

Agency IT Strategic Plan (Form) / **140 DCJS FY14-16 ITSP** (Item)

(Data as of: Mar 11, 2015)

Form Report, printed by: Truman, Cheryl, **Mar 11, 2015**

IT SUMMARY

General Information		
Item Name:	140 DCJS FY14-16 ITSP	<i>Choose the CTP-prepared Agency ITSP item for the appropriate biennium</i>
Home Portfolio:	140 DCJS IT Strategic Plans	<i>Choose your Agency Portfolio for ITSP</i>
ITSP Biennium:	FY14-16	
Proponent Secretary:	187 Secretary of Public Safety & Homeland Security	
Proponent Agency:	140 Department of Criminal Justice Services	
Submitted by:	Administrator, System	
Agency has BRTs or Investments:	Yes	
Has CETR been updated?	No	
Date Submitted:		
For additional CETR information, secure link address or CETR access request go to the following VITA website:		
http://www.vita.virginia.gov/oversight/default.aspx?id=349		

About the IT Summary

The purpose of the agency IT Strategic Plan is to establish an agency-wide vision and priorities for agency investments in IT and IT operations so that they promote the achievement of agency’s mission and business outcomes. The IT Plan Summary describes how agency IT strategies, goals, and objectives align with the mission, vision, values, and daily operations identified in the Agency Strategic Plan. This IT Plan Summary identifies the implications outlined in the Agency Strategic Plan and integrates them into implementable objectives and directives.

Current Operational IT Investments

In this section, describe the high-level strategy the agency will use to manage existing operational IT investments over the next year to 6 years. This section should align with identified Business Requirements for Existing Technology (BReTs). At minimum, please address the following questions in your description of your agency’s strategy for managing existing operational IT investments:

- *Are there existing IT investments that will require additional funding over the next year to 6 years, such as license renewals, re-competition of current IT contracts, or system enhancements required by the Agency Strategic Plan?*
- *If there are systems that will no longer support the agency’s business needs, either through poor performance or excessive cost, how does IT leadership in the agency plan to address the issues?*
- *If the agency does not have the staff or funding to meet increasing demand for IT services, how will IT leadership fulfill the requests?*

The Department of Criminal Justice Services consists of the Office of the Director, the Division of Finance and Administration, the Division of Programs and Services, and the Division of Law Enforcement and Security Services. We employ approximately 120 full and part time personnel and we operate primarily out of a central office. However, there are a few positions that operate out of their homes and work in the field.

Mission
To provide leadership to improve the criminal justice system in Virginia’s communities through effective training, partnerships, research, regulation, and support.

Vision
To be the national leader and Virginia’s premier criminal justice agency, creating dynamic system-wide solutions for public safety.

Core Values

- Professionalism – We value integrity, honesty, accountability, dependability and a commitment to excellence in the actions we take to fulfill of our mission.
- Teamwork – We respect each other, blend our diverse talents and backgrounds and willingly share information and resources as we collaborate within the agency and with our partners outside of the agency.
- Customer Service – We will deliver timely, efficient, quality service to both our internal and external customers with a positive attitude.
- Innovation – We empower creativity, thoughtful risk-taking, progressive thinking and openness to change as we constantly seek to improve the services we provide to our Internal and external customers.
- Fairness – We promote consistency and fairness in the assistance we provide our co-workers and our constituents and we make decisions without favoritism or prejudice.
- Communication – We endeavor to provide accurate and up-to-date information to our co-workers and our constituents.

The Department of Criminal Justice Services (DCJS) is charged with planning and carrying out programs and initiatives to improve the functioning and effectiveness of the criminal justice system as a whole.

The Department of Criminal Justice Services:

- conducts research and evaluation on criminal justice issues;
- develops short and long-term criminal justice plans;
- distributes federal and state funding to localities, state agencies and nonprofit organizations in the areas of law enforcement, prosecution, crime and delinquency prevention, juvenile justice, victims services, corrections and information systems;
- provides training, technical assistance and program development services to all segments of the criminal justice system;
- establishes and enforces minimum training standards for law enforcement, criminal justice and private security personnel; and
- licenses and regulates the private security industry in Virginia.

The agency's primary constituents are local and state criminal justice agencies and practitioners, private agencies, private security practitioners and businesses, and the public-at-large. Other constituents include local governments and state agencies, the federal government and advocacy groups/associations.

