

**State of Connecticut Criminal Justice
Information System Governing Board**

**Connecticut Information Sharing System
Quarterly Project Health Check Services
Report**

01/24/2019 – 04/25/2019

Prepared By:



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Executive Summary

Current agency involvement with the CISS project is greatly varied. Of those that are currently using CISS, feedback has been extremely positive. These agencies noted the ease of use and the efficiency gains from accessing data from many systems in one search. On the other hand, there are many agencies that are waiting until the final releases are implemented or for the full rollout of a court system before engaging their end users. From almost all agencies, even those that are not currently using CISS, there is noticeable excitement about the possibilities of the project.

Though most stakeholder feedback was positive this quarter, there remain some critical risks.

Key Risks

- **Operational Support**
 - An operational support plan is still not in place. With many releases in use by stakeholder agencies, it is essential that the Governance Committee and Governing Board work with the PMO to finalize an operational support plan. Identifying and securing funding for this plan is essential to the long-term success of the project.
- **Access to Data**
 - One constant noted across all agencies is that it is essential that CISS be that “one stop shop” for data. There is still concern that agencies may have more access to some data in source systems than in CISS, even if that data does exist in CISS. If that remains true, these agencies will likely continue to use those source systems instead of CISS.

Changes to Report Format and Survey Questions

The project is in a very different stage than it was four years ago when Qualis Health, now Comagine Health, began conducting CISS Quarterly Project Health Checks. To align the Health Check with the project phase, the questions on the survey given to stakeholder agencies have been updated. This quarter’s results will serve as a new baseline for survey responses, which will be trended over future quarters. The Project Health Check Report format has been updated slightly to streamline content. The primary sections included are:

- Executive Summary
- Risks and Stakeholder Concerns
- Project Health Overview

Compiled survey details and summaries are found in Appendix A.

Risks and Stakeholder Concerns

Critical Risks for the Project

Below are key risks that could still have very negative impacts if not addressed.

Risk	Why Critical
The lack of an Operational Support Plan	An Operational Support Plan is not in place. Without a clear, fully funded operational support plan the long-term success of the project is at risk.
Users with access to CISS source systems find data more complete than CISS	If end users find that source systems give them better access to the data needed for their jobs than CISS, users may not use CISS.

Top Stakeholder Concerns

Below are the main concerns voiced by stakeholders this past quarter:

Operational Support

The lack of an operational support plan has been a major issue for several years. The project is unlikely to be successful if there is not a clear, fully funded operational support plan in place.

Recommendation: The Governance Committee and Board need to remove any obstacles in getting a plan signed off, funded, and implemented.

Data Access

Stakeholders across the agencies may find that they have less access to data in CISS than in the source systems. If this is the case, many users will rely on current sources for data and not CISS.

Recommendation: The PMO is working with agencies that have currently identified data access issues and is working to resolve them. The PMO should involve the Governance Committee and Board as needed to resolve these issues.

Prolonged rollout of Geographic Areas

When a geographic area / court system is brought on board with CISS, double work will be required by some agencies. As these workflows are tested, end users will have to complete their tasks both in the system and following their current more manual processes. Agencies are concerned that this will be very taxing on their limited resources and worry that the double work could go on longer than anticipated.

Recommendation: The PMO needs to ensure that all the testing procedures and resources are in place and clearly communicated to all participants prior to beginning the rollout of a geographic area. A tight, but realistic timeline should be delivered so those

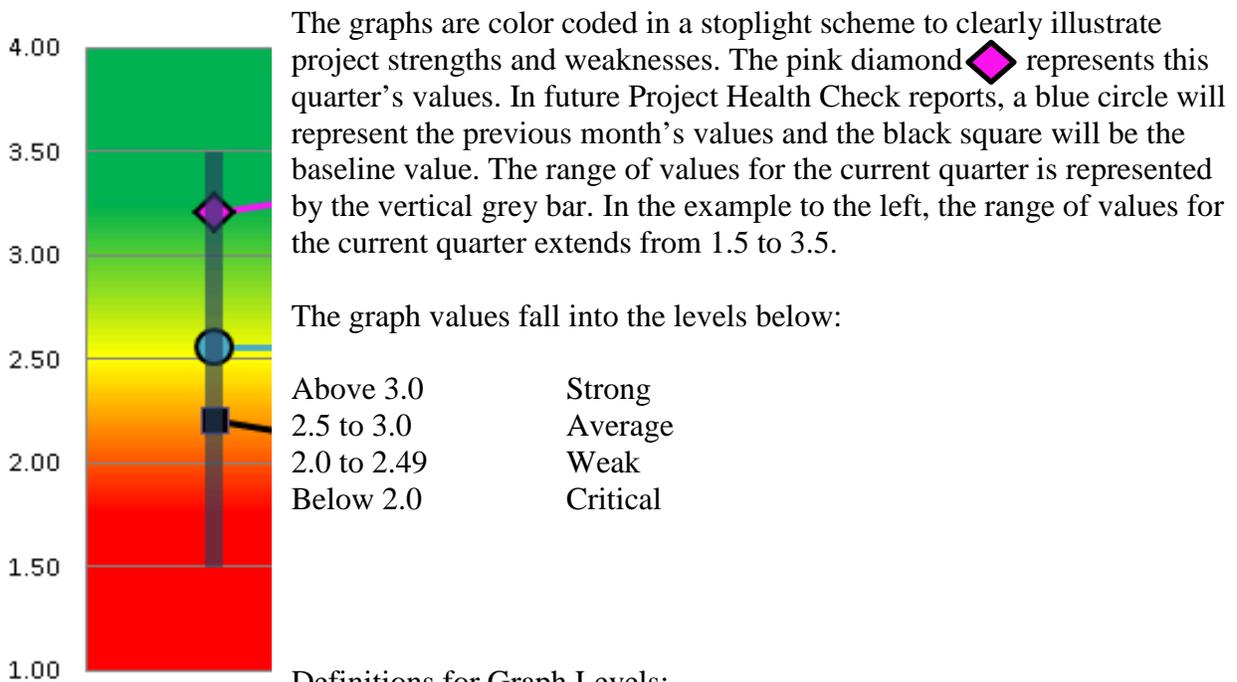
involved can know what to expect. All efforts should be taken to minimize how long double work is required for sufficient testing.

