State of Connecticut Criminal Justice Information System Governing Board

Connecticut Information Sharing System Quarterly Project Health Check Services Report

10/25/2019 – 1/23/2020

Prepared By:

Table of Contents

Section	Page Number

Executive Summary

Releases 5 and 9 were successfully deployed this past quarter and the project should complete the few remaining Phase 1 tasks by the January CJIS Governing Board meeting. The new data available in CISS from Releases 5 and 9 was too new to impact stakeholder impressions this quarter, so most stakeholder perception remained relatively unchanged.

The CJIS team should publicize and celebrate the major accomplishment of completing Phase 1, while also clearly laying out plans for the future deployment of the workflow across the various GAs. This public celebration could re-energize the Connecticut Criminal Justice community and build excitement for the coming capability. There are many stakeholders that do not gain much benefit from the Search features and have become less connected to the CISS project the last couple years. Many of these stakeholders fall outside of the most involved agencies of Judicial and DCJ. The CJIS team could use this celebration as an opportunity to re-engage with these end-users and remind them of the additional benefits they will be seeing as the workflow pieces and police RMS data are brought online.

Key Risks:

Long-term Project Funding
As the current funding dwindles, this risk grows. The Governing Board and CJIS team need to secure funding to ensure the project can continue past April 2020 and work to ensure there is enough funding for the remaining rollout and ongoing operational support. The CJIS team is working to secure Bond funding, but if the funding is not approved by April, some key resources' contracts may not be renewed. This could have huge impacts on the future rollout.

Incomplete Internal Processes and Policies for Agency Workflow
Agencies are varyingly prepared for the coming workflow processes. Many agencies expressed that they do not have a clear understanding of what their internal processes will need to be to support the workflow process. Some stakeholders noted that their internal policies will also likely need to be updated. While these are being worked out during the pilot testing, it may slow down the GA rollout schedule.

Key Opportunities

Streamline the Onboarding Process for New Users
Agencies continue to voice frustration that the onboarding process for their end-users is too cumbersome. Some agencies are not enrolling many of the users because of the time it takes managers to get staff permissions and access. Streamlining this process may help increase the number of active users in CISS. Stakeholders are also concerned that unless the process is improved, enrollments could get backlogged due to high demand once RMS data and the workflow pieces are implemented.

Quick Rollout of GAs
Agencies are worried about a prolonged rollout process. Stakeholders noted that they want to ensure the workflow pieces are all functional and that all the agencies have their internal processes in place with employees trained but that once that is complete, they want a quick rollout process across all GAs. The concern is that having inconsistent processes across GAs will cause frustration and confusion.

Improving the onboarding process, celebrating Phase 1 successes, re-engaging with less-involved stakeholders, and planning an aggressive GA rollout will likely increase user enrollment across all Criminal Justice agencies. Increasing users (and usage) helps demonstrate the growing demand for CISS functionality, making it clear for decision makers the importance of this project.

Risks and Stakeholder Concerns

Critical Risks for the Project

Risk	Why Critical
Long-term Funding	**Long-term funding for both Operational Support and full phase 1 implementation and phase 2 development is essential to have CISS reach full implementation and to support ongoing maintenance. Without it, the project will almost certainly fail, and State funds and agency resources will largely be viewed as wasted.**
Incomplete Internal Processes and Policies for Agency Workflow	**It may take some agencies much longer than anticipated to re-design their internal processes and policies to align with the new workflow process. This could seriously delay the project's GA rollout schedule.**

Top Stakeholder Concerns

Most stakeholders were pleased with the progress the project was making this past quarter. They are excited that Phase 1 is near completion and really want to get going on piloting the workflow and getting access to RMS data.

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

Long-term Funding
> **This continues to be both the most pressing concern among stakeholders and the most critical looming risk.**
>
> **Previously Reported Recommendation**: The Governance Committee and Board need to help identify and secure long-term funding for both the operational support and the ongoing rollout of Phase 1 and future Phase 2 development. The PMO, Governance Committee and the Board should work together to compile an accurately projected, cost-benefit analysis that will make it clear for the legislature and decision makers how much benefit this project will provide the State once fully implemented.

Incomplete Internal Processes and Policies for Agency Workflow
> Many agencies' internal processes and policies are at not aligned with the coming workflow process changes.

Recommendation: Restart cross-agency meetings, much like those held during the design phase. These meetings should get stakeholders re-engaged and thinking about what policy and procedure changes will be needed, prior to actual pilot testing.

Onboarding Issues not Resolved

The onboarding process is still cumbersome. Agencies are worried that the process will not be streamlined prior to the rollout of the RMS data and GA 9, when a greater number of users will request access to CISS.

Recommendation: Streamline the onboarding process to increase the number of users in CISS. Stakeholders would like to see fewer signatures and approvals with a simpler form.

Disengaged Stakeholders

Many stakeholders have not been as engaged in the project the past couple years. These stakeholders were often very involved while working through requirements and design but have since been waiting for the workflow process to be implemented. Most of these stakeholders get project updates and are aware of what is going on, but otherwise they do not give the project much attention.

Recommendation: Now that Phase 1 is complete, the CJIS team should re-establish the cross-agency meetings. Early agendas should include determining their readiness for workflow processes.

