

Virginia Department of Criminal Justice Services

# 2008-2009 STRATEGIC PLAN EXECUTIVE SUMMARY



[www.dcjs.virginia.gov](http://www.dcjs.virginia.gov)

DECEMBER 2009





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## ACKNOWLEDGEMENTS

The Department of Criminal Justice Services' leadership appreciates and recognizes the participation, ongoing support, and input provided by agency staff over the past several years that resulted in this updated agency strategic plan.



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## INTRODUCTION

The Department of Criminal Justice Services (DCJS), through continuous planning has updated its strategic plan to further support, strengthen and improve criminal justice services in the Commonwealth.

## BACKGROUND

The Department of Criminal Justice Services is charged with planning and carrying out programs and initiatives to improve the functioning and effectiveness of the criminal justice system as a whole (§9.1-102 of the *Code of Virginia*).

Since the last agency strategic plan (2004-2005) publication, the Division of Forensic Science was legislatively moved from DCJS to become a stand-alone agency.

The Department:

- distributes federal and state funding to localities, state agencies and nonprofit organizations in the areas of law enforcement, prosecution, crime and delinquency prevention, juvenile justice, victims services, corrections, homeland security, and information systems;
- monitors and manages compliance with state and federal grant requirements;
- establishes and enforces minimum training standards for law enforcement, criminal justice and private security personnel;
- licenses and regulates the private security industry in Virginia;
- certifies and credentials all state and local law enforcement personnel;
- provides training, technical assistance, program and professional development services to all segments of the criminal justice system; and
- conducts criminal justice system wide planning, statistical analysis, research and evaluations.

The agency's primary constituents are local and state criminal justice agencies and practitioners, private agencies, practitioners and businesses, and the public-at-large. Other constituents include local governments and state agencies, the federal government, advocacy groups and criminal justice related associations.

The Department remains unique in state government because of its' system-wide perspective on criminal justice. While the agency directs supports and services to each component of the system, it has an overarching responsibility to view the system as a whole, to understand how changes in one part of the system affects other parts, and to work collaboratively across the system to assure that plans and programs are comprehensive.

The Department of Criminal Justice Services is one of 14 agencies within the Secretariat of Public Safety. The Criminal Justice Services Board is the Department's supervisory board and includes representation from all parts of the state and local criminal justice system.



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## THE CONTINUOUS PLANNING PROCESS

The Department's process is constant and includes continuous environmental scanning, engagement of employees and constituents, problem and opportunity recognition, historical and situational analysis. Since 2006, the agency has engaged in a myriad of activities and strategies in support of continuous improvement. Following is a chronology of related activities:

- **August 2006** – Agency Senior Management engages in process of reviewing the agency's structure and documenting agency protocols and policies, resulting in general consensus that the existing structure was duplicative, created silos, and costly.
- **March 2007–November 2007** – Senior Management confers with consultants and reviews agency mandates.
- **November 2007** – Director implements realignment of Law Enforcement and Private Security Services sections.
- **December 2007–June 2008** – Senior Management identifies various organizational structures, resulting in general consensus that the organization would be best served by a functional alignment given the agency's size and complexity of programs.
- **March 2008** – Survey of agency staff related to organizational and operational matters.
- **May 2008** – Analysis of staff surveys indicates the need for greater agency unification and collaboration; increased communication, compatibility and resources; knowledge and professionalism; customer service, marketing and partnerships; sustainability, planning and documentation; leadership and organization.
- **September 2008** – Senior Management revisits and clarifies agency mission, goals, and guiding principles.
- **September–October 2008** – Division Directors facilitate focus groups of assigned division staff seeking additional information and clarification from the recurring staff survey themes from May 2008 staff survey analysis.
- **November 2008** – Senior Management and Office of Secretary of Public Safety reviews proposed restructuring plan and associated goals.
- **December 2008** – Director announces the agency's restructuring plan. Policy staff and operations staff compile agency statutory and executive mandates. Criminal Justice Service Board advised of budget forecast and pending agency restructuring. "The case for restructuring" a PowerPoint presentation was posted on the agency intranet with the proposed structure for staff. (Appendix I)
- **January 2009** – Senior Management and mid-level Managers produce listing of agency deliverables to be used in restructuring process to reduce and mitigate gaps in service deliver or agency outputs to agency and criminal justice stakeholders during the restructuring process. Question & Answers mechanism placed on intranet for staff to post anonymous questions regarding restructuring and receive timely responses. Tips posted for staff related to managing workplace change and Restructuring Implementation Action Steps were also posted for staff review and information with full implementation slated for May 1, 2009.



- **February 2009** – Director communicates the restructuring with agency/criminal justice constituents and posted same on agency Website and assurance to constituents minimal to no disruption in services and supports. Three information discussion sessions were facilitated by Senior Managers with agency staff and mechanism for ongoing communication regarding restructuring and continuous gap analysis. Most frequently asked questions and responses from staff forums were shared across throughout the agency.
- **March 2009** – Department relocates from Ninth Street Office Building to the Washington building.
- **March–May 2009** – Agency staff identifies and documents protocols related to cross functional teams and agency deliverables.
- **May 2009** – ongoing - Division Directors implement cross functional teams to address agency primary functions related to programs, training, research, grants, and regulatory matters.
- **October 2009** – Leadership makes minor adjustments to the organizational structure in response to fiscal conditions.

## MISSION STATEMENT

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

## VISION STATEMENT

We envision DCJS as the Commonwealth's primary criminal justice planning and policy resource through:

- Engaging system and stakeholder collaboration;
- Providing transparent, integrated, state-of-the-art and value added supports and services and programs and practices;
- Sustaining a high performing and professional workforce;
- Maintaining effective and transparent operations and quality customer service; and
- Advocating for resources to sustain and enhance the criminal justice system.

## GUILDING PRINCIPLES

The guiding principles that provide the backdrop for our accomplishments of our mission and goals include: creating a flexible organization that adapts to stakeholder demands; providing transparent, integrated and responsive support services; maintaining a workforce with industry expertise and who are cross-trained, informed, and motivated; complying with federal, state and local requirements; and to the extent possible, sustaining existing and secure new resources.



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## AGENCY GOALS

### GOAL 1

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

#### **Goal Summary and Alignment**

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

### GOAL 2

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

#### **Goal Summary and Alignment**

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

### GOAL 3

Provide training to all segments of the criminal justice system

#### **Goal Summary and Alignment**

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

### GOAL 4

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

#### **Goal Summary and Alignment**

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

### GOAL 5

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

#### **Goal Summary and Alignment**

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

### GOAL 6

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

#### **Goal Summary and Alignment**

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



## GOAL 7

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

### **Goal Summary and Alignment**

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

## GOAL 8

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

### **Goal Summary and Alignment**

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

# SERVICE PERFORMANCE AND PRODUCTIVITY

For additional information regarding agency service performance and productivity, go to Virginia Performs at [www.vaperforms.virginia.gov/agencylevel/stratplan](http://www.vaperforms.virginia.gov/agencylevel/stratplan), and choose the Virginia Department of Criminal Justice Services.