ARJIS service offerings. In addition, the ARJIS Enterprise Project will add functionality for each of the various roles.

- **Increase Information Sources** – Implementation of the ARJIS Enterprise Project will enable ARJIS to add various information sources (in a more cost-effective manner) that will allow ARJIS member agencies to perform more robust queries and analysis.
The enhanced value that the ARJIS Enterprise Project provides is based on the use, role, and degree of agency participation, and these factors drive the total benefits received. This document will discuss and explain these benefits.

E. Document Purpose

The Business Case was developed to communicate the business value of ARJIS to the user community and the San Diego citizenry. The Business Case establishes the justification for ARJIS and explains why ARJIS must be improved to continue and enhance its service levels. The Business Case focuses on the benefits of the current ARJIS environment and provides an estimate of the tangible benefits made available by ARJIS. It is intended to justify the costs associated with supporting ARJIS and the expenses required to move the applications from the mainframe to a new technology environment.

F. Types of Benefits

The benefits that ARJIS delivers to the community are the foundation for the business case. These benefits can be separated into two categories:

- **Tangible Benefits** – Benefits that can be quantified.
- **Intangible Benefits** – Benefits to which it is difficult to attribute a specific value.

The benefits of the services provided by ARJIS accrue in various ways to law enforcement, other justice partner agencies, and the public. Specific examples of ARJIS benefits are presented in the sections that follow.

G. Document Organization

The remainder of this document is organized under the following sections:

- **Section III – Tangible Benefits.** Discusses the tangible benefits that ARJIS provides and estimates the value of these benefits.
- **Section IV – Intangible Benefits.** Describes the intangible benefits provided by ARJIS.
- **Section V – Conclusion.** This section discusses the results of the previous sections and summarizes the justification for ARJIS.

This information is presented on the pages that follow.
III. Tangible Benefits
III. Tangible Benefits

Tangible benefits are estimated based on the value derived from ARJIS services. These benefits include efficiencies gained through the existence of ARJIS’s information sources, applications, information-sharing initiatives, and the ARJISNet network. For the purposes of this report, tangible benefits are separated into two types:

- **Direct Services** – Services that are provided directly to ARJIS users and can be measured directly.
- **Added Benefits** – Capabilities that are made available through ARJIS applications.

These benefits produce value for the ARJIS agencies in several ways, including:

- **Time Savings** – The difference between the time required to accomplish the task if ARJIS were not available and the actual time to complete it with ARJIS.
- **Improved Information** – A measure that indicates whether ARJIS allows users to retrieve better information than would be possible in its absence.
- **Cost Savings** – The cost required to complete the same task in a manual fashion in the absence of ARJIS.
- **Risk Avoidance** – A measure of whether the benefit provided by ARJIS helps agencies to mitigate risks.

It is important to note that benefits accrue differently for the various ARJIS user agencies. The more an agency applies technology in its processes, the more the agency will benefit from the ARJIS applications. Police departments that have limited technology capabilities will generally receive fewer benefits from the availability of ARJIS than those that have a higher level of technology infrastructure. However, one of the key intangible benefits discussed above is the overall trend of ARJIS increasing the technology availability of ARJIS agencies.

A. Benefits Matrix

The table below presents the selected tangible benefits of ARJIS and indicates the value that each benefit provides for ARJIS user agencies. Following the table, each benefit is described in detail with an estimate of the value provided.
### Added Benefits

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Time Savings</th>
<th>Improved Information</th>
<th>Cost Savings</th>
<th>Risk Avoidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to confirm identity through photographs.</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ability to rule out and verify information.</td>
<td>✓</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Ability to analyze data across various locations.</td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
</tbody>
</table>

This is not an exhaustive list. It represents a short list of common and agreed-upon benefits of ARJIS. The value of each tangible benefit provided by ARJIS is estimated in the subsections that follow.

### B. Direct Services

This subsection estimates the benefits for services that ARJIS provides directly to its users. Average staff costs are based on a general annual salary of $65,000, including benefits. This amount averages compensation for officers, office staff, and other law enforcement workers and produces a rate of 60.2 cents per minute. FTE calculations for the benefits below are determined using the general annual average cost of $65,000 per person.

### 1. Inquiry Access to Agency Systems

Inquiry access to a variety of systems through ARJIS delivers a significant benefit to system users. The ability to access justice partner, County, City, and State applications, as well as the Sheriff’s Office’s jail management system and warrants data, provides extremely significant time and cost savings to ARJIS users. In ARJIS’s absence, agencies would spend considerable time and resources to gather this information manually (i.e., via telephone, e-mail, or fax). The value of this benefit is estimated below.
**Time Savings** – This benefit pertains to the time saved with faster inquiries.

» **Core ARJIS Users** – 14 inquiries per month (mainframe queries only) per ARJIS user × 11,000 users × $3.01 per every 5 minutes saved in the inquiry × 12 = annual savings of $5,562,480 (85.6 FTEs).

» **District Attorney (DA)** – Based on San Diego County’s caseload of 53,000 cases per year with 20 minutes saved in the initial research and 10 minutes throughout the case, the time savings are estimated to equate to 53,000 cases × 30 minutes × 60.2 cents per minute = annual savings of $957,180 (14.7 FTEs).

**Improved Information** – This benefit relates to the savings resulting from having improved information and not having to do further research.

» One inquiry per month per every three ARJIS users × 11,000 users × $6.02 per every 10 minutes saved in the inquiry × 12 = annual savings of $264,880 (4.1 FTEs).

**Risk Avoidance** – This benefit pertains to the savings that accrue from having information that helps agencies to avoid risks, including lawsuits and officer injury. One inquiry per month per 1,000 ARJIS users results in avoidance of a serious risk. The annual number of instances of risk avoidance is 11 per month, or 132 for the year, with 1 in 10 actually impacting the agencies. At $50,000 each, the 13.2 risks amount to $660,000 (10.2 FTEs) in costs avoided annually.²

These estimates only include the benefits to the core ARJIS agencies of being able to access information among themselves; they do not take into consideration the value that ARJIS provides to the ex officio members in accessing ARJIS data. The actual value of this benefit, therefore, is significantly higher.

2. **Access to Records Management Information**

ARJIS provides records management information for several of the smaller law enforcement agencies that do not have their own Records Management Systems (RMSs). The information is a compilation of basic records management information from 10 agencies in San Diego County. This service delivers a substantial monetary benefit to these agencies. Assuming a software cost of $200,000 for an appropriately sized RMS, with 10 percent hardware and 20 percent recurring costs, the following calculations estimate this benefit on an annual basis:

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¹ ARJIS averages 106,000 arrests per annual tracking period, October to September. It is estimated that half of these result in filed cases.