Rapid Deployment

Agencies want to ensure that the workflow processes work for all agencies, but then want the project to move quickly with the rollout of the Geographic Areas.
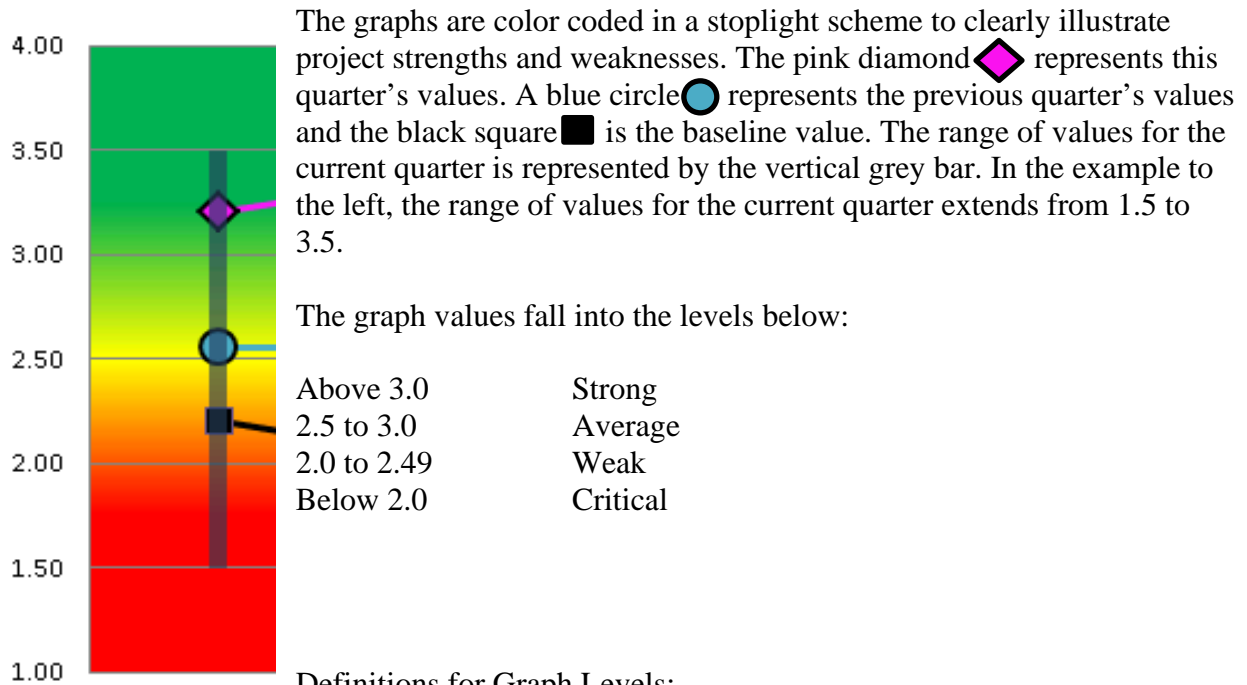
Recommendation: The rollout schedule should allow for enough time to ensure all the agencies can properly support the workflow processes, that the data is complete and accurate, and functionality is working as needed. The pilot should help take care of a lot of those assurances. Once all parties are satisfied, the CJIS team should work on a rapid rollout of geographic areas. Though each rollout will be unique, the knowledge gained from each previous GA should make each one easier.

Access to Data

One agency is still having issues getting claims security access to data through CISS, even though they have been cleared to access this data through other systems.

Recommendation: Though it appeared that clearance issues for data access had been resolved, this issue remains. The CJIS PMO is aware of this claims access issue but it has not been resolved. Resolving this issue would not only help the agency's end-users, it would ensure more use of CISS; which helps boost the usage metric discussed in the Executive Summary.

How to Read the Graphs in the Quarterly Report

The graphs are color coded in a stoplight scheme to clearly illustrate project strengths and weaknesses. The pink diamond ◆ represents this quarter's values. A blue circle ◯ represents the previous quarter's values and the black square ■ is the baseline value. The range of values for the current quarter is represented by the vertical grey bar. In the example to the left, the range of values for the current quarter extends from 1.5 to 3.5.

The graph values fall into the levels below:

Above 3.0	Strong
2.5 to 3.0	Average
2.0 to 2.49	Weak
Below 2.0	Critical

Definitions for Graph Levels:

