State of Connecticut Criminal Justice Information System Governing Board

Connecticut Information Sharing System Quarterly Project Health Check Services Report

07/25/2019 – 10/24/2019

Prepared By:

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Executive Summary

With the completion of Releases 5 and 9, Phase 1 Search development and deployment is complete. This is a major project milestone and brings more data and functionality to CISS. However, the risk of not securing enough funding to complete the rollout to each Geographic Area (GA) and integration of police RMS data is growing more severe as current funds dwindle. The project is at risk of having a completed system without the funds to implement. The CISS PMO and Governing Board need to work together, in one voice with the strong backing of each agency, to identify and advocate for additional funding. CISS has already become essential to many agencies and is woven into the fabric of future process planning. Failure to fully implement CISS would require most of the agencies involved to complete major process redesigns, reverting many processes to paper processes, and would require new interfaces between agencies that are not currently planned or budgeted. This could be very costly to the State and CISS agencies and over the long-term could cost more than the amount currently needed to implement CISS.

Key Risks:

Long-term Project Funding
At this point in the project, all other project risks are secondary. 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.

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.**

Top Stakeholder Concerns

For the agencies not directly working on CISS testing this past quarter, the project was perceived as making little progress. The communication they received indicated that defects were causing continued delays. These delays are hurting project morale.

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.

Continued delays in GA rollout
> The rollout of Geographic Area 9 (Middletown) will likely occur in early 2020. The rollout delays are hurting project morale and are increasing the likelihood that retraining will be necessary.
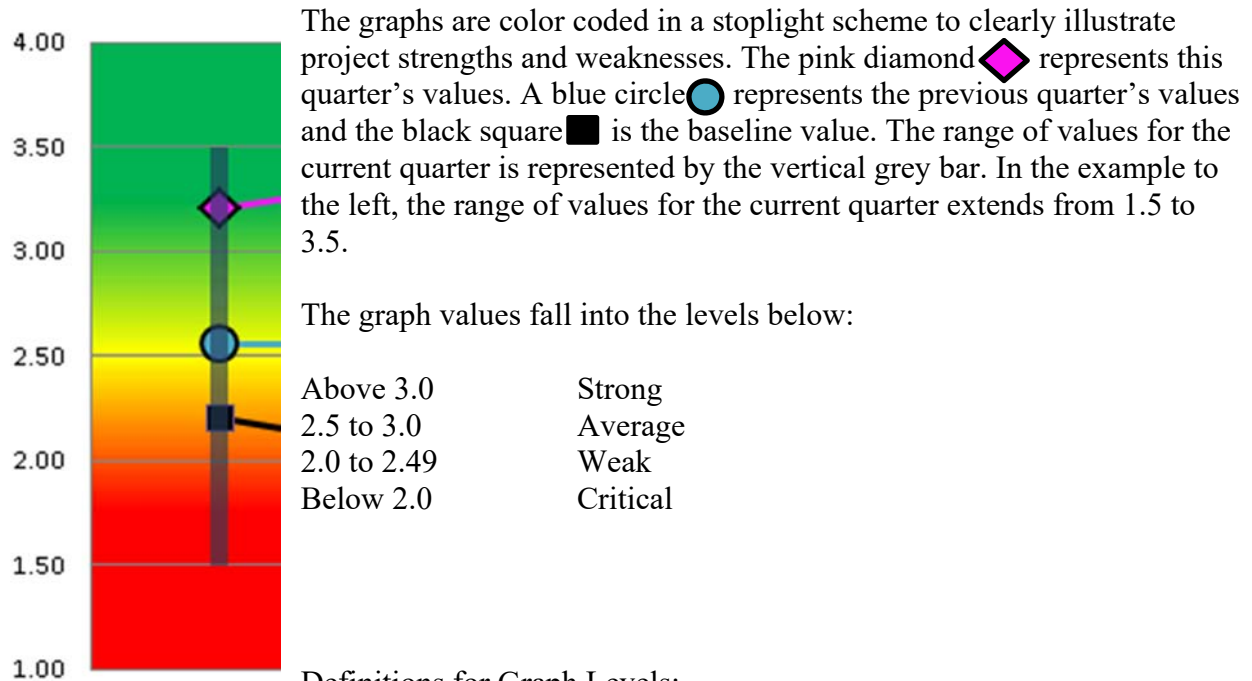>
> **Recommendation**: The project should set a realistic date with Judicial and DCJ and ensure the timeline is met. Overly optimistic timelines hurt the project in the long run.

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**: Ensure a smoother onboarding process is in place for the Middletown rollout.