² One in ten serious risks results in cost to the organizations of $50,000 or more in lawsuits, legal fees, or staff effort either expended or lost.
Improved Information – This benefit pertains to the time saved during the life of cases by having records management information in a centralized location.

» 10 minutes per case saved × 60.2 cents per minute × 232,000 cases\(^3\) = annual savings of $1,396,640 (21.5 FTEs).

This represents easier access to the case information, lookups, and other active involvement with the electronic case file information itself.

Cost Savings\(^4\) – \(((\$220,000 in software and hardware costs + \$176,000 recurring costs for 4 years after Year 1) ÷ 5 years) \times 2 agencies\(^5\) = annual savings of \$237,600 (3.7 FTEs).\(^6\)

3. Collection and Submission of UCR/MACR Reports

ARJIS generates Uniform Crime Reporting (UCR)/MACR reports for 10 law enforcement agencies in the region responsible for providing reports for the 18 incorporated cities and the County, and submits the reports to the California Department of Justice (DOJ). The standardization of UCR classification across the region provides the agencies with accurate and consistent reporting, and results in significant time and cost efficiencies. ARJIS provides an automated process for agencies to validate the numbers, make adjustments, and automatically upload their UCR and MACR statistics to the State.

This activity saves individual agencies time and resources and ensures they comply with the State’s requirements. The data from these reports is also made available to the public through the ARJIS public portal and to other government entities such as SANDAG for their periodic crime reporting. The cost required by agencies to complete this task if ARJIS did not is estimated below.

Cost Savings – 2 hours per week per agency for 10 agencies = annual savings of \$37,565 (120 minutes per week × 60.2 cents per minute × 52 weeks × 10 agencies), or 0.6 FTEs.

---

\(^3\) This is the 4-year annual reporting period (October to September) average of 232,000.

\(^4\) The ARJIS agencies share the cost of a private network called ARJISNET that is certified by the State of California and the FBI, and meets all California DOJ, NCIC, and CJIS security requirements. The cost to support and manage this network is shared by the 71 agencies. The economies of scale are significant; and the resulting network standardization ensures a much more secure and reliable network; with the latest security patches and other enhancements being applied uniformly and proactively. The firewalls, routers, and other security related hardware and software are all managed under a single contract with support staff able to immediately respond to users in all 71 agencies.

\(^5\) Oceanside and Escondido Police Departments.

\(^6\) This calculation uses the average annual cost over a 5-year period to account for both capital and operating costs.
4. Access to Stolen Property Files

ARJIS’s stolen property files are an essential source of information for managing and recovering stolen property. Without these files, it would be more difficult to identify stolen property and return seized property to the rightful owner. The estimated time savings for law enforcement resulting from the use of ARJIS’s stolen property files is shown below.

- **Time Savings** – 10 minutes per week saved in access time per assigned officer\(^7\) × 60.2 cents per minute × 916 assigned officers × 52 weeks = annual savings of $286,745 (4.4 FTEs).

* * * * *

This subsection estimated the value of ARJIS’s direct services; the next subsection presents the added benefits offered by ARJIS.

C. Added Benefits

This subsection describes the additional benefits that accrue to ARJIS users.

1. Ability to Confirm Identity Through Photographs

Law enforcement officers overwhelmingly agree that the ability to use photographs to confirm the identity of individuals is the most significant benefit provided by ARJIS. Access to Cal-Photo, as well as to the Cal-Photo mobile application, saves officers and support staff time and resources involved in properly identifying a subject. The savings resulting from this capability are estimated as follows:

- **Time Savings** – This benefit relates to the time saved by being able to confirm an individual’s identity with photographs and was calculated as 5 minutes per case saved for 30,300\(^8\) cases yields an annual savings of $91,203 (1.4 FTEs).

- **Improved Information** – This benefit pertains to the savings resulting from having improved information and not requiring officers to search for additional information.

  » **General Savings** – 2 minutes per case saved for 106,000\(^9\) cases yields annual savings of $127,624 (2.0 FTEs).

\(^7\) The assumption is that 1 in 12 users deals with stolen property at some point in the week and receives the benefits of ARJIS information.

\(^8\) The annual access is an actual number of accesses from Cal-Photo.

\(^9\) ARJIS averages 106,000 arrests per annual tracking period, October to September. It is estimated that all of the arrests require some degree of identity confirmation resulting in this savings.
» Identity Verification – 15 minutes, once a week, for stops and interactions of ARJIS field users (one out of every five ARJIS users) results in annual savings of $1,033,032 (15 minutes per week × 60.2 cents per minute × 52 weeks × 2,200 field users), or 15.9 FTEs.

ARJIS is in the process of providing officers in the field with additional access to photographs through the State, Regional, and Federal Enterprise Retrieval System (SRFERS) Driver’s License Photo Exchange Project initiative. As more photographs are made available to law enforcement, the value of this benefit will increase.

2. Ability to Rule Out and Verify Information

Constantly faced with the need to rule out or verify information, law enforcement officers benefit from the data provided by ARJIS to confirm or make decisions. In addition to photographs and stolen property files, both of which were estimated earlier, ARJIS provides the ability for officers to discern accurate from inaccurate information. This ability to discern information includes suspect’s demographics or vehicles. The savings associated with this benefit are estimated below.

- **Time Savings** – 3 minutes per case × 60.2 cents per minute × 120,000 ARJIS cases = annual savings of $216,720 (3.3 FTEs).
- **Improved Information** – 1 minute per case × 60.2 cents per minute × 120,000 ARJIS cases = annual savings of $72,240 (1.1 FTE).
- **Risk Avoidance** – One case per year per 500 ARJIS cases results in avoidance of a serious risk. The annual risk avoidance is 240 for the year, with 1 in 10 actually impacting the agencies. At $50,000 each, the 24 risks amount to $1,200,000 (18.5 FTEs) in costs avoided annually.\(^\text{11}\)

In reality, access to a single piece of information to confirm or refute an incident detail may save an officer 20 minutes for a single case if the alternative were manually collecting the information. Therefore, the estimate of time savings for this benefit is conservative.

3. Ability to Analyze Data Across Various Locations

The functionalities provided by ARJIS enable a sophisticated level of crime analysis throughout the region. The Crime Analysis Statistical System (CASS) allows users to analyze consistent UCR data across a variety of geographic dimensions. This provides enormous benefit for analyzing crime.

