State of Connecticut Criminal Justice Information System Governing Board

Connecticut Information Sharing System Quarterly Project Health Check Services Report

04/25/2019 – 7/25/2019

Prepared By:

Table of Contents

| **Section** | **Page Number** |

Executive Summary

As the project begins full implementation and the roll-out of the first geographic area, there is growing excitement across agencies. Agencies know how much work it took to develop this system and are very excited to start achieving the significant gains the system will offer. Overall, stakeholders appeared more excited and positive about the project than at any time since these reports began in 2014. Just three years ago many agencies were worried this project would not be completed, even though most firmly believed it was what was best for Connecticut and the criminal justice agencies involved in this project. The remaining work seemed too difficult, the scope too big, and the agencies too different and set in their ways. The amount of work completed, and the number of obstacles overcome, especially in the past three years, is quite impressive.

Many stakeholders continue to be concerned that even though the milestone of completing the design and build has been reached, the project will not continue to be supported so that the full benefits can be implemented, and efficiency gains realized. Agencies are worried that the project will be evaluated on current gains and not on the true gains that only come after all the police RMS data is included and the workflow processes are fully rolled out to a significant number of geographic areas.

Many of the remaining risks and issues need to be resolved with support and leadership from the Governance Committee and Governing Board.

Key Risks:
    Operational Support
    There is a contract in place for partial operational support from AIC. Long-term funding for this contract has not been secured nor has funding for the operational support that the State plans to handle in-house.
    Long-term Project Funding
    Outside of operational support funding, a major risk to the project is the lack of long-term funding that is needed to get the project through full implementation of phase 1 and phase 2 development and implementation. When tight budgets force cost-benefit analysis, new projects are often evaluated pre-maturely or without future projected numbers, leading to an inaccurate analysis that does not take full implementation benefits into account.
    Duplicative Functionality
    CISS is designed to be the single pass through system for data and interfaces across criminal justice agencies. A single source helps standardize datasets, related forms and tables (such as the Statute Table) and reduces duplicate work. Pursuing duplicate functionality will take time and resources away from current CISS work and duplicate ongoing maintenance.

Key Opportunity:
    CISS Umbrella Department
    Several years ago, an MOU was completed to move CISS under DESPP for Administrative Purposes Only (APO). DESPP has sent notice of cancellation of MOU in 90 days. This is an opportunity to evaluate if CISS could gain additional administrative support under a different criminal justice department. Other departments may be more able to provide more administrative support than those currently provided.

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
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.**
Duplicative Data and Interfaces	**Having CISS be the source for searching data and interfaces is key to the project's potential efficiency gains. Developing and maintaining duplicative interfaces and data searches will constrain resources and create a less efficient system.**

Top Stakeholder Concerns

The cross-agency working groups have been a project highlight this past quarter. The agencies involved in cross-agency meetings were very pleased with their productivity and hope that there is a format for these to continue in the future. Another area of opportunity is that the PMO could work with Search end-users to gather input on search features that are needed or can be improved. Several end-users noted search issues they would like to see improved.

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

Long-term Funding
> **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.
> **Long-term Project Funding**
> Funding to get through phase 1 implementation and phase 2 development and implementation needs to be identified and secured.
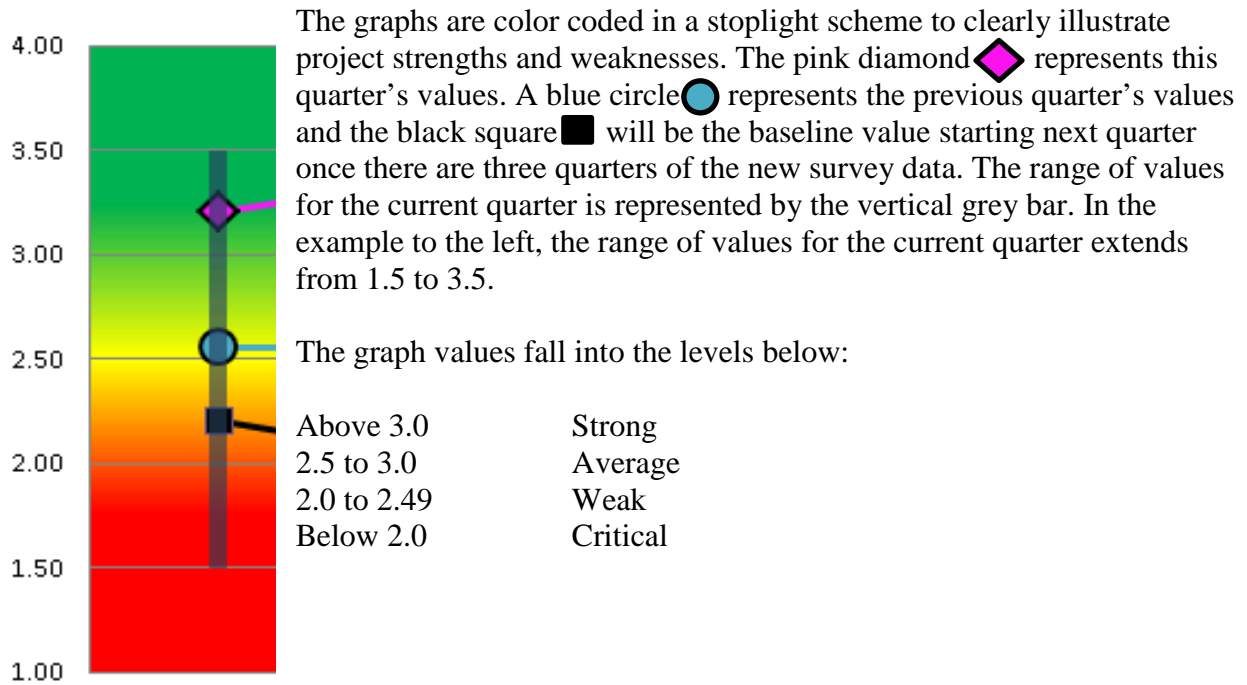
> **Updated Recommendation**: The Governance Committee and Board need to help identify and secure long-term funding for both the operational support and the ongoing rollout of phase 1 and future phase 2 development. The PMO, Governance Committee and the Board should work together to compile an accurately 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.

