

**North Carolina
Criminal Justice Information Network
Governing Board**

Draft Planning Report

September 2017

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EXECUTIVE SUMMARY

The Criminal Justice Information Network (CJIN) Governing Board has historically solicited input from numerous personnel regarding ongoing and potential criminal justice initiatives for the Board to investigate each year; these sources included involvement from the General Assembly, Executive Branch, Judicial, law enforcement (Federal, State, and Local), various associations and organizations, CJIN advisory members, the Friends of

CJIN, etc. This process has traditionally been an informal process; however, this year we are formalizing the planning activity prior to our four formal meetings and the various workshops which will be scheduled. Our expectation is to gather more information on the technical challenges facing the criminal justice community and provide the Board with projects or programs that are suitable for pilots and/or enterprise solutions that are compatible with on-going projects. These identified initiatives may result in recommendations that will be contained in the CJIN Annual Report to the General Assembly on April 1, 2018. A secondary purpose of this report is to provide our new Board and Advisory Members with an introduction to the activities of the CJIN Board.

This Planning Report is a draft document and feedback from all parties is encouraged. The Report is segmented into existing and potential initiatives. The existing initiatives should be very familiar to everyone associated with CJIN; for this reason, only a brief background along with an update is provided within the document; additionally, outstanding action items or future enhancements have been identified. The potential initiative section is comprised of projects or programs that have either not been previously addressed by the CJIN Board or were discussed in previously years and deemed not a sense of urgency.

The following initiatives are addressed in this draft report (both existing and future): Body Worn Cameras, Video Storage and Management, Video Impact on other Criminal Justice Systems, NCIS Law Enforcement Information Exchange (LInX) System, LInX Advanced Applications from other LInX Regions, Charlotte Regional Information Sharing System (CRISS), Criminal Justice Law Enforcement Automated Data Services (CJLEADS), CJLEADS Federal Data, NCIS-LInX to NC Adult Corrections, NC State Crime Laboratory Automation, Administrative Office of the Courts – Automation Plan & Enhancing Existing Applications, FBI National Data Exchange (N-DEx), NC National Guard Counterdrug Program, Automation of NC City and County Protective Orders, eCourts Civil Domestic Violence System (ECCDV), GPS Tracking for Probationers and Sex Offenders, Utilizing Therapy Dogs, FirstNet, Pre-Trial Diversion Program, Identity Automation – NC Educational Cloud, Digital Evidence, State Bureau of Investigation – Enhanced Finger Printing System, NC Data Exchange (NC-DEx), Multi-Factor Authentication & Identity Management, Comprehensive Approach to Secondhand Merchandise, Property Interface to LInX, Division of Motor Vehicles Interface to LInX, Pre-Trial Release Program, Inmate Medical, National Crime Statistics Exchange (Bureau of Justice Statistics), etc.

All the aforementioned initiatives are outlined in the report with each initiative containing opportunities and a section providing some background and status information.

BODY WORN CAMERAS

Opportunity: The CJIN Board will continue to provide a forum for the exchange of information for all issues regarding body worn cameras. This includes, but is not limited to, input into future legislation, agency policies, technology challenges, integration with other sources of video, law enforcement interaction with the SBI' Crime Lab and District Attorney's Offices, etc.

Background/Status: Body worn cameras are of extreme interest for Law Enforcement Agencies, Officers and the public. The CJIN Board has been exploring this topic for some time and had gathered an abundance of information from various sources that will shed some light on the status of Body Worn Camera; NC Agencies (pilots, implementation, policies, etc.), Statutes and Ordinances (NC & Agencies across the Country), Presentations and Workshops (Numerous Agencies), etc.

With so much attention being focused on these devices across the United States, it begs the question of what the Body Worn Camera Policy is for difference Agencies across the US. If you are a Law Enforcement Agency that might be trying to develop their own policy for body worn cameras, the CJIN website site will offer you a wide variety of policies for agencies of all sizes across the United States.



The CJIN Board conducted workshops and received presentations from numerous law enforcement personnel across North Carolina. Several State Representatives of the Justice and Public Safety Subcommittee were in attendance and participated in the discussions. Those NC Representatives realized the concerns were far reaching, and therefore, appointed an Ad Hoc Committee within the Justice and Public Safety Subcommittee to study the issue of Body Worn Camera and thanked the CJIN Board for

bringing this to their attention and for facilitating workshops and presentations to address the Law Enforcement Communities' concerns. Out of those workshops the Justice and Public Safety Subcommittee drafted a bill for Body Worn Video for the State of NC, that Bill was signed into law by Governor Pat McCrory on July 11, 2016.

State Representatives Allen McNeil and Pat Hurley provided the CJIN Board with a presentation on the Law Enforcement Recordings/Not Public Record H972 – Session Law 2016-88. The following is an overview of that briefing to the Board:

Recording Overview: H972 does the following with respect to recordings made by law enforcement agencies:

- Provides that they are not public records
- Establishes whether, to whom, and what portions of a recording may be disclosed or a copy released
- Establishes the procedure for contesting a refusal to disclose a recording or to obtain a copy of a recording
- Directs State or local law enforcement agencies to provide, upon request, access to a method to view and analyze recordings to the State Bureau of Investigation (SBI) and the North Carolina State Crime Laboratory (State Crime Lab)

Recordings made by Law Enforcement: Creates a new G.S. 132-1.4A to govern the disclosure and release of video and audio recordings made by law enforcement agencies through the use of body-worn cameras, dashboard cameras, or any other video or audio recording device operated by or on behalf of a law enforcement agency when carrying out law enforcement responsibilities. The provisions do not govern video or audio recordings of interviews regarding agency internal investigations or interviews or interrogations of suspects or witnesses. The recordings are not public records or personnel records.

Disclosures: Allowing a person to view or listen to a recording may be provided by the custodial law enforcement agency upon:

- Written request to the head of the law enforcement agency.
- States the date and approximate time of the activity captured in the recording or otherwise identifying the activity with reasonable particularity sufficient to identify the recording to which the request refers.
- Only those portions of the recording that are relevant to the person's request may be disclosed.

Law enforcement agencies may disclose a recording only to the following persons:

- A person whose image or voice is in the recording.
- A personal representative of an adult person whose image or voice is in the recording, if the adult person has consented to the disclosure.
- A personal representative of a minor or an adult person under lawful guardianship whose image or voice is in the recording.
- A personal representative of a deceased person whose image or voice is in the recording.

- A personal representative of an adult person who is incapacitated and unable to provide consent to disclosure.

The custodial law enforcement agency may consider any of the following factors in determining if a record is disclosed:

- If the person requesting disclosure of the recording is a person authorized to receive disclosure pursuant to subsection (c) of this section.
- If the recording
- Contains information that is otherwise confidential or exempt from disclosure or release under State or federal law.
- If disclosure would reveal information regarding a person that is of a highly sensitive personal nature.
- If disclosure may harm the reputation or jeopardize the safety of a person.
- If disclosure would create a serious threat to the fair, impartial, and orderly administration of justice.
- If confidentiality is necessary to protect either an active or inactive internal or criminal investigation or potential internal or criminal investigation.

A person requesting disclosure may appeal the denial of disclosure, or the agency's failure to provide disclosure more than three business days after the request, to the superior court in any county where any portion of the recording was made.

- The court's standard of review is abuse of discretion.
- The court may conduct an in camera review of the recording.
- Notice of any proceeding shall be given to the head of the custodial law enforcement agency, any law enforcement officer whose image or voice is in the recording and the head of their employing agency, and the District Attorney.

Release:

- Providing a copy of a recording
- Recordings may only be released pursuant to court order.

Expedited release for certain persons

- A person authorized to receive disclosure may petition for release on a form provided by the Administrative Office of the Courts (AOC) with no fee required.
- These petitions shall be set down for hearing as soon as practicable.
- If the court determines that the person is entitled to disclosure, the court shall then consider whether to release a recording under the same provisions as for general requests for release.

General requests for release

- Any person may file an action in the superior court in any county where any portion of the recording was made for an order releasing the recording.
- In determining whether to release a recording, the court shall consider the following standards:
- Release is necessary to advance a compelling public interest.

- The recording contains information that is otherwise confidential or exempt from disclosure or release under State or federal law.
- The person requesting release is seeking to obtain evidence to determine legal issues in a current or potential court proceeding.
- Release would reveal information regarding a person that is of a highly sensitive personal nature.
- Release may harm the reputation or jeopardize the safety of a person.
- Release would create a serious threat to the fair, impartial, and orderly administration of justice.
- Confidentiality is necessary to protect either an active or inactive internal or criminal investigation or potential internal or criminal investigation.
- There is good cause shown to release all portions of a recording.
- The court may conduct an in camera review of the recording.
- The court may place any conditions or restrictions on the release of the recording that the court deems appropriate.
- Notice of any proceeding shall be given to the head of the custodial law enforcement agency, any law enforcement officer whose image or voice is in the recording and the head of their employing agency, and the District Attorney.

Additional provisions

- A custodial law enforcement agency shall disclose or release a recording to a district attorney:
 - For review of potential criminal charges.
 - In order to comply with discovery requirements in a criminal prosecution.
 - For use in criminal proceedings in district court.
 - Any other law enforcement purpose.
- A custodial law enforcement agency may disclose or release a recording for the following purposes:
 - For law enforcement training purposes.
 - Within the custodial law enforcement agency for any administrative, training, or law enforcement purpose.
 - To another law enforcement agency for law enforcement purposes.
 - Recordings shall be retained for the period of time required by the applicable records retention and disposition schedule developed by the Department of Natural and Cultural Resources Division of Archives and Records.
 - Any law enforcement agency that uses body-worn cameras or dashboard cameras shall adopt a policy applicable to the use of those cameras.
 - No civil liability shall arise from the good faith compliance with the provisions of this act.
 - A fee may be charged to copy the recording for release.
 - No attorney fees shall be awarded for any action pursuant to this section.
 - Any law enforcement agency that uses the services of the SBI or the State Crime Lab to analyze a recording must, at no cost, provide access to a method to view and analyze the recording upon request of the SBI or the State Crime Lab.

- Authorizes a public body to view a recording released pursuant to this act in closed session.
- These provisions became effective October 1, 2016, and apply to all requests made on or after that date for the disclosure or release of a recording.

The following agencies and personnel participated in the gathering and sharing of information on body worn cameras:

- Charlotte Mecklenburg Police Department – Director Crystal Cody and Major Steve Willis
- Greensboro Police Department - Lt. Justin Flint
- Hickory Police Department - Captain Jeff Young
- Wilmington Police Department - Deputy Chief Mitch Cunningham
- Durham Police Department - Deputy Chief Anthony Marsh,
- Wake County Sheriff’s Office – Director Chris Creech
- Raleigh Police Department - Sgt. John Maultsby
- Rocky Mount Police Department - Lt. Ryan Hepler
- Fayetteville Police Department – Criminal Investigator Kim Thomas
- Rockingham Sheriff’s Office – Evidence Technician Cameron Garner and Captain Jennifer Brame
- And numerous others

All of the aforementioned presentations, polices, statutes, ordinances, workshops, etc. are listed below and can be viewed by clicking on the line item:

- Body Worn Video Law for NC
- Justice and Public Safety Subcommittee Debate on BWC Part 1
- Justice and Public Safety Subcommittee Debate on BWC Part 2
- Article on DPS Secretary Frank Perry on the Body Worn Video for NC
- Article on NC Body Worn Video Bill will not be public information
- Article on McCrory signing into Law the Body Worn Video Bill
- Statutes and Ordinances (NC & Agencies across the Country)
- Body Worn Camera Statue State of New Jersey
- State of Virginia Criminal Justice Services Policy on BWC
- Abington Police Department
- Aquia Harbour Police Department
- Ashland Police Department
- Bedford Police Department
- Berryville Police Department
- Blackstone Police Department
- Brunswick Sheriff's Office
- Chesapeake Police Department
- Chincoteague Police Department
- Colonial Heights Police Department
- Danville Police Department
- Dinwiddie County Sheriff's Office

- Drakes Branch Police Department
- Farmville Police Department
- Ferrum College Police Department
- Frederick County Sheriff's Office
- Galax Police Department
- Gordonsville Police Department
- Greene County Sheriff's Office
- Halifax Police Department
- Hampton Police Department
- Haymarket Police Department
- Henrico County Sheriff's Department
- Hopewell County Sheriff's Department
- Hurt Police Department
- Isle of Wright County Sheriff's Office
- Kenbridge Police Department
- Lawrenceville Police Department
- Longwood University Police Department
- Lousia County Sheriff's Office
- Manassas Park City Police Department
- Martinsville Police Department
- Massanutten Police Department
- New Market Police Department
- Newport News Police Department
- Norfolk Police Department
- Orange Police Department
- Patrick County Sheriff's Office
- Pearisburg Police Department
- Radford Police Department
- Radford University Police Department
- Regent University Police Department
- Richlands Police Department
- Roanoke County Sheriff's Office
- Rocky Mount Police Department
- Salem Police Department
- Shenandoah County Sheriff's Office
- Smithfield Police Department
- Suffolk Police Department
- Tappahannock Police Department
- Tazewell County Sheriff's Office
- University of Virginia Police Department
- Virginia Commonwealth University Police Department
- Warrenton Police Department
- Waynesboro Police Department
- West Point Police Department

- Wintergreen Police Department
- Woodstock Police Department
- York-Poquoson County Sheriff's Office
- State of Colorado BWC Policies
- Airway Heights Police Department
- Bainbridge Island Police Department
- Bay Area Rapid Transit Policy
- Beaverton Police Department
- Bellingham Police Department
- Calistoga Police Department
- Denver Police Department
- Duluth Police Department
- Fort Collins Police Department
- Kentucky League of Cities Policies
- Las Vegas Police Department
- Liberty Lake Police Department
- Madison Wisconsin Police Department
- NC Conference of District's Attorney's BWC Policy
- Parker Colorado Police Department
- Phoenix Police Department
- Anaheim Police Department
- Poulsbo Police Department
- Pullman Police Department
- Washington DC Report Recommendations on BWCs
- Rialto Police Department
- San Jose Police Department BWC Policy Executive Summary
- San Jose Police Department BWC Policy
- Seattle Police Department
- Spokane Washington Police Department BWC Audit
- Spokane Washington Police Department BWC Draft Policy
- ACLU Model Policy for Body Worn Cameras
- ACLU Summary of Accountability
- ACLU Individual Liberties
- ACLU The Public's Right to Know
- ACLU Questions for BWC Policy Review
- ACLU Getting to Win Win Executive Summary
- ACLU Getting to Win Win, Use of Body Worn Cameras In Virginia Policing
- ACLU FOIA Letter
- Homeland Security Today Article
- Body Worn Cameras the Future is Here, from The Police Chief
- Bureau of Justice Assistance BWC Implementation Checklist
- College of Policing, Body Worn Video Guidelines
- Cops and Body Worn Cameras, Phoenix PD's Lessons Learned
- Implementing a Body Worn Camera Program, COPS Article

- Force Science Institute Report on Body Worn Cameras
- Guidelines for Body Worn Camera for Law Enforcement Agencies, Canada
- Body Worn Video, Technical Guidelines UK
- Surveillance Camera Code of Practice, UK
- Digital Imaging Guidelines UK
- Digital Imaging Procedure UK
- International Association of Chiefs of Police BWC Model Policy
- The Leadership Conference, BWC A Policy Scorecard
- Non-Police Guidelines for BWC by Reveal Media
- ACLU Body Mounted Cameras Article
- Guidelines for BWC for Police Use UK
- DOJ Office of Justice Programs, Police Office BWC
- The Leadership Conference on Civil and Human Rights, Press Release
- Primer on Law Enforcement Use of BWC by the DOJ Office of Justice Programs
- Security Industry Authority Vehicle Notes
- Subject to Debate, Newsletter Article
- Body Worn Video Steering Group Guide to Implementation UK
- UK Policy of CCTV
- Technology Talk, Cost of Ownership BWV, British Columbia

VIDEO STORAGE AND MANAGEMENT

Opportunity: The CJIN Board will continue to investigate methods to lower the cost of video storage while still providing the user agency with the tools to management the video.

Background/Status: The days of storing video on CDs or on an in-house server are numbered. The amount of storage required for Body Worn Cameras has started to exceed the limits of the agency's information technology storage capabilities.

The vendors selling body worn cameras also offer storage with management tools – the majority of these system solutions use cloud storage. The cost of storage is continuing to increase; the cost to medium to large agencies for unlimited storage can exceed \$1 million.

All the agencies in North Carolina that have implemented these systems are willing to assist the CJIN Board in evaluating other solutions. There is an abundance of information on the challenges of video storage and management: Police One, GCN - Government Computer News, Computer World, Vendor Sites for Law Enforcement Customers, etc.

VIDEO IMPACT ON OTHER CRIMINAL JUSTICE SYSTEM

Opportunity: There are various criminal justice systems in North Carolina that were designed and implemented prior to the wide use of video. We have an opportunity to identify these systems and support the funding to either enhance or replace the system. Board recommendations will be included in the 2018 Annual Report.

Background/Status: The Administrative Office of the Courts has identified a section of their automation plan as “digital evidence”. The abundance of video evidence is creating a potential challenge to numerous systems within the courts. One of these is the Discovery Automation System (DAS). DAS was developed prior to the increased use of smart phones and body worn cameras in law enforcement incidents. Digital evidence is not only collected by the responding officer but will be collected from dash cameras, stationary cameras, video feeds to 911 (future feature), video on smart phones, etc.

The CJIN Board intends to address this challenge in their first meeting. The impact of video is also closely coupled to the storage and management of video.

