CLETS 2009
STRATEGIC PLAN
(Condensed Version)

CALIFORNIA LAW ENFORCEMENT TELECOMMUNICATIONS SYSTEM (CLETS)

DEPARTMENT OF JUSTICE
February 25, 2009

CLETS ADVISORY COMMITTEE (CAC)

REPRESENTING AGENCY	MEMBER
CHAIR	
Department of Justice	Cooper, Gary, Director California Justice Information Services
MEMBERS	
California Highway Patrol	Chappelle, Reginald, Chief Information Management Division
California Peace Officers' Association	Spiegel, Sam, Chief Folsom Police Department
California Peace Officers' Association	Anderson, George, Director Division of Law Enforcement Department of Justice
California Police Chiefs Association	Solomon, Lisa, Chief Paso Robles Police Department
California Sheriffs' Association	Marshall, Scott, Sheriff Colusa County Sheriff's Department
California State Association of Counties	Spikes, Larry, County Administrator Kings County
Department of General Services	Grootveld, Gary R, Acting Deputy Director Telecommunications Division
Department of Motor Vehicles	Westerman, Steve, Deputy Director Information Systems Division
League of California Cities	Delach, Fran, City Manager City of Azusa
SUPPORT STAFF	
Department of Justice	Graybill, Geoffrey, Deputy Attorney General Department of Justice
Department of Justice	Fercho-Tillery, Valerie Executive Secretary

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I. BACKGROUND

1.1 CLETS Advisory Committee – California Government Code Sections 15150-15167 provides that the Attorney General shall maintain a statewide telecommunications system, known as the CLETS, for public law enforcement agencies. The law also provides for a ten-member CAC appointed by the Attorney General for the purpose of advising and assisting him in the management of the system with respect to operating policies, service evaluations and system discipline. The Committee serves at the pleasure of the Attorney General without compensation except for reimbursement of necessary travel expenses.

The law also defines that the ten members be represented as follows:

1. Two representatives from the California Peace Officers' Association.
2. One representative from the California State Sheriffs' Association.
3. One representative from the League of California Cities.
4. One representative from the California State Association of Counties.
5. One representative from the Department of Justice (DOJ).
6. One representative from the Department of Motor Vehicles (DMV).
7. One representative from the Department of General Services.
8. One representative from the California Highway Patrol (CHP).
9. One representative from the California Police Chiefs Association.

The DOJ physically hosts and administers the CLETS network for the Attorney General. The DOJ Hawkins Data Center (HDC) provides ongoing technical maintenance of the system. The DOJ CLETS Administration Section (CAS) is the system's administrative network manager. The law provides for an Executive Secretary to the Committee, who also serves as the manager over staff in the CAS. The CAS hosts each CAC meeting, which are public meetings that follow the meeting requirements cited in the Bagley-Keene Act. The CAS, in addition to its many other duties, provides staff support to the committee. Though only required to meet twice a year, meetings are convened three times a year, and may be held in various locations throughout the state.

1.2 Structure of the CAC – The CAC is the primary advisory committee to the Attorney General with regard to the collection, storage, dissemination and security of data utilizing the CLETS. The CAC serves as an umbrella over the Standing Strategic Planning Subcommittee (SSPS), which is comprised of individuals who participate in strategic planning activities to determine the direction and future of the CLETS. In order to adequately research and make recommendations that could change the strategic direction of the CLETS, there are currently three working committees that conduct research and perform staff work for issues identified by the SSPS in three areas. They are: 1) the Administration Workgroup (AWG), which researches and makes recommendations regarding administrative processes that impact the services provided via the CLETS, 2) the Technical Workgroup (TWG), which evaluates the existing technical environment and researches and makes recommendations regarding new or upcoming technological advances that can change or affect the strategic direction of the CLETS, and 3) the Legislative Workgroup (LWG), which is a legislation work group, has never been convened. The intent is that the LWG would review and notify the CAC of proposed or passed legislation that creates new law enforcement programs and result in new business requirements impacting how the CLETS delivers its services.

The responsibilities of the CAC include the following:

1. Approve applications for new or upgraded CLETS service.
2. Formulate and approve the CLETS operating policies, practices and procedures.
3. Establish and maintain the network in a condition adequate to meet the needs of criminal justice agencies.

II. MISSION STATEMENTS

2.1 CLETS Advisory Committee – "The mission of the CLETS Advisory Committee is to represent the State's criminal justice community in advising and assisting the Attorney General on the development and application of policies, practices and procedures (PPP) for the collection, storage, dissemination and security of data utilizing the CLETS."