\(^{10}\) Over the last 4 years of tracking periods, the average annual number of ARJIS crime cases with a suspect or suspected vehicle is 120,000.

\(^{11}\) One in ten serious risks results in cost to the organization of $50,000 or more in lawsuits, legal fees, or staff effort either expended or lost.
If analysts were required to collect and analyze this data manually, their ability to perform their jobs would be severely constrained. The actual savings that the ARJIS capabilities deliver are estimated below.

- **Improved Information** – This benefit pertains to the savings that accrue to agencies from access to better information.
  
  » **Improved Analysis Information** – 5 hours per week per analyst × 60.2 cents per minute × 60 minutes per hour × 52 weeks × 57 analysts = annual savings of $535,298 (8.2 FTEs).
  
  » **Improved Information on Reports** – 180 minutes per year per ARJIS user reading, reviewing, or applying information in an ARJIS report, = annual savings of $1,191,960 (180 minutes × 60.2 cents per minute × 11,000 users), or 18.3 FTEs.

The analytical and reporting capabilities of ARJIS provide an immense benefit to the user agencies.
IV. Intangible Benefits
IV. Intangible Benefits

The most significant benefits of ARJIS are the intangible benefits it provides to the San Diego region. While these benefits are difficult or impossible to quantify, they are extremely valuable to ARJIS users and the general community.

A. Benefits Discussion

Intangible benefits include the following:

1. Increased Public and Officer Safety

ARJIS improves the quality of life in San Diego through enhanced safety and security for both police officers and the communities they serve. The availability of comprehensive, multi-jurisdictional information through ARJIS applications and databases enhances officer safety because officers have more detailed knowledge about the vehicles, locations, and people contacted in the field. Additional information, warnings, and cautions available from other agencies are invaluable in the dangerous situations officers often face.

In addition, information about crime and other law enforcement data is provided on the Web, enabling citizens to understand public safety issues in their neighborhoods. Detailed maps, listings, and statistics are provided to assist with community-based crime prevention and target-hardening efforts throughout San Diego County.

The investigative and analytical capabilities available through ARJIS applications improve an investigator’s ability to solve cases and locate/apprehend identified suspects more quickly, as well as prepare better-quality prosecution information, thereby resulting in capturing and keeping criminals off the street.

2. Better Management and Policy Decisions Based on Increased Regional Information

ARJIS provides the ability to access aggregated data sets from various agency systems. This allows law enforcement management personnel to make better-informed decisions about where and how to allocate resources. The information that ARJIS supplies and the manner in which it is displayed helps management teams to make more effective operational and tactical decisions for their agencies.
There was a homicide on August 3, 2007, in the parking lot of an apartment complex. An older, white Ford truck was seen leaving at high speed. At the scene, it was determined that the driver of the truck was a parolee who lived at the apartment complex. A Be on Lookout (BOL) went out to patrol. A message was sent to all patrol officers notifying them that the picture of the suspect had been posted. (Two weeks ago ARJIS users would have had to print out the photo and find someone to run it out to the scene for them. Adding the photo to the Web site made dissemination much easier, faster, and more readily available to all patrol officers, not just the officers at the crime scene.) A detective drove down to San Diego and conducted surveillance on the house belonging to the suspect’s sister. Within minutes of the detective’s arrival, the suspect drove by. The detective notified the San Diego Police Department (SDPD) and Chula Vista Police Department (CVPD) detectives and followed the suspect vehicle until he lost sight of him in San Ysidro. An SDPD gang detective found the suspect vehicle at a motel and the suspect was apprehended by SDPD after a short foot pursuit.

ARJIS provides information sets that are used to conduct analysis about occurrence patterns and other trends that might influence tactical operations on a local or regional scale. The regional information is used to coordinate activities between units and departments in order to better deal with criminals crossing jurisdictional boundaries.

3. Better Justice Decisions Based on Timely, Accurate, and Complete Information

The ability for justice partner agencies to access timely, accurate, and complete information through ARJIS provides for better justice decisions. For example, the ability for the DA’s Office to view law enforcement information through ARJIS assists the DA’s Office in making charging decisions and prosecuting criminal cases. In the field, officers have access to a variety of information that directly supports their decision-making ability in critical situations. Detectives also have access to more complete information that lets them associate more information with potential suspects. The enhanced data, including additional addresses, contacts, and telephone numbers, helped to facilitate the identification of subjects involved in cases while assisting in eliminating those that are not involved. Further, the cross-jurisdictional data substantially increased the number of cases that can be canceled when a crime series is solved. Some success stories are presented below.

- ARJIS helped solve a homicide that occurred in early August 2007, for which the combined availability of information, messaging, and pictures allowed officers and detectives to trail and apprehend the suspect across multiple agencies.

- ARJIS enabled the apprehension of a suspect with stolen credit cards by running the names of victims of theft and analyzing the information on the items that were stolen.

In short, better information is a force multiplier that is difficult to measure or quantify, but it does provide significant benefit.
4. **Increased Process Effectiveness**

ARJIS user agencies’ business processes are more effective because of their access to ARJIS information and tools, whereas in the absence of ARJIS, users would have to spend considerable time contacting other agencies to collect information over the telephone or via fax or mail. Often information is not even available without ARJIS and available information is immediately and electronically available through ARJIS. This helps to improve effectiveness because criminal justice staff is exposed to larger pools of information and has a greater tendency to spot linkages and potential lead information that might otherwise not be visible. This benefit yields the following success stories:

- Through the use of ARJIS, an investigator from the San Diego County Sheriff’s Department (SDSD) was able to link suspects from a field interview (FI) that had been conducted. The suspect had robbed and assaulted an elderly female citizen. With the help of ARJIS, the suspect was identified and subsequently convicted and sentenced to 22-plus years.

- Detectives of Imperial Beach and South Bay Gang units have utilized ARJIS and the ARJIS COPLINK service to identify suspects and obtain possible suspects’ addresses and telephone numbers on a case. The case involved a victim that came out of a coma after being assaulted on his way home on a bicycle on Imperial Beach. Without ARJIS and the COPLINK service, the detectives may not have been able to solve the case.

5. **Increased Ability to Solve Series Investigations**

The ability to identify associations across jurisdictions

---

12 Effectiveness differs from efficiency in that it reflects added quality in the process or staff efforts that occur beyond just accomplishing more work (efficiency).
and thereby solve serial cases is a major benefit of ARJIS. The value of this benefit is impossible to quantify; however, this capability saves considerable time, money, and even lives. This benefit has been proven repeatedly, including the following success stories:

- SDPD reported several instances of crime patterns that were only visible when looking at regional data provided by ARJIS. The aggregated data view showed crimes in a pattern that did not appear to be pattern-based within SDPD’s information pool. When viewed via ARJIS, the serialized pattern emerged and allowed agencies to treat the case as a serial case versus individual crimes, greatly increasing the likelihood of solving the crimes.