Quarterly Meeting with Agency Stakeholders

For agency stakeholders that are not part of the Governance Committee meetings, they have indicated a desire to have cross-agency meetings on a quarterly schedule. Many stakeholders have noted that the cross-agency meetings during CISS design were very productive for cross-agency relationships and problem solving.

Recommendation: The PMO is re-starting the Project Status Meetings with stakeholders again this May. Between this meeting and the Change Control meetings, agencies will have opportunities to re-establish cross-agency relationships and communicate changes that could impact other agencies.

How to Read the Graphs in the Quarterly Report



- Strong – Category is perceived as consistently high across agencies
- Average – Category is perceived with mixed perspectives
- Weak – Category is perceived to contain improvement opportunities
- Critical – Category is perceived as warranting immediate action

Project Health Overview

Project Health Average Score: 2.97



Agencies are generally satisfied with most aspects of the project. The category with the lowest score is Internal Processes/Workflow. Since this category has not yet been implemented and rolled out, agencies are unsure that it will meet all their needs. Many agencies noted that they will need assistance from the PMO in redesigning their internal processes to align with CISS.

Worth noting is that many agencies selected N/A for many of the Workflow and Efficiency/Cost Savings survey questions. As the workflow pieces are rolled out, many stakeholders will get more clarity as to whether the workflow processes improve their efficiency.