2.2 Standing Strategic Planning Subcommittee - "The mission of the Standing Strategic Planning Subcommittee is to evaluate the legislative, user and technical environment of the CLETS in order to make timely recommendations and perform planning functions as directed by the CLETS Advisory Committee, and to update the CLETS Strategic Plan as needed."

III. VISION STATEMENT

3.1 Vision Statement – The vision statement for the DOJ is as follows:

"The Department of Justice will be proactive in its exploration and pursuit of new opportunities and technologies to enhance the quality of service and the capabilities of the CLETS so that it may better respond to changing needs in the exchange of information among California criminal justice agencies."

IV. GUIDING PRINCIPLES

4.1 Guiding Principles – The guiding principles for the DOJ, CJIS Division in relation to the CLETS are:

4.1.1 Protection of Public and Officer Safety – "The public is better protected and law enforcement officers are safer when information is readily shared and exchanged among criminal justice agencies."

4.1.2 Leadership – "The DOJ, DCJIS will serve as a leader when responding to strategic directional changes and exploring state-of-the-art telecommunication technologies to facilitate the exchange of law enforcement data among California criminal justice agencies."

4.1.3 Commitment to Excellence and Professionalism – "The DOJ staff will strive for excellence and professionalism in performing its responsibilities."

4.1.4 Customer Service – "The DOJ staff will provide viable alternatives and options to its clients when providing customer service so that the Department may be responsive in solving problems related to the client's telecommunications needs."

V. STRATEGIC ISSUES

5.1 Strategic Issues – In reviewing and analyzing the problems and opportunities identified in the ***Clets2006strategicplan***, one or more of the strategic issues was consolidated into a single, more comprehensive concept. Others were redefined to provide broader flexibility for the DOJ and the CAC to adapt to changing client needs and technology.

5.1.1 Funding Strategies – Finding available state and federal funding to improve DOJ resources and to enhance the services it provides to California criminal justice agencies is difficult but would enable DOJ to enhance the technology and internal resources necessary to facilitate the exchange of information among law enforcement agencies.

5.1.2. Flexibility in Adapting to Changes in Strategic Directions to Meet the Telecommunication Needs of Criminal Justice agencies – As the business needs of criminal justice agencies become more complex and sophisticated, the DOJ must be flexible and adaptable in embracing new strategic directions or changing environments so that it may provide services to address the changing and increasing demands for the CLETS services.

5.1.3. Integrity and Security of the CLETS Network – It is critical to maintain the integrity and security of the CLETS network as the volume of data traversing through the CLETS increases and there is greater reliability on the accuracy of data that is exchanged among the CLETS users. Therefore, it is important that appropriate measures be taken to safeguard the CLETS network.

5.1.4 Use of State-of-the-Art Technology – As the need for criminal justice information data becomes more complicated by its many clients, finding technology solutions to meet those needs also becomes more difficult. The DOJ must be creative in its exploration and use of state-of-the-art technology to enhance the CLETS and how it will meet the diverse and complex needs of its clients.

5.1.5 Disaster Recovery – The ability to continue providing services to criminal justice agencies in the event of a disaster could be compromised if DOJ is not prepared in the face of disaster. Disaster recovery is important to the DOJ and priority will be given to enhance DOJ's preparedness when a disaster occurs.

5.1.6 Priority and Response Time – The CLETS network was designed with heavy emphasis on the support of tactical law enforcement functions. As the network is expanded to support the investigative functions, information transported through this network is not just data but also includes photos, files and videos. The communications traffic on this network will have adverse impact on the critical information delivery to the tactical functions. This impact may jeopardize public and officer safety.

5.1.7 Increasing Demand for the CLETS Access and Services – There is an increased demand by criminal justice agencies for CLETS access and services, which places significant pressure on the DOJ to meet the demands within resource constraints. This requires priorities be established within DOJ on how those business needs can be met.

VI. ORGANIZATIONAL GOALS

6.1 Summary of Goals – With the revised strategies issues, the following goals have been identified as priorities for addressing current criminal justice needs and to address the changing strategic direction of DOJ.

6.1.1 Goal 1 – The CAC, along with DOJ, CJIS Division, should identify funding strategies and pursue funding. The CAC should identify viable funding strategies and utilize its role to improve the funding strategies available for the CLETS so that the DOJ and the CAC may address broad public safety issues such as the aging public safety infrastructure, Vision 2015, legislative advocacy, etc.