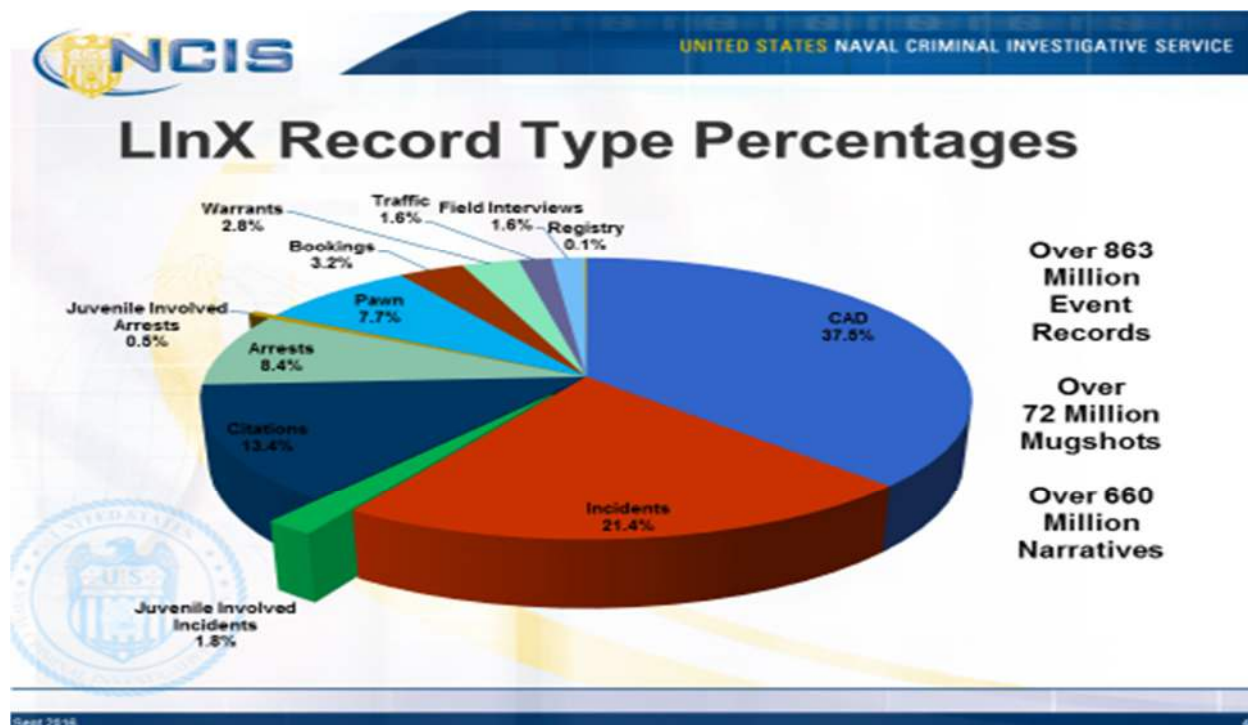
NCIS LAW ENFORCEMENT INFORMATION EXCHANGE (LINX) SYSTEM

Opportunity: The criminal justice community in North Carolina would significantly benefit from the information contained in the LInX System. It not only contains over 90% of incident data (contained in Record Management Systems (RMS) & Computer Aided Dispatch (CAD) Systems), it is linked to numerous regions outside NC – Federal, Military, Tribal, State, & Local agencies. It is expanding at a double digit rate, constantly being enhanced by other regions (enhancements are available to NC), the NC agency executives have complete control over the system (every participating agency has one vote on the NC LInX Governance Board), all agency data is owned and controlled by the agency, and best of all, there is no operating cost to NC agencies.

Background/Status: The LInX System is comprised of 13 regions in the United States, a federal region, and is interfaced to the following systems:

- The Military's Defense Data Exchange (D-DEx)
- FBI's National Data Exchange (N-DEx)
- Custom and Border Protection Data Base (TECS – not an acronym)
- Homeland Security 's Enforcement Integrated Database (EID)
- State and Local RMS & CAD Systems

The NCIS Law Enforcement Information Exchange (LInX) System is comprised of Military, Federal, State, and Local incident data – every contact with law enforcement is contained in the system or is available from other interconnected systems.



Types of Data in the LInX System:

- Incidents
- Field interviews
- Arrests
- Outstanding warrants
- Mugshots (statewide)
- Jail booking records
- Traffic crash reports
- Traffic citations data
- Traffic stop data
- Parking ticket data
- Sex Offender Registry
- VA Adult Criminal History
- Pawn/Property data
- Incident narratives
- Investigative narratives
- Supplemental reports

North Carolina and South Carolina form a region within the LInX System called the Carolinas. The following is a slide, presented by the LInX Carolinas Program Manager, Chief Frank Palombo, illustrating the participation of law enforcement in both states.

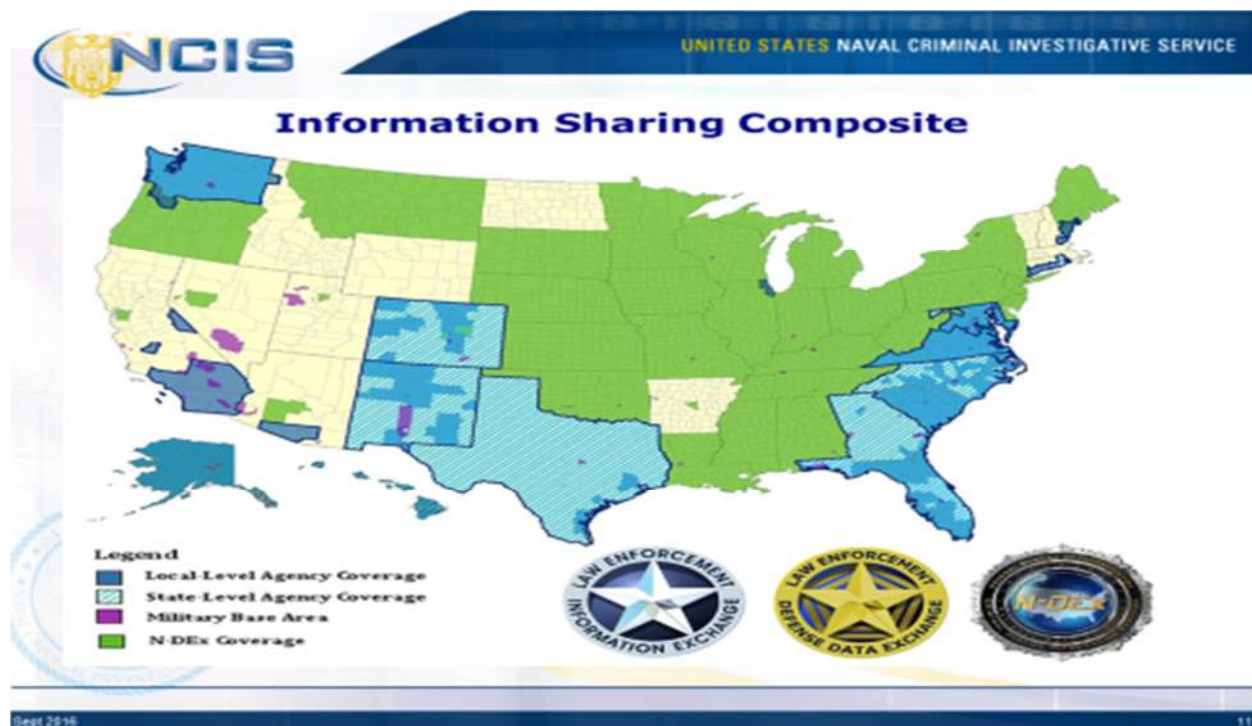


From May 2008 to-date, the total cost to NC taxpayers for LInX Carolinas, has been \$401,474. During that time, 100% of the LInX Carolinas annual operating and maintenance costs have been paid by the Naval Criminal Investigative Service (NCIS).

Funding is forecast to continue through 2018. Future funding beyond 2018 is likely. However, all funding projections are subject to future appropriations. LInX/D-DEx has been designated as a Homeland Security Priority by the Department of Defense.

During the past 22 months, LInX Carolinas has added approximately 166 agencies and now hosts 240 NC agencies serving approximately 84% of her population. The NC General Assembly's appropriation of \$288,474 for the expansion of LInX has contributed to the current increase by adding 46 agencies. The project is now complete with 2 agencies being substituted for 2 that chose not to participate at this time. The commitment of funds by the General Assembly has allowed LInX to grow to cover an additional 1,591,554 (15.94%) of NC's population and an additional 5,071 (18.87%) of sworn officers. This brings LInX NC population coverage to an astounding 8,663,223 (84%) and sworn officers with the ability to access LInX to 21,446 (79%). NCIS funded Task Order 31 and Task Order 33 adding 10 and 4 new agencies respectively to LInX. – project complete. LInX Carolinas users now have access to approximately 1,900 law enforcement agencies and the number of participating agencies is growing in Florida, Colorado, Georgia, etc.

We are currently working on the Charlotte-Mecklenburg Police Department COPS grant modification that made a substantial amount of money available to expand LInX participation, mostly in the western part of the state. The funds provide mapping for approximately 62 agencies with a population of nearly 852,000 or 8.66% and adds an additional 1,750 sworn officers or 6.5%. When this phase of expansion is complete LInX will cover approximately 92% of NC's population (9,175,240) and 86% of our sworn officers (22,964). This project is 85% complete. Our goal by the December, 2017 is to have 300 NC law enforcement agencies connected to the NCIS LInX System.



LINX CONNECTION TO NORTH CAROLINA ADULT CORRECTIONS

Opportunity: The LInX System contains criminal justice information throughout the United States. Correctional (prisons), probation, and patrol officers will have another source of critical information not contained in other systems. The LInX System provides a variety of methods for creating an alert on an individual. Monitoring parolees and finding absconders will be made more effective with the use of LInX, especially the ability to reach across state lines. The CJIN Board, that supports this interface, may want to continue to receive updates on this critical project and potentially support enhancements moving forward.

Background/Status: The NC Adult Corrections has enhanced an extract program of correctional data that was provided to the LInX contractor, Northrup Grumman.

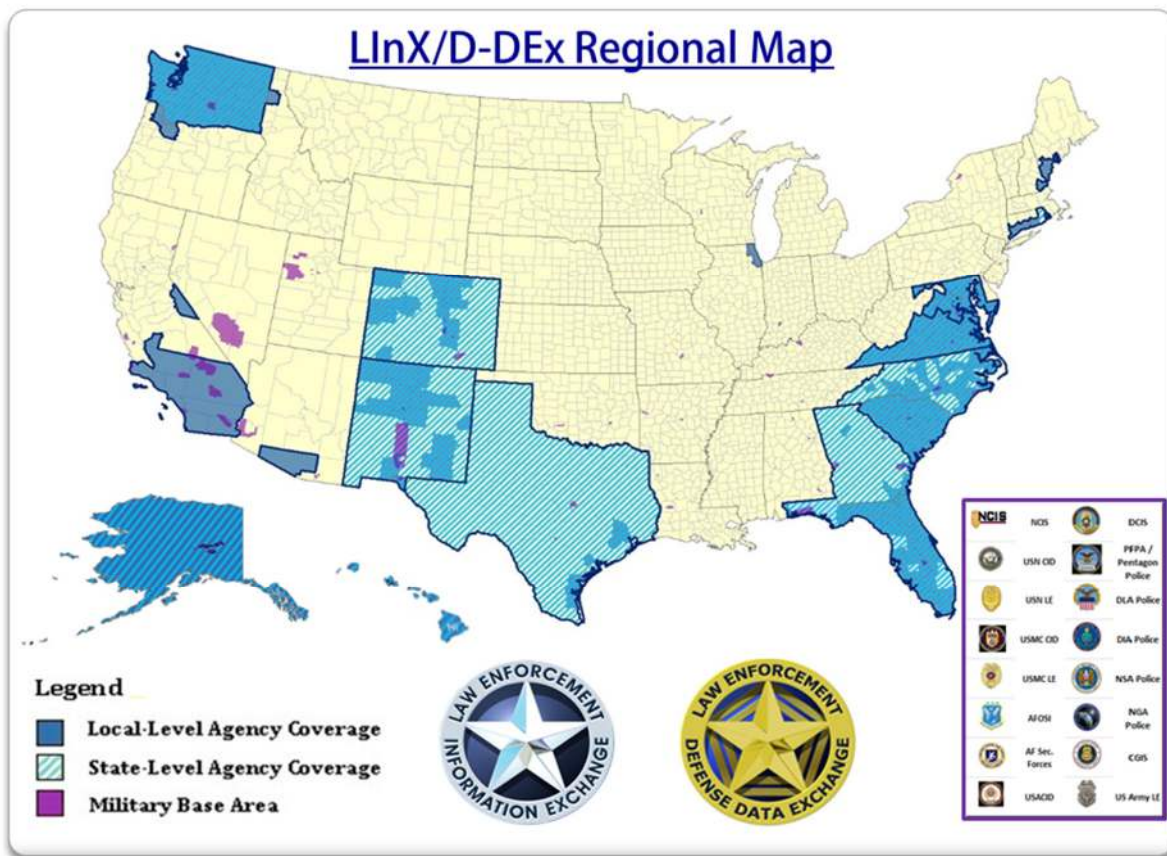


NCIS-LInX has signed an MOU with the Department of Public Safety to provide correctional data; this data is being integrated into the system with all the existing incident data. All LInX users in the Carolina Region will be able to access this information – for searches, alerts, etc. The correctional data is still owned and controlled by the NC Adult Corrections Division of the Department of Public Safety.

LINX ADVANCED APPLICATIONS FROM OTHER LINX REGIONS

Opportunity: LInX users do not pay any operating costs for using the system – no maintenance, licensing, upgrades, etc. The Navy owns the software and LInX falls into the category of national security; therefore, funding is not in jeopardy. The Carolinas users will be able to take advantage of any advanced applications being developed by other Regions.

Background/Status: Naval Criminal Investigative Service (NCIS), along with our federal, tribal, state, county and local law enforcement partners, launched the Law Enforcement Information Exchange (LInX) initiative in 2003. LInX is designed to enhance information sharing between participating law enforcement agencies in areas of strategic importance to the Department of the Navy. LInX provides member agencies with secure access to regional crime and incident data and the tools needed to process it, enabling investigators to search across jurisdictional boundaries to help prevent, stop and solve crimes and share that information. Ownership and control of the data always remains with the agency that provided it.



LInX is organized regionally, as depicted in the map above, with each region having its own Governance Board. Each member agency has one vote on the Governance Board

which is responsible for establishing its own LInX rules, policies and procedures. There are currently thirteen (13) geographical regions, one (1) federal region, and one (1) region consisting of the law enforcement agencies of the Department of Defense known as the Law Enforcement Defense Data Exchange (D-DEx). NCIS provides program management for both LInX as a whole and for the D-DEx region. LInX contains data from nearly 1300 law enforcement agencies who share more than 680 million incident reports, 530 million narrative reports, and 64 million mug shots. Additionally, LInX users can access thousands of data streams from a number of partner systems such as the Federal Bureau of Investigation's (FBI) National Data Exchange (N-DEx) and the Department of Homeland Security's TECS and ENFORCE.

LInX enjoys the support of agencies as large as the Los Angeles and Chicago Police Departments and as small as the 6 or 7 officer police departments located outside the gates of Navy facilities across the country. Law enforcement professionals with decades of experience describe LInX as the best investigative tool they have seen in their careers. It is a force multiplier that helps law enforcement personnel resolve all types of criminal cases.

All the aforementioned data was copied from the NCIS Website - Updated: March 2016.

LInX is comprised of the Regional Systems:

- Northwest (Washington, Oregon, Alaska, & Idaho)
- Southern California
- Rio Grande (Arizona & New Mexico)
- Hawaii
- Florida Regional
- Gulf Coast
- Southeast
- Carolinas (North & South Carolina)
- Rocky Mountain (Colorado & Utah)
- Midwest
- Northeast
- National Capital Region/Virginia
- Federal LInX

COPLINK to LInX: North Carolina users have benefited from initiatives being developed and implemented in other regions. One of these projects was the interface between COPLINK and LInX in the Northwest. The Homeland Security Department gave Washington and Alaska a grant to interconnect these two systems – provided the vendors (IBM/COPLINK & Northrup Grumman) with the funding to develop the link. A condition of the grant was to install the working link to other regions based on need. The City of Charlotte hosted the Democratic National Convention in 2012 – Charlotte-Mecklenburg Police Department was using COPLINK and numerous agencies were using LInX. North Carolina saved hundreds of thousands of dollars by utilizing the software developed by the LInX Northwest Region – minimal labor cost to install.

N-DEx to LInX: The LInX National Capital Region, in cooperation with the Federal Bureau of Investigation, developed the procedures and assisted with the vendor coordination (Raytheon & Northrup Grumman) to interface the NCIS-LInX System to the FBI's National Data Exchange (N-DEx). The Carolinas Region was able to take advantage of this interconnection and consume the data with an email request, no cost to any user.

Maryland's Regional Automated Property Information Database (RAPID): Maryland developed a statewide second-hand merchandise system and after fully operational, connected the system to LInX. Because of the interface to property records, all LInX users in every region have the ability to access records in Maryland and parts of Virginia and Delaware, at no cost to the LInX user.

Computer Based Training: The Charlotte-Mecklenburg Police Department developed computer based training for all their LInX users and users of the Charlotte Regional Information Sharing System. Once completed, the training package was made available to all regions in the LInX System.

