

**Connecticut Criminal Justice Information System (CJIS)
Governing Board
Plan for the Design and Implementation of a Criminal
Justice Information System**

Communication Plan

February 5, 2009



MTG Management Consultants, L.L.C.

1111 Third Avenue, Suite 3010
Seattle, Washington 98101-3292
206.442.5010 206.442.5011 fax
www.mtgmc.com

Austin Seattle

Document Purpose

The Communication Plan is designed to ensure regular communication with project participants and structure the communication in a consistent manner.

Version	Date	Description/Changes
1.0	1/5/09	Initial version.
1.1	1/9/09	Changes requested by client.
2.0	1/23/09	Changes requested by client.
3.0	2/5/09	Changed client name and added SharePoint Project Site

TABLE OF CONTENTS

	<u>Page</u>
I. Introduction	2
A. Communication Plan Scope	2
B. Communication Plan Objectives	2
C. Document Organization.....	3
II. Project Context	5
A. Project Overview.....	5
B. Project Structure.....	5
III. Communication Audience	8
A. Stakeholders	8
B. Stakeholder Communication Needs	9
IV. Communication Plan Implementation	13
A. Communication Strategy	13
B. Communication Planning.....	14

Appendix A – Planned Communication Matrix

I. Introduction

I. Introduction

The Communication Plan for the Connecticut Criminal Justice Information System (CJIS) design and implementation project is a vehicle for coordinating project communication, managing benefits and outcomes, conducting stakeholder management, and providing overall governance to all project participants. An effective Communication Plan will ensure relevant project information is shared with the right parties, at the right time. MTG Management Consultants, LLC, will coordinate the implementation of the Communication Plan in conjunction with CJIS project officials.

A. Communication Plan Scope

This Communication Plan will be used to guide the communication activities that inform, educate, and share project-level activities, issues, and recommendations with the stakeholders during the execution of the CJIS project. The Communication Plan will:

- Identify project stakeholders, their vested interest in the project, and the information they will need to be adequately engaged in the project and its results.
- Describe the frequency and the delivery method of the intended communication.
- Plan communication events and track their execution.

The scope of the Communication Plan is intended to be comprehensive yet dynamic. Opportunities to improve the plan during the project will be evaluated and implemented where appropriate.

B. Communication Plan Objectives

The objectives of the Communication Plan are to define the communication strategy that manages and coordinates the dissemination of all project information. The communication objectives include the following:

- Provide timely, accurate, and relevant information to stakeholders and participants, using a consistent format and maintaining close contact.
- Develop a consistent process for informing stakeholders and participants of project status and updates.
- Improve the alignment of technology projects with business programs and strategies to achieve desired business outcomes.
- Use technology effectively to deliver information.

The plan is a mechanism for providing stakeholders with information regarding roles and responsibilities, as well as the frequency and types of information to be routinely communicated at various stages of the project. This plan will identify the stakeholders and the:

- Items to be communicated and medium or method by which each item is communicated.
- Party(ies) responsible for generating each item.
- Frequency of each item.
- Audience for each item.

Additional objectives may be added to the Communication Plan as the need arises.

C. Document Organization

The remainder of this document is organized into the following sections:

- *Section II – Project Context.* This section provides background information and organizational context for the project.
- *Section III – Communication Audience.* In this section, we identify and analyze the communication relationship of those groups and individuals that have a vested interest in the project.
- *Section IV – Communication Plan Implementation.* This section provides the overall strategy for developing communication for the program. It also presents the method for managing communication on a monthly basis and provides a list of appropriate communication to individuals and organizations.

II. Project Context

II. Project Context

This section provides the context for the CJIS project, as well as the project structure. The context presents the background information about the project and reviews the current structure of the effort.

A. Project Overview

The CJIS project represents the effort to design and implement a comprehensive CJIS for the State of Connecticut. The project vision is to create a system that will facilitate the immediate, seamless, and comprehensive sharing of information. The entities that will be involved in information sharing include all state agencies, departments, boards, and commissions having any cognizance over matters relating to law enforcement and criminal justice, as well as organized local police departments and law enforcement officials.

CJIS, as currently realized and as envisioned by statute, is an enterprise program spanning the criminal justice community of interest across the Judicial, Legislative, and Executive branches, including 13 Executive Branch agencies, boards, and commissions. The CJIS scope includes diverse individual, collaborative, and centralized information technology (IT) projects.

The project is made up of four key phases, and each of the phases is made up of a series of interrelated tasks. These phases are listed below.

- Project Management.
- Gap Analysis.
- Requirements Definition.
- RFP Development.