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 This Quarter: 3.02
Project Health Average Score Last Quarter: 2.95
Baseline Score: 2.96
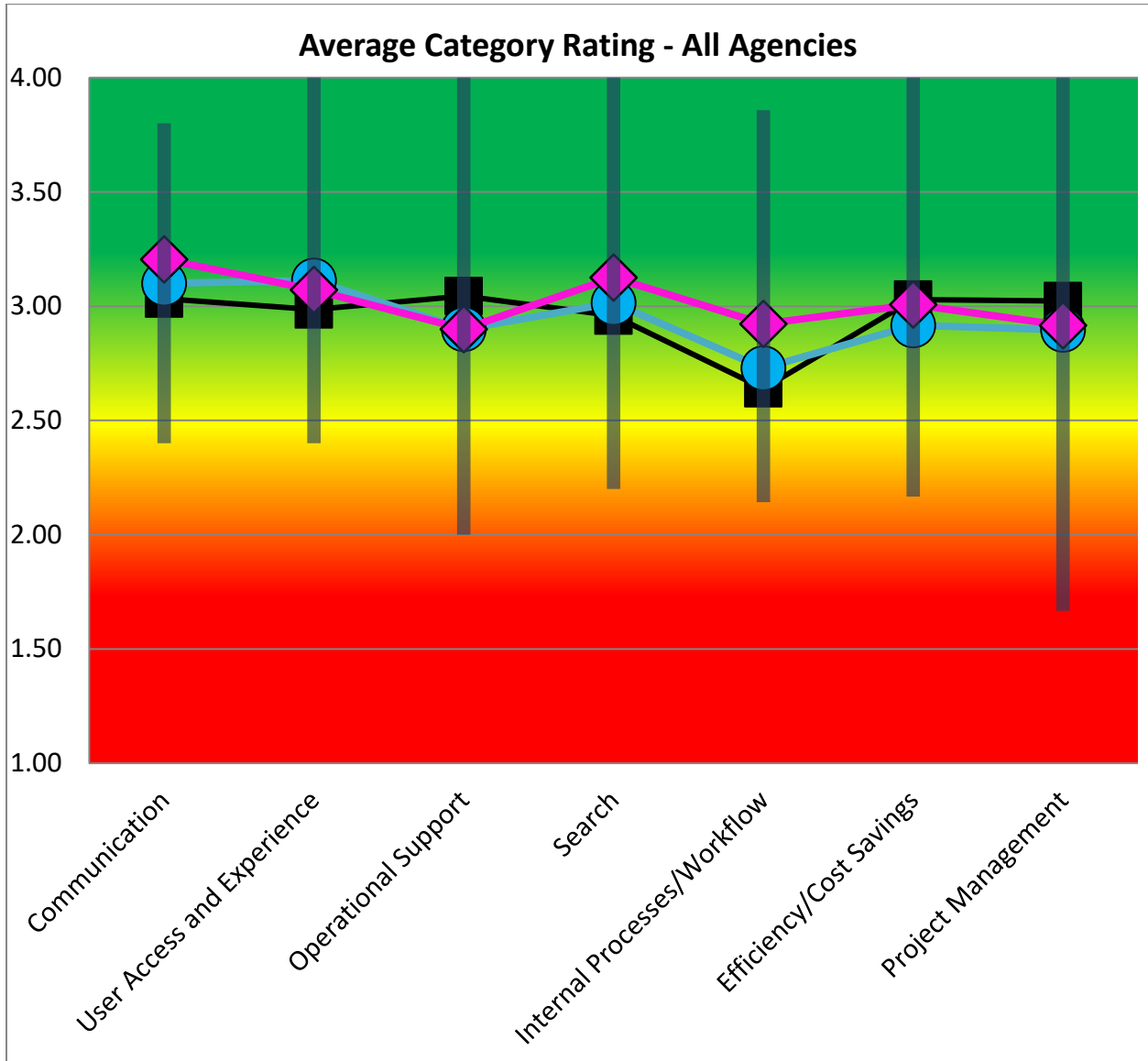
Stakeholders are eagerly awaiting the proof of concept of the workflow pieces for GA 9. The successes in the workflow implementations should be broadly publicized and celebrated as they happen. Coverage by local news may help build and maintain enthusiasm across stakeholder agencies, especially once it becomes clear that major efficiencies can be gained.

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.
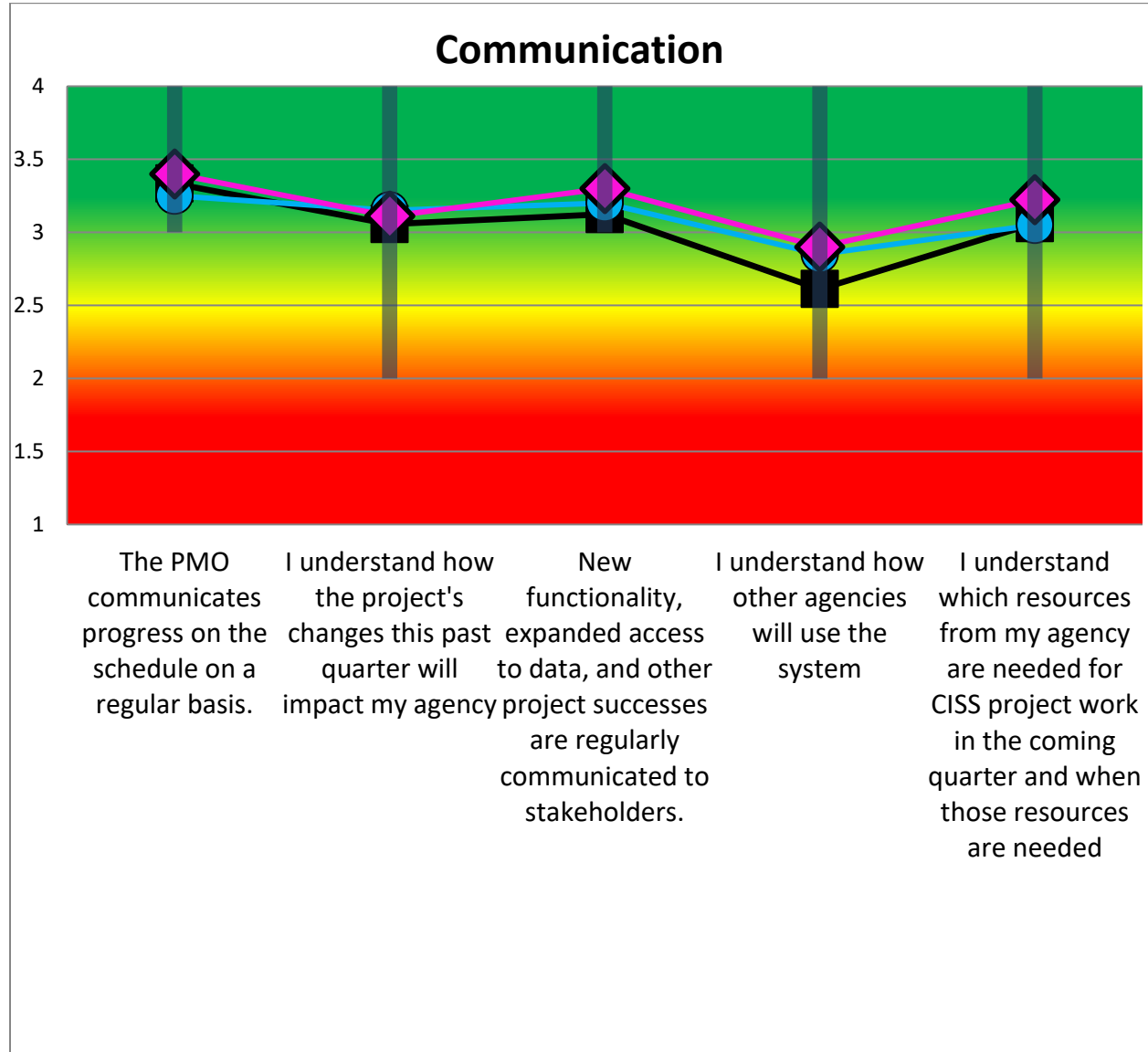
Communication