There are various other initiatives underway in other regions and the CJIN Board will continue to communicate these potential enhancements. The Board is very dependent upon the Carolina's LInX Manager, Chief Frank Palombo, who provides the attendees at every meeting with an update of all the regional changes.

DIVISION OF MOTOR VEHICLES INTERFACE TO LINX

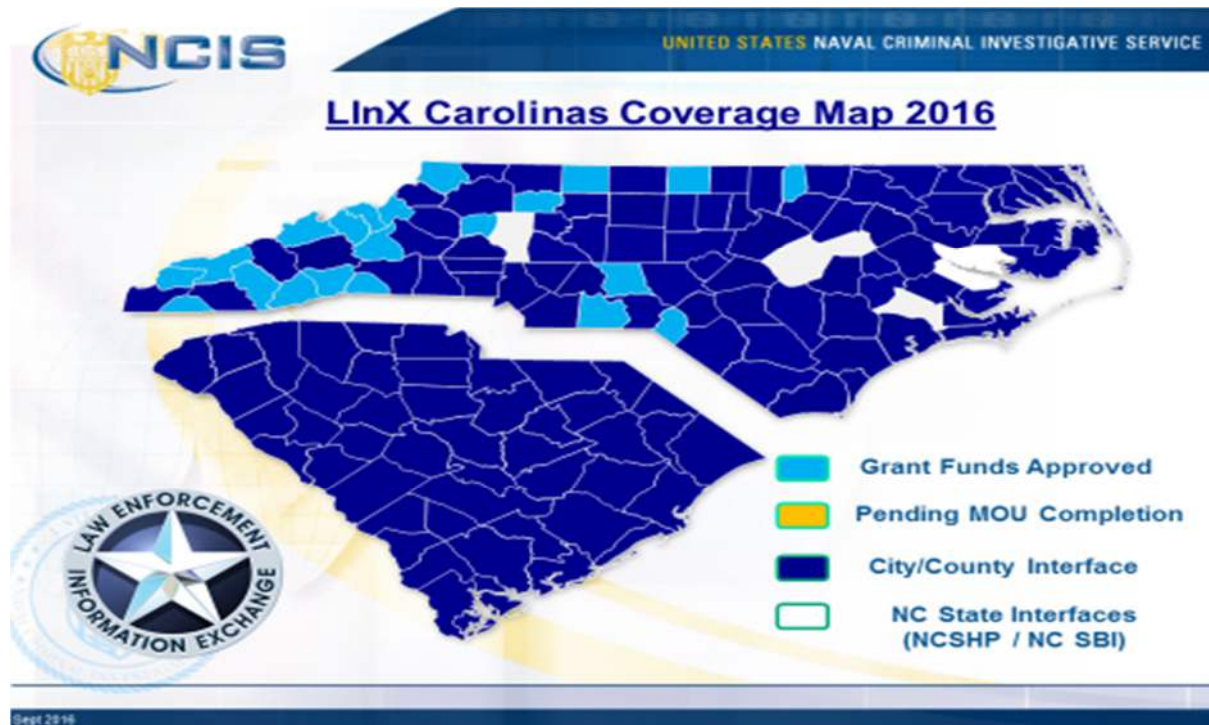
Opportunity: The LInX System contains information on all vehicle owners that have come in contact with law enforcement – accidents, citations, stolen vehicles, vehicles involved in crimes, etc. – vehicles from within the United States and on Military Installations around the world. Since DMV has already developed extracts for other systems, does the CJIN Board want to explore the possibility of using one of these extracts for LInX; very beneficial to investigations, it would connect a wanted person, person of interest, etc. to a vehicle.

Background/Status: The LInX System currently provides a feature to search on a license plate, complete tag number or partial. The System provides the user with all the incident information available regarding the vehicle.

CHARLOTTE REGIONAL INFORMATION SHARING SYSTEM (CRISS)

Opportunity: The Charlotte Regional Information Sharing System (CRISS) is being expanded by approximately 62 agencies. These agencies will expand the information available to NCIS-LInX Carolinas. The CJIN Board intends to assist this project with any resources required.

Background/Status: CJIN Board member and Charlotte-Mecklenburg PD, Director Crystal Cody, applied for and received a grant revision to increase the number of agencies participating in CRISS. This expansion is illustrated in the map below:



The grant funds will provide for mapping of approximately 62 agencies with a population of approximately 851,085 or 8.66% and add an additional 1,750 sworn officers or 6.5%. When this phase of expansion is complete LInX will cover approximately 91.95% of NC's population (9,175,240) and 85.46% of our sworn officers (22,964).

LInX Carolinas currently contributes 113.5 million event reports; 92.3 million narratives and 7.5 million mug shots to the LInX system, ranking us 3rd overall in police records contributed.

PROPERTY INTERFACE TO LINX

Opportunity: The LInX System currently contains a large amount of information pertaining to second-hand merchandise in North Carolina and other states. The CJIN Board has received numerous proposals and had presentations from several other states on systems that will provide data from pawn shops, recycling, scrap metal, companies that buy back used goods, etc. Should the CJIN Board readdress the potential to capture second-hand merchandise with an interface to LInX?

Background/Status: Law enforcement agencies that are using LInX have the ability to track stolen property within North Carolina and other states using the following:

- Fayetteville PD, Jacksonville, PD, Cumberland SO, using a download from Leads-On-Line and an upload to their OSI Records System
- In-house systems that are uploaded to their Records Systems
- State-wide systems like the Regional Automated Property Information Database (RAPID) in Maryland, Virginia, and Delaware using Business Watch International

The above systems are a sampling of the second-hand merchandise systems that are interconnected to LInX – property from these systems are uploaded generally on a daily



basis and are an integral part of any search or could be used in an alert. Having a property data base, either at the state, county, city level, is very beneficial; however, it is much more valuable to law enforcement to have the data in LInX. Given approval from the various governing boards,

the property information becomes available to all LInX users.

FBI NATIONAL DATA EXCHANGE (N-DEX)

Opportunity: The FBI's National Data Exchange (N-DEx) System is an incident based system that continues to be enhanced. The CJIN Board should continue to monitor the enhancements and continue to have the FBI provide updates to the Board. N-DEx is interconnected to the NCIS-LInX System; therefore, searching on LInX will provide results from N-DEx. For this reason, our LInX Carolinas Manager, Chief Frank Palombo, will also provide us with updates.

Background/Status: The N-DEx system provides criminal justice agencies with an online tool for sharing, searching, linking, and analyzing information across jurisdictional boundaries. A national repository of criminal justice records submitted by agencies from around the nation, N-DEx enables users to “connect the dots” between data on people, places, and things that may seem unrelated in order to link investigations and investigators.

Overview: The N-DEx system is an unclassified national information sharing system that enables criminal justice agencies to search, link, analyze, and share local, state, tribal, and federal records.

- No fee
- Available 24/7
- Easy web-based access
- N-DEx contains incident, arrest, and booking reports; pretrial investigations; supervised released reports; calls for service; photos; and field contact/identification records.



N-DEx system.

Why the N-DEx System? The N-DEx system complements other well-known FBI systems, such as the National Crime Information Center (NCIC), Interstate Identification Index (III), and Next Generation Identification (NGI) that provide critical information to the criminal justice community. The information that would not be contained in those systems, i.e., incident and case reports, full Department of Justice (DOJ) case files, and corrections data, is available in N-DEx. The N-DEx system fills information gaps and provides situational awareness.

The N-DEx Policy and Operating Manual supersedes all pre-existing policy documentation and is the sole source for policy matters for the

Benefits: The N-DEx system, a national database of criminal justice records, benefits professionals throughout the criminal justice community, including:

- Analysts
- Corrections investigators
- Detectives
- Patrol officers
- Pre-trial, parole, and probation officers
- Regional dispatchers

Analysts: Connecting the Dots - Analyst looking for patterns about IED with the N-DEx system, analysts have access to the criminal justice records of thousands of agencies across the nation to link investigative information and quickly obtain more detailed reports. Additionally, N-DEx provides visualization tools to graphically depict associations between people, places, things, and events either on a link-analysis chart or on a map. For ongoing investigations, the subscription and notification feature automatically notifies analysts if other users are searching for the same criteria or if a new record concerning their investigation is added to the system. N-DEx allows analysts to work with other analysts across the nation in a collaborative environment that instantly and securely shares pertinent information, including images, videos, charts, graphs, notes, and case reports, via any type or size of file.

Corrections Investigators: Improving Inmate Management - Corrections investigators can use the N-DEx system to enhance their knowledge and understanding of inmates. N-DEx helps discover links and associations among inmates and visitors and offers information about an inmate's visitor and mailing lists. By searching criminal justice agencies' records when conducting pre-release investigations, N-DEx can serve to help make informed decisions with regard to inmate classification and release planning.

Detectives: Linking Investigations - The N-DEx system provides detectives with immediate access to criminal justice records from thousands of agencies across the nation. Users can view incident reports, arrest reports, booking and incarceration reports, pre-trial investigations, and probation and parole records. The N-DEx collaboration tool, which allows users to invite authorized members from other agencies to view and share information in a safe and secure online environment, enables users to team up with other investigators to quickly and securely share pertinent information, including images, videos, charts, graphs, notes, case reports, etc. Visualization tools graphically depict associations between people, places, things, and events on link-analysis charts or maps. With the subscription and notification feature, detectives are notified if other users are searching for the same criteria or if a new record related to one of their investigations enters the system.

Patrol Officers: Preparing for Encounters - Approximately 1,200 law enforcement officers took part in the Police Unity Tour this year as a way to pay tribute to their fellow officers killed in the line of duty. N-DEx immediately provides a snapshot of an encountered person--criminal records, associations, identifiers, and photographs. A search of N-DEx returns results that include any and all related information found within the nationwide

system. The N-DEx Integrated Person Entity View gathers information from all of these records and presents it in an easy to read format, allowing the patrol officer to quickly view all related reports and narratives as a single document. A search of an address will alert the officer if past interactions with the criminal justice community have occurred.

Pre-trial, Probation, and Parole Officers: Enhancing Supervision Efforts: The N-DEx system gives pre-trial/probation/parole officers information on previously unknown relationships among their clients, allowing more effective client monitoring. It also allows officers to be quickly notified when a client has any form of contact with law enforcement, and to learn when law enforcement has an interest in their client. Through a subscription feature, N-DEx brings together officers whose cases somehow intersect. With N-DEx, officers realize the previously unavailable advantage of collaborating with thousands of participating agencies and their investigators, which serve as additional eyes and ears for the officer. N-DEx returns search results regarding all manner of a client's interaction with criminal justice agencies, not simply arrest reports.

Regional Dispatchers: Increasing Officer Safety: By using the N-DEx system, dispatchers can learn what other agencies know about the individuals their officers are about to encounter. When a patrol officer is on the way to an address, dispatchers can quickly search N-DEx to learn what other activity has happened at and/or near that address. An N-DEx search returns results that include any and all related information found within the nationwide system. And the N-DEx Integrated Person Entity View gathers information from all of these records and presents it in an easy to read manner, allowing dispatchers to quickly view all related reports and narratives as a single document, saving time and providing the responding officer with a clear and concise background prior to arriving on scene.

User Access: There are several methods available for authorized users to access the N-DEx system, including going through the Law Enforcement Enterprise Portal (LEEP) or through a direct portal interface from their agency's system. N-DEx partners with many organizations including Regional Information Sharing Systems (RISS), COPLINK, and the Law Enforcement Information Exchange (LInX) in order to provide flexible access options.

N-DEx is easily accessible via the FBI's Law Enforcement Enterprise Portal (LEEP). Anyone with an account on www.cjis.gov can request access to their state N-DEx "Sub-SIG" (Special Interest Group).

Agencies can access the N-DEx system using a method that works best for them.

Note: The majority of information regarding the FBI's N-DEx System was copied directly from the FBI's Website.

COMPREHENSIVE APPROACH TO SECONDHAND MERCHANDISE

Opportunity: The law enforcement community is a lot more effective at solving property crimes if they have access to systems that electronically store records of secondhand merchandise transactions. These systems are even more useful if they are connected to law enforcement systems, such as NCIS LInX. The CJIN Board will readdress the need to have an enterprise solution for secondhand merchandise provided the members, advisors, or legislators are receptive.

Background/Status: There are currently various sources that law enforcement uses to search for stolen property; In-House Systems, Leads On Line, NCIS LInX, Record Management Systems (RMS), etc. At least one RMS vendor, SunGard OSSI, has developed an interface to extract second-hand merchandise from Leads On Line and export the data into NCIS LInX (the data is limited to the jurisdiction of the law enforcement agency). Charlotte-Mecklenburg PD has developed an interface from their system to NCIS LInX.

There have been some lengthy discussions by the CJIN Board regarding the issues surrounding property information that has been identified in a criminal incident. The Board has addressed both enterprise and local solutions for data warehousing of property information; including potential changes to the State Statutes to include the majority of secondhand dealers, scrap metal, precious metals, etc. Some of these solutions include changes to city and county ordinances.

The CJIN Board was presented a state enterprise solution by the Maryland State Police; Maryland's Regional Automated Property Information Database (RAPID), Enterprise Solution, Brian Stephen Gill, First Sergeant, Adam Joseph Stachurski, Captain, and Scott Robert Lantz, Compliance Officer, Maryland State Police, Jack Gee, President, Business Watch International, Bob Moseley, LInX Project Coordinator, National Capital Region. RAPID is a nationally recognized enterprise solution that was implemented by Maryland and expanded to Virginia and Delaware.

RAPID is very beneficial to the law enforcement community because it is interconnected to the NCIS-LInX System; RAPID provides LInX with a daily extract of all property records from secondhand dealers in the three aforementioned states. This is a major step towards single single-on; Property Information Interface to LInX, Bob Moseley, LInX Coordinator, Montgomery County, Chief Frank Palombo, Program Manager, LInX Carolinas, NCIS, Mitch Cunningham, Deputy Chief, Wilmington PD

Working to Reduce Property Crime in Maryland, RAPID Statistics, 2013

- 1,471 arrests
- 2,300 cases closed
- \$5.1 million recovered in stolen property
- 791,000 records uploaded into RAPID
- 1.1million queries were conducted in RAPID
- 2.4 million total transactions took place in RAPID

- Motor Vehicle Administration
- Maryland Association of the Clerks of the Court
- The District Court of Maryland
- Governor’s Office of Crime Control & Prevention

On October 1, 2009 SB 597 took effect requiring pawnbrokers and secondhand precious metal dealers to electronically report daily transactions to law enforcement. In order to manage this information and make it accessible to all law enforcement around the state, the Regional Automated Property Information Database (RAPID) was created: a central repository for all transaction data of pawn, secondhand precious metal, and automotive dismantler transition records in the state. RAPID has quickly become a favorite crime fighting tool to reduce property crime, both in Maryland and its bordering states, and is currently used as an investigative tool in Maryland as well as the surrounding states.

- In State Users: 3,024
- Out of State Users: 1,249
- Arrests Since 2009: 3,924
- Queries Since 2009: 2,735,193
- Cases Closed Since 2009: 5,980
- Property Recovered Since 2009: \$18,281,655

The State invested substantial resources in 2009 to shepherd the success of the RAPID system. GOCCP awarded a 3 year grant of \$841,608 to the Maryland State Police to fund two positions (a Global Administrator and a Help Desk Technician), an enhanced server, and user licenses to add legislatively mandated dealers to RAPID. Grant funds enable MSP to coordinate, manage, and maintain the RAPID system. GOCCP awarded the Department of Labor, Licensing, and Regulation \$49,386 to fund a DLLR Investigator to work within the department’s Secondhand Precious Metal Objects and Pawnbrokers Program, in partnership with the RAPID Governance Board.

Updated May 2016

www.governor.maryland.gov

www.dpsecs.state.md.us

www.goccp.maryland.gov

Participating Agencies

- Law enforcement (local, state, federal, and out of state)
- Department of Labor, Licensing and Regulation
- Maryland Comptroller’s Office

The Board has been addressing local solutions from within North Carolina; changes to city and county ordinances, along with vendor solutions and in-house solutions. One of the best and most comprehensive solutions was implemented by Douglasville Police Department and presented to the Board by Detective Mac Abercrombie and Chief Chris Womack.

The CJIN Board meeting on January 28, 2009 was structured to receive input and generate discussion regarding the feasibility of developing and maintaining an automated statewide pawn transaction system. The Staff solicited input from various law enforcement agencies, their officers and deputies, information technology personnel, and pawn shop owners. The Board received presentations and comments from professionals that work within this field. The staff conducted a variety of workshops following the January meeting to gain the necessary information to assemble a report for the Legislative Oversight Committee, which was submitted on March 31, 2010.



Matt Hurley from the Cumberland County Sheriff's Office provided the Board with a live demonstration of the Pawn Transaction system. Matt showed how Leads-On-Line was a valuable asset to these agencies as it allowed for a variety of areas to be searched nationally and not just locally, this was important to the agencies represented as they are surrounded by military bases and the clientele are transitional. Matt also discussed the important of the vendor's interaction with NCIC.

Bob Moulton, National and NC Pawn Brokers Association, shared with the CJIN Board his background and experiences. Mr. Moulton explained to the Board what changes and recommendations he and other Pawn Shop Owners, including Dave Beck, also a member of the NC Pawn Association, felt should be made to the existing statues and their reasoning.

Mark Eisele, Wake County IT Department and Rich Bargfrede, Detective with Raleigh Police Department. Mark and Rich gave the Board an overview of the process that Wake County and the City of Raleigh use to obtain Pawn Transactions. They shared with the Board screen shots of their system as it is not available outside of their network. This was a system that was built in-house by Raleigh PD.

