

# 2018-20 Executive Progress Report

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

## At A Glance

The Department of Criminal Justice Services (DCJS) works to ensure a fair and responsive criminal justice system through effective training, partnerships, research, regulation, technical assistance, grant funds, and programmatic oversight.

Staffing 105 Salaried Employees, 8 Contracted Employees, 116 Authorized, and 12 Wage Employees.

Financials Budget FY 2019, \$317.65 million, 72.65% from the General Fund.

Trends

Legend

↑ Increase, ↓ Decrease, → Steady

Key Perf Areas

Productivity

Legend

➔ Constituent Preparedness

↑ Grant Monitoring

↑ Application Processing

↑ Improving, ↓ Worsening, → Maintaining

For more information on administrative key, and productivity measures, go to [www.vaperforms.virginia.gov](http://www.vaperforms.virginia.gov)

## Background and History

### Agency Background Statement

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

### Major Products and Services

Distributing 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.

Providing 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.

Administration of state-supervised and locally/non-profit administered programs, such the Victim Witness, Court Appointed Special Advocates (CASA), and Community Corrections and Pretrial Services programs.

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, registration and certification of the private security industry, special conservators of the peace, bail bondsmen, bail enforcement agents, and tow truck drivers as specified in the *Code of Virginia*.

Conducting regulatory investigations, audits and inspections of regulated private sector criminal justice professionals and businesses.

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 our customer base. The increase will be partly due to automated system improvements. The Division of Regulatory Services has transformed to go completely paperless, which enables electronic submission of applications and a more

efficient and streamlined submission and approval process.

Additionally, the increase in federal Victims of Crime Act grant funding 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.

**Customer Table**

<b>Predefined Group</b>	<b>User Defined Group</b>	<b>Number Served Annually</b>	<b>Potential Number of Annual Customers</b>	<b>Projected Customer Trend</b>
Local Government Employee	School Security Officers	680	680	Stable
State Government Employee	Campus Security Officers	650	650	Increase
Local Government Employee	Certified Crime Prevention Practitioners	500	550	Increase
Local or Regional Government Authorities	Accredited Law Enforcement Agencies	100	125	Increase
Local or Regional Government Authorities	Certified Crime Prevention Communities	12	14	Increase
Local or Regional Government Authorities	Certified Crime Prevention Campuses	5	8	Increase
Local or Regional Government Authorities	Local Jails/Regional Jails/Detention Centers	24	24	Decrease
Communication	Communication Centers	44	44	Increase
Employer/ Business Owner	Independent Criminal Justice Training Academies	11	11	Decrease
State Government Employee	Corrections Officers Department of Corrections	7,635	7,635	Increase
Local Government Employee	Colleges and Universities	69	69	Stable
Employer/ Business Owner	Compliance Agents	2,276	2,276	Stable
Contract Employee	Special Conservators of Peace	435	435	Decrease
Employer/ Business Owner	Bail Bondsmen	377	377	Stable
Employer/ Business Owner	Private Security Businesses	2,038	2,038	Increase
Employer/ Business Owner	Private Security Personnel	46,909	46,909	Increase
Employee	Attorneys (State & Local)	155	155	Stable
Employer/ Business Owner	Tow Truck Drivers	4,681	4,681	Stable
Local Government Employee	First Responders	5,000	20,000	Stable
Non-Profit Agency (Boards/Foundations),	Nonprofit Organizations	20	50	Increase
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	11	11	Stable
Local Government Employee	Jail Officers	8,966	8,966	Increase
Local or Regional Government Authorities	General Districts Courts	125	125	Stable
Local or Regional Government Authorities	Local and State Law Enforcement Agencies, DOC, DJJ	474	474	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/Foundations),	Juvenile Justice Practitioners	3,000	3,000	Stable

Non-Profit Agency (Boards/Foundations),	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	139	139	Stable
State Government Employee	Bail Enforcement Agents	300	300	Stable
Local or Regional Government Authorities	Governmental officials	300	300	Stable
Local Government Employee	Secondary Public School Personnel	1,259	126,132	Increase
State Agency(s),	Local, state, and federal Law Enforcement Agencies	125	325	Increase
Victim	Crime Victims	90,071	110,000	Increase
Employer/ Business Owner	Private Security Instructors	606	606	Stable
Local Government Employee	Public School Personnel	3,000	150,000	Stable
Local Government Employee	Law Enforcement Officers	22,559	22,559	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	6,308	6,308	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	690	690	Stable

## Finance and Performance Management

### Finance

#### Financial Summary

The Agency's total appropriation for FY2019 is \$317,652,975. Of that amount, \$230,771,646 (72 percent) is general funds, \$11,636,997 (.04 percent) is special funds, \$4,798,130 (.02 percent) is trust and agency funds, \$13,946,199 (.04 percent) is Dedicated Special Revenue Funds, and \$56,500,000 (18 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.