The project will culminate in the ability of the State of Connecticut to issue an RFP that will result in the implementation of a new CJIS system that meets the business and technical needs of the CJIS stakeholders.

B. Project Structure

Communication at all levels is a vital part of any successful project. The following table lists the roles and responsibilities of key project participants:

Role	Responsibility
CJIS Governing Board	<ul style="list-style-type: none"> ● Review and approve selected project communication. ● Identify project communication.
Executive Sponsor <i>Mr. Sean Thakkar</i>	<ul style="list-style-type: none"> ● Review communication needs. ● Identify project communication. ● Review and approve project communication.
Business Manager <i>Mr. Theron Schnure</i>	<ul style="list-style-type: none"> ● Manage communication and communication events. ● Ensure project communication is coordinated with agency communication staff.
MTG Project Officer <i>Mr. Robert E. Kaelin</i>	<ul style="list-style-type: none"> ● Review communication needs. ● Identify project communication. ● Review and approve project communication.
MTG Project Manager <i>Mr. Robert L. Kreisa</i>	<ul style="list-style-type: none"> ● Prepare project communication. ● Ensure project communication is prepared and distributed based upon the Communication Plan. ● Ensure project communication is coordinated with client's communication staff.

The individuals and roles described above comprise those responsible for oversight, executive leadership, and management of project communication.

III. Communication Audience

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There are a number of organizations, participants, and other stakeholders impacted by this project. These organizations, participants, and citizens of the State of Connecticut have a vested interest in this project. Regular communication regarding project status will keep the stakeholders engaged and enhance project buy-in.

Project stakeholders have varying degrees of interest in many different aspects of this project and should be treated as such. This section outlines project stakeholders and the degree of communication each stakeholder requires.

A. Stakeholders

The outcome of the CJIS project will have a significant impact on the citizens of Connecticut, whether directly or indirectly. There will be a direct impact on CJIS agencies, as the new CJIS will change their business processes and provide them with better, timelier information.

The indirect impact on non-justice organizations and citizens will be the increased efficiency of the criminal justice system. These systems also improve business operations and typically lead to a reduction in crime and improvement in public safety.

Because of these impacts, each stakeholder has an interest in the project progress and is a provider and/or recipient of project information via the communication planning mechanisms. The communication effort is intended to make stakeholders aware of project activities and offer a means for each stakeholder to become involved in the effort. The stakeholder agencies listed below are also represented on the CJIS Governing Board. Those agencies are:

- Connecticut Legislature.
- Department of Public Safety.
- Judicial Branch's Office of the Chief Court Administrator.
- Judicial Branch's Court Support Services Division.
- Division of Criminal Justice.
- Division of Public Defender Services.
- Department of Correction.
- Board of Pardons and Paroles.
- Department of Motor Vehicles.
- Office of the Victim Advocate.
- Department of Emergency Management and Homeland Security.

- Office of Policy and Management, Criminal Justice Policy and Planning Division.
- Department of Information Technology (DoIT).
- Connecticut Police Chiefs Association.

In addition to those agencies represented on the CJIS Governing Board, other organizations and individuals have a vested interest in the outcome of this project. Since the new CJIS will have an impact on crime and justice issues in Connecticut, the following groups and individuals should also be considered stakeholders:

- Non-justice government agencies.
- Private sector organizations and businesses.
- The private bar.
- The public at large.

As such, all stakeholders are included in the Communication Plan. Finally, each communication method will include specific feedback mechanisms to ensure stakeholders are informed of the appropriate manner to ensure their input is received by the project team.

B. Stakeholder Communication Needs

The communication needs of stakeholders vary, based on their connection to the CJIS Blueprint Project, their organizational or individual needs, and the impact of the project on those issues that are important to them. Ultimately, the results of the project will have a significant impact on most stakeholder agencies.

Stakeholder communication needs are based on several considerations, including:

- *Vested Interests* – The interest their organizations have in the outcome of the project.
- *Expectations* – The outcomes the individual stakeholders expect from the project.
- *Project Impacts* – The impacts the stakeholders can have on project outcomes.
- *Information Needed* – The information the stakeholders need to actively participate in the project.

The table below describes each of these needs and interests for each project stakeholder.