ADMINISTRATIVE OFFICE OF THE COURTS – AUTOMATION PLAN & ENHANCING EXISTING APPLICATIONS

Opportunity: The Administrative Office of the Courts (AOC) is in the process of completing an automation plan, along with enhancing some of their existing applications. The CJIN Board has always been an integral part of automating functions within the courts; the composition of the Board makes this possible. CJIN will continue to provide a forum for this automation program.

Background/Status: The AOC Chief Information Officer and Board Member, Jeff Marecic, provided the Board with the following recent presentation:

Court Technology Update

eCitation Rewrite

- Project Update
- In user acceptance testing phase
- Pilot with State Highway Patrol in October
- New features: improved data security, streamlined interface, updated street indicators, night vision, update roads list, short descriptions of offenses displayed.
- Current Utilization, 1.5 Million citations written per year – 86% using eCitation
- GHSP grant for the eCitation Printers
- GHSP grant for the eCitation to NCAWARE interface project

eCourts Civil Domestic Violence Filing System (ECCDV)

- Counties Implemented – Alamance, Guilford, and Wake
- Annual Usage (cases filed)
 - 2013 – 189 (Alamance)
 - 2014 - 443 (Alamance)
 - 2015 – 1,054 (Alamance and Wake)
 - 2016YTD – 2,291 (Alamance, Wake, Guilford)
- Next up - Davidson – expected go live October 31.
- Grant from OVW (Office for Violence Against Women – Dept. of Justice) for expansion of the ECCDV system to about 12 additional counties



New Applications - Criminal Court Information System-Public Defender (CCIS-PD)

- Indigent Defense Services
- Completed implementation in all 17 districts in June 2016
- Online Mediator re-certification payment system
- Dispute Resolution Commission
- 828 payments processed to date, totaling \$120,070.00

Online Services Expansion Compliance and Dismissals

- Expired registration, Inspection, driver's licenses, etc. Implemented Statewide in May 2016 > 1,800 applications with ~1,700 online dismissals
- Estimated Savings (Hours)
- Public: 4,923 hours
- Clerks: 109 hours
- District Attorneys: 82 hours

Court facilities (parking, security, long lines, etc.) Online Collections and Payments Went live across the state in May 2016

- 9,679 payments processed, totaling \$1,969,762 (22% of collections)
- 51% of transactions are performed using a mobile device
- Estimated Savings:
- Public: 21,320 hours
- Clerks: 710 hours

Court Technology Modernization

- Court Information Public Records Search - Criminal
- Replaces legacy green screen application in courthouses
- Complementary Civil Records Search project underway
- Enterprise Information Management System
- Repository for all digital files
- Foundational element for eCourts
- Procured system – implemented in development environment
- Configuring system for file ingestion and application integration

Court Technology Modernization Infrastructure

- Upgrades Server – Increase server capacity (NCJC and DR site, expected completion Oct 2016) Storage – SAN upgrade to 4 PB (NCJC and DR site, expected completion Nov 2016)
- Disaster Recovery and Data Replication (completed) Network – Datacenter, core, last mile circuit upgrades (expected completion 2Qtr 2017)
- Courtroom Wireless Access, 537 courtrooms, 106 locations
- Digital Recording Technology Refresh, 3 pilot counties

eCourts Strategic Plan

- Final vetting stages - NCCALJ Committees
- 8 months, 2,000+ surveyed, 200+ interviewed
- Nine Initiatives – 6+ year time horizon
- Establish Branch-wide IT Governance Process
- Baseline Metrics to Track Key Performance Indicators
- Reporting Tools to Track Goals and Operational Improvements
- Enterprise Information Management System
- eFiling
- Integrated Case Management System
- Financial Management System
- Increase Online Access to Court Services
- Judicial Workbench

The following is a sample of the interim reports developed by North Carolina Commission on the Administration of Law and Justice (NCCALJ). Additional reports and expanded reports are available at: <http://www.nccourts.org/>

Chief Justice Mark Martin convened the independent, multidisciplinary commission in September of 2015, and charged the members to evaluate the North Carolina judicial system and provide findings and recommendations for strengthening our courts within the existing administrative framework.

Sixty-five voting members and additional non-voting guests were asked to serve, drawn statewide from business, academia, the bar, the non-profit sector, the Legislature, and the Judicial Branch, to ensure a well-rounded evaluation of the judicial system. Each of the members serves on one of five NCCALJ committees studying the areas of civil justice, criminal investigation and adjudication, legal professionalism, public trust and confidence, and technology. Over the past 10 months, these committees have held forty meetings where members heard presentations from more than ninety different national and statewide experts, practitioners, and court officials, resulting in productive and focused dialogue.

The NCCALJ recognizes the vital importance of public participation in the process of court system improvement. The interim reports that follow are intended to inform the public of the relevant issues the committees are addressing and to invite input and feedback. Submit comments online at www.nccalj.org/interim-reports or sign up to speak in person at one of the four public hearings scheduled for August 2016. The dates, locations, and sign-up forms for those meetings are also at the commission's website.

In the fall of 2016, the NCCALJ's five committees will incorporate the public feedback into final recommendations to be presented to the Chief Justice, the Legislature, and the public in early 2017.

The NCCALJ thanks you for your feedback on how North Carolina courts can best meet institutional needs and 21st century public expectations. We look forward to hearing from you.

The North Carolina Commission on the Administration of Law and Justice is an independent, multidisciplinary advisory body convened by the Chief Justice of the Supreme Court of North Carolina to recommend improvements to the judicial system for the residents of North Carolina, which include individuals, organizations, businesses, and other entities. The judiciary is a co-equal and separate branch of state government, along with the executive and the legislature, and is responsible for exercising the judicial powers exclusively conferred upon it by the North Carolina Constitution. The Civil Justice Committee is a committee of this commission, charged with evaluating the civil justice system in North Carolina, identifying areas of concern, and making preliminary recommendations for reform. Civil justice is the process whereby North Carolina's courts resolve or assist in resolving disputes between individuals, private entities, and governmental bodies. The North Carolina civil justice system is comprised of residents, lawyers and officers of the court, magistrates, clerks of courts, District Courts, the Superior Courts, the North Carolina Court of Appeals, the Office of Administrative Hearings, the Industrial Commission, and the Supreme Court of North Carolina, as well as all the supporting staff, including the Administrative Office of the Courts. Although some courts also have jurisdiction over criminal matters, this committee's task is to examine only the civil justice system.

The committee has developed five guiding principles for our work. The committee believes that a modern civil justice system should be fair, accessible, transparent, efficient, and effective.

What do we mean by these principles?

- A system is fair when cases are decided based on the principles of law and justice and the facts and circumstances of the particular case, and are not biased by the wealth, political influence, or identity of the parties. Partisanship and prejudice have no place in a fair decision.
- A system is accessible when the courts and court-assisted processes are open and available to all persons who wish to participate, without barriers or costs, financial or otherwise, that are so high as to deter residents from using the courts.
- A system is transparent when participants understand how their case will be assigned, processed, and adjudicated, and when records of the proceedings are open and available to the public except when privacy or safety concerns require otherwise.
- A system is efficient when time and resources expended are proportionate to the needs of the case, and when litigation, lawyers, or courts do not generate unnecessary costs or delay.
- A system is effective when judicial officers have sufficient support, resources, and administrative structures to permit quality and timely decision-making and

processing of cases, and when the system generates data to evaluate performance as measured by relevant benchmarks.

These are the guiding principles the committee believes are essential to a modern civil justice system able to meet the needs of and provide justice to the residents of North Carolina. The committee has used these principles to determine the principal areas of focus for study and improvement, and to develop the recommendations outlined below. Going forward, these principles will inform the relevant benchmarks to assess progress toward ensuring all residents of North Carolina have confidence in the civil justice system. The committee held six public meetings at which various individuals spoke. Among those attending, speaking, or presenting at the meetings were members of the business community, sitting judges on the Business Court, the Superior and District Courts, court administrators, members of the Administrative Office of the Courts, court executives and judges from other jurisdictions, legal aid professionals, representatives from the North Carolina Bar, the North Carolina Conference of Clerks of the Superior Court, law students, legislative liaisons, and other members of the public.

After consulting with these stakeholders, experts, and researchers, the committee decided to focus on the following areas, recognizing that there may be other areas of concern raised by stakeholders or the public not identified here.

- Technology
- Case management and tracking
- Judicial assignment system
- Legal support staff
- Legal assistance and self-represented litigation
- Civil fines, fees, and penalties

Technology

North Carolina was once a leader in using technology in its civil justice system, but today lags behind other jurisdictions. The federal government's court system and states like Utah have adopted a uniform and comprehensive electronic filing and document management system. In comparison, electronic filing is available for only a fraction of the cases in North Carolina, primarily in the Court of Appeals, the Supreme Court, the Business Court, and certain pilot programs in four of North Carolina's one hundred counties. Electronic management of cases, from filing to dismissal, is not uniform throughout North Carolina. Despite security risks and substantial taxpayer expense in terms of storage and administration, paper filing and documentation remain the norm in most North Carolina courts. This paper system is also prone to inefficiencies and transcription errors when files are processed or converted to other formats, such as for database entry. Members of the legal aid community observed that the lack of uniform technology-enhanced filing in North Carolina makes representation of indigent clients burdensome both for the lawyers and for the litigants themselves. The committee also heard speculation that some potential litigants may not file claims at all because of perceived barriers to access, such as the need to visit a courthouse, read, understand, and complete a legal form, or other costs that could be mitigated with technology.

There was substantial agreement across different stakeholder groups that increased use of technology has the potential to substantially improve the civil justice system as a whole and for all its participants: businesses, individuals, lawyers, judges, and court staff.

Case Management and Tracking

The North Carolina civil justice system currently uses the dollar amount in dispute as a rough estimate for complexity. With some exceptions, whether a case ends up before a magistrate, a clerk, a District Court Judge or a Superior Court Judge (including the Business Court) depends largely on how much money is at issue. Once a case is before a certain judicial officer, the process of how the case is managed from filing to disposition depends on a patchwork of statewide rules, local rules, and specific practices of individual courts. Cases are managed by agreement of the parties, by court administrators, or by judicial assistants, rather than by a standard case management order. One court administrator referred to the case management system there as “management by event” or “management by the passage of time.” The lack of uniformity also contributes to the difficulty of gathering reliable data about the performance of the civil justice system across the entire state, as comparisons are often inaccurate or misleading. Without standard measures of evaluation, the performance of the state’s judicial system cannot be assessed.

Although some courts seem to process cases fairly efficiently, stakeholders generally expressed dissatisfaction with the lack of uniformity between judicial districts, and the resulting delays that enter into the system, especially at the Superior Court level. A recent High Point University Survey showed that a majority of North Carolina residents believe that the court system does not resolve cases in a timely manner. Best practices suggested by the National Center for State Courts, such as “right-sizing” court resources to the complexity of the case, may help resolve some of these issues.

Judicial Assignment System

North Carolina’s judicial assignment process is difficult to navigate, particularly for self-represented litigants and others who do not interact regularly with the court system. District Court Judges are assigned to dockets, on a certain date, typically by the Chief District Court Judge. Therefore, a person may not have the same judge from the beginning to the end of her case. Superior Court Judges rotate according to the North Carolina Constitution, which provides that “[t]he principle of rotating Superior Court Judges among the various districts of a division is a salutary one and shall be observed.” Currently, there are eight divisions and 50 districts across the state. Superior Court judges rotate through the districts in their respective divisions on a six-month cycle. As a result, in Superior Court, like in District Court, a single case can be heard by more than one judge. Though the rotation system is intended to help avoid favoritism that could result from having a permanent judge in one district, the system can also lead to inefficiency and judge-shopping. The exceptions to the rotation system are the special superior court judges, including those who make up the Business Court. Under Rule 2.1 of the North

Carolina General Rules of Practice, some cases that are not in the Business Court can be specially designated as “exceptional” by the Chief Justice, and receive a single judge for the duration of the litigation.

The Superior Court assignment system is implemented primarily through the North Carolina Administrative Office of Courts, working with the office of the Chief Justice. The District Court assignment system is typically administered by the Chief District Court Judge. The personnel in these courts work very hard to ensure that cases do not linger, that judicial personnel are staffed to cases as necessary, and that all participants adhere to the six-month rotation system when required and to the extent possible, while also emphasizing access and fairness. The assignment system is critically dependent upon the competence and integrity of just a few individuals and therefore is sensitive to any change in personnel. The committee heard mixed reviews from many stakeholders about the rotation system, with no clear consensus across different perspectives.

Legal Support Staff

Legal support staff includes legal assistants, clerks, and court administrators. These staff are responsible for processing cases, and, in the case of Clerks of Court, for adjudicating certain kinds of claims. At the trial level, only the North Carolina Business Court uses staff trained to assist the judges in investigating the law and helping the judge make legal rulings. Although they may confront complex evidentiary or constitutional issues, Superior Court judges and District Court judges have little to no such research support. This lack of legally trained support staff takes place in an environment where there are significant numbers of law graduates looking for full-time employment, suggesting a potential opportunity for matching supply with demand.

Legal Assistance and Self-Represented Litigation

For those who cannot afford representation, a number of legal aid organizations, as well as private lawyers, offer free legal counsel in North Carolina. In 2014, the North Carolina Equal Access to Justice Commission estimated that private attorneys supplied approximately 18,000 hours of legal services worth more than an estimated \$3.6 million on a pro-bono basis, that is, for little or no pay for their time and expertise. Notwithstanding their efforts, one-half of the approximately 70,000 individuals who seek a lawyer are turned away without one, with eighty percent of the civil legal needs of poor people in North Carolina unmet. Legal aid is supported by private donations, members of the legal profession, and by federal, state, and local funding. All these funding levels have dropped by one-third to one-half since 2008. Over the same time period, the need for legal aid has increased by 30 percent, with many clients who present significant literacy and language challenges to representation. Attorneys working in legal aid face challenges including low wages, high debt burdens from law school, and heavy caseloads.

Where litigants do not want, cannot afford, or cannot find a lawyer, they sometimes represent themselves. The number of self-represented litigants is a significant issue in North Carolina as they are in most major states. The number of self-represented litigants

has been increasing. Because self-represented litigants must navigate complex procedures, they challenge the resources of the court system and can lead to delays, further exacerbated by the same types of literacy and language barriers faced by many legal aid clients. System-wide data on the number of self-represented litigants, the types of claims most likely to involve self-represented litigants, and how their cases compare to the others in the system are scarce, partly because of the technology and case management process outlined above. County-level analyses in the early 2000s and self-reporting by judges suggest that self-represented litigation is concentrated in areas like domestic relations, housing, and debt collection, and self-represented litigants can account for up to half of the docket in those matters.

Civil Fines, Fees, and Penalties

The use of civil fines, fees, and penalties is an area of concern in North Carolina and nationwide, as reflected in recent reports by government agencies and private organizations. Courts that use fines, fees, and penalties to finance their operations, as well as the potential domino effect of unpaid fines, fees, and penalties on residents, can undermine confidence in the judicial system as a whole and potentially create a “destitution pipeline” and debtors’ prison. In North Carolina, fees generated during a criminal proceeding are turned into civil judgments for which the individual is responsible. Furthermore, court costs and fees currently go into general state revenues. While there are constitutional due process prohibitions on jailing persons for failure to pay debts who are unable to pay, and state constitutional checks on using fees to support local or court budgets, these legal mechanisms are imperfect and not self-executing.

Consistent with the guiding principles and findings outlined above, the Civil Justice Committee offers the following preliminary recommendations. It offers these recommendations as an invitation for comment and discussion, rather than as firm commitments. Further, these recommendations are not meant to be exclusive. They may be modified, supplemented, or discarded as the public comment and discussion period progresses.

The committee also observes that, while these recommendations can be debated or adopted separately, some of them may be interlinked with recommendations from this committee, or from other committees on the commission.

Electronic Filing and Management of Cases

Electronic filing and case management holds the potential to make the civil justice system more equitable, accessible, and efficient. In addition, it can generate data that will better enable evaluation of the performance of the entire system according to benchmarks designed to measure progress toward each of the guiding principles outlined above. Adoption of comprehensive electronic filing and case management in Utah and in the federal system can serve as a model for North Carolina. Personnel currently managing a paper system in the judicial system may then be reassigned and retrained, where

appropriate, to spend time and resources on other important case management tasks not well suited for automation.

Create an Efficient Rule-Making Process for Implementation of Electronic Filing and Management

Without a rule-making process that is suitably flexible, the substantial cost savings over time of electronic filing and management may not be fully captured. As the experience of other jurisdictions has shown, adopting an electronic filing system without rules that offer certainty about the legal significance of the electronic filing can generate expense without a corresponding benefit to the civil justice system. The legislature already has provided the courts with rule-making authority in this area. The Chief Justice should appoint a rules committee that represents the bench, bar, and staff of the courts. An academic expert in procedure may be appointed as a reporter for the committee. Proposed rules should go through a public comment process and become final upon approval of the Supreme Court, unless the General Assembly votes to defer, alter, or reject those rules.

Identify and Track Cases According to Three Categories:

Simple, General, Complex Cases at every level of the civil justice system should be identified early and designated as simple, general, or complex. Resources should be matched with the complexity of the case, and metrics in addition to the amount in dispute should be used to determine where a case should be tracked. This “right-sizing” in case management will increase efficiencies throughout the system and ultimately should contribute to greater access as cases and claims are disposed of without expending unnecessary time or resources. “Right sizing” cases acknowledges the unique nature, complexity, and sensitivity of some types of cases and recognizes that not all cases require the same kind of system resources. For example, domestic relations cases may require different forms of processing and management than other types of cases, particularly since mandatory mediation is often a part of such cases. Cases with particular features could be referred for alternative dispute resolution processes such as mediation, arbitration, and collaborative law. Data gathered from such a tracking system can also be used for future evaluation of performance of specific tracks and other measures.

