

## Agency Strategic Plan

## Department of Criminal Justice Services (140)

3/11/2014 11:22 am

Biennium: 2010-12 ▼

## Mission and Vision

**Mission Statement**

The mission of the Department of Criminal Justice Services (DCJS) is to improve and promote public safety in the Commonwealth of Virginia.

**Vision Statement**

We envision DCJS as the primary criminal justice planning and policy resource, assuring that all components of the criminal justice system plan and operate fairly without bias; promote integrated state-of-the-art technology for all components of the criminal justice system; motivate, train, and supply the resources for our workforce to do its job effectively; cultivate effective, collaborative partnerships and quality customer service; offer superior training standards and programs that maintain and improve public safety for Virginia; and inform the public, constituents, and decision-makers about the quality and effectiveness of its services.

## Executive Progress Report

**Service Performance and Productivity**

- *Summary of current service performance*

DCJS' first goal is to conduct policy and planning initiatives to improve public safety as directed by the General Assembly or the Criminal Justice Services Board.

The agency's objective under this goal is to work with public safety agencies throughout Virginia to implement the recently completed statewide comprehensive criminal justice plan.

DCJS' second goal is to provide financial assistance to improve the functioning of the criminal justice system.

The agency's objective under this goal is to use all available federal, state, and dedicated special funds to make grants 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.

DCJS' third goal is to provide training to all segments of the criminal justice system.

DCJS' objective under this goal is to provide training and education on best practices and techniques and emerging issues and trends to criminal justice practitioners and allied professionals.

DCJS' fourth goal is to provide effective and efficient administration of grant programs and provision of timely, relevant technical assistance to grant recipients.

DCJS' objective for this goal is to conduct regular monitoring of and provide technical assistance to grant-funded projects and programs.

DCJS' fifth goal is to develop and promulgate regulations and effectively administer regulatory programs in accordance with state law and policy.

DCJS' objective under this goal is to conduct agency regulatory activities consistent with the Administrative Process Act and federal laws and regulations.

- *Summary of current productivity*

In recent years, the Department has taken on additional programmatic and regulatory responsibilities with a reduction in staff and other resources.

With no increase in staff resources, the Department has managed additional major projects assigned by the Governor and Secretary of Public Safety: staffing the Advisory Panel on Bias-Based Policing and the Task Force on Preventing Crime in Minority Communities, hosting two Law Enforcement Summits, and a Conference addressing the issues of prisoner re-entry. Most recently we have provided staff and technical support to the Secretary of Public Safety's office for the Alternatives to Incarceration Task Force.

As felt throughout Virginia, agency resources continue to be squeezed by budget reductions that affect not only the funding we have available to pass through to localities, but also our ability to provide the level of technical assistance and support that our local and state criminal justice partners have come to expect. As of the beginning of FY2010 agency staff has been reduced by more than 20%. Overall general funds have been reduced by more than 7%. Federal stimulus funding has primarily been targeted at filling existing budget reductions in local sheriff's offices, and providing training support to local victim service providers and their law enforcement partners.

Notwithstanding resource challenges we continue to meet our core mission. The agency continues to make available grant funding to our local criminal justice partners, covering a wide range of criminal justice program areas. These include grants to local programs in the following areas; support to crime victims, local community corrections programs, juvenile delinquency prevention programs, and local law enforcement agencies. For fiscal year 2010 we will make approximately 800 grants that provide direct support to local criminal justice programs. Additionally, we continue to

provide programmatic technical assistance to localities and grantees on subjects that encompass all aspects of the criminal justice system in Virginia. We also continue to offer training programs directed to criminal justice personnel that complement our grant funds. This includes training directed to; Law Enforcement officers, Victim Service providers, Private Security personnel, Juvenile Delinquency prevention specialists, and Commonwealth Attorneys. We also continue to provide regulatory and certification services to the private security, bail bonds, and locksmith industries.

These budget reductions have required us to review and in many instances change our business practices to better align them with the reduced staffing level. In some cases this will require that we change our role in performing a function, in other cases we may not be able to perform a function at all. In summary, we continue to provide our core services during this difficult budget period.

### Initiatives, Rankings and Customer Trends

- *Summary of Major Initiatives and Related Progress*

#### Juvenile Services

The former Juvenile Services section has been divided functionally as part of the agency reorganization. The grant program managed by the section have become part of the Training and Programs division. Grant monitoring responsibilities have moved to Grants Administration. JJDP and JABG Programs: DCJS administers three major funding streams that come to us from the federal Office of Juvenile Justice and Delinquency Prevention: Titles II and V of the Juvenile Justice & Delinquency Prevention (JJDP) Act, and the Juvenile Accountability Block Grant (JABG) Program. Additionally, we continue to administer the last of the Challenge funds, to develop, adopt, and improve policies and programs in any of 10 specified Challenge areas. The Challenge portion of the JJDP Act was eliminated in 2002 when Congress consolidated a number of separate programs into one Delinquency Prevention Block Grant (DPBG) Program. The DPBG, although authorized, has not yet been funded by Congress.

DCJS provides grants to localities to fund projects throughout the juvenile justice continuum: prevention, community-based sanctions and treatment, and programs and services for serious, violent, chronic juvenile offenders. Additionally, we provide training and technical assistance as needed to help the field keep abreast of best practices, to inform about new trends, and to motivate them to continue to do their good work. The number of grants funded varies based on the amount of funds allocated. OJJDP has recently implemented a new performance measures requirement, so now all of the programs receiving funding from Title V, Title II, or JABG are required to submit performance measures data. This should help to increase accountability and ensure effective programming. We have moved toward funding replication of model or promising programs or strategies in order to make the most of our decreasing funds.

#### Victims Services

The former Victims Services section has been divided functionally as part of the agency re-organization. Grants managed and training performed or sponsored by the section are now under the Training and Programs division. Grant monitoring is now under Grants administration. The demand for services for crime victims continues to increase, although resources to meet the demand remain limited. For the first time in FY2007, an appropriation of general funds was made to the Victim Witness grant program to supplement the federal and special funds that have been the sources of funding since its inception. Most of the costs in projects supported by the program are for personnel and they continue to escalate. The GF appropriation will help to provide funding stability to local Victim Witness programs.

The Virginia Domestic Violence Victim Fund (VDVVF) has been providing grant funds over the past 2 fiscal years to local Commonwealth Attorneys to support the prosecution of domestic violence cases, and to local units of government and non-profit agencies to provide support services for victims of domestic violence, sexual abuse, stalking. DCJS was designated as the administering agency and was given authority to develop guidelines and distribute funds.

The agency in partnership with Virginia Commonwealth University (VCU) and the University Of Richmond (UR), recently completed the second year of the Victim Services Academy to train victim service providers in the skills and techniques needed to provide effective services to victims of crime. DCJS has secured federal "seed" funds to develop the academy curriculum and train the first class of students. VCU has provided staff to train the students and UR the facilities and additional training resources. Feedback on the Academy from our federal funding partner has been very positive.

#### Correctional Services

The former Correctional services section has been divided functionally as part of the agency re-organization. Grant programs operated by the section are now part of the Training and Programs division. Grants are being monitored by Grants administration. Through a federally-supported effort, DCJS is collaborating with the Department of Corrections to implement "evidence-based practices and programs" which should lead to improved client outcomes and a more effective/cost-effective use of current, limited resources.

Evidence based practices and programs have been tested and are being implemented in many communities in Virginia to help the courts make more cost effective and better decisions when determining whether someone should be incarcerated.

Re-entry programs and services have received renewed focus over the past couple of fiscal years. These programs, mostly operated by non-profit organizations, provide assistance to persons being released from incarceration. The services provided include life skills training, employability training and job placement, and assistance with finding housing. Studies have shown that providing these types of services to offenders as they return to society can help to reduce recidivism rates.

Through collaboration with the Virginia Community Criminal Justice Association, Correctional Services has begun the design of a "program accreditation" process for the local state-funded community corrections programs.

Additional funds have also been appropriated for pre-trial services to divert appropriate offenders from costly local jails to less costly alternatives.

#### Standards & Training

The former Standards and Training section has been folded into the Regulatory division and the Training and Programs division as part of the agency reorganization. With budget reductions there continue to be challenges keeping pace with the demands. There have not been significant new responsibilities added over the past 2 years, but the cost of meeting the existing ones has increased significantly. Much of the work of the section is performed at local law enforcement agencies. The cost of travel and lodging has increased significantly and the funds provided for this work have not. The challenge will be to determine how to meet our training and oversight responsibilities in the face of limited funding.

All tasks related to the administration of training standards, school approval, employments, and terminations increase annually. Additionally, two changes have occurred in the past 12 months that impact the section. First is the full implementation of the law enforcement certification examination, which increases our costs. Second is the additional task of providing Alzheimer's training to all first responders, to include fire and EMS personnel.

#### Regulatory/Private Security Services

This division has been renamed the Regulatory division as part of the agency reorganization. Private Security certification and licensure will remain as part of the new division. Responsibilities of the division have changed over the past couple of years with the addition of regulatory programs targeted at bail bondsmen and bail enforcement agents. The development and implementation of these programs has consumed a significant amount of time.

In addition a technology project was begun to migrate from the current regulatory oversight systems to a commercial licensing application that will provide a stable computing environment and flexibility to add and change programs when needed. This project should be complete in early 2010.

#### Law Enforcement Services

The functions in this section have also been split up as part of the agency reorganization. Grant programs managed by this section are now under the Training and Programs division. Grants monitored by the section are now under Grants Administration. Policy related issues are under the Policy and Research division. The demand for products and services from the law enforcement community continues to grow each year. With requests for new products and new services, along with the occasional direction from the legislature that such activities be certified or made accountable in a formal fashion, the demand on staff time and financial resources is correspondingly greater each year.

Federal justice assistance funding has been a major financial resource for Virginia and all other states for over 30 years. The federal Justice Assistance Grant (JAG)/Byrne Memorial Grant fund that provides funding for law enforcement agencies has been significantly reduced over the past six years. During that period funding for homeland security has increased. While Virginia has received homeland security funding, it is not administered by DCJS and a minimal amount is directed to local law enforcement. A piece of good news is that the JAG/Byrne Grant for federal fiscal year 2007 increased for the first time and we are anticipating level funding for both federal fiscal years 2008 and 2009.

This past fiscal year we were given the responsibility of developing a campus security certification program. This is a significant responsibility that will probably only increase in light of recent events.

The other significant change has been in the area of school safety. We have begun producing a school safety audit that reviews the school safety plans for all secondary schools in Virginia.

#### Research Center

The former Research Center has been folded into the Policy and Research division. This new division will continue to provide information, statistics, and research to support agency and administration requests. As with other parts of the agency demand is outstripping available resources.

Some of the demand for our services includes:

Profiles that provide localities with information unique to their locality to support their local criminal justice and other planning efforts.

The demand for statistical, research, and evaluation products may increase as measurement and accountability become more in demand by government officials.

The demand for technical assistance to localities may increase as automation becomes more widespread and necessary, especially in rural localities.

The demand for planning and implementation of criminal justice data sharing is growing, especially in response to homeland security issues.

- *Summary of Virginia's Ranking*

Since 1980, DCJS has been an active member of the National Criminal Justice Association (NCJA), a D.C. based organization that represents state, tribal, and local governments on crime prevention and crime control issues. Its membership is very diverse, representing all facets of the criminal and juvenile justice community, from law enforcement, corrections, prosecution, defense, courts, victim-witness services, and educational institutions to federal, state, and local elected officials.

DCJS has key representation on the NCJA Board of Directors. This national presence has allowed DCJS to share best practices, gain insight from other states' experiences with criminal justice issues, problems, and solutions, and maintain

access to federal policy-makers.

DCJS not only continues to be in the forefront nationally but internationally by working with other international delegates and federal representatives on public safety issues. The agency's perspective on important criminal justice issues and policies is recognized by the fact that DCJS has numerous representations on various boards and associations including:

- Executive Board of the International Association of State Directors of Law Enforcement Standards & Training (IADLEST)
- International Association of Security and Investigative Regulators (IASIR)
- Board of Directors of the International Community Corrections Association (ICCA)
- Board of Directors for the National Association of Pretrial Services Agencies (NAPSA)

In 2004, DCJS launched the first website in the nation that recognizes Virginia-registered private security professionals who died in the line of duty. This web-based memorial is known as the Virginia Private Security Memorial and can be found at our website [www.dcjs.org](http://www.dcjs.org).

In 2000, DCJS received the Philip Hoke Award for Excellence in Analysis for the Statistics Management Report and Research/Policy Analysis categories for two crime research publications it prepared for state government policy makers. The two publications, *Crime in the Commonwealth 1988-1998* and *Evaluation of the Richmond City Continuum of Juvenile Justice Services Pilot Program: Final Report*, received awards from the Bureau of Justice Statistics/Justice Research & Statistics Association. This was the first time a single state won the Hoke Award in both categories in the same year. DCJS also won the following year in the Statistics Management Report category for its publication *Crime in Virginia: the 40-Year Picture of Where We Are Now*.

DCJS staffs the Virginia Law Enforcement Professional Standards Commission, which is comprised of sheriffs and chiefs of police who establish profession standards and administer the accreditation process by which Virginia agencies can be measured, evaluated, and updated. The Commission is the only one in the country where active law enforcement officers share the administrative responsibility to increase the effectiveness of efficiency of law enforcement agencies in the Commonwealth. DCJS promotes this unique collaboration of law enforcement professionals in its efforts to increase public safety and public confidence in law enforcement throughout Virginia.

- *Summary of Customer Trends and Coverage*

With the implementation of the Virginia Domestic Violence Victim Fund, DCJS is providing funding, through a new grant program, to more civil legal assistance programs such as Legal Services offices, programs that are providing more multicultural services, and more services in rural areas of the Commonwealth.

