COOK COUNTY SHERIFF'S OFFICE BUREAU OF INFORMATION AND TECHNOLOGY STRATEGIC PLAN

TABLE OF CONTENTS

MISSION

The Bureau of Information and Technology [BOIT] for The Cook County Sheriff's Office plans, implements and maintains the Office's technology enterprise according to these guiding principles: transparency, collaboration, integration, cloud-smart, resiliency, sustainability, continuity and "best-fit" procurement practices.

- **Transparency:** using both internal and public-facing technology to provide a comprehensive view of The Sheriff's Office's operations and programs

- **Collaboration:** partnering with diverse organizations across the community, county, state and federal agencies to determine the most effective uses of technology and share insights and new approaches to technology-based solutions

- **Integration:** working closely with Sheriff's Office staff, County Government and partners to select and deploy standards-based technologies that support data and resource sharing

- **Cloud-smart:** using cloud data storage and processing following thorough balancing of the risks and benefits realized

- **Standardization:** implementing technology based on best-practice policies to deploy hardware, software and services

- **Sustainability:** choosing mature technologies based on well-understood standards to ensure consistent operations and support

- **Continuity:** deploying technology that is resilient and can support the 24 hours-a-day, 7 days-a-week, 365-days-a-year operational availability the Sheriff's Office's operations require

- **Security:** Adopting a forward-looking "when" not "if" approach to anticipate enterprise cyber-attacks and preparing a comprehensive response to any such event

- **"Best-fit" Procurement Practices:** acquiring new technology only after thorough consideration and evaluation of existing inventory, skills and resources

BUREAU OF INFORMATION AND TECHNOLOGY PROGRAMS

APPLICATION DEVELOPMENT UNIT

- **Application Development** – delivers internally-developed business applications to support and enhance Sheriff's Office operations. Also collaborates with multiple agencies to develop and deploy applications County-wide – includes DACRA ECitation system and Bond Court Automation via the County ESB.
- **Application Enhancement** – works internally and with partners and vendors to enhance and improve the Sheriff's Office application infrastructure.

- **Project Management** – works with internal staff, partners and vendors to ensure timely solution delivery and mitigate implementation risks. Notable projects include the Chevin FleetWave vehicle fleet management system, the County BOT DACRA ECitation system and the Records Management System.

INFRASTRUCTURE TECHNOLOGY UNIT [ITU]

- **Network Infrastructure Enhancement** – implements, manages and enhances the Sheriff's Office data network to ensure secure access, reliability and availability. Includes deployment of the CISCO ISE environment in collaboration with the County BOT, end-to-end data security across the enterprise, deployment of the ExpressRoute site-to-site VPN critical to Sheriff's Office disaster recovery efforts and manage the Cisco Virtual Private Network.
- **Cloud Computing Implementation** – implements, enhances and manages Sheriff's Office cloud infrastructure enabling data enterprise expansion at reduced cost compared to traditional hardware-based approaches.
- **BOT and NCC Collaboration** – works with the Cook County technology and networking units to develop and implement cost-effective, reliable and high-availability solutions.

BUSINESS INTELLIGENCE UNIT [BI]

- **Data Analysis –** aggregates data generated within the Sheriff's Office across all operations and processes that data to provide deep business intelligence, situational awareness, and allow for data driven decisions.
- **Data Presentation –** engineers visual display of data to provide rapid insight and analysis across the Sheriff's Office enterprise.
- **County Justice Stakeholder Collaboration –** enables data sharing and processing with justice enterprise partners to identify service opportunities for detainees and other justice system participants.

END USER COMPUTING UNIT [EUC]

- **End-User Computing Support** – provides end user support for technology deployed within the Sheriff's Office. Supports technology needs for the 24/7/365 Sheriff's Office operations which includes a staff of approx. 5500 users, working within the Department of Corrections, Court Services, and all patrol divisions. EUC also provides support to the Emergency Communications/911 Center. Includes support for the state-wide LEADS system which is critical to law enforcement operations.
- **Mobile Patrol Infrastructure** – deploys and maintains equipment critical to mobile patrol operations throughout the county.
- **First Line Issue Identification and Response** – serves as first point of contact to identify, report and assist with resolving issues affecting the Sheriff's Office's information network.

CRIMINAL APPREHENSION BOOKING SYSTEM [CABS] UNIT

- **County-Wide CABS Services Support –** County-wide support for 127 Cook County law enforcement agencies comprising approximately 13,000 users. This system is critical to law enforcement operations. This team is dispatched to visit lockups of suburban police departments for remediating booking issues and performing hardware, software and network configurations as needed. Collaboration with the County BOT for network communication and connectivity.