- The La Mesa Police Department recently had a series of 12 bank robberies, committed by someone dubbed the “Day Planner,” that began in San Diego and covered three jurisdictions. The series included three SDPD cases, eight La Mesa Police Department cases, and one SDSD case. The first occurrence of a case in this series was dated August 2006, and the series ended with capture in April 2007. The suspect is in custody due to the cooperative efforts of all agencies involved.

6. Increased Standardization of Data

Another benefit provided by ARJIS is the standardization of data collection and reporting throughout the region. Data standardization is an essential component of data sharing and integration efforts between justice partners. Standardization increases the capabilities to analyze the information that yield the previous benefits, and standardization allows information sharing beyond ARJIS borders.

ARJIS users access information that is consistent between agencies since it must conform to defined standards. ARJIS requires that each agency’s data conform to specific NCIC and other data validation tables, including specific geographic validations. This allows comparison and access that involves wider ranges of information within the ARJIS community and that is based on ARJIS efforts with other communities.

Standardized data also allows ARJIS analysts and others to use tools to visualize the information and approach problem solving from a visual angle, either through graphical trending or mapping. This enhances the options for analyzing ARJIS information.

In North County, there were two recent series that crossed jurisdictional boundaries and resulted in suspect captures – “The Impatient Bandit,” a bank robber in both Carlsbad and Encinitas, and the "Taco Bell" robbery series, which included incidents in Oceanside, Carlsbad, and Vista. Information sharing available through ARJIS played an important role in both crime series.
7. **Increased Access to Technology**

ARJIS provides software and hardware capabilities that would otherwise not be available to some of the smaller agencies with limited IT staff and resources. The smaller agencies benefit from the access to sophisticated technology and the larger agencies benefit from the inclusion of the smaller agencies’ data into the regional pool. Examples of technologies that are more readily available are:

- Regional crime analysis and mapping.
- Single point for queries through the ARJIS Master Operations Index (MOI).
- Global query.
- Early adoption of mobile computers.
- Handhelds connected to ARJIS information.

These services are especially beneficial when smaller agencies could not have led or afforded comparable technology efforts. A success story on ARJIS technology is as follows:

- ARJIS palms are used during the summer months by Vista bicycle patrol. One deputy reports that at least three arrests are made per patrol shift. All computer-related work performed in the field utilized the ARJIS palm. The ARJIS palms are also used to find warrants that dispatch may have missed.

8. **Improved Staff Effectiveness**

ARJIS information and tools allow all types of users to make better decisions and enhance the quality of their work. The standardization and availability of information to ARJIS users lets users focus on their job functions. When information is not available, users have confidence that the lack of information is not a system issue but that it has not been discovered or captured, and they can immediately focus on finding the source. In addition, the tools allow all ARJIS users to do more thinking about the information than thinking where the information might be. Examples of this benefit are listed below.

Difficulty in finding information leads to ineffective use of staff resources. ARJIS provides information that allows staff to make headway in cases that might otherwise be
dropped, closed, or suspended. A success story specific to this benefit is as follows:

- A deputy with the SDSD that worked in warrant investigations claims that he has lost track of how many leads on wanted individuals perpetuate arrests due to ARJIS. The information obtained from ARJIS included information from traffic stops, FIs, companion information, telephone numbers, work addresses, pawn shop entries, and vehicle information.

B. Summary

While it is difficult or impossible to quantify these benefits, the value provided by ARJIS in terms of the benefits presented above is substantial. Section III addressed the tangible benefits provided to ARJIS user agencies; however, the intangible benefits discussed above show that there are significantly greater benefits than the amounts that can be quantified.
V. Conclusion
V. Conclusion

This section summarizes the information presented in the previous sections and reaffirms the justification for ARJIS. There are several clear justifications for the continuation and improvement of ARJIS services, including the following:

- The estimated annual monetary value of the benefits ARJIS delivers to the San Diego justice and public safety community is nearly $14 million.
- The estimated annual benefits that ARJIS delivers equates to 213.4 FTEs.
- Other intangible benefits are of immense value to the community.
- There are numerous success stories wherein the use of ARJIS was critical to generating leads that resulted in arrests and closed cases.

It is critically important to point out that there are other areas of ARJIS services and, more than likely, much higher volumes than calculated that significantly increase the benefit delivered by ARJIS.

The benefits described in this document are based on the current capabilities of ARJIS. The ARJIS Enterprise Project will further enhance ARJIS’s ability to deliver these benefits and set the stage for enabling ARJIS to deliver new capabilities and services. By investing in the ARJIS Enterprise Project, the San Diego region will have a flexible, scalable, and adaptable technology platform for information-sharing services. Improvements completed by ARJIS Enterprise will directly increase the volume saved and time savings in the tangible benefits described in this document. The ARJIS Enterprise will not only support the business needs of ARJIS member agencies with additional features and capability, but increase the value of ARJIS in the region as well.
San Diego Association of Governments
PUBLIC SAFETY COMMITTEE

January 18, 2008

AGENDA ITEM NO.: 7

Action Requested: DISCUSSION/POSSIBLE ACTION

LAW ENFORCEMENT AND FIRE/EMS TRAINING: NEXT STEPS  File Number 2200100

Introduction

Between September and November 2007, three panels provided overviews of law enforcement and fire/EMS training in San Diego County, including the use of technology, current status, and future needs. This fourth and final workshop will include a review of the key points made during the earlier sessions and a facilitated discussion regarding what role the Public Safety Committee (PSC) can play in ensuring regional public safety and fire training needs are met in the future.

Recommendation

The Public Safety Committee is asked to discuss the short- and long-term law enforcement and fire/EMS training priorities training and come to a consensus on the Committee’s role in this area.

Discussion

In 2004, at the recommendation of the PSC, a comprehensive public safety needs assessment was conducted to help establish short- and long-term goals for the PSC that would enhance public safety and benefit member jurisdictions and public safety agencies, while respecting the roles and responsibilities of other regional organizations. In the final assessment report, which was published in July 2005, one of four key recommendations related to achieving consensus regarding training issues and desired improvements and assisting in the site selection and facilities development process according to priorities identified by constituents.

