



Report to the Legislature

State of Connecticut

Status of the Criminal Justice Information System (CJIS)

**Submitted by
the CJIS Governing Board**

July 1, 2012

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Criminal Justice Information System (CJIS) Governing Board

Agencies and Members

Office of Policy and Management

Mike Lawlor, Under Secretary
(Governor's Appointee and Co-Chair)
Benjamin Barnes, Secretary

**Department of Correction, with Parole
Functions**

Leo C. Arnone, Commissioner
Cheryl Cepelak, Deputy Commissioner, (Designee)

Office of the Chief State's Attorney

Kevin Kane, Esq.,
Chief State's Attorney
John Russotto, Esq.,
Deputy Chief State's Attorney (Designee)

Department of Public Safety, Div of State Police

Reuben F. Bradford, Commissioner
(Designee to be determined)

Office of Chief Public Defender Services

Susan O. Storey, Esq.,
Chief Public Defender
Brian Carlow, Esq., Deputy Chief Public Defender,
(Designee)

Office of Chief Court Administrator

Patrick L. Carroll, III, Judge,
Deputy Chief Court Administrator,
(Designee and Co-Chair)
Barbara M. Quinn, Judge, Chief Court Administrator

Department of Administrative Services

Donald DeFronzo, Commissioner
Mark Raymond, (Designee)

Board of Pardons and Paroles

Erika Tindill, Chair
John De Feo,
Acting Executive Director (Designee)

Office of Victim Advocate

Michelle Cruz, Victim Advocate
Merit LaJoie, Complaint Officer (Designee)

Connecticut Police Chiefs Association

Richard C. Mulhall, Chief (Designee)

Department of Motor Vehicles

Melody Currey, Commissioner
George White, Division Chief (Designee)

Chairpersons and Ranking Members of the Joint Standing Committee of the General Assembly on Judiciary

Michael Pollard

(Designee for) Eric D. Coleman, Senator, Co-Chair

William Tong, Representative

(Designee for) Gerald M. Fox, Representative, Co-Chair

John A. Kissel, Senator, Ranking Member

John Hetherington, Representative, Ranking Member

Executive Director

Sean Thakkar

Governor’s Vision for Technology

The Governor’s vision for technology provides the foundation upon which CJIS is working. This vision is predicated on the following:

- Implementation of efficient, modern business processes that result in cost-effective delivery of services
- Open and transparent engagement with the citizens of the State
- Accurate and timely data for policy making, service delivery and results evaluation
- A secure and cost effective IT infrastructure, including greater use of shared services and applications wherever possible
- Easily accessible services to all constituents

Business Goals and Objectives:

- Optimize our current investments in technology and leverage existing infrastructure and resources.
- Create a simple way to implement new technologies, so that agencies can implement them smoothly.
- Develop a secure environment which meets state and federal standards for security.
- Provide independent and objective opinions and recommendations to the CJIS Governing Board.
- Provide services that are “boringly predictable” and totally reliable.
- “Information any way you want it” — Provide all of our stakeholders with the data they need, on the platform they want, and in the most accessible format to suit their needs and business practices.

CJIS Committee Chairs

The committees and their chairpersons are as follows:

Administrative Committee

Larry D’Orsi
Judicial Branch,
Court Operations Division

Implementation Committee

Chief Richard Mulhall
Connecticut Police Chiefs Association (CPCA)

Technology Committee

Evelyn Godbout, Information Technology Manager
Division of Criminal Justice

Report to the Legislature

Criminal Justice Information System (CJIS)

This report is pursuant to Connecticut General Statutes, Sections 54-142s. The Criminal Justice Information System (CJIS) Governing Board provides this report and directs the projects within this report in order to meet the CJIS Goals.

Organization of the CJIS Governing Board

Connecticut General Statutes Sections 54-142q, expanded the membership of the CJIS Governing Board. In summary, co-chairs were established and the membership was expanded to include representation from the Legislative Branch through the chairpersons and ranking members of the joint standing committee of the General Assembly on Judiciary. Each member of the CJIS Governing Board may appoint a designee.

The legislation specifies the Chief Court Administrator and a person appointed by the Governor from the CJIS Governing Board membership to be co-chairs. The co-chair appointments were immediately made to facilitate the further organization of the CJIS Governing Board. The Chief Court Administrator designated Judge Patrick L. Carroll III, Deputy Chief Court Administrator, to be one of the co-chairs. The Governor named Mike Lawlor as the other co-chair (and designee).

