

2014-16 Executive Progress Report

Commonwealth of Virginia
Secretary of Public Safety and Homeland Security
Department of Criminal Justice Services

At A Glance

The mission of the Department of Criminal Justice Services (DCJS) is to provide leadership to improve the criminal justice system in Virginia's communities through effective training, partnerships, research, regulation, and support.

Staffing 98 Salaried Employees, 8 Contracted Employees, 117 Authorized, and 19 Wage Employees.

Financials Budget FY 2015, \$265.16 million, 79.80% from the General Fund.

Trends	↓ Federal Grant Funds ↑ State General Funds ➔ Unfunded Mandates	Key Perf Areas	↑ Training Assessment ↑ Grants awarded based on Data Driven Decision Making(3DM)
Legend	↑ Increase, ↓ Decrease, ➔ Steady	Productivity Legend	↑ Cost to award grants funds ↑ Improving, ↓ Worsening, ➔ Maintaining

For more information on administrative key, and productivity measures, go to www.vaperforms.virginia.gov

Background and History

Agency Background Statement

The Department of Criminal Justice Services (DCJS) provides comprehensive planning, state-of-the-art technical assistance and training, and financial assistance to improve the functioning of the criminal justice system and promote public safety in the Commonwealth.

Major Products and Services

Distribution of state and federal grant funds, and other financial assistance, to support criminal justice programs and services in state and local government agencies and nonprofit organizations, and monitoring the recipients' use of the funds.

Provision of training, technical assistance and program development services to criminal justice agencies, public schools and institutions of higher education, local probation and pretrial services agencies in Virginia.

Establishing minimum training standards for law enforcement and other criminal justice personnel and assuring compliance with them, investigation and prosecution of child abuse, school and campus safety.

Licensing and regulation of the private security industry and other private sector professions as specified in the *Code of Virginia*.

Developing and carrying out policy and planning initiatives such as the Anti-Human Trafficking Coordinating Committee and implementation of evidence-based practices in local and pretrial services programs.

Conducting research on targeted issues affecting the criminal justice system and evaluation of criminal justice programs.

Customers

Customer Summary

Overall the number of existing base customers will remain steady with modest increases due to new responsibilities. Most recently the base has changed due to the addition of new grant and regulatory and training responsibilities. Examples include the Internet Crimes Against Children Program that funds task forces and local programs across the state, the John R. Justice Program which provides education loan repayment assistance to prosecutors and public defenders statewide, and developing officer training standards for the Department of Juvenile Justice.

DCJS assumed responsibility for licensing tow truck drivers January 2013.

These additional regulatory, training, and oversight responsibilities were assumed during a period when the agency has undergone significant staff cutbacks and budget reductions. But, we continue to focus on providing our core services and to review and assess them to make sure they are being delivered in the most efficient and effective manner.

Customer Table

Predefined Group	User Defined Group	Number Served Annually	Potential Number of Annual Customers	Projected Customer Trend
Contract Employee	Special Conservators of Peace	764	764	Stable
Employer/ Business Owner	Bail Bondsmen	378	378	Stable
Employer/ Business Owner	Private Security Businesses	30	30	Stable
Employer/ Business Owner	Private Security Personnel	46,000	46,000	Stable
Employee	Attorneys (State & Local)	155	155	Stable
Employer/ Business Owner	Tow Truck Drivers	8,000	5,000	Stable
Local Government Employee	First Responders	5,000	20,000	Stable
Non-Profit Agency (Boards/Foundations),	Nonprofit Organizations	20	50	Stable
Local or Regional Government Authorities	Regional Training Academies	38	38	Stable
Local or Regional Government Authorities	Commonwealth's Attorneys and Public Defender Offices	155	155	Stable
Local or Regional Government Authorities	Criminal Justice Services Board	29	29	Stable
Local or Regional Government Authorities	Private Police	12	12	Stable
Local Government Employee	Jail Officers	5,000	5,000	Stable
Local or Regional Government Authorities	General Districts Courts	125	125	Stable
Local or Regional Government Authorities	Local and State Law Enforcement Agencies, DOC, DJJ	325	325	Stable
Local or Regional Government Authorities	Local CASA programs; Child Advocacy Centers; National CASA; other advocacy groups	47	75	Stable
Local or Regional Government Authorities	Local government officials, legislators, and staff.	300	300	Stable
Local or Regional Government Authorities	Juvenile and Domestic Relations Courts	124	124	Stable
Local or Regional Government Authorities	Probation officers, detention administrators and staff, program administrators, etc.	503	503	Stable
Non-Profit Agency (Boards/Foundations),	Juvenile Justice Practitioners	3,000	3,000	Stable
Non-Profit Agency (Boards/Foundations),	Victim Advocacy Organizations	272	272	Stable
Local or Regional Government Authorities	Federal, state, and local government entities.	400	400	Increase
State Agency(s),	Includes State and Federal agencies	400	400	Increase
State Agency(s),	Secretary of Public Safety and Homeland Security	1	1	Stable
State Agency(s),	Private Security Training Schools	15	150	Increase
State Government Employee	Bail Enforcement Agents	200	200	Stable
Local or Regional Government Authorities	Governmental officials	300	300	Stable
Local Government Employee	Secondary Public School Personnel	1,259	1,259	Stable
State Agency(s),	Local, state, and federal Law Enforcement Agencies	125	325	Increase