FY18 nongeneral fund revenue collections exceeded estimates by 10 percent. The agency's total expenditures was \$292,334,732 for the same time period and 94% of the total 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), and Residential Substance Abuse Treatment, (RSAT) is expected to remain relatively stable this biennium. VOCA (Victims of Crime Act) funds increased 74%, for a total 770% increase in just four years.

Private Security collections are estimated to be 22% more than FY18 due to the implementation of a new online regulatory licensing system.

## Fund Sources

Fund Code	Fund Name	FY 2019	FY 2020
01000	General Fund	\$230,771,646	\$234,169,044
02140	Dcjs Special Revenue Fund	\$3,742,224	\$3,742,224
02210	Asset Forfeiture And Seizure	\$5,940,538	\$5,940,538
02250	Community Policing Fund	\$100,000	\$100,000
02800	Appropriated Idc Recoveries	\$1,054,235	\$1,054,235
02820	Abbott Lab Settlement Fund	\$800,000	\$800,000
07012	Jaibg Trust Fund - Federal	\$500,000	\$500,000
07040	Edward Byrne Memrl Jag Pgm-Fed	\$4,298,130	\$4,298,130
09120	Va Domestic Violence Victim	\$3,045,726	\$3,045,726
09300	Va Crime Victim - Witness Fund	\$5,692,738	\$5,692,738
09404	Reg Criminal Justce Acdmy Trng	\$1,649,315	\$1,649,315
09660	Intrnet Crimes Against Childrn	\$2,708,420	\$2,708,420
09770	Net Crimes Agnst Chldr Invst	\$850,000	\$850,000
10000	Federal Trust	\$56,500,000	\$56,500,000

## Revenue Summary

The bulk of DCJS' revenue is comprised of federal Trust funds. The sources of that revenue include Juvenile Justice and Delinquency Prevention and Justice Research Grants. 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.

Regulatory Programs generates revenue from the management of the Private Security Services, Special Conservators of the Peace, Bail Bondsman, Bail Enforcement Agents and Tow Truck Driver regulatory and statutory programs. DCJS is authorized by the Code Of Virginia the charge administrative fees for licensure, certification, registration and training related to its regulatory and statutory programs.

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. Ninety percent of the Asset Forfeiture and Seizure Funds is passed through to local law enforcement agencies to fund law enforcement initiatives.

## Performance

### Performance Highlights

- Began participation in a statewide LiveScan Fingerprinting Solution program.
- Continued transitioning applicants for licensing, registration and certification from the manual submittal of applications to the Online Application Submittal System.
- Provided information and policy research for DCJS's efforts to improve school and campus safety.
- Provided information and policy research for DCJS's efforts to address abuse of prescription drugs and illegal drugs.
- Provided information and policy research for DCJS's efforts to support recent administration legislation to increase felony larceny threshold.

### Selected Measures

Measure ID	Measure	Alternative Name	Estimated Trend
140.0007	Number of desk-reviews conducted per grant	Grant Monitoring	Improving
140.0013	Percentage of complete applications for licensure, registration and certification processed within 15 business days	Application Processing	Improving
14030306.001.001	Percentage of criminal justice practitioners and professionals that rated the value of agency delivered training and education as satisfactory or above.	Constituent Preparedness	Maintaining
140.0010	Number of participants trained	Training Outreach	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** – The majority of DCJS's applications and databases were created over 20 years ago. These systems are no longer sufficient to conduct business efficiently and responsively. Without updated technologies DCJS will not be able to fulfill its mission.

**Staff Attrition.** Previous employee turnover and retirements have resulted in the critical loss of institutional knowledge at the agency. The agency has had success recruiting and hiring highly skilled professionals to fill key positions within the organization. However, a significant percentage of the agency's workforce will be eligible for unreduced retirement in 2018.