Require Use of Uniform Case Management Orders in All Courts

One of the principles and achievements of the Bell Commission was the establishment of a unified court system throughout the State of North Carolina. However, local rules and practice still vary considerably across the different judicial districts. The committee believes that efficiency, fairness, and transparency may be furthered by the use of uniform case management procedures and civil rules that are based on best practices. A case assignment system that matches the conduct of the case to the needs of the case will require new rules and case management orders, depending on whether the case is simple, general, or complex. The rules and orders will require modification over time as cases and best practices change. The Chief Justice should appoint a civil rules committee modeled on civil rules committees that exist in the federal judiciary and in other states. This committee shall propose rules of procedure for adoption by the Supreme Court and

made binding on all lower courts, unless the General Assembly votes to defer, alter, or reject those rules.

Reassign and Retrain as Necessary Court Support Staff and Supply Judges with Research Staff

Some of the anticipated savings the system generates through improved technology and streamlined procedures can be directed to improving the quality of justice delivered in the system as a whole. The committee suggests that some portion of expected savings from the transition to technology be used to reassign, retrain, or reinvest in judicial system support staff, including trial court administrators, clerks of court, and pools of research support personnel, so that a more precise, accurate, and efficient disposition of cases can occur early in any case.

Increase Use of Technology for Remote Communications

Use of technology for remote communication (including teleconferencing and videoconferencing) in certain cases, such as for arbitration, mediation, custody, and domestic relations matters, can be used to reduce travel and expense and make the proceedings more accessible for those with limited resources or mobility.

Restore Funding for Legal Assistance Programs Including Loan Repayment Relief

Resources are at the heart of access to justice. Since the 2008 economic downturn, civil legal aid funding has decreased from virtually every source while the number of North Carolinians living in poverty has increased. When individuals are represented by legal aid, they are able to meaningfully access the court system and their interests are protected regardless of how much money they have. With skilled advocates that pursue only meritorious cases and settle many matters outside of court, legal aid conserves judicial resources.

Civil legal aid is an excellent investment of state resources that generates over \$2 in economic benefits for every \$1 in funding. The value of stopping domestic abuse, preventing unnecessary homelessness, and blocking illegal and predatory consumer practices is incalculable. The committee recommends restoring state legal aid funding, including loan repayment assistance for lawyers who serve North Carolinians in need.

Enhanced Use of Online Forms, Explore Use of Self-Help Kiosks and Centers

To assist self-represented litigants, forms and instructions should be improved and made available online. These online resources would help streamline common and non-technical matters such as small claims, simple divorces, or simple landlord-tenant cases. Self-help kiosks or centers, online court assistance, and online dispute resolution mechanisms should be explored as a way to match appropriate judicial resources with self-represented litigants. However, the committee agrees that none of these resources should be viewed as a substitute for trained competent counsel in appropriate cases.

Through technology-enhanced tools as well as case management orders, self-represented litigants should be notified as early as practicable of the availability of legal services and how to obtain those services. Such a system should be designed to better distribute and designate the limited legal aid and pro bono attorney resources to litigants who are most in need of, and would most benefit from, their services.

Study Single Judge Assignment in District Court, and in Superior Court within Spirit of Rotation Required by the North Carolina Constitution

The committee agrees that there are cases beyond those handled in the Business Court or under Rule 2.1 that should be heard by a single judge. These cases typically involve multiple hearings, discovery and discovery motions, motions to dismiss and for summary judgment, and numerous court dates. The committee believes that the judiciary should further study a method that would identify those disputes for which single judge assignment is most efficient and create a transparent, neutral, and reliable method of making single judge case assignment. Such a method could comply with the spirit of the state constitutional requirement that Superior Court judges rotate through districts by assigning such cases on a rotating basis so that the assigned superior court judge has cases from different districts. The Chief Justice may encourage experimentation and pilot projects in the different districts and divisions to determine what method of assignment is most appropriate to satisfy the guiding principles of fairness, accessibility, transparency, efficiency, and effectiveness.

Ensure That Laws and Procedures Respecting Civil Fines, Fees, and Penalties Do Not Cause or Aggravate Poverty and Inequality Issues

The committee believes that further study of the effects of civil fines, fees, and penalties and their collateral consequences is warranted to ensure that an inequitable system is not taking root in North Carolina. Such study may include a cost-benefit analysis of the practice of converting criminal fines or penalties into civil judgments, the effect of monitoring fee waivers on judicial independence, and the effect of penalties such as suspension of licenses and criminal sanctions for failure to pay child support.

Innovative uses of technology can revolutionize the ways organizations and people conduct business and live their lives. Recent examples of this include Amazon's transformation of retail shopping as well as the development of smartphones and mobile apps that support banking and payment transactions. Likewise, innovative technology has been utilized both in state courts and federal courts to dramatically improve the administration of justice. North Carolina's Judicial Branch will benefit from employing additional technology to achieve its constitutionally mandated mission. Importantly, implementing technological change brings with it the promise of a truly uniform statewide court system as first envisioned by the Bell Commission almost 60 years ago. That uniformity will empower local and statewide judicial officials to better manage court performance through improved data-driven decision-making, thus promoting greater stewardship of judicial resources. It will also remove many of the local barriers to court access for self-represented litigants and will increase the service capacity of low-income

legal service providers. Additionally, through a uniform Judicial Branch online presence, the courts can meet and exceed expectations for public access to courts. In the 21st century, the public expects delivery of public services — including those provided at the courthouse — via modern technology. The numbers tell the story: 85% of people under the age of 40 and 76% of people under the age of 65 are willing to conduct their court business online.

The North Carolina Commission on the Administration of Law and Justice (NCCALJ) is an independent, multidisciplinary advisory body convened by the Chief Justice of the Supreme Court of North Carolina to recommend improvements to the judicial system. The Technology Committee is one of five committees of this Commission. The Technology Committee is focused on identifying significant ways technology can support the Judicial Branch's mission of providing a fair, independent, and accessible forum for the just, timely, and economical resolution of the legal affairs of the public.

The Judicial Branch's 6,500 employees work hard each day to carry out the Branch's mission. The Technology Committee's goal is to recommend ways that technology can enhance our court officials' and staff's efficiency, effectiveness, and timeliness of court processes, and also meet the public's expectations for accessibility and transparency.

The committee's challenge is to reimagine the courtroom and clerk's office of the future and to produce a strategic plan to deliver on that vision.

This interim report is intended to provide background on technology in the Judicial Branch, describe the work and goals of the Technology Committee, and invite input from the public. The committee looks forward to hearing from you.

Judicial Branch Technology Overview

The Technology Services Division (TSD) of the North Carolina Administrative Office of the Courts provides network infrastructure, hardware, software applications, technical support, and services to over 500 courtrooms and offices spread throughout all 100 North Carolina counties. Included in the Judicial Branch are more than 500 independently elected, judges, district attorneys, and clerks of court. With the ninth largest population in the United States, the courts of our state handle roughly 2.7 million cases each year.

The approximately 200 permanent employees of TSD support over 200 Judicial Branch software applications. They also serve over two dozen government agencies, vendors, and private entities that interface with the court system's technology and data. This makes for an extensive, statewide, inter-agency technology operation.

Background on the Technology Committee's Work

The committee held six public meetings and heard presentations from states that are already utilizing innovative technology to address the needs of their citizens, from national court technology experts, from current North Carolina judicial officials, and from other

members of the public. In early 2016, the consulting group Berry/Dunn was retained to assist the committee on the legislatively-mandated need to create a strategic plan for e-courts. The goal of an e-court system is to increase the efficiency and effectiveness of court processes by converting the courts' current paper-driven work flow to an electronic one, including public-interfacing work flow processes like filing and payment. An e-court system will provide the foundation for further technology innovation throughout the court system.

To understand the current state of the Judicial Branch's technology, Berry/Dunn conducted an online survey of court employees and members of the public, collecting responses from over 1,000 individuals. Additionally, Berry/Dunn organized in-person interviews over 12 days of focus groups at six sites with more than 200 Judicial Branch employees and members of the bar from across the state. Having heard from end users, Berry/Dunn then reviewed the Judicial Branch's infrastructure and capabilities and fielded reports from the other committees of the Commission about the role technology should play in their areas of reform.

The committee and Berry/Dunn have identified four overarching elements that are relevant when considering the transition to greater technological functionality in the court system.

Technology Management and Governance

Technology management and governance address how core technology initiatives are identified, analyzed, prioritized, and budgeted. Without a governance process in place, important technology needs may be overlooked, less-important technology projects prioritized, limited technology resources diluted, and project completions delayed because of short-term changes in technology agendas. Equally important, a healthy governance process ensures that software applications are developed with user input to ensure effective implementation. The committee observes that best practices within the technology industry include a governance process that involves users and fact-based decision-making, maintains the installed technology base, and increases simplicity.

The Judicial Branch's technology governance process historically was unstructured, irregular, and not externally transparent. Initiatives began from internal ideas, field demands, executive branch or local government requests, and legislative mandates. A lack of formal technology governance in the past has hindered the effectiveness of technology innovation and execution by being vulnerable to constant course changes, thus making accurate and consistent budgeting and time management of technology projects difficult. A plan for structured governance was developed by court stakeholders in 2014, and reported to the committee at an early meeting in 2015. The committee has preliminarily recommended that such a governance process be formalized.

The Business Environment: Lacking Uniformity and Paper-Based

Because the purpose of technology is to solve business problems and improve business processes, any use of technology must be considered within the context of the business environment. North Carolina's court system is unified, but there remains a clear lack of uniformity with respect to the business processes that individual courts and courthouses use. Courts are managed based on local jurisdictional needs, and with 100 counties and more than 500 independently elected officials, this results in business processes that vary dramatically from courthouse to courthouse. Implementing technology improvements that accommodate a multitude of variations in local business processes is too costly, both in terms of limited time and financial resources, as well as impossible given the limited resources available. For technology initiatives to be effective, they must be accompanied by increased business process uniformity.

Another barrier to efficiency in the current North Carolina court business environment is that processes are highly paper-driven. Over 30 million individual pages of paper are added to state court case files each year. Official legal records are almost entirely in paper form. System actors describe several challenges resulting from a largely paper-based case file system. Among those challenges are that official decisions and notes are annotated on paper files during court and later transposed into one of the many supported software applications to create an electronic index of the same actions, leading to constant duplication of effort. Maintaining organization of and ongoing access to court files is labor-intensive because of the constraints of the paper environment. Additionally, individuals report instances where the only record of a case disposition is written on the outside of the court file prior to filing it in a box or filing cabinet, never to be entered into an electronic system for easy future reference. The continued reliance on a paper-based system creates data entry redundancies and limits payment processes related to cases. Simultaneous access to case files by multiple parties (e.g., judges and clerks) as well as access across county or jurisdictional lines is difficult or impossible.

The physical impact of maintaining a paper-based system also merits review. Each year, over four miles of shelving is needed to maintain the new case files generated during that year. Counties are utilizing attics, basements, and off-site arrangements for storage. Old files must either be promptly archived into microfilm or digital formats to create shelf space, or new space must be obtained. While the staffs of clerks' offices have electronic indexing systems for some case information and management tasks, paper files still serve as the primary tool for court personnel to manage cases. Cases must be physically carted and carried throughout courthouses.

The highly paper-driven business environment is ripe with opportunity for technological innovation, but the lack of uniformity across local business processes is an obstacle that needs to be thoughtfully addressed.

Technology Development: Software Applications

Software applications will require an initial infusion of judicial resources to be developed and implemented as well as continuous resources in order to be maintained. Software applications can be developed in-house by TSD staff and contractors, can be purchased off the shelf from third-party vendors, or can be a combination that heavily customizes a commercial application. For example, the state's workhorse Criminal Case Information System was developed in-house and is tied closely to North Carolina law and procedure. Microsoft Office products like Word, Excel and Outlook are off-the-shelf. And the clerks' Financial Management System is a heavily customized vendor general ledger accounting product. The vast majority of the Judicial Branch's 200 applications have been developed in-house because they filled niche needs. This approach has provided for a greater level of technology customization interfacing with external government agencies and their various technology platforms and has allowed projects to be slowed or accelerated as agendas and funding changed. The in-house approach, however, has also resulted in a proliferation of aging applications that are increasingly difficult to maintain as underlying technologies become obsolete and that require maintenance by developers who are aging out of the workforce.

Anytime, Anywhere Access to Services

The 21st century public expects to manage their lives, their finances, their health, and a host of other things remotely from their smartphones and other electronic devices. When considering the business environment as it relates to public use of technology, the predominance of the need for online information and supporting mobile technology cannot be overstated. Calendars, maps and instructions for parties, witnesses, and jurors must be easy to access. Software applications should facilitate communications with key offices, electronic payment options, and e-filing of documents. Software applications with a public-interfacing component must be accessible across multiple types of devices like desktops, tablets, and phones. Compatibility with smartphones is particularly important because their widespread use throughout populations of varying income levels will help reduce barriers to court access. The importance of equal access to justice has been a focal point in each of the NCCALJ's four other committees.

The committee is encouraged by the fact that Berry/Dunn's initial field work has shown nearly universal Judicial Branch employee and outside user support for innovative technological improvements that increase the effectiveness, efficiency, and timeliness of court processes.

The committee, in consultation with Berry/Dunn, has initially identified the following business processes that can be reengineered through technology innovation.

Document Management System

The current process of relying on physical access to court documents could be dramatically improved through the development of an electronic document management

system. An electronic system should support a transition from paper-based to digital files over time, while increasing electronic access to those files from anywhere at any time by both court employees and the public.

No single repository of case data

Selected data from paper files is manually keyed by authorized personnel into one or more of the Judicial Branch databases, to be accessed through various software applications. Lack of a single repository for case data significantly decreases efficiency, requires redundant data entry, and requires users to log into multiple systems, often toggling between them, to complete a business process. A single, integrated case management system would save valuable employee hours as well as reduce data entry errors.

Calendaring

The process to create, update, and distribute calendar information is time consuming, often requiring redundant data entry, and resulting in some courts instituting their own “workarounds” (e.g., Google calendars). An electronic calendaring system that is automatically populated through a case management system would be easily accessible by both court employees and the public.

Public Demands for Service

Many clerks interviewed during Berry/Dunn’s focus groups reported that a majority of their time is spent servicing public requests for information — information that is a public record but is not readily available to the public without calling or visiting a clerk’s office. This service is important, but is also interruption-driven, causing clerks to spend time “reorienting” themselves to the task that they were working on prior to the inquiry. A statewide effort to make basic, relevant courthouse information available online will improve clerk’s office productivity, customer service, and transparency. In addition to making information available online, the clerk’s office should be able to provide the public with the option to conduct numerous other routine transactions online.

From a customer service standpoint, maintaining information available online saves individuals from having to take time off of work to drive to the courthouse. Making forms available online, creating portals for the submission of documents to the courthouse electronically, and providing for online payment of court costs and fees are just three examples of the level of online access the 21st century public has come to expect from its institutions. As the NCCALJ’s Public Trust and Confidence Committee notes, increased access to the courts and to information about the courts has the potential to foster greater confidence in our courts.

Financials

Staff using the current Financial Management System (FMS) report significant redundancies and inefficiencies with the system. Specifically, the system does not integrate well with the case management system(s), requiring paper printouts of financial obligations, and access to multiple systems (FMS and a case management system) to cross-reference the obligations. The committee sees substantial benefits from having the financial management system being rolled into a single integrated case management system.

Centralized Electronic Filing, Document Management, Case Management, and Financial Management Systems

Electronic filing is nominally an option with North Carolina's appellate courts, the Business Courts, and four pilot sites for civil cases. In addition, more than 1 million criminal and non-criminal citations, primarily traffic-related, enter the courthouse electronically each year. In most instances, however, this information is then printed and a physical file is created. This manual process contributes to the estimated 30 million pieces of paper that are added to state court case files annually. A truly innovative electronic filing system must allow for electronic document storage and case management so that documents filed electronically are able to move electronically throughout the system.

North Carolina's unified court system would be strengthened by the implementation of mandatory statewide electronic filing. In the near term, high-volume and forms-driven case types may present the greatest opportunity for significant and immediate savings. While some filings may still require paper to be converted to an electronic format for storage at a later date, the document should be retrievable through an integrated case management system. A case should be maintained by an electronic workflow that allows varied dashboard views for court officials and parties, depending upon their role within the court system. Functionality should give individuals the ability to manipulate documents and information at the case level. The Civil Justice Committee has observed that uniform, technology-enhanced filing has the potential to make representation of indigent clients less burdensome for both the lawyers and the litigants themselves.

The use of electronic filing and electronic information management systems will require a thorough review and revision of filing and recordkeeping rules prior to implementation. This will ensure that all parties, including self-represented litigants, have equal access and understanding. It will also ensure that the rules address changes necessitated by electronic filing. Training both internal and external Judicial Branch stakeholders will be essential and may be accomplished by a combination of in-person training and web-based instructional videos that will need to be created.

