

1. Statement of the Problem

The DeKalb County Georgia District Attorney's Office (DCDAO) is proposing to purchase IBM i2 Analysis software to identify criminals involved in gang and other violent offenses in Metropolitan Atlanta. This software will allow the office to interface with other local police departments, sheriff departments, District Attorney Offices as well as Federal and nationwide agencies. The IBM i2 Analyst's Premium is designed to help analysts and investigators discover key information hidden in the mass of disparate data that is commonplace in the fight against modern day, sophisticated criminal and terrorist organizations. We will focus our efforts on Criminal Justice System Improvements, Reducing Violent Crime and Crime Analysis and Predictive Analysis. With the IBM software we will be able to have Technology Integration, Data Linking and Identity Management and well as connect with National Repositories.

With a population of 707,089, DeKalb County is the third most populated county in the state. DeKalb County is a suburb of Atlanta and contains a portion of the city of Atlanta. DeKalb is also the most diverse county in Georgia and is located within the 10 counties that comprise the Metropolitan Atlanta area which are Cherokee, Clayton, Cobb, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry and Rockdale counties.

The DCDAO has created several special divisions to address major crimes. In 2014, the DCDAO handled over 5,500 felony cases. The divisions are the Gang Unit, Human Sex Trafficking, Domestic Violence, Sex Crimes and the Crimes against Children unit. Atlanta has been named one of the top sex trafficking destinations in the United States. Criminal street gangs are moving towards sex trafficking due to the ability to make thousands of dollars in an evening with just one girl.

The DCDAO is focusing its efforts to reduce Gang Violence. In DeKalb County, in 2013 and 2014, there were thirty-one (31) cases that have either been charged or resolved under the Street Gang Terrorism and Prevention Act. There were seventy (70) different defendants charged amongst the thirty-one (31) cases.

The problem with properly policing and prosecuting violent criminal gang activity within DeKalb County is the lack of connectivity amongst the relevant law enforcement agencies as well as a lack intelligence sharing. Violent criminal gang activity and its perpetrators stretch across both city and county lines, and intelligence sharing is of the utmost importance, but it is often lacking. Without cross-jurisdiction communications, potential, large scale crimes and potential defendants fall through the cracks and cannot be successfully prosecuted. The lack of successful prosecutions can only empower gangs and gang activity.

According to law enforcement estimates, there are 58 gangs with over 1,950 members in the Atlanta area. Hispanic and African American gangs are the most prevalent in and around Atlanta. Below is a description of the gangs located in DeKalb County and Metro Atlanta. All of these gangs distribute drugs and commit violent crimes such as assault, auto theft, drive-by shootings, and homicide in Metro Atlanta.

Bloods and Crips are two of the largest and most violent associations of criminal street gangs in the United States. The membership of both gangs is primarily African American. **Gangster Disciples** is the largest of the Chicago-based street gangs and its membership is primarily African American. **La Gran Familia** is one of the primary Hispanic street gangs in the Atlanta metropolitan area. **Latin Kings**, is a predominantly Hispanic street and prison gang. **Sureños 13** is a major Hispanic street gang in the Atlanta metropolitan area. **Vice Lords**, one of the largest and most violent associations of Criminal Street gangs. Its membership is predominantly African

American. Many gangs in Georgia are made up of members from different ethnic backgrounds. In DeKalb, there is an increased presence of older, more experienced gang members that have migrated from other large cities.

Drug-related crimes, aggravated assault, murder, burglary, larceny, and robbery often are related to the distribution and abuse of illegal drugs, especially crack cocaine. Some gangs in Georgia have "robbing crews." These crews conduct home invasions that typically target rival drug dealers. A recent case involved a gang murder of an innocent citizen during a family gathering at an apartment complex that was interrupted by gang members who called for backup from other gang member because they felt violated when asked to leave the gathering. An innocent man was shot in the head. Within days the gang thought one of its members was talking too much about the crime and a female member of the gang was shot and her head was bashed in with a bolder. In retaliation of her murder, additional gang member shot into the home of her alleged gang member murders and the infant son of one of the original gang members was shot and killed. Another problem is that gang members have multiple names. They have their legal names and then at least one but possibly multiple street names and variations of the spelling of the names. This makes it difficult to identify suspects when they are committing multiple crimes across the metro area.