The addition of the regulation of bail bondsmen, bail recovery agents, and special conservators of the peace, all effective on or after July 1, 2005, significantly changed the customer base and workload in the area of Regulation of Professions and Occupations.

The addition of the Campus Safety program adds campus police and other campus safety personnel to the agency customer base.

Budget pressures have diminished the development of new programs and services and have challenged the agency to better utilize our scarce resources. Reductions to our personnel and program budgets have caused us to focus on providing our core services and to assess all of our services to ensure we are delivering them in the most efficient and effective manner.

### **Future Direction, Expectations, and Priorities**

- *Summary of Future Direction and Expectations*

The current budget climate has caused significant tightening of available resources. This has caused us to assess priorities, review processes, and focus on our core mission of making grants, offering training opportunities, and regulatory services. Even with the current budget challenges there continue to be challenges in the criminal justice system in Virginia that we need to be focused on.

Gang violence has emerged as an issue of concern throughout the Commonwealth and is expected to remain so for the foreseeable future. Through grant funding and research, DCJS will continue to support prevention, intervention, and suppression activities related to gangs.

Recruitment and retention of qualified personnel in law enforcement, particularly minority personnel, will continue to require the Department's attention in the areas of training, policy development, and technical assistance.

Developments in technology, Internet-based and otherwise, will have broad impact on the way the Department manages its grant programs, conducts its licensing and regulatory activities, and delivers training. Making grant and regulatory applications and reporting available to DCJS customers on-line is in progress and development in this area will continue for the foreseeable future.

Internet-based crimes, such as identity theft and crimes against children, continue to grow. DCJS will be providing training and technical assistance to state and local law enforcement agencies on the prevention and investigation of "on-line crime."

As the criminal justice planning and program development agency in the Commonwealth, the Department expects to

continue addressing emerging issues, much as it has in the past in the areas of crime victims' rights and services, school safety, and drug treatment courts. As budgets are squeezed interest is growing in finding alternatives to incarceration that maintain public safety, but help to reduce overall prison and jail costs. The issue of how law enforcement is handling individuals with mental health problems is moving to the fore, and local Crisis Intervention Teams are a potential solution. Additionally, there is interest in "specialized" court dockets, such as Mental Health Courts, Drug Courts as well as in the Law Enforcement and Public Health System model, which addresses individuals with mental health needs in the criminal justice system, particularly those in local jails. More generally, executive and legislative branch leaders are increasing their emphasis on measuring performance and implementing other evaluation tools to aid them in decision-making. The Department will need to continue and expand its efforts to provide meaningful information on the impact and effectiveness of its services and the programs it supports with grants. DCJS is in the process of completing a criminal justice plan that will provide information guidance policy makers and the criminal justice system in Virginia.

Over the past federal fiscal year funding for the Justice Assistance Grant/Byrne program has begun to increase reversing a trend that has been going on for the last few years. This is the result of a coordinated national effort to bring attention to this most flexible of federal criminal justice system funding sources. The resulting increase helps not only state level criminal justice programs, but provides additional funding directly to Virginia localities.

Additionally, DCJS has reorganized our service delivery in a more functional manner based on our major functions; grants, training, regulatory, and research. Among other benefits this will help to streamline the services we provide to localities and our other criminal justice system partners.

- *Summary of Potential Impediments to Achievement*

The Department anticipates continued significant reductions in available state funds for grants and training, while demand for grant funding by localities, state agencies, and private nonprofit organizations will remain constant or increase. At the federal level, stimulus funding has provided a one-time increase in some specific program areas. We are using these funds to temporarily fill gaps in existing state services as well as build temporary capacity in local service providers. Once these funds are exhausted additional funding will be necessary if these gaps are to be filled on a more permanent basis.

Funding reductions at both the state and federal level continue to put pressure on the agency to assess not only the way we provide our services, but also assess and prioritize what services we can continue to provide. These limitations cut across all agency programs and services and does make the agency vulnerable to criticism both in and out of state government.

#### Service Area List

Service Number	Title
140 303 06	Law Enforcement Training and Education Assistance
140 305 04	Criminal Justice Research, Statistics, Evaluation, and Information Services
140 306 02	Coordination of Asset Seizure and Forfeiture Activities
140 390 01	Financial Assistance for Administration of Justice Services
140 399 00	Administrative and Support Services
140 560 33	Business Regulation Services
140 728 13	Financial Assistance to Localities Operating Police Departments

#### Agency Background Information

##### Statutory Authority

Appendix A: Additional Statutory Authority  
DCJS Responsibilities under Code of Virginia Section § 9.1-100 to 9.1-186.14  
(Federal statutes and state law not included in Title 9.1.)

##### Federal Statutes

- Juvenile Justice and Delinquency Prevention Act of 2002, as amended, Pub. L. No. 93-415, 42 U.S.C. § 5601 et seq. (1974)
- Juvenile Accountability Block Grant Program of 2002, Pub. L. No. 107-273
- Section 107 of Title I of the Child Abuse Prevention and Treatment Act (CAPTA) of 2003, Pub. L. No. 108-36
- Violence Against Women Act of 1994 (42 U.S.C., 3711, Chapter 2, Section 40121) and Violence Against Women Act of 2000 (P. L. 106-386) and Violence Against Women and Department of Justice Reauthorization Act of 2005 (P.L. 109-162).
- Victims of Crime Act of 1984, 42 U.S.C. 10601, et. seq., as amended.
- Uniting and Strengthening America by Providing Appropriate Tools Required to Intercept and Obstruct Terrorism Act of 2001, (Public Law 107-56 referred to as the USA Patriot Act of 2001.)
- Residential Substance Abuse Treatment, 42 U.S.C. Section 3796FF-1.

##### State Statutes

- §9.1-104 Requires DCJS to establish a grant program to govern funds awarded to local units of government for establishing, operating, and maintaining victim/witness programs.
- §19.2-11.01 Requires DCJS grant funded local victim/witness programs to provide the information and assistance required by the Victims Bill of Rights.
- §19.2-11.1 Requires DCJS to establish guidelines to implement the provisions of the Victims Bill of Rights and other applicable laws establishing victims' rights. Additionally, local governments that voluntarily establish victim/witness programs

funded by DCJS, must operate those programs in accordance with guidelines established by DCJS.

- §19.2-11.3 Establishes the Virginia Crime Victim-Witness Fund. This special non-reverting fund is administered by DCJS "to support victim and witness services that meet the minimum standards prescribed for such programs under §19.2-11.1." Additionally, §19.2-11.3 indicates that "[t]he Fund shall be distributed according to grant procedures adopted pursuant to §9.1-104".
- §9.1-102 (30, 31, 32) Directs DCJS to receive, administer, and expend grants from the federal government to strengthen the administration of justice and otherwise carry out the agency mission. Under this authority the department receives a number of federal grants. The VSS administers the following federal funding streams: Victims of Crime Act (VOCA), Violence Against Women Act (VAWA), and the Preventive Health and Health Services Act (PHHS) which is a pass through from the Virginia Department of Health. (VDH)
- §9.1-102 (36) Directs DCJS to establish training standards and publish a model policy for law-enforcement personnel in the handling of family abuse, domestic violence, sexual assault and stalking cases, including standards for determining the predominant physical aggressor in accordance with §19.2-81.3.
- §9.1-102 (45) Directs DCJS to establish training standards and publish a model policy and protocols for local and regional sexual assault response teams.
- §9.1-116.1 Establishes the Virginia Sexual and Domestic Violence Victim Fund (VSDVVF). The purpose of the Fund, administered by DCJS, is to support the prosecution of domestic violence cases and victim services. DCJS is required to adopt guidelines in order to make funds available to (i) local attorneys for the Commonwealth for the purpose of funding the cost of additional attorneys or to further dedicate existing resources to prosecute felonies and misdemeanors involving domestic violence, sexual violence, sexual abuse, stalking and family abuse, and (ii) law-enforcement authorities or appropriate programs, including civil legal assistance, to assist in protecting and providing necessary services to victims of and children affected by domestic violence, sexual abuse, stalking and family abuse. DCJS is also required to establish a grant procedure to govern funds awarded for this purpose.
- Code of Virginia §§ 19.2-152.2 and 19.2-152.4:3, Pretrial Services.
- Code of Virginia § 18.2-388, Public Inebriate Services.
- Code of Virginia §§ 15.2-1705 through § 1708 and § 15.2-1731 (B), Employment, training and certification of law enforcement officers.
- The Appropriations Act directs the Secretary of Public Safety to prepare forecasts of the local jail inmate populations for the Governor. DCJS prepares these forecasts annually for the Secretary.

**Customers**

<b>Customer Group</b>	<b>Customers served annually</b>	<b>Potential customers annually</b>
Attorneys (State and Local)	0	0
Bail Bondsmen	0	0
Bail Enforcement Agents	0	0
Child Advocacy Organizations	0	0
Courtroom Security Officers	0	0
Criminal Justice Services Board	0	0
First Responder, Fire and EMS Personnel	0	0
General District Courts	0	0
Government Officials	0	0
Institutional Police	0	0
Jail Officers	0	0
Juvenile and Domestic Relations Courts	0	0
Juvenile Justice Practitioners	0	0
Local and State units of Government	0	0
Local Law Enforcement Agencies	0	0
Local Units of Government	0	0
Not for Profit Agencies	0	0
Other State Agencies	0	0
Private Police	0	0
Private Security Businesses	0	0
Private Security Personnel	0	0
Private Security Training Schools	0	0
Regional Training Academies	0	0
Secretary of Public Safety	0	0
Sheriff Departments	0	0
Special Conservators of Peace	0	0
Victim Advocacy Organizations	0	0

*Anticipated Changes To Agency Customer Base*

[Nothing entered]

**Partners**

Partner	Description
[None entered]	

**Products and Services**

- *Description of the Agency's Products and/or Services:*

Training and Standards

As part of the agency reorganization the responsibilities of this section have been divided between the Office of Training and Programs and the Office of Regulatory affairs. The agency will continue to administer entry-level and in-service training standards by rule for law enforcement officers, jailors, courthouse and courtroom security officers, process service officers, and correctional officers of the Department of Corrections. Entry-level training standards by rule are also established for dispatchers of law enforcement personnel.

The agency will also continue to administer standards for the certification and re-certification of criminal justice instructors, as well as the rules related to regional criminal justice academies.

On a non-training regulatory issue, the agency administers standards by rule on the storage and dissemination of criminal history record information and firearms transactions.

The agency will continue to conduct job task analyses on positions to determine mandatory training requirements for entry level training of criminal justice officers.

The continues to provide jails training services for jailor, court security, and process personnel to obtain compliance with training regulations. Training is also provided on another main issue addressing the preparation of law enforcement officers and other first responders to properly deal with persons suffering from Alzheimer's disease.

Other training directly involves technical training for local and state agency personnel responsible for submitting data using electronic systems of the section to include TREX, ACECORP, and ACETRAK.

The agency conducts on-site audits of those agencies storing and disseminating criminal history records information.

The agency administers, grades, and reports the results to the certified academies of the law enforcement officer certification examination to all students completing entry-level law enforcement officer training statewide.

The agency also certifies and de-certifies law enforcement officers and regional jail officers in accordance with requirements of the Code of Virginia.

The agency certifies and re-certifies all certified academies authorized to deliver mandated training to Virginia's criminal justice officers.

The agency monitors compliance with entry-level and in-service training for 40,000+ criminal justice officers in Virginia.

The agency also distributes funding appropriated for the 10 regional criminal justice academies from general fund and special fund sources.

Law Enforcement Services

As part of the agency reorganization the responsibilities of this section have been divided between the Office of Training and Programs, Office of Regulatory affairs, and Grants Administration. The agency continues to be the primary monitor and coordinator of grants programs for local law enforcement agencies. We provide the same service to the Virginia State Police and other state level law enforcement agencies. Law Enforcement Services currently distributes Byrne/JAG funding, LETPP funding, State SRO Incentive Grant funding, and Community Policing funding.

The agency administers grant-funded programs for law enforcement at the state level. Programs are funded primarily through the federal JAG/Byrne grant program.

The agency continues to manage a variety of crime prevention programs and services, including the Certified Crime Prevention Community program, the Private Crime Prevention Practitioner certification program, the Crime Prevention Specialist certification program, the McGruff House program, Triad, and SHOCAP.

The agency also provides provides training opportunities in CPTED, crime and intelligence analysis, neighborhood watch, identity theft, fraud, Triad, school and campus safety, and homeland security.

The Accreditation Center staffs and directs the activities of the Virginia Accreditation Program, which is managed by our partners, the Virginia Association of Chiefs of Police and the Virginia Sheriffs' Association. There are more than 60 Virginia law enforcement agencies already accredited.

The Virginia Center for School Safety (VCSS) is the primary source of training for School Resource Officers (SRO's) in Virginia. In addition, VCSS provides training to school officials and others who work with SROs or in school safety assignments. Many SROs throughout Virginia are funded through grant programs administered by this agency and monitored in this section. Many others began through this funding source. VCSS collaborates with the Department of Education and the Department of State Police to sponsor a major school safety conference each year.

The agency is also responsible for establishing and maintaining minimum training standards for School Security Officers (SSO), as well as certifying them, training SSO instructors, and maintaining a database of all SSOs in Virginia.

VCSS produces, under legislative mandate, an annual school safety audit report covering every public school and school district in the Commonwealth.

VCSS also partners with the Department of Alcohol Beverage Control (ABC) to put on a major youth leadership training program called the Youth Alcohol and Drug Abuse Prevention Project (YADAPP), now in its 26rd year and serving approximately 600 youth leaders from high schools throughout Virginia.

The agency maintains the Sample Directives for Law Enforcement Agencies Manual (model policy manual) available to all law enforcement agencies in Virginia, throughout the country, and beyond. Certain model policies are required to be maintained under the Code of Virginia.

The agency provides training and technical assistance to law enforcement agencies for policy development and management practices.