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: 2.95
Project Health Average Score Last Quarter: 2.89
Baseline Score: 2.96

Average Category Rating - All Agencies
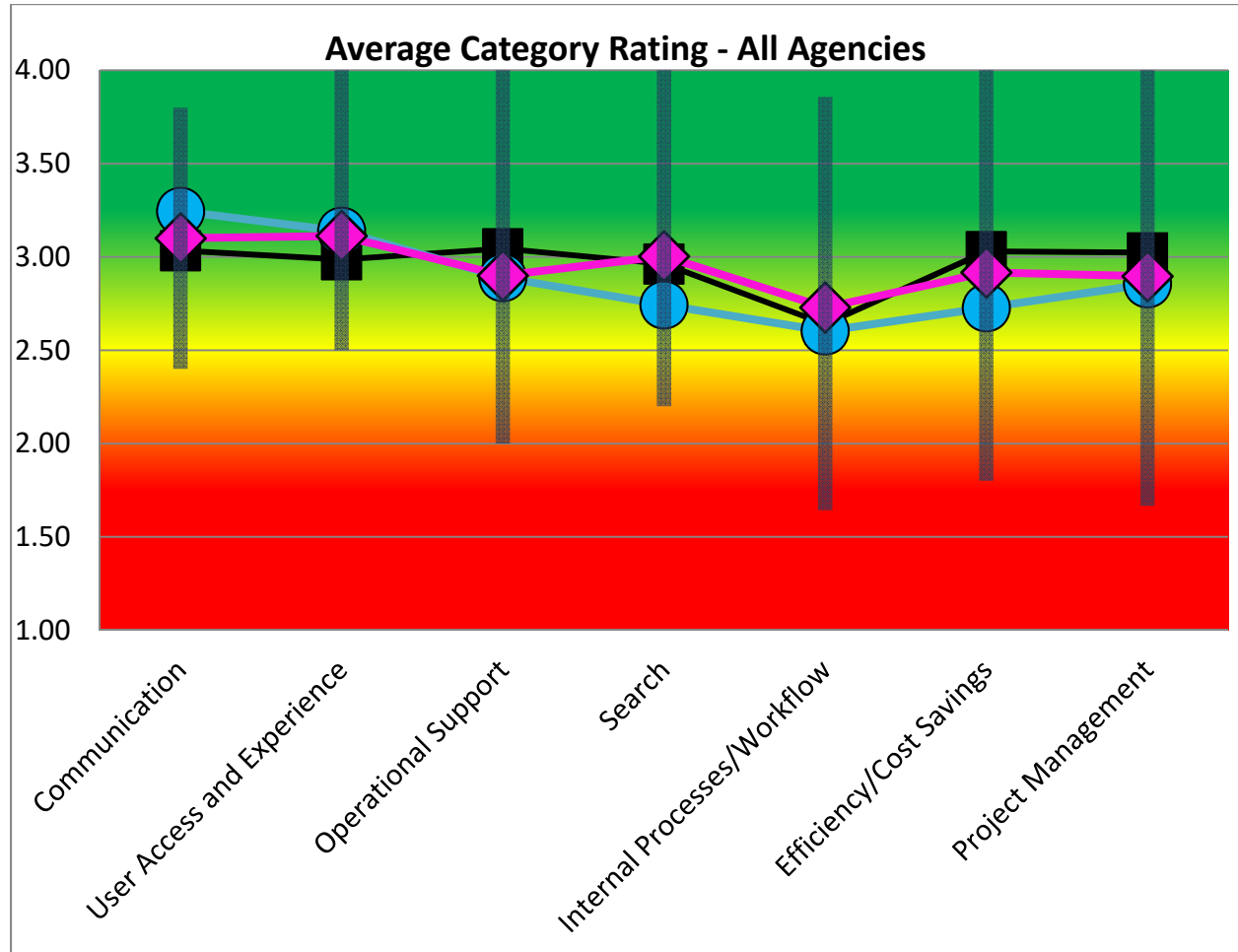
Most agencies are just eagerly awaiting the rollout to GA 9. They understand there will be a learning curve and that they may not see efficiency gains right out of the gate. However, the PMO should have all hands on deck at the rollout to work with agencies to smooth out workflow issues quickly. Next quarter will provide some initial data of how releases 5 and 9 were perceived across agencies.