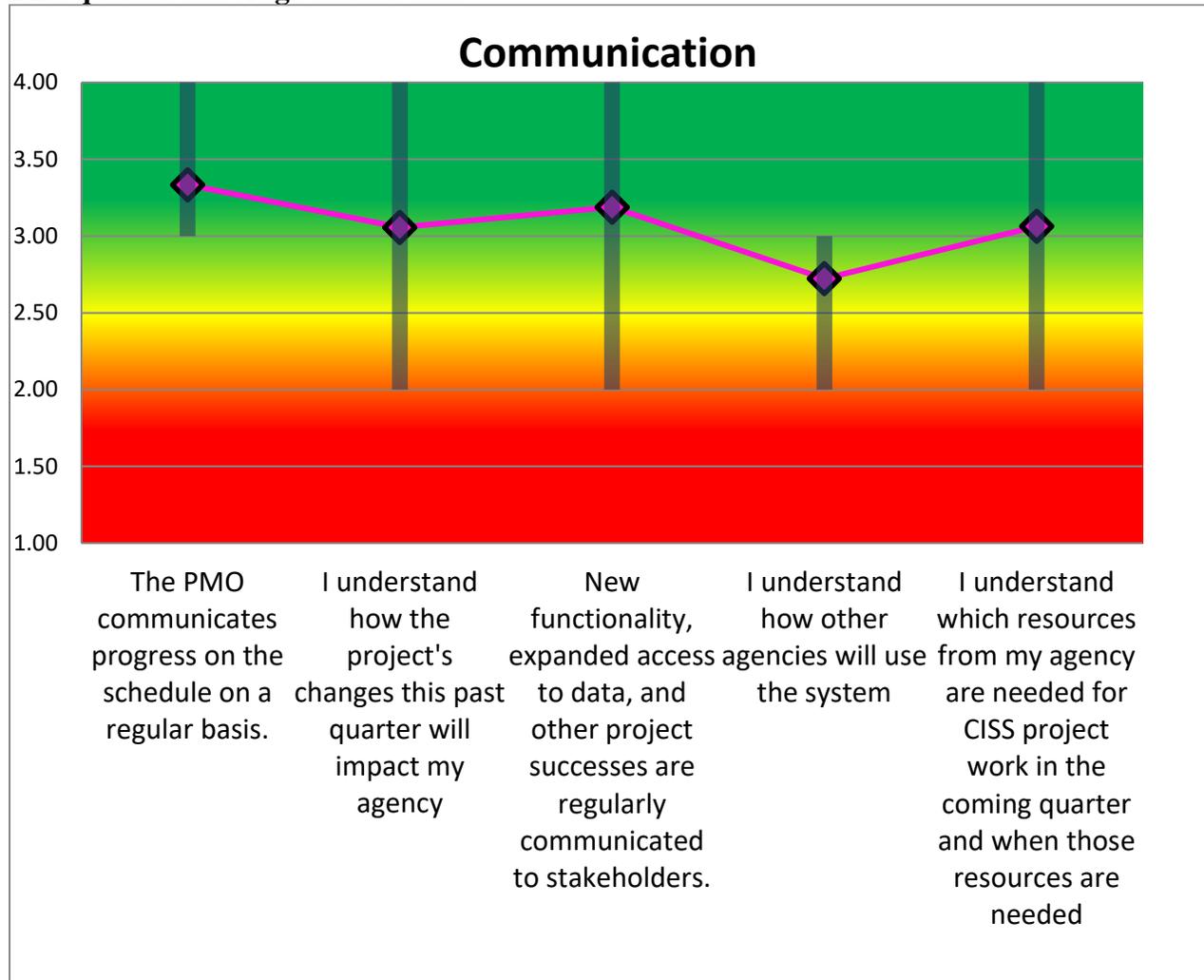
Appendix A: Findings Details

The following are the details for each category. It contains the overall category score for the current quarter score, which corresponds to the values for that category in the Project Health Overview section. As more quarter's data becomes available, these scores will be trended. Below the score is an overview of the section, followed by a graph, and any recommendations.

A note on question values versus overall values: The values in the graph below are average answer across all 10 stakeholder agencies. The overall score for each of the categories below is the average score of all questions in the category, averaged again by all agencies. Because of how the overall scores are calculated and how the data below are presented, the overall score may be slightly higher or lower than averaging the values on the graph.

