

Agency Strategic Plan

Department of Criminal Justice Services

Agency Mission, Vision, and Values

Mission Statement:

The mission of the Department of Criminal Justice Services (DCJS) 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.

Agency Vision:

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.

Agency Executive Progress Report

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 develop a statewide comprehensive criminal justice plan as directed by the Code of Virginia for the improvement of criminal justice.

DCJS' second goal is to provide financial assistance to improve the function 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.

Agency Strategic Plan

Department of Criminal Justice Services

Productivity

In recent years, the Department has taken on additional regulatory responsibilities – regulation of bail bondsmen, bail recovery agents, school security officers, and law enforcement officer certification – and new grant programs – the Domestic Violence Victims Fund (\$3 million) and Law Enforcement Terrorism Prevention (\$9 million) – with only minimal increases in staff support. For FY05, the Department issued 949 grants, worth \$42.2 million in federal funds and \$28.7 million in state general and special funds.

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, and hosting two Law Enforcement Summits.

Agency Strategic Plan

Department of Criminal Justice Services

Major Initiatives and Related Progress

Juvenile Services

JJDP and JABG Programs: 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.

Victims Services

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 VDVVF 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.

Correctional Services

Through a federally-supported effort, DCJS is collaborating with 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 SA program enhancement.

Agency Strategic Plan

Department of Criminal Justice Services

Standards & Training

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 thus impacting the section. First is the full implementation of the law enforcement certification examination having the effect of increasing section costs. 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.

Private Security Services

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

Additionally, as of July 1, 2005, the section will begin to issue a photo identification card to their registrants. This will replace the DMV special identification card system currently being utilized.

Law Enforcement Services

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 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 programs 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.

Research Center

The quality and quantity of 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.

Anticipated changes to the Research Center include:

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

Agency Strategic Plan

Department of Criminal Justice Services

- 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.

Agency Strategic Plan

Department of Criminal Justice Services

Virginia Ranking and Trends

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)
- Forensic Region 6 Board of Directors for Automated Fingerprint Identification System (AFIS)
- American Society of Crime Laboratory Directors' Laboratory Accreditation Board
- 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.

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.

Agency Strategic Plan

Department of Criminal Justice Services

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, will significantly change the customer base and workload in the area of Regulation of Professions and Occupations.

Direct responsibility for drug treatment court funding has been transferred to the Office of the Executive Secretary of the Supreme Court (OES), effective July 1, 2004. Although this transfer took place in a timely fashion, DCJS has maintained a relationship with the OES and provided assistance as they assume these new responsibilities.

Future Direction, Expectations, and Priorities

The continuing emphasis on homeland security and terrorism prevention will affect the Department's work in a number of ways. Federal grant funds that would ordinarily be available to us to support local and state projects aimed at a wide range of criminal/juvenile justice system improvements are likely to be reduced in coming years, replaced by Department of Homeland Security funding aimed primarily at law enforcement. This shift will affect our discretion in directing federal funds through grant programs and thus our ability to foster change in the broader criminal justice system. As a result, the Department will also develop and offer more training and technical assistance relevant to homeland security and terrorism prevention.

Gang violence has emerged as an issue of great 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. Interest is growing in youth courts and other "specialized dockets," such as Mental Health 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.

Agency Strategic Plan

Department of Criminal Justice Services

Impediments

The Department anticipates significant reductions in the funds available to it (federal and state) for making grants, while demand for grant funding by localities, state agencies, and private nonprofit organizations will remain constant or increase. At the federal level, the need to address the mounting budget deficit, as well as the continued emphasis on homeland security will: 1) likely cause reductions in the various sources of justice assistance funds we use to make grants for a variety of criminal and juvenile justice system improvements; and 2) focus much of the remaining funding on homeland security/terrorism prevention, thus limiting its use for broader criminal and juvenile justice system programs. These changes have already begun to occur and are likely to accelerate in coming months and years. Since federal justice assistance programs typically include funds for the Department to use to help cover costs associated with grants administration, the changes will also adversely affect the Department's operating budget.

State funds, both general and special, that the Department uses to support community corrections, court-appointed special advocate (CASA), and victim/witness programs are not keeping pace with the caseloads and demand for services these programs face. This will affect the services the programs can provide and limit our ability to fund new or expanded services to reach more clients.

The Department's limited staff resources in research and evaluation will continue to limit the research, evaluation, and planning the agency is able to perform for executive and legislative policy development and decision-making.

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)
- 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

- Code of Virginia § 19.2-11.3, establishing the Virginia Crime Victim-Witness Fund, 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).
- 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.