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: 3.10
Last quarter's average score: 3.24
Baseline Score: 3.03
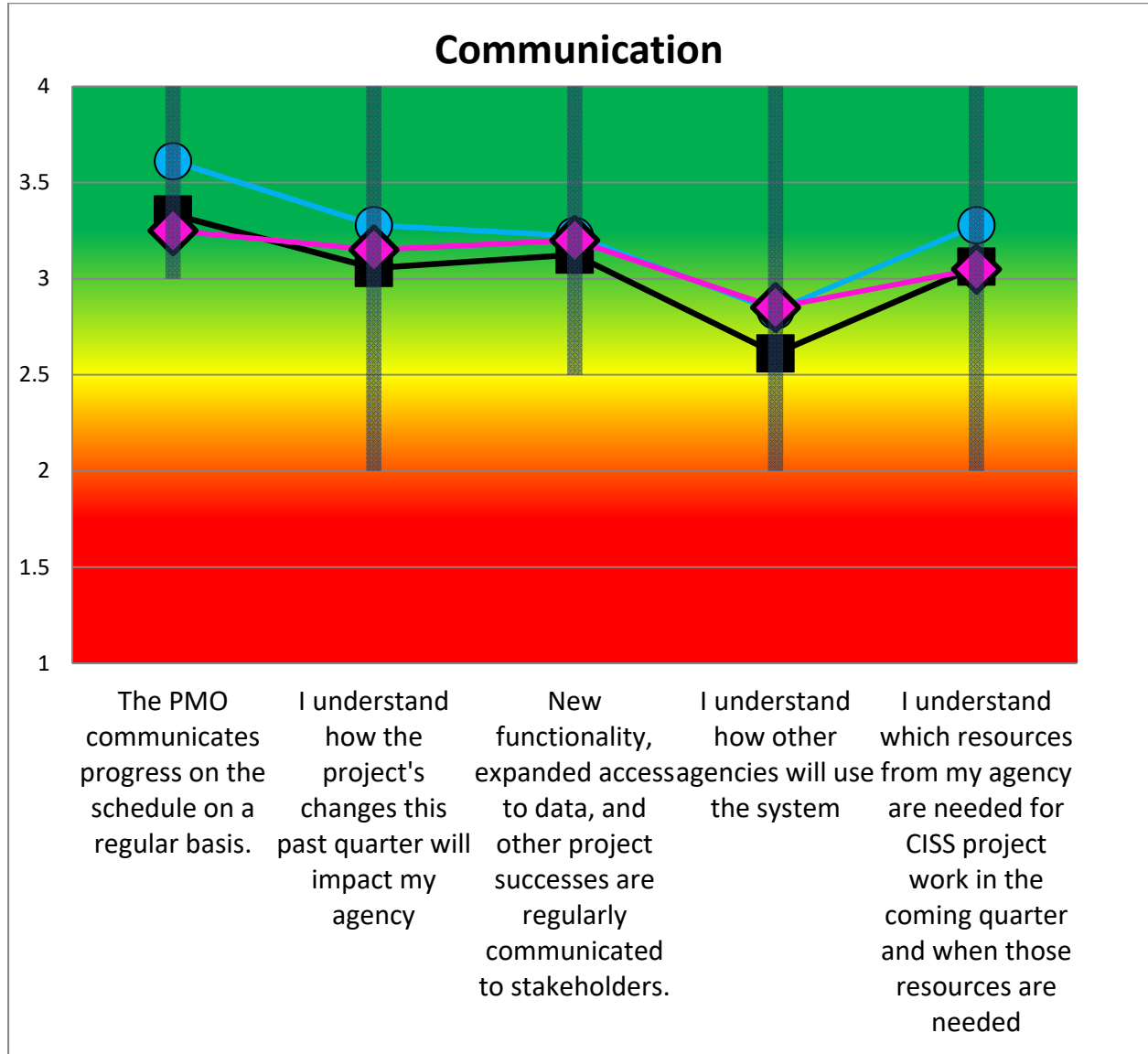
A clear end-to-end diagram showing how agencies will use and interact with CISS would help address stakeholder understanding of the system. Otherwise, agencies felt that communication has been fine, though many feel that the project has stalled in the past 9 months.
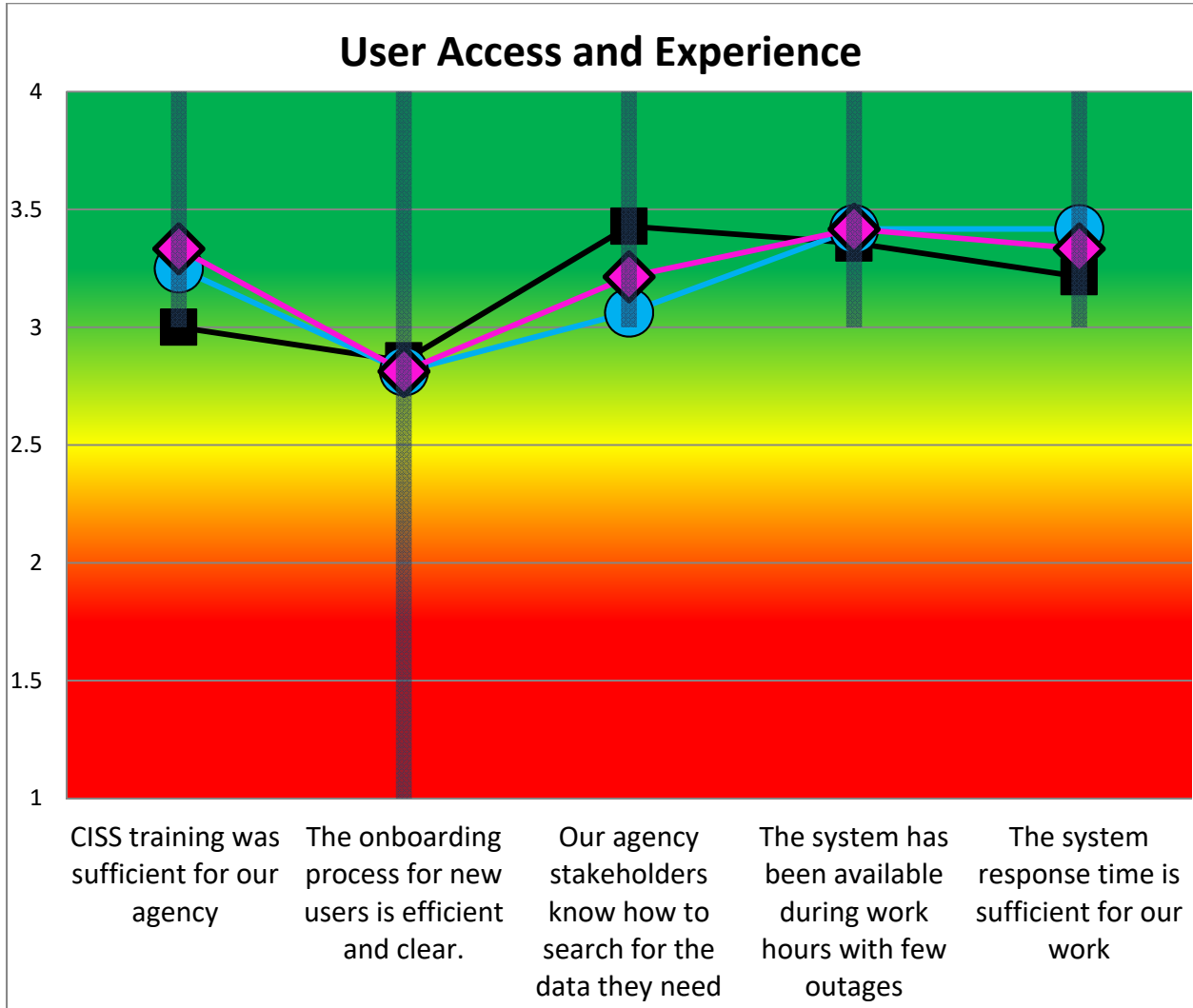
User Access and Experience