The agency is also responsible for the recently created office of Campus Policing and Security. This office is charged with developing employment, training standards, and a certification program for campus security officers. The office also develops training and model policies for campus police and security departments and delivers technical assistance upon request. Under terms of the statute, an industry Advisory Committee is formed to collaborate with the agency on these functions.

The agency established an Office of Homeland Security to provide local law enforcement input into homeland security and anti-terrorism issues. This includes administration of Homeland Security grant funding directed to local law enforcement. This office will also direct homeland security training efforts by this agency. A Law Enforcement Command Advisory Group comprised of local law enforcement executives to ensure better representation of local law enforcement in Virginia's homeland security plans, strategies, and funding opportunities. We collaborate with VDEM on developing Virginia's annual Homeland Security Grant application.

#### Research Statistics, Evaluations, and Information Services

As part of the agency reorganization the Research Center has become part of the Office of Policy and Research. The agency continues to provide reports on criminal justice topics prepared on schedules and on an "as-needed" basis. Reports range from summary statistical reports to detailed research reports. A unique aspect of this service is that it integrates data from all areas of criminal justice, unlike the single focus aspect of reports from most line agencies.

The Jail Inmate Forecast report is produced annually for the Secretary of Public Safety by analyzing jail inmate data reported to the State Compensation Board. The forecast is used by the Secretary and General Assembly money committees when planning expenditures for jail construction.

Financial assistance allocation calculations allow DCJS to provide annual financial assistance to localities based on local crime rates and other relevant factors.

Technical assistance with automated systems is provided to localities by having staff visit local criminal justice agencies, make presentations to local officials, and assist with needs assessments, product evaluations, and procurement of systems. The Research Center also administers a program that awards monetary grants to localities for automated records and communications systems.

Evaluation reports on criminal justice programs are provided to the General Assembly, the Secretary of Public Safety, DCJS, and other criminal justice officials and practitioners. Surveys are conducted, databases are created, and site visits are made to conduct evaluations.

The Integrated Justice Program provides planning, technical assistance, and grant funding to state and local agencies to modify/upgrade criminal justice databases to improve communication and information sharing.

#### Policy and Planning Services

As part of the agency reorganization this unit is now under the Office of Policy and Research. The agency will continue to develop and coordinates agency-level planning including the statewide criminal justice plan. It also tracks and coordinates agency responses to legislative bills and resolutions during the General Assembly session, and provides responses to media and other outside requests for information. Additionally, the unit develops and maintains agency policies.

#### Coordination of Asset Seizure and Forfeiture Activities

Under the new agency organization this unit remains within the Administration division. DCJS, through the issuance of program guidelines, administers the Asset Forfeiture and Seizure Program. Support is provided to local law enforcement agencies through a reporting process that accounts for and returns to the locality proceeds from the sale of seized assets. Training is provided to local law enforcement agencies and Commonwealth's Attorneys on all aspects of the program.

#### Financial Assistance for Administration of Justice Services

- Crime Victims

The agency provides grants to local units of government, state agencies, and private non-profit agencies along with brochures and other written resources for crime victims. Staff also offer training programs for victim advocates, law enforcement agencies, prosecutors, and others who work with crime victims. This section also serves as the knowledgeable expert regarding grant guidelines and grant management resources associated with sexual assault services and victim services. Staff develop and revise policies and provide technical assistance to localities in establishing, maintaining, and expanding victim assistance programs. The section provides direct services to crime victims through its toll-free statewide Virginia Crime Victim Assistance Infoline that includes information regarding their rights, referral services crisis intervention.

- Juvenile Services

As described above, DCJS administers three major funding streams that come to us from the federal Office of Juvenile Justice and Delinquency Prevention: Title V, Title II, and the Juvenile Accountability Block Grant (JABG) Program. Additionally, we continue to administer the last of the Challenge funds, to develop, adopt, and improve policies and programs in any of 10 specified Challenge areas. The Challenge portion of the JJDP Act was eliminated in 2002 when Congress consolidated a number of separate programs into one Delinquency Prevention Block Grant (DPBG) Program. The DPBG, although authorized, has not yet been funded by Congress.

DCJS provides grants to localities along the juvenile justice continuum: prevention, community-based sanctions and treatment, and programs and services for serious, violent, chronic juvenile offenders. Additionally, we provide training and technical assistance as needed to help the field keep abreast of best practices, to inform about new trends, and to motivate them to continue to do their good work. The number of grants funded varies based on the amount of funds allocated. OJJDP has recently implemented a new performance measures requirement, so now all of the programs receiving funding from Title V, Title II, or JABG are required to submit performance measures data. This should help to increase accountability and ensure effective programming. We have moved toward funding replication of model or promising programs or strategies in order to make the most of our decreasing funds.

The CASA program services include regulatory monitoring, grant administration, technical assistance to existing and developing programs, and training. We provide training to volunteers as well as to program directors and staff. We continue to expand the number of CASA programs across the state.

The Children's Justice Act program conducts much training throughout the year to further its objective of improving investigation, prosecution, and judicial handling of child abuse. The CJA program coordinator provides technical assistance to localities developing multi-disciplinary teams to investigate child abuse. Several publications and resources have been developed through this program. Additionally, funds from this program are available in the form of scholarship grants to allow local professionals to attend national conferences.

- Correctional Services

The agency develops policies and guidelines governing grants supporting corrections-related projects, reviews grant applications and makes recommendations on them to the Criminal Justice Services Board, and oversees and monitors those awarded by the Board for compliance with grant conditions and program standards. In conjunction with its administration of the CCCA/PSA Acts, the Section has also developed an automated database and case management system for use by the local programs, with software and communications infrastructure, maintenance and support.

The agency develops and analyzes corrections-related legislation and budgets. It also conducts studies and reports on correctional issues as requested by the legislature and Secretary of Public Safety, and assists the Department of Corrections in reviewing required (for state reimbursement of jail construction costs) Community-Based Corrections Plans.

Agency staff serve on the Screening and Assessment Committee, represent the Department Director on the Governor's Substance Abuse Services Council, serve on the District Court Forms Advisory Committee, and represent Virginia in national organizations such as the American Probation and Parole Association.

- Administrative and Support Services

The administrative function provides overall agency management and direction. This includes strategic planning, vision, goal setting, and resources needed to attain agency goals. The administrative division of the agency provides services to the agency and employees that include all human resource functions, finance and budgeting, payments, accounting, purchasing, computer hardware, software, and networking, and grant management and accounting. In addition, graphic design services and web content and design are also provided.

- Business Regulation Services

The agency provides regulatory services for the private security, bail bonds, bail enforcement, locksmith, and other associated entities. The agency is responsible for processing applications for registration, certification, and licensure; ensuring that each individual, business, or training school meets the respective regulation requirements.

The agency establishes and is responsible for ensuring that individuals providing these services meet minimum entry and in-service training requirements.

The agency fingerprints every individual and reviews the criminal history report from the Department of State Police and the FBI prior to registration, certification, or licensure.

The agency trains Business Compliance Agents in entry level and in-service training. The agency also offers Instructor Development training to the industry.

The agency responds to complaints, investigates and adjudicates cases, and audits the businesses and training schools to maintain compliance.

The agency customer service specialists handle approximately 3,300 technical assistance calls a month and receives and processes over 58,000 applications a year.

The agency regulates four separate programs and all are under review or current regulatory promulgation in accordance with the Administrative Process Act and Executive Order #36.

The agency provides private security services training and monitoring through a grant received from Homeland Security.

- Financial Assistance to Localities Operating Police Departments

Verification of localities' eligibility for funds; application of the prescribed distribution formula to each fiscal year's appropriation to determine localities' amounts; distribution of quarterly payments.

Factors impacting products and services include the availability of the data required for the distribution formula, availability of information necessary to determine eligibility, and changes in the amount of funds to be distributed. The only change we anticipate, based on recent years' experience, is an increase in the appropriation.

- *Factors Impacting Agency Products and/or Services:*

- Law Enforcement Services

As one might expect, the demand for products and services for the law enforcement community continues to grow each year, especially in the current economic environment. With requests for new products and new services, along with the occasional direction from the legislature that such activities be certified or made accountable in a formal fashion, the demand on staff time and financial resources is correspondingly greater each year.

Federal funding has been a major criminal justice funding resource in Virginia for a number of years. The continued weak economy that has reduced both state and federal funds has had an overall negative impact on our programs and services. In a positive development recent federal funding for the JAG/Byrne program appears to have stabilized. The JAG/Byrne program is the agencies largest single federal funding source and the most flexible in addressing issues across the criminal justice spectrum.

Each time this agency is required to establish and maintain a certification procedure it creates a demand for additional staff. The alternative is to use existing staff and thereby lose their services for other activities.

DCJS has been given several new responsibilities through legislative action during the past six years, for which the agency has never received sufficient or adequate staffing and funding. Examples include the Virginia Center for School Safety, the Office of Campus Policing and Security, and the Crime Prevention Center. Lack of resources significantly reduces the output and product development of these entities and impacts on customer services to a wide variety of law enforcement customers.

- Research, Statistics, Evaluations, and Information Services

The scope and quantity of these products has been reduced because staff with the computer, statistical, and research skills needed to produce these products cannot be maintained due to layoffs and budget cuts. These skills are in demand by many employers that offer more attractive salaries and working conditions than offered by the state.

- Financial Assistance for Administration of Justice Services

- Crime Victims

The decline and the unpredictable availability of federal and state funding coupled with the loss of funding for positions, negatively impacts this agencies ability to provide necessary products and services to crime victims in Virginia. Equally, the unvarying passage of legislative mandates with no appropriate increase in resources strain existing services for crime victims. Of particular interest is the need for additional resources for the new Virginia Domestic Violence Victim Fund. Staff vacancies also contribute to the uncertainty of providing timely products and services to victims of crime.

- Juvenile Services

The continued availability of funds, both federal (JJDP Act, JABG, National CASA Association State Grant funds, and CJA funds) and general (local CASA awards, match on JJDP and JABG programs) impacts the ability of DCJS to provide services to our customers.

- Correctional Services

Caseload growth in local programs without increases in staffing are stretching supervision capacity to their limits.

Reductions in federal funding for JAG/Byrne and Residential Substance Abuse Treatment programs has significant implications for the limitation of program growth and innovation.

Increased attention to "reentry" at both the national and state level has implications for possible additional funding and

increased support for DCJS supported Reentry programs.

Increasing numbers of non-English speaking offenders and defendants cannot be appropriately addressed within existing program capacities.

- Business Regulation Services

Since Private Security Services had additional regulatory programs added to the section within a relatively short period of time, our turnaround time and our service to the industry will most likely be negatively affected. The customer base has expanded beyond strictly private security to law enforcement, bail bonding, bail enforcement, and private security.

- *Anticipated Changes in Products or Services:*

Research, Statistics, Evaluations and Information Services

Demand for statistical, research, and evaluation products has increased as measurement and accountability become more in demand by government officials.

Demand for technical assistance to localities may increase as automation becomes more widespread and necessary, especially in rural localities.

Demand for planning and implementation of criminal justice data sharing is growing, especially in response to homeland security issues.

Financial Assurances for Administration of Justice Services

- Juvenile Services

Over the last several years, the appropriations for juvenile justice and delinquency prevention programming have decreased, and at times, the earmarks have increased. This leaves less funding to distribute. The President's budget has recommended no funding for the JABG program. This would eliminate a source of funds that has done much to change the way the juvenile justice system operates in Virginia. In the face of potential funding reductions, DCJS staff have been exploring ways to assist localities absent additional dollars: technical assistance, training, assessing existing resources in communities with an eye toward reallocating if necessary, etc.

Many local Court Appointed Special Advocate (CASA) programs receive a Victim of Crime Act (VOCA) grant each year to supplement the funds received through DCJS. VOCA funds have been threatened to be eliminated at the federal level. If this were to happen, DCJS would need to assist local programs in securing additional resources for local CASA programs. Through a Resource Development Grant from the National CASA Association, local programs will receive training in improving their own fundraising, but DCJS may need to step in to assist if programs were to sustain this significant loss of VOCA funds.

At this time, federal Childrens Justice Act (CJA) funds do not appear to be in jeopardy. Federal funds to support the American Prosecutor Research Institute's (APRI's) National Child Protection Training Center (NCPTC) are in jeopardy. NCPTC provides the Finding Words training that Virginia will offer in 2006. Virginia will be receiving this training under funds NCPTC has already received, therefore, if NCPTC were to lose funding, Virginia would still be able to continue with its Finding Words program.

- Correctional Services

Through a federally supported effort, DCJS is collaborating with the Department of Corrections DOC to implement "evidence-based practices and programs" – this should lead to improved client outcomes and a more effective/cost-effective use of current, limited resources

Through collaboration with VCCJA, Correctional Services has begun the design of a "program accreditation" process

RSAT funding is being offered to local/regional jails for substance abuse program enhancement

- Business Regulation Services

As of July 1, 2005, the agency began issuing photo identification cards to our registrants. This will replace the DMV special identification card system currently being utilized.

The Private Security Services section is also working on the future implementation of a new web based licensing system. Once implemented this interactive system will streamline processes and assist in the constituency meeting statutory requirements. This process is moving along as the section looks at every detail of the policy, procedures, and operations of the section as well as the industry to ensure the product meets the needs of all.

## Finance

- *Financial Overview:*

The agency's primary funding source is general funds. Of our \$292,083,986 total budget for FY 2011, more than \$197M is distributed to localities with police departments. The remainder of our budget is comprised of general and non-general funds that the agency administers and distributes to localities, state agencies, and nonprofit organizations to support local criminal justice system programs and services.