Communication

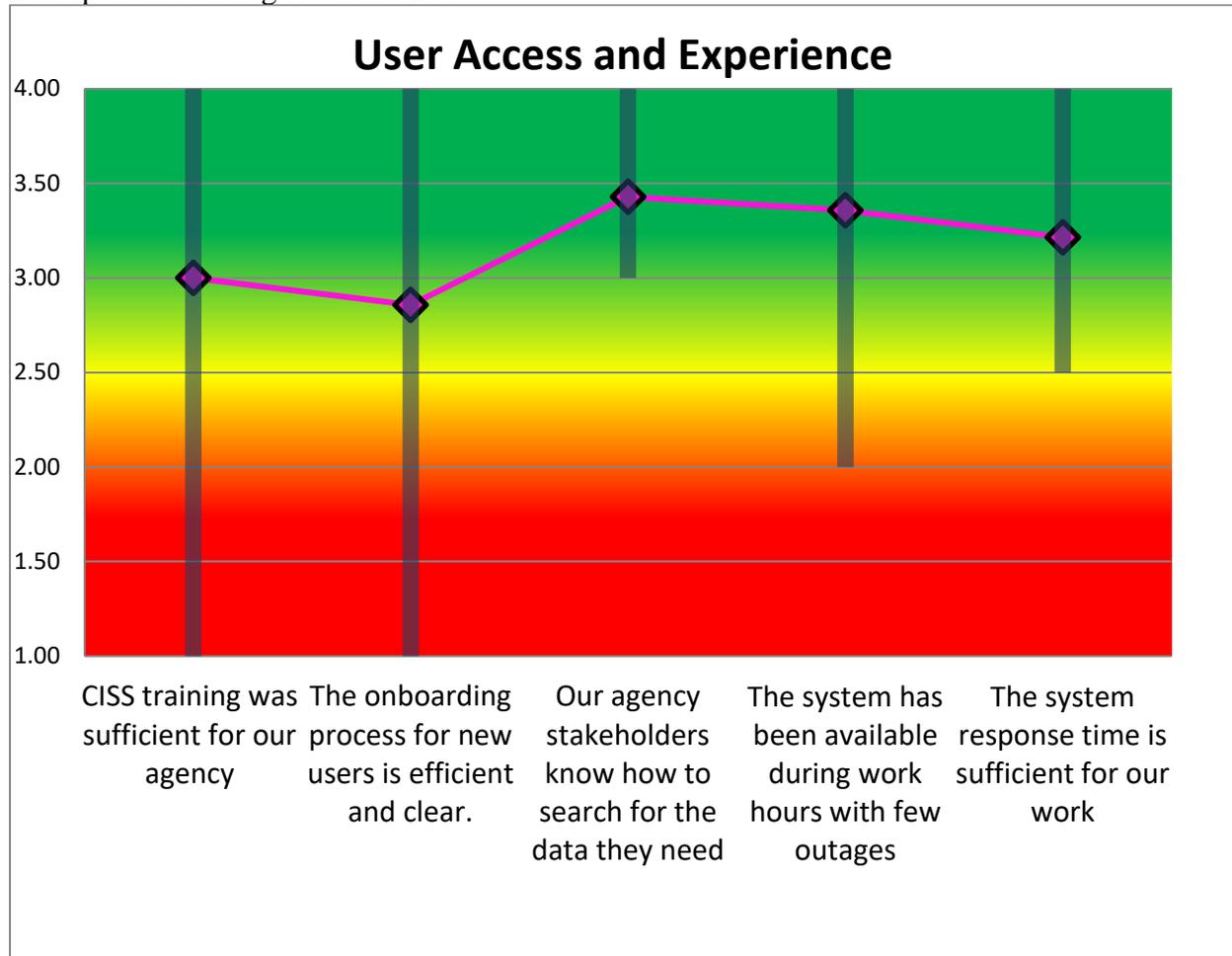
This quarter's average score is 3.03



Generally, agencies are very pleased with communication on the project. One area where agencies would like more communication is understanding how other agencies are using the system. Stakeholders expressed interest in a quarterly meeting of CISS agencies at the management level. This will allow cross-agency communication directly between the managers most directly involved with the system. This could help identify any issues or potential improvements to CISS.

User Access and Experience

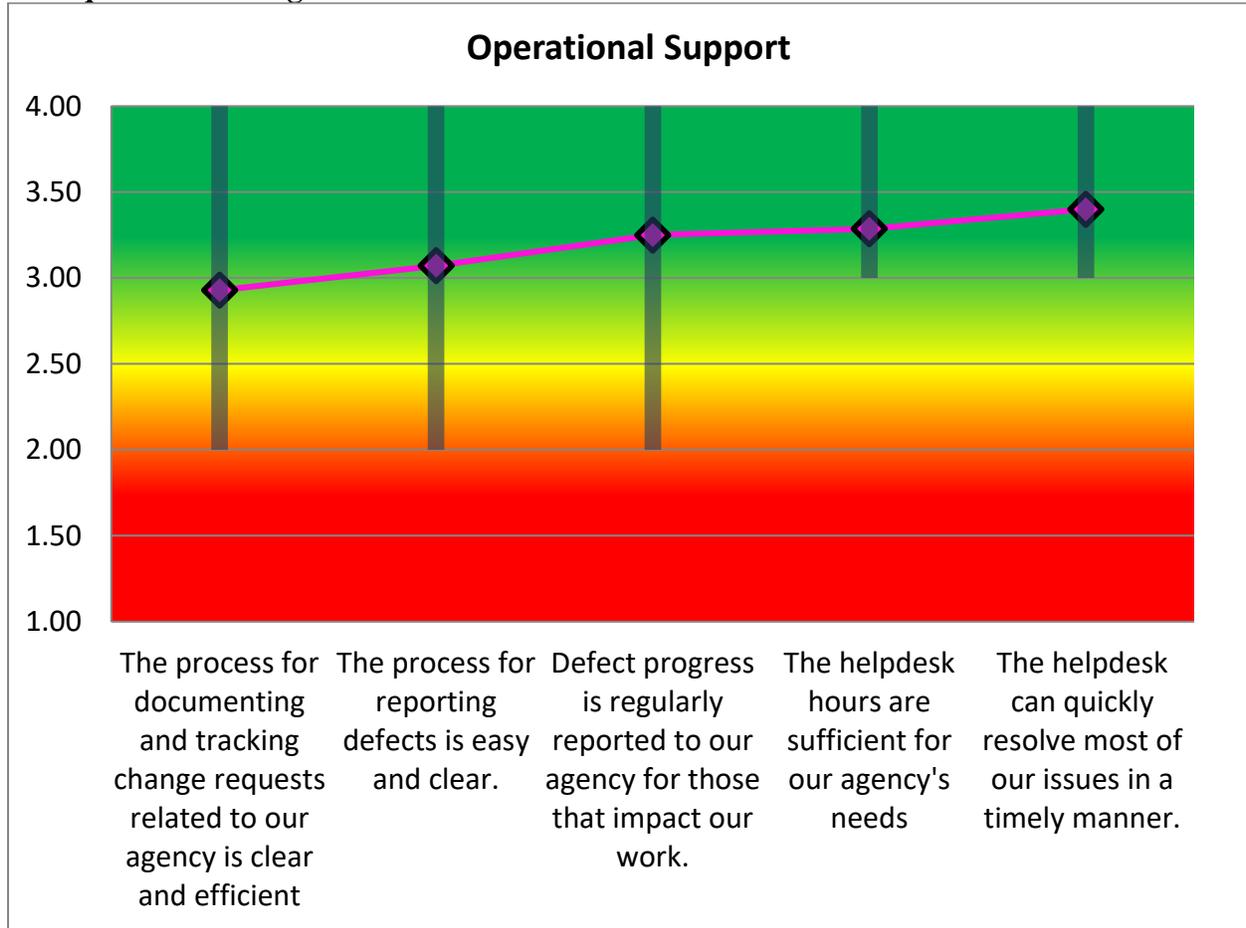
This quarter's average score is: 2.99



For those stakeholders that are in the system and using it, feedback has been mostly positive regarding ease of use and access to data. A few agencies did note that the onboarding process is still too cumbersome and worry about the potential for access delays in a broader rollout.