This quarter's average score: 3.11
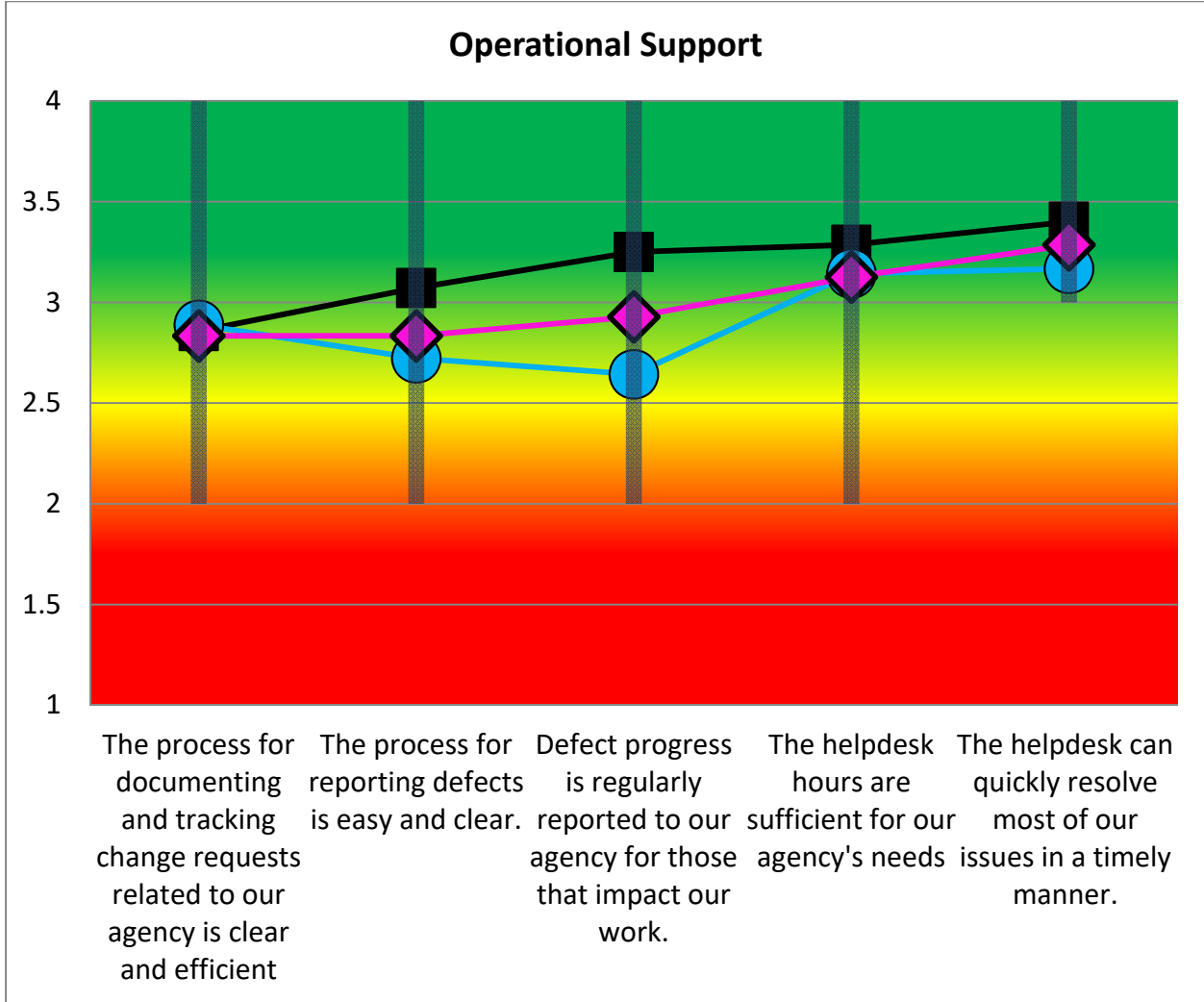**Last quarter's average score: 3.14**
Baseline Score: 2.99