- *Financial Breakdown:*

FY 2011		FY 2012	
General Fund	Nongeneral Fund	General Fund	Nongeneral Fund

Base Budget	\$237,442,277	\$54,641,709	\$237,442,277	\$54,641,709
Change To Base	\$0	\$0	\$0	\$0
Agency Total	\$237,442,277	\$54,641,709	\$237,442,277	\$54,641,709

This financial summary is computed from information entered in the service area plans.

**Human Resources**

● *Overview*

Department of Criminal Justice Services has an authorized FTE level of 129 positions. 103 of those positions are filled and 26 are vacant. Additionally, the agency uses 22 part-time wage positions to supplement staffing.

The Agency is comprised of two Divisions: Operations and Administration. The Division of Operations is comprised of the Office of Training and Program Assistance, the Office of Regulatory Affairs, and the Office of Strategic Development and Research.

The Office Training and Program Assistance is divided into the Program Development unit, the Training unit, and the Program Management unit.

The Office of Regulatory Affairs is divided into the Compliance Center, the Regulatory Center, and the Certification Center.

The Office of Strategic Development and Research is divided into the Strategic Development Center and the Research Center.

The Division of Administration is comprised of: the Office of Finance, the Office of Grants Administration, and the Office of Computer Services.

The agency utilizes 24 different roles. The top five roles utilized at the agency includes: (1) Program Administration Specialist II; (2) Administrative Office Specialist III; (3) General Administration Manager II; (4) Trainer Instructor III; and (5) Program Administrative Specialist III. These five roles account for approximately two-thirds of the available manpower at the agency.

Description of Agency Workforce

The average age of the agency workforce is 47 with an average of 11.30 years of service. By contrast, the average age of the state workforce is 45.30 and the average state employee has 11.5 years of service.

The average salary of the agency workforce is \$54,907 and the median is \$54,199. This exceeds the state mean and median salaries by 36% and 50% which are \$40,256 and \$35,997 respectively. The difference reflects the highly specialized and professional workforce required by the agency's mission.

Currently 9 employees or approximately 7% are eligible for unreduced retirement. Of those, five employees are over age 65 with at least 5 years of state service, and four are age 50 or over with at least 30 years of state service. The highest proportion of those eligible for retirement are in the Program Administration II role where three employees or 7.6% within this role have over 30 years of service. Also, in combined career groups of Administrative Support, Financial Services, General Administration, and Human Resources, there are six individuals eligible for retirement.

● *Human Resource Levels*

Effective Date	7/16/2009	
Total Authorized Position level	129	
Vacant Positions	-26	
<b>Current Employment Level</b>	<b>103.0</b>	
Non-Classified (Filled)	2	<i>breakout of Current Employment Level</i>
Full-Time Classified (Filled)	101	
Part-Time Classified (Filled)	0	
Faculty (Filled)	0	
Wage	22	
Contract Employees	0	
<b>Total Human Resource Level</b>	<b>125.0</b>	<i>= Current Employment Level + Wage and Contract Employees</i>

● *Factors Impacting HR*

The agency plans to provide more cross training opportunities within the section functions to minimize the drain of knowledge within the sections. Additionally, the agency plans to provide supervisory training opportunities to programmatic staff to prepare existing staff for higher level responsibilities.

The agency will continue to explore opportunities for leveraging technology for workforce savings.

● *Anticipated HR Changes*

Currently nine (9) employees are eligible for unreduced retirement. Within the next five years, approximately fourteen (14) additional employees will become eligible for unreduced retirement. In combination with the eight (8) employees currently eligible for unreduced retirement, approximately 18% of the current workforce would be eligible for unreduced retirement within the next five years. This is in addition to the 20% reduction in staff we have taken due to the current

budget crisis. Retirement eligibility provides the greatest potential impact in the roles of Program Administration Specialist II, General Administration Manager II, and Administrative and Office Specialist II. Resources will be necessary to effectively manage the changing nature of the agency's workforce to assure responsiveness to constituents. This will include recruitment costs, severance costs, competitive salary offers, retention awards, and recognition awards.

**Information Technology**

- *Current Operational IT Investments:*

The Department of Criminal Justice Services is in the process of fully transforming to the computer network managed by VITA/NG. We have gone through desktop refresh, the consolidation and relocation of our servers to the computer center in Chesterfield, and transformation to a new network. We are in the process of moving our email and other services to the VITA/NG network. There continue to be issues with this transformation and we continue to work through them. DCJS employs application programmers who develop and maintain many of the agency specific computer applications that support our programs. The agency continues to pay a seat management fee, that has risen significantly over the past couple of years, to VITA for these services. This provides the basic computing and Internet access needed by the agency to make programs, funding, and services available to the criminal justice community in Virginia.

DCJS employs application programmers who develop and maintain many of the agency specific computer applications that support our programs. The agency has also used outside application developers for some of our unique agency programs. Over the past two years the agency has been updating our databases with more current software versions or rewriting programs in more robust databases.

The agency is very dependent on the Internet as an interactive tool to provide information to our customers and for our customers to provide information back to us. All agency applications are being developed or are being re-written to use the Internet as the main conduit to our customers.

We have and will continue to constantly look at technology as a tool to allow us to more efficiently fulfill our responsibilities. This includes continuing to look for opportunities to automate internal business processes, using technology to allow our staff to be more efficient, using technology to take advantage of tele-work opportunities, and making our programs and services more accessible to our growing user base.

- *Factors Impacting the Current IT:*

The most significant factor impacting agency IT services is the transformation to shared network services under the VITA/NG contract. This has significantly impacted our ability to use technology to move our business forward from a time, cost, and future opportunities perspective. The agency is constantly being called up to provide information and support to the various initiatives VITA/NG is undertaking to move to transformation. This is taking agency IT personnel away from their agency tasks to support these efforts. The cost of moving to shared service is significantly more than we were paying for these services prior to transformation. Computer desktop and laptop costs are higher as are server backup fees. Because of the time and cost of transformation we have not been able to clearly focus on agency business needs.

We are also coming to the conclusion of our transformation to My License for our regulatory programs. This will replace several homegrown agency applications.

- *Proposed IT Solutions:*

We need to manage the transformation to VITA/NG to ensure the best possible outcome for the agency. We will also continue to look for opportunities to automate sound business processes if the outcome is greater efficiency and lower costs.

- *Current IT Services:*

Estimated Ongoing Operations and Maintenance Costs for Existing IT Investments

	Cost - Year 1		Cost - Year 2	
	General Fund	Non-general Fund	General Fund	Non-general Fund
Projected Service Fees	\$619,397	\$45,596	\$628,688	\$46,280
Changes (+/-) to VITA Infrastructure	\$36,630	\$16,186	\$36,630	\$16,186
<b>Estimated VITA Infrastructure</b>	<b>\$656,027</b>	<b>\$61,782</b>	<b>\$665,318</b>	<b>\$62,466</b>
Specialized Infrastructure	\$0	\$0	\$0	\$0
Agency IT Staff	\$740,556	\$57,249	\$740,556	\$57,249
Non-agency IT Staff	\$0	\$0	\$0	\$0
Other Application Costs	\$0	\$0	\$0	\$0
<b>Agency IT Current Services</b>	<b>\$1,396,583</b>	<b>\$119,031</b>	<b>\$1,405,874</b>	<b>\$119,715</b>

*Comments:*

[Nothing entered]

- *Proposed IT Investments*

Estimated Costs for Projects and New IT Investments

	Cost - Year 1		Cost - Year 2	
	General Fund	Non-general Fund	General Fund	Non-general Fund
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
<b>Total Proposed IT Investments</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

● *Projected Total IT Budget*

	Cost - Year 1		Cost - Year 2	
	General Fund	Non-general Fund	General Fund	Non-general Fund
Current IT Services	\$1,396,583	\$119,031	\$1,405,874	\$119,715
Proposed IT Investments	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$1,396,583</b>	<b>\$119,031</b>	<b>\$1,405,874</b>	<b>\$119,715</b>

[Appendix A](#) - Agency's information technology investment detail maintained in VITA's ProSight system.

**Capital**

- *Current State of Capital Investments:*  
The agency has no current capital projects.
- *Factors Impacting Capital Investments:*  
There are no current agency capital projects.
- *Capital Investments Alignment:*  
There are no current agency capital projects.

**Agency Goals**

**Goal 1**

Conduct policy and planning initiatives to improve public safety as directed by the General Assembly or the Criminal Justice Services Board

**Goal Summary and Alignment**

Virginia's public safety depends upon the careful planning and equitable implementation of policies and services within the criminal justice system.

**Goal 2**

Provide financial assistance to improve the function of the criminal justice system

**Goal Summary and Alignment**

Virginia must use its fiscal resources in a way that maximizes the public safety services it provides to its citizens.

**Goal 3**

Provide training to all segments of the criminal justice system

**Goal Summary and Alignment**

Virginians working in the criminal justice system should be afforded the resources necessary to carry out their duties with skill and confidence.

**Goal 4**

Provide effective and efficient administration of grant programs and provision of timely, relevant technical assistance to grant recipients.

**Goal Summary and Alignment**

Virginia must use its fiscal resources in a way that maximizes the public safety services it provides to its citizens.

**Goal 5**

Develop and promulgate regulations and effectively administer regulatory programs in accordance with state law and policy

**Goal Summary and Alignment**

DCJS will assist the CJSB to promulgate regulations that are necessary to implement law and protect the public safety and will ensure that citizens have reasonable access and opportunity to participate in the regulatory process.

**Goal 6**

Conduct agency business in an effective and proficient manner contributing to the successful productivity of our employees and constituents

**Goal Summary and Alignment**

DCJS will conduct agency business in an effective and proficient manner that contributes to the successful productivity of our employees and constituents.

**Goal 7**

Provide financial assistance to improve the function of the criminal justice system

**Goal Summary and Alignment**

Virginia must use its fiscal resources in a way that maximizes the public safety services it provides to its citizens.

**Goal 8**

We will strengthen the culture of preparedness across state agencies, their employees and customers.

**Goal Summary and Alignment**

This goal ensures compliance with federal regulations, policies and procedures for Commonwealth preparedness, as well as guidelines promulgated by the Assistant to the Governor for Commonwealth Preparedness, in collaboration with the Governor's Cabinet, the Commonwealth Preparedness Working Group, the Department of Planning and Budget and the Council on Virginia's Future. The goal supports achievement of the Commonwealth's statewide goal of protecting the public's safety and security, ensuring a fair and effective system of justice providing a prepared response to emergencies and disasters and diasters of all kinds.

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Service Area Strategic Plan

Department of Criminal Justice Services (140)

3/11/2014 11:22 am

Biennium: 2010-12

Service Area 1 of 7

Law Enforcement Training and Education Assistance (140 303 06)

Description

The Standards and Training Section is responsible for the administration of rules relating to the compulsory entry-level and in-service training standards for a variety of criminal justice officers, certification of instructors, certification and de-certification of law enforcement officers and regional jail officers, regional criminal justice academy rules, rules related to the storage and dissemination of criminal history records, and firearms transaction rules. Additionally, the section is responsible for the distribution of general fund monies and special fund monies to regional criminal justice academies, providing entry-level jailor training, and providing training related to Alzheimer's disease to a variety of criminal justice and first responder personnel. Constituents include all police departments, sheriffs' offices, regional jails, joint dispatch centers, the Department of Corrections, and several state agencies whose personnel have law enforcement functions. The section reviews compliance information and rectifies discrepancies.

The Law Enforcement Services (LES) Section is responsible for the monitoring and servicing of grants awarded to Virginia's local and state law enforcement agencies. Current grant programs include Byrne / Justice Assistance Grant (JAG) funding, LLEBG funding, Law Enforcement Terrorism Prevention Program (LETPP) funding, State School Resource Officer (SRO) Incentive Grant funding, and Community Policing funding.

LES houses three legislatively-created centers of criminal justice responsibility: the Accreditation Center, the Crime Prevention Center, and the Virginia Center for School Safety.

LES provides a program manager for the State Accreditation Program, serving the program and training needs of the Virginia Law Enforcement Professional Standards Commission, including over 50 currently accredited agencies.

LES is responsible for certifying crime prevention specialists (CPS), for certifying localities as Crime Prevention Communities (CCPC), and for certifying private security professionals as Private Crime Prevention Practitioners (PCPP). We also provide a variety of crime prevention training and services to law enforcement and other criminal justice professionals, including crime analysis training, Crime Prevention Through Environmental Design (CPTED) training, McGruff House training, Serious Habitual Offender Comprehensive Action Program (SHOCAP) services, and Homeland Security training.

LES certifies School Security Officers (SSO) and is responsible for their basic training, as well as for advanced training for SSOs and School Resource Officers (SROs). Through the Virginia Center for School Safety the agency is mandated to conduct an annual school safety audit and to report those findings.

Training and technical assistance in law enforcement policy development is provided to law enforcement agencies and others in support of the Accreditation Program and as a resource to local law enforcement agencies that may lack this capacity. The agency has maintained one of the first and one of the few model policy manuals for law enforcement agencies.

Background Information

Mission Alignment and Authority

- Describe how this service supports the agency mission

The Department of Criminal Justice Services' mission is to provide comprehensive planning and state-of-the-art technical and support services for the criminal justice system to improve and promote public safety in the Commonwealth. This mission is aligned with the long-term objectives for the protection of the public's safety and security and to ensure a fair and effective system of criminal justice.

The Standards and Training and Law Enforcement Services Sections support activities that are intended to provide comprehensive planning and state-of-the-art technical and support services to the law enforcement element of the criminal justice system and potentially to other components with whom they work and interact. We do this through grant funding of system improvements and enhancements, specialized training that is unavailable or unaffordable from other sources, and planning and research for law enforcement policy matters. Through this activity Law Enforcement Services helps to establish baselines for service on a statewide basis and help to establish and certify professional standards for some of those services. The department's mission is aligned with the long-term objectives for the protection of the public's safety and security and to ensure a fair and effective system of criminal justice.