CASE REVIEW UNIT

- **Audio/Video evidence preservation –** responsible for acquiring and preserving all video evidence from the Sheriff's Office's county-wide video monitoring network. Preserves chain of custody per rules of evidence and all applicable legislation and regulations.
- **Incident Review –** performs intensive review of all incidents captured on video for the Department of Corrections, and major events for the Sheriff's Police, Community Corrections and Court Services. Documents incident review allowing for further investigation by OPR and Sheriff's management staff. Key to mitigating litigation risk and sustainability measures.
- **Compliance assurance and auditing –** provides investigatory analysis and reports to support Sheriff's Office's regulatory and legal compliance.
- **FOIA and subpoena response and fulfillment –** responsible for retrieving and fulfilling FOIA requests, subpoenas, and other legal requests for incident video evidence. Key to rapid response and fulfillment while maintaining confidentiality and preserving privacy.

INFORMATION SECURITY OFFICE

- **Security Infrastructure Management –** deploys and monitors systems crucial to network and data security management. Works closely with Cook County Information Security Office and the County Information Security Working Group to establish and implement policies and processes to ensure safe and secure data operations.
- **ISO Working Group –** serves as a leading member of the county-wide Information Security Working Group to advance the data security needs of the Sheriff's Office and Cook County as a whole.
- **Training –** Establishes and delivers data safety training to all Sheriff's Office staff. Provides ongoing scenario training covering incident identification and response.
- **CJIS Compliance –** Validates and implements data handling practices in compliance with the Criminal Justice Information Systems framework established by the FBI.

VIDEO MAINTENANCE UNIT [VMU]

- **Video Infrastructure Enhancement** – establishes, maintains and expands the Sheriff's Office's video monitoring infrastructure county-wide. This includes stationary cameras and Body Worn Cameras. This infrastructure is critical to Case Review Unit Operations.
- **Video Evidence Training and Access** – provides training in the correct use of Body Warn Cameras. Establishes appropriate access to video evidence based on role and other factors.

ADMINISTRATION AND COMPLIANCE

- **Vendor Relationship Management –** verifies that vendor performance adheres to contract requirements and deliverables are complete before authorizing payment. Advises on corrective intervention where vendor performance does not satisfy contract terms.
- **Compliance –** responsible for auditing BOIT units, vendors, and non-vendor partners to verify adherence to industry-standard best practices for data handling, data security and incident management.
- **Procurement Management –** manages vendor contract lifecycle from RFP or other initiation through renewal and contract closure. Works closely with OCPO and BOT legal to ensure Sheriff's BOIT is compliant with all OCPO rules and ordinances.
- **Hiring –** works closely with all Sheriff's BOIT units to determine staffing needs and manages hiring process with HR.
- **Inventory –** collaborates with the Sheriff's BOIT operational units to manage and audit inventory lifecycle. Coordinates procurement processes to ensure inventory aligns with current workload requirements.

POLICY ROADMAP

The Cook County Sheriff's BOIT is aligned with the County BOT IT strategy and coordinates that strategy with legal and regulatory compliance requirements unique to the Sheriff's Office and law enforcement generally. The Sheriff's Office's BOIT will be focusing its 2022 efforts on the following areas:

MODERNIZATION

Expanding the use of appropriate automation coupled with data and systems standardization is key to the Sheriff's Office's modernization effort. Primary targets include eliminating workflows requiring hardcopy forms, automating multiple workflows to expedite review and approval, and maintaining and increasing system resiliency and availability.

Data standardization enables the Sheriff's Office to expand data sharing with justice partners. This expanded sharing allows for more accurate and effective administration of justice and increases the number and quality of justice-related programs.

Systems standardization allows the Sheriff's Office to effectively manage costs while maintaining flexibility and systems availability. BOIT recognizes that organizations generally have, and the Sheriff's Office in particular has become increasingly dependent on technology in order to continue to offer needed services and to expand capabilities to meet new community needs.

The Sheriff's Office's BOIT is partnering with the County BOT on multiple enterprise-level projects, including establishing an ExpressRoute hybrid cloud computing platform as well as continuing our participation with the Enterprise Service Bus. Sheriff's BOIT continues to work closely with the County BOT on deploying County-Wide technologies to further reduce redundancy and cost.

APPLICATION AND DATA INTEGRATION

Application and data integration is aligned with BOIT's modernization efforts. Data and system standardization enables integration both within the Sheriff's Office and between the Sheriff's Office and a myriad of partners. This sharing then enables economies of scale where all justice partners are able to deliver more and better-quality services without increasing expense.