This quarter's average score: 3.21
Last quarter's average score: 3.10
**Baseline Score: 3.03**

Communication has been noted as a project strength for those actively working on the project. For those agencies that are not as involved in recent project activities, more details are requested on the future rollout plans and updates on current work. It is also an appropriate time to re-engage those that have been less involved. The workflow implementation could help serve as a training on how each agency uses the system. The CJIS team would have to make a concerted effort to clarify agency usage during this process, but "understanding how other agencies use the system" has constantly been the lowest scored question for this category.

User Access and Experience

This quarter's average score: 3.07
Last quarter's average score: 3.11
Baseline Score: 2.99
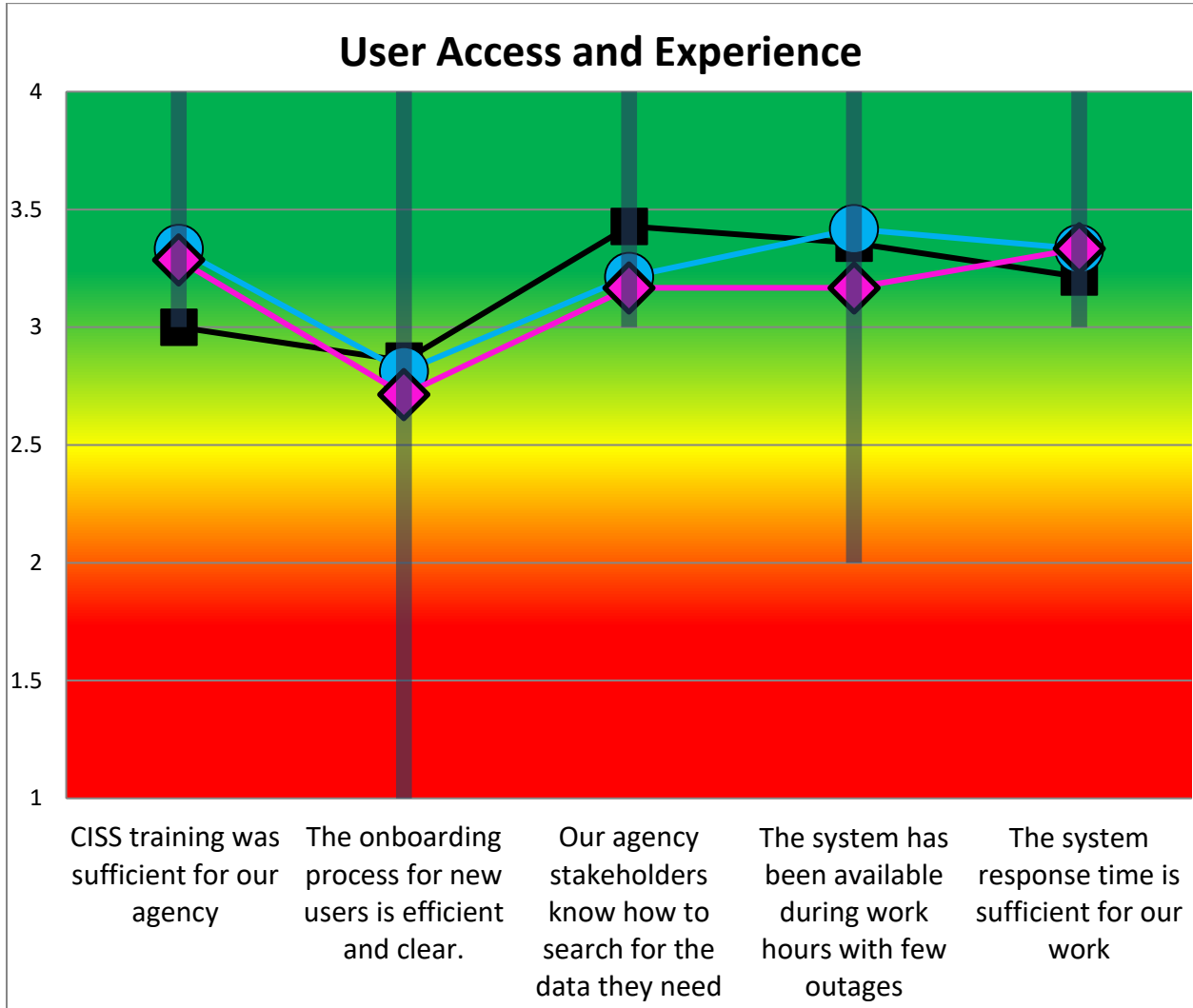
This was the only category that decreased in score this past quarter. CISS was down for several weeks as Releases 5 and 9 were implemented, causing some access issues, though the CJIS team did allow users to access the data through the UAT environment.
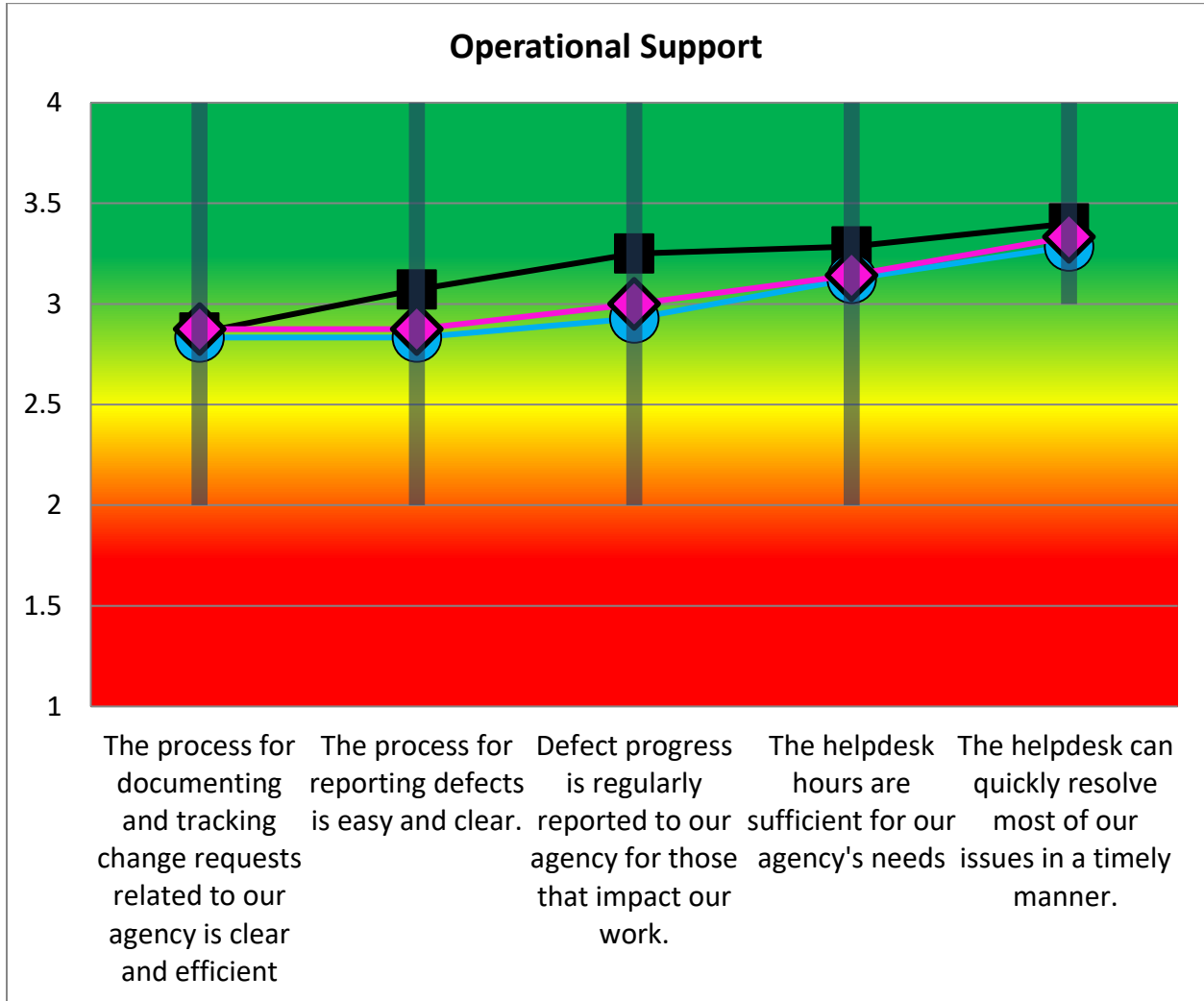
The onboarding process continues to be the major concern in this category. Stakeholders would like to see this addressed prior to bringing on new users en masse. This needs to be a project priority now that Releases 5 and 9 are implemented.