Data Access and Duplicate Functionality

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. Also, some agencies are proposing creating duplicative interfaces from agencies that currently provide that data to CISS.

Updated 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. The Governance Committee has an opportunity to ensure their agencies are aligned with the efficiencies of CISS and avoid duplicate system functionality.

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 ■ will be the baseline value starting next quarter once there are three quarters of the new survey data. 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: 2.96
Project Health Average Score Last Quarter: 2.96
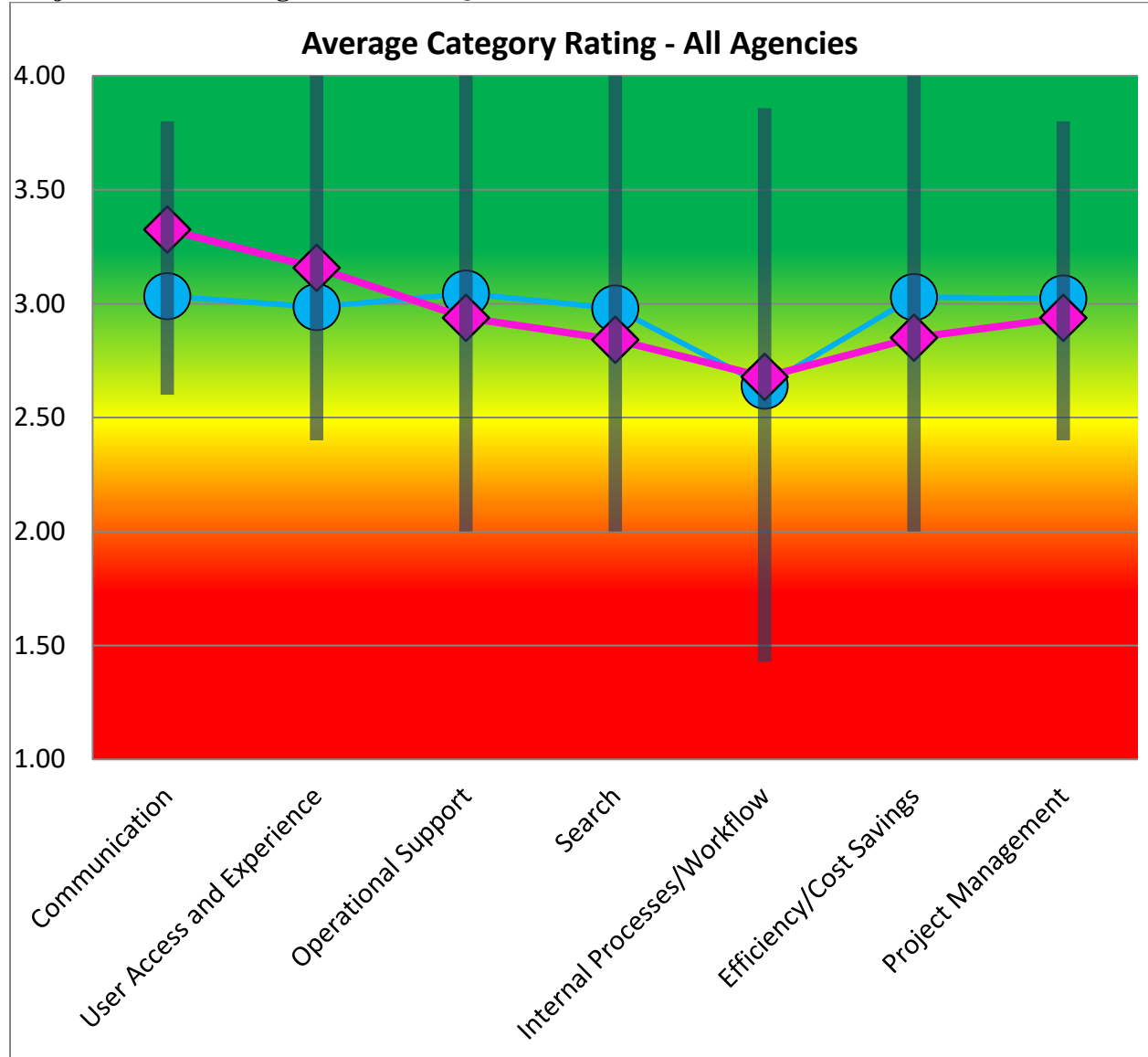
Agencies had variation in many responses to specific questions between quarters, but the overall score and overall view of the project remains basically unchanged. Stakeholders are excited about the rollout of the workflow process. There are concerns about the readiness of their agencies to handle the new process. Agencies are also very concerned about the long-term support of this project, both financially and operationally.