The table below shows how the CJIS portfolio of programs tracks against the requirements set forth in CGS Sec. 54-142q.

Business Objectives	CISS ¹	CIDRIS	OBTS
Efficient modern business processes	✓	✓	✓
Open and transparent engagement	✓	✓	✓
Accurate and timely data for policy making, service delivery and results evaluation	✓	✓	✓
A secure and cost effective IT infrastructure	✓	✓	✓
Easily accessible services to all constituents	✓	✓	✓
Establish funding processes that will allow the State to measure and maximize its return on technology investments and to target funds to the agency and state priorities	✓	✓	✓
Ensure that the appropriate project management, transparency and accountability systems are in place for successful project implementation and completion	✓	✓	✓
Better align agency and state information technology plans and priorities with agency and state priority business and resources available	✓	✓	✓
Provide for Agency autonomy so they can accomplish their missions	✓	✓	✓
Simplify implementation of new technologies	✓	✓	
Develop secure environment, meeting State and Federal standards	✓	✓	✓
Optimize current investments to leverage infrastructure and resources	✓	✓	✓

¹ As designed in the RFP released on October 2010.

Accomplishments

The following is a list of major accomplishments since the January 2012 Legislative Report.

Connecticut Information Sharing System (CISS):

- The CISS team has hired Mark Tezaris as the Program Manager, brought on board April Panzer and Lucy Landry as CISS Senior Project Managers, Elizabeth Ugolik as Executive Assistant to Sean Thakkar, Rick Ladendecker as CJIS Technology Architect, and Margaret Painter as Senior Communications Specialist. In addition, two Java developers, two SharePoint developers, a Database Administrator, and a Technical Analyst were brought on board in June 2012. This completes the hiring for staff needed currently.
- The CISS team is meeting with the CJIS stakeholders to identify the agency systems that will be communicating with CISS, the technology of those systems and agency preferred method of search by CISS.
- Xerox, the vendor, has started design of the CISS Wave 1 business requirements.
- DAS-BEST, with direction from the CISS Team, has created the initial development environment.
- The CJIS Operational team has completed the Invitation To Bid (ITB) for an application monitoring system. Nastel has won the bid and the team is working with DAS-BEST to implement the system. This system will significantly help report the health of the OBTS, CIDRIS, and CISS systems and anticipate potential issues.
- CISS Business requirements validation began in January 2012. The CJIS Team met with the agency business and technical stakeholders to further validate the CISS business requirements in more detail.
- The CJIS Team met with the agency business stakeholders to review the documents that will be shared between agencies in CISS; this information is being reviewed for accuracy and comprehensiveness.
- The CJIS Team is working with the agency technical stakeholders to identify the agency source systems and their data structures that will be connected to CISS.
- The high level CISS Search, Security, System, “webMethods” and Integration Environment Solution Architecture Designs have been delivered from Xerox for State review and comment.
- CISS Success Metrics are being updated to demonstrate how CISS project status will be reported on a Strategic, Operational, and Tactical level for the July 19, 2012 Governing Board meeting.
- The CJIS Team is acquiring the hardware, technology and infrastructure to support Proof of Concept (POC) demonstrations. This means that we will demonstrate only a narrow part of the search solution. DAS-BEST successfully built the new development environment within the new hardware.

- The first POC software is being developed to demonstrate the search capabilities of the CISS environment using the Offender Based Tracking System (OBTS) and will be shown at the July 19, 2012 Governing Board meeting; subsequent POCs are scheduled for late 2012 and early 2013.
- We created and published the first CJIS Roadmap monthly newsletter in May 2012 designed to improve communications between the CISS team and the CJIS community focusing on business, technical, schedules, planning and other information important to our stakeholders.
- The operations team began technical meetings with the stakeholders concerning the technologies being implemented within the CISS environment.
- We are identifying technologies to streamline information transfer between agency source systems and CISS.

Offender Based Tracking System (OBTS):

- The OBTS program implemented Release 7.2 in May 2012; deliverables are being constructed for Release 7.3, with an implementation date planned for August 2012.
- OBTS implemented software upgrades and was re-architected for performance gains.
- OBTS data is being analyzed in order to identify data accuracy opportunities that will be prioritized and implemented for improved quality.
- Commenced the development of prototype reports for the CJIS Community that rely on OBTS data.