Data Analytics and Reporting

The Judicial Branch's data system initially was developed to collect and compile statistics about the number of cases in the system. A master index of criminal convictions was later

added. Systems were not conceived with a purpose to support the daily management of high volume workflows. In order for local officials and Judicial Branch leadership to measure court performance effectively, replicate successes, and identify weaknesses, the court system must be able to collect, manage, and provide data in a useful format. That ability does not currently exist. In addition, policy makers and the public will benefit from more insight into what the aggregate data can show about the evolution of the court system through a variety of different metrics, such as changes to statutes, changes in case filing patterns, and how long it takes to resolve a particular type of case.

Case counting remains the underlying purpose for many of the Judicial Branch's case tracking systems, and, although it provides valuable information about the status of a case, it affords little information about the case's progression through the system. This hampers effective data-informed management decisions because system actors are unable to determine points in the case management process that require improvement. Furthermore, many data fields in the current case tracking systems lack standard written definitions, and the lack of uniformity in data entry creates barriers to meaningful analysis of the data that has been collected. Finally, as previously noted, much of the information pertaining to a case that would be valuable for the purpose of analysis is maintained only in hard copy files. As a result, it is difficult, if not impossible as a practical matter, to access simple data.

These burdens on data availability prevent effective management of both the overall court system and the local needs of judicial system stakeholders across the state. Ineffective management can result in delays, inconsistent outcomes for parties, and legislative concern over stewardship of resources. Several of the NCCALJ's companion committees have stressed the importance of improving the timeliness and efficiencies of our courts. Public polling data from the Public Trust and Confidence Committee shows that the public is highly concerned about delays in the administration of justice. Good management of the courts supported by good data will positively impact every aspect of the Judicial Branch.

Currently, when data is in a format that allows for reporting, Judicial Branch employees indicate that the reports provided are both useful and informative. They further note that current reporting must be accomplished by requesting new reports to be developed by TSD and the Research and Planning Office. There is minimal access to self-service reporting in the courts, requiring days of staff time to produce and execute a report. Innovative technology solutions should offer real-time performance dashboards, providing both baseline data measurements and additional analytical modification for use by local officials and the public alike. The NCCALJ's Public Trust and Confidence Committee has also emphasized greater access to information, because the court system's inability to respond to its perceived shortcomings negatively impacts public trust. The demand for data in a usable format will continue to grow. It is important for data to be available, complete, accurate, timely, and consistent throughout the court system. Similarly, utilization of standardized definitions is essential as the Judicial Branch implements court performance measures, such as the National Center for State Court's Court Tools. As the emphasis on data moves to predictive analytics, such as assessing

at case initiation whether a civil case will be simple, general, or complex in order to determine likely resourcing needs, the integrity of the data and the use of standardized definitions become increasingly important.

The Technology Committee has gathered a tremendous amount of information during the last ten months. The committee is eager to hear further from members of the public as it prepares to finalize its recommendations in the fall and complete its strategic technology plan. The committee envisions a court system that will fulfill the vision of a 21st century courthouse — where technology is used to enhance efficiency, effectiveness, and timeliness of process, and where the public has greater access to and confidence in the courts. The committee welcomes the insights of the public on the ideas presented in this report as well as areas where additional research or investigation should be directed.

NC STATE CRIME LABORATORY AUTOMATION

Opportunity: The NC State Crime Laboratory serves a critical role in the criminal justice system - evidence is processed and validated using the Crime Lab. The CJIN Board is very fortunate to have the Director, John Byrd, of the State Crime Lab as a Board member. When the law was expanded to include DNA for certain crimes and most recently, the video from body-worn cameras, law enforcement and the courts depend on the crime lab for processing the evidence. The CJIN Board provides a forum for discussions regarding process workflow for evidence within the criminal justice community. Continuing to partner with the State Crime Lab is critical.

Background/Status: The Director of the NC State Crime Laboratory provided the CJIN Board with the following presentation on automation:

Our Mission: Conduct the highest quality, technically proficient forensic analysis in a timely manner and provide unbiased expert witness testimony for the Criminal Justice Community - Our Purpose, Truth through Science so Justice is served.

FY 15/16 Highlights

- Case inventory and Turnaround Times (TAT) continues to drop– FY 15-16 significant increase in submissions
- Vacancy rate is at or lower than other agencies
- Toxicology Outsourcing contract is meeting expectations; winding down
- New Western Lab on time and under budget
- Transparency and Accountability
- Video testing project mock court case complete



DNA Database

- Record 456 hits to the DNA Database
- Over 300,000 DNA profiles
- G.S. 15A-266.3A authorized the collection of DNA profiles from those arrested for 35 additional offenses to include all violent felonies.
- Duplicate sample submissions around 20%
- Expungement workload continues to rise

UNC School of Government - Report of the State Crime Laboratory Working Group: Administrative Solutions to Alleviate Lab Backlog

- Memorandum of Agreement (MOA)
- 17 recommendations
- 26 Judicial Districts have adopted the MOA or modified MOA (As of 1/4/2016)
- 12 are pending finalization
- 12 have made no indication to adopt
- Stop Work notifications are addressed in 5 of 17 recommendations.
- Goal = Quality and Timely Analysis

Toxicology Outsourcing

- 5,019 cases outsourced; 25 Batches sent.
- Total funds spent to date \$1,865,541.03
- AG has approved moving forward with Sexual Assault Kit testing
- Kits older than one year sitting in LEAs
- Request for Proposal (RFP) posted 3/21/17

Stop Works

- 43 of 44 DAs either fully or partially participating
- Some DAs have changed internal business processes to help us eliminate inflated caseloads. This efficiency opportunity helps the State have a more accurate workload assessment.

Video Testimony Pilot, Greensboro, NC, May 26, 2016, Chief District Judge H. Thomas Jarrell, Presiding



Expansion -Western Regional Laboratory



Unfunded Mandates from 2011 - Forensic Science Act

- Forensic Science Advisory Board
- Ombudsman
- Laboratory Accreditation
- Scientist Certification – Training & Recertification
- “Continuing external education in the disciplines in which analysis is performed is critical for the professional development of forensic scientists and a requirement for continued certification.”*

Scientific Equipment

- \$13.5 million scientific equipment inventory
- \$64,680 annual replacement budget
- Industry standard - replace scientific equipment every five years

Operational Expenses

- Certified Budget for operating expenses for FY15-16: \$3,864,007 (\$750k is non-recurring)
- Actual operating expenses for FY15-16: \$5,019,021, Δ made up in carry forward funding and lapse salary
- Certified Budget for FY 16-17 is \$7,393,530 (\$3.925M is non-recurring)

DOJ Budget Requests

- Finance unfunded mandates from the 2011 Forensic Science Act – Scientist certification, Laboratory accreditation, and Forensic Science
- Advisory Board
- Appropriate funding for 6.0 FTE positions - – 5.0 Forensic Scientists – current court receipt funding source is unreliable, 1.0 Ombudsman, another unfunded mandate from the Forensic Sciences Act
- Establish a Special Reserve Fund – No Cost - Allows the Lab to lease scientific equipment – a best practice for Crime Labs nationally.
- Fund replacement of Outdated Equipment – Industry standard for replacing Lab equipment is 5 years.

Program Updates

- Toxicology Outsourcing – Concluded
- Testing of Untested Sexual Assault Kits older than one year
- CODIS Hit Follow Thru
- Recommend Adopting UNC SOG MOA
- Reduce wait time for scientists

Strengthening Forensic Science in the United States: A Path Forward, August 2009, Recommendation 4: To improve the scientific bases of forensic science examinations and to maximize independence from or autonomy within the law enforcement community, Congress should authorize and appropriate incentive funds to the National Institute of Forensic Science (NIFS) for allocation to state and local jurisdictions for the purpose of

removing all public forensic laboratories and facilities from the administrative control of law enforcement agencies or prosecutors' offices.

CRIMINAL JUSTICE LAW ENFORCEMENT AUTOMATED DATA SERVICES (CJLEADS)

Opportunity: CJLEADS has been an integral part of the project updates for over nine years. These updates and discussions during Board meetings and workshops have provided the state and local law enforcement community with more input into the development and operation of CJLEADS. It is recommended that this partnership continue.

Background/Status: CJLEADS (Criminal Justice Law Enforcement Automated Data Services) is a database of comprehensive information about criminals that can be accessed via the web in seconds. CJLEADS integrates data found within the state's various databases – including warrants, jail records, court records, prison records, probation and parole status, sex offender registration, DMV, Wildlife and Concealed Handgun Permits – and provides up-to-date information about offenders in a centralized location via a secure connection for use by state and local government criminal justice professionals.

The CJLEADS program is a joint effort, managed by the North Carolina Department of Information Technology, with participation from various State agencies and SAS Institute, Inc. This collaborative team has partnered with local subject matter experts to understand industry best practices in criminal justice information sharing and to further the efforts of the project. As a result, CJLEADS was created to replace the manual and labor-intensive process of looking up historical criminal data from multiple systems and places, thus reducing the risk of overlooking critical data and improves the information needs of law enforcement agencies.

CJLEADS has two primary objectives: to provide a comprehensive view of an offender through a single application, allowing for positive identification of an offender through a photographic image; and to provide an “offender watch” capability to alert criminal justice professionals when an offender has a change in status. CJLEADS helps officers on the street know immediately what the offender looks like, if they need to approach the suspect with caution, and if there are orders for arrest or warrants out on the suspect. CJLEADS also lets judges and other court officials instantly know if the defendant sitting in court already has a lengthy criminal history.

Background: The CJLEADS project is a joint effort, managed by the Department of Information Technology, with participation from more than 100 State and 20 SAS Institute, Inc. project team members. The project team has partnered with local subject matter experts to understand industry best practices in criminal justice information sharing and to further the efforts of the project.

Purpose of CJLEADS: CJLEADS, or the Criminal Justice Law Enforcement Automated Data Services, is an offender based application being developed to meet two objectives.

- First, the system will provide a comprehensive view of an offender's North Carolina criminal information in a single web based application.

- Second, the system will allow users to develop a watch list of persons of interest and will notify the users when that person of interest has a change in status such as an arrest, pending court date, or release from custody.

CJLEADS is another tool for criminal justice professionals to use in making quicker and more effective decisions. Although the information that is contained in CJLEADS is currently available in many different places, it is not readily available to all criminal justice professionals. The advantage of CJLEADS is that it brings together, in one place, criminal justice data from multiple systems to help create a clearer picture of an offender, and this data is available to all criminal justice and law enforcement professionals.

Legislative Vision: Session Law 2008-107, House Bill 2436 recognized the urgent need for state-of-the-art integrated criminal justice information and mandated the development and implementation of a framework for sharing of critical information as soon as possible.

The Criminal Justice Advisory Committee, the Department of Justice, the Administrative Office of the Courts, the Department of Juvenile Justice and Delinquency Prevention, the Department of Correction, the Department of Crime Control and Public Safety, the Department of Transportation, and local law enforcement agencies shall fully cooperate with the Office of the State Controller and the State Chief Information Officer, to identify the informational needs, develop a plan of action, provide access to data, and implement secure integrated applications for information sharing of criminal justice and corrections data.

Statewide Deployment: CJLEADS has users in all 100 counties across the state. and training is available for criminal justice and law enforcement officials throughout North Carolina.

Partners for CJLEADS:

- Criminal Justice Advisory Committee
- Criminal Justice Information Network (CJIN)
- Duke University
- Governor's Crime Commission
- NC Administrative Office of the Courts
- NC Department of Information Technology
- NC Department of Justice
- NC Department of Public Safety
- NC Department of Transportation - Division of Motor Vehicles
- NC State Bureau of Investigation
- NC Wildlife Resources Commission
- University of North Carolina - Chapel Hill
- SAS Institute, Inc.
- Wake County Courts
- Wake County Sheriff's Office

Danny Bell, Director of the CJLEADS Program and technical advisory to the CJIN Board provided an update on the progress of the system, Danny reported the status of CJLEADS as follows:

- Over 28,500 CJLEADS users in North Carolina
- 557 federal, state, and local law enforcement organizations with operational presence in North Carolina are licensed to use CJLEADS
- Number of searches in CJLEADS – Over 20.8M number of offender and DMV records accessed – nearly 18M in last 12 months
- Number of users access who accessed CJLEADS each week – over 12,400
- Total Offenders: 16,333,281
- Total Records: 53,653,336
- Release 13 - CJLEADS has release numerous enhancements
- Offender Compare
- Habitual Felon Icon
- DWI Icon
- Displaying Icons: repositioning the icons for quick reference and readability
- Advanced Search will be extended to all courts roles (Prosecutor, Juvenile Court Counselor, Magistrate, Judicial, Clerk)
- Advanced Search – remove red search highlights
- Last Release CJLEADS added the Feedback Tab; excellent feedback
- Create hotlinks to Offender Address, SSAN and DL
- Contact Us link: Will eliminate the announcements from auto popping unless there is news to pass along
- Total of 38 fixes, enhancements or new functionality
- Future Functionality
- Federal Interface
- Interface to LInX
- Domestic Violence Protective Orders
- Interface to NCAWARE for Pre-trial Release Conditions
- Report to assist district attorneys with structured sentencing.

CJLEADS 2.0 – New User Interface

- Aligns with security recommendations and protocols;
- Provide a web interface that is responsive (user interface will look the same regardless of the device utilized)
- Allows for the integration of federal data within the web-based CJLEADS application.

How do we get there?

- SAS 9.4
- Operating Systems
- Browsers
- HTML5
- MFA

Operating Systems Supported

- MS Windows 7
- MS Windows 8
- MS Windows 8.1
- MS Windows 10

Supported (Examples)

- MS Internet Explorer 11 and MS Edge
- Firefox version 46.0 and higher
- Google Chrome version 50.0 and higher
- Apple Safari version 9.0 and higher

Responsive Interface – adjust to device used

- No Adobe Flash requirement
- Eliminate need to update Flash
- Faster to load
- All functionality of CJLEADS (not limited like current mobile version)

Required by CJIS policy for access to federal data

- State of NC enterprise solution

Note: The majority of information on CJLEAD's was acquired from the CJLEADS website and Director Danny Bell's presentation to the CJIN Board. Once again, thanks Danny.

CJLEADS FEDERAL DATA

Opportunity: CJLEADS can be enhanced for users of the criminal justice community by adding federal law enforcement information to the system. The CJIN Board will continue to participate and support Director Danny Bell in this initiative. There are various challenges and methods to acquire federal law enforcement data; the CJIN Board members and Board advisory members have the expertise to assist Director Bell.

Background/Status: The team from CJLEADS, State Information, Technology, State Bureau of Investigation, SAS Institute, etc. has identified the requirements for accessing federal data. The following information was provided in Director Bell's presentation to the CJIN Board:

Required by CJIS policy for access to federal data

- State of NC enterprise solution

Scope (1st phase)

- CJLEADS users who are LEO/LEO Support and are DCIN certified (Module 1), limited to Query Wants and Query Vehicle (this phase)
- Future - Expand use to any CJLEADS user who is DCIN certified, Include other Module 1 queries
- Use current CJLEADS 1.0 (Flash Version)
- Until browser is updated
- Until Multi-Factor Authentication (MFA) is rolled out to CJLEADS users
- Use CJLEADS 2.0 (HTML5)
- Once you have MFA for faster access and responsiveness to access federal data
- To leverage new features or enhancements when released
- Phased approach versus "Big Bang"
- Timeline

An update on this project will be provided at the upcoming CJIN Board meeting.

NC DATA EXCHANGE (NC-DEX)

Opportunity: The State Bureau of Investigation has been transitioning to the National Incident Based Reporting System (NIBRS) for reporting crime statistics to the Federal Bureau of Investigation. The CJIN Board was recently notified that a contractor to the Bureau of Justice Statistics for the National Crime Statistics Exchange has selected the following 18 agencies in NC to participate in this project:

- West Jefferson PD
- Charlotte-Mecklenburg PD
- Greensboro PD
- Fayetteville PD
- Cumberland County SO
- Durham County SO
- Rowan County SO
- Onslow County SO
- Salisbury PD
- Granville County SO
- Smithfield PD
- Warren County SO
- Oak Island PD
- Beaufort PD
- Carthage PD
- Marshville PD
- Seven Devils PD
- East Spencer PD

Background/Status: The CJIN Board has had several presentations from the SBI highlighting the North Carolina Data Exchange System (NC-DEx). The following information was provided:

NC-DEx will enable the accurate and timely sharing of law enforcement data across jurisdictional boundaries and offer investigative tools to assist in providing investigatory leads and linking crime characteristics.

NC-DEx provides seamless data transfer from local law enforcement agencies to the state incident data repository in near real-time. Data is added to the repository through an automated connect with an agency's records management system or through a direct-entry website.

Data received by NC-DEx will be forwarded to the FBI's national data-sharing system, N-DEx. The linking of these two data-sharing systems creates a comprehensive system with valuable law enforcement services and capabilities allowing users to detect relationships between people, places, and things.

NC-DEx along with the CAMS system will also replace the state's current crime reporting system, creating a seamless, more efficient data submission process. Uniform Crime

Reporting (UCR) data will be extracted from submitted data, cleansed, and reported for each agency. This will greatly reduce or eliminate effort required for UCR submission. In order to minimize the financial impact on the law enforcement community, NC-DEx uses nationally developed standards and leverages existing records management systems.

Maintenance and Technical Operations Approach and Costs

- Software hosting will be at the DOJ data center and at its disaster recovery site at MCNC under contract. Hosting maintenance and operations tasks will be performed by DOJ ITD staff.
- Software operations will be performed by DOJ ITD staff. NC-DEx software operations are expected to consume approximately 0.5 FTE of ITD staff.
- User support and training will be provided by DOJ ITD and SBI CIIS and is expected to consume 0.25 FTE and 1.25 FTE of staff time from those groups respectively.
- Software maintenance will be performed by DOJ ITD. NC-DEx software maintenance is expected to consume about 0.5 FTE of ITD staff.

