

CLETS 2009 STRATEGIC PLAN



CALIFORNIA LAW ENFORCEMENT TELECOMMUNICATIONS SYSTEM

DEPARTMENT OF JUSTICE
February 25, 2009

CLETS ADVISORY COMMITTEE

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I. EXECUTIVE SUMMARY

The California Law Enforcement Telecommunications System (CLETS) Advisory Committee (CAC) serves as the primary advisory committee to the Attorney General with regard to the collection, storage, dissemination and security of data utilizing the CLETS. In 1995, because of changing technology, increasing legislative actions at the Federal and State level, and potentially difficult financial times, the Chair of the CAC, O.J. “Bud” Hawkins, determined that a plan needed to be developed to ensure the integrity and security of the CLETS. A strategic planning process was initiated to create a new “vision.” A working group from the CAC, various affected State agencies and many interested parties worked together to develop a visionary plan, which was initially adopted in 1996. An offshoot of the plan was the creation of a permanent standing subcommittee, formally constituted as the “Standing Strategic Planning Subcommittee” (SSPS), which became a working advisory committee to the CAC. The plan has since been revised and updated several times. In 2003, the Chair of the CAC requested an update of the plan. The SSPS, along with the Technical Work Group (TWG), the Administrative Work Group (AWG), the Legislative Work Group (LWG) and several user groups held numerous public meetings to explore where the CLETS “was, is and will be.” The result was the creation of a new Strategic Plan, which is known as the *Clets2006strategicplan*.

On February 5, 2008, a presentation of Vision 2015 was provided to the CAC members and attendees at the public meeting. Vision 2015 is a DOJ-hosted project that involves the collaboration of criminal justice information and the involvement of various local, state and federal level business partners. The CAC voted to adopt and be a participant of Vision 2015.

With the adoption of Vision 2015, the CAC will likely be more involved in identifying, evaluating and developing new policies related to the CLETS. The SSPS will continue to exist and convene as needed to provide a forum for discussing specific CLETS policy issues and developing recommendations for consideration before the CAC. The TWG, AWG and LWG were originally created to provide law enforcement input in reviewing and recommending solutions for addressing technical, administrative and legislative issues relative to the CLETS. These groups may be convened as needed in the future, but with the adoption of Vision 2015, there will be a need to reach out to other forums to be involved in the development of broader and more global telecommunication policy issues and topics, to explore and implement new technologies, and to participate in discussions regarding the need to interface and provide connectivity among various information-sharing networks and records management systems.

In embracing Vision 2015, the CAC may become an integral part of the Integrated Justice Business Architecture created by the Bureau of Criminal Identification and Information (BCII). The CAC, an advisory body to the Attorney General, can serve at a parallel level to the Attorney General’s Advisory Committee. Both can serve as two distinct advisory bodies to the Attorney General. Various CAC and SSPS members as well as the DOJ and various CLETS user agencies may participate in Vision 2015 representing its own agency, through one or more working groups that will deal with the use of new technology and/or broad telecommunications or information-sharing topics as part of the CJIS BMA. For example, two new telecommunications working groups were created and are in the beginning stages of determining its purpose and goals. One of the working groups will focus on the DOJ Law Enforcement Network and Extensible Markup Language for the CLETS, and the second working group will deal with information sharing among the various records management systems of criminal justice agencies.

The *Clets2009strategicplan* updates the DOJ’s mission, vision, strategic issues and organizational goals to reflect the adoption of a new strategic direction for the CLETS.

II. BACKGROUND

2.1 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.

2.2 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 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 AWG, which researches and makes recommendations regarding administrative processes that impact the services provided via the CLETS, 2) the 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 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.

2.3 History of Previous Strategic Plans – In 1995, because of changing technology, increasing legislative actions at the Federal and State levels, and potentially difficult financial times, “Bud Hawkins,” the Chair of the CAC at that time, determined that a strategic plan was needed to ensure the integrity and security of the CLETS. A “Think Tank” process was initiated to create a new “vision.” Throughout 1996, a CAC working group collaborated with various affected State agencies and many interested parties to develop a visionary plan.

The plan was initially adopted in 1996. An offshoot of the plan was the creation of a standing subcommittee, formally constituted as the SSPS, which became a working advisory committee to the CAC. The plan has since been revised and updated several times. In 2003, the Chair of the CAC requested an update of the plan. The SSPS, along with the TWG, AWG and several user groups held numerous public meetings to explore where the CLETS “was, is and will be.” The result was the creation of a new Strategic Plan, which is known as the *Cllets2006strategicplan*.

