

Virginia Department of Criminal Justice Services

STRATEGIC PLAN

Fiscal Years 2012-2017



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MESSAGE FROM THE DIRECTOR

The Virginia Department of Criminal Justice Services (DCJS) is both a state and national leader in the development and implementation of criminal justice policy and practices, as well as efficient and effective grant management. With that in mind, I am pleased to present the Department's Strategic Plan for fiscal years 2012-2017.

Our agency has experienced many challenges this past fiscal year which have caused us to research and reflect on where we are, where we want to be as a leading criminal justice agency, and how we want to achieve our goals. Our plan reflects the thoughts of focus groups we convened to assist us in our process. With their input, and that of our staff, we have created a plan that reflects our determination to develop and implement evidence based, cost effective, and results driven policies, practices, training, technical assistance, regulations, and research. We also recognize that our work, in these difficult economic times for local and state agencies, is urgent and must include input from our long standing partners in the fields we serve. We are uniquely positioned to understand and respond to the public safety needs of our state agency, local agency and private industry constituents.

Also with the input of the aforementioned groups, we identified and implemented a new agency mission statement, a new vision for the agency, and a set of core values that highlight who we are as an agency.

DCJS' mission is undertaken with a strong sense of fiscal responsibility and the knowledge that we must be research oriented and results driven. We hold ourselves to the highest standards as we address public safety needs throughout the Commonwealth of Virginia.

Our strategic plan is focused on reducing crime and recidivism, and promoting a safe, fair, and efficient criminal justice system across the Commonwealth.

The strategic plan is intended to be a roadmap for DCJS as we work to make the Commonwealth a safer place to reside and raise families. We look forward to both the challenges we face in meeting our goals and sharing in our successes with our partners who make all of it possible. I look forward to continuing working with each and every one of you.

Sincerely,

Garth Wheeler

Director

Virginia Department of Criminal Justice Services



Virginia Department of Criminal Justice Services

STRATEGIC PLAN

Mission

To provide leadership to improve the criminal justice system in Virginia's communities through effective training, partnerships, research, regulation, and support.

Vision

To be the national leader and Virginia's premier criminal justice agency, creating dynamic system-wide solutions for public safety.

Core Values

Professionalism – We value integrity, honesty, accountability, dependability and a commitment to excellence in the actions we take to fulfill of our mission.

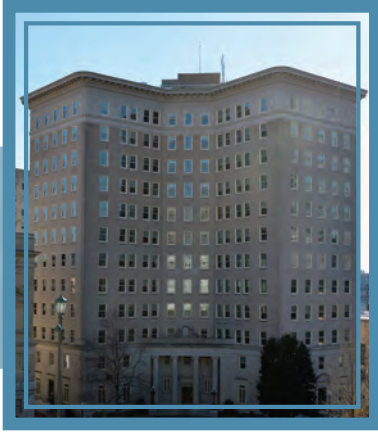
Teamwork – We respect each other, blend our diverse talents and backgrounds and willingly share information and resources as we collaborate within the agency and with our partners outside of the agency.

Customer Service – We will deliver timely, efficient, quality service to both our internal and external customers with a positive attitude.

Innovation – We empower creativity, thoughtful risk-taking, progressive thinking and openness to change as we constantly seek to improve the services we provide to our internal and external customers.

Fairness – We promote consistency and fairness in the assistance we provide our co-workers and our constituents and we make decisions without favoritism or prejudice.

Communication – We endeavor to provide accurate and up-to-date information to our co-workers and our constituents.



THE DEPARTMENT OF CRIMINAL JUSTICE SERVICES

The Department of Criminal Justice Services (DCJS) 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*).

The Department of Criminal Justice Services:

- conducts research and evaluation on criminal justice issues;
- develops short and long-term criminal justice plans;
- 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 and information systems;
- provides training, technical assistance and program development services to all segments of the criminal justice system;
- establishes and enforces minimum training standards for law enforcement, criminal justice and private security personnel; and
- licenses and regulates the private security industry in Virginia.

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

DCJS is unique in state government because of its system-wide perspective on criminal justice. While it directs programs 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 criminal justice will affect other parts, and to work to assure that plans and programs are comprehensive.

The Department of Criminal Justice Services is one of 11 agencies within the Secretariat of Public Safety. The Criminal Justice Services Board is the Department's policy board. It is comprised of representatives from all aspects of the criminal justice system on both state and local levels of government, and most of its members are appointed by the Governor.

The **Division of Law Enforcement** has multi-faceted responsibilities including oversight and management of training standards and regulations for the criminal justice community, training programs in public safety and homeland security, the Crime Prevention and Accreditation Programs and the development of law enforcement policies. The Division is dedicated to enhancing public safety and improving criminal justice.