Operational Support

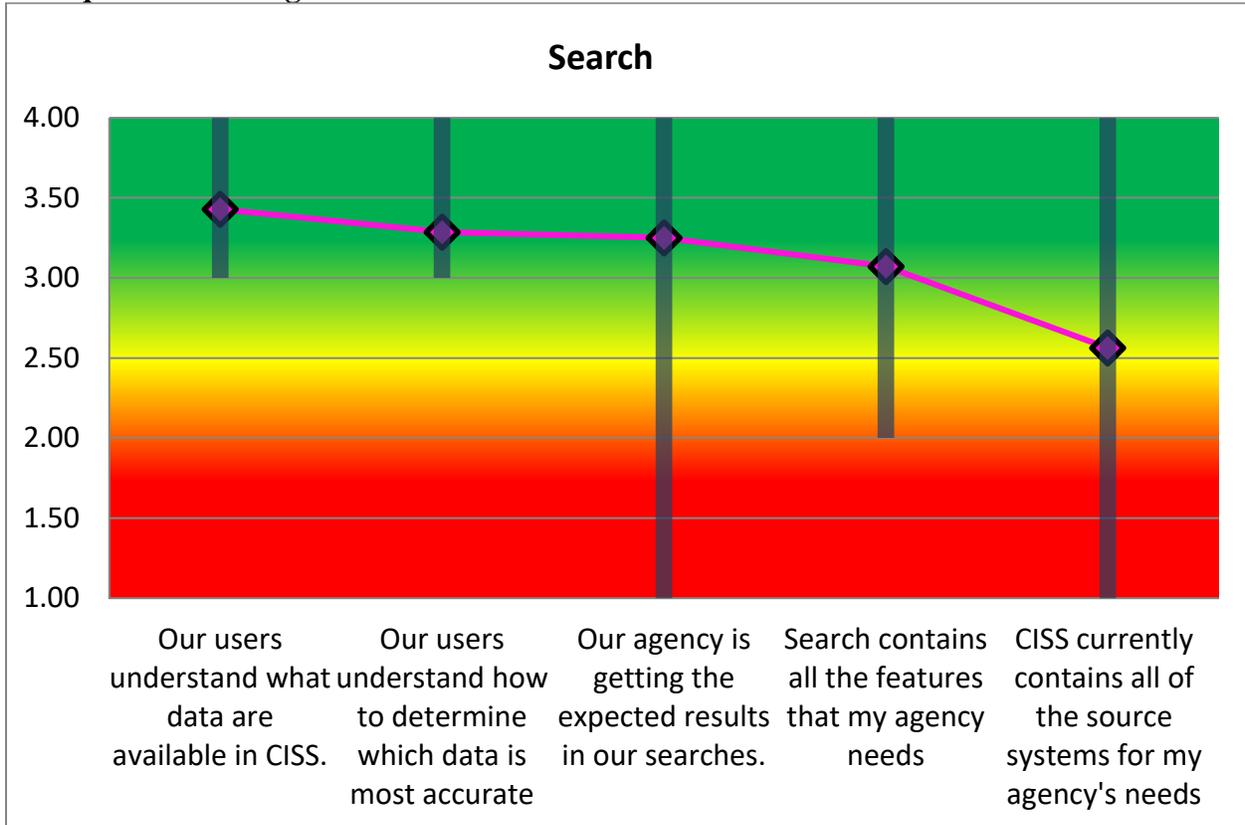
This quarter's average score: 3.04



Current Operational Support was not noted as a major concern by stakeholders. However, many stakeholders are very concerned about the lack of an operational support plan going forward. Agencies are concerned that a successful implementation will mean little if the system cannot be supported properly going forward.