- Describe the Statutory Authority of this Service

The Standards and Training Section's authority is found in Title 9.1 of the Code of Virginia. Specifically, § 9.1-102 (1) through (14), (20), (21), (23), (34), (38), § 9.1-106, § 9.1-113 through 9.1-116, § 9.1-128 through § 9.1-137, § 9.1-168 (B), § 15.2-1705 through § 1708, and § 15.2-1741 (B).

The Law Enforcement Services Section's authority is found in Code of Virginia § 9.1-102 (11), (13), (15), (30), (37), (40), (41), (43), (44), (45), (46), and (49).

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Attorneys (State and Local)	Joint Dispatch Centers of local units of government	0	0

Local Law Enforcement Agencies	Our customer base consists of the more than 400 law enforcement agencies and their personnel throughout the Commonwealth at the local and state level, including towns, cities, counties,	0	0
Attorneys (State and Local)	Private College and University Police Departments	0	0
Secretary of Public Safety	Standards and Training customers are comprised of Virginia employed criminal justice personnel. Additionally, the agency serves and regulates 35 certified training academies.	0	0

**Anticipated Changes To Agency Customer Base**  
Standards and Certifications

While the customer database remains the same with few exceptions, the number of individuals regulated steadily increases every year. Given the increases, all tasks related to the administration of training standards, school approval, employments, and terminations increase as well. Two changes have occurred in the past 12 months that impact the section. First is the full implementation of the law enforcement certification examination, which has increased fiscal impact. Second is the additional task to provide Alzheimer’s training to all first responders to include fire and EMS personnel. Amendments to regulations including in-service rules, instructor rules, and entry level jailor, civil process service officer, and courthouse and courtroom security officer rules are anticipated to be completed and implemented in FY 2005/06.

Law Enforcement Services

No significant changes to our base are anticipated, with the notable caveat that the base is likely to grow in size among the various groups that we serve. The impact will be felt in terms of the numbers of certifications and recertifications that will be required. It should be noted that the tendency in recent years has been for the legislature to require more accountability and quality assurance through adding certification requirements, including records keeping and database maintenance.

**Partners**

Partner	Description
The Committee on Training of the Criminal Justice Services Board	is a legislatively constituted body that provides approval of all amendments to regulations and advice on other training related initiatives.

**Products and Services**

● *Factors Impacting the Products and/or Services:*

As one might expect, the demand for products and services for the law enforcement community continues to grow each year. With requests for new products and new services, along with the occasional direction from the legislature that such activities be certified or made accountable in a formal fashion, the demand on staff time and financial resources is correspondingly greater each year.

Federal level funding has been a major financial resource for Virginia and all other states for over 30 years. That source of funding is now diminishing rapidly and major grant programs like the Byrne Memorial Fund and the Local Law Enforcement Block Grant are in danger of disappearing altogether. Some of this funding has presumably been moved into Homeland Security grant programs, but these programs are not administered through DCJS and are not administered in a very efficient or effective manner at either the State or federal level, making them far less useful to local law enforcement.

Each time this agency is required to establish and maintain a certification procedure it creates a demand for additional staff. The alternative is to use existing staff and thereby lose their services for other activities.

DCJS has been given several new responsibilities through legislative action during the past six years, for which the agency has never received sufficient or adequate staffing and funding. Examples include the Virginia Center for School Safety, the Crime Prevention Center, and Locksmith Certification. Lack of resources significantly reduces the output and product development of these entities and impacts on customer services to a wide variety of law enforcement customers.

● *Anticipated Changes to the Products and/or Services*

[Nothing entered]

● *Listing of Products and/or Services*

- This section administers entry-level and in-service training standards by rule for law enforcement officers, jailors, courthouse and courtroom security officers, process service officers, and correctional officers of the Department of Corrections. Entry-level training standards by rule are also established for dispatchers of law enforcement personnel. The section administers standards for the certification and re-certification of criminal justice instructors, as well as the rules related to regional criminal justice academies. On a non-training regulatory issue, the section administers standards by rule on the storage and dissemination of criminal history record information and firearms transactions. The section conducts job task analyses on positions to determine mandatory training requirements for entry level training of criminal justice officers. The section contains a jails training unit comprised of eight personnel. This unit develops lesson plans and delivers training at the certified criminal justice academies throughout the state for jailor, court security, and process personnel in order to obtain compliance with training



Area Total	\$2,022,393	\$35,000	\$2,022,393	\$35,000
Base Budget	\$2,022,393	\$35,000	\$2,022,393	\$35,000
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$2,022,393	\$35,000	\$2,022,393	\$35,000
Base Budget	\$2,022,393	\$35,000	\$2,022,393	\$35,000
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$2,022,393	\$35,000	\$2,022,393	\$35,000
Base Budget	\$2,022,393	\$35,000	\$2,022,393	\$35,000
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$2,022,393	\$35,000	\$2,022,393	\$35,000
Base Budget	\$2,022,393	\$35,000	\$2,022,393	\$35,000
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$2,022,393	\$35,000	\$2,022,393	\$35,000
Base Budget	\$2,022,393	\$35,000	\$2,022,393	\$35,000
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$2,022,393	\$35,000	\$2,022,393	\$35,000
Base Budget	\$2,022,393	\$35,000	\$2,022,393	\$35,000
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$2,022,393	\$35,000	\$2,022,393	\$35,000
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**Human Resources**

- *Human Resources Overview*  
[Nothing entered]
- *Human Resource Levels*

Effective Date	7/15/2009
Total Authorized Position level	24.81
Vacant Positions	9
<b>Current Employment Level</b>	<b>15.8</b>
Non-Classified (Filled)	0

Full-Time Classified (Filled)	14.05	<i>breakout of Current Employment Level</i>
Part-Time Classified (Filled)	0	
Faculty (Filled)	0	
Wage	2	
Contract Employees	0	
<b>Total Human Resource Level</b>	<b>17.8</b>	<i>= Current Employment Level + Wage and Contract Employees</i>

- *Factors Impacting HR*  
[Nothing entered]
- *Anticipated HR Changes*  
[Nothing entered]

**Service Area Objectives**

- Provide training and education on best practices and techniques and emerging issues and trends to criminal justice practitioners and allied professionals.

**Link to State Strategy**

- nothing linked

**Objective Measures**

- Percentage of criminal justice practitioners and professionals that rated the value of training and education as satisfactory or above.

Measure Class:  Measure Type:  Measure Frequency:  Preferred Trend:

Measure Baseline Value:  Date:

Measure Baseline Description: 95% of those who attended agency training in FY05 rated it as satisfactory or above.

Measure Target Value:  Date:

Measure Target Description: DCJS training will be rated at satisfactory or above by at least 95% of those attending agency training events.

Data Source and Calculation: Each trainee will be asked to assess their satisfaction with the training by responding to the question "How valuable do you feel this training has been to you"? The responses will range from 1 - 5 with 1 being very poor, 2 below average, 3 average, 4 above average, and 5 excellent. The ratings will be totaled and divided by the total number of evaluatings to obtain the overall rating.



Service Area Strategic Plan

Department of Criminal Justice Services (140)

3/11/2014 11:22 am

Biennium: 2010-12 ▾

Service Area 2 of 7

**Criminal Justice Research, Statistics, Evaluation, and Information Services (140 305 04)**

**Description**

The Research Center provides research and statistical information and technical support to state and local officials in the criminal justice system. Products and services include:

Collecting, analyzing, and reporting to government officials information on criminal justice issues and the criminal justice system.

Producing forecasts of local jail inmate populations to guide planning and expenditures.

Calculating amounts of financial assistance that DCJS provides to localities for law enforcement activities.

Conducting and reporting on evaluations of criminal justice programs and activities.

Managing a program to plan and fund improvements in state and local criminal justice information systems to improve data sharing between these systems.

Providing state and local criminal justice agencies with technical assistance and grant funding for automated records, dispatch, and communications systems.

The Policy and Planning Services Section is responsible for agency level policy and planning activities including:

The statewide criminal justice plan.

Responses to legislative bills and resolutions during the General Assembly Sessions.

Responses to the media and outside sources for information.

Agency policies and procedures.

**Background Information**

**Mission Alignment and Authority**

- Describe how this service supports the agency mission

The Research Center provides information, research, and technical expertise required to fulfill DCJS's mission to "provide comprehensive planning and state-of-the-art technical support and services" to the criminal justice system.

- Describe the Statutory Authority of this Service

The Research Center's authority is found in several sections of Code of Virginia Title 9.1:

§ 9.1-102(24) directs DCJS to operate a statewide criminal justice research center to provide analysis, interpretation, and reports on criminal justice statistical information, and to maintain an integrated criminal justice information system and provide technical assistance to state and local criminal justice data systems.

§ 9.1-102(28) directs DCJS to review and evaluate criminal justice programs, projects, and activities, and recommend improvements to improve law enforcement and the administration of criminal justice.

§§ 9.1-165 – 9.1-172 directs DCJS to annually calculate the amount of 599 Law Enforcement Expenditures assistance that shall be distributed to eligible localities.

The Annual Budget Bill directs the Secretary of Public Safety to prepare forecasts of the local jail inmate populations for the Governor. DCJS prepares these forecasts annually for the Secretary.

**Customers**

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Local and State units of Government	Research Center customers range from officials in the executive, legislative, and judicial branches of state government to numerous local elected and public safety officials, as well as line staff of state and local criminal justice agencies.	0	0

**Anticipated Changes To Agency Customer Base**

The size of our customer base is not expected to grow rapidly, but demand by the current base for services such as evaluation, technical assistance, and data integration is expected to grow due to increasing demands for more information-driven decision making and accountability in government and increasing demands for information sharing to support homeland security activities.

**Partners**

Partner	Description
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Service Area Total	\$514,742	\$0	\$514,742	\$0
Base Budget	\$514,742	\$0	\$514,742	\$0
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$514,742	\$0	\$514,742	\$0
Base Budget	\$514,742	\$0	\$514,742	\$0
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$514,742	\$0	\$514,742	\$0
Base Budget	\$514,742	\$0	\$514,742	\$0
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$514,742	\$0	\$514,742	\$0
Base Budget	\$514,742	\$0	\$514,742	\$0
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$514,742	\$0	\$514,742	\$0
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**Human Resources**

- *Human Resources Overview*  
[Nothing entered]
- *Human Resource Levels*

Effective Date	7/15/2009
Total Authorized Position level	13.6
Vacant Positions	2
<b>Current Employment Level</b>	<b>11.6</b>
Non-Classified (Filled)	0
Full-Time Classified (Filled)	11
Part-Time Classified (Filled)	0
Faculty (Filled)	0
Wage	4
Contract Employees	0
<b>Total Human Resource Level</b>	<b>15.6</b>

*breakout of Current Employment Level*

*= Current Employment Level + Wage and Contract Employees*

- *Factors Impacting HR*  
[Nothing entered]
- *Anticipated HR Changes*  
[Nothing entered]

**Service Area Objectives**

- Publish annual criminal justice profiles on each of Virginia's 134 cities and counties that identify criminal justice problems so they will have data to support requests for state and federal grants and other financial aid to address those problems.

**Objective Description**

This service area supports the agency and the criminal justice system by providing research, information, statistics, and evaluation of a wide range of criminal justice subjects. Requests for information come from both internal agency stakeholders as well as outside the agency from the executive branch, legislative branch, and local governments.

**Alignment to Agency Goals**

- Agency Goal: Conduct policy and planning initiatives to improve public safety as directed by the General Assembly or the Criminal Justice Services Board

**Link to State Strategy**

- nothing linked

**Objective Measures**

- Percentage of criminal justice profiles of Virginia localities published annually.

Measure Class:  Measure Type:  Measure Frequency:  Preferred Trend:

Measure Target Value:  Date:

Measure Target Description: DCJS will complete the publication of all 134 cities and counties criminal justice profiles before the end of the biennium.

Data Source and Calculation: DCJS will gather locality-level data from federal, state, and local sources to complete profiles on at least 16 localities each quarter over the current biennium. (There are 134 cities and counties in Virginia.) Profiles for all 134 localities will be complete by the end of the biennium.

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Service Area Strategic Plan

Department of Criminal Justice Services (140)

3/11/2014 11:22 am

Biennium: 2010-12

Service Area 3 of 7

Coordination of Asset Seizure and Forfeiture Activities (140 306 02)

Description

The Asset Forfeiture and Seizure Program provides Virginia law enforcement agencies with a process for disposing of assets seized in conjunction with arrests for illegal narcotics distribution. The law enforcement agencies that seize the assets are able to dispose of them and use the proceeds to further law enforcement activities in the locality. This program is usually jointly administered at the local level by law enforcement and the Commonwealth's Attorney.

Background Information

Mission Alignment and Authority

- Describe how this service supports the agency mission  
This program is aligned with the agency's mission because it promotes public safety in the Commonwealth by providing funds to support local law enforcement agencies from the disposal of seized assets.
- Describe the Statutory Authority of this Service  
Code of Virginia § 19.2-386.1-14 establishes the Forfeited Asset Sharing Program. Code of Virginia § 19.2-386.22 defines what may be seized under the program.

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Local Law Enforcement Agencies	Customers include all Virginia law enforcement agencies, all Commonwealth's Attorneys, and local government finance offices.	0	0

Anticipated Changes To Agency Customer Base  
[Nothing entered]

Partners

Partner	Description
[None entered]	

Products and Services

- Factors Impacting the Products and/or Services:  
[Nothing entered]
- Anticipated Changes to the Products and/or Services  
[Nothing entered]
- Listing of Products and/or Services
  - DCJS, through the issuance of program guidelines, administers the Asset Forfeiture and Seizure Program. Support is provided to local law enforcement agencies through a reporting process that accounts for and returns to the locality proceeds from the sale of seized assets. Training is provided to local law enforcement agencies and Commonwealth's Attorneys on all aspects of the program.