2. Project Design and Implementation

The DCDAO will manage the entire process and implementation in conjunction with IBM. The collaborative effort to support the project will build upon the current process. The DCDAO currently works with the DeKalb County Police department (DKPD), the DeKalb County Sheriff's Department (DKSD) to identify criminals and prevent crimes. The DCDAO also works collaboratively with law enforcement agencies located with the 10 metro county areas as well as

around the country. As it relates to crime in the Metro area, most enforcement agencies use software that is not compactable with giving access to other county agencies and departments. We have to rely on the use of Multidisciplinary Task Forces and the hard work of the investigators from all of the 10 counties that comprise Metro Atlanta to verbally work together to identify criminals. The purchase of the IBM i2 Analysis software will allow the DCDAO to integrate with the current IBM software that is currently used by DKPD, the Fulton County Police Department and several Federal agencies. Currently research is done manually and there is not a formal process to notify agencies across the Metro area of criminals committing the same type of offenses across county lines. The IBM i2 Analyst is a local analysis repository that is optimized for data management, information discovery and analysis. This repository enables users to more effectively manage a wide range of intelligence by collating it into a single source. For instance, the repository features a data management interface that is designed to enable rapid data entry and management and provides powerful search and discovery capabilities. These capabilities allow users to quickly explore their collated data and identify key information within the local analysis repository. Data of interest can also be exported in a commonly supported structured data format so that key information can be quickly disseminated across organizations for inclusion in other tools or processes that may rely on it.

The process that will oversee the implementation and progress of this project would be a DeKalb County Task Force based process that would include members from each of the respective law enforcement agencies. Their inclusion would support “buy-in” from all entities involved. The technology software would be used to input and analyze intelligence, and this information would be updated regularly with quarterly, task force wide reviews to ensure that intelligence is being appropriately added to the repository of information. The quarterly reviews would be a

collaborative effort amongst all of the stakeholders and users. This time would also be used to analyze the actual usage by each entity involved in the task force. We plan to have memoranda of understanding and written agreements to ensure that each entity and stakeholder are committed to the solution and will properly work toward successfully implementing and maintaining the solution.

a) Explain the proposed solution to be implemented that will address the problem;

We proposed the purchase and implement the IBM i2 Analyst's Premium software. It is a powerful data-centric visual analysis environment, backed by an optimized local analysis repository. Currently, it is being used by the FBI, ATF, Atlanta Police Department and the DeKalb County Police Department as well as many other organizations and agencies. It offers users a comprehensive range of capabilities to identify actionable intelligence within disparate data sets.

These capabilities help organizations and their users to: Build a single, cohesive intelligence picture more quickly by combining all available information in a single analysis repository; Strengthen insight and understanding of complex criminal, terrorist, and fraudulent activities and networks; Increase the depth of end intelligence products for more effective resource utilization; Reduce the time to identify the key elements of 'who, what, when, why and where' via multiple analysis views on a single store of data; Support the dynamic nature of analysis tasks and reduce the time needed to create different hypotheses; Quickly highlight key individuals and relationships and their connections to key events with core link analysis capabilities; Understand critical timeline of events or patterns within criminal activities with powerful temporal analysis tools; Gain better insight and understanding of the

structure, hierarchy and ‘modus-operandi’ of complex networks with integrated Social Network Analysis tools.

This software makes simple communication out of complex data. While the discovery and development of intelligence is key, it is equally important that analysts are able to effectively share critical findings in a clear and concise manner. The effective dissemination of data is vital to aid operational decision makers in making rapid, accurate, and informed decisions. The IBM i2 Analyst provides users with the means to: Easily share key information across an organization for inclusion in other tools or processes with export to a commonly supported structured data format; Produce redacted versions of charts to easily share the right level of information to others with differing security clearances.

The use of the IBM software solution would allow record management systems and electronic platforms from each entity to be retrieved and stored within the IBM solution. This information and intelligence can be “pulled” from the entity’s systems daily. The IBM solution would have the ability to check and cross reference all of the information to track any similarities and overlap amongst the intelligence and investigations. The IBM system would be able to sift through and analyze voluminous records and make connections that would either never be found or take weeks or months to find. This efficient intelligence gathering would then allow for more widespread and effective policing and prosecuting.

b) Describe the current level of readiness to implement the proposed solution.

The current level of readiness is high. The gang problems are pervasive, but the citizens and law enforcement community are ready to implement processes and see changes. The barrier is cost of the necessary software to assist with solving these problems. The law enforcement agencies and local governments are anxious to reduce violent crime and gang activity within

their communities.

The Global Standards Package was shared with the IBM team we were working with in selecting our software package. We made sure to incorporate all aspects of the GSP in our planning. We have taking into account the National Information Exchange Model to make sure that standard language is used. Global Reference Architecture will be used to make sure the messaging stands are used to make sure of consistency.

Address how the proposed solution is relevant to other jurisdictions/agencies

The proposed solution is currently being used by a few surrounding jurisdictions and the federal government. For example, the Atlanta Police Department in conjunction with the FBI is in the process of working collaboratively with the same solution. If we are able to implement a similar solution, there is the possibility of enhanced sharing capabilities amongst the agencies. Other government agencies, like the ATF, currently use the solution. This solution allows the different federal agencies to collaborate and de-conflict with relative ease. We hope to mimic that ability with this solution across DeKalb County and the Atlanta Metro area.

c) Identify the resources that will be used to support the proposed initiative.