Search

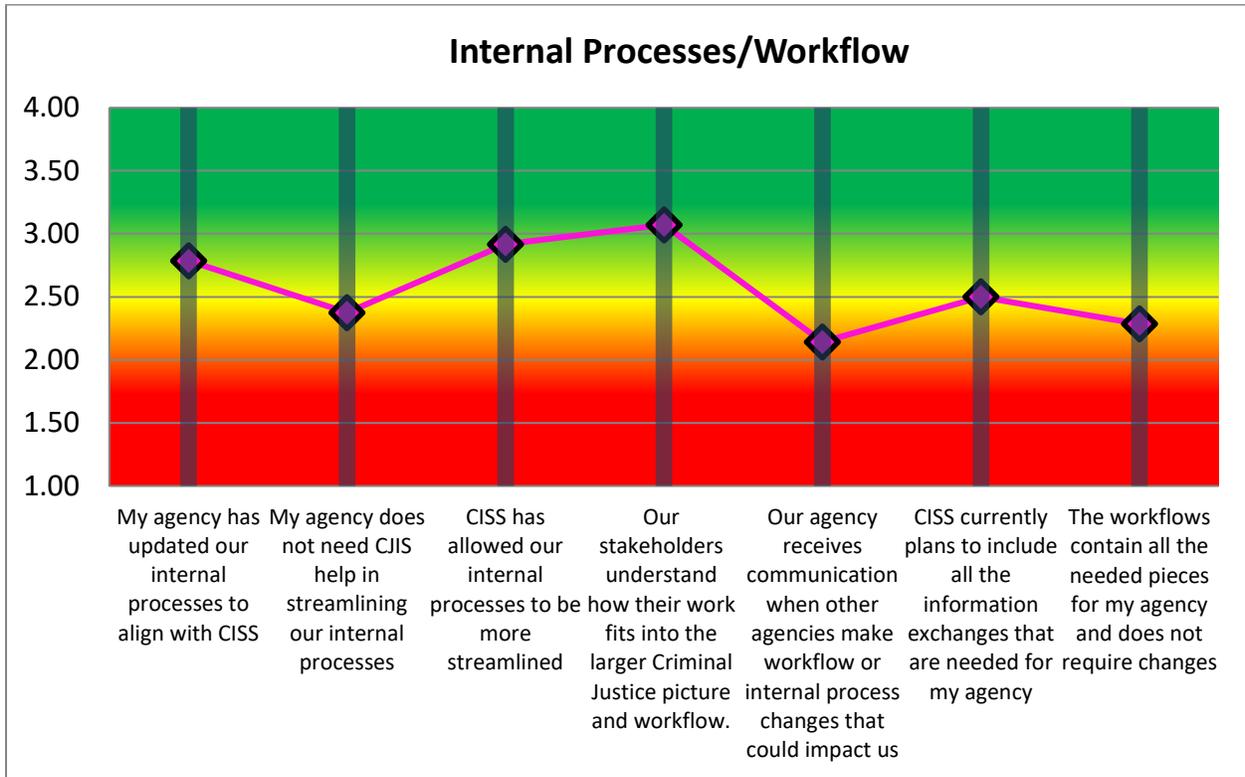
This quarter's average score: 3.02



Agencies that are using CISS for search are generally very pleased with the search features and data. However, many stakeholders indicated that they are not currently using CISS because more complete data is available in the source system that they have access to. If an agency currently has access to data in a source system and that data is included in CISS, these agencies need to be assured they will have access to that data in CISS as well. If CISS doesn't provide a one stop shop for data, many agencies will likely not use CISS search.

Internal Processes / Workflow

This quarter's average score: 2.64



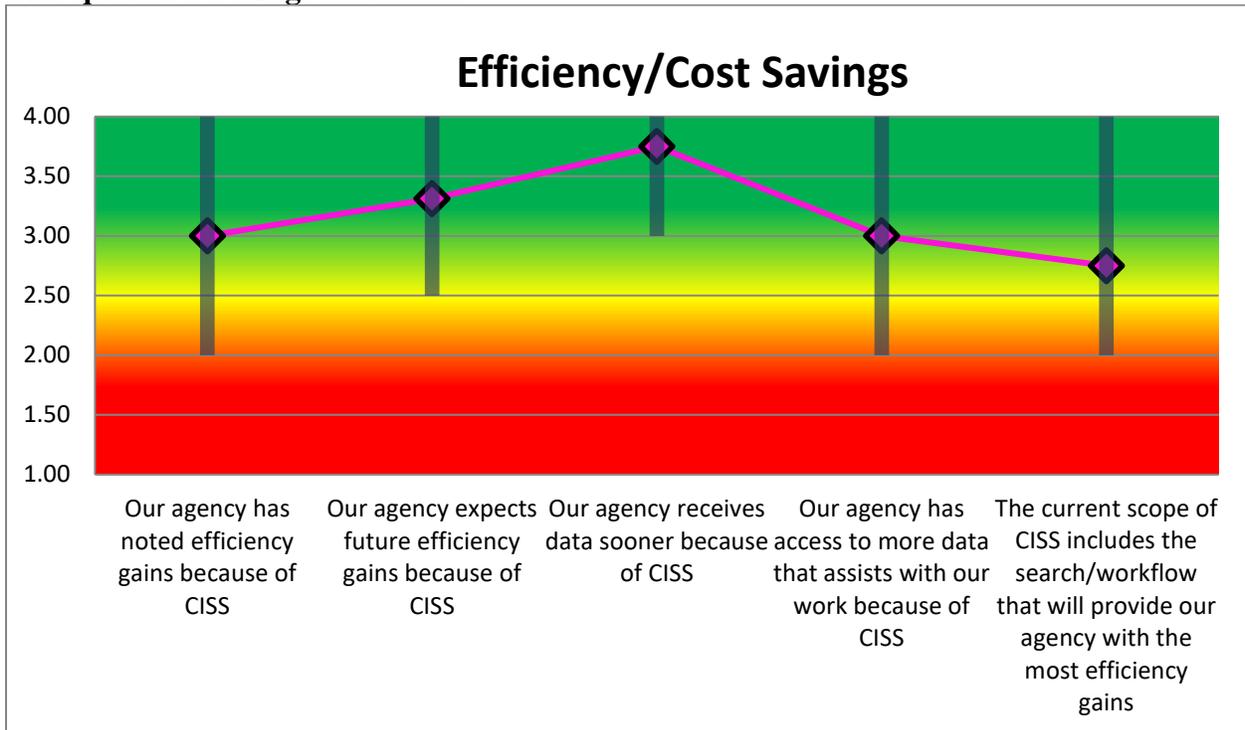
Internal Processes / Workflow was the lowest scored category this quarter. There are three main reasons for this:

- Agencies need assistance aligning their processes to the future CISS workflow
- Agencies would like better insight into how other agencies will use CISS and get updates when they make changes that could impact other agencies
- Until the workflow is fully implemented and rolled out, stakeholders are unsure what will be included and are concerned that it may not have all the functionality desired.