Options for Transitioning to Private Company Maintenance

The NC-DEx solution is being developed using “open-source” software that was developed for the National Institute of Justice. Other states have taken the same code and customized it for their use. North Carolina outsourced the customization. When customization is complete the source code will become the property of NC DOJ with the understanding that NC DOJ will share the code with other states if requested. The advantage is that the cost of developing future modules can be shared among the states Using the base code. Outsourcing maintenance and support for NC-DEx is an option provided that appropriated funds are available.

NC-DEx is customizable, allowing agencies the flexibility to determine the amount of data they want to share and under what circumstances.

- Data is added to NC-DEx through an automated connection with an agency’s records management system or through the NC-DEx direct-entry website.
- Data received by NC-DEx will be forwarded to the FBI’s national data-sharing system, N-DEx, making North Carolina a part of a comprehensive national criminal justice information sharing network.
- NC-DEx is an open-source software solution requiring no future licensing fees or ties to any one vendor.
- North Carolina retains control of source code for future expansion of NC-DEx and costs can be shared by multiple states using the same open-source solution (currently Tennessee and South Carolina).
- There are plans for NC-DEx to integrate with other North Carolina programs such as CJLEADS.
- NC-DEx is currently accepting live incident and arrest data from 11 law enforcement agencies.

MULTI-FACTOR AUTHENTICATION & IDENTITY MANAGEMENT CUMBERLAND COUNTY SHERIFF'S OFFICE

Opportunity: The CJIN Board continues to welcome presentations from the criminal justice community. The Board received an excellent presentation from the Assistant Information Technology Director, Stephen Jelinek, Cumberland County Sheriff's Office on their approach to a solution for Multi-Factor Authentication & Identity Management that fits their agency. These presentations and workshops continue to benefit other agencies and the Board will continue to support this type of exchange of information.

Background/Status: The NC law enforcement community, along with numerous other State Agencies, have implemented authentication. The Cumberland County Sheriff's Office provided their approach to the Board:

Advanced Authentication Methods

- Biometric systems
- User-based public key infrastructure (PKI)
- Smart cards
- Software tokens
- Hardware tokens
- Paper (inert) tokens
- Risk-Based Authentication
- Two other commonly used and approved options
- DL Swipe - magnetic stripe & 2d barcode
- RFID badges commonly used for building access

Cumberland County's Selected Technology

- Selected 2FA ONE from Identity Automation
- Leveraged what we already had deployed
- RFID using contactless cards
- Risk-Based Authentication as a back-up
- Lots of other options
- Dell laptops with RFID embedded reader
- USB connected reader for other systems
- Seamless integration with Net-Motion

Risk-based Authentication Workflow:

- User provides user name to application. Application analyzes risk factors associated with user's profile and end-point, if risk is determined then the user is required to answer one or more security questions prior to submitting password.
- Authentication: Application level such as VPN or CAD/RMS etc. 2FA does this at the Operation System level.
- Security Level: Low.
- Cost: Low.
- Reader required: No.

- Pros: Nothing to carry, nothing to lose. Truly token-less. Good for high user populations that access data over a browser. No environmental issues.
- Cons: Least secure. Users tend to forget answers to their questions. Prone to hacking. If the policy tightens RBA will be the first to go.
- Recommendation: Worth considering if your agency has no budget or is looking for a simply method that complies with the policy.

Proximity Cards

- Leverage what you already have.
- Workflow: User taps badge at OS or application logon and enters PIN.
- Authentication: OS Logon, application level such as VPN or CAD/RMS etc.
- Security Level: Medium/High.
- Cost: Medium/High. Readers \$40 to \$100+.
- Reader required: Yes, but embedded options are available.
- Pros: Very easy to use. Does not require the user to carry something extra. Users understand how to use the technology. Low failure rate. No environmental issues.
- Cons: Does not work for remote access, such as from a phone or tablet. (unless the tablet is Microsoft Windows based)
- Recommendation: Worth considering if agency uses proximity technology for building access.

Recommendations

- Leverage what you have – no need to reinvent the wheel.
- Don't forget about logging and auditing – it's important too!
- Participate in a ride along with one of your officers. Educate them on the policy and ask them what they would prefer.
- Conduct mini-pilots with your officers.
- Talk to your vendors about AA (hardware, VPN, CAD, etc.)
- Prepare yourself for the eventuality of the desktop requiring the same authentication standards.
- Be prepared to provide more than one AA option.

NC NATIONAL GUARD COUNTERDRUG PROGRAM

Opportunity: An inside look into how the National Guard supports federal, state, and local law enforcement agencies with aviation support. Lieutenant Colonel Jerry Baird Jr., Program Director, provided the CJIN Board with a presentation on the National Guard Counterdrug Program. These types of presentations are very valuable for the criminal justice community and the Board intends to continue these partnerships.

Background/Status: National Guard Counterdrug program born out of the 1987 Executive Order 12590, the Anti-Drug Abuse Act of 1988 and the ONDCP's 1989 National Drug Control Policy.

- 1989 Defense Authorization Act provided funding to the Guard to support the State's Counterdrug Support Plans.
- NC Began to support local law enforcement agencies through aviation support in 1989



Provide Support to Local, State and Federal Law Enforcement Organizations (LEO)
Mission Profile

- Law Enforcement Support (Interdiction)
- Marijuana Eradication
- LE Training

State Support during emergencies

- Hurricane, flood, mass casualty evacuation
- Search and rescue
- HOIST

Mission Support Types:

- "2B" – Intelligence Analyst, Translation Support, Counter-Threat Finance
- "3A" – Marijuana Eradication
- "4" – Counterdrug LEA Training (MANTA)
- "5A" – Ground reconnaissance support
- "5B" – Air Reconnaissance Support

The Director/Counterdrug Coordinator (CDC), typically a Lieutenant Colonel, oversees the program in accordance with the Governor's State Action Plan

- Headquarters staff (1 Deputy/XO, 4 NCOs (admin/supply/Budget)
- Each year's funding dependent on appropriations from Congress and Congressional Adds.
- Aviation Section currently 5 pilots, 4 mechanics on full-time active duty orders
- Augmented by 3-4 trained aviators with counterdrug experience not on full time counterdrug orders.
- 4 LUH-72 Lakota aircraft available for use

- 14 Criminal Analyst at 13 offices
- MANTA (Director/NCOIC/IT)
- Ground Surveillance (1 NCOIC, x3)
- Full Time Counterdrug personnel belong to a “traditional” guard unit and participate in unit functions.

How do we provide INFORMATION?

- Maintaining concealment through altitude or standoff distances
- Maximizing use of military grade imaging systems and technology
- Training law enforcement to include observers to make solid fact based decisions
- Watching suspects in an environment they perceive to be secure and safe.

What we need to know

- What is going on? Current state of target and associated organizations
- What do we want to happen? If everything goes right in the investigation, what is the end state? How can we affect larger DTO goals?
- Target Friendly Areas
- Location of associates, stash houses, delivery locations, hangout locations. Where could he go?
- Target Likely Courses of Action
- Will he run? Will he give up? Will he conduct counter surveillance? What is his tendencies?
- Target Threat
- Does he pose a threat to LEO’s?

What we do from the ground or the air

- Detect Find target of interest
- Identify Confirm target ID and activity
- Locate where is he in comparison of where he is supposed to be? Where is he going? Is this what we expected?
- Report Accurate and timely information. Not an analysis – we report only what we see.

Types of Support typically provided:

- Case Development
- Pattern of Life/Positive Identification
- Vehicle Tracking
- Pre-raid surveillance
- Buy/Walk, Buy/Bust (vehicle stops?)
- Marijuana Indoor Grow
- Fixed-Point Surveillance
- Open Air-Markets
- Life/Limb/Property protection
- Search for lost person at risk of death
- Search for escaped, suspected dangerous felons that engager public safety

- Submit requests for support via NC Emergency Management Operations Center (EOC) for Aviation Support.

If we are supporting you on a mission and ANY situation comes up that threatens life, limb or great human suffering, we have emergency authority to act.

- Keep in mind that our aircraft is not equipped with any emergency medical equipment and any casualty evacuation to a medical facility may be more dangerous than waiting on an ambulance.

FIRSTNET

Opportunity: The FirstNet System is designed to provide first responders with a high-speed nationwide wireless broadband network. The System is being constructed using the Federal Government's Request For Proposal (RFP) process. State and local law enforcement agencies will have a choice whether to participate; however, there still may be a cost to NC if an equivalent federally approved system is not designed and built in the State. For this reason, the CJIN Board and advisors need to continue to receive updates, and if necessary, take a position on this federal project.

Background/Status: The CJIN Board was fortunate to have the Director of Infrastructure Planning, Allan Sadowski, provide an overview presentation of the FirstNet System and answer numerous questions. The following information was taken from the presentation and FirstNet Websites: <https://ncbroadband.gov/firstnetnc/> & <https://www.firstnet.com/>

The FirstNet mission is to deploy, operate, maintain, and improve the first high-speed, nationwide wireless broadband network dedicated to public safety. This reliable, highly secure, interoperable, and innovative public safety communications platform will bring 21st century tools to public safety agencies and first responders, allowing them to get more information quickly and helping them to make faster and better decisions.

Reliable

This powerful broadband LTE network allows first responders and other public safety personnel to send and receive voice, data, video, images, and text without concerns about network congestion. The FirstNet network offers guaranteed priority and preemption when they're needed.

Interoperable

FirstNet is a nationwide network that provides interoperable communications for the public safety community, enabling information sharing across disciplines and jurisdictions, and improved situational awareness.

Innovative

The FirstNet App Developer Program and App Store will foster an ecosystem of innovation, enabling the delivery of actionable data through public safety applications and devices, giving first responders advanced technologies they need.

18 states & 2 territories have Opted-In to FirstNet

The Middle Class Tax Relief and Job Creation Act of 2012 establishes responsibility for building and operating a Nationwide Public Safety Wireless Broadband System. The First Responder Network Authority (FirstNet) was created as an independent authority under the National Telecommunications & Information Agency (NTIA). FirstNet is responsible

for overseeing a new nationwide wireless network. The term FirstNet is used in reference to both the federal entity as well as the nationwide network:

- Data, Video, Image & Text
- High Speed
- Prioritized for Emergency Responders
- Reliable for Advanced Communications

\$6.5 Billion ‘seed’ money for deployment - understood not to be enough to:

- Build
- Operate, and
- Evolve a nationwide LTE Network

Funds received from FCC Auction

Additionally:

- Monthly Subscriber Fees
- Competitive with current carriers
- Leasing excess capacity to commercial users
- 20 MHz of “prime” cellular spectrum
- Public Safety will maintain priority

Building Out

- Rural and Urban built out concurrently
- 20% Build Out per year for 5 years
- First Deployments in 2018
- Projected between 4 million and 13 million public safety subscribers nationwide
- Monthly subscription fee must be competitive

Governor must decide to:

- Accept the recommended FirstNet plan
- North Carolina works with FirstNet to implement Federal plan
- “Opt-Out” of the federal plan and develop an alternative plan
- State is responsible for significant portion of the build-out costs

FirstNet service will be available to emergency responders in North Carolina regardless of the Governor’s decision.

Every agency will have their own decision to make about signing up for service with FirstNet.

Individual Responder’s might be able to sign up even if the agency does not.

Is this a mandate? No. Every emergency response agency will have the choice to join FirstNet when it is available. FirstNet plans to have a compelling service and price to encourage agencies to join.

Who is going to build it? FirstNet is using the federal RFP process to select a vendor.

Will this replace my Land Mobile Radio? No. There is work in the LTE standard to address “Mission Critical Voice” services but those standards are just being developed. This could take years to be rolled out to devices. Continued planning and funding for today’s LMR is very important.

NC Preparation

FirstNet NC Office represents the State of North Carolina regarding the federal FirstNet effort, conducting education and outreach to the public safety community within the state. The state single point of contact (SPOC) acts as the primary agent bringing the concerns of North Carolina’s responders to the forefront of the effort.

The Broadband Infrastructure Office (BIO) was established by the State Chief Information Officer (SCIO) in 2015 as a statewide resource for broadband access, first responder communications and classroom connectivity initiatives led by the State of North Carolina.

BIO aligns NC Broadband, the statewide effort to expand high-speed Internet access, with the FirstNet public safety initiative for improved resource-sharing across state agencies. The centralized and streamlined Office provides the opportunity to work across agencies and identify infrastructure development needs across North Carolina.

Our mission includes creating the nation’s first giga-state by 2020, expanding broadband access to underserved communities, and supporting digital learning by extending Wi-Fi access to every classroom in the State. We also provide policy recommendations and guidance to government leaders and key stakeholders to foster digital infrastructure expansion, adoption, and use.

FirstNet partnered with AT&T early in 2017 to start the work on the FirstNet Network. In accordance with the law that created FirstNet, North Carolina was presented a plan on how AT&T proposes to deploy the network. This State Plan is now being evaluated by a task force comprised of stakeholders from public safety at the State, County, and Local levels. The State Plan is also being evaluated by Chief Information Officers, municipal IT professionals, and elected officials to give a comprehensive evaluation of the deployment.

The FirstNet NC is driving this evaluation to ensure that public safety’s concerns are all captured. The Governor of North Carolina will be tasked with deciding to accept the FirstNet State Plan or to develop and Alternative State Plan. FirstNet NC has a goal to provide the Governor with all the facts to make an informed decision. The FirstNet Network is optional to adopt and every public safety agency will need to understand the pros and cons to this network to make an informed decision.

NC RFP for State FirstNet: <https://www.ips.state.nc.us/ips/AGENCY/PDF/12023200.pdf>
Presentation: <http://www.cjin.nc.gov/infoSharing/FirstNetNC%20Presentation%202017.03.pdf>

CJIN INITIATIVES

There are a number of CJIN Initiatives that may not be enterprise solutions; however, they may be deployed on an agency by agency basis or regional basis. For this reason, the Board may want to facilitate an educational outreach to make the criminal justice community aware of these projects.

As so many agencies and personnel are using the CJIN Board website and attending CJIN Board meetings, in order to learn new more efficient techniques from other agencies and organizations to share with their Command Staff. These opportunities are listed in this section.

GPS Tracking for Probationers and Sex Offenders

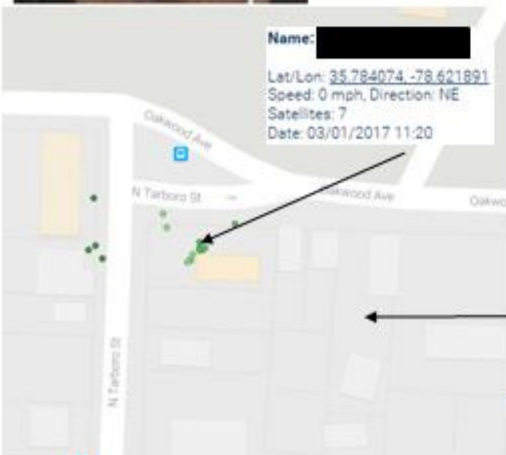
Opportunity: To continue to follow this solution that John Maultsby with Raleigh Police Department is using to track individuals who are on probation and who have been charged as sexual offenders. This technology could be utilized by other agencies who need an effective method by which to track offenders within their jurisdictions. The opportunity is for CJIN Staff to further research other agencies and perhaps other states in order to gain insight into how other agencies employ GPS technology to locate and keep tabs on offenders. The image below came from a presentation made to the CJIN Board regarding the use of GPS technology to track offenders.

Background/Status: The following slide was taken from the presentation by John Maultsby at the CJIN Board meeting.

DRUG SUSPECT MAPPING

I discovered that ----- was involved in a drug transaction report. As a result, I began to map the suspect to determine the value of where he goes and who he knows. I mapped the locations that were found to be suspicious and pertinent. This was done in an effort to aid in past, current or future investigations. Please see the following Screen Shots of his documented presence

Incident No	P17011204	Xref			Wednesday
Location	1500 OAKWOOD AV	Area	412		
City	RALEIGH	Zipcode	27610		
RPTD:	Date: 03/01/17	Tm: 14:14	OCOR:	Date: 03/01/17	Tm: 10:45
CMPT:	Date: 03/01/17	Tm: 21:12	Date: 03/01/17	Tm: 11:40	
1	54C Drug Violation/Felony	Completed			
Summary					
<p>This report contains information concerning the use of a confidential informant (CI) to purchase crack cocaine from Anthony "Tay" Able. The CI purchased approximately 0.36 grams of crack cocaine for \$40.00 from Anthony Able. Evidence was packaged and placed into the Detective Division Evidence locker #9. This is an ongoing investigation and charges will be filed at a later date.</p>					
Report Type		Data Review	Reviewed	Date: 03/17/17	
Os#	3308	FAUST, LINDSAY ELIZABETH			
Approval	A Approved	Gang Related <input checked="" type="checkbox"/>			
Review By	2405	NICKEL, JAMES T		Date	03/16/17
Assign To		Status			



EACH DOT REPRESENTS (1) MINUTE

Approximate Date and Time of the Documented Drug Transaction

Automation of NC City and County Protective Orders

Opportunity: Continue to stay connected with Conover Police Department as they implement the Guardianator program to automate Protective Orders. This process could be used by other agencies, as this technology is in its pilot phase to reduce the time it takes to execute a protective order and therefore be able to reduce the occurrences of domestic violence. Having the opportunity to follow this pilot would allow other agencies who might have some of the same concerns as Conover PD had, can use this software to help decrease the time required to process a Protective Order. CJIN Staff can continue to monitor this pilot and allow for Conover Police Department to present their experiences to the CJIN Board.