In July 2007, an overview was provided to the PSC regarding regional public safety and fire training. At that meeting, it was agreed that during the coming months additional information would be presented regarding current training issues, goals, and needs, which would cumulate in a discussion regarding how the PSC can best support regional efforts.

The goal of this last workshop is to come to a consensus regarding how the PSC’s role in ensuring regional public safety and fire training needs are met in the future. As such, a brief review of the three previous presentations will be provided (Attachments 1 through 3) and a facilitated discussion will be held regarding appropriate next steps.

KURT KRONINGER
Director of Technical Services

Attachments: 1. September 2007 Law Enforcement Training PowerPoint
2. October 2007 Fire/EMS Training PowerPoint
3. November 2007 Technology Training PowerPoint

Key Staff Contact: Pamela Scanlon, (619) 699-6997, psc@sandag.org
San Diego Regional Public Safety Training Institute

City of San Diego
County of San Diego
San Diego Community College District

San Diego Regional Public Safety Training Institute

- Pre-Miramar College
- 1969: The Police/Regional Academy at Miramar College
  - 3 Months
  - 4 Months
  - 6 Months to Present
San Diego Regional Public Safety Training Institute

Every local law enforcement agency in San Diego County

San Diego Regional Public Safety Training Institute

- Deputies & Officers Today
- Diversity
- Community
Peace Officer Standards and Training (POST)

- Established 1959
- Sets Peace Officer Standards
  - Recruiting
  - Academy
  - In-Service
- 24 hours Training Every 24 Months
- Various Mandates and Requirements

- Standards and Training for Corrections (STC):
  - 24 hours of Training Every 12 Months

San Diego Regional Public Safety Training Institute

- 1969 to Present: 7293 Officers/Deputies
- 1988 to Present: 2161 Detentions/Courts Deputies
- 2006: Advanced Officer Training: 4000 Officers
San Diego Regional Public Safety Training Institute

Regional Academy
Detentions/Courts Academy
In-Service Training
Advanced Officer Training
POST Courses

Joint Powers Authority for NTC Development

Board of Directors

<table>
<thead>
<tr>
<th>County - CAO</th>
<th>City - Mayor</th>
<th>College Dist.- Chancellor</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

Executive Board

<table>
<thead>
<tr>
<th>County Fire Chiefs Assn.</th>
<th>SDPD Police Chief</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chiefs &amp; Sheriff Assn</td>
<td>SDFR Chief</td>
</tr>
<tr>
<td>Miramar College President</td>
<td>Sheriff</td>
</tr>
<tr>
<td></td>
<td>College District Assistant Chancellor</td>
</tr>
</tbody>
</table>
NAVAL TRAINING CENTER HISTORY

• 1993 - Navy began base closing process for NTC San Diego
• 1993 - We began petitioning the City for property
• 1996 - City included the project in the NTC Reuse Plan
• 1999 - Joint Powers Agency formed – Public Safety Training Institute
• 2000 - Navy transferred 24-acre parcel for use by PSTI
• 1998 - Consultants plans were all excessive
• 2007 - Opportunity for PSTI to lease the property from the City

• Board of Directors have looked at a number of sites
• None met our needs
• Voted to execute the lease option for 66 years at NTC
• Move forward in a phased approach
• Utilize several existing buildings (~200,000 Sq. Feet)
• Keep the plan simple, meet current and future needs
Emergency Vehicle Operations Center
E.V.O.C.

Presented by John Leas, Lieutenant
San Diego Police Department
E.V.O.C. Project Manager

EVOC is a Controlled Driver Training Environment

San Bernardino Sheriff’s Dept EVOC

High Performance Pursuit & Emergency Response Track
Multi-Exercise Area & Collision Avoidance THS
City Streets Course
Skid Recovery Pan
**Why is EVOC a priority?**

**PERSONNEL COST**

Law Enforcement On Duty Deaths

<table>
<thead>
<tr>
<th>Cause Factor by Year</th>
<th>2006</th>
<th>2007 (to date)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Deaths Nationwide</td>
<td>146</td>
<td>122</td>
</tr>
<tr>
<td>Auto Accidents</td>
<td>35</td>
<td>34</td>
</tr>
<tr>
<td>Motorcycle Accidents</td>
<td>8</td>
<td>4</td>
</tr>
<tr>
<td>Police Pursuits</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Vehicle Assaults</td>
<td>17</td>
<td>5</td>
</tr>
<tr>
<td>Struck by Vehicles</td>
<td>11</td>
<td>4</td>
</tr>
</tbody>
</table>

Source: The Officer Down Memorial Page, Inc. 09/05/2007  (www.odmp.org)

**AGENCY RISK MANAGEMENT COST**

City of San Diego Example

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2005</th>
<th>FY 2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Accidents</td>
<td>763</td>
<td>679</td>
</tr>
<tr>
<td>Total Preventable</td>
<td>388</td>
<td>325</td>
</tr>
<tr>
<td>Preventable %</td>
<td>51</td>
<td>48</td>
</tr>
<tr>
<td>Cause Factors</td>
<td>Misjudge Distance</td>
<td>Same</td>
</tr>
<tr>
<td>Police - Inattention</td>
<td></td>
<td>Backing</td>
</tr>
<tr>
<td>Fire Rescue - Misjudge Distance</td>
<td></td>
<td>Same</td>
</tr>
</tbody>
</table>

Source: City of San Diego Risk Management Department

Claims Cost by Year: $461,294 $465,992
The Primary Goal of EVOC

Create an Emergency Vehicle Operations Center capable of meeting/exceeding driver training needs for Regional Public Safety Law Enforcement, Fire and Emergency Medical Services personnel.

The ultimate goal: Reduce public safety emergency vehicle collisions

The Training Mission

- The SD Regional Public Safety Training Institute is a Regional Skills Training Center
- Law Enforcement Driver Training is a perishable motor skill (POST)
- Requires ongoing, mandatory training and testing for basic police academy recruits and advanced officers (200+ training days)
- Similar mandates for Fire & Rescue personnel

A permanent EVOC Driver Training Facility located in San Diego County is necessary to fulfill this crucial training mission
- No alternatives exist in SD County
- Out of county EVOC sites lack availability due to overcrowding and are cost prohibitive.
Miramar College’s capital improvement projects are forcing EVOC to move off-site later this year.