Operational Support

This quarter's average score: 2.90
Last quarter's average score was 2.90
Baseline Score: 3.04

The helpdesk has been noted as quickly handling CISS issues. Some stakeholders are concerned that when larger GAs are rolled out, the helpdesk will not be able to handle the onboarding workload.
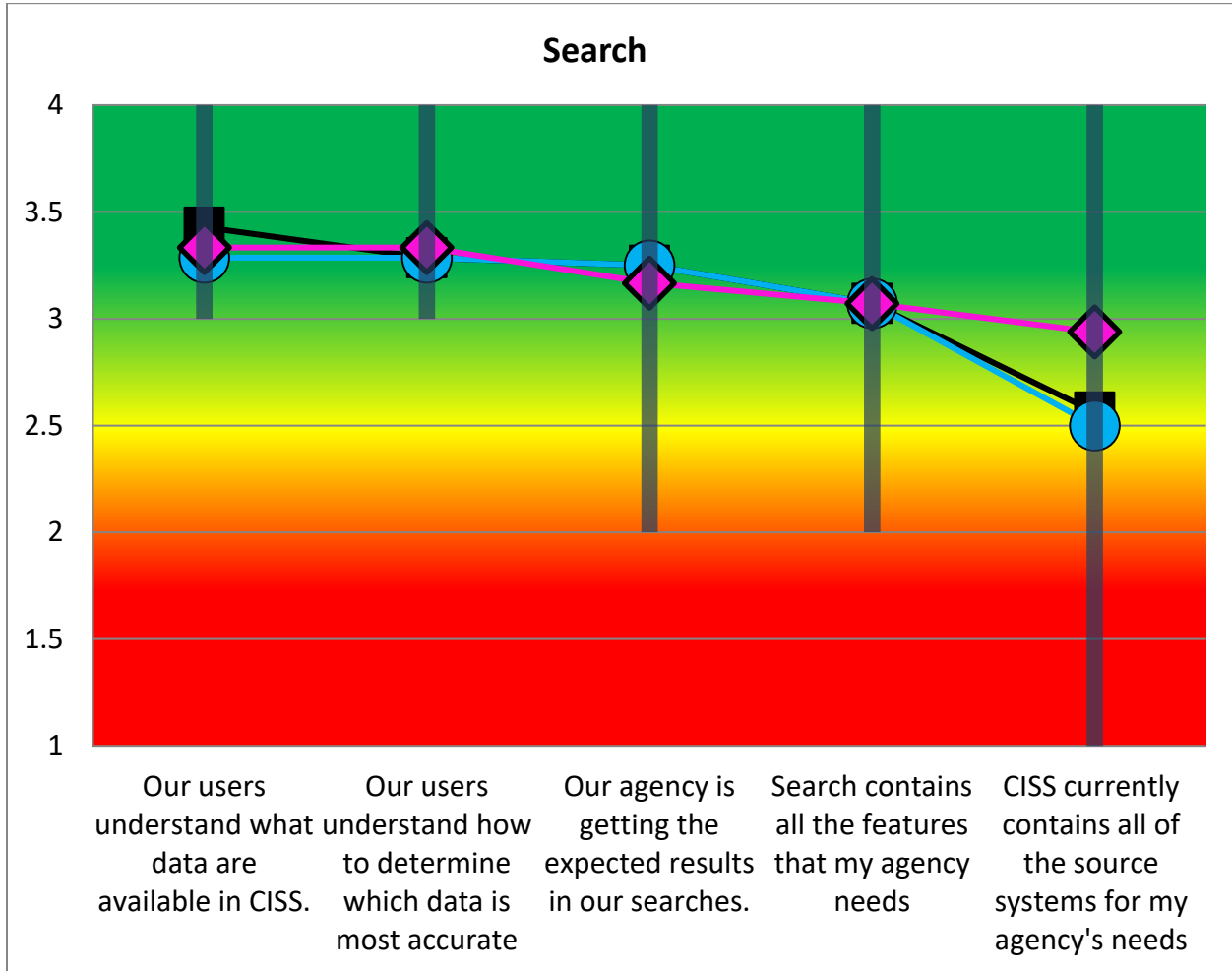
Agencies would also appreciate more transparency on access issues and defect tracking.

Search

This quarter's average score: 3.13
**Last quarter's average score: 3.00**
Baseline Score: 2.96

With Releases 5 and 9 in, there was a jump in scores for "CISS currently contains all of the source systems…..", as expected. Many users get the most search benefit from Police RMS data and are eagerly awaiting the inclusion of those data.