Finance

- Financial Overview  
[Nothing entered]
- Financial Breakdown

	FY 2011		FY 2012		FY 2011	FY 2012	FY 2011	FY 2012	FY 2011	FY 2012	FY 2012
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund							
Base Budget	\$12,566	\$5,295,538	\$12,566	\$5,295,538							
Change To Base	\$0	\$0	\$0	\$0							
Service Area Total	\$12,566	\$5,295,538	\$12,566	\$5,295,538							
Base Budget	\$12,566	\$5,295,538	\$12,566	\$5,295,538							

Change To Base	\$0	\$0	\$0	\$0
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Service Area Total	\$12,566	\$5,295,538	\$12,566	\$5,295,538
Base Budget	\$12,566	\$5,295,538	\$12,566	\$5,295,538
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$12,566	\$5,295,538	\$12,566	\$5,295,538
Base Budget	\$12,566	\$5,295,538	\$12,566	\$5,295,538
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$12,566	\$5,295,538	\$12,566	\$5,295,538
Base Budget	\$12,566	\$5,295,538	\$12,566	\$5,295,538
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$12,566	\$5,295,538	\$12,566	\$5,295,538
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**Human Resources**

- *Human Resources Overview*  
[Nothing entered]
- *Human Resource Levels*

Effective Date	7/1/2008	
Total Authorized Position level	3	
Vacant Positions	0	
<b>Current Employment Level</b>	<b>3.0</b>	
Non-Classified (Filled)	0	<i>breakout of Current Employment Level</i>
Full-Time Classified (Filled)	3	
Part-Time Classified (Filled)	0	
Faculty (Filled)	0	
Wage	0	
Contract Employees	0	
<b>Total Human Resource Level</b>	<b>3.0</b>	<i>= Current Employment Level + Wage and Contract Employees</i>

- *Factors Impacting HR*  
[Nothing entered]
- *Anticipated HR Changes*  
[Nothing entered]

**Service Area Objectives**

- Distribute proceeds from assets seized and forfeited on drug cases as directed by the code of Virginia and the asset seizure program guidelines, to provide financial assistance to local law enforcement agencies.

**Link to State Strategy**

- nothing linked

**Objective Measures**

- The return of assets seized under this program allows localities to provide financial assistance to law enforcement agencies to support the local criminal justice system.

□ □ □ □

Measure Class: Other Measure Type: Outcome Measure Frequency: Quarterly Preferred Trend: Down  
Measure Baseline Description: For FY05, DCJS returned approximately \$5 million to the submitting local law enforcement agencies.

Measure Target Value: 30 Date: 6/30/2012

Measure Target Description: DCJS will return proceeds from forfeited assets on average within 30 days of the final submission of a forfeited asset case.

Data Source and Calculation: Assess quarterly the length of time to process and return proceeds from completed seized asset cases to the submitting locality.

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## Service Area Strategic Plan

## Department of Criminal Justice Services (140)

3/11/2014 11:22 am

Biennium: 2010-12 ▾

## Service Area 4 of 7

## Financial Assistance for Administration of Justice Services (140 390 01)

## Description

## Juvenile Services

The Juvenile Services Section is involved in planning, policy development, and funding of juvenile justice and delinquency prevention initiatives provided through federal or state resources. Section staff provide coordination, program support, technical assistance, training, and monitoring of programs designed to address juvenile justice system improvement and delinquency prevention and programs to improve the investigation, prosecution, and administrative and judicial handling of child abuse cases.

There are five programs administered through the Juvenile Services Section. Title II of the federal Juvenile Justice and Delinquency Prevention Act provides funds to address the need for reform and improvements in the juvenile justice system. These funds are typically administered to local units of government for community-based juvenile justice programs and system improvements. Title V of the federal Juvenile Justice and Delinquency Prevention Act provides funds to local units of government for delinquency prevention programs. The federal Juvenile Accountability Block Grant (JABG) program provides funds to promote greater accountability in the juvenile justice system. The Court-Appointed Special Advocate (CASA) program provides grant support and technical assistance to local programs that coordinate citizen volunteers who advocate on behalf of abused or neglected children in courts. The Children's Justice Act (CJA) program provides technical assistance and training in the investigation and prosecution of child abuse to law enforcement, child protective service workers, CASA volunteers, prosecutors, and Guardians ad litem.

## Correctional Services

DCJS' Correctional Services Section is involved in the entire range of correctional issues affecting state and federal prisons, local and regional jails, state probation and parole, local probation, community-based corrections, pretrial services, offender advocacy organizations, and other diverse correctional programs and services – public and private. The Section's primary grant-funded activities include Community Corrections and Pretrial Services (CCCA/PSA), Residential Substance Abuse Treatment (RSAT), Reentry Services (formerly Pre- and Post Incarceration Services, PAPIS), and managing federal grant funds awarded for corrections projects through the Byrne grant program.

The Comprehensive Community Corrections Act for Local-Responsible Offenders (CCCA) provides funds to localities to establish and operate post-trial supervision programming. The CCCA helps localities reserve jail and prison beds for those offenders who pose a continuing danger to their communities, while providing appropriate supervision and intervention to those offenders who can be maintained safely in the community. Thirty-seven (37) programs serve 128 of Virginia's 134 localities and maintain an average daily caseload of over 17,000.

The Pretrial Services Act (PSA) provides funds to localities to establish and operate 30 pretrial services programs that focus on defendants who cannot meet the conditions of a secure bond for release on bail. Public Inebriate Center (PIC) programs are supported in three localities: Virginia Beach, Charlottesville, and Winchester. Their purpose is to provide an alternative to jail for safely housing public inebriates while they sober up. CCCA/PSA and PIC together are supported with \$20.75 million in state general funds

The Correctional Services Section administers state general funds (\$370,898) and federal Byrne funds (\$1.5 million) to 10 public and private non-profit agencies in support of PAPIS programs. These programs provide professional services and guidance intended to increase the opportunity for, and the likelihood of, successful reintegration to society by ex-offenders released from prisons and jails.

The Section administers federal RSAT formula funds to the Department of Corrections (\$817,000, including required match), the Department of Juvenile Justice (\$180,000, including match), and \$131,000 to two jails for the development, operation, and expansion of intensive drug treatment of incarcerated offenders in "Therapeutic Community" programs.

The Section manages Byrne grants awarded to state and local criminal justice agencies. In recent years, Correctional Services has managed as much as \$4 million in Byrne grant funds, using these funds for the expansion of substance abuse treatment skills and knowledge among probation and parole officers, to support drug courts, to support reentry programming, and to provide funds in support of the development of local CJ planning capacity. In the next year, however, Correctional Services will manage just three Byrne grants; two to specific localities to initiate Restorative Justice programs and one to the Department of Corrections for the initiation of a pilot program on Evidence-based Practices in community corrections with collaborations that involve both local probation and state probation and parole.

## Victims Services

More than \$14.6 million in state and federal grant funds are provided by DCJS to 245 local and statewide V-STOP, sexual assault, and victim/witness programs throughout the Commonwealth. These programs provide services to crime victims and assist in the apprehension, prosecution, and adjudication of those who commit crimes against women and children.

The section also administers a \$15 million terrorism victim assistance program to provide services to victims of the 9/11 attack on the Pentagon and those who responded to them.

In 2004, the Virginia General Assembly passed legislation creating the Virginia Domestic Violence Victim Fund (VDVVF), which was designed to support domestic violence, sexual abuse, stalking, and family abuse services. DCJS was designated as the administering agency and was given authority to develop guidelines and distribute funds.

As of July 1, 2005, the Virginia Domestic Violence Victim Fund will provide \$1.5 million to support programs in state agencies, local units of government, and non-profit programs that provide services to victims of and/or children affected by domestic violence, sexual abuse, stalking, and family abuse. An additional \$1.5 million will be distributed to local attorneys for the Commonwealth for the purpose of funding the cost of additional attorneys or to further dedicate existing resources to prosecute felonies and misdemeanors involving domestic violence, sexual abuse, stalking, and family abuse.

#### Law Enforcement Services Section

The Law Enforcement Services (LES) Section is responsible for the monitoring and servicing of grants awarded to Virginia's local and state law enforcement agencies. Current grant programs include Byrne/JAG funding, LLEBG funding, LETPP funding, State SRO Incentive Grant funding, and Community Policing funding.

LES houses three legislatively-created centers of criminal justice responsibility: the Accreditation Center, the Crime Prevention Center, and the Virginia Center for School Safety.

LES provides a program manager for the State Accreditation Program, serving the program and training needs of the Virginia Law Enforcement Professional Standards Commission, including over 50 currently accredited agencies.

LES is responsible for certifying crime prevention specialists (CPS), for certifying localities as Crime Prevention Communities (CCPC), and for certifying private security professionals as Private Crime Prevention Practitioners (PCPP). We also provide a variety of crime prevention training and services to law enforcement and other criminal justice professionals, including crime analysis training, CPTED training, McGruff House training, SHOCAP services, and Homeland Security training.

LES certifies School Security Officers (SSO) and is responsible for their basic training, as well as for advanced training for SSOs and School Resource Officers (SROs). Through the Virginia Center for School Safety the agency is mandated to conduct an annual school safety audit and to report those findings.

Training and technical assistance in law enforcement policy development is provided to law enforcement agencies and others in support of the Accreditation Program and as a resource to local law enforcement agencies that may lack this capacity. The agency has maintained one of the first and one of the few model policy manuals for law enforcement agencies.

### Background Information

#### Mission Alignment and Authority

- *Describe how this service supports the agency mission*  
Juvenile Services

The work of the section directly supports the mission of the agency, as we do planning, technical assistance, and grant services to improve the juvenile justice system and to improve investigation, prosecution, and judicial handling of child abuse and neglect cases, thereby enhancing public safety throughout the Commonwealth.

#### Correctional Services

The work of the Correctional Services Section directly supports the mission of the agency, as we do planning, technical assistance, and grant services to support state and local correctional systems, to improve treatment services provided to and within the correctional system, and to assist ex-offenders with successful reintegration to society. The intent is to provide effective protection of the public from criminals and to assist offenders in ending their criminal behaviors.

#### Victims Services

The work of the section directly supports the mission of the agency, as we provide planning, training, technical assistance, and grant funding to support state level and local victim's services. The intent is to provide effective services to crime victims in the interest of enhancing public safety throughout the Commonwealth.

#### Law Enforcement Services Section

The Law Enforcement Services section supports the agency mission by providing program guidance and support across a wide range of criminal justice programs primarily focused on law enforcement. The section also provides training services to law enforcement agencies as well as grant funding for programs supporting law enforcement.

- *Describe the Statutory Authority of this Service*

The Juvenile Services Section's authority is found in the following state and federal laws:

JJDP Program (Title II and Title V):

Juvenile Justice and Delinquency Prevention (JJDP) Act of 2002, as amended, Pub. L. No. 93-415, 42 U.S.C. § 5601 et seq. (1974)

Code of Virginia § 9.1-111. Advisory Committee on Juvenile Justice. (The Advisory Committee is also established in the Federal JJDP Act)

JABG Program:

Juvenile Accountability Block Grant program of 2002, Pub. L. No. 107-273

CASA Program:

Code of Virginia §§ 9.1-151 – 9.1-157

CJA Program:

Section 107 of Title I of the Child Abuse Prevention and Treatment Act (CAPTA) of 2003, Pub. L. No. 108-36

The Correctional Services Section’s authority is found in the following state and federal laws: Comprehensive Community Corrections Act for Local Responsible Offenders (Code of Virginia § 9.1-173 et seq.); Pretrial Services Act (Code of Virginia §§ 19.2-152.2 and 19.2-152.4:3); Public Inebriate Services (Code of Virginia §§ 9.1-163, 9.1-164, and 18.2-388); for re-entry services, “earmarks” in federal and state appropriations acts; and, for Residential Substance Abuse Treatment (Code of Virginia § 9.1-107 (sec 1)) and 42 U.S.C. Section 3796FF-1.

The Victims Services Section’s authority is found in the following state and federal laws:

Code of Virginia § 9.1-102, subsections including 30, 31, and 32, direct DCJS to receive, administer, and expend grants from the federal government to strengthen the administration of justice and otherwise carry out the agency mission.

Violence Against Women Act of 1994 (42 U.S.C., 3711, Chapter 2, Section 40121) and Violence Against Women Act of 2000 (P. L. 106-386) (V-STOP).

Victims of Crime Act (Public Law 98-473), as amended (Sexual Assault Services).  
Victims of Crime Act (Public Law 98-473), as amended (Victim/Witness Programs).

“Final Program Guidelines, Victims of Crime Act, FFY 1997 Victim Assistance Program” as published in the Federal Register of October 1, 1996.

Code of Virginia § 19.2-11.3 establishes the Virginia Crime Victim-Witness Fund. This special non-reverting fund is administered by DCJS to support victim witness services that meet the minimum standards prescribed for such programs under § 19.2-11.3 (Victims Bill of Rights).

Victims of Crime Act (Public Law 98-473), as amended (Terrorism Victim Assistance).

Uniting and Strengthening America by Providing Appropriate Tools Required to Intercept and Obstruct Terrorism Act of 2001, (Public Law 107-56 referred to as the USA Patriot Act of 2001.)

Code of Virginia § 9.1-116.1 created the Virginia Domestic Violence Victim Fund as a special non-reverting fund to be administered by DCJS to support the prosecution of domestic violence cases and victim services (Virginia Domestic Violence Victim Fund).

The Law Enforcement Services Section’s authority is found in Code of Virginia § 9.1-102 (11), (13), (15), (30), (37), (40), (41), (43), (44), (45), (46), and (49).

