

# Report Title: IT Strategic Plan Summary

Agency: 140 Department of Criminal Justice Services

Date: 3/28/2017

## 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 5 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 5 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 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.

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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 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 BRTs. 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. 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 affect 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 workarounds 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 5 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.

DCJS does plan to use the IT Shared Security Service from VITA.

DCJS does plan to increase out internet use with applications that we will be bringing on board to replace legacy systems.

Our primary applications contain sensitive data, so at this point we do not plan on any cloud hosting.

DCJA intends to sign a MOU with VITA for the security or audit services.

Plans for IT Infrastructure transition:

- \* Currently, all of our applications and databases reside at CESC.

- \* Our overall strategy continues to be replacement of legacy systems with new web based applications.

- \* We have completed one of these transitions to support our private security licensing business.

- \* We have two others (one to support our Law Enforcement Records Management business) and (two to support our programs case management business (Programs and Services Project)).

- \* We expect to have these two divisions implemented over the next 12 - 24 months.

- \* Each of these applications are critical to supporting our agency's business and supporting our agency mission and goals.

- \* A fourth application that is also critical is a legacy application that supports our grants management business. The plan is to also replace the legacy application

- with a new web based application. The time frame for this has not been determined.

We have determined that one of the applications mentioned above (case management system) will likely be a major project and procurement for us as we are now in the discovery phase (Programs and Services Project). There also is a BRT included in our plan to support this application.

# Report Title: Strategic Plan

Agency:

Department of Criminal Justice Services

Date:

3/28/2017

## Current IT Services

Category	Costs Year 1		Costs Year 2	
	GF	NGF	GF	NGF
Projected Service Fees	\$406,949	\$228,015	\$403,294	\$225,968
VITA Infrastructure Changes	\$0	\$0	\$18,400	\$11,600
Estimated VITA Infrastructure	\$406,949	\$228,015	\$421,694	\$237,568
Specialized Infrastructure	\$0	\$0	\$0	\$0
Agency IT Staff	\$641,351	\$423,795	\$641,351	\$423,795
Non-agency IT Staff	\$0	\$0	\$0	\$0
Cloud Computing Service	\$0	\$0	\$0	\$0
Other Application Costs	\$0	\$516,912	\$0	\$421,112
<b>Total</b>	<b>\$1,048,300</b>	<b>\$1,168,722</b>	<b>\$1,063,045</b>	<b>\$1,082,475</b>

## 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	\$0	\$0	\$0
Agency-Level Stand Alone IT Procurements	\$0	\$0	\$0	\$0
Procurement Adjustment for Staffing	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Projected Total IT Budget

Category	Costs Year 1		Costs Year 2		Total Costs
	GF	NGF	GF	NGF	
Current IT Services	\$1,048,300	\$1,168,722	\$1,063,045	\$1,082,475	\$4,362,543
Proposed IT Investments	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,048,300</b>	<b>\$1,168,722</b>	<b>\$1,063,045</b>	<b>\$1,082,475</b>	<b>\$4,362,543</b>

# Report Title: Business Requirements For Technology

Agency: Department of Criminal Justice Services (DCJS) Date: 3/28/2017

## 140 DCJS IT Sourcing BReT

<b>BRT Type:</b>	Business Requirement for Existing Technology
<b>Date Submitted:</b>	9/27/2016
<b>Mandate:</b>	
<b>Mission Critical:</b>	

### Description:

#### Messaging BReT:

VITA is initiating disentanglement from NG messaging services in 2016. Messaging Services for email, enterprise collaboration services, and mobile device management are required for 120 users in our agency. We also have 10 applications that have hooks into messaging services which will need to be tested. Workplace Collaboration Services (VITA provided SharePoint) DCJS uses WCS SharePoint. We have 30 mobile devices serviced via AirWatch which will need remediation.

#### IBM Mainframe BReT:

VITA is initiating disentanglement from NG IBM Mainframe services in 2016. DCJS has 3 applications on the IBM which will need to be migrated and tested during this transition.

#### Server/storage (including housing of equipment) BReT:

VITA is initiating disentanglement from NG servers and storage. DCJS has 7 servers which will need to be migrated and tested during this transition. 15 applications will be affected by this move and will need to be tested.

#### Authentication/directory services BReT:

DCJS has 1 application which will need to be migrated and tested during the authentication/directory services transition. Number of users (internal and external) are 33 internal and 7 external.

#### End user computing BReT :

DCJS has 40 desktops and 80 laptops and 13 network printers which will need to be migrated.

#### Voice Networks BReT:

DCJS has 0 UCaaS phone lines and 120 non-UCaaS phone lines/other phone lines which will need to be migrated.

#### Security Services BReT:

To meet Commonwealth Security requirements, DCJS will engage VITA's Shared Security Services.

#### Internet Usage BReT:

DCJS projects that internet usage will increase by 25% due to replacement of legacy standalone system with web based applications and general internet usage increase. Some examples of why internet usage might increase are as follows: an increase use of video streaming, an increase in user access to the internet, etc.