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: 3.33
Last quarter's average score: 3.03
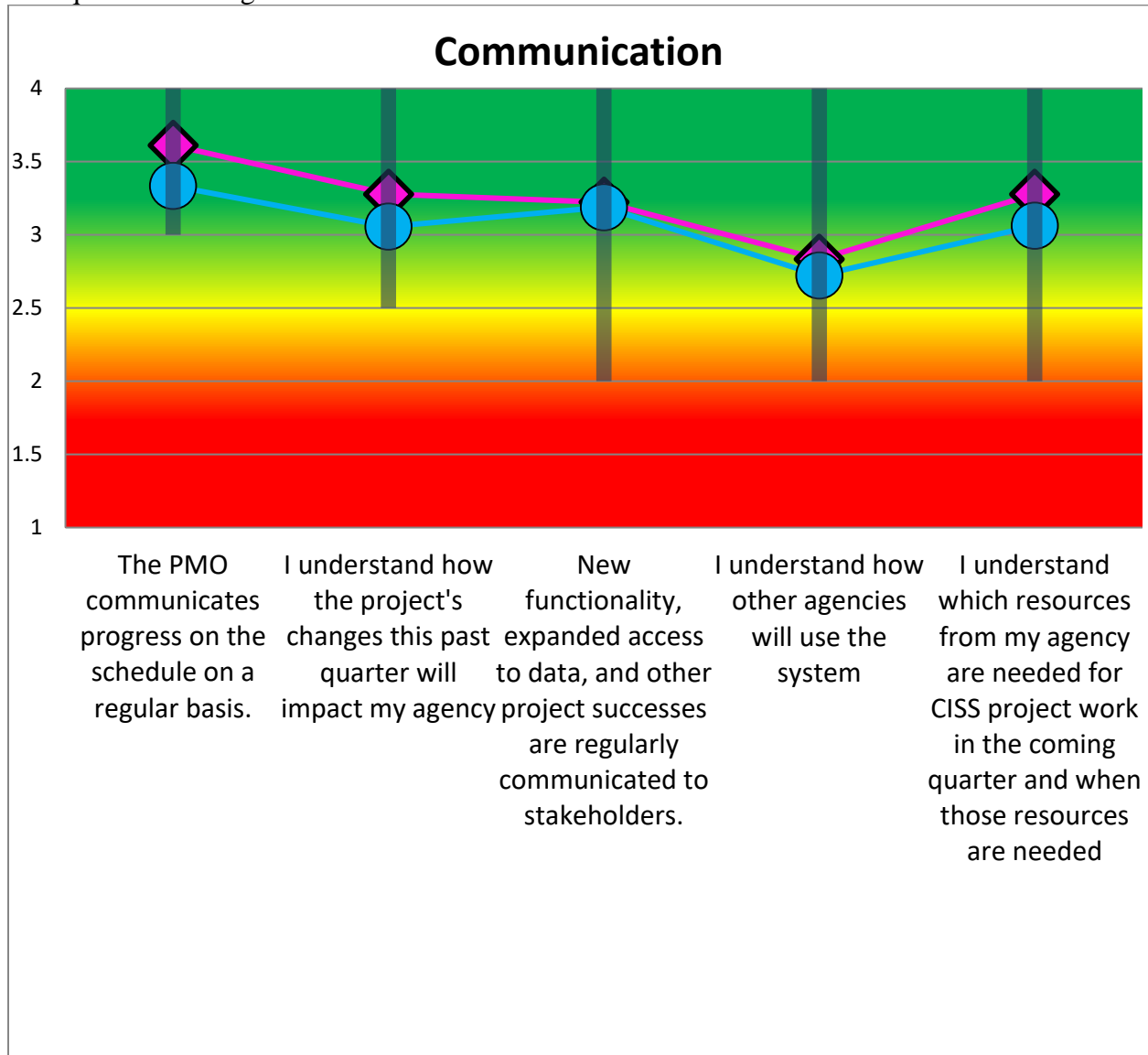
Communication between the PMO and stakeholders has mostly been a strength for the project as of late. However, this is not the case for all agencies. The PMO and agencies without open lines of communication need to address the issues to reopen communication to keep this project moving forward.