The Information Technology (IT) organization has historically provided agency applications support through in house developed and maintained systems. Most of these systems were developed years ago on a technical platform that at the time might have been sufficient but in today's world of evolving technologies and changing business requirements are not robust enough nor provide the integration to support agency needs.

From an HR perspective the IT resources were committed to provide support for various divisions within the agency; ending up creating pockets of expertise with little or no cross training. This division of support also created an environment where there were little or no standards in terms of project management, systems development, programming, and support.

Strategies to Achieve Goals

Goal 1: Create an IT organization that is:

- 1 proactive in working with the agency to accomplish its goals and objectives
- 2 cross trained to be in a position to provide stronger support
- 3 technically competent

Strategies to Achieve Goal 1:

1. Take a leadership role in working with divisions to identify initiatives to improve the agency operations.
2. Provide project management direction, methodology.
3. Improve communications between IT and agency divisions.
4. Coach staff in breaking out of their niche and learning more about other aspects of the agency through engaging in support.
5. Provide training opportunities to allow staff to become more technically proficient.
6. Hire new technology skills as opportunities for recruitment arise.
7. Partner with vendors to provide applications support that will move the divisions forward in managing the agency business.

Goal 2: Provide a work environment that is consistent with the themes identified in the agency core values.

Strategies to Achieve Goal 2:

1. Educate staff on core values.
2. Demonstrate by example through a management style that reflects consideration of our core values.

3. Participate in ongoing programs within the agency that promote our shared values (i.e. pickle program)
 4. Promote a life work balance (Personalize to the individual and what makes that individual energize)
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Goal 3: Promote an internal awareness that IT decisions and actions have an impact on the success of the agency.

Strategies to Achieve Goal 3:

1. Demonstrate with examples how a lack of quality in a product negatively affects the end user.
 2. Performance issues prevent end users from completing tasks on a timely basis.
 3. Place an emphasis on quality assurance.
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Goal 4: Improve communications between IT and agency divisions.

Strategies to Achieve Goal 4:

1. Periodic written communications to all agency staff.
 2. Include in the project management methodology regularly scheduled meetings.
 3. Have quarterly meetings with division managers.
 4. Create operations meetings on at least a monthly basis.
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Goal 5: Identify and promote technologies and process changes that will significantly reduce the costs of managing paper documents; and also streamline work flows.

1. Introduce to the agency a content management system.
 2. Analyze paper processes
 3. Analyze business processes
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Guiding Principles

- Agency divisions will play a major role in defining, planning, and implementing IT initiatives affecting their areas.
- Each IT initiative will adhere to the adopted project management methodology.
- Each IT initiative will be tested with a select group of users with sustained positive results prior to moving into production.
- Benchmarking will be an integral part of the decision making process for IT initiatives.
- Use technology efficiently. (Don't use multiple technologies where one technology suffices)

Critical Success Factors

- Senior Management support
- Communications
- Discipline
- Acceptance of project management methodology
- Sufficient budget and resources
- Vendor partnerships
- Training and education

Assumptions

- Senior Management will continue to support IT initiatives providing the division resources and budget to support initiatives.
- The agency will maintain its current IT organization.
- Dependence upon external resources for Information Technology will be kept at a minimum, however strategic partnerships will be developed to support products used by the agency.

- Solutions will be available off the shelf with minimum customization required.
- We will continue to build a stronger relationship with VITA to help expedite project management and procurement.

IT Strengths, Weaknesses, Risks, & Opportunities

Strengths: Weaknesses:

Management Commitment Limited Agency Knowledge
 Teamwork Pockets of applications knowledge
 Presence in user community VITA Policy and Processes
 Project Management Discipline ISO Policy and Processes

Risks: Opportunities:

Small IT Organization Hire new skill sets
 Data Integrity Simplify Infrastructure
 Multiple Technologies New Technologies
 Budget Training
 Application Availability Documentation

Key Initiatives:

1. The law enforcement division currently is supported by a couple of software products that were developed 10 plus years ago. The applications are being replaced with a product that provides for integration among the local agencies, academies and DCJS.
2. The regulatory affairs division has struggled through the past couple of years with a new system that was implemented and did not live up to the agency expectations. The product and vendor proved to be less than adequate to meet the needs of the division and this application is being replaced.
3. The programs and services division has a variety of programs that require case management software support. A strategy needs to be determined for ongoing implementation and support. Also, the PTCC program needs to be evaluated for moving to a web based environment.
4. A content management system needs to be introduced to the agency in order to provide an environment allowing end users to become more self-sufficient in managing their content. SharePoint Services will likely be the product that we move forward with.
5. In the finance and administration areas, there are legacy systems that were started to be upgraded but then were placed on hold. These include systems for supporting grant management, forfeited assets, budgeting and HR.
6. The Commonwealth of Virginia has numerous policies and processes that directly impact our agency. To date, we have somewhat struggled in trying to comply with all Commonwealth of Virginia initiatives due to resource constraints. Moving forward, we need to determine how best to prioritize and respond to these policies and processes with minimum disruption to our day to day operations.
7. The Information Security Officer function, also a directive from COV, needs to get attention. As an agency, we have not focused in this area as we have needed to and are in the process of designating a part of a position that will be focusing in this area to bring our agency into compliance.
8. Agency websites along with social media sites may be an area that we need to spend some more time determining if there are business needs that could be met through the use of these media options.
9. Mobile technologies are continuing to expand providing opportunities to move from an environment requiring multiple devices to an environment where one device can provide unification for multiple functions.
10. Dashboard management systems are presentation formats that focus on concise and actionable information pertaining to the agency critical success factors.
 There are three goals typically addressed by these types of systems:
 Answer fundamental questions about the agency
 Alert managers to problems
 Help to make decisions that impact the agency
11. DCJS provides training to local and state personnel working in the criminal justice system throughout Virginia. Some examples in include:
 Training for school resource officers.
 Training for victims services providers.
 Basic skills for community-based probation and pretrial services.

Our overall strategy is to eliminate our old and ineffective legacy systems and replace with more effective solutions. We have begun this process with some of the initiatives listed above; actually have gone through the project planning process with requirements defined for some of the initiatives with solutions selected through the RFP process and implementation for a couple of the initiatives currently in the works and/or planned implementation for 2015. Other initiatives will be started in 2015 with implementations over the next 2 - 4 year time frame. Our strategy is to first seek solutions available off the shelf. Development will be a secondary consideration.

Resulting from the above initiatives being implemented, additional costs will be incurred as identified in our BRT's. However, in some instances there will be offsetting costs resulting from elimination of some of the existing legacy applications. Our expectation is to maintain our existing staffing levels with some reduction in part time positions.

Factors Impacting the Current IT

In this section, the agency will describe the changes in their business environment that will require or mandate changes to the agency's current IT investments. These are requirements and mandates from external sources, such as other agencies or business partners, the agency's customer base, product and service providers, or new federal or state legislation or regulations. Each requirement or mandate from an external source must have a corresponding Business Requirement for New Technology (BRnT) or Business Requirement for Existing Technology (BReT) entered into the CTP. The agency must identify the business value of the change, any important deadlines that must be met, and the consequences if the deadlines are not met. In your discussion, be sure to note whether the proposed enhancements are funded or not.

If the agency's existing current IT investments will not need enhancement due to requirements or mandates from external sources in the foreseeable future, the agency should enter the following text rather than leave the Factors Impacting the Current IT section blank.

• For each mandated change, summarize your agency's response from your Agency Strategic Plan, and is it the opinion of agency IT leadership that the IT portion of the response is adequately funded?

• Do the mandated changes effect IT in other Commonwealth agencies, or in other states? If so, how?

The "mandated" changes are those that actually come from our constituents that we serve. Our technology theme is to provide systems that allow our customers to be self sufficient by providing web based applications that meet the business requirements. Currently, we are bound by processing paper throughout the applications that we provide. This is costly and extremely inefficient.

We do have regulation requirements in supporting industries, but we tend to be able to support these requirements currently through work arounds manually or with some applications, a change to the system configuration when we have that flexibility. Again, as we replace legacy systems we look for flexibility in this area so that we have the option to address changes through system configuration as opposed to requiring program changes.

Currently, we have very little change requirements from other agencies or business partners.

Proposed IT Solutions

In this section, describe the high-level strategy the agency will use to initiate new IT investments over the next year to 6 years in support of the agency strategic objectives documented in your Agency Strategic Plan. The agency does not need to consider specific technologies at this time, however, the strategy should identify how the IT implementation will provide business value to the organization. This section should align with identified Business Requirements for New Technology (BRnTs). At minimum, please address the following questions in your description of your agency's strategy for initiating new IT investments:

• What are the most important solutions, based on the priority assigned to the requirements by the business sponsors in your agency, and what is the approach to achieving these priority solutions?