User Access and Experience

The onboarding process needs to be 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
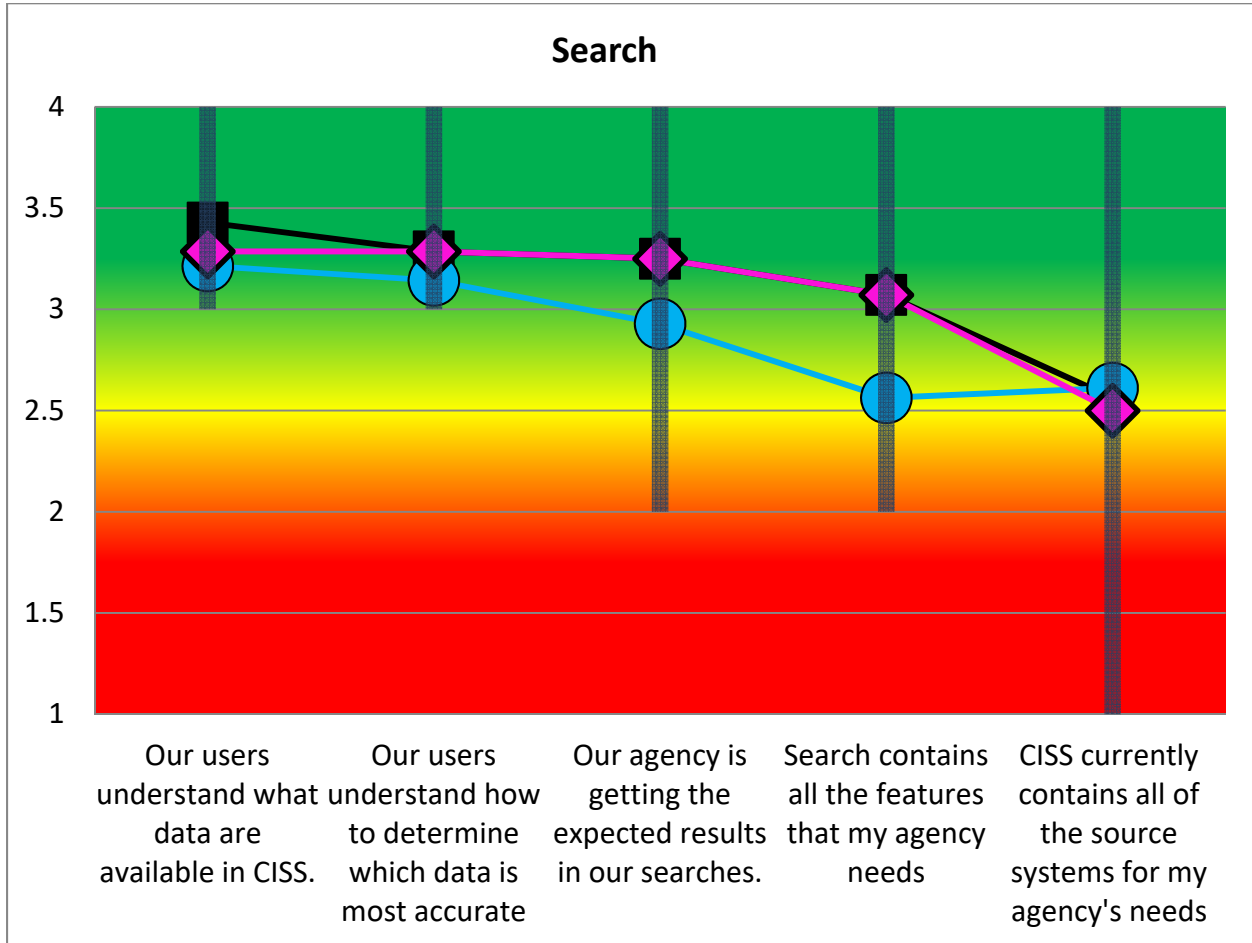**Last quarter's average score was 2.89**
Baseline Score: 3.04