User Access and Experience

This quarter's average score: 3.16
Last quarter's average score: 2.99
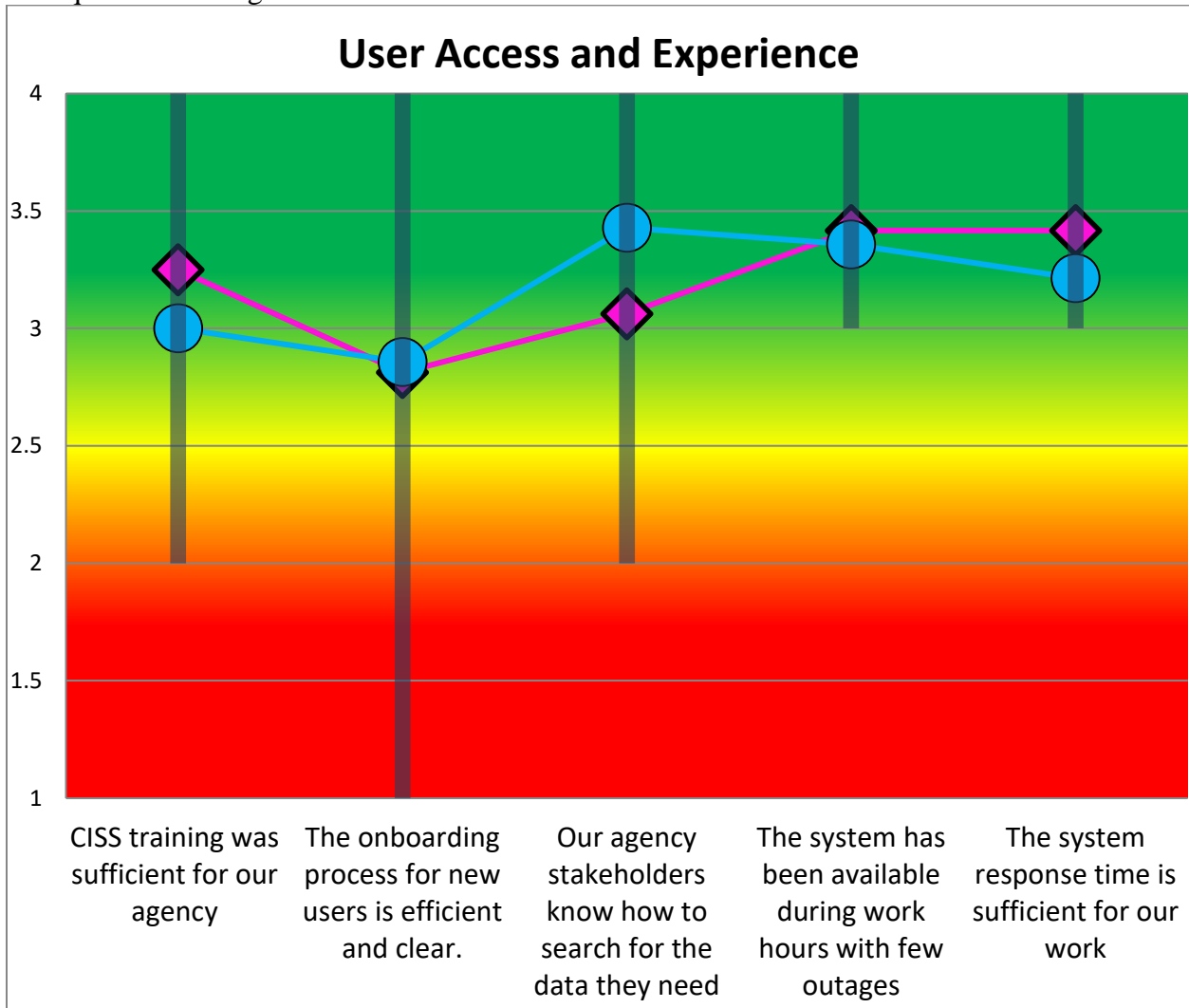
This area again had mostly positive responses. However, some end users that have not been through training for some time are having issues searching for data they need. Some of these issues may be tool related shortcomings, but others may be training related. Updated onsite trainings may be needed.