Finance and Performance Management

Finance

Financial Summary

The Agency's total appropriation for FY2014 was \$263,475,488. Of that amount, \$210,501,470 (80 percent) is general funds, \$9,986,239 (4 percent) is special funds, \$10,000,000 (4 percent) is Agency Trust Funds, \$11,487,779 (4 percent) is Dedicated Special Revenue Funds, and

\$21,500,000 (8 percent) is Federal Trust Funds. The agency receives the same amount of cash as its general fund appropriation. Cash for the nongeneral fund appropriation is based on actual revenue collected and may not always equal the appropriation.

Federal Trust funding for all major programs such as VOCA (Victims of Crime Act), Byrne/JAG (Justice Assistance Grant), VSTOP (Violence Against Women), JJDP Title II (Juvenile Justice and Delinquency Prevention), JAIBG (Juvenile Accountability and Delinquency Prevention), and Residential Substance Abuse Treatment, (RSAT) is expected to continue to decline in the 2014 - 16 Biennium due to federal budget reductions.

The FY2014 Dedicated Special Revenue collections for Domestic Violence, Crime Victim Witness, and Criminal Justice Academies were 1 percent lower than the FY2013 amounts; JAIBG Trust Funds were 31 percent lower; and, Regulatory Affairs Special Funds were relatively unchanged. There was a 17 percent reduction in Asset Forfeiture Special Fund Revenue collections for the same period. Federal collections for Juvenile Justice and Delinquency were 28 percent lower in FY2014.

Fund Sources

Fund Code	Fund Name	FY 2015	FY 2016
0100	General Fund	\$211,603,531	\$211,713,192
0200	Special	\$3,737,554	\$3,752,745
0221	Asset Forfeiture And Seizure	\$5,940,538	\$5,940,538
0225	Community Policing Fund	\$100,000	\$100,000
0280	Appropriated Indirect Cost Recoveries	\$794,500	\$794,500
0701	Jaibg Trust Fund - Federal	\$3,000,000	\$3,000,000
0704	Edward Byrne Memorial Jag Program - Federal	\$7,000,000	\$7,000,000
0912	Virginia Domestic Violence Victim Fund	\$3,045,726	\$3,045,726
0930	Virginia Crime Victim - Witness Fund	\$5,692,738	\$5,692,738
0940	Regional Criminal Justice Academy Training Fund	\$1,649,315	\$1,649,315
0966	Internet Crimes Against Children Fund	\$600,000	\$600,000
0977	Intrnet Crimes Against Chldrn Fund-Invst/Prosecute	\$500,000	\$500,000
1000	Federal Trust	\$21,500,651	\$21,507,176

Revenue Summary

Of the FY2014 nongeneral fund revenue collections 6 percent was special fund revenue from our Business Regulations Service Area, and, 14 percent special revenue from Asset Seizure and Forfeiture service area.