Background/Status: This information was obtained from the presentation that Major Robert Houston and Chris Niver from Conover Police Department gave the CJIN Board.

These are some of the National Domestic Violence statistics:

- 45% of Female Homicides are Domestic Violence Related
- 41% of the time orders are violated after they are issued,
- 24 victims/minute
- 34,560 victims/day
- 12 million victims/yr.
- 47 homicides/day
- \$37 Billion total US dollars

For Conover Police Department, approximately 40% of the Department's resources are being used on Domestic Violence cases. Below are some statistics for Conover, NC:

- 227 Domestic CFS
- 122 CFS Resulted in Assault
- 54% of CFS Physical Injury
- All have emotional consequences
- Average time on scene 1 Hour 15 Minutes
- Arrange stay at women's shelter
- Population: 8,236 and is 10.9 Square Miles

Benefit to the community and to Law Enforcement

- Saving Lives
- Tool for Law Enforcement
- Provides evidence which can be used in court
- Resources and Time
- Pro-active
- Pilot

Status thus far of the Pilot with Conover PD

- Tested the Prototypes with Conover
- Part of Global City Team Challenge NIST and Smart cities.
- Test Units
- Prepping to Pilot with Conover, NC
- SaS, Verizon and many others alliances
- Letter from Senator endorsing us
- Top 5 Globally in News at GCTC/NIST Austin 2016

Pre-Trial Diversion Program Cumberland

Opportunity: This initiative has just begun in Cumberland County, but with updates from Jeff Mitchell with the Cumberland County Sheriff's Office, the CJIN Board will be able to share this success with other counties during Board meetings and on the CJIN Website.

Background/Status: The following information was provided to the CJIN Board by Jeff Mitchell with the Cumberland County Sheriff's Office.

- Cumberland County, with the support and approval of the Board of Commissioners, started a new Misdemeanor Diversion Program (MDP) in 2016 for 16- and 17-year-olds who have no an adult criminal record.
- The purpose of the MDP is to divert first-time arrests or citations for eligible misdemeanor charges. Rather than issuing a citation or making an arrest where probable cause exists, law enforcement officers in Cumberland County will issue a referral directing the youth to contact the MDP office.
- This diversionary process is initiated when the officer completes an incident report and the Law Enforcement Referral Form.

Eligibility

- 16 or 17 years old at time of offense.
- No adult criminal record (can have a juvenile record).
- Must be a misdemeanor offense. Sex offenses, firearms offenses, and traffic offenses are specifically excluded.
- Final discretion on MDP referral remains with law enforcement officers.
- Restitution, if required, must be resolved outside the MDP program.

Referral Process

- Officer determines there is probable cause to arrest or issue a citation for a criminal charge and that an arrest or citation would otherwise occur.
- Officer gives youth an MDP referral form and explains the MDP program and the requirement to contact the MDP office within 48 hours either by email or phone.
- Officer completes and submits Law Enforcement Referral form and Incident Report (IR) within 48 working hours by e-mail, fax, or hard copy to Room 218 in the Cumberland County Courthouse.

Completion Process

- Upon successful completion of recommended program, MDP will notify involved law enforcement of completion date.
- If youth does not comply or complete assigned program, law enforcement will be notified and can opt to move forward in criminal court prosecution.

• Identity Automation – NC Educational Cloud

Opportunity: The NC Educational Cloud has created a very functional dashboard for its users. The Criminal Justice community would like to perhaps take advantage of this functionality in order to better equip law enforcement officers with the tools and programs they need more in a common location. This is something that the CJIN Staff could explore and perhaps have the opportunity to develop a pilot for law enforcement.

Background/Status:

General Summary

- Competitively RFP bid awarded to Identity Automation in April 2013 to provide a statewide identity and access management cloud service that provides every K-12 student, employee, and parent in NC a single account to access all educational learning resources.
- The IAM Service was one project in the NCEdCloud Program started in 2010
- US ARRA > US DOE RttT > NC Governor's Office > NCDPI > NCEdCloud @ NCSU/Friday Institute

General Update

- Quick Stats
- ~2.5 million total accounts (with ~2.3 million active users)
- Average daily logins: ~500,000
- Total number of application integrations: ~3,000
- Over 300 individual LEAs part of service across State
- Major updates/trends
- Integrating more target applications (10 / contract year)
- More local implementations and outside interest
- Support organization transitioned from MCNC to NCDPI
- Continuous refinement across entire service
- Moving Forward (NEW Contract Year 4-5)
- Continued Operations, Support, and Maintenance
- Guardian Accounts
- Continued Target Applications integration/refinement
- Shifting from coarse to more granular controls
- More multi-valued attributes support
- Different authentication options/methods used
- External data processing refinement
- Cost is ~\$.80/student/year

What is the NCEdCloud IAM Service?

- A statewide identity and access management cloud service that provides every K-12 student, employee, and parent in NC a single account to access all educational learning resources. In addition, it provides self-service capabilities to all end users and delegation capabilities to all LEA and Charter School administrators.

General Timeline

- 2010: The IAM Service was one project in the NCEdCloud Program started in 2010
- US ARRA > US DOE RtT > NC Governor's Office > NCDPI > NCEdCloud @ NCSU/Friday Institute
- 2010-2012: IAM Research and Planning Statewide interviews with all LEAs (9 months)
- Engaged with 40+ vendors
- Created IAM User Group
- 2012-2013: RFP Procurement (13 months)
- April 1, 2013: Competitive RFP bid was awarded to Identity Automation

Year 1 - Build and Deploy

- Contract Year 1 (April 1, 2013 - April 1, 2014)
- 5 Phases - Assessment, Design, Build, Test, Deploy (pilots)
- IAM Service went into production on January 1, 2014
- 5 Target Applications
- Google Apps for Education
- MCNC Zscaler Web Security
- CDLR (Central Directory Local Replica)
- Follett Destiny
- Discovery Education

Year 2 - Operations and Support

- Contract Year 2 (April 1, 2014 - April 1, 2015)
- Continued Year 1 application integrations, support, and maintenance
- Home Base Applications
- Home Base - Pearson OpenClass
- Home Base - PowerSchool (NC SIS)
- Home Base - Pearson SchoolNet
- Home Base - TNL (NCEES)
- Home Base - NC Learning Object Repository
- Home Base - Instructure Canvas

Year 3 - Operations and Support

- Contract Year 3 (April 1, 2015 - September 30, 2016)
- Continued Year 1 application integrations, support, and maintenance
- Continued Year 2 application integrations, support, and maintenance
- 10 New Target Applications

- BloomBoard
- PCG Student Survey
- Many others...

Year 4/5 - Operations and Support (NEW)

- Contract Year 4/5 (October 1, 2016 - September 30, 2018)
- Continued Year 1 application integrations, support, and maintenance
- Continued Year 2 application integrations, support, and maintenance
- Continued Year 3 application integrations, support, and maintenance
- 10 New Target Applications TBD
- Guardian Accounts

State Bureau of Investigation – Enhanced Finger Printing System

Opportunity: Special Agent Wyatt Pettengill has given the CJIN Board several updates on this initiatives from the SBI. Having continued updates of this valuable system, with the potential for several possible points of integration into other systems could be reviewed and researched by CJIN Staff.

Background/Status:

Statewide Automatic Fingerprint Identification System (SAFIS)

Purpose of System

SAFIS is a highly-specialized system used by SBI and law enforcement agencies throughout NC to perform hundreds of thousands of fingerprint and palm print identifications per year for purposes of arrest processing, sex offender registration, DNA collection, prisoner movement and release, solving crimes by identifying latent fingerprints left at crime scenes, and performing criminal history background checks for employment and concealed handgun permits. SAFIS integrates with two other CIIS criminal information systems: Computerized Criminal History (CCH) and Sex Offender Registry (SOR). SAFIS is the conduit for criminal history information to CCH because NC official criminal histories must be tied to a fingerprint identification of the subject to whom the criminal history belongs. Beyond CCH and SOR, SAFIS integrates with other criminal information systems at FBI, NC State Crime Laboratory, NC Department of Corrections, and Mecklenburg County. SAFIS also integrates with NCATS, a noncriminal system used by CIIS for processing criminal history background checks.

Maintenance and Technical Operations Approach and Costs

- Software hosting is at the DOJ data center and at its disaster recovery site at MCNC under contract. All SAFIS hardware is provided by the SAFIS vendor, MorphoTrak. All hosting maintenance and operations tasks pertaining to the SAFIS hardware are performed by MorphoTrak. DOJ ITD staff only performs hosting maintenance and operations tasks pertaining to the provision of space, power, and data communications to SAFIS at the DOJ Data Center.

- Software operations are the responsibility of MorphoTrak, but SBI CIIS staff performs some basic operations, such as rotating backup tapes and running system scripts as directed by MorphoTrak.
- User support and training is provided at a basic level by SBI CIIS staff (less than one FTE) while more advanced user support and training is provided by MorphoTrak.
- Software maintenance is performed entirely by MorphoTrak. The cost of MorphoTrak providing all of the above SAFIS operations, maintenance, and support is \$413,733 per year. Additionally MorphoTrak charges Department of Corrections and Mecklenburg County \$23,071 and \$44,686 respectively for annual maintenance and support of their remote SAFIS sites. MorphoTrak also charges maintenance and support directly to NC law enforcement agencies that purchase and operate latent fingerprint workstations and live-scan fingerprint capture devices connected to SAFIS.
- Options for Transitioning to Private Company Maintenance
- Software maintenance (and operations and support) for SAFIS is already performed by a private company – MorphoTrak.

Pre-Trial Release Program

Opportunity: To continue to receive updates from Detective John Guard with the Pitt County Sheriff’s Office in order to determine if further legislation is needed for this effort. Additionally having other agencies, along with judges and other court personnel, made aware of the potential the existing legislation has for keeping repeat offenders off the streets is vital.

Background/Status:

John Guard of the Pitt County Sheriff's Office gave the CJIN Board several presentations regarding Pre-Trial Release. He was joined by members of the Clerk of Superior Court from Wake, Chowan, and Iredell Counties. There were representatives from the City of High Point and Statesville along with the Board discussed how to ensure that agencies are aware of and how Judges can ensure that pre-trial release is working.

To read more information about Pre-Trial Release and to see presentations by Detective John Guard and Sgt. Dan Miglin along with a Memo from AOC regarding Pre-Trial Release, please click [here](#).

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Pre-Trial Release Presentation by John Guard

Sgt. Dan Miglin also provided the Board with a PowerPoint on the City of Statesville and Iredell County experience with Pre-Trial Release. That presentation can be found [here](#).

To see the Memo that the Administrative Office of the Courts sent out regarding Pre-Trial Release, please [click here](#).

- Pre-trial Release Violations in Pitt County Investigative DV Reports CBA May 2012 Selected cases with an OCA number where the case was cleared by arrest from May 1, 2012 to May 31, 2012.
- The following data represents additional calls and/or arrest from May 1, 2012 to December 1, 2012 involving the original suspects from May 1, 2012 to May 31, 2012.
- Investigative DV Reports CBA May 2012
- 60% of the offenders had additional contact with law enforcement in the form of another investigation and/or arrest.
- Investigative Non-DV Reports CBA May 2012
- 49% of the offenders had additional contact with law enforcement in the form of another investigation and/or arrest.

History of Pre-trial Release in North Carolina:

In 2004, almost one in five domestic homicide victims were murdered in North Carolina by defendants who were free on bond for other domestic violence charges.

As a result, legislation was drafted and implemented (NCGS 15A-534.1). Utilizing this legislation, the Pitt County Sheriffs Once implemented the electronic monitoring program. This program monitors a select group of domestic violence offenders during the pretrial phase. '

NCGS 15A-534.1

- Provides law enforcement officers with powers of arrest for violation of pretrial release in the following misdemeanor cases:
 - Assaults
 - Communicating Threats
 - Domestic Criminal Trespass
 - Violation of a DVPO
 - Stalking

NCGS 15A-534.1

- Additionally, it provides law enforcement officers with powers of arrest for violation of pretrial release in the following felonies provided in Articles 7A, 8, 10, or 15 of Chapter 14:
 - Article 7A - Rape and other sex offenses
 - Article 8 - Assaults

- Article 10 - Kidnapping and Abduction
- Article 15 - Arson

Relationships per 15A-534.1

The victim and suspect must be...

- Spouse
- Former Spouse
- Person who one lives or has lived with as if married, but this statute did not address all crime, recent Expansion of Pre-trial Release in North Carolina.

In 2011, the North Carolina Legislature provided law enforcement officers with powers of arrest for violations of pre-trial release in a criminal cases (NCGS 15A-534). There is no relationship requirement between the victim and suspect with this statute.

15A-534 and 15A-534.1

The Process Explained... The Process

- After an arrest is made, the defendant is brought before a judicial official to have his or
- her bond set.
- This bond could be secured or unsecured based upon a number of factors.
- In addition to a monetary amount, the judicial official may set additional restrictions on the defendant pending the final disposition of the case.
- The judicial official authorizing pretrial release under this section must issue an appropriate order containing a statement of the conditions imposed, if any; inform the defendant in writing of the penalties applicable to violations of the conditions of his release; and advise him that his arrest will be ordered immediately upon any violation. The order of release must be filed with the clerk and a copy given the defendant.
- In imposing conditions of pretrial release and in modifying and revoking orders of release under this section, the judicial official must take into account all evidence available to him which he considers reliable and is not strictly bound by the rules of evidence applicable to criminal trials.

A judge may impose the following conditions on pretrial release:

- a) That the defendant stay away from the home, school, business or place of employment of the alleged victim.
- b) That the defendant refrain from assaulting, beating, molesting, or wounding the alleged victim.
- c) That the defendant refrain from removing, damaging or injuring specifically identified property.
- d) That the defendant may visit his or her child or children at times and places provided by the terms of any existing order entered by a judge.
- e) That the defendant abstain from alcohol consumption, as verified by the use of a continuous alcohol monitoring system, of a type approved by the Division of Adult Correction of the Department of Public Safety, and that any violation of this condition.

Inmate Medical

Opportunity: To have CJIN Staff continue to work with and support the efforts of the Pitt County Detention Center personnel in their efforts to expand their successes in automation. Have an update from Pitt County to see if it was possible to have other counties participate in a pilot program.

Background/Status: A workshop with the Department of Correction (DOC) was held in April, 2014 followed by a workshop conducted at the conclusion of the September Board Meeting – participants at the workshop included personnel from the Pitt County Detention Center, Dr. Mark Cervi Dr. Gary Leonhardt, Peter Romary, Cumberland County Sheriff, Durham County Sheriff, Harnett County Sheriff, New Hanover County Sheriff, Craven County Sheriff, Johnston County Sheriff, Wake County Sheriff, NC Sheriff's Association, Criminal Justice Resource Center, Craven & Neuse Prisons, DPS-ACD Central Health Care Administration, Moore County Sheriff, and Southern Health Partners.

The Pitt County group is working with Southern Health Partners and a group of detention centers to develop a pilot project that will validate the cost savings and effectiveness of exchanging inmate medical records in NC.

Pitt County has saved tens of thousands of dollars in medical cost by deploying this automation and has projected that the savings and avoided costs will in the range of several hundreds of thousands annually. They have further projected that tens of millions could be saved and avoided if the automation is deployed statewide. The CJIN Board has confidence that these stated benefits can be achieved.

The Board's recommendation was to create a regional alliance with other detention centers and when operational, review a potential connection with the state prison system.

SUMMARY

The CJIN Board has been involved with numerous activities over the last several years as highlighted in this report and the Board was very excited about the accomplishments in the area of criminal justice over the last year. Assisting the Legislature with the challenges associated with Body Worn Cameras and the continued expanding of NCIS-LInX were very rewarding. The CJIN Board initiatives identified in this report will be challenging, however, we have very experienced Board Members, numerous subject matter experts serving as Advisory Members, and our numerous “Friends of CJIN” to successfully address these projects.

One of the first activities that needs to be accomplished at our upcoming CJIN Board meeting is identify the projects to be addressed in the upcoming Legislative Session. Keeping in mind that some of the initiatives are on-going projects/programs and only require updates. It is critical for CJIN to continue to provide the forum for discussion regarding upgrades and enhancements that impact the criminal justice community. Additionally, there is the possibility that some of the identified initiatives could be an integral part of one of existing NC criminal justice system. These discussions will be exciting.

In addition to the CJIN Staff formally identifying all the aforementioned initiatives and developing an agenda for the upcoming meeting that will accomplished our stated goals, the staff will continue to work on the following:

- Continue to enhance and update the Board’s web site: www.cjin.nc.gov.
- Continue to enhance and update the Board’s Facebook Site: <https://www.facebook.com/CJINGoverningBoard?ref=profile>
- Continue work with and support the Governor’s Crime Commission Gang Net System
- Continue to maintain the CJIN’s Criminal Justice Data Base
- Continue to expand the “Friends of CJIN” directory: <http://www.cjin.nc.gov/about/default.aspx>
- Continue to monitor legislation that impacts criminal justice and post the list of bills on the CJIN Website
- Continue to work with other states and federal agencies; and
- Continue our ongoing dialogue with the vendors that serve NC.

Please remember that this report is a draft and all feedback is welcomed. Keeping in mind that these identified initiatives may result in recommendations that will be contained in the CJIN Annual Report to the General Assembly on April 1, 2018. We also want to welcome our new Board members and advisory members and hope this report will introduce them to the activities for the upcoming year.