Connecticut Impaired Driver Records Information System (CIDRIS):

- The CIDRIS team, DMV, DESPP and Judicial has begun the redeployment of CIDRIS.
- As of June 20, Troops B - Canaan, L - Litchfield, A – Southbury, I – Bethany, F – Westbrook, and Troop G – Bridgeport, have been deployed.
- The CIDRIS implementation team continues to meet weekly to monitor implementation activities and issues. Current issues include quality of electronic data submissions from DESPP, concurrent and timely receipt of electronic messages and paper delivery, and access to CIDRIS from patrol cars out in the field. Our implementation team is working to develop creative solutions.
- Five remaining Troops are scheduled for July and August 2012.
- The CIDRIS team has also begun a *pilot* effort to prepare DESPP for discontinuing delivery of paper OUI Case Documents to DMV and Judicial. This includes review of existing paper workflow, analysis of current systems, and development of a new web-based application called *CJIS Forms Viewer*, which provides electronic viewing of all OUI documents and On-Demand printing for Judicial and other stakeholders.

- The CJIS Business Analyst College Internship program, designed to provide criminal justice work experience to students, has taken on three interns for the spring semester and three for the summer semester from local colleges. Our interns research CJIS applications and evaluate data.

CJIS Programs — Recommendations for Consideration

1. **Open the remaining seven of the nine State employee positions requested for the current needs of the CJIS Operational Team working on CISS, OBTS, CIDRIS and other CJIS projects. These positions require the right skills and experience in order to successfully deliver a large, complicated, high visibility project like CISS.**

Impact: The primary element for success is to have a talented pool of dedicated and skilled personnel reporting directly to Executive Director. The timeline set for the hiring of key CISS employees in May and October was not met.

Nine key CISS project positions are considered critical to initial phases of the project. The Board unanimously voted to make these positions full-time State employees. This would allow the State to garner institutional knowledge for CISS application and business requirements of the project. Currently, only the CJIS Program Manager and the CJIS Business Manager have been made full-time state employees. The updated remaining seven positions that need to be approved for full time state employees are:

1. Senior Technology Architect (Manager)
2. Senior Project Manager
3. Senior Project Manager
4. Senior Java Developer
5. Senior Java Developer
6. Application Data Base Administrator
7. SharePoint Developer

The consultant company hired to do the Independent Verification & Validation, (IV&V) has repeatedly highlighted this as a critical CISS risk.

Recommendations: Because the above positions have not been opened as State employee positions, we hired consultants to fulfill our deliverable obligations as per the contract with the CISS vendor. The State needs to re-classify the seven positions listed above to allow for the starting experience needed and have the starting salary closer to the market rates.

2. **Service Level Agreements (SLA) must be established with DAS-BEST and stakeholder agencies.**

Impact: SLAs are an industry best practice. SLAs are created to define services provided, response times, resources required, and cost of service. SLAs provide transparency and accountability to the agencies signing the agreement, and help reduce cost by reducing redundancy and waste. A SLA should be established between the CJIS Governing Board and DAS-BEST. The Governing Board must know what services and resources DAS-BEST will provide as well as the time lines for providing support and resources. The items for SLA

include service availability, disaster recovery, and quarterly resources for planned activities. The provisioning of services using SLA agreements should be encouraged by the Legislature to allow agencies to evaluate their service levels and reduce costs.

Recommendation: The Legislature should encourage agency use of SLA agreements as a best practices method of standardizing IT application performance requirements and results based accountability.

3. CJIS Governing Board should have full access to Public Safety Data Network (PSDN) and Connecticut On-Line Law Enforcement Communications Teleprocessing (COLLECT) network for its applications. This is a prerequisite for successful deployment of CISS.

Impact: The CJIS community agreed five years ago that CJIS would utilize the COLLECT / PSDN system's network. The CJIS Governing Board previously approved CJIS' utilization of the COLLECT / PSDN networks controlled by the Department of Emergency Services and Public Protection (DESPP), which transmits secure data from law enforcement throughout the state.

Recommendation: Provide legislation allowing CJIS Governing Board applications to use the COLLECT / PSDN network. Allocate funding for connection and ongoing operations of agency access to the network.