The Search for a Solution

- **1990**
  - Search begins for a new EVOC site centrally located in the San Diego Region
  - Locations evaluated included:
    - Naval Training Center/Camp Nimitz, Qualcomm Stadium, Sports Arena, other military installations, airports and old dump sites
  - These locations were eliminated due to:
    - Environmental restrictions, Master Plan and land use restrictions and/or community concerns

- **2002**
  - Requested MCAS Miramar-Camp Elliott
    - PMO sponsored/partnered with PSTI (Tier I)

- **2007**
  - Tier II presented to Committee on Land and Airspace Management Protocol (CLAMP-March 2007)
  - Awaiting Commanding Officer’s decision on project approval or denial
The Concept and Vision - Collocation

Adjacent to Sheriff’s Training Facilities
(“A” Range, Duffy Town and Canine)

Develop EVOC with PSTI funding from JPA partners.
PSTI staff and manage facility with public safety instructors.

Potential Project Site = 25.32 Acres

Course Design and Development

EVOC will provide driving courses designed for slow speed, defensive driving maneuvers, skid recovery, high performance and pursuit driving exercises. Vehicle types include sedans, trucks, 4X4s, vans, buses, police motorcycles, and various fire and rescue apparatus.
Facility Design and Development

The EVOC Building provides classrooms for training, a Driving Simulator room, Administrative Office, Restrooms, Instructor and Student Break Area, and Staff Conference Space.

An Example – The San Bernardino Sheriff’s EVOC Facility

In Summary . . .

The need is critical and imminent to public safety agencies and their personnel....

SANDAG assistance is vital to a unified solution

This project is proudly supported by:

- San Diego County Police Chiefs and Sheriffs Association
- California Commission on Peace Officer Standards and Training (POST)
- San Diego Community College District
- San Diego Police Department
- San Diego Fire Rescue Department
- San Diego County Sheriff’s Department
- MCAS Miramar Fire Department
- MCAS Miramar Provost Marshal’s Office

Questions and Answers
SUMMARY OF NEEDS

• Exceeding Capacity Now!

• Mandated Training

• Defensive Tactics / Firearms Limitations

• EVOC – Palomar / Southwestern

• Hiring Projections

Questions??

Thank you for your time!
Status of Fire and EMS Training in San Diego County

Mission Of San Diego County Training Officers

- Promote uniformity of thinking and action relative to fire training and education
- Provide a medium for exchange of information and ideas among Fire Training Officers
Objectives of SDCTOA

- Present programs on current topics/issues facing the fire service.
- Encourage the exchange of ideas and concepts in areas concerning training, education and safety.
- Coordinate fire training and education throughout San Diego County.
- Assist with improving the fire service education delivery system.
- Plan and develop annual county wildland, high rise, mass casualty and WMD drills each year.
- Assist State Fire Training with curriculum development.

65 Fire Departments in San Diego County

“Municipal agencies organized into Geographic Operational Zones”

- Zone 1 and 2 have combined as “North Zone”
- Zone 3 is the City of San Diego
- Zone 4 (Heartland) and Zone 5 (South Bay) have combined into “Heartland Zone”
- Zone 6-9 is Rural Fire District

Each Operational Zone has strong Mutual and Automatic Aid Agreements and often a shared dispatch system.
Cooperative Training Programs

- Heartland established in 1974- San Miguel, Santee, El Cajon, La Mesa, Alpine, Lakeside
- South Bay- Chula Vista, Imperial Beach, National City, Bonita, Coronado
- North County established in 2002- Encinitas, Oceanside, Vista, San Marcos, Escondido, Del Mar, Solana Beach, Carlsbad

San Diego County Fire Service Training is “Zone Based”

- Training is approached in the same manner as Operations
- Local Departments work with neighboring departments
- By Zone
- By Region
- Following State curriculum and have a base set of common training standards
- Set priorities and agency specific methods
Community College Fire and EMS Training and Academies

In San Diego County

Fire/EMS Programs

- **Semester Courses**-
  - Entry level courses for prospective Fire/EMS candidates
  - EMT/Paramedic

- **In-Service Courses**-
  - Instructional Services Agreements
    - Provides college credits and revenue sharing to agencies for refresher training performed at stations
In the 1970’s Fire Academies were largely “department based”

The 1980’s saw a move toward combined, zone based academies. Some community colleges started “regional” academies

The 1990’s saw a trend back toward department based academies primarily because different agencies had different needs, like Paramedics
  – It was seen as more cost effective
Fire Academies since 2000

- Have seen a resurgence of the Zone based Academy because:
  - Most agencies hire primarily Paramedics
  - More cost effective when hiring larger numbers
  - It enhances a working relationship between agencies
  - Firefighter 1 Requirements
  - Continually expanding responsibilities of Fire Department mandates including:
    - Haz Mat, WMD, EMS, Confined Space, Swiftwater, Heavy and Trench Rescue

Fire Academy/ College Partnerships

- North Zone currently works with Palomar College
- Heartland and San Diego currently work with Miramar
- South Bay agencies work with Southwestern College
San Diego County Fire Departments with Training Facilities (Towers)

- Pala
- Escondido
- San Marcos
- Rancho Santa Fe
- National City
- Chula Vista
- Poway
- Heartland
- Oceanside

Future Training Facilities

- San Miguel Fire Dist. Spring Valley, CA
- Lakeside Fire District Lakeside, CA
Current Funding Sources

- Local Fire Department Budgets
- Joint Powers Authorities
- Revenue Sharing (Full Time Equivalency Student)
- California Fire Fighter Joint Apprenticeship Committee
- Grants

Regional Public Safety Training Institute (NTC)

- Naval Recruit Training Center
- Closed in 1994 during the Federal Base Realignment and Closures (BRAC)
- Granted to the City of San Diego for the explicit use of training and education
- Joint Powers Agreement (JPA) informally established in 1996 between the City of San Diego, County of San Diego and San Diego Community College District
Current uses for NTC

- Fire Technology Training Site for Miramar College
- Fire Department Classroom
- Recruit Fire Academy Training
- EMS Education (EMT and Paramedic)
- Driver Training Program
- Hazardous Materials
- Career Development Classes
- FEMA classes
- Confined Space/Trench Rescue
- National Fire Academy Classes
- Outreach/Community Education

Vision for RPSTI

- Centralized Training Facility
- Fire, Police and Sheriff Training and Education Site for Miramar College
- Public Safety Agencies Basic Academies
- In-Service and Continuing Education Site
Training Facilities
Located Outside of San Diego County

Orange County Fire Authority
Regional Training Facility

- "Accredited"
- Located in Irvine, CA
- Project Cost: $59,228,584.00
- 20.3 Acres
- 248,000 Square Feet
- Opened in May 2004
- 250 Employees
- Designed to 2050 needs
Ben Clark Public Safety Training Center

- "Accredited"
- Located in Riverside
- Designed for Fire and Law
- ICS, Fire Officer, Chief Officer, Truck Company and Driver Operator Classes

For More Information Please Contact

August F. Ghio
Fire Chief
San Miguel Fire District
(619) 670-0500
aghio@smgfire.org
Emergency Management, Training and Outreach

*through*

Emerging Television & Web Partnerships

*An Exploratory Piece*

**Proposed Model:** Building an Emergency, Training, Special Event and Outreach Regional Communications Network....without physical construction

**The Opportunity:** Partners have come forward to share existing infrastructure capacities that can be cumulatively used to establish a Regional Public Safety Network supporting Emergency Management, Special Events, Outreach and Training
Overview Of Technologies

The innovative use of multi-media tools can be a force multiplier in this age of new technology and fiscal restraint.