The **Division of Programs** is involved in planning, policy development, and funding of juvenile justice and delinquency prevention initiatives provided through federal or state resources. The Division also develops, coordinates, and funds victim/witness programs, sexual assault crisis centers, and programs that combat violence against women, including the V-STOP grant program and the programs funded through Virginia Sexual and Domestic Violence Victim Fund. The Division is also involved with a broad range of adult corrections issues affecting state and federal prisons; local and regional jails; state probation and parole; local probation; and community-based corrections, pretrial services, and diverse correctional programs and service, both public and private.

The **Division of Regulatory Affairs** involves the oversight and enforcement of four regulatory programs to include: Private Security Services; Tow Truck Drivers, Bail Bondsmen; Bail Enforcement Agents; and Special Conservators of the Peace. The Division is dedicated to providing excellent customer service to our constituents and professionals serving the private side of public safety.

The **Division of Finance and Administration** through the Office of Grants Management coordinates the grant activity from state and federal funding sources. It also awards grant monies after extensive review of all applications, responds directly to subgrantee's inquiries, and processes financial and administrative data. The Division also oversees the agency's Finance section and Information Technology sections.

The **Criminal Justice Research Center** conducts studies, produces reports, and provides research and statistical assistance on a wide range of criminal justice issues. These services are provided to Virginia's state and local government agencies, academic institutions, citizens, and the federal government. The Research Center strives to continually improve understanding of criminal justice concerns and underlying factors, with the goal of delivering the best possible information to service providers and policy makers to aid in their decision-making.

In FY 2012, DCJS managed over \$261,729,599 to support its initiatives. The funding, from federal and state sources as well as special fees, supported 954 grants, more than 125 training and technical assistance events, and numerous other activities that supported our constituents. The programs and initiatives that DCJS develops and implements foster strong collaboration, communication, cooperation and coordination amongst the various partners and constituents served. This ensures that DCJS' work is evidence based and field driven.



GOALS AND OBJECTIVES

GOAL 1

Improve the Business Model/Practices in the Division of Regulatory Affairs

DCJS will continue to provide cost effective and efficient regulation of the private security industry, tow truck drives, bail bondsman, bail enforcement agents, locksmiths, and special conservators of the peace; ensuring that public safety is enhanced through the services offered by these industries. In order to do so, DCJS must ensure that its business practices are current, assist the industries being regulated and meet the needs of the public.

- This goal will be reached through the following strategies:
- Identify or develop an online licensing and registration system that will allow applications to be submitted on-line and reduce the time for the issuance of the credential.
- Analyze and improve our business processes to insure that timely processing of applications occur and to ensure we assist constituents in meeting regulatory and statutory requirements.
- Maximize organizational efficiency and improve the quality of customer service through enhancements to the automated attendant telephone system, to the on-line customer service tools and through staff development and training.
- Annually, audit 10% of private security services training schools and 10% of private security services businesses to ensure compliance with statutory and regulatory requirements.



*Aligns with DPB 2012-14 Strategic Plan Goal 1 and
OPS 2012-13 Strategic Plan section on Management and Operations.*



GOALS AND OBJECTIVES

GOAL 2

Implement the Agency Five-Year Strategic Plan

To provide the best possible services to its constituents, partners, stakeholders, and the citizens of the Commonwealth, DCJS must develop, implement, and periodically enhance a strategic plan. Therefore, the agency has undertaken an initiative to implement a five-year strategic plan that meets both the needs of the agency and all of the constituents that it serves.

The goal will be reached through the following strategies:

- Develop and implement an agency five-year strategic plan.
- Initiate a measurement system to determine accountability of compliance with goals and objectives of the strategic plan.
- Develop and implement enhancements to the Grants Management System to support the strategic plan and to enhance customer satisfaction through the effective and efficient administration of grant programs and provision of timely, relevant technical assistance to grant recipients.
- Update the existing law enforcement training records management system (TRES and ACE) to reflect current technology and constituent demands consistent with strategic plan goals and objectives. The intent is to provide agency and constituents with accurate training records and with web-based access to their personnel data.
- Review, evaluate, revise, promulgate, develop, and if necessary, recommend for elimination, those regulations which negatively impact constituents and customers.
- Conduct agency business in an effective and proficient manner contributing to the successful productivity of our employees and constituents.



GOALS AND OBJECTIVES

GOAL 3

Enhance and Revise Training and Audit Processes and Provide Training to all Segments of the Criminal Justice System

The provision and oversight of training and other assistance to criminal justice professionals and those providing services within the criminal justice system in the Commonwealth of Virginia is an essential core component of DCJS' mission. In order to provide the highest quality training and assistance DCJS must also provide audits of current standards, trainers, and training facilities.