6.1.2 Goal 2 – The DOJ must be aware of the telecommunications and business needs of its clients. The DOJ must be aware of the needs of the criminal justice agencies for information exchange so that it can be prepared to adapt to and make changes to embrace new strategic directions (such as Vision 2015).

6.1.3 Goal 3 – The integrity and security of the CLETS network must be maintained. The security of CLETS should be improved to meet or exceed NCIC standards, as the volume of data traffic traversing through it will increase as new technologies are implemented for Vision 2015. Additionally, as new technologies are explored and implemented, the release and dissemination of information accessed via the CLETS must be secure.

6.1.4 Goal 4 – The DOJ will explore the use of state-of-the-art technology. Once the DOJ is aware of and understands the needs of law enforcement, it must research and be creative in its pursuit and exploration of new state-of-the-art technologies and determine how these technologies may be implemented to enable the CLETS to meet the ever-changing business needs of its many diverse groups of clients.

6.1.5 Goal 5 – The DOJ will ensure the protection of the CLETS in the face of disaster recovery. The DOJ shall take steps to ensure the protection of the CLETS network and the CLETS application in the event of a disaster.

6.1.6 Goal 6 – The DOJ will ensure the priority of the CLETS transactions be maintained and the response time for the CLETS information is improved as the volume of information increases through CLETS. The CLETS network was designed with heavy emphasis on the support of tactical law enforcement functions. As the network is expanded to support investigative functions, information transported through this network will increase from just data to include photos, files and videos. The DOJ will take steps to ensure the priority of the CLETS transactions is maintained and the response time for the communications traffic on the CLETS network be improved to provide the necessary support to ensure public and officer safety.

6.1.7 Goal 7 – As DOJ embraces new strategic directions, it will be creative and take steps to meet law enforcement's increasing demand for the CLETS access and services. There is an increased demand by criminal justice agencies for the CLETS access and services, which places significant pressure on the DOJ to meet the demands within current budget constraints. The DOJ will evaluate its internal processes as it embraces new strategic directions so that it can determine how to better meet the needs of law enforcement.

6.2 Strategies for Goals – The following are the strategies that have been identified for each organizational goal:

6.2.1 Goal 1 – The CAC, along with DOJ, CJIS Division, should identify funding strategies and pursue funding. – The CAC should identify viable funding strategies and utilize its role to improve funding strategies available for the CLETS so that the DOJ and the CAC may address broad public safety issues such as the aging public safety infrastructure, Vision 2015, etc.

Strategic Issues –

1. Strategic Issue 1 – Funding Strategies
2. Strategic Issue 2 – Flexibility in Adapting to Changes in Strategic Directions to the Telecommunication Needs of Criminal Justice Agencies
3. Strategic Issue 4 – State of the Art Technology
4. Strategic Issue 6 – Priority and Response Time
5. Strategic Issue 7 – Increasing Demand for the CLETS Access and Services

Objectives –

1. To find available funding that can be used to improve the CLETS products and services
2. To be responsive to the telecommunication needs of criminal justice agencies
3. To utilize state-of-the-art technology to meet the telecommunication needs of the DOJ's diverse clients
4. To provide timely data to law enforcement agencies

Strategies –

1. The CAC members will present all outcomes from the CAC meetings to their representative areas. (ongoing)
2. The CAC members will work with DCJIS to explore funding opportunities, i.e., grant funding, revenue funding and general funding.
3. The CAC members will leverage their business relationships and professional organizations to gather financial support in pursuit of federal, state, or local funding (i.e., lobby directly with the Legislature, or advocate at the federal level with the Office of Criminal Justice, etc.)
4. The CAC members along with the DOJ will identify funding for more bandwidth.

6.2.2 Goal 2 – The DOJ must be aware of the telecommunications and business needs of its clients – The DOJ must be aware of the needs of the criminal justice agencies for information exchange so that it can be prepared to adapt to and make changes to embrace new strategic directions, such as Vision 2015.

Strategic Issues –

1. Strategic Issue 2 – Flexibility in Adapting to Changes in Strategic Directions to the Telecommunication Needs of Criminal Justice Agencies
2. Strategic Issue 3 – Integrity and Security of the CLETS Network
3. Strategic Issue 4 – State of the Art Technology
4. Strategic Issue 6 – Priority and Response Time
5. Strategic Issue 7 – Increasing Demand for the CLETS Access and Services

Objectives –

1. Find available funding that can be used to improve the CLETS products and services to meet the telecommunication needs of criminal justice agencies
2. Ensure the exchange of data, photos, other data files, etc., among criminal justice agencies is safe and secure and not at risk for compromise
3. Understand the telecommunication needs of its various clients so that the DOJ may be able to pursue state-of-the-art technology to fulfill the needs of its many clients
4. Enable the DOJ to provide timely data to law enforcement agencies