- Digital Broadcasting
- Wireless Cable
- Internet Broadcasting
- Computer Based Training
- Private/Public Cable Franchises
Panel Introductions - Infrastructure

Leon Messenie, KPBS
Director, Engineering & IT

DIGITAL Broadcasting of:
- Emergency Information
- Public Service Messages
- Realtime Training
- Special Event Coverage
- Content Creation
- Software/Documentation Distribution
- SDSU Visualization Laboratory

Panel Introductions – Infrastructure

Chris Brawner, County Office of Education
Sr. Director, Networks and Video Services
General Manager – ITV Cable 16

Wireless Cable Broadcasting Of:
- Emergency Information
- Public Service Messages
- Real Time Training
- Special Event Coverage
- Content Creation
- Public School Access
Panel Introductions – End User
Wenda Alvarez, President/CEO
San Diego Police Foundation

Public Education Campaigns
Internet Crimes Against Children (ICAC)
- Parents: Information Resources
- Law Enforcement: Training
- Children: Resources
- Teachers, other caregivers
- IT Technicians: Training, Information

Panel Introductions – End User
Carolyn Wormser, Director
Special Events

Special Event Support
During special events communications links are already in place to provide live feeds for the planning, coordination, coverage of major special events (e.g. US Open BioTech, IACP, RNC, etc)

- Event Traffic Management
- Event Announcements
- Event Coverage
- Event Support Staff Coordination
Panel Introductions – End User
Captain Robert Kananski, SDPD
Regional Public Safety Academy

- Computer Based Training
  Academy, Home and Other Remote Based Applications
- Post Training on Demand
  Law Enforcement Only
- Instructional TV
  Classroom Broadcasting
- Emerging Internet Tools
  Pod Casting, Webinars & Chat rooms

Closing Recommendation

Identify staff and resources for potential partners to coordinate with and to evaluate the concept of building a Regional Public Safety Broadcast Network support organization.
California Public Records Act
and Law Enforcement

ARJIS
Public Safety Committee
January 18, 2008

Public Records Act -
Gov. Code §§ 6250 - 6276

• One of the “sunshine” laws
• Open Government
Government Code section 6253(a) *et seq.*

“Public records are open to inspection at all times during the office hours of the . . . local agency and every person has a right to inspect any public record, except as hereafter provided.”

Gov Code § 6254(f)

Three levels:

1. Exemption for investigative/security files
2. Exceptions to Exemption
   - Release certain info to certain requestors and certain info re arrestees/incidents
3. Exceptions to the exceptions
   - Don’t release analyses or if info endangers people or investigation
Gov Code § 6254(f)

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Level 1 - Exemption
Level 2 - Exceptions to exemption
Level 3 - Exceptions to exception

Government Code section 6254 (f):

“Nothing in this chapter shall be construed to require disclosure of records that are . . . Records of complaints to, or investigations conducted by, or records of intelligence information or security procedures of . . . any state or local police agency.”
Government Code section 6254 (f):

“...or any investigatory or security files compiled by any other state or local agency for correctional, law enforcement or licensing purposes”

The exemption remains valid even after the investigation is closed.

(Williams v. Superior Court, 5 Cal. 4th 337 (1993))
Gov Code § 6254(f)

Three levels:

1. Exemption for investigative/security files
2. Exceptions to Exemption
   - Release certain info to certain requestors and certain info re arrestees/ incidents
3. Exceptions to the exceptions
   - Don’t release analyses or if info endangers people or investigation

Level 1 - Exemption
Level 2 - Exceptions to exemption
Level 3 - Exceptions to exception

Section 6254(f) requires certain information to be disclosed to different people under different circumstances
Level 1 - Exemption
Level 2 - Exception A to exemption
Level 3 - Exceptions to exception

Information for victims, authorized representatives, and insurance carriers against whom a complaint has been made

1) Names and addresses of persons involved in or witnesses other than CI’s to the incident
2) Descriptions of property involved
3) Date, time, and location of incident
4) Diagrams
5) Statements of parties and statements of witnesses . . .

Level 1 - Exemption
Level 2 - Exceptions to exemption
Level 3 - Exceptions to exception A

“unless the disclosure would endanger the safety of a witness or other person involved in the investigation, or unless disclosure would endanger the successful completion of the investigation or a related investigation.” PLUS...
Level 1 - Exemption
Level 2 - Exceptions to exemption
Level 3 - Exceptions to exception A

“...Nothing in this division shall require the disclosure of that portion of those investigative files that reflect “the analysis or conclusions of the investigating officer.”

Level 1 - Exemption
Level 2 - Exceptions B and C to exemption
Level 3 - Exceptions to exception

Notwithstanding any other provisions of the law enforcement exemption, law enforcement agencies shall make public (B) certain arrest info and (C) calls for service info

(Gov Code § 6254(f)(1)-(2))
Level 2 – Exception B to exemption

Arrest Info:
1) Full name and occupation of individuals arrested by agency
2) Individual’s physical description (color of eyes and hair, sex, height, and weight)
3) Date of birth
4) Time and date of arrest
5) Time and date of booking
6) Location of arrest
7) Factual circumstances surrounding arrest
8) Amount of bail, time and manner or release or location where individual is being held
9) All charges individual is being held on, including outstanding warrants from other jurisdictions and parole or probation holds

Level 2 – Exception C to exemption

Calls for Service Info:
1) Time, substance, and location of all complaints or requests for assistance received by the agency
2) Time and nature of response
3) Crimes alleged or committed or any other incident investigated
4) Time, date, and location of occurrence
5) Time and date of report
6) Name and age of victim (BUT . . . no release of juvenile info)
7) Factual circumstances surrounding the crime or incident
8) General description if any injuries, property, or weapons involved
Level 1 - Exemption
Level 2 - Exceptions to exemption
Level 3 - Exceptions to exceptions B, C

This information shall be made public “except to the extent that disclosure of a particular item of information would endanger the safety of a person involved in an investigation or would endanger the successful completion of the investigation or a related investigation.”