**Customers**

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Local Law Enforcement Agencies	Local law enforcement agencies including police and sheriff departments.	0	0
Local Units of Government	Local units of government, local CASA programs, Child Advocacy Centers, Juvenile and Domestic Relations District Court judges, probation/parole officers, law enforcement, selected state agencies, local detention centers,	0	0
Local Units of Government	Local units of government, local probation (CCCA) programs, local pretrial services programs, public inebriate centers, local and regional jails, private service providers, Community Criminal Justice Boards, the judiciary, state agencies,	0	0
Local Units of Government	Local units of government, state agencies such as the Department of Corrections, the Attorney General’s Office, and the Department of Health, prosecutors, law enforcement agencies, civil legal organizations, private non-profit agencies,	0	0

**Anticipated Changes To Agency Customer Base**

Direct responsibility for drug treatment court funding has been transferred to the Supreme Court. Correctional Services will have diminishing involvement with these programs over time.

Federal RSAT funds require, beginning this year, that a percentage of RSAT funds be used to initiate or enhance jail-based drug treatment programming. Two local efforts will be funded this year with longer term implications for expanded DCJS involvement with such programs in more jails over time.

With the implementation of the Virginia Domestic Violence Victim Fund, DCJS is providing funding to more civil legal assistance programs and programs that provide more multicultural services and more services in rural areas of the Commonwealth.

## Partners

Partner	Description
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The section works closely with victim advocacy groups, such as the Virginia Network for Victims and Witnesses of Crime, Inc., the Virginia Sexual and Domestic Violence Action	
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## Products and Services

- *Factors Impacting the Products and/or Services:*

### Juvenile Services

The continued availability of funds, both federal (JJDP Act, JABG, National CASA Association State Grant funds, and CJA funds) and general (local CASA awards, match on JJDP and JABG programs) impacts the ability of DCJS to provide services to our customers.

### Correctional Services

Caseload growth in local programs without concomitant increases in funding and staffing are stretching supervision capacity to its limits.

The establishment, then elimination, of SABRE funding has left local programs with limited treatment capacity and resources

Reductions in federal funding for Byrne and Residential Substance Abuse Treatment (RSAT) have significant implications for the limitation of program growth and innovation

Increased attention to “reentry” at both the national and state level has implications for possible additional funding and increased support for DCJS supported Reentry programs or for a significant restructuring of how reentry is addressed by state government.

Increasing numbers of non-English speaking offenders and defendants cannot be appropriately addressed within existing program capacities

### Victims Services

The decline and the unpredictable availability of federal and state funding negatively impacts this section’s ability to provide necessary products and services to the crime victims of Virginia. Equally, the unvarying passage of legislative mandates with no appropriate increase in resources strain existing services for crime victims. Of particular interest is the need for additional resources for the new Virginia Domestic Violence Victim Fund. Staff vacancies also contribute to the uncertainty of providing timely products and services to victims of crime.

- *Anticipated Changes to the Products and/or Services*

### Juvenile Services

Over the last several years, the appropriations for juvenile justice and delinquency prevention programming have decreased, and at times, the earmarks have increased. This leaves less funding to distribute. The President’s budget has routinely eliminated funding for the JABG grant, and this year went further by recommending the pooling of all funds for juvenile justice and delinquency prevention into one pot to be distributed competitively to the states. This would eliminate a source of funds that has done much to change the way the juvenile justice system operates in Virginia. In the face of funding reductions, DCJS staff continue to explore ways to assist localities absent additional dollars: technical assistance, training, assessing existing resources in communities with an eye toward reallocating if necessary, etc.

### Correctional Services

Through a federally supported effort, DCJS is collaborating with the Department of Corrections Department of Corrections (DOC) to implement “evidence-based practices and programs” – this should lead to improved client outcomes and a more effective/cost-effective use of current, limited resources

Through collaboration with Virginia Community Corrections Justice Association (VCCJA), several risk assessment tools have been adopted by and are being adapted for use with local probation and pretrial services programs - this is in support of its EBP initiative.

Residential Substance Abuse Treatment (RSAT) funding is being offered to local/regional jails for substance abuse program enhancement.

- *Listing of Products and/or Services*

- The section provides grants to local units of government, state agencies, and private non-profit agencies along with brochures and other written resources for crime victims. Staff also offer training programs for victim advocates, law enforcement agencies, prosecutors, and others who work with crime victims. This section also serves as the knowledgeable expert regarding grant guidelines and grant management resources associated with sexual assault services and victim services. Staff develop and revise policies and provide technical assistance to localities in establishing, maintaining, and expanding victim assistance programs. The section provides direct

services to crime victims through its toll-free statewide Virginia Crime Victim Assistance Infoline that includes information regarding their rights, referral services crisis intervention.

- The LES Section is the primary monitor and coordinator of grants programs for local law enforcement agencies. We provide the same service to the Virginia State Police and other state level law enforcement agencies. Law Enforcement Services currently distributes Byrne/JAG funding, LETPP funding, State SRO Incentive Grant funding, and Community Policing funding. The section administers grant-funded programs for law enforcement at the state level. For example, bias-based policing research and training. Law Enforcement Services manages a variety of crime prevention programs and services, including the Certified Crime Prevention Community program, the Private Crime Prevention Practitioner certification program, the Crime Prevention Specialist certification program, the McGruff House program, Triad, and SHOCAP. The section provides training in CPTED, crime analysis, neighborhood watch, women’s self-defense, identity theft, fraud, Triad, and homeland security. The Virginia Center for School Safety is the primary source of training for School Resource Officers in Virginia. In addition, VCSS provides training to school officials and others who work with SROs or in school safety assignments. Many SROs throughout Virginia are funded through grant programs administered by this agency and monitored in this section. Many others began through this funding source. Law Enforcement Services is also responsible for establishing and maintaining minimum training standards for School Security Officers, as well as certifying them, training SSO instructors, and maintaining a database of all SSOs in Virginia. VCSS produces, under legislative mandate, an annual school safety audit report covering every public school and school district in the Commonwealth. VCSS also administers and directs a major youth leadership training program called the Youth Alcohol and Drug Abuse Prevention Project (YADAPP), now in its 25th year and serving approximately 400 youth leaders from 400 high schools in Virginia. LES maintains the Sample Directives for Law Enforcement Agencies Manual (model policy manual) available to all law enforcement agencies in Virginia, throughout the country, and beyond. Certain model policies are required to be maintained under the Code of Virginia. The section provides training and technical assistance to law enforcement agencies for policy development and management practices
- As described above, DCJS administers three major funding streams that come to us from the federal Office of Juvenile Justice and Delinquency Prevention: Title V, Title II, and the Juvenile Accountability Block Grant (JABG) Program. Additionally, we continue to administer the last of the Challenge funds, to develop, adopt, and improve policies and programs in any of 10 specified Challenge areas. The Challenge portion of the Juvenile Justice Delinquency Prevention (JJDP) Act was eliminated in 2002 when Congress consolidated a number of separate programs into one Delinquency Prevention Block Grant (DPBG) Program. The DPBG, although authorized, has not yet been funded by Congress. DCJS provides grants to localities along the juvenile justice continuum: prevention, community-based sanctions and treatment, and programs and services for serious, violent, chronic juvenile offenders. Additionally, we provide training and technical assistance as needed to help the field keep abreast of best practices, to inform about new trends, and to motivate them to continue to do their good work. The number of grants funded varies based on the amount of funds allocated. Office of Juvenile Justice Delinquency Prevention (OJJDP) requires all of the programs receiving funding from Title V, Title II, or JABG to submit performance measures data. This helps to increase accountability and ensure effective programming. We have moved toward funding replication of model or promising programs or strategies in order to make the most of our decreasing funds. The CASA program services include regulatory monitoring, grant administration, technical assistance to existing and developing programs, and training. We provide training to volunteers as well as to program directors and staff. We continue to seek to expand the number of CASA programs across the state. The Children’s Justice Act program offers training furthering its objective of improving investigation, prosecution, and judicial handling of child abuse and neglect cases. The CJA program coordinator provides technical assistance to localities developing multi-disciplinary teams to investigate child abuse. Several publications and resources have been developed through this program. Additionally, funds from this program are available in the form of scholarship grants to allow local professionals to attend national conferences.
- The Section develops policies and guidelines governing grants supporting corrections-related projects, reviews grant applications and makes recommendations on them to the Criminal Justice Services Board, and oversees and monitors those awarded by the Board for compliance with grant conditions and program standards. In conjunction with its administration of the CCCA/PSA Acts, the Section has also developed an automated database and case management system for use by the local programs, with software and communications infrastructure, maintenance and support. The Section develops and analyzes corrections-related legislation and budgets. It also conducts studies and reports on correctional issues as requested by the legislature and Secretary of Public Safety, and assists the Department of Corrections in reviewing required (for state reimbursement of jail construction costs) Community-Based Corrections Plans. Section staff represent the Department Director on the Governor’s Substance Abuse Services Council, represent the Department Director on the State-wide Drug Treatment Court Advisory Committee of the Supreme Court, and represent Virginia in national organizations such as the American Correctional Association, the International Community Corrections Association, and the State Community Corrections Act Administrator’s Network.

**Finance**

- *Financial Overview*  
[Nothing entered]
- *Financial Breakdown*

	FY 2011		FY 2012		FY 2011	FY 2012	FY 2011	FY 2012	FY 2011	FY 2012
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund						
Base Budget	\$36,676,271	\$45,970,044	\$36,676,271	\$45,970,044						
Change To Base	\$0	\$0	\$0	\$0						

Service Area Total	\$36,676,271	\$45,970,044	\$36,676,271	\$45,970,044
Base Budget	\$36,676,271	\$45,970,044	\$36,676,271	\$45,970,044
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$36,676,271	\$45,970,044	\$36,676,271	\$45,970,044
Base Budget	\$36,676,271	\$45,970,044	\$36,676,271	\$45,970,044
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$36,676,271	\$45,970,044	\$36,676,271	\$45,970,044
Base Budget	\$36,676,271	\$45,970,044	\$36,676,271	\$45,970,044
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$36,676,271	\$45,970,044	\$36,676,271	\$45,970,044
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**Human Resources**

- *Human Resources Overview*

[Nothing entered]

- *Human Resource Levels*

Effective Date	7/15/2009
Total Authorized Position level	36.49
Vacant Positions	6
<b>Current Employment Level</b>	<b>30.5</b>
Non-Classified (Filled)	0
Full-Time Classified (Filled)	29.9
Part-Time Classified (Filled)	0
Faculty (Filled)	0
Wage	7
Contract Employees	0
<b>Total Human Resource Level</b>	<b>37.5</b>

*breakout of Current Employment Level*

*= Current Employment Level + Wage and Contract Employees*

- *Factors Impacting HR*

[Nothing entered]

- *Anticipated HR Changes*

[Nothing entered]

**Service Area Objectives**

- Use all available federal and state funds to provide grants to eligible localities, state agencies, and non-profit organizations to support efforts to reduce crime.

**Link to State Strategy**

- nothing linked

**Objective Measures**

- Percentage of grants approved within 45 days of receipt by DCJS.

Measure Class: Agency Key Measure Type: Output Measure Frequency: Quarterly Preferred Trend: Maintain

Measure Baseline Value: 97 Date: 6/30/2009 Measure Baseline Description: Agency grant monitors will review quarterly reports from grantees to determine progress toward meeting goals as stated in the grant application.

Measure Target Value: 100 Date: 6/30/2012

Measure Target Description: Review 100% of quarterly grant reports within 45 days of submission to DCJS.

Data Source and Calculation: DCJS cannot control the amount of funds it has available to distribute each year. That is determined by federal and state appropriations, accruals in special funds, and assets seized by local law enforcement. The measure is calculated using data from DCJS' Grant Management Information System (GMIS). This system captures the number of days that each progress report is pending approval by quarter. To calculate the performance results, we total the number of reports that were approved in 45 days or less and divide it by the total reports submitted for approval for that quarter. The quarters are not based on fiscal quarters because of the grace period of 45 business days agencies are granted to get the reports to DCJS for review.

- On-site and other types of monitoring (e.g. via telephone or in meetings with groups of grant recipients).

Measure Class: Other Measure Type: Outcome Measure Frequency: Annual Preferred Trend: Maintain

Measure Baseline Value: 38 Date: 6/30/2009

Measure Baseline Description: On-sight and other type of monitoring will be conducted annually.

Measure Target Value: 25 Date: 6/30/2010

Measure Target Description: Annually at least 25% of all outstanding grants will receive either a site visit or other monitoring.

Data Source and Calculation: Oversight to ensure that grantees are meeting their stated grant goals will be done by onsite and other types of monitoring and by staff review of grant recipients' quarterly reports. This rating is determined by dividing the total number of grants monitored during the fiscal year by the total number of grants awarded. The data for each of these measures is obtained from our Grants Management Information System (GMIS).

- The cost to award each \$100 of grant funds.

Measure Class: Productivity Measure Frequency: Annual Preferred Trend: Down

Measure Baseline Value: 1.28 Date: 6/30/2008

Measure Baseline Description: This is the productivity results based on FY2008 grant award.

Measure Target Value: 1.25 Date: 6/30/2010

Measure Target Description: DCJS would like to keep the cost to issue each \$100 of grant funds at or below \$1.25.

Data Source and Calculation: This measure evaluates the cost to award each \$100 of grant funds. To calculate this measure the salaries, wages, and fringe benefits of each employee who is substantially involved in the awarding, monitoring, and administration of grant funds are accumulated. Like wise the total dollar value of all grant awards during the fiscal year is accumulated. The total salaries, wages, and fringe benefit costs are divided by the total grant awards and multiplied by 100 to calculate the total cost per \$100 of grant funds awarded.

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Service Area Strategic Plan

Department of Criminal Justice Services (140)

3/11/2014 11:22 am

Biennium: 2010-12

Service Area 5 of 7

Administrative and Support Services (140 399 00)

Description

This service area encompasses the agency's administrative sections that provide management and support services to the entire agency. This includes the Director, Chief Deputy, policy, and senior management staff. Additionally, the administrative sections include human resources, finance/budget, procurement, information technology, and grants management.