2.4 Strategic Plan Update Process – The development of the *Cllets2006strategicplan* was a major effort that involved the SSPS. The following steps of the Strategic Planning Process were followed to develop this plan:

2.4.1 Project Initiation – This phase included the following steps:

Identify the Mission – The identification of the mission and vision was the first step of the strategic planning process. The *mission* identifies where an organization is “now” and its major goals and performance objectives. The *vision* sets out the organization’s existence and the “ideal” state that the organization aims to achieve. The mission statements for the CAC and the SSPS are shown in Section 4.1.

Perform SWOT Analysis – Once the mission and vision were clearly identified, the SSPS conducted an analysis of the environment, which included the identification and analysis of the DOJ strengths, weaknesses, opportunities and threats (SWOT) in terms of the CLETS. This process included a look at internal organizational factors such as staffing, budgets and other organizational issues; external factors such as economic, social, demographic, political, legal, technological and international factors that impact the organization; and the related industry of the business.

2.4.2 Data Collection – This phase included the following steps:

Collect and Analyze Information from Stakeholders – This task was completed by allowing individuals from within and outside the SSPS to participate in the SWOT process. This material was also distributed to other interested parties. Appendix A shows the SWOTs that were identified by those that participated in the SWOT process. Modifications were made at an SSPS meeting, on March 25, 2004, to the chart to better explain organizationally specific issues or challenges, which are shown as Appendix B.

Prioritize Issues Identified in the SWOT Analysis – The subcommittee, collectively with outside participants, determined that the strategic plan should focus on the identified weaknesses and opportunities and that an action plan with objectives and goals should be identified. The weaknesses determined by the subcommittee are shown in Column 1; however, they were further redefined to those shown in Column 2.

Weaknesses <i>Clets2006strategicplan</i>	Revised Weaknesses <i>Clets2006strategicplan</i>
1. Money 2. Personnel 3. Approval process 4. Outdated Legacy technology and growth issues 5. Lack of new business needs	1. Money 2. Approval process 3. Outdated legacy technology and growth issues 4. Lack of automated interfaces 5. Not addressing new business needs

The opportunities that were originally identified in 2003 are shown in Column 1, and later recategorized to either combine or broaden their scopes to more fully encompass the topics discussed during strategic planning sessions held in 2004, as shown in Column 2.

Original Opportunities <i>Clets2006strategicplan in 2003</i>	Revised Opportunities <i>Clets2006strategicplan in 2004</i>
1. Emerging and New Technology 2. Emerging Justice Information Standards— Opportunities for Data Exchange 3. Improve Law Enforcement Network Security 4. Information Technology Research and Development to enhance Public Safety 5. Expand Network Connectivity & More Links to Neighboring States 6. Internet	1. Information Technology research and development 2. Data Exchange Standards 3. Networking, Security 4. Information Technology and Research 5. Networking, Data Exchange Standards 6. Networking

Once the weaknesses and opportunities were redefined, specific Action Plans, Objectives, and Goals were developed for each chosen weakness and opportunity.

2.4.3 Assessment of Existing CLETS Technology – The SSPS also reviewed and assessed the existing CLETS technology to determine whether it met the current needs of law enforcement. A detailed description of the CLETS technology is provided in Section 2.7.

2.4.4 Assessment and Recommendations – This phase included the following tasks:

Establish Performance Standards – The measurement and comparison of the operations, practices and performance is useful for identifying “best” practices and measuring progress. A reference point can be found for an organization to set goals and targets through an ongoing systematic benchmark process. The SSPS identified a set of goals as shown in Appendix F.

Define Strategic Issues – Strategic issues were determined based on and consistent with the mission and vision and are identified within the framework of the environmental scan. See Appendix D for a detailed listing of strategic issues identified in the *Clets2006strategicplan*.

Establish Strategic Programming – Strategic goals, action plans and business tactics were developed during this stage to address organizational issues and develop strategies for achieving the mission.

- *Strategic goals* are the milestones the organization aims to achieve that evolve from the strategic issues.
- *Action plans* define how the organization gets to where it wants to go, or the steps required to achieve each goal.
- *Tactics* are specific actions used to achieve the strategic goals and implement the strategic plans.

2.4.5 Evaluation of Strategy – Periodic calculations of strategies, tactics and action programs are essential to assessing the success of the strategic planning process. Performance should be measured at least annually

to evaluate the effect of specific actions on long-term results and on the organization's mission and vision. Current performance should be measured against previously set expectations and any changes or events that have affected the desired course of actions should be evaluated.