4. Change Conn. Gen. Stat. 54-142q to encompass all CJIS Governing Board applications exemption from FOIA.

Impact: The Legislature should exempt programs under the CJIS Governing Board portfolio from the provisions of FOIA as it has for the OBTS application. Like the OBTS application, CIDRIS and the future CISS application collect data from source agencies (Agencies of Record) to share with criminal justice agencies that have a need for this data. Like OBTS, CIDRIS and CISS are *not* the source of original entry. FOIA requests should be directed to the agency that collected and entered the data initially. The Privacy subcommittee of the Administrative committee has been reviewing proposals for FOIA legislation and will present its recommendations to the legislature in the near future.

Recommendation: The Legislature should adopt the proposed legislation submitted by the CJIS Governing Board's Administrative Sub-Committee when it is forwarded to the legislature.

Connecticut Information Sharing System (CISS) Status Report

Where We are Today

- A unified information sharing delivery system is the key to preventing tragedies like the 2007 home invasion and triple murder in Cheshire.
- While the focus of CGS Sec. 54-142q and CISS is to improve public and officer safety, this project will also reap significant dividends in the efficient use of scarce funding. With the smart, innovative application of new technologies, CISS will reduce overall costs through easier access to information, increased efficiencies in process, and less rework of data entry

errors. By managing the investment in the development of the system, CJIS will generate a cumulative benefit of \$59M after the system goes into full operation.

- CISS will increase public and officer safety by providing more and improved information to criminal justice staff on demand. The system will also enhance business efficiency by increasing the speed of electronic information exchange between agencies — all in a safe and secure manner.
- CISS will reduce administrative costs by electronically capturing data and documents at their source, cataloging and storing this data in a central repository, where it will be available to all member agencies. This will create an enormous economy compared to each agency having to copy, file, index, and store all data elements.
- These capabilities will create great benefit to society by reducing recidivism, aiding re-entry programs, reducing delays in the judicial process, and improving overall public safety for Connecticut's citizens and public safety officers.

Progress Made to Date — Period Ending June 2012

The following is a synopsis of the program's noteworthy accomplishments over this reporting period:

- The CJIS Team validated the CISS requirements with the CJIS agency stakeholders. This process ensures the State and Xerox understand the language used to describe what the State expects of CISS.
- The CISS technical design process was started by the CJIS Team. This will be an iterative cycle based on groups of requirements by specific requirement affinity.
- Hardware and software were procured and configured in the system lifecycle environments for the project.
- The CJIS Team reviewed the documents that will be shared through the information exchanges with the agency business stakeholders; data fields on the documents are being analyzed in order to begin the mapping process to the agency source system data structures.
- The CISS designs were presented by the Xerox team to DAS-BEST in May 2012; it was presented to the agency business and technical stakeholders on June 13 and 14, 2012.
- April Panzer started in her position as the CISS Senior Project Manager on March 7, 2012.
- Elizabeth Ugolik started in her position as the CJIS Executive Assistant to Sean Thakkar on March 12, 2012.
- John Cook started in his position as the CIDRIS Project Manager on April 23, 2012.
- Richard Ladendecker started in his position as the CJIS Technology Architect on May 1, 2012.

- Margaret Painter started in her position as the CJIS Senior Communications Specialist on May 30, 2012.
- Lucy Landry started in her position as the CISS Senior Project Manager on June 18, 2012.
- Business metrics were defined to measure the success of the CISS Program.
- The first Baseline Assessment of the Quarterly Independent Verification and Validation was completed on April 30, 2012.
- The first Proof of Concept (POC) for CISS search is being built and will be shown at the next CJIS Governing Board meeting on July 19, 2012.
- The CJIS and DAS/BEST teams built the Phase I development environment.
- Project Management Office established and being mobilized.

Anticipated Activity – Next 180 Days

The CISS Program is expected to accomplish the following objectives or milestones over the next 180 days:

- Create schedule of deliverables that the State will need to provide to Xerox for CISS and complete the Master Schedule of CJIS Project Portfolio.
- Communicate to the CJIS stakeholders proposed dates and resource commitments needed from stakeholder agencies to properly administer the CISS project at the CJIS agencies.
- Plan the CISS on-and-off ramp data exchanges with each agency.
- State approval of Xerox designs.
- Begin construction of CISS features and information exchanges.
- Create production support plan for CISS.
- Re-baseline contract milestones and payment schedule to more closely align with the development and implementation strategy.
- Transition entire CJIS team to IBM Jazz (collaboration suite for Software Development Life Cycle, SDLC).
- Create, test, implement, and demonstrate to the CJIS community Proof of Concept 2 and 3.
- Continue to implement all of the required Project Management Office processes.
- CISS end of month project status to the CJIS Community starting end of July 2012.