Many agencies have not been involved with the recent testing of Releases 5 and 9. These stakeholders receive updates from the PMO indicating that defects have caused delays, but do not feel they have sufficient insight into what is causing the defects and why they continue to cause delays. Better communication to stakeholders is needed to ensure that defects that cause delays do not become a reason for loss in project interest and enthusiasm.

Search

This quarter's average score: 3.00
Last quarter's average score: 2.74
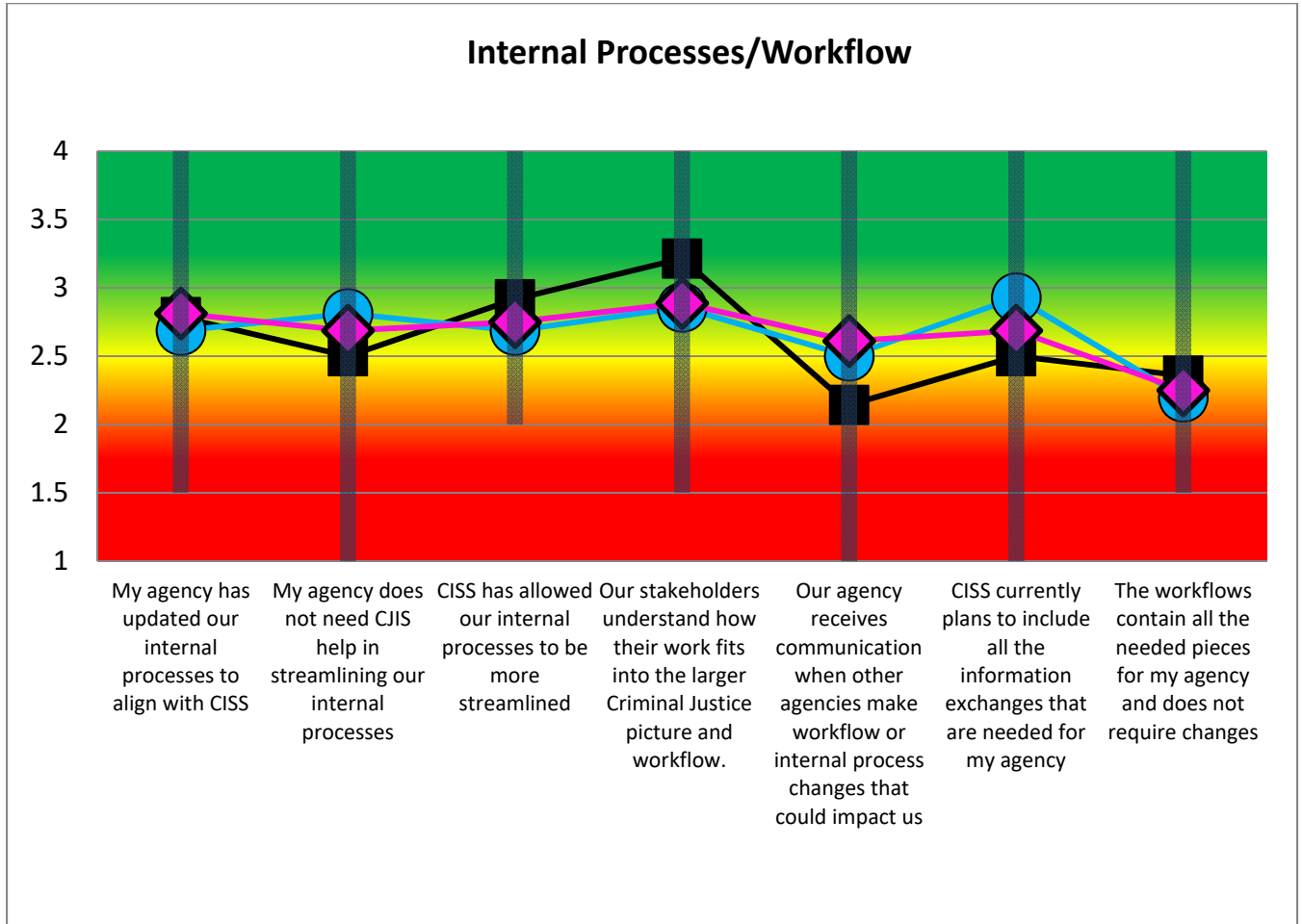**Baseline Score: 2.96**