Until a geographic area is rolled out and the end to end workflow is fully implemented successfully, these concerns will likely remain. The PMO can take steps to continue to prepare these agencies for these changes by assisting with their agency internal process changes and being transparent about what is included in the workflows.

Efficiency / Cost Savings

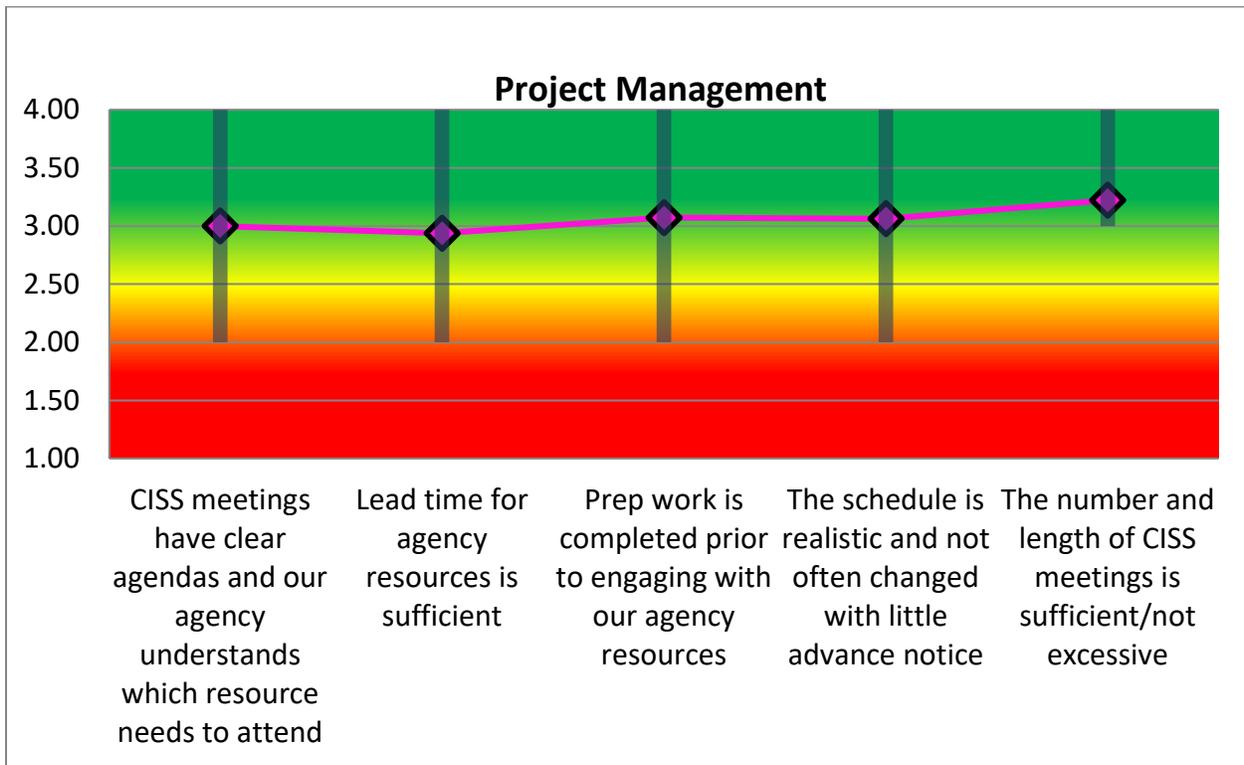
This quarter's average score: 3.03



Agencies that are currently using CISS for accessing data have general positive feedback on the efficiency the Search feature provides. There are agencies that are not currently using CISS for search, because the data they would use is not yet include. The agencies not yet using CISS are in a wait and see mode. Many stakeholders noted that most efficiency will not be realized until full workflow rollout.

Project Management

This quarter's average score: 3.02



Project Management scores were high this quarter. Stakeholders are generally pleased with how the project is managed. In interviews, stakeholders noted that communication and transparency has been good. The PMO mostly provides enough lead time and there are few surprises. The Executive Director update email continues to be a well received communication.

Appendix B: Project Category Details

The following are the survey questions with their related Project Activity Category.

Category	Question
Communication	The PMO communicates progress on the schedule on a regular basis.
Communication	I understand how the project's changes this past quarter will impact my agency
Communication	New functionality, expanded access to data, and other project successes are regularly communicated to stakeholders.
Communication	I understand how other agencies will use the system
Communication	I understand which resources from my agency are needed for CISS project work in the coming quarter and when those resources are needed
User Access and Experience	CISS training was sufficient for our agency
User Access and Experience	The onboarding process for new users is efficient and clear.
User Access and Experience	Our agency stakeholders know how to search for the data they need
User Access and Experience	The system has been available during work hours with few outages
User Access and Experience	The system response time is sufficient for our work
Operational Support	The process for documenting and tracking change requests related to our agency is clear and efficient
Operational Support	The process for reporting defects is easy and clear.
Operational Support	Defect progress is regularly reported to our agency for those that impact our work.
Operational Support	The helpdesk hours are sufficient for our agency's needs
Operational Support	The helpdesk can quickly resolve most of our issues in a timely manner.
Search	Our users understand what data are available in CISS.
Search	Our users understand how to determine which data is most accurate
Search	Our agency is getting the expected results in our searches.

