

2016-18 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 99 Salaried Employees, 8 Contracted Employees, 118 Authorized, and 16 Wage Employees.

Financials Budget FY 2017, \$270.69 million, 81.50% from the General Fund.

Trends Legend ↑ Increase, ↓ Decrease, → Steady

Key Perf Areas ↑ Training Assessment
↑ Grant Performance Review
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

DCJS expects an across the board increase in the customer base. The increase will be partly due to automated system improvements. The Division of Regulatory Services implemented a new online management credentialing system to allow for electronic submission of applications the second quarter of 2016. The Law Enforcement Division will roll out a new database in the fall of 2017 that will provide much needed technical and data enhancements.

The most recent federal funding for crime victims was 400% more than previous years. This will allow the Victim Services Unit within the Division of Programs and Services to fund new providers and assist with previous unmet needs of crime victims.

DCJS also developed a distance learning program to increase training opportunities for our customers and constituents.

Customer Table

Predefined Group	User Defined Group	Number Served Annually	Potential Number of Annual Customers	Projected Customer Trend
Contract Employee	Special Conservators of Peace	564	565	Decrease
Employer/ Business Owner	Bail Bondsmen	396	396	Stable
Employer/ Business Owner	Private Security Businesses	2,013	2,013	Increase
Employer/ Business Owner	Private Security Personnel	43,324	43,324	Increase
Employee	Attorneys (State & Local)	155	155	Stable
Employer/ Business Owner	Tow Truck Drivers	4,654	4,654	Stable
Local Government Employee	First Responders	5,000	20,000	Stable
Non-Profit Agency (Boards/Foundation),	Nonprofit Organizations	20	50	Increase
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	17	17	Stable
Local Government Employee	Jail Officers	7,100	7,100	Decrease
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	Increase
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/Foundation),	Juvenile Justice Practitioners	3,000	3,000	Stable
Non-Profit Agency (Boards/Foundation),	Victim Advocacy Organizations	272	332	Increase
Local or Regional Government Authorities	Federal, state, and local government entities.	400	400	Increase
State Agency(s),	Includes State and Federal agencies	400	400	Stable

State Agency(s),	Secretary of Public Safety and Homeland Security	1	1	Stable
State Agency(s),	Private Security Training Schools	150	150	Stable
State Government Employee	Bail Enforcement Agents	160	160	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
Victim	Crime Victims	87,705	110,000	Increase
Local Government Employee	Compliance Agents	2,366	2,366	Stable
Employer/ Business Owner	Private Security Instructors	588	588	Stable
Health Professions	First Responders	22,000	22,000	Increase
Local Government Employee	Public School Personnel	3,000	150,000	Stable
Local Government Employee	Law Enforcement Officers	22,000	22,000	Increase
Local or Regional Government Authorities	Regional Jails / Detention Centers	24	24	Decrease
Communication	Communication Centers	44	44	Increase
Employer/ Business Owner	Independent Criminal Justice Training Academies	28	28	Increase
State Government Employee	Corrections Officers Department of Corrections	7,300	7,300	Increase
Local or Regional Government Authorities	Court Security / Civil Process Officers	400	400	Stable
Communication	Dispatchers	3,400	3,400	Increase
Local Government Employee	Campus Police Departments	43	43	Stable
Higher Education Institutions	Institutions of Higher Education Personnel	1,800	1,800	Increase
Local Government Employee	School Security Officers	680	12,000	Increase
State Government Employee	Campus Security Officers	650	650	Increase
Local Government Employee	Certified Crime Prevention Practitioners	500	530	Increase
Local or Regional Government Authorities	Accredited Law Enforcement Agencies	95	122	Increase
Local or Regional Government Authorities	Certified Crime Prevention Communities	12	14	Increase
Local or Regional Government Authorities	Certified Crime Prevention Campuses	4	8	Stable

Finance and Performance Management

Finance

Financial Summary

The Agency's total appropriation for FY2017 is \$270,685,462. Of that amount, \$220,611,770 (81 percent) is general funds, \$11,387,783 (4 percent) is special funds, \$4,798,130 (1 percent) is Agency Trust Funds, \$12,387,779 (4 percent) is Dedicated Special Revenue Funds, and \$21,500,000 (7 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 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 remain relatively stable this biennium. VOCA (Victims of Crime Act) funds increased 400%.