Please see the Appendix for additional CISS milestones and target dates.

As these efforts are completed, the CISS program will need to resolve risks and issues.

Risks and Issues Facing the Project

Risk:

The late hiring of State positions, resorting to contractors to fill positions, and not able to convert the positions to State employees, presents risk in the project plan and the long-term support and stability of CISS.

Mitigation:

We are hiring consultants to fill the current positions needed by the CISS team that have not been approved. This will allow us to get the work done that we are contractually required to produce and assure the successful implementation of CISS for the State.

We are working with DAS to open the required positions and change the Job Classifications for the Technology Architect (Manager) and two Senior Project Managers. Our efforts to fill these positions have encountered issues with the low starting salaries offered by the State compared to the private sector. We need to hire people with the right skill set, experience with large, complex, multi-million dollar, multi-year projects, and salaries that are close to market rates in order to be successful. Until this is done, the risk exists that the State will lose the technical and domain knowledge when the consultants leave.

Issues:

There is an issue concerning the Freedom of Information Act (FOIA) stemming from the fact that official state repositories are subject to FOIA. The CISS data store is a staging repository and not the official repository of record; therefore, it needs legislation to exempt it from FOIA requests and to require those requests be submitted to the agencies that are the repository of record.

Mitigation:

The mitigation strategy is for the Administrative Committee to address the FOIA issue and to develop the approach for legislation.

Conclusions

- CISS was undertaken to comply with CGS Sec. 54-142q. CISS will increase public and officer safety by significantly improving information sharing among the justice agencies in the State of Connecticut.
- The system also enhances business efficiencies by increasing the amount and speed of information exchanged electronically.
- The unified information sharing approach can be used to provide similar benefits to many non-justice agencies with minimal investment.

Offender Based Tracking System (OBTS) Project Status Report

Where We are Today

- OBTS currently serves an average of approximately 500 unique users every day.
- OBTS processes approximately 30,000 criminal justice business transactions on a given work day.
- Moving toward implementing a sustainable maintenance model to provide for ongoing incremental improvements to OBTS, based on the prioritized objectives of the business community.

Progress Made to Date — Period Ending June 2012

The following is a synopsis of the program's noteworthy accomplishments over this reporting period:

- The CJIS Operational Team successfully deployed the OBTS 7.2 release on schedule. Key changes are data quality improvements, memory and performance enhancements, and general database maintenance.
- Started constructing the deliverables for OBTS Sprint Release 7.3.
- The second OBTS/CIDRIS/AFIS User Group Meeting was held on May 23, 2012.
- Successfully established data access to the Judicial branch's source systems for the data purity initiative. The CJIS Operational Team started the data mapping process.
- John Blauvelt joined the team on May 4 as a CSG System Administrator (State employee) to support the CJIS applications.
- Nastel training for CJIS and DAS-BEST technical teams was conducted June 26 and 27.
- A CSG Application DBA to support the CJIS applications has been brought on board and is due to start in early July 2012.

Anticipated Activity – Next 180 Days

The OBTS Program is expected to accomplish the following objectives or milestones over the next 180 days:

- Build, test, and deploy OBTS Release 7.3.
- Finalize OBTS Release 7.4 requirements, construct, test and deploy.
- Continue the data purity improvements by data mappings of the Judicial branch's source systems and begin comparing OBTS data to Judicial. This process includes creating a data dictionary, writing code for the comparison, and documenting the data that requires updating.

- Reach out to Department of Corrections to kick-off the data purity initiative for the OBIS system.
- Use the Nastel performance tool to identify problem areas.
- Finalize OBTS training schedule.

As these efforts are completed, the OBTS program will need to resolve several risks and issues.

Risks and Issues Facing the Project

Risk:

DAS-BEST Application Hosting has lost key technical support staff to retirements and state budget cuts and is not able to replace these key resources. As a result, OBTS is reliant on consultants as key resources from CISS to support the OBTS application platform.

Recommendations

Replacement of key OBTS business and technical skilled resources is considered critical to ensuring that OBTS can provide effective business and technical support; a concern addressed by the OBTS Application Steering Committee.

Conclusion

These recommendations do require immediate action; continued, strong legislative support is critical.