Operational Support

This quarter's average score: 2.94
**Last quarter's average score was 3.04**
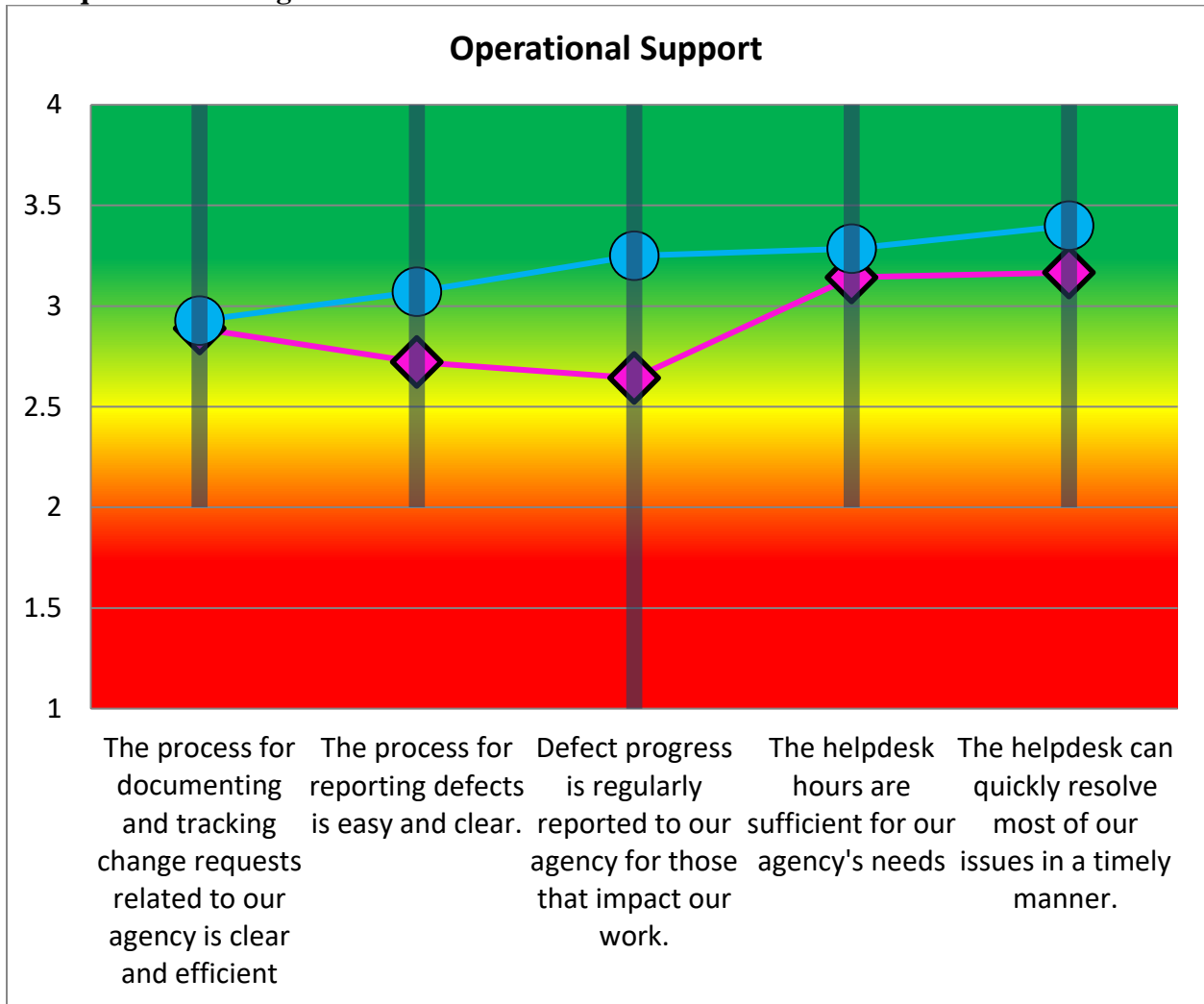
Most key stakeholders have a clear understanding of the defect reporting and follow up process. However, if an agency is not involved in the defect identification, it is often not included on communication of the defect resolution. This is an area in which the PMO could improve.

Many end users are still unclear on how to report issues with Search that are not helpdesk type issues – like reporting suggested improvements. Updated training and direct end user communication could cover this.