All nongeneral fund revenue collections are projected to be within 95% of the estimates except VOCA and Asset Forfeiture. VOCA is projected to be 20% greater and almost 2.5% more than FY16 collections. Asset Forfeiture collections are projected to be 92% of the estimate and 7% higher than FY16. Private Security collections are estimated to be 22% more than FY16 due to the implementation of a new online regulatory licensing system.

Fund Sources

Fund Code	Fund Name	FY 2017	FY 2018
0100	General Fund	\$220,611,770	\$222,062,147
0200	Special	\$3,752,745	\$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
0282	Abbott Laboratories Settlement Fund	\$800,000	\$800,000
0701	Jaibg Trust Fund - Federal	\$500,000	\$500,000
0704	Edward Byrne Memorial Jag Program - Federal	\$4,298,130	\$4,298,130
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	\$1,150,000	\$1,150,000
0977	Intrnet Crimes Against Chldrn Fund-Invst/Prosecute	\$850,000	\$850,000
1000	Federal Trust	\$21,500,000	\$21,500,000

Revenue Summary

Of the FY2017 nongeneral fund revenue collections 14 percent was special fund revenue primarily derived from from our Business Regulations and Asset Seizure and Forfeiture Service Areas.

Dedicated special revenue account for another 22 peecent of the nongeneral fund collections and include domestic violence, crime victim witness, intensified drug enforcement, regional academies, and internet crimes against children. The other 64 percent comes from federal trust funds that include juvenile justice and delinquency prevention and justice research grants.

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 hosted 11 regional Trauma and Youth trainings for individuals working with juvenile offenders and at-risk youth.
- Added four new local Court Appointed Special Advocate (CASA) programs.
- Completed implementation of evidence based practices in all 37 local probation agencies.
- Conducted a statewide assessment for underserved crime victims' populations.
- Held regional trainings for law enforcement, prosecutors, and judges on Lethality Assessment Programming.
- DCJS awarded 1082 grants in 2017 totaling more than \$275 million dollars to all parts of the criminal justice system in Virginia.
- DCJS attained V-3 certification for veteran hiring preferences and programming.
- Hosted two conferences on Human Trafficking in Virginia.
- Implemented new online credentialing management system for issuance and renewals of licenses, registrations, and certifications for the private security and associated industries.
- Developed a distance learning training program for constituents we regulate.
- Hosted 761 training events and conferences directed to law enforcement personnel and agencies educating more than 26,000 participants.
- Developed and revised six model policies for law enforcement on high-profile subjects such as body worn cameras, human trafficking and eyewitness identification.
- Accredited 16 new law enforcement agencies and initiated the state accreditation process for 24 additional agencies.
- Develop multidisciplinary, Virginia specific curricula on trauma-informed sexual assault investigation for campus law enforcement and security, Title IX coordinators, legal, victim advocates, and others.
- DCJS facilitated stakeholder meetings for Sexual Assault and Victim Witness
- DCJS helped staff Heroin Task Force
- DCJS facilitated and staffed a task force for combating gun violence

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
14039001.001.001	Percentage of grant progress reports reviewed within 45 days of receipt by the Department of Criminal Justice Services.	Grant Performance Review	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, licensing/regulating the private security industry, and the registration of tow truck drivers. The agency also administers several state and federal grant and financial assistance programs. The results of its regulatory, training, and grants administration efforts for FY2016 are summarized below.

Statistics Table

Description	Value
Number of Grants Awarded	793
Dollar Value of Grants Awarded	64,014,648
Total Aid To Localities Operating Police Departments	177,964,014
Number of Training Seminars conducted by Law Enforcement Service Area	6,172
Number of Training Seminars conducted by Financial Assistance Service Area	1,803
Number of Training Seminars conducted by Business Regulation Service Area	281
Total Criminal Justice Personnel Regulated	99,769

Management Discussion

General Information About Ongoing Status of Agency

Over the past four years DCJS has completed several strategic goals. Our strategic direction has focused on our core mission of providing grant funding, training and technical assistance, regulatory oversight, and research support to the criminal justice system across the Commonwealth.

One of the goals was to improve the business model and practices, and provide stability to the Division of Regulatory Services. First, this entailed carrying out a management study of the Division to identify organization and operational improvements. Several changes to the organizational structure of the Division have been implemented based on the study. Second, the completion of an improved application management system to allow for electronic submission of applications and a more efficient and streamlined application submission and approval process. The time required to process applications has been significantly improved as has the overall stability and performance of the application process.