The trainings are helping agencies with their Search understanding. However, many agencies will see their primary benefit once RMS data becomes available.

Internal Processes / Workflow

This quarter's average score: 2.73
Last quarter's average score: 2.60
Baseline Score: 2.64

There is very little change in the perception of the workflow process. The primary concerns in this area persist:

- 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.

Efficiency / Cost Savings

This quarter's average score: 2.92
Last quarter's average score: 2.73
Baseline Score: 3.03
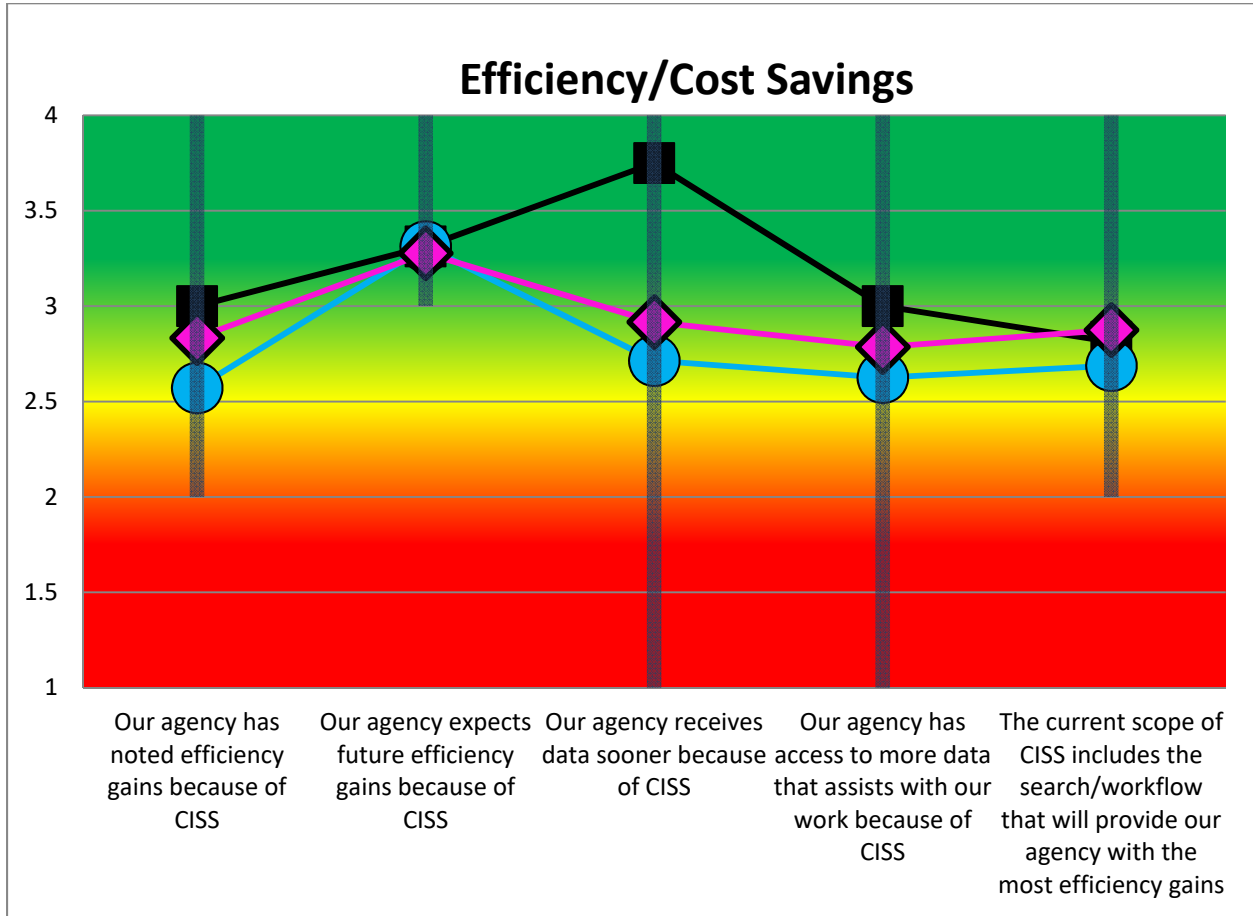
There was a near unanimous sentiment by stakeholders this quarter: The project just needs to be rolled out. Agencies have a clear understanding of the benefits they will get from a full deployment and eagerly await it. It is very likely that for many agencies the efficiencies will take several quarters to become reality, as the process changes will create confusion and additional work in the short term.