• If any new IT initiatives will be started in the upcoming budget biennium, is it the opinion of agency IT leadership that it is adequately funded?

• Does the agency's current IT staff have the appropriate skill set needed to support future agency technologies? If not, what skill sets need to be acquired?

• If the agency will be engaged in multiple new IT initiatives, how will agency IT staff and agency subject matter experts be used across the initiatives?

Priority solutions are those impacting our Law Enforcement Records Management Systems, Private Security Industry Licensing requirements, and Grants Management for Programs and Services; along with supporting applications for programs.

Those initiatives planned for the upcoming budget biennium are adequately funded.

We have been in a position to replace several IT staff positions over the past couple of years. As we have done that, we have acquired new skill sets that put us in a stronger position to support future agency technologies.

We have a formal methodology in place requiring project sponsorship, project management, along with subject matter experts and IT resources as part of the team. Initiatives associated with these business needs are strategically prioritized in our strategic schedule to balance resource requirements.

Report Title: Strategic Plan

Agency: Department of Criminal Justice Services

Date: 3/11/2015

Current IT Services

Category	Costs Year 1		Costs Year 2	
	GF	NGF	GF	NGF
Projected Service Fees	\$304,130	\$170,406	\$311,733	\$174,666
VITA Infrastructure Changes	\$43,354	\$24,387	\$87,240	\$49,072
Estimated VITA Infrastructure	\$347,484	\$194,793	\$398,973	\$223,738
Specialized Infrastructure	\$0	\$0	\$0	\$0
Agency IT Staff	\$598,924	\$409,489	\$598,924	\$409,489
Non-agency IT Staff	\$30,000	\$0	\$0	\$0
Cloud Computing Service	\$0	\$0	\$0	\$0
Other Application Costs	\$35,750	\$397,836	\$24,200	\$301,112
Total	\$1,012,158	\$1,002,118	\$1,022,097	\$934,339

Proposed IT Investments

Category	Costs Year 1		Costs Year 2	
	GF	NGF	GF	NGF
Major IT Projects	\$0	\$0	\$0	\$0
Non-Major IT Projects	\$0	\$0	\$0	\$0
Agency-Level IT Projects	\$0	\$0	\$0	\$0
Major Stand Alone IT Procurements	\$0	\$0	\$0	\$0
Non-Major Stand Alone IT Procurements	\$0	\$94,027	\$0	\$398,922
Agency-Level Stand Alone IT Procurements	\$0	\$0	\$0	\$0
Total	\$0	\$94,027	\$0	\$398,922

Projected Total IT Budget

Category	Costs Year 1		Costs Year 2		Total Costs
	GF	NGF	GF	NGF	
Current IT Services	\$1,012,158	\$1,002,118	\$1,022,097	\$934,339	\$3,970,712

Proposed IT Investments	\$0	\$94,027	\$0	\$398,922	\$492,949
Total	\$1,012,158	\$1,096,145	\$1,022,097	\$1,333,261	\$4,463,661

Report Title: Business Requirements For Technology

Agency: Department of Criminal Justice Services (DCJS) **Date:**3/11/2015

BReT Grants Management

BRT Type: Business Requirement for Existing Technology

Date Submitted: 9/19/2014

Mandate: Yes

Mission Critical: Yes

Description:

Coordinates the grant activity from state and federal funding sources. It also awards grant monies after extensive review of all applications, responds directly to subgrantee's inquiries, and processes financial and administrative data. Currently, this program is supported by legacy applications developed years ago. There has been some effort to push these applications into a technology that provides a greater opportunity to meet the changing requirements for this division.

BReT Maintenance and Support for Law Enforcement Records Management System

BRT Type: Business Requirement for Existing Technology

Date Submitted: 9/16/2014

Mandate: Yes

Mission Critical: Yes

Description:

Annual maintenance and support for the Informa Systems Law Enforcement Records Management Application. This application will be implemented in 2015 and the annual support agreement will go into effect upon production installation.

BReT Maintenance and Support for Regulatory Affairs Software Application

BRT Type: Business Requirement for Existing Technology

Date Submitted: 9/10/2014

Mandate: Yes

Mission Critical: Yes

Description:

Annual maintenance and support from GL Solutions (Software Vendor) in order to continue to operate and maintain systems for our credentialing application for our Regulatory Affairs Division.