Another goal was to enhance our relationships with all of constituent groups. Relationships with constituent groups specifically victims' service providers needed to be improved. Through a series of listening sessions held around Virginia we invited local victim service providers to tell us what we were doing right and what could be improved. The results of these sessions has helped inform our grant making processes by streamlining and consolidating grant programs to make it easier to apply for grant funds, as well as re-assigning victim program grant monitors to the victims' services section to be closer to the programs they monitor.

A third goal has been the replacement of the existing law enforcement training records database. DCJS is responsible for tracking and maintaining records of the mandatory and in-service training required of all sworn police and sheriff personnel in Virginia. The current database is not sufficient to meet the needs of DCJS, law enforcement agencies, training academies, or the officers themselves. The new database which will begin rolling out in the fall of 2017 will provide a more stable technical environment as well as data enhancements needed by departments and law enforcement personnel.

Another goal has been to use the large increase in victims' grant funds to provide additional resources to current and new service providers to help meet the unmet needs of crime victims in Virginia. There has been a 400% increase in federal funding available for victims' services through the Victim of Crime Act. This has allowed DCJS to increase funds to current grantees to provide additional services to meet the unmet needs of individual victims' as well as funding for new services.

DCJS has also been actively involved in a number of task forces and commissions to address the public safety issues around the heroin, opioid, and prescription drug epidemic, the Governor's Children's cabinet to address issues unique to youth in Virginia, and the Center for Behavioral Health to address mental health issues in jails and prisons in Virginia.

Information Technology

A new credentialing management system (CMS) software solution was selected for our Division of Licensure and Regulatory Services. The solution was determined through working with a formal project team and moving through the Request for Proposal (RFP) process. A contract was executed in May of 2014 and the back office application went live in July, 2015.

The second phase of the project was to provide our constituents the ability to process applications on the web. The first phase of this implementation went live in October, 2016. The remaining phases which consist of additional license types are in the design and testing processes and our intent is to have each of the license types available on the web by the end of 2017.

Another legacy application (Records Management System) in our Law Enforcement Division was determined to no longer meet the needs for our management team nor provide the seamless integration between multiple legacy systems. The records management system (RMS) software solution for the Law Enforcement division was also selected through an RFP (Request for Proposal) process. We selected a solution, however due to funding issues, this project had to be placed on hold for approximately 2 ½ years.

The project was revived in 2016 and a contract was executed and implementation planning began. We are currently working with the vendor through a formal project team in order to build all the identified requirements into the vendor product. We expect to have this completed in April, 2017 and will begin the User Acceptance Testing (UAT) immediately thereafter.

We anticipate going live with our DCJS functions along with one academy to work through any issues that may not be working correctly or issues that may have been overlooked. The intent is to have a 90 day stabilization period for this application and then begin a rollout process to the remainder of the agencies and academies, with a tentative completion date of September, 2018.

In the third major operating division (Programs and Services) we are also in the process of replacing multiple 10 – 15 year old legacy systems with plans to select a solution off the shelf and configured for our environment. The primary functions provided by these systems will be for data collection and case management purposes. Our intent is to replace multiple systems with a single integrated system to support our agency and our constituents. We have, as with other projects, assembled a project team, and will be working through the RFP process to select a solution.

With this project we have gone through the requirements gathering process and are currently in the process of developing an RFP. We expect this project will be a multiple year project with implementation beginning in 2018.

As we begin to complete some of the projects mentioned above, we will then turn the focus to our legacy systems in our Finance and Administration division. Two areas that this will specifically address are grants management and Forfeited Assets. There may be an opportunity to perform some development in these areas as some of these systems have been updated to some degree through in-house development efforts.

Lastly, the VITA/Northrup Grumman contract is coming to an end in 2019. Although there have been some discussions as well as work done on determining a disentanglement strategy, it is still unclear as to the overall impact on agencies. We will continue to work with VITA as we move forward in this area.

Workforce Development

The agency is experiencing a number of retirements in key administration and program delivery positions. These are individuals who are eligible for unreduced retirement. Filling these positions with persons who have the appropriate state government experience and subject matter experience has been a challenge. The agency has additional personnel in key positions who will probably retiring in the next three to five years. While there has been a general trend for agency staff to remain beyond their unreduced retirement, that trend appears to be coming to an end. This trend has served to somewhat abate the impact on agency programs and services. 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 worse than it has been in many years due to employment market conditions. Hiring new staff has not significantly impacted service delivery, but 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