Category	Question
Search	Search contains all the features that my agency needs
Search	CISS currently contains all of the source systems for my agency's needs
Internal Processes/Workflow	My agency has updated our internal processes to align with CISS
Internal Processes/Workflow	My agency does not need CJIS help in streamlining our internal processes
Internal Processes/Workflow	CISS has allowed our internal processes to be more streamlined
Internal Processes/Workflow	Our stakeholders understand how their work fits into the larger Criminal Justice picture and workflow.
Internal Processes/Workflow	Our agency receives communication when other agencies make workflow or internal process changes that could impact us
Internal Processes/Workflow	CISS currently plans to include all the information exchanges that are needed for my agency
Internal Processes/Workflow	The workflows contain all the needed pieces for my agency and does not require changes
Efficiency/Cost Savings	Our agency has noted efficiency gains because of CISS
Efficiency/Cost Savings	Our agency expects future efficiency gains because of CISS
Efficiency/Cost Savings	Our agency receives data sooner because of CISS
Efficiency/Cost Savings	Our agency has access to more data that assists with our work because of CISS
Efficiency/Cost Savings	The current scope of CISS includes the search/workflow that will provide our agency with the most efficiency gains
Project Management	CISS meetings have clear agendas and our agency understands which resource needs to attend
Project Management	Lead time for agency resources is sufficient

Category	Question
Project Management	Prep work is completed prior to engaging with our agency resources
Project Management	The schedule is realistic and not often changed with little advance notice
Project Management	The number and length of CISS meetings is sufficient/not excessive

Appendix C: Purpose

Comagine was contracted to provide a Quarterly Project Health Check Report to the CJIS Board. Comagine Health views its role as a partner with the goal of establishing a sustainably healthy project.

This report is the culmination of surveys and interviews with agencies and the PMO. Comagine Health's methodology, detailed in the report, provides a data driven approach to measuring the project's health. Important to note, the data is perception driven, based on how the agency participants feel with regards to the questions asked. In each report, Comagine Health will identify project issues and risks as well as strengths that should be continued. The recommendations will help guide the PMO in addressing risks and issues with the intent of improvement to overall project health.

Appendix D: Methodology

Comagine Health will be conducting four Project Health Check Reports over the next year. For each report, SMEs from each agency are sent a 37 question survey (Appendix B). The survey was comprised of questions covering the following 7 categories:

- Communication
- User Access and Experience
- Operational Support
- Search
- Internal Processes/Workflow
- Efficiency/Cost Savings
- Project Management

Survey respondents were asked to evaluate each question on a 1 to 4 scale:

- 4 – Strongly Agree
- 3 – Agree
- 2 – Disagree
- 1 – Strongly Disagree
- N/A – could be used for both “Not Applicable” or “Not Sure”

The approach is to have survey responses received prior to stakeholder interviews, to allow for a more focused dialog. SMEs from each agency were interviewed, as well as two Project Managers from the PMO. The interviews allowed Comagine Health to ask follow-up questions, receive clarifications, and note recommendations. The information gathered from the interviews, together with the survey results, informed the risks, issues, and recommendations presented in this report.

The data from survey responses were synthesized into Excel for analysis. The compiled data provided an across-agency view of the Project’s Health from the key stakeholder’s perspective.

Each quarter the survey, with the same questions, will be sent to the same SMEs. This allows project progress to be marked by the stakeholders, removing the subjectivity of the interviewer. This is a change to the methodology compared to reports that were produced previously for the CJIS Governing Board. The first quarter’s results establish a project baseline with which future quarters will be compared to show areas of project health gains, as well as new opportunities for project improvements.

The graphs in this document all utilized the same 1 to 4 scale, which corresponds to the scale from the survey responses. All the questions were asked in such a way so that the value of 4 corresponded to the highest level of project health and 1 corresponded to the lowest. Any response of “N/A” was removed from consideration. Responses were averaged by agency (for those agencies choosing multiple respondents) and then were averaged across all agencies. This ensured equal weight for all agencies. All the graphs in this document only contain data from the 10 Stakeholder Agencies, which are:

- Bureau of Enterprise Systems and Technology (BEST)
- Department of Emergency Services and Public Protection (DESPP)
- Office of the Victim Advocate (OVA)
- Division of Public Defender Services (DPDS)
- Connecticut Police Chiefs Association (CPCA)
- Division of Criminal Justice (DCJ)
- Board of Pardons and Paroles (BOPP)
- Department of Motor Vehicles (DMV)
- Department of Corrections (DOC)
- Judicial Branch