Project Management

This quarter's average score: 2.90
Last quarter's average score: 2.86
Baseline Score: 3.02

Project Management
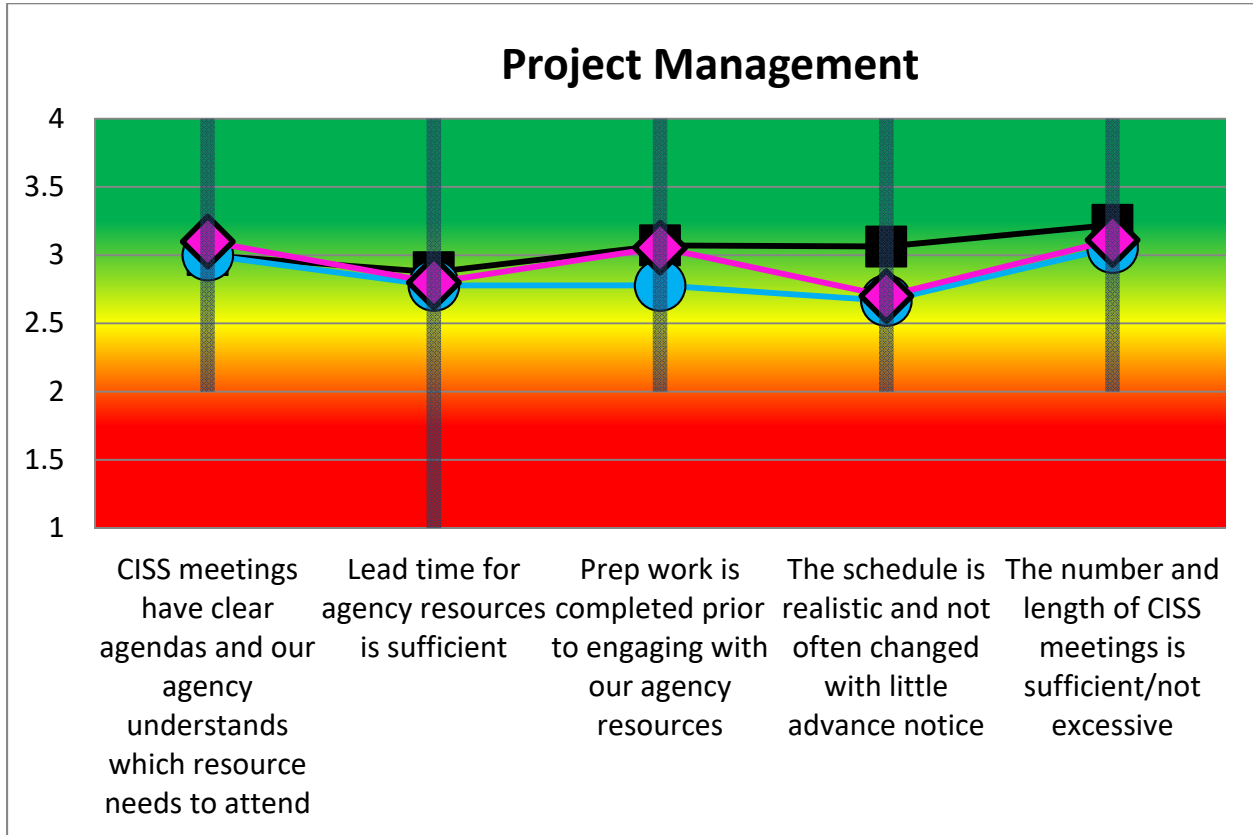
The last two quarters, stakeholders have been pleased with Project Management, except when it comes to changes in the project schedule. Agencies would like to see the PMO announce a date and stick to it. The further the implementation of Geographic Area 9 gets pushed out, the less project momentum and enthusiasm and the more retraining will be required. There will also be the obvious impacts to project budget as well.

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