BReT ORI for Audit Compliance	
BRT Type:	Business Requirement for Existing Technology
Date Submitted:	9/18/2014
Mandate:	Yes
Mission Critical:	
Description:	
Audits of Sensitive Systems not in compliance	
BReT ORI Windows XP	
BRT Type:	Business Requirement for Existing Technology
Date Submitted:	9/17/2014
Mandate:	Yes
Mission Critical:	
Description:	
Response to Windows XP ORI. XP is not longer supported and we have a single PC that operates Windows XP for a specific application. Application requiring this XP environment will go away by 12/31/2014.	
BReT Programs and Services	
BRT Type:	Business Requirement for Existing Technology
Date Submitted:	7/7/2014
Mandate:	Yes
Mission Critical:	Yes
Description:	
We currently have aged legacy systems that support our programs and services division. The legacy systems are also spread across several areas and are separate and distinct systems that require support. The business requirement is to find a product that is configurable to support the multiple programs and one that also uses more current technology providing more flexibility and functionality for the end users. The systems in question are primarily case management and data collection applications. Current technology is Microsoft Access.	
BReT Project Management	
BRT Type:	Business Requirement for Existing Technology
Date Submitted:	7/15/2014
Mandate:	No

Mission Critical:	No
Description:	
DCJS currently uses a third party vendor to house the application for project management for the agency projects. In order to comply with Commonwealth Security Standards, we need to move away from this third party application and into SharePoint Services to support this requirement.	
BRnT Collaboration	
BRT Type:	Business Requirement for Existing Technology
Date Submitted:	7/10/2014
Mandate:	No
Mission Critical:	No
Description:	
There is currently no available centrally managed environment to support collaboration technology, workflows, library management, etc. We are currently using an outside vendor that provides some of this support however we need to get out of this third party environment in order to be in compliance with our information security policy.	
BRnT Mobile Technology	
BRT Type:	Business Requirement for New Technology
Date Submitted:	10/21/2014
Mandate:	Yes
Mission Critical:	No
Description:	
We have investigators that work in the field. Currently, they use paper for capturing information and perform entry at a later point using a laptop computer. We have an interest in exploring the option of using mobile devices.	
BRnT Training	
BRT Type:	Business Requirement for New Technology
Date Submitted:	7/15/2014
Mandate:	No
Mission Critical:	Yes
Description:	
Our agency conducts a variety of training sessions across the state of Virginia. Much of this training is conducted in person and involves a high degree of travel and expense. There is consideration in looking at optional training methods where appropriate to minimize expenses while continuing to create a quality training	

experience.

BRnT Websites and Social Media

BRT Type: Business Requirement for New Technology

Date Submitted: 10/21/2014

Mandate: No

Mission Critical: No

Description:

Evaluation for use of Website and Social Media Sites to provide awareness of agency operations and impacts.

Report Title: Appendix A 14 -
16 Report

Agency: Department of Criminal
Justice
Services
(DCJS) **Date:** 3/11/2015

Agency Head Approval: No

There are no Category 1, 2, or 3 IT
Projects and no Budget Category: Major IT
Projects for this agency.

There
are no
Category
4 IT
Projects
for this
agency.

Report Title: Appendix A 14 - 16 Report

Agency: Department of Criminal Justice Services (DCJS)

Date: 3/11/2015

Agency Head Approval:

No

There are no major procurements for this agency.

Stand Alone Non-Major Procurements

Procurement Name:	GL Solutions Replacement of Systems Automation Procurement		
Procurement Description:	The Systems Automation product was installed 2 1/2 years ago to support licensing and regulation for the private security industry. The product has not been successful to date. The web based component allowing constituents to perform online application processing had to be taken down due to unreliable and unpredictable results.		
Procurement Planned Start Date	4/1/2013	Procurement Planned Completion Date	10/31/2014
		Appropriation Act Status	
Service Area			Weight
140 DCJS 56033 Business Regulation Services			Primary
Procurement Name:	Law Enforcement Training Records Database Procurement		
Procurement Description:	Revise the current DCJS Law Enforcement Training Records Database to enhance its' capabilities to support agency oversight of law enforcement training in Virginia.		
Procurement Planned Start Date	3/1/2013	Procurement Planned Completion Date	6/30/2015
		Appropriation Act Status	
Service Area			Weight
140 DCJS 30306 Law Enforcement Training and Education Assistance			Primary