Agency Strategic Plan

Department of Criminal Justice Services

Customer Base:

Customer Description	Served	Potential
Attorneys (State and Local)	0	0
Bail Bondsmen	0	0
Bail Recovery 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 Agencies	0	0
Regional Training Academies	0	0
Secretary of Public Safety	0	0
Sheriff Departments	0	0
Special Conservators of Peace	0	0

Anticipated Changes In Agency Customer Base:

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.

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Agency Strategic Plan

Department of Criminal Justice Services

Agency Products and Services:

Current Products and Services

Training and Standards

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.

The section contains a jails training unit comprised of eight personnel who develop lesson plans and deliver training at the certified criminal justice academies for jailor, court security, and process personnel to obtain compliance with training regulations. Training is also provided on two other main issues addressing the preparation of law enforcement officers and other first responders to properly deal with persons suffering from Alzheimer's disease and the second issue is directly supportive of homeland defense initiatives.

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

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

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

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

In conjunction with the Finance section of DCJS, the section determines the amount of academy funding to be awarded to the 10 regional criminal justice academies from general fund and special fund sources. These monies are consistently in excess of \$2,500,000 annually.

Law Enforcement Services

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

Agency Strategic Plan

Department of Criminal Justice Services

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 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 50 Virginia law enforcement agencies already accredited.

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.

Research Statistics, Evaluations, and Information Services

Statistical/research reports on criminal justice topics are 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.

Agency Strategic Plan

Department of Criminal Justice Services

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.

Coordination of Asset Seizure and Forfeiture Activities

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 Assurances for Administration of Justice Services

- Crime Victims

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.

- 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.

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Agency Strategic Plan

Department of Criminal Justice Services

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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 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 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 section establishes entry and in-service training requirements for all facets of the Private Security, Special Conservator of the Peace, Bail Bondsmen, and Bail Enforcement Programs in the Commonwealth of Virginia.

The section fingerprints every individual and reviews the criminal history report from the Department of

Agency Strategic Plan

Department of Criminal Justice Services

State Police and the FBI prior to registration, certification, or licensure.

The section trains every Business Compliance Agent in the entry level and in-service. The section also offers General Instructor Training and Firearms Instructor Training to the industry.

The section is responsible for processing applications for registration, certification, and licensure. We ensure that each individual and/or business/training school meets the Code and Regulation requirements prior to the issuance of the respective credential.

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

The section answered over 54,000 technical assistance calls and received and processed over \$2.3 million from applications during FY04.

As of July 1, 2005, the section regulates four separate programs and all are within some stage of the promulgation process.

The section provides training and monitoring through a grant received from Homeland Security.

- Financial Assurances to Localities Operating Police Departments

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 change we anticipate, based on recent years' experience, is an increase in the appropriation.

Factors Impacting Agency Products and Services

Law Enforcement 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.

Research, Statistics, Evaluations, and Information Services

The quality 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

Agency Strategic Plan

Department of Criminal Justice Services

cuts. These skills are in demand by many employers that offer more attractive salaries and working conditions than offered by the state.

Financial Assistances for Administration of Justice Services

- **Crime Victims**

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.

- **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/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 RSAT 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. Basically, our customer base has changed from strictly private security to law enforcement, bail bonding, bail enforcement, and private security.

Anticipated Changes in Agency Products and Services

Research, Statistics, Evaluations and Information Services

Demand for statistical, research, and evaluation products may increase 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

Agency Strategic Plan

Department of Criminal Justice Services

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 CASA programs receive a 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 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.

Agency Strategic Plan

Department of Criminal Justice Services

Agency Financial Resources Summary:

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$221,295,852	\$50,912,693	\$221,295,852	\$50,912,693
Changes To Base	\$16,490,990	\$2,633,656	\$25,554,057	\$2,518,100
AGENCY TOTAL	\$237,786,842	\$53,546,349	\$246,849,909	\$53,430,793

Agency Human Resources Summary:

Human Resources Overview

As of July 1, 2005, the Department of Criminal Justice Services has an authorized FTE level of 132 with 121 positions being currently filled and 11 vacancies. Additionally, the agency use 17 part-time wage positions to supplement staffing.

The Agency is comprised of three Divisions: Administration, Programs and Services, and Law Enforcement and Regulation. The Division of Administration is comprised of the Human Resource Section, the Finance Section, the Grants Administration Section, the Computer Services, the Graphic Design, and the Procurement Section. The Division of Program and Services is comprised of the Correctional Services Section, the Juvenile Services Section, and the Victim Services Section. The Division of Law Enforcement and Regulatory Services is comprised of the Private Security Section, the Standards and Training Section, and the Law Enforcement Section. Additionally, the agency has the Research Center that reports to the Deputy Director.