Connecticut Impaired Driver Records Information System (CIDRIS) Project Status Report

Where We are Today

The **Connecticut Impaired Driving Records Information System (CIDRIS)** is an integrated, information sharing system developed in cooperation with local Law Enforcement, the Department of Public Safety, the Department of Motor Vehicles, the Division of Criminal Justice, and the Judicial Branch, as well as NHTSA and ConnDOT.

- CIDRIS is in the Implementation Phase, which it expects to complete with the integration of all 11 DPS troops by August 2012 based on the new schedule by DESPP.

Progress Made to Date — Period Ending June 2012

The following is a synopsis of the program's noteworthy accomplishments over this reporting period:

- The CIDRIS team, DMV, DESPP and Judicial has begun the redeployment of CIDRIS.

- As of June 20, Troops B - Canaan, L - Litchfield, A – Southbury, I – Bethany, F – Westbrook, and Troop G – Bridgeport have been deployed.
- CIDRIS implementation team continues to meet weekly to monitor implementation activities and issues. Current issues include with quality of electronic data submissions, concurrent and timely receipt of electronic messages and paper delivery, and access to CIDRIS from patrol cars out in the field. Our implementation team is working together to develop creative solutions.
- The schedule for the five remaining Troops is:
 - Troop H, Hartford – July 11, 2012
 - Troop D, Danielson – July 25, 2012
 - Troop C, Tolland – August 1, 2012
 - Troop K, Colchester – August 15, 2012
 - Troop E, Montville – August 29, 2012
- The CIDRIS team has also begun a *pilot* effort to prepare DESPP for the discontinuance of delivering paper (OUI Case Documents) to DMV and Judicial. This includes a review of existing paper workflow, analysis of current systems, and development of a new web-based application called CJIS Forms Viewer that provides electronic viewing of all CIDRIS-supported OUI documents and On-Demand printing for Judicial and other stakeholders.
- The CJIS Business Analyst College Internship program, designed to provide criminal justice work experience, has taken on three interns for the spring semester and three for the summer semester from local colleges. Our interns research CJIS applications and evaluate data.

Anticipated Activity – Next 180 Days

The CIDRIS Program is expected to accomplish the following objectives or milestones over the next 180 days:

- Work with Judicial, DESPP, and DMV to complete the deployment of remaining Troops by end of August, including Troops H, D, C, K, and E.
- Move forward with the *pilot* technology and business processes needed to go paperless with the OUIs for Judicial, DMV, and DESPP, and let the stakeholders decide how they want to proceed at the end of the pilot.

Risks and Issues Facing the Project

Issues:

CIDRIS validates all messages received by DESPP, DMV, and Judicial. Messages that do not pass validation are rejected and prevented for use by other stakeholders. If the amount of messages rejected by CIDRIS continues to remain at higher than acceptable levels, these problematic messages may impede ability of CJIS stakeholders to fully leverage system

capabilities. To help reduce error count, CJIS, DESPP, DMV and Judicial continue to monitor and classify message errors to locate additional technical and training solutions.

CJIS Governing Board Committees' Updates

Administrative Committee

The Committee met in April 2012 to review questions related to CISS Audits, obtaining CISS user ID and password and credentials for saving and editing documents in CISS. The Committee also reviewed language for a legislative proposal to address FOI requests for information from CISS.

The committee is also working on finalizing a Non-Disclosure Agreement for employees, consultants, and vendors to be approved by the CJIS Governing Board.

Technology Committee

The Technology Committee met in April 2012 to review the CISS User Interface Style and Standards document and provided feedback regarding the CISS screens and data presentation methods.

Implementation Committee

The Implementation Committee held no meetings during this reporting period. The Implementation Committee instead helped create and held two OBTS and CIDRIS User Group meetings. As CISS moves from design to build and implementation, meetings will be set up to support this effort.

Appendix

CISS Development Milestones 2012-2013

Phase	AMJ	J	A	S	O	N	D	J	F	M	A	M
Infrastructure												
Requirements — Wave 1												
Proof of Concepts Design												
Requirements — Wave 2												
POC Development												
Design OBTS Search & Portal												
Develop OBTS Search & Portal												
Design Uniform Arrest Workflow												
Acceptance — OBTS Search/Portal												
Develop UAR Workflow												
Deploy OBTS Search/Portal												
Acceptance UAR Workflow												
Deploy UAR Pilot												
Deploy UAR Full												
Design Infractions Workflow												
Develop Infractions Workflow												
Acceptance — Infractions Workflow												

= Primarily State Team
 = Primarily Xerox Team