Stakeholder	Vested Interests	Expectations	Project Impacts	Information Needed
Executive Stakeholders	<ul style="list-style-type: none"> ● Knowledge of improved service. ● Policy changes. ● Budget. 	<ul style="list-style-type: none"> ● Overall business improvement. ● Demonstration of improved service. ● Project on time and on budget. 	<ul style="list-style-type: none"> ● Project support and commitment. ● Overall policy. ● CJIS business oversight. 	<ul style="list-style-type: none"> ● General information. ● Project status at monthly board meetings. ● Budget information needs.
Primary Stakeholder Agencies	<ul style="list-style-type: none"> ● Knowledge of improved service. ● Business operations. ● Functional capabilities. ● Response to clients. ● Time/productivity. ● Ease of use. ● Enhanced information. ● Timely information. 	<ul style="list-style-type: none"> ● Overall business improvement. ● Increased capabilities. ● Error-free. ● Ease of use. ● Highly reliable. ● Improved operation. ● Ongoing support. ● Training. ● Adaptable and scalable. 	<ul style="list-style-type: none"> ● Project input. ● Internal systems information. ● Data exchanged. ● Commitment. ● Business disruption. ● Change in business operations. ● User commitment. ● Technology change. 	<ul style="list-style-type: none"> ● General project information. ● Project status. ● Project plan and timeline. ● Interview schedules. ● Event schedules. ● Prenotification of media releases.
Connecticut Legislature	<ul style="list-style-type: none"> ● Knowledge of improved service. ● Improved responsiveness to constituent needs. ● Changed public policy. 	<ul style="list-style-type: none"> ● Overall business improvement. ● Demonstration of improved service. ● Project on time and within budget. ● New system effective and efficient. 	<ul style="list-style-type: none"> ● Project funding. ● Public policy direction. 	<ul style="list-style-type: none"> ● General information. ● Project status updates. ● Budget information.
Non-Justice Public and Private Organizations	<ul style="list-style-type: none"> ● Knowledge of improved service. ● Organizational impact. ● Improved public safety. 	<ul style="list-style-type: none"> ● Improved Criminal Justice System response to needs. ● Reduced crime. ● Improved Criminal Justice System efficiency. 	<ul style="list-style-type: none"> ● Input regarding needs. 	<ul style="list-style-type: none"> ● General press releases on progress and enhanced capabilities. ● Selected interview contacts.

Stakeholder	Vested Interests	Expectations	Project Impacts	Information Needed
General Public	<ul style="list-style-type: none"> ● Knowledge of improved service. ● Better response to clients. ● Improved public safety. 	<ul style="list-style-type: none"> ● Improved Criminal Justice System response to needs. ● Reduced crime. 	<ul style="list-style-type: none"> ● Community input regarding needs. 	<ul style="list-style-type: none"> ● General press releases on progress and enhanced capabilities.

Communication strategies are based on an understanding of individual stakeholder needs, expectations, and their potential impact on project outcomes.

IV. Communication Plan Implementation

IV. Communication Plan Implementation

Communication plan implementation is made up of two phases – communication strategy and communication planning. These two phases are described below.

A. Communication Strategy

Communication strategy involves the identification of key components of every communication initiative. Those components include:

- *Target Audience* – The stakeholder groups and individuals targeted by the communication.
- *Communication Method* – The types of communication methods that can be employed in carrying out this Communication Plan. The preferred method is dependent on the audience.
- *Communication Purpose* – The content of the message designed to address the stakeholders' vested interest and communications needs.
- *Intended Frequency* – How often the communications techniques will be used.
- *Staff Responsibility* – Those members of the CJIS and MTG leadership teams responsible for carrying out the communication tasks.

The table below describes an overall communication strategy for this project.

Target Audience	Communication Method	Communication Purpose	Intended Frequency	Staff Responsibility
Legislators and stakeholders.	One-on-one meetings.	<ul style="list-style-type: none"> ● Provide general project information. ● Conduct problem solving. ● Communicate project risks. 	As needed.	Mr. Thakkar. Mr. Schnure. Mr. Kaelin. Mr. Kreisa.
Legislature.	<ul style="list-style-type: none"> ● Legislative briefings. ● CJIS newsletter. 	<ul style="list-style-type: none"> ● Provide general information. ● Provide project status updates. ● Provide budget information. 	Quarterly.	Mr. Thakkar. Mr. Schnure.
CJIS Governing Board.	<ul style="list-style-type: none"> ● Governing board briefings. ● Formal monthly reports. ● CJIS newsletter. ● SharePoint project site. 	<ul style="list-style-type: none"> ● Provide general project information. ● Communicate project status. ● Communicate information on budget needs. 	Monthly or quarterly as needed.	Mr. Thakkar. Mr. Schnure. Mr. Kaelin.