The agency utilizes 25 different roles. The top five roles utilized at the agency includes: (1) Program Administration Specialist II with 36 employees; (2) Administrative Office Specialist III with 19 employees; (3) General Administration Manager II with 8 employees; (4) Trainer Instructor III with 7 employees; and (5) Program Administrative Specialist III with 7 employees. 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 46.5 with an average of 12.25 years of service. By contrast, the average age of the state workforce is 44 and the average state employee has 11.7 years of service.

The average salary of the agency workforce is \$50,944 and the median is \$49,440. This exceeds the state mean and median salaries by 38% and 50% which are \$36,794 and \$32,870 respectively. The difference reflects the highly specialized and professional workforce required by the agency's mission.

Currently 8 employees or approximately 7% are eligible for unreduced retirement. Of those, three employees are over age 65 with at least 5 years of state service, and five are age 50 or over with at least 30 years of state service. The highest proportion of those eligible for retirement are in the General Administration II role where two employees or 25% with this role have over 30 years of service. Also, in combined roles of Program Administrative and Office Specialist II and Program Administration Specialist III there are four individuals eligible for retirement or approximately 9%.

Agency Strategic Plan

Department of Criminal Justice Services

Full-Time Equivalent (FTE) Position Summary

Effective Date:	7/1/2005
Total Authorized Position level	135
Vacant Positions	11
Non-Classified (Filled).....	2
Full-Time Classified (Filled)	119
Part-Time Classified (Filled)	0
Faculty (Filled)	0
Wage	17
Contract Employees	0
Total Human Resource Level	138

Factors Impacting Human Resources

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 Division of Administration will continue to provide administrative support to the newly established Department of Forensic Science over the next year.

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

Anticipated Changes in Human Resources

In the next five years, approximately 19 additional employees will become eligible for unreduced retirement. In combination with the 8 currently eligible, this would mean in the next five years, approximately 24% of the current workforce would be eligible to retire. The greatest impact by role includes eligibility for 38% of General Administration Manager II, 22% in Program Administration Specialist II, and 22% for Administrative and Office Specialist II. These retirement are in addition to the number of staff leaving positions for other reason. Resources will be necessary to effectively manage the changing nature of the workforce to assure responsiveness to constituents. This will include recruitment costs, severance costs, competitive salary offers, retention bonuses, and recognition awards.

A transition plan for the Division of Administration will need to be developed with the shifting of administrative resources to the Department of Forensic Science in 07.

Agency Information Technology Summary:

Current State / Issues

The Department of Criminal Justice Services has an up-to-date computer hardware and software network available to all employees that serves as the backbone to support the agency's programs and services. 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 also uses the Internet as an interactive tool to provide information to our customers and for our customers to provide information back to us. These agency systems are critical to our being able to efficiently and effectively carry out our responsibilities.

We have and will continue to constantly look at technology as a tool to allow us to better perform our responsibilities. This includes an automated system for the processing of employee leave requests, an

Agency Strategic Plan

Department of Criminal Justice Services

online event/conference registration system that includes the ability to make payments, teleconferencing capabilities, online access to grants and grant information by our grantees, and remote access by employees to our network and applications.

Factor Impacting Information Technology

The biggest factor impacting our information technology resources is the immergence of VITA and the transformation of IT resources to a central authority. It would appear that, at least in the near term, this transformation will require the agency to spend more on information technology resources and applications without a significant increase in efficiency or level of service.

Another factor is the fact that the ever changing technology landscape requires us to be diligent in determining where technology can be beneficial in enhancing and making more efficient our business processes and not technology for technologies sake.

DCJS customers will continue to demand that we make more of our services available on the Internet or in electronic formats.

Anticipated Changes / Desired State

DCJS will continue to upgrade and change to web-based applications the agency's grants management system and other appropriate agency applications.

DCJS will also continue efforts to image the paper documents that many of our sections maintain and replace them with electronic versions.

More use of teleconferencing for meetings and trainings for the benefit of both our customers and ourselves.

The transformation to VITA will result in better service at a lower price for all information technology systems and resources.