Trust and Agency funds, that include Juvenile Accountability Incentive Block Grants, Edward Byrne Memorial Grants, and others make up 10 percent; dedicated special revenue funds, that include domestic violence, crime victim witness, intensified drug enforcement, regional academies, and others make up 39 percent; and federal trust funds, that include juvenile justice and delinquency prevention, justice research grants, and others make up 29 percent.

Business Regulation's revenue is derived from training, certification and licensure of the Private Security, Tow Truck, and Lock Smith Industries, Bail Bondsmen, and Special Conservators of the Peace. Asset Forfeiture's revenue is generated from the disposal of assets seized in drug convictions. The Department of Criminal Justice Services also receives revenue from prescribed allocations of State Court fines and fees.

The majority of the Federal and State Trust Funds is passed through to state and local agencies and nonprofit organizations in the form of grants; and, 90 percent of the Asset Forfeiture and Seizure Funds is passed through to local law enforcement agencies to fund law enforcement initiatives.

Performance

Performance Highlights

- DCJS took actions to consolidate, repeal, and update its regulatory responsibilities in accordance with the Governor's Reform Initiative. 18 VAC sections are slated to be repealed.
- DCJS provided both technical and subject matter support to the Governor's School Safety Task Force. The Task Force has focused on changes to the law, additional training for school and law enforcement personnel, and additional grant funding to protect school buildings in response to the Newtown tragedy.
- DCJS, with our law enforcement and state agency partners, planned, coordinated, and facilitated three large conferences on Gang Issues in Virginia; Gang Intelligence Roundtable, Executive Level Gang Summit, and Interagency Gang Consortium.
- DCJS successfully deployed a grant funding strategy to increase the number of localities participating in efforts to address Internet

Crimes Against Children.

- The Auditor of Public Accounts found no issues that warranted a written finding in their 2013 agency audit.
- DCJS awarded 778 grants in 2014 totaling more than \$61 million dollars to all parts of the criminal justice system in Virginia.
- DCJS held trainings on Human Trafficking in Virginia. This was a partnership between DCJS and the Office of the Attorney General, Departments of Social Services and Education, and local Victim Service providers.
- DCJS sponsored and coordinated conferences and trainings directed to colleges and universities including: Annual School and Campus Training Forum, Campus Violence and Sexual Assault Prevention Forum, and Symposium on Campus Threat Assessment Teams.
- DCJS sponsored the Virginia Victim Assistance Academy with support from the Criminal Injuries Compensation Fund. The Academy annually trains personnel to work in local programs that provide direct services to victims of crime.
- DCJS facilitated stakeholder meetings for Sexual Assault and Victim Witness
- DCJS organized the Heroine Task Force
- DCJS facilitated a task force for combating gun violence
- DCJS adopted Evidence Based Practices for Comprehensive Community Corrections Act and Pretrial Services, Byrne, and other grant programs.

Selected Measures

Measure ID	Measure	Alternative Name	Estimated Trend
14030306.001.001	Percentage of criminal justice practitioners and professionals that rated the value of agency delivered training and education as satisfactory or above.	Training Assessment	Improving
14039001.001.003	Average cost to award each \$100 of grant funds.	Cost to award grants funds	Improving
140.0004	Percentage of Comprehensive Community Corrections and Pretrial Services (CCCA/PTS) grantees implementing Data Driven Decision Making (3DM).	Grants awarded based on Data Driven Decision Making(3DM)	Improving

Key Risk Factors

Fluctuating Federal Funding. DCJS administers federal funds from several grant programs and uses the money to make grants that support programs and services in local and state agencies. The federal funds have declined in recent years and may continue to do so. This could affect the agency’s ability to continue its support for programs ranging from juvenile justice system improvements, offender re-entry services and improvements in law enforcement.

Unfunded Mandates. DCJS regularly receives new responsibilities through legislation or the Appropriation Act. When no additional funding is provided, the agency must incorporate the new duties and responsibilities into its existing portfolio. The agency attempts to compensate by increasing efficiencies through process improvements, automation, and position redefinition.

Outdated Information Technology (IT) Architecture – updating current applications used to support agency programs to newer more effective technologies.

Staff Attrition. Employee turnover, retirements, and position reductions due to budget cuts have resulted in the critical loss of institutional knowledge. The agency has had some success recruiting and hiring highly skilled professionals to fill key positions within the organization.