The primary resources to be used would be the manpower of the various state and local agencies. This would include dedicated staff from the DCDAO. This includes Assistant District Attorneys, Investigators and others. We would need the commitment of individuals and task force to ensure the proper implementation. We would also need space to collaborate, meet, and store any relevant physical and documentary evidence. In conjunction with the intelligence, surveillance would be required to verify the intelligence. Laptops will be used to connect to the IBM software.

Capabilities and Competencies

As the prosecuting office in the county, the DCDAO has both the competencies and capabilities to implement any solution necessary to curb the prolific violent gang issues plaguing the county. All law enforcement agencies working within the county have to work through or with this office. This office has the ability to bring together various entities and agencies for a purpose greater than small scale cases that do not place a dent in violent gang activity. Gang activity and violent crimes have not yet been approached in this manner within DeKalb County or on a large scale in metro Atlanta, but this type of approach can be effective because the Atlanta metro area has violent crime offenders and gang members cross county lines and jurisdictions on a regular basis. We have conducted research and have identified the best software for investigative needs. We have had an onsite demonstration of the software by IBM for our team members. We have also discussed the software with other agencies currently using it and have received positive feedback. The law enforcement agencies in the Metro Atlanta are a cohesive group with work well together in solving and prosecuting local crime. The dedicated DCDAO staff who will primarily use the software are:

(b)(6) (Project Manager) Assistant District Attorney, Director Gang Unit; (b)(6)
Assistant District Attorney, Director, Human and Sex Trafficking Unit; (b)(6) Assistant
District Attorney, Director, Domestic Violence, Murder and Crimes against Children; (b)(6)
(b)(6), Chief Investigator; (b)(6), Investigator, Gang Unit

3. Plan for Collecting the Data Required for this Solicitation's Performance Measures

Applied Research Services will be responsible for the collection of the data, the performance measurements and the evaluation of the program. Applied Research Services, Inc. (ARS) is a national consulting firm based in Atlanta, Georgia.

Evaluation Design, Methods, and Indicators

The evaluation of the DeKalb County technology implementation grant will involve a comprehensive process and outcome evaluation that employs a participatory, action-oriented approach. Process evaluation components will focus on documenting the “who, what, where, when, how, and how much” associated with the initiation and development of the multi-agency, multi-jurisdictional collaborative team and the installation and use of the i2 and Analyst’s Notebook systems to achieve project goals and objectives. Initial MOUs have already been discussed that define the major agencies that have signed in as collaborative partners. Our evaluation work will begin by constructing a logic model and evaluation plan that accurately reflect stakeholders’ sense of the project and the questions to be addressed through the evaluation work (including ensuring collection of data to address the specified GPRA indicators). Also at the outset of the award efforts will be undertaken to assess and document baseline information sharing and relevant capacities and tools, as well as baseline data regarding targeted offender and offense types. The evaluation team will conduct an inventory of these tools, processes, and targets, as well as obtain initial data regarding the health and status of the nascent collaborative as well as the organizational capacity of the collaborative. The Wilder Collaboration Factors Inventory (WCFI) and Organizational Capacity Assessment Tool (OCAT) will be used to assess these constructs, respectively. These measures will also be administered at the close of the funding period, providing a developmental perspective on the growth and development of the collaborative and its relevant capacities. Evaluation staff will serve as key members of the collaborative, providing ongoing evaluation data and feedback that will contribute to an overall process of continuous quality improvement.

The backbone of this project involves the implementation and use of specialized software that fosters information sharing across agencies and jurisdictions. We will evaluate the process by which the software is installed and initiated, conduct pre- and post-training surveys assessing familiarity with the software, its functions and outputs, as well as document the specific ways that use of the software facilitates communication, collaboration, planning, and practice. This will involve attendance and participation at trainings, planning and governance meetings, and regularly occurring project meetings. Focus groups and interviews with key stakeholders will provide qualitative data regarding software implementation and results. It will also be critical during this phase to document the data handling and communication methods and networks facilitated by the software, allowing for a comparison with the pre-implementation data collected at the outset.

Outcome evaluation components will focus on addressing the GPRA indicators and performance measures specified in the RFP. Doing so will permit an accurate assessment of the degree to which the DeKalb technology implementation project has been successful in achieving its key goals and objectives. In addition, other key outcomes such as increased collaboration, information sharing, planning, and execution of justice strategies across disciplines and jurisdictions as measured by WCFI and OCAT will be addressed. Ultimately, the success of the project will be determined by the degree to which project implementation results in direct, measurable, and significant decreases in targeted offenses. Evaluation activities will collect and analyze data at the individual, agency, collaborative, and Global Standards Package (GSP) levels. The comprehensive process data collected throughout the life of the grant will allow for proper interpretation of the outcome findings, as well as lay the necessary groundwork for replication.