## 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 FY2018 are summarized below.

### Statistics Table

Description	Value
Number of Grants Awarded	771
Dollar Value of Grants Awarded	117,753,905
Total Aid To Localities Operating Police Departments	177,964,014
Number of Training Seminars conducted by Law Enforcement Service Area	118
Number of Training Seminars conducted by Financial Assistance Service Area	25
Number of Training Seminars conducted by Business Regulation Service Area	7
Total Criminal Justice Personnel Regulated	104,219

## Management Discussion

### General Information About Ongoing Status of Agency

Our core mission of providing grant funding, training and technical assistance, regulatory oversight, and research support to the criminal justice system across the Commonwealth drives the agency's strategic direction. As such, the agency is working to improve business practices and procedures to enhance service to our stakeholders, both internal and external. This entails updating legacy systems and applications that are no longer sufficient to conduct business efficiently and responsively. The Division of Licensure and Regulatory Services has transformed to go completely paperless, which enables electronic submission of applications and a more efficient and streamlined 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. Likewise, the agency is replacing the existing law enforcement training records system used by criminal justice academies and law enforcement personnel with a more stable technical environment that will incorporate needed data enhancements. The agency is focusing now on improving grants management processes and procedures, including the replacement of the grants management information system. This will vastly improve processing times and communication with the field and among internal staff. This attention is needed given that the agency manages \$389,000,000 in grant funds and over 1,200 grants.

### Information Technology

Our overall technology strategy has been to replace those legacy systems within the agency that have over the years not been able to satisfy the agency business needs. All agency systems are approximately 15-25 years old. The challenge is that most of these legacy systems will require funding and resources to cover a multiyear life cycle for each of the systems. Although we are actively involved in working through multiple systems, there are still a number of systems in our agency that have to be dealt with.

In particular, a major emphasis will be placed upon our grants management system in the coming couple of years. The current system in place is 20 years old. There are multiple systems that are not integrated with each other and causes redundancy throughout the systems. There are data integrity issues and minimum checks and balances. We plan to begin work on this part of our business immediately. We will go through the formal project management cycle with heavy involvement from end users throughout the life cycles of the project. Our expectation is that this could be up to a two-year project dependent upon whether we find a close fit with off the shelf products.

## **Estimate of Technology Funding Needs**

Given the numerous legacy systems that need to be updated as soon as possible, DCJS is currently predicting the agency's estimated technology funding needs to be around \$3.5 million to replace the legacy systems and ensure the agency is operating efficiently and responsively.

## **Workforce Development**

The Department of Criminal Justice Services (DCJS) is staffed to serve its primary constituents made up of local and state criminal justice agencies and practitioners; private agencies; businesses; federal, state, and local governments; and the public-at-large. As with many other agencies across the Commonwealth, DCJS is comprised of a multi-generational workforce, resulting in several challenges that deserve further evaluation.

First, approximately one quarter of the DCJS workforce is currently eligible for retirement, or will be eligible for retirement within the next four years. Many of these positions are housed in critical areas. DCJS' strategy to mitigate this challenge and ensure that deliverables are met begins with the succession planning process.

It is imperative that potential candidates for these positions are identified and groomed with essential skill sets, as well as equipped with a mechanism to acquire and retain historical knowledge. Mentors and mentees will be selected and strategically matched to initiate mentoring and shadowing experiences. Supervisory training workshops on a variety of topics to include succession planning, time management, and change management for all supervisors and managers will be developed and incorporated into the upcoming DCJS leadership program schedule. In addition, certain employees will be cross-trained for new duties and expanded growth to avoid knowledge gaps, and the current internship partnership with various institutions of higher learning will be expanded as a means of enriching the applicant pool and attracting qualified candidates.

Secondly, even though DCJS' time-to-fill statistic is below the State's average, further reductions in this area will be advantageous in an effort to capture the best and brightest talent for each vacant position that becomes available.

Successful implementation of this action plan will enhance employee competencies and is essential to DCJS' continued success as a leading service provider dedicated to developing and carrying out programs and initiatives to improve the functioning and effectiveness of the criminal justice system as a whole.

## **Physical Plant**

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