Search

This quarter's average score: 2.84
**Last quarter's average score: 2.98**
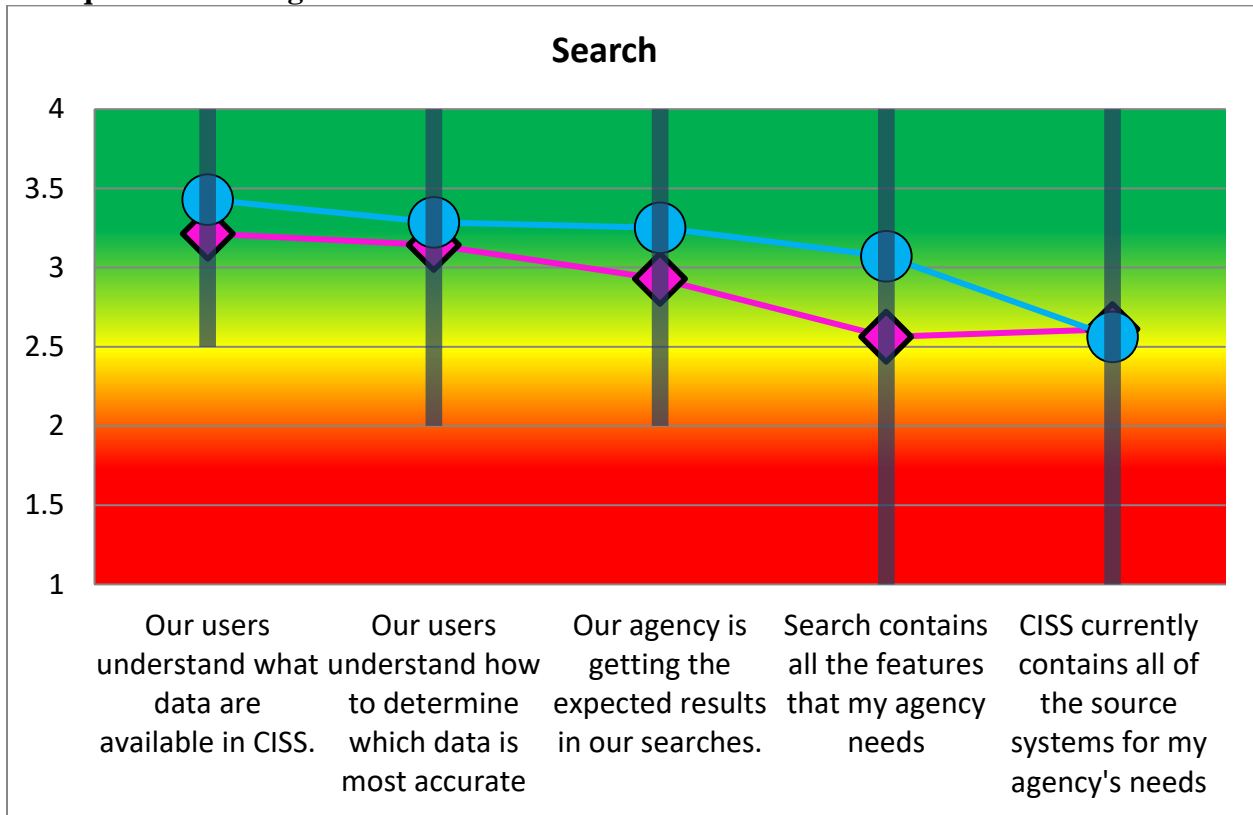
Many stakeholders are still using other sources of data because they receive more data from those sources. This continues to be a risk for the project. If agencies continue to get more access from source systems, CISS will not be fully utilized. In addtiona, managing access and interfaces to these other systems creates duplicative work and constrains resources that could be working on CISS.

Internal Processes / Workflow

This quarter's average score: 2.68
Last quarter's average score: 2.64
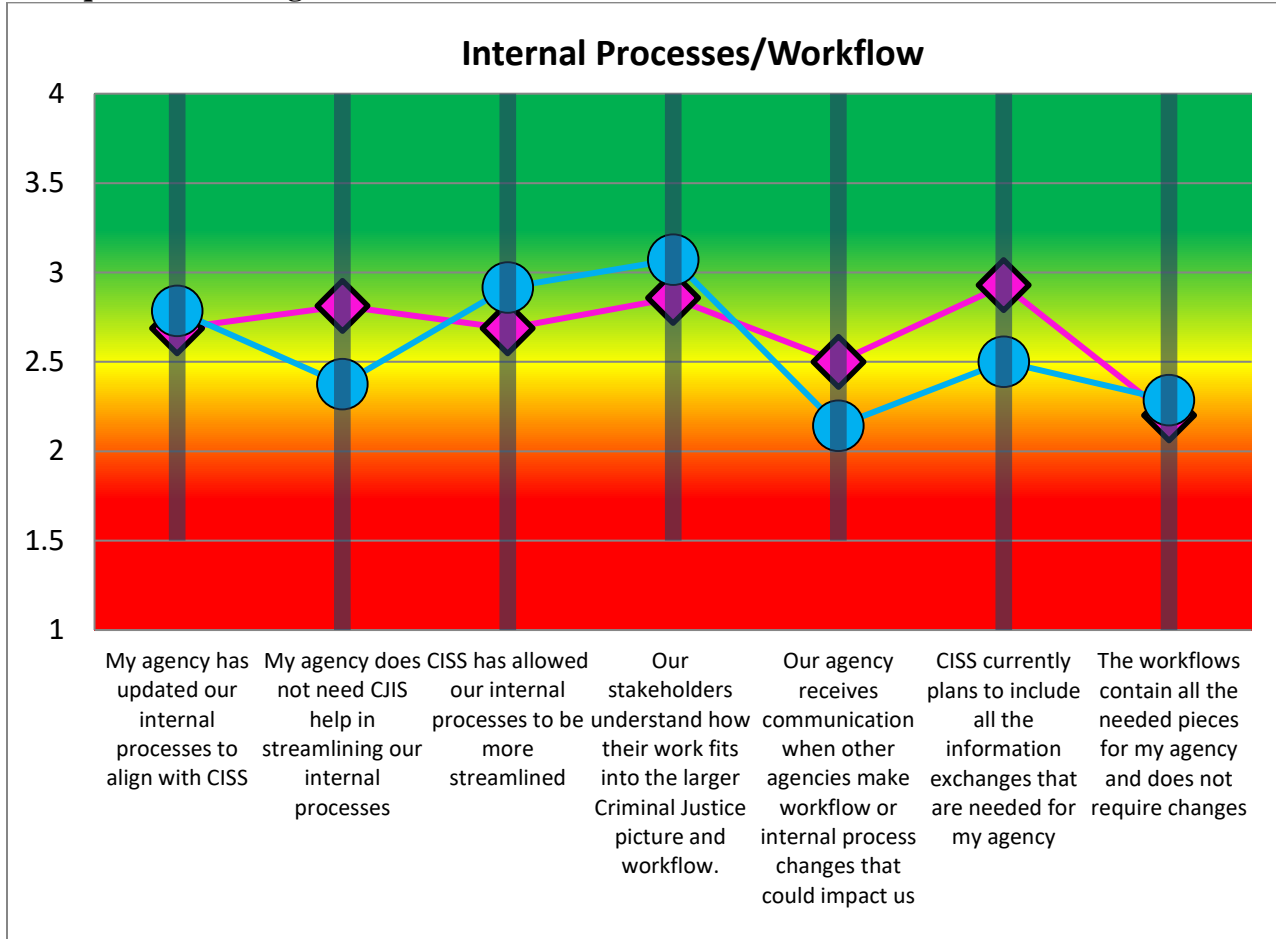
The same points from last quarter were true this quarter:

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: 2.85
**Last quarter's average score: 3.03**
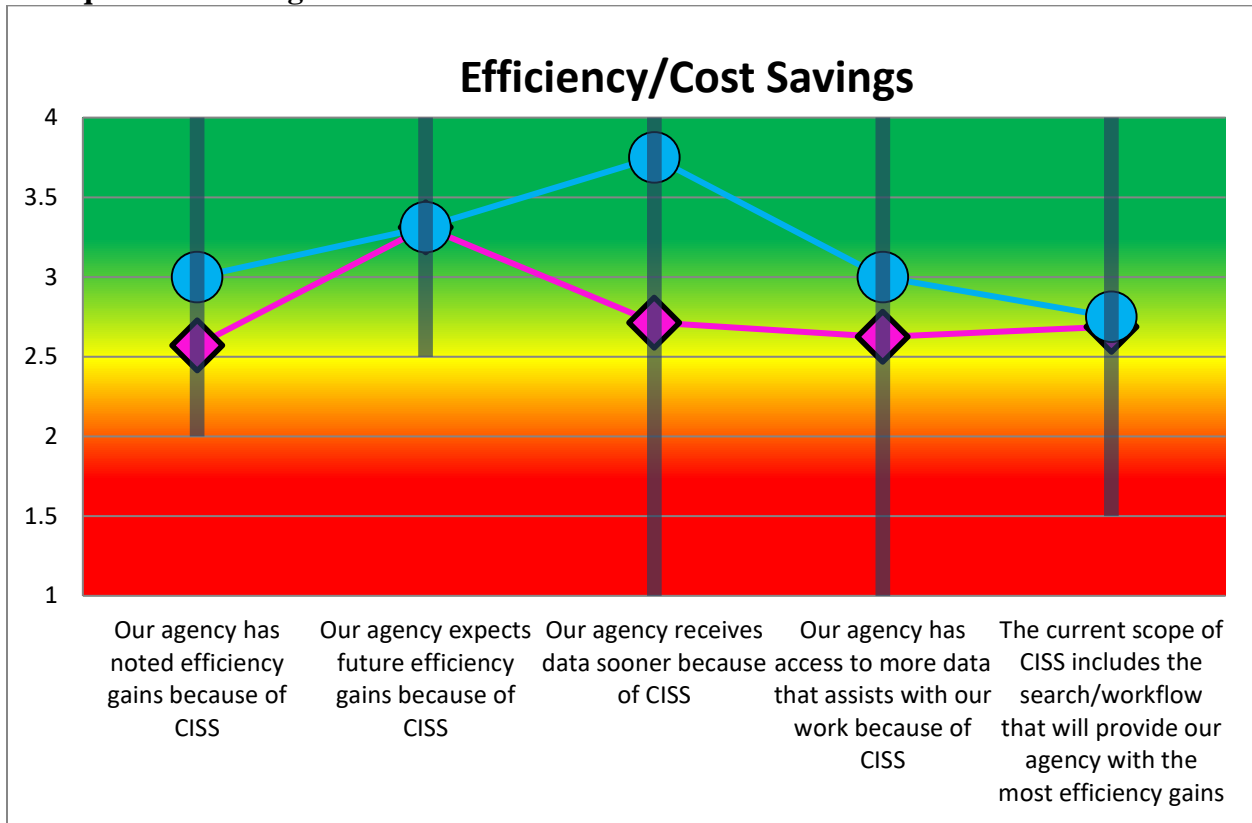
There is still some confusion on when/if agencies will have access to data sooner than they currently receive it. Until the workflow pieces are implemented with initial geographic area in use, stakeholders are weary of the timeline and amount of work. They worry about bottlenecks and not receiving access to all the data they currently receive.