Agency Information Technology Investments:

	<u>Cost-Fiscal Year 2007</u>		<u>Cost-Fiscal Year 2008</u>	
	<u>General Fund</u>	<u>Nongeneral Fund</u>	<u>General Fund</u>	<u>Nongeneral Fund</u>
Major IT Projects	\$0	\$0	\$0	\$0
Non-Major IT Projects	\$0	\$0	\$0	\$0
Major IT Procurements	\$0	\$0	\$0	\$0
Non-Major IT Procurements	\$0	\$0	\$0	\$0
Totals	\$0	\$0	\$0	\$0

Agency Capital Investments Summary:

Current State / Issues

Currently DCJS has one capital project outstanding. This is for the planning and maintenance of the site development for a Driver Training Facility at Fort Pickett. This facility would be used to train law enforcement officers in the various driving situations they encounter. Funding to build the Driver Training track has not been secured and construction will not occur until funding has been appropriated.

Factors Impacting Capital Investments

Capital Investment Alignment

Agency Strategic Plan

Department of Criminal Justice Services

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.

Statewide Goals Supported by Goal #1

- Engage and inform citizens to ensure we serve their interests.
- Protect the public's safety and security, ensuring a fair and effective system of justice and providing prepared response to emergencies and disasters of all kinds.

Objectives For Goal #1

Objective 1.01

To develop a statewide comprehensive criminal justice plan as directed by the Code of Virginia for the improvement of criminal justice.

Measures For Objective 1.01

● **Measure 1.01.01**

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

Measure Type: Outcome

Measure Frequency: Annually

Measure Baseline: The last statewide criminal justice plan was created and published in 1997.

Measure Target: Publish every four years.

Measure Source and Calculation:

Strategies For Objective 1.01

- Based on research and constituent input, DCJS will create and publish a statewide criminal justice plan to improve criminal justice in Virginia.

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.

Statewide Goals Supported by Goal #2

- Elevate the levels of educational preparedness and attainment of our citizens.
- Engage and inform citizens to ensure we serve their interests.
- Be recognized as the best-managed state in the nation.
- Protect the public's safety and security, ensuring a fair and effective system of justice and providing prepared response to emergencies and disasters of all kinds.

Objectives For Goal #2

Agency Strategic Plan

Department of Criminal Justice Services

Objective 2.01

Use all available federal, state general and special funds, and proceeds from assets seized and forfeited in drug cases to provide financial assistance to localities, state agencies, and nonprofit organizations in the criminal justice community.

Measures For Objective 2.01

- **Measure 2.01.01**

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

Measure Type: Outcome **Measure Frequency:** Other

Measure Baseline: For FY05, DCJS issued 949 grants, worth \$42.2 million in federal funds and \$28.7 million in state general and special funds. DCJS also distributed \$177,551,170 in "599" funds to 175 eligible localities and returned \$5 million in cash through the asset fo

Measure Target: DCJS will accurately report the total amount distributed and the total number of grants awarded.

Measure 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' Grants Management Information System (GMIS), which details the number of grants and the amount of funds awarded from its accounting and CARS documentation of the "599" payments made and from seized asset distribution records.

Strategies For Objective 2.01

- DCJS will work with the Virginia General Assembly and federal agencies to increase financial support of public safety.
- DCJS will involve its stakeholders in identifying issues and awarding grant funds for projects to address them.
- DCJS will provide timely and customer-oriented assistance through its website on grant announcements and processes and on the "599" amounts for each eligible locality as determined by the distribution formula.
- DCJS will compile the data needed to calculate localities' "599" amounts using the prescribed distribution formula and annually verify the eligibility of localities to receive the funds.
- DCJS will return proceeds from seized and forfeited assets to localities for law enforcement purposes.

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.

Agency Strategic Plan

Department of Criminal Justice Services

Statewide Goals Supported by Goal #3

- Elevate the levels of educational preparedness and attainment of our citizens.
- Engage and inform citizens to ensure we serve their interests.
- Be recognized as the best-managed state in the nation.
- Protect the public's safety and security, ensuring a fair and effective system of justice and providing prepared response to emergencies and disasters of all kinds.

Objectives For Goal #3

Objective 3.01

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

Measures For Objective 3.01

- **Measure 3.01.01**

Provide training and education to criminal justice practitioners and professionals.

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: Since 1997, DCJS-provided training has received satisfactory ratings from an average of 94% of recipients.

Measure Target: DCJS will maintain a 94% or above satisfactory rating on the training and education it provides.

Measure Source and Calculation:

DCJS will qualitatively measure the value of its training by using an evaluation instrument that includes a Likert Scale: a) Strongly Agree; b) Agree; c) Somewhat disagree; d) Disagree; and e) Strongly disagree.