Strategies –

1. The DOJ will develop a Telecommunications subject matter group or focus group under the DCJIS business managers alliance infrastructure to establish a partnership and communication among criminal justice agencies, discuss global issues, individual and common client needs and initiate new projects (in progress).
2. The CAC members will maintain outreach to constituency groups.
3. The DOJ will periodically assess client needs as needed and the quality of services provided by utilizing strategies that will solicit feedback such as conducting end-user service surveys, putting on technology events where participants can talk about the impact of new global technology initiatives, maintaining a list of emerging trends, etc.

6.2.3 Goal 3 – The integrity and security of the CLETS network must be maintained. The security of the CLETS should be improved to meet or exceed NCIC standards, as the volume of data traffic traversing through it will increase when new technologies are implemented for Vision 2015. Additionally, as new technologies are explored and implemented, the release and dissemination of the CLETS information must be secure.

Strategic Issues –

1. Strategic Issue 2 – Flexibility in Adapting to Changes in Strategic Directions to Meet the Telecommunication Needs of Criminal Justice Agencies
2. Strategic Issue 3 – Integrity and Security of the CLETS Network
3. Strategic Issue 4 – Use of State-of-the-Art Technology to replace outdated legacy systems
4. Strategic Issue 6 – Priority and Response Time
5. Strategic Issue 7 – Increasing Demand for the CLETS Access and Services

Objectives –

1. Implement industry standard encryption protocols to ensure data confidentiality and data integrity
2. Provide for the exchange of criminal history information among criminal justice agencies utilizing state-of-the-art technology, such as the Internet
3. Audit local agencies for compliance to security standards
4. Maintain security with federal security levels while providing flexibility to meet the needs of criminal justice agencies
5. Balance the need for access to data and the need for the security of data

Strategies –

1. The DOJ will implement an encryption solution for the DOJ CLETS backbone network (in progress).
2. The DOJ will develop a security audit process (in progress).
3. The DOJ will adopt security standards for identity management and data security authentication (in progress).
4. The DOJ will develop a database containing contact information for the Security Point of Contact for each CLETS user agency (in progress).
5. The DOJ will build an enterprise architecture document related to the CLETS framework that will define the CLETS infrastructure, identify elements of the system and clarify the CLETS access to data that includes CORI, DOJ hot files, DMV, etc. This will provide one location for agencies to access or obtain DOJ requirements.
6. The DOJ will ensure the CLETS policies, practices and procedures are regularly maintained to reflect new technologies that are implemented (ongoing).

6.2.4 Goal 4 – The DOJ will explore the use of state-of-the-art technology. Once the DOJ is aware of and understands the needs of law enforcement, it must research and be proactive in its pursuit and exploration of new state-of-the-art technologies and determine how these technologies may be implemented to enable the CLETS network to meet the ever-changing business needs of the many diverse groups of client users.

Strategic Issues -

1. Strategic Issue 2 – Flexibility in Adapting to Changes in Strategic Directions to Meet the Telecommunication Needs of Criminal Justice Agencies
2. Strategic Issue 3 – Integrity and Security of the CLETS Network
3. Strategic Issue 4 – Use of the State-of-the-Art Technology to replace Outdated Legacy Systems
4. Strategic Issue 6 – Priority and Response Time
5. Strategic Issue 7 – Increasing Demand for the CLETS Access and Services

Objectives -

1. Provide automated interfaces among systems
2. Address growth issues
3. Upgrade the CLETS capacity to accommodate increased users and data while maintaining an acceptable response time
4. Leverage technology to make available additional connectivity among all law enforcement and criminal justice agencies
5. Provide an avenue for inter-county information sharing

Strategies –

1. The DOJ will adopt a statewide standard language for exchange of criminal justice data and develop a transition plan to adopt new standards (completed).
2. The DOJ will build a secure network for network communications among local agencies.
3. The DOJ will review an open system interface method for involving remote functions.
4. The DOJ will implement a new CLETS system, based on Open system standards that meet the identified business needs of DOJ, NCIC and criminal justice users (in progress).
5. The DOJ will explore the possibility to obtain high priority, secure wireless network for law enforcement, which might include pursuing legislation to mandate prioritized level of service for law enforcement officers (in progress).
6. The DOJ will assess how local network connectivity can be enhanced by evaluating county connectivity to the State, encouraging a single point of presence per county and recommending changes to county infrastructures (in progress).
7. The DOJ, the CAC and the SSPS will identify issues that will be funneled to the Telecommunications subject matter group (or focus group) for discussion and exploration, such as the need for bandwidth changes to support the CLETS as traffic increases, etc.