Internal Processes / Workflow

This quarter's average score: 2.92
**Last quarter's average score: 2.73**
Baseline Score: 2.64
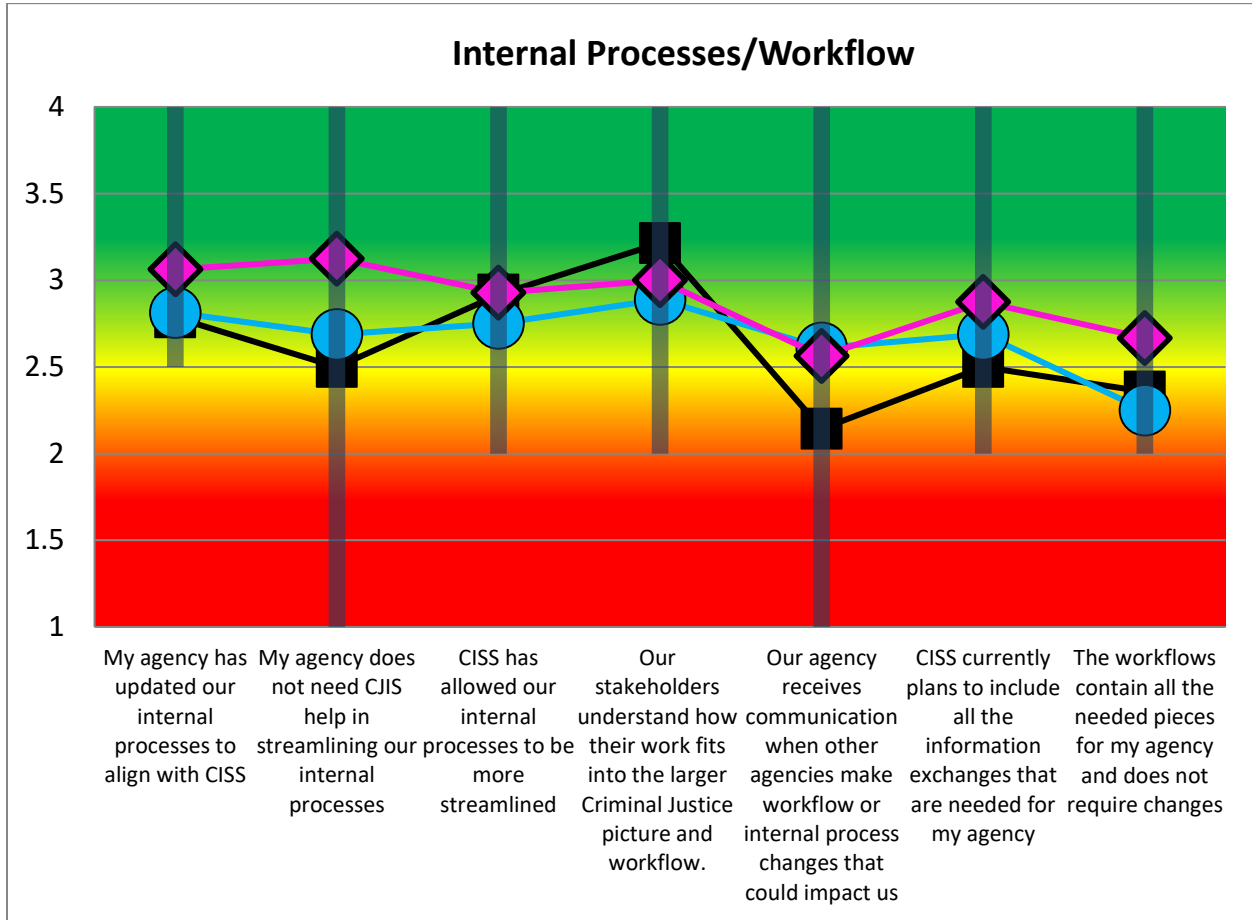
Agencies are starting to align their internal processes with CISS. The pilot with Clinton will help agencies understand where their processes require additional changes. Some agencies need assistance from the CJIS team to align their processes with the future CISS workflow. Those agencies that need assistance should be vocal so that the PMO can line up sufficient resources. The CJIS PMO should also restart cross-agency meetings to work through the workflow process. Workflow meetings with Judicial and DCJ have been ongoing but including all agencies at this stage would be beneficial. This will not only re-engage stakeholders but ensure agencies are thinking about policy and procedure changes.

Efficiency / Cost Savings

This quarter's average score: 3.01
**Last quarter's average score: 2.92**
Baseline Score: 3.03
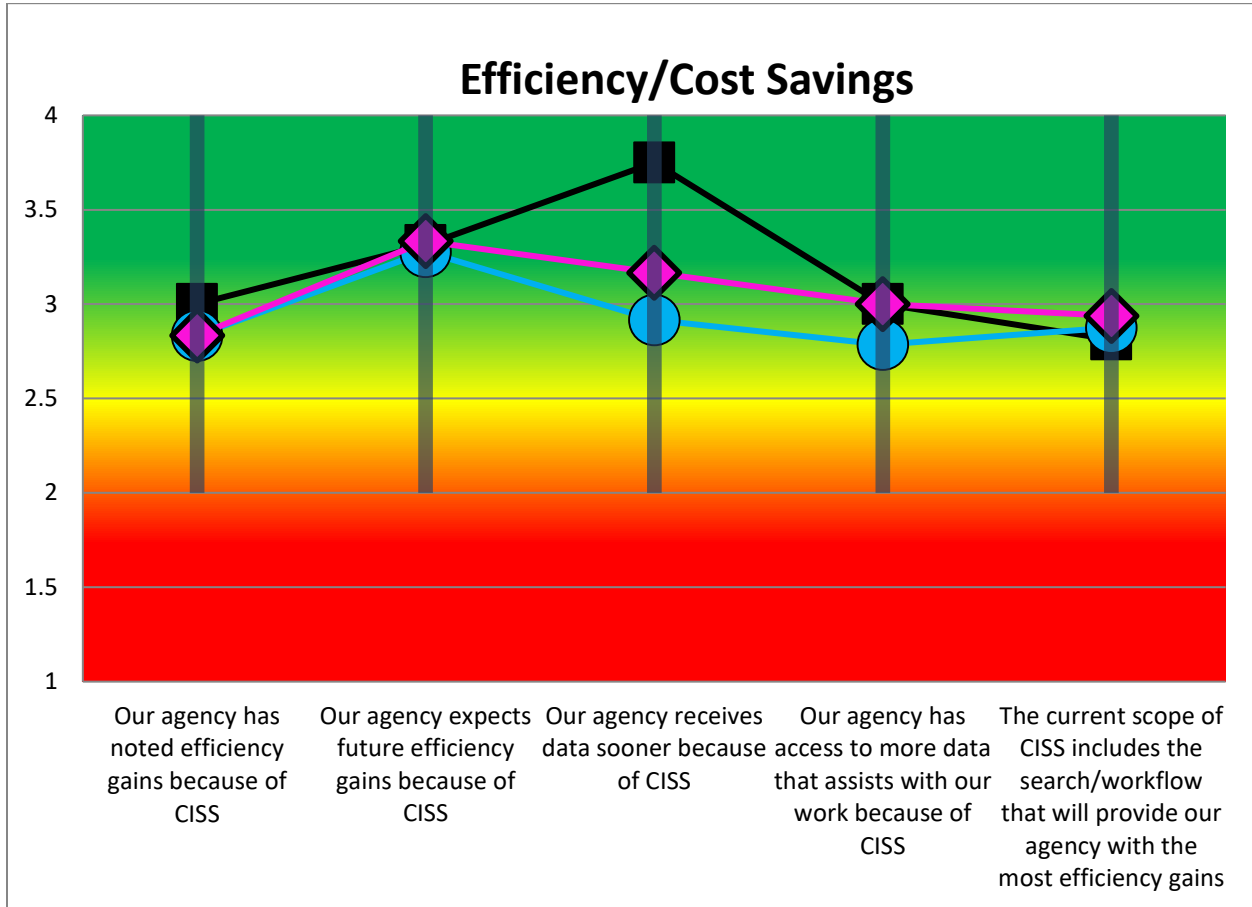
As the rollout of the workflow piece nears, stakeholders are weary of the additional short-term burden the project will have on the already strained resources. There is a hope that any pilot issues are resolved quickly so that the more efficient processes can be fully implemented sooner.