Background Information

Mission Alignment and Authority

- Describe how this service supports the agency mission  
The administrative support sections are aligned to the agency mission by providing overall management and direction to the agency and the infrastructure necessary to allow agency program sections to carry out their responsibilities.
- Describe the Statutory Authority of this Service  
[Nothing entered]

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Local and State units of Government	Customers include all DCJS staff, the Secretary of Public Safety, State support agencies (DOA, DPB, VITA, etc.), and executive branch agencies.	0	0

Anticipated Changes To Agency Customer Base  
[Nothing entered]

Partners

Partner	Description
[None entered]	

Products and Services

- Factors Impacting the Products and/or Services:  
[Nothing entered]
- Anticipated Changes to the Products and/or Services  
[Nothing entered]
- Listing of Products and/or Services
  - The administrative function provides overall agency management and direction. This includes strategic planning, vision, goal setting, and resources needed to attain agency goals. The administrative division of the agency provides services to the agency and employees that include all human resource functions, finance and budgeting, payments, accounting, purchasing, computer hardware, software, and networking, and grant management and accounting. In addition, graphic design services and web content and design are also provided.

Finance

- Financial Overview  
[Nothing entered]
- Financial Breakdown

	FY 2011		FY 2012		FY 2011	FY 2012	FY 2011	FY 2012
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund				
Base Budget	\$871,983	\$753,059	\$871,983	\$753,059				
Change To Base	\$0	\$0	\$0	\$0				
Service Area Total	\$871,983	\$753,059	\$871,983	\$753,059				
Base Budget	\$871,983	\$753,059	\$871,983	\$753,059				
Change To Base	\$0	\$0	\$0	\$0				

Service Area Total	\$871,983	\$753,059	\$871,983	\$753,059
Base Budget	\$871,983	\$753,059	\$871,983	\$753,059
Change To Base	\$0	\$0	\$0	\$0
Service Area Total	\$871,983	\$753,059	\$871,983	\$753,059

**Human Resources**

- *Human Resources Overview*  
[Nothing entered]

- *Human Resource Levels*

Effective Date	7/15/2009	
Total Authorized Position level	22.32	
Vacant Positions	3	
<b>Current Employment Level</b>	<b>19.3</b>	
Non-Classified (Filled)	2	breakout of Current Employment Level
Full-Time Classified (Filled)	17.82	
Part-Time Classified (Filled)	0	
Faculty (Filled)	0	
Wage	5	
Contract Employees	0	
<b>Total Human Resource Level</b>	<b>24.3</b>	= Current Employment Level + Wage and Contract Employees

- *Factors Impacting HR*  
[Nothing entered]
- *Anticipated HR Changes*  
[Nothing entered]

**Service Area Objectives**

- To ensure that resources are used efficiently and programs are managed effectively, and in a manner consistent with applicable state and federal requirements.

**Link to State Strategy**

- nothing linked

**Objective Measures**

- Percent of administrative measures marked as "meets expectations" for the agency.

Measure Class:  Measure Type:  Measure Frequency:  Preferred Trend:

Measure Baseline Value:  Date:

Measure Baseline Description: FY 2009 score

Measure Target Value:  Date:

Measure Target Description: DCJS will receive a meets expectations or better in all the administrative categories that applies to it.

Data Source and Calculation: The Management Scorecard grades agencies on six criteria. Ratings are obtained by dividing the number of "Meets Expectations" by six.



Service Area Strategic Plan

Department of Criminal Justice Services (140)

3/11/2014 11:22 am

Biennium: 2010-12 ▾

Service Area 6 of 7

**Business Regulation Services (140 560 33)**

**Description**

The Private Security Services Section is involved in all the aspects of registration, certification, and licensure for the private security industry, as well as for Special Conservators of the Peace, Property and Surety Bail Bondsmen, and Bail Enforcement Agents. The section is responsible for processing applications for registration, certification, and licensure; ensuring that each individual and/or business/training school meets the Code and Regulation requirements; establishing entry level and in-service training requirements; and issuing the respective authorization. The section also receives complaints, investigates and adjudicates cases, and provides initial and in-service training for segments of the industry.

**Background Information**

**Mission Alignment and Authority**

- *Describe how this service supports the agency mission*  
The Private Security Section supports the agency mission to improve and promote public safety in the Commonwealth by providing licensing services and regulatory oversight. The section ensures that industry personnel meet established standards of knowledge and conduct. Regulatory oversight ensures that businesses and individuals are licensed to do business in Virginia as well as ensure continued compliance with the respective Code and Regulations.
- *Describe the Statutory Authority of this Service*  
The Private Security Services Section's authority is found in Title 9.1 of the Code of Virginia. Specifically, the Code of Virginia related to private security service authority can be found in § 9.1-138 - 9.1-150; the Code of Virginia related to Special Conservators of the Peace authority can be found in § 9.1-150.1-4; the Code of Virginia related to Bail Bondsmen authority can be found in § 9.1-185; the Code of Virginia related to Bail Enforcement Agent authority can be found in § 9.1-186.

**Customers**

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Private Security Personnel	Private Security Services received over 63,000 applications during this fiscal year. The section processes and issues licenses, registrations, firearms endorsements, and certifications.	0	0

**Anticipated Changes To Agency Customer Base**

Since 2004, Private Security Services has received three new regulatory programs. The Special Conservator of the Peace Regulatory Program is a new program that became effective January 1, 2004. The Bail Bondsmen Program began on July 1, 2005. We accepted Bail Bondsmen applications as of May 1, 2005. The Bail Enforcement Program will become effective October 1, 2005.

Effective July 1, 2008, the locksmith industry falls under the Private Security Services regulatory program pursuant to 9.1-139. The Section is required to provide licensing, registration, and certification for eligible individuals applying in this industry effective October 1, 2008.

**Partners**

Partner	Description
The Private Security Services Advisory Board	The Private Security Services Advisory Board is comprised of 15 members representing all facets of the industry. The board advises the Criminal Justice Services Board on all issues relating to regulation of private security services businesses. The membership incre

**Products and Services**

- *Factors Impacting the Products and/or Services:*  
Since the Private Security Services Section had additional regulatory programs added to the section within a relatively short period of time, and a reduction in staffing due to the current budget climate, the turnaround time and our service to the industry has been negatively affected. The customer base has been changed from strictly private security to now include locksmiths, special conservators, bail bonding, and bail enforcement. Once the Section is able to increase staffing levels, the processing time and service to the constituency as well as the ability to educate public safety agencies and citizens of the Commonwealth will greatly improve.
- *Anticipated Changes to the Products and/or Services*  
The Private Security Services section has implemented a new web based licensing system. This system is interactive and allows the staff to streamline processes associated with constituency meetings and other regulatory requirements.

- *Listing of Products and/or Services*

- The Private Security Services Section is the regulatory authority for Private Security Services, Special Conservators of the Peace, Bail Bondsmen and Bail Enforcement Agents and is responsible for processing applications for registration, certification, and licensure; ensuring that each individual, and or business and training school meets the Code and respective Regulation requirements. The section establishes and is responsible for ensuring that individuals providing these services meet minimum entry and in-service training requirements. The section fingerprints every individual and reviews the criminal history report from the Department of State Police and the FBI prior to registration, certification, or licensure. The section trains Business Compliance Agents in the entry level and in-service training. The section also offers General Instructor Development Training and Firearms Instructor Training to the industry. The section receives complaints, investigates and adjudicates cases, and audits the businesses and training schools to maintain compliance. The section's customer service specialist receives approximately 3,800 technical assistance calls a month and receives and processes over 63,000 applications a year. The section regulates four separate programs and all are under review or current regulatory promulgation in accordance with the Administrative Process Act and Executive Order #36.

**Finance**

- *Financial Overview*

[Nothing entered]

- *Financial Breakdown*

	FY 2011		FY 2012		FY 2011	FY 2012
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund		
Base Budget	\$48,395	\$2,588,068	\$48,395	\$2,588,068		
Change To Base	\$0	\$0	\$0	\$0		
Service Area Total	\$48,395	\$2,588,068	\$48,395	\$2,588,068		
Base Budget	\$48,395	\$2,588,068	\$48,395	\$2,588,068		
Change To Base	\$0	\$0	\$0	\$0		
Service Area Total	\$48,395	\$2,588,068	\$48,395	\$2,588,068		

**Human Resources**

- *Human Resources Overview*

[Nothing entered]

- *Human Resource Levels*

Effective Date	7/15/2009	
Total Authorized Position level	26.78	
Vacant Positions	6	
<b>Current Employment Level</b>	<b>20.8</b>	
Non-Classified (Filled)	0	} breakout of Current Employment Level
Full-Time Classified (Filled)	20.78	
Part-Time Classified (Filled)	0	
Faculty (Filled)	0	
Wage	4	
Contract Employees	0	
<b>Total Human Resource Level</b>	<b>24.8</b>	= Current Employment Level + Wage and Contract Employees

- *Factors Impacting HR*

[Nothing entered]

- *Anticipated HR Changes*

[Nothing entered]

**Service Area Objectives**

- To increase the number of applications for licensure, registration, and certification that are submitted online. By increasing the number of online applications received, the number of applications that must be processed manually will be decreased.

**Objective Description**

The Business Regulation services area is responsible primarily for the efficient and effective regulation of the private security industry, bail bond and enforcement industry, and the locksmith industry. In addition this area is also responsible for the regulatory aspects of various law enforcement programs including the crime prevention certifications and local law enforcement agency accreditation.

**Alignment to Agency Goals**

- Agency Goal: Develop and promulgate regulations and effectively administer regulatory programs in accordance with state law and policy

**Link to State Strategy**

- nothing linked

**Objective Measures**

- The percentage increase of applications for licensure, registration, and certification to be submitted online.

Measure Class:  Measure Type:  Measure Frequency:  Preferred Trend:

Measure Baseline Value:  Date:

Measure Baseline Description: During FY09 16% of applications for licensure, registration, or certification were submitted online.

Measure Target Value:  Date:

Measure Target Description: DCJS will take steps to increase the number of online applications received by 3% during the next biennium

Data Source and Calculation: The DCJS Regulatory Database will be used to generate a report that tracks the number of applications received online.

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Service Area Strategic Plan

Department of Criminal Justice Services (140)

3/11/2014 11:22 am

Biennium: 2010-12

Service Area 7 of 7

Financial Assistance to Localities Operating Police Departments (140 728 13)

Description

The Department distributes state law enforcement assistance (known as "599" funds) to 176 cities, counties, and towns with police departments. To be eligible, a locality must have a duly constituted police department that meets certain statutory requirements, its police officers must meet state minimum training standards and the locality must be in compliance with applicable crime reporting requirements, as determined by the Department of State Police. The amount each locality receives is determined by a statutorily prescribed formula that uses population, crime, and welfare data.

The Department annually certifies the eligibility of the recipient localities, biennially collects and verifies the data needed for the formula, and applies the formula to the "599" appropriation for each year of the biennium. In cooperation with the State Police, the Department also monitors localities' compliance with applicable crime reporting requirements.

Funds are distributed via electronic transfer in equal quarterly payments.

Background Information

Mission Alignment and Authority

- Describe how this service supports the agency mission  
This is a support service for the criminal justice system.
- Describe the Statutory Authority of this Service  
Code of Virginia §§9.1-165 through 9.1-172

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Local Units of Government	Local governments in localities with police departments.	0	0

Anticipated Changes To Agency Customer Base  
[Nothing entered]

Partners

Partner	Description
[None entered]	

Products and Services

- Factors Impacting the Products and/or Services:  
[Nothing entered]
- Anticipated Changes to the Products and/or Services  
[Nothing entered]
- Listing of Products and/or Services
  - Annual verification of localities' eligibility for funds; application of the prescribed distribution formula to each fiscal year's appropriation to determine localities' amounts; distribution of quarterly payments. Factors impacting products and services include the availability of the data required for the distribution formula and changes in the amount of funds to be distributed. The only changes we anticipate, based on recent years' experience, is an increase in the appropriation and increased efforts to monitor local reporting of crime data needed to calculate the distribution amounts.

Finance

- Financial Overview  
[Nothing entered]
- Financial Breakdown

	FY 2011		FY 2012	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$197,295,927	\$0	\$197,295,927	\$0
Change To Base	\$0	\$0	\$0	\$0
Service Area Total	\$197,295,927	\$0	\$197,295,927	\$0

Human Resources

- *Human Resources Overview*

[Nothing entered]

- *Human Resource Levels*

Effective Date		
Total Authorized Position level	0	
Vacant Positions	0	
<b>Current Employment Level</b>	<b>0.0</b>	
Non-Classified (Filled)		} breakout of Current Employment Level
Full-Time Classified (Filled)		
Part-Time Classified (Filled)		
Faculty (Filled)		
Wage		
Contract Employees		
<b>Total Human Resource Level</b>	<b>0.0</b>	= Current Employment Level + Wage and Contract Employees

- *Factors Impacting HR*

[Nothing entered]

- *Anticipated HR Changes*

[Nothing entered]

**Service Area Objectives**

- Distribute the "599" financial assistance to localities in accordance with the eligibility requirements, distribution formula, and timetable prescribed in the Code of Virginia.

**Link to State Strategy**

- nothing linked

**Objective Measures**

- Number of days to distribute appropriated financial assistance to eligible localities with police departments.

Measure Class:  Measure Type:  Measure Frequency:  Preferred Trend:

Measure Baseline Value:  Date:

Measure Baseline Description: Funds will be distributed as directed by the Code of Virginia.

Measure Target Value:  Date:

Measure Target Description: Funds will be distributed electronically to all eligible localities the last day of the month before the end of the calendar quarter.

Data Source and Calculation: Funds are distributed as directed by the appropriation act and the code of Virginia. Agency personnel issue electronic payments and maintained source documents that verify the date payments are issued and the time period the payments cover.