6.2.5 Goal 5 – The DOJ will ensure the protection of the CLETS in the face of disaster recovery – The DOJ shall take steps to ensure the protection of the CLETS network and the CLETS application in the event of a disaster.

Strategic Issues -

1. Strategic Issue 2 – Flexibility in Adapting to Changes in Strategic Directions to Meet the Telecommunications needs of Criminal Justice Agencies
2. Strategic Issue 3 – Integrity and Security of the CLETS Network
3. Strategic Issue 4 – Use of the State-of-the-Art Technology
4. Strategic Issue 5 – Disaster Recovery
5. Strategic Issue 6 – Priority and Response Time

Objectives –

1. To have a contingency plan that ensures the protection of the CLETS network and the CLETS application in the event of a disaster
2. To provide the DOJ with the ability to provide business continuity to criminal justice agencies that rely on information obtained from DOJ via the CLETS

Strategies –

1. The DOJ will provide best practices for redundancy for criminal justice agencies that have direct lines, alternative VPN lines, or other CLETS access points.

6.2.6 Goal 6 – The DOJ will ensure the priority of the CLETS transactions be maintained and that the response time for data accessed via the CLETS is improved as the volume of data increases through the CLETS. The CLETS network was designed with heavy emphasis on the support of tactical law enforcement functions. As the network is expanded to support the investigative functions, information transported through this network will increase from just data to include photos, files and videos. The DOJ will take steps to ensure the priority of CLETS transactions is maintained and the response time for the communications traffic on the CLETS network be improved to provide the necessary support to ensure public and officer safety.

Strategic Issues –

1. Strategic Issue 4 – Use of State-of-the-Art Technology
2. Strategic Issue 6 – Priority and Response Time
3. Strategic Issue 7 – Increasing Demand for the CLETS Access and Services

Objectives –

1. Enable DOJ to provide the necessary level of support to protect public and officer safety
2. Upgrade the CLETS capacity to accommodate increased users and data while maintaining an acceptable response time
3. Provide real-time or immediate response of data to criminal justice agencies to ensure public and officer safety
4. Enhance the CLETS with new functionality to meet immediate processing needs
5. Position the CLETS to meet industry standards with supportable programming languages
6. Enable the CLETS to continue sub-second response time performance for the estimated annual transaction growth without compromising its performance levels
7. Improve journal search capabilities to respond to the CLETS user inquiries in less than 24 hours

Strategies –

1. The DOJ will implement a new CLETS system, based on an Open system standards and relational database technology that meet the identified business needs of the DOJ, NCIC and criminal justice users. The CLETS will be enhanced to handle messages with non-textual contents; to support large, simultaneous broadcasts; to support and manage the transfer of large messages and bulk data; and to improve journal search capabilities, etc. (in progress).
2. The DOJ will monitor the system to ensure customer needs are met (ongoing).
3. The DOJ will evaluate the new CLETS enhancement for statistical reporting.

6.2.7 Goal 7 – As DOJ embraces new strategic directions, it will be creative and take steps to meet law enforcement's increasing demand for the CLETS access and services. There is an increased demand by criminal justice agencies for the CLETS access and services, which places significant pressure on the DOJ to meet the demands without increases in resources. The DOJ will evaluate its internal processes as it embraces new strategic directions so that it can determine how to better meet the needs of law enforcement.

Strategic Issues –

1. Strategic Issue 2 – Flexibility in Adapting to Changes in Strategic Directions to Meet the Telecommunication Needs of Criminal Justice Agencies
2. Strategic Issue 3 – Integrity and Security of the CLETS Network
3. Strategic Issue 4 – use of the State-of-the-Art Technology to replace outdated Legacy Systems
4. Strategic Issue 6 – Priority and Response Time
5. Strategic Issue 7 – Increasing Demand for the CLETS Access and Services

Objectives –

1. Reduce the amount of time required to review the CLETS applications
2. Provide greater clarification to law enforcement agencies in their completion of the CLETS application
3. Provide a forum for communication among law enforcement agencies to discuss telecommunication needs

Strategies –

1. The DOJ will periodically report to the CAC its progress and challenges (ongoing).
2. The DOJ will periodically conduct or evaluate its internal processes for business process improvement.
3. The DOJ will ensure support and prioritization for new strategic directions (ongoing).
4. The DOJ will ensure bandwidth capacity for new strategic directions.