This goal will be reached through the following strategies:

- Ensure compliance with regulatory and statutory requirements as well as federal and state reporting requirements/guidelines.
- Perform comprehensive training audits for law enforcement, training academies, jails, corrections, juvenile justice, private security, and other affected constituent groups.
- Review and revise audit processes on an ongoing basis to ensure needs of the agency and constituent groups are addressed in a collaborative manner.
- Develop and implement training standards for Auxiliary Police Officers.
- Develop and Implement training standards for Juvenile Correctional Officers.
- Provide training to the 17 community corrections agencies that are not yet trained in Evidence Based Principles (EBP) to ensure that they are capable of implementing EBP into their offender supervision practices.
- Review and revise training standards for those professions which DCJS has a statutory requirement to provide training. (Examples: adult correctional officers, jail staff, local probation and pretrial program staff, private security staff)
- Develop and implement (where appropriate or determined to be effective) a plan to use alternative means of training delivery via on-line delivery, webinars, webcasts, web-ex, video teleconferencing.
- Create training sustainability by developing a cadre of instructors from constituent groups and customers to deliver state mandated and requested training on a regional and statewide basis. While DCJS does not typically provide the training, we do provide train-the-trainer programs as they ensure future availability for constituents.
- Participate in and plan statewide, regional, and local conferences to deliver DCJS training to constituent groups and stakeholders.

Aligns with DPB 2012-14 Strategic Plan Goal 3 and OPS 2012-13 Strategic Plan sections on Management and Operations, Gangs, major Crimes, Prisoner Re-Entry, Juvenile Justice, Victim Services/Domestic Violence, Human Trafficking, Outreach.



GOALS AND OBJECTIVES

GOAL 4

Maintain Relevance as a Virginia Criminal Justice Agency

It is critical that DCJS maintains its leadership role in the Virginia criminal justice system by supporting evidence based programming and training, completing timely research and evaluation, seeking funding from all available resources, and providing effective assistance to all constituent groups it serves. The ability to maintain its leadership role must come from within the agency through staff collaboration, as well as collaboration with all partners in the criminal justice community.

This goal will be reached through the following strategies:

- Support and promote gang intervention, prevention, suppression and reentry efforts through collaborative and coordinated efforts with state and local agencies which embrace GRIP-like initiatives and provide ongoing reports and updates related to the activities carried including localities and individuals met with, outcomes of assistance provided, and projections for future endeavors.
- Provide assistance to victims of crime, domestic violence, sexual assault, and human trafficking through new and enhanced training and assistance in collaboration with partners involved in delivery of evidence based services to crime victims.
- Assess and forecast training and resource needs for services related to victims of crime through constituent surveys, meetings and other means, which identify gaps in services and current practices; followed by publication of results and development of training/assistance to meet the identified gaps.
- Develop and implement ongoing school and campus security and safety initiatives which assist school and college administrators, security and law enforcement agencies, and victims of crime, through statewide, regional, and local trainings, conferences, meetings, and other delivery of information and services.
- Seek federal, foundation, and other grant funding opportunities to assist DCJS and other criminal justice agencies and stakeholders in the development, implementation and enhancement of criminal justice initiatives that are not otherwise funded through general funds. Provide financial assistance to improve the function of the criminal justice system.
- Develop and produce research and evaluation documents which are relevant and provide current data to assist state and local agencies and stakeholder organizations/partners further develop, implement and enhance criminal justice initiatives. Publication, notification of, and the posting of documents will be essential to ensure timely delivery of information.
- Pursue research and evaluation projects in conjunction with state and local criminal justice agencies and constituent groups and partners to ensure that current criminal justice trends are addressed in a timely and appropriate manner.

Continued

GOALS AND OBJECTIVES

GOAL 4 *(Continued)*

- Assist law enforcement and criminal justice agencies in development and implementation of initiatives relevant to current trends in homeland security and terrorism related issues.
- Provide services to DCJS related boards, advisory groups, constituent groups to ensure DCJS initiatives, projects and related work is current, relevant, and addresses strengths and weaknesses of DCJS's customers.
- Actively participate in national, state and local criminal justice organizations both as an agency and through individual staff memberships, contributing to their work on behalf of DCJS and receiving information on current trends in the respective areas of interest.
- Conduct policy and planning initiatives to improve public safety as directed by General Assembly, the Secretary of Public Safety, and/or the Criminal Justice Services Board.



CONCLUSION

We believe we have made great strides in establishing the Department of Criminal Justice Services as a key component of Virginia's criminal justice system by providing effective solutions and relevant services to our varied constituents. Our progress has been the result of active leadership that values staff participation and professionalism, along with collaboration with our partners. In order to continue to fulfill the important role DCJS now occupies we must review and assess our strategic plan to ensure that its goals remain relevant and are being met. The plan is a fluid document that must be reviewed annually and modified as needed to respond to changes in Virginia's criminal justice system and within the agency.

Like all state and local agencies, and particularly those in the Public Safety Secretariat, DCJS will face many challenges in the future. Those challenges may include, but are certainly not limited to, fiscal and budgetary constraints, legislation, events which occur in Virginia's and the nation's communities, and changes in state and agency leadership. We will strive to address those and other changes, and the new challenges they present, in a proactive manner.

We look forward to working with our partners in the communities we serve and the state agencies with which we partner, to ensure that collaboration, cooperation, communication, and coordination occurs.



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