Target Audience	Communication Method	Communication Purpose	Intended Frequency	Staff Responsibility
CJIS agencies.	<ul style="list-style-type: none"> • CJIS newsletter. • Weekly e-mail updates. • SharePoint project site. 	<ul style="list-style-type: none"> • Provide general project information. • Communicate project status. • Seek project input and assistance. 	Weekly.	Mr. Kreisa.
Public/private organization stakeholders.	CJIS newsletter.	<ul style="list-style-type: none"> • Communicate project progress. • Communicate CJIS benefits. 	Monthly.	MTG.
General public.	<ul style="list-style-type: none"> • Press releases. • Media interviews. • Public speaking appearances. 	<ul style="list-style-type: none"> • Communicate project progress. • Communicate CJIS benefits. 	<ul style="list-style-type: none"> • Project milestones. • TBD. 	Mr. Thakkar. Mr. Schnure. MTG.

Changes in audience, communication delivery method, and frequency will be made to address the communication needs of the project.

B. Communication Planning

The Planned Communication Matrix is a tool designed to assist in scheduling and documenting communication events. It identifies each of the key internal and external project communication methods, providers, audiences, and frequencies. It is necessary to provide a structure and format for all information to ensure that the type of communication is properly managed. The Planned Communication Matrix contains the following:

- *Communication Event* – Describes the various vehicles of communication that will be used during the project. This includes board meetings, road status reports, announcements, presentations, meeting agendas and minutes, and project reviews.
- *Target Audience* – Describes the group(s) that is the focus of each communication.
- *Message* – Explains the purpose of each communication type.
- *Responsible Party* – Denotes the party responsible for providing the communication.
- *Medium* – Describes the method of communication, as detailed above.
- *Intended Frequency* – Indicates when and how the communication type will be delivered.
- *Feedback Mechanism* – Describes the intended feedback channel of each medium of communication.



A Planned Communication Matrix template is created and maintained in Microsoft Excel. The plan will be reviewed and updated on a monthly basis by the project team. The plan template is provided in APPENDIX A – Planned Communication Matrix.

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The systematic implementation of the Communication Plan will ensure stakeholder involvement in the CJIS Blueprint Project.

Appendix A

Planned Communication Matrix

CONNECTICUT DEPARTMENT OF INFORMATION TECHNOLOGY
 PLAN FOR THE DESIGN AND IMPLEMENTATION OF A CRIMINAL JUSTICE INFORMATION SYSTEM

PLANNED COMMUNICATION MATRIX

Communication Event	Target Audience	Message	Responsible Party	Medium	Intended Frequency	Feedback Mechanism	Date Completed	Notes/Observations
Legislative Briefings	Connecticut Legislature				Quarterly			
<i>Insert Planned Event Date</i> <i>Insert Planned Event Date</i>							<i>Insert Completion Date</i> <i>Insert Completion Date</i>	
CJIS Governing Board Briefings	CJIS Governing Board				Monthly or Quarterly as			
<i>Insert Planned Event Date</i> <i>Insert Planned Event Date</i>							<i>Insert Completion Date</i> <i>Insert Completion Date</i>	
Weekly E-Mail Updates	CJIS Agencies				Weekly			
<i>Insert Planned Event Date</i> <i>Insert Planned Event Date</i>							<i>Insert Completion Date</i> <i>Insert Completion Date</i>	
Formal Monthly Reports	CJIS Governing Board				Monthly			
<i>Insert Planned Event Date</i> <i>Insert Planned Event Date</i>							<i>Insert Completion Date</i> <i>Insert Completion Date</i>	
CJIS Newsletter via E-Mail	Public/Private Organization Stakeholders				Monthly			
<i>Insert Planned Event Date</i> <i>Insert Planned Event Date</i>							<i>Insert Completion Date</i> <i>Insert Completion Date</i>	
Press Releases	General Public				TBD			
<i>Insert Planned Event Date</i> <i>Insert Planned Event Date</i>							<i>Insert Completion Date</i> <i>Insert Completion Date</i>	
Media Interviews	General Public				TBD			
<i>Insert Planned Event Date</i> <i>Insert Planned Event Date</i>							<i>Insert Completion Date</i> <i>Insert Completion Date</i>	
Public Speaking Appearances	Targeted Organizations				TBD			
<i>Insert Planned Event Date</i> <i>Insert Planned Event Date</i>							<i>Insert Completion Date</i> <i>Insert Completion Date</i>	
One-on-One Meetings	Legislators				As Needed			
<i>Insert Planned Event Date</i> <i>Insert Planned Event Date</i>							<i>Insert Completion Date</i> <i>Insert Completion Date</i>	
SharePoint Project Site	CJIS Governing Board and Stakeholders				Updated Daily			