Strategies For Objective 3.01

- DCJS will assess the education and training needs of criminal justice practitioners and allied professionals and provide leadership for the development and delivery of innovative and effective training.
- DCJS will partner with other providers of training programs and services.

Goal #4:

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

Goal Summary and Alignment:

Through guidance and support, DCJS will ensure that it is recognized for excellence in providing value-added services to its grantees.

Statewide Goals Supported by Goal #4

- Elevate the levels of educational preparedness and attainment of our citizens.
- Engage and inform citizens to ensure we serve their interests.
- Be recognized as the best-managed state in the nation.
- Protect the public's safety and security, ensuring a fair and effective system of justice and providing prepared response to emergencies and disasters of all kinds.

Agency Strategic Plan

Department of Criminal Justice Services

Objectives For Goal #4

Objective 4.01

Conduct regular monitoring of and provide technical assistance to grant-funded projects and programs.

Measures For Objective 4.01

- **Measure 4.01.01**

Effective, efficient administration of grant programs and provision of timely, relevant technical assistance.

Measure Type: Outcome

Measure Frequency: Quarterly

Measure Baseline: For FY05, DCJS monitored 949 grants.

Measure Target: Each project's financial and progress reports will be reviewed quarterly. Non-formula-funded projects will be monitored via site visits or cluster meetings at least once during their "lifespan" in the grant program.

Measure Source and Calculation:

DCJS will review grant files and financial and progress reports from DCJS' Grants Management Information System (GMIS).

Strategies For Objective 4.01

- DCJS will provide the necessary assistance that serves the needs of grantees and strengthens collaborative relationships.
- DCJS will provide guidance to grantees on grant policies and procedures.
- DCJS will document successful implementation of projects for possible transfer of knowledge to other jurisdictions.
- DCJS will ensure that programs/ projects initiated by grantees are carried out in a manner consistent with program goals, policy guidelines, and applicable rules and regulations.

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.

Statewide Goals Supported by Goal #5

- Elevate the levels of educational preparedness and attainment of our citizens.
- Engage and inform citizens to ensure we serve their interests.
- Be recognized as the best-managed state in the nation.
- Protect the public's safety and security, ensuring a fair and effective system of justice and providing prepared response to emergencies and disasters of all kinds.

Objectives For Goal #5

Agency Strategic Plan

Department of Criminal Justice Services

Objective 5.01

Conduct agency regulatory activities consistent with the Administrative Process Act and federal laws and regulations.

Measures For Objective 5.01

- **Measure 5.01.01**

Develop and promulgate regulations and effectively administer regulatory programs in a

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: In FY05, DCJS managed 19 sets of regulations. Two more regulatory programs will be added by FY06 (October).

Measure Target: Measure the degree to which agency and board regulatory activities meet the APA deadlines and other requirements.

Measure Source and Calculation:

DCJS will review regulatory files on an annual basis to determine if APA deadlines and other requirements have been met. DCJS will also coordinate its efforts with the Virginia Town Hall.

Strategies For Objective 5.01

- DCJS will comply with the Governor's Executive Order #21 and will coordinate with the Virginia Department of Planning and Budget regarding the timely promulgation and review of the regulations.
- DCJS will work with customers and stakeholders proactively to seek joint resolution of significant emerging issues.

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.

Statewide Goals Supported by Goal #6

- Elevate the levels of educational preparedness and attainment of our citizens.
- Engage and inform citizens to ensure we serve their interests.
- Be recognized as the best-managed state in the nation.
- Protect the public's safety and security, ensuring a fair and effective system of justice and providing prepared response to emergencies and disasters of all kinds.

Objectives For Goal #6

Objective 6.01

Provide oversight for planning and the operations of the agency; provide employee training opportunities, recognition, compensation and benefits, and provide timely administrative support services in the areas of human resources, procurement, and finance.

Measures For Objective 6.01

Agency Strategic Plan

Department of Criminal Justice Services

- **Measure 6.01.01**

Provide efficient administrative support to the agency's internal and external customers.

Measure Type: Outcome

Measure Frequency: Annually

Measure Baseline: In FY05, DCJS received a "meets expectations" according to the Governor's Management Standards Scorecard for the above-mentioned objectives.

Measure Target: DCJS expects to receive a "meets expectations" or better in all areas for 2006.

Measure Source and Calculation:

The Governor's Management Scorecard is a list of standards by which agency management operations are evaluated and scored.

Strategies For Objective 6.01

- DCJS management will direct and monitor the agency's work, providing guidance and oversight through regular communication with staff.
- DCJS will implement an effective workforce plan and utilize accurate and timely workforce data.