Cloud Computing: Not Applicable

Data Networks: Not Applicable

## BReT Content Management System

<b>BRT Type:</b>	Business Requirement for Existing Technology
<b>Date Submitted:</b>	11/15/2016
<b>Mandate:</b>	No



<b>Mission Critical:</b>	
<b>Description:</b>	
Initial plans were to use SharePoint Services to support this program. Some internal development has been performed and we are using in one division within the agency. We would want to expand to other areas but now will have to see how the new technologies being selected by the Commonwealth will impact our requirements.	
<b>BReT for ORI Overall Risk Program</b>	
<b>BRT Type:</b>	Business Requirement for Existing Technology
<b>Date Submitted:</b>	11/30/2016
<b>Mandate:</b>	Yes
<b>Mission Critical:</b>	
<b>Description:</b>	
Overall Risk Program not in compliance M.O.U. has been signed with Commonwealth Security Services	
<b>BReT Grants Management</b>	
<b>BRT Type:</b>	Business Requirement for Existing Technology
<b>Date Submitted:</b>	9/19/2014
<b>Mandate:</b>	Yes
<b>Mission Critical:</b>	Yes
<b>Description:</b>	
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.	
<b>BReT Maintenance and Support for Law Enforcement Records Management System</b>	
<b>BRT Type:</b>	Business Requirement for Existing Technology
<b>Date Submitted:</b>	9/16/2014
<b>Mandate:</b>	Yes
<b>Mission Critical:</b>	Yes
<b>Description:</b>	
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.	
<b>BReT Maintenance and Support for Regulatory Affairs Software Application</b>	
<b>BRT Type:</b>	Business Requirement for Existing Technology

<b>Date Submitted:</b>	9/10/2014
<b>Mandate:</b>	Yes
<b>Mission Critical:</b>	Yes
<b>Description:</b>	
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.	
<b>BReT ORI for Audit Compliance</b>	
<b>BRT Type:</b>	Business Requirement for Existing Technology
<b>Date Submitted:</b>	9/18/2014
<b>Mandate:</b>	Yes
<b>Mission Critical:</b>	
<b>Description:</b>	
Audits of Sensitive Systems not in compliance M.O.U. has been signed with Commonwealth Security Services	
<b>BReT Programs and Services</b>	
<b>BRT Type:</b>	Business Requirement for Existing Technology
<b>Date Submitted:</b>	7/7/2014
<b>Mandate:</b>	Yes
<b>Mission Critical:</b>	Yes
<b>Description:</b>	
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.	
<b>BRnT Training</b>	
<b>BRT Type:</b>	Business Requirement for New Technology
<b>Date Submitted:</b>	7/15/2014
<b>Mandate:</b>	No
<b>Mission Critical:</b>	Yes
<b>Description:</b>	
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.	

Report Title: Appendix A 16 - 18 Report

Agency: Department of Criminal Justice Services (DCJS) Date: 3/28/2017

Agency Head Approval: No

<b>Budget Category: Major Projects</b>				
<b>Programs &amp; Services Project</b>				
<b>Oversight and Governance Category: Category 3: Medium/medium, Medium/Low, Low/High</b>				
<b>Appropriation Act/Funding Status</b>			<b>Investment Business Case Approval -</b>	
<p>Improve the DCJS Victims Services Grant Programs administration by implementing a technology solution that automates the Victims Services Grant Program administration while ensuring data integrity, accessibility, compliance, security and continuous operation. The preferred solution is a single off-the-shelf system that meets the requirement for all Victims Services Grant Programs. Should a single solution that works for all grant programs not be available in the market place the project may implement multiple solutions following a least is best strategy. This project will include the decommissioning of outdated Microsoft Access-based applications and legacy systems currently in use. Any selected vendor supplied COTS solution will be hosted on virtual servers at CESC.</p> <p>This project will address duplication of effort/data, system performance and support, data integrity, data loss prevention, data and application security, and continuity of operation.</p>				
Planned project start date:	2/1/2017	Planned project end date:	11/1/2018	
PPEA Involvement:	No			
<b>Estimated Costs:</b>	<b>Total</b>	<b>General Fund</b>	<b>Nongeneral Fund</b>	<b>Nongeneral Funding Source</b>
Project Cost (estimate at completion):	\$1,000,000	\$0	\$1,000,000	
Estimated project expenditures first year of biennium:	\$50,000	\$0	\$50,000	Non-general - Federal
Estimated project expenditures second year of biennium:	\$950,000	\$0	\$950,000	Non-general - Federal
<b>Funding Required:</b>	<b>Total</b>	<b>General</b>	<b>Nongeneral</b>	<b>Nongeneral Funding Source</b>
Funding required for first year of biennium:	\$0	\$0	\$0	Non-general - Federal
Funding required for second year of biennium:	\$0	\$0	\$0	Non-general - Federal
<b>Service Area</b>			<b>Weight</b>	
There are no service areas for this project.				
There are no procurements for this project.				

Report Title: Appendix A 16 - 18 Report

Agency: Department of Criminal Justice Services (DCJS)

Date: 3/28/2017

Agency Head Approval:

No

**Stand Alone Major Procurements**

Procurement Name:	Programs & Services		
Procurement Description:	Identify and implement a technology solution to support the Victims Services organization. The preferred solution is a single off-the-shelf system that meets the requirement for all Victims Services Grant Programs. Victims Services Grant Programs include: - Victim/Witness - Virginia Sexual & Domestic Violence Victim Fund - Sexual Assault Grant Program - Sexual Assault Services Program - Violence Against Women		
Procurement Planned Start Date	3/1/2017	Procurement Planned Completion Date	3/1/2017
		Appropriation Act Status	
Service Area			Weight
There are no service areas for this project.			