Project Management

This quarter's average score: 2.94
Last quarter's average score: 3.02
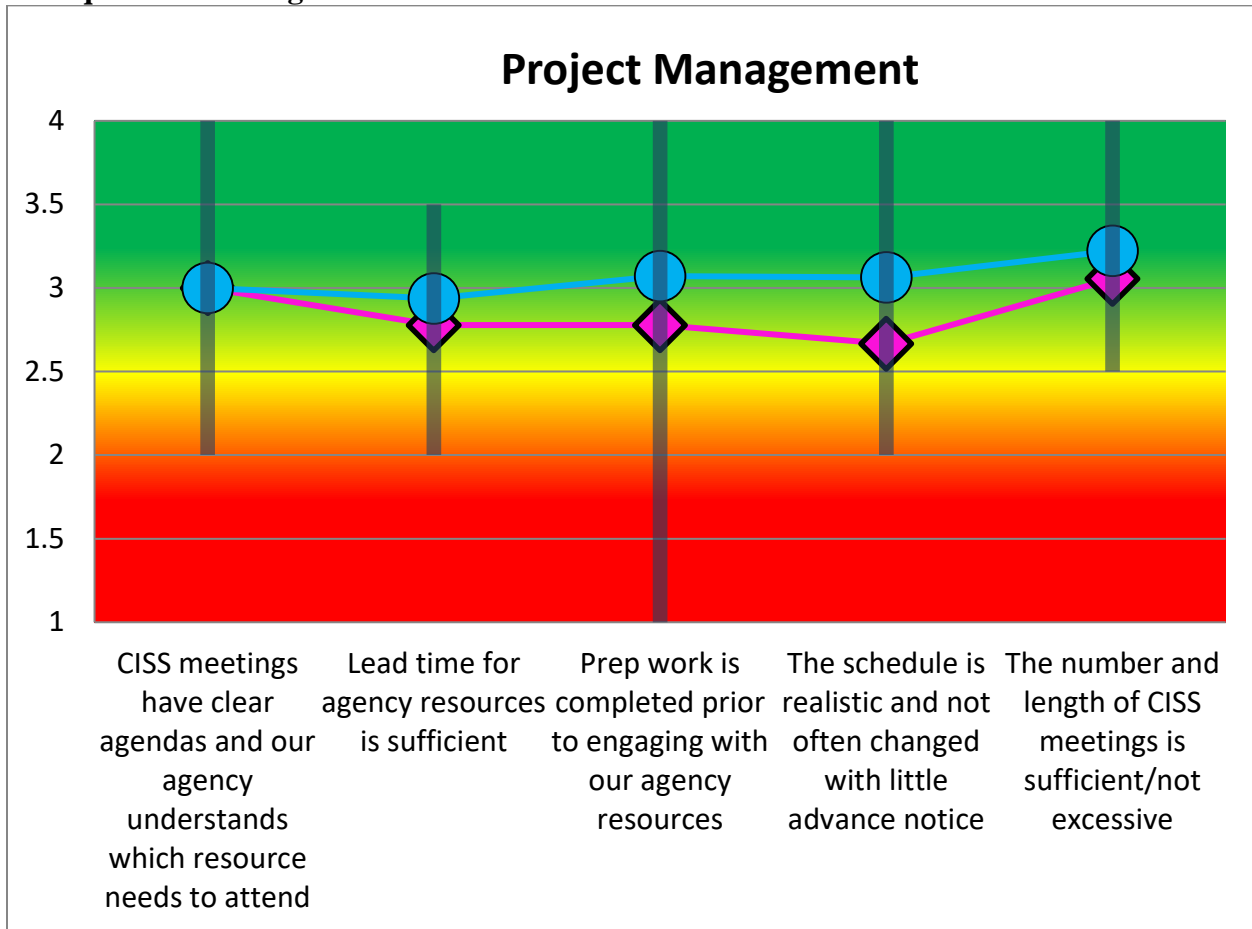
Project Management on the project is generally noted as a strength. Key stakeholders from the agencies generally spoke highly of the PMO. Uncertainty at the agency level has led to a dip in scores in a few areas. Agencies are worried about their resource availability, even when the PMO provides sufficient lead time.

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