The Sheriff's Office employs a standardized 'build once, run many' application development approach where once an application is built it can be used in multiple operational areas with a minimum of additional development. This means that the Sheriff's Office uses minimal effort to achieve maximum results with regard to operational support and improvement. This approach also enables the Sheriff's Office to offer applications to other County law enforcement and justice partners faced with complex funding and resource challenges.

Data Integration is key to realizing maximum effectiveness at minimal cost. This integration enables the 'build once, run many' approach by allowing data sharing between Sheriff's Office's applications, and it allows partners to easily exchange data with the Sheriff's Office. This increased exchange of data improves data quality and expands partners' capabilities with a minimum increase to expense.

COMPLIANCE AND VENDOR RELATIONSHIP MANAGEMENT

The Sheriff's Office's BOIT is targeting 2022 for the full implementation of its compliance program. This program is a multi-disciplinary approach involving collaboration among BOIT units and Sheriff's and County BOT's legal departments, procurement, and other partners to ensure the Sheriff's Office's BOIT continues to function according to best practices and is aware of and adapts to new and evolving requirements.

BOIT's compliance program extends to include vendor and non-vendor partners to ensure all are practicing safe data handling and are transparent regarding their own systems security and incident response policies and processes. Areas of focus include supply chain vendors, systems developers, service providers and data-sharing partners.

BOIT will also focus on vendor relationship management by working with Sherrif's Office's and County BOT's legal departments to build compliance requirements into all agreements. This increases the

enforceability of compliance requirements. This also manifests assurances that our vendors are performing responsibly and are accountable at a financial level for secure application development, service delivery, and responsible data handling.

The Sheriff's Office will also work with County BOT and the Office of the Chief Procurement Officer to explore an IT-specific procurement process. This process would be tailored to the unique needs confronting IT, chiefly supply chain vulnerabilities highlighted by the pandemic and the rapid change cycles intrinsic to IT.

DATA SECURITY AND CLASSIFICATION

The Sheriff's Office processes and stores an immense volume of data. This data is critical to daily operations, review and enhancement of service delivery and compliance with the complex regulatory framework surrounding law enforcement operations at the local, state and national levels. This data is highly sensitive given the Sheriff's Office operational environment. The Sheriff's Office employs industry best practices and regulatory standards to serve as a responsible custodian of this data.

Key to the Sheriff's Office's custodianship is data security. The Sheriff's Office will continue to collaborate with the Cook County Information Security Office [CCISO] and the Information Security Working Group [ISWG] to adopt data handling best practices. The Sheriff's Office has worked to be a leader in the ISWG to deploy sound practical policies governing data stewardship processes.

Data Classification is critical to secure data handling. The Sheriff's Office continues to refine data classification practices and policies. The Sheriff's Office is implementing automated systems to apply these policies to everyday processes to ensure that data is handled correctly and only accessed by those members authorized to do so based on organizational role and relationship to job function. This automation will govern all processes from data creation and acquisition through operational processing through archival and ultimately destruction where required.

The Sheriff's Office Information Security Office works in collaboration with the Compliance group and the other operational units within BOIT to guarantee that processes are operating correctly, that policies are enforced and that new approaches are evaluated and implemented to keep the Sheriff's Office's data security and classification practices remain current.

FY2023 AND BEYOND

AUTOMATION

The Sheriff's Office is acutely aware that the need to 'do more with less' is critical and will continue to be so for the foreseeable future. To this end the Sheriff's Office is committed to expanding the use of automation where possible and appropriate. The goal is to reduce cost while expanding services and maintaining and enhancing quality of delivery. Expanded appropriate use of automation is crucial to achieving this goal.

PAPERLESS PROCESSES

The Sheriff's Office is committed to eliminating all unnecessary paper related to operational processes. The first phase of this effort began with implementation of electronic signatures in collaboration with the County BOT and the implementation of phase one of the electronic bond court process through the County's Electronic Service Bus. We will continue to work with other justice partners to further reduce the reliance on paper. The Sheriff's Office plans to work with the County BOT and other agencies to use an enterprise-wide content management system to digitize paper forms for electronic retention.

COLLABORATION

The Sheriff's Office strives to be both a leader and a valuable partner in the administration of County government and in the law enforcement community. The Sheriff's Office will continue its current efforts in identifying and engaging in partnership opportunities. These include policy and practice sharing, data exchange and contract sharing where appropriate.   Expanding the use of the County BOT's Enterprise Service Bus will allow for further automation and efficiencies. With more County Agencies sharing their data on the enterprise wide standard, we hope to limit the need for redundant data sets and streamline our operations.