Agency Statistics

Statistics Summary

DCJS is responsible for establishing and enforcing minimum training standards for law enforcement and other criminal justice system personnel, and licensing/regulating the private security industry. The agency also administers several state and federal grant and financial assistance programs. The results of its regulatory, training, and grants administration efforts for FY2013 are summarized below.

Statistics Table

Description	Value
Number of Training Seminars conducted by Law Enforcement Service Area	4,856
Number of Grants Awarded	778
Dollar Value of Grants Awarded	60,757,872
Total Aid To Localities Operating Police Departments	172,412,837
Number of Training Seminars conducted by Business Regulation Service Area	589
Number of Training Seminars conducted by Financial Assistance Service Area	1,125
Total Criminal Justice Personnel Regulated	103,077

Management Discussion

General Information About Ongoing Status of Agency

DCJS completed its strategic plan during FY2013 and developed four strategic goals. The strategic plan focused on reducing crime and recidivism, and promoting a safe, fair, and efficient criminal justice system across the Commonwealth.

The first goal was to improve the business model and practices in the division of Regulatory Affairs. Three major strategies were identified to accomplish this goal, developing an online licensing and registration system, installing a new telephone system, and improving or replacing the current law enforcement records management system.

These strategies will allow us to reduce the time for the issuance of credentials to applicants, improve customer service, and provide our constituents with accurate and timely training records. Each strategy addresses a weakness identified in our constituent survey that was the precursor to the strategic plan.

Our second goal was the implementation of our strategic plan which has been completed. It was distributed to staff, our board, advisory board, and the Secretary of Public Safety in February.

The Department of Planning and Budget used our strategic plan as an example of how agencies could marry their internal plan to the Performance Budgeting System's plan at one of their Strategic Planning Focus Group meetings.

Our third goal was to enhance and revise training and audit processes and provide training to all segments of the Criminal Justice System. Although several strategies have been developed to accomplish this goal, we expect to continue our work well in to the 2014-2016 biennium.

Revising our plan regularly will allow us to realize our fourth goal of maintaining our relevance as a criminal justice agency.

Information Technology

A new credentialing management system (CMS) software solution was selected for Business Regulation division through a Request for Proposal (RFP) process. A contract has been executed and we have begun implementation. The project team expects to complete Phase I of the implementation in February 2015. The second phase includes customer self service and online availability of regulatory applications and renewals.

The records management system (RMS) software solution for the Law Enforcement division also was also selected through an RFP (Request for Proposal) process. We are negotiating a contract with this vendor; and, expect to begin implementation in 2015.

We have replaced one of the legacy systems (Comet) in our Financial Assistance division, with an off the shelf product, CasaManager. Several other legacy systems are still being used in that division; and, we will continue to maintain them using in-house analysts and programmers.

These software implementations will replace legacy applications that no longer meet the agency's needs.

Legacy systems in our Finance and Administration division will also be reviewed to determine whether they need to be rebuilt or replaced with off the shelf solutions.

We are implementing SharePoint Services within the agency. This will provide an environment for creating collaboration sites, developing workflows, creating a document library, and providing a development environment. This environment will also allow users to manage the content for web sites.

Workforce Development

While the agency periodically continues to have a number of retirements and resignations of staff with significant subject matter experience and state service, there is a general trend for many state employees to stay beyond their initial eligibility for unreduced retirement. This trend has served to somewhat abate the impact on agency programs and services. The agency has been able to successfully recruit and transition new employees to fill vacant positions. Currently approximately 10% of the workforce are approaching, are at, or are beyond eligibility for unreduced retirement. Several of these individuals are in key administrative positions.

The availability of qualified employees is regarded to be somewhat better than it has been in many years due to employment market conditions. Hiring new staff has not impacted service delivery and has led to some new and innovative ways of delivering our programs and services to our constituents.

The agency continues to emphasize the development of systems, processes, and cross training to help maintain continuity of services and to bridge the potential loss of personnel and knowledge. Core training such as customer service and effective communication skills has been provided to the entire staff. In addition, the entire agency participated in developing key components of the Strategic Plan.

Physical Plant