Level 1 - Exemption
Level 2 - Exceptions to exemption
Level 3 - Exceptions to exceptions C

Regarding calls for service info . . .

The name of a victim may be withheld for these “sensitive victim” crimes:
Penal Code section 220, 261, 261.5, 262, 264, 264.1, 273a, 273.5, 286, 288, 288a, 289, 422.6, 422.7, 422.75, or 646.9
Level 1 - Exemption
Level 2 - Exceptions to exemption

**Level 3 - Exceptions to exceptions C**

Penal Code section 841.5 prohibits law enforcement agency from releasing to an arrested person or any person who may be a criminal defendant the address or telephone number of any person who is a victim or a witness in the offense

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Level 1 - Exemption

**Level 2 - Exception D to exemption**

**Level 3 - Exceptions to exception**

“Subject to Pen Code § 841.5, disclosure of current address of arrestees and victims where requestor declares under penalty of perjury the request is for journalistic, political, governmental or private investigation purpose.” (This subparagraph has questionable court history.)

Gov Code § 6254(f)(3)
Recap - Gov Code § 6254(f)

Three levels:

1. **Exemption for investigative/security files**
2. Exceptions to Exemption
   - Release certain info to certain requestors and certain info re arrestees/incidents
3. Exceptions to the exceptions
   - Don’t release analyses or if info endangers people or investigation

So, the investigative file is exempt, but certain information MUST be released unless it would jeopardize people or the investigation. Ask yourself:

1) Who is asking for information: a victim, representative, or insurance carrier (exception A), general public (exceptions B, C) or other (exception D?)

2) Is the case a sensitive victim case or a case involving juvenile witnesses, victims, or suspects?
Is there a need to maintain confidentiality of the information because “disclosure would endanger the safety of a witness or other person involved in the investigation, or unless disclosure would endanger the successful completion of the investigation or a related investigation?”

What information is being requested?

Arrest information, calls for service, or other???
PROCEDURE

Response within 10 days, can extend up to 14 additional days

If request is for voluminous number of separate and distinct records or need to compile or extract data, agency shall state the estimated date and time when the records will be made available. Gov’t Code sec. 6253(c)

Response may claim exemptions with legal justification, but agency must justify non-disclosure

Requesting party may file a lawsuit to compel disclosure

Judge may request production of documents for in camera (in chambers) review
Recommendation:

Approve these guidelines for distribution to local law enforcement agencies and use by ARJIS and the Criminal Justice Research Division in fulfilling requests.
ARJIS Enterprise Project

Project Status Review

January 18, 2008

ARJIS Enterprise Project Status Review

Agenda

- Project Status
- Accomplishments
  - ARJIS Enterprise Core Working Group (CWG)
  - Completed Deliverables
  - Issued RFIs
- Current Activities
  - ARJIS Technology Team
  - RFP Development
Project Status
ARJIS Enterprise Effort

- Budget
  » Project is slightly under budget

- Schedule
  » Slightly behind schedule on first/second RFP's but ahead of schedule on third RFP
  » The overall schedule was lengthened to allow greater participation and involvement

- Updates
  » Project Website for communication
  » Periodic updates to PSC and other stakeholder committees

Accomplishments
ARJIS Enterprise CWG

- Composition
  » Consists of ARJIS user agency representatives
  » Includes various roles.

- Participation
  » Many stakeholders, including the CWG, contributed to the content of the project documents
  » The CWG confirmed ARJIS Enterprise needs
  » The CWG also reviewed all deliverables
Accomplishments
Completed Deliverables

- ARJIS Enterprise Needs Assessment
  - Reviewed previous needs assessments from the last 10 years
  - Identified key needs
  - Identified strategic issues
- ARJIS Business Case
  - Included a number of ARJIS success stories
  - Determined $14 million in tangible benefits (213 FTEs)
  - Further, addressed the intangible benefits not included in that total

Accomplishments
Issued RFIs

- Three RFIs
  - **Portal** – The face of the Enterprise ARJIS
  - **Middleware** – The brains behind Enterprise ARJIS
  - **Identity Access Management (IAM)** – The security arm of Enterprise ARJIS
- Distribution
  - Distributed RFIs to four major procurement listing services
- Six formal responses
  - Commodity market for these products – companies tend to invest response effort in RFPs
Current Activities

ARJIS Technology Team

- The team includes all ARJIS technology resources
- The team focuses on technology issues
- Several key ARJIS issues and concerns were identified

Current Activities

RFP Development

- Developing three RFPs
  » Portal
  » Middleware
  » IAM (Identity Access Management)
- Working with SANDAG procurement staff
Questions & Answers

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Law Enforcement and Fire/EMS Training: Next Steps

Background

- PSC-initiated regional public safety needs assessment completed in 2005
- Consensus regarding training needs and improvements one of four identified priorities
- Three workshops held in 2007 provided related to issues, goals, and needs
Workshop 1: Law Enforcement

- One regional academy at Miramar College meets Peace Officer Standards and Training (POST) requirements
- Initial and on-going
- Training at the Naval Training Center (NTC)

Workshop 2: Fire/EMS

- Training to staff of 65 fire agencies organized into operational zones
- Follow State curriculum and standards
- Training mandates continuing to expand with increased responsibilities
Workshop 3: Technology

- Establishment of a regional public safety network
- Digital and wireless cable broadcasting
- Public education campaigns
- Special event support

Summary

- Greatest immediate need is for Emergency Vehicle Operations Center (EVOC)
  - Critical for local training requirements
  - Reduce liability issues related to local jurisdictions
  - Improve public safety
Next Steps and Possible Roles

- Determine military’s perspective on locating course at U.S.M.C. Miramar
- Identify other possible locations if military response is negative
- Ascertain how PSC can best facilitate efforts of other groups

EVOC Considerations

- Finding location is in best interest of all jurisdictions
- Timing is of the essence
- Location options:
  - Permanent
  - Temporary
- Joint use capabilities
EVOC Considerations Cont.

- Acreage requirements:
  - 25 – 30 acres optimum
  - 4 – 5 acres minimum short-term
- Central location preferred

Long-Term Issues

- New regional Public Safety Training academy to replace Miramar College
- NTC options
- Regional public safety broadcast network
- Firearms range
Law Enforcement and Fire/EMS Training: Next Steps