Project Management

This quarter's average score: 2.92
Last quarter's average score: 2.90
Baseline Score: 3.02
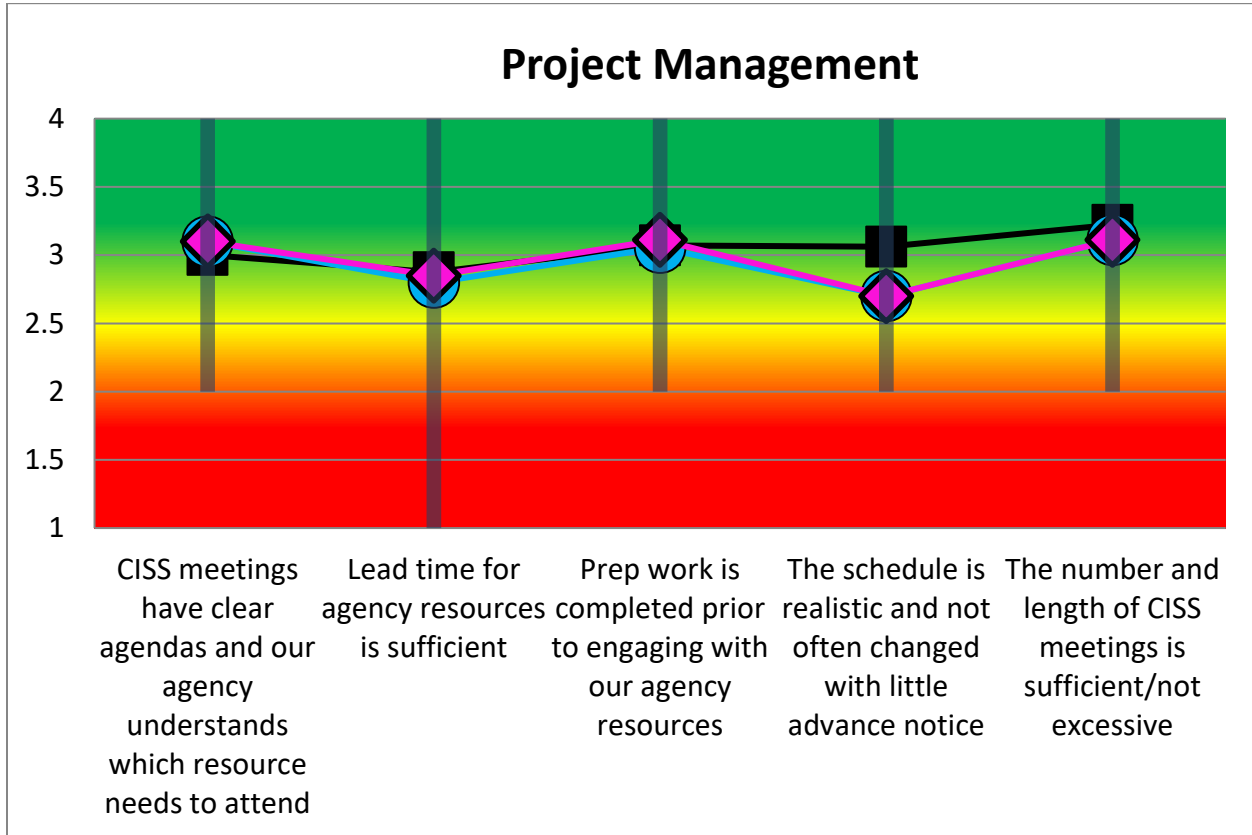
Project management continues to be considered a project strength. Predictably, agencies would appreciate more lead time for when their resources are needed by the CISS project. There is also concern across most agencies that the schedule is not realistic and that it changes too often. A realistic schedule will be essential for the rollout of the workflow pieces.

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