- 2.5 Annual Review and Update Leading to the Development of the *Cllets2009strategicplan* – A periodic review of the Strategic Plan is important for its success. The annual process generally entails a periodic review of the Strategic Plan, which includes an assessment that typically begins in January and a report to the CAC, in writing, no later than June of each calendar year.

In January 2008, the DOJ initiated its annual review on the Strategic Issues of the line program, and established new goals relating to the strategic issues. New programming and action plans were identified for each organizational goal. The *Cllets2009strategicplan* was developed to reflect changes that have occurred since the completion of the *Cllets2006strategicplan*. Goals were consolidated and modified as needed and strategies developed as business initiatives that were accomplished were removed. New strategies provided by the SSPS in a brainstorming session were also added.

2.6 DOJ Organization

- 2.6.1 Attorney General Responsibilities – The Attorney General is California's chief law enforcement officer and has a constitutional obligation to ensure California's laws are uniformly and adequately enforced. The Attorney General directs its many law enforcement programs within the DOJ and its many legal programs within the Attorney General's Office.

- 2.6.2 California Justice Information Services (CJIS) Division – The CJIS Division within the DOJ provides a myriad of criminal history, identification, analytical and statistical services to the criminal justice and regulatory agencies within California. The CJIS Division has two major program bureaus: the Bureau of Criminal Identification and Information (BCII) and the Bureau of Criminal Information and Analysis (BCIA).

Mission of CJIS Division. – The mission of the CJIS Division is to: 1) Protect the people of the State of California by facilitating the exchange of accurate, timely, complete and positive identification of subjects through fingerprint-verification to law enforcement and applicant agencies; 2) Provide law enforcement agencies with the means to apprehend persons suspected of criminal activity and provide regulatory agencies with the means to license only qualified persons in positions of public trust.

Mission of BCII – The mission of BCII is to: 1) Provide complete, accurate, timely and positive identification and criminal history information and maintain California's central repository for criminal history information in the Automated Criminal History System.

- Criminal History Information Gaps – In accomplishing its mission for providing criminal history information, BCII determined there were gaps in its criminal history database related to its inability to accept cite and release arrests without fingerprints, which subsequently created problems related to unconfirmed identification of suspects with outstanding bench warrants, unsubstantiated bench warrants issued without positive identification, arraignments and sentencing decisions made with incomplete criminal history records and possible job decisions and issuance of licenses and certifications based on incomplete criminal history information.

As a result, BCII determined there was a business opportunity for the Division to embark on a vision which would, among other things, enable law enforcement officers to capture fingerprints at the time of a cite-and-release event and enable DOJ to receive cite-and-release arrest information so that it would have more comprehensive, complete and accurate databases to ensure the accuracy of applicant and criminal responses.

- Vision 2015 – At an Attorney General's Advisory Council meeting in November 2007, BCII, along with its many business partners, adopted Vision 2015, a collaborative California criminal justice information sharing project. The goals of this project are:

- Goal 1* – Implement mobile technology for cite-and-release (arrest) processing to increase arrests received by DOJ by 30 percent, populate court calendars with arrest and verifying fingerprint information; complete arrest cycle and forward information to the Federal Bureau of Investigation (FBI); and allow courts to submit dispositions with fingerprints to positive link with the original arrest.
- Goal 2* – Create an arrest and disposition interface between the DOJ and Administrative Office of the Courts (AOC).
- Goal 3* – Make a mobile device multi-modal for traffic citation generation and interface to traffic courts and the DMV.
- Goal 4* – Transmit “Failure to Appear” bench warrants to DOJ and the FBI and have a fingerprint associated with the warrant for positive identification.
- Goal 5* – Interface juvenile arrest and disposition processing with individual county juvenile courts.
- Goal 6* – Involve district attorneys to close the loop on cases (disposition) upon which no charges are ultimately filed.
- Goal 7* – Support for field identification of high-risk targets and persons under investigations or deemed a possible threat to public safety.
- Goal 8* – Expand Cal-Photo capability to share photos on a national basis and deploy facial recognition as an investigative tool.

The BCII has adopted an integrated justice business architecture to ensure that all its partners and stakeholders work together and are in communication regarding the changes that will occur with Vision 2015. It works through an Attorney General’s Advisory Committee that is comprised of interested stakeholders that include the CHP, the DMV, the AOC, local law enforcement agencies, etc. This committee serves in an advisory capacity to the Attorney General in terms of criminal history issues. In this new business architecture, it has set up focus groups or working groups that work through the CJIS Business Managers Alliance (BMA) and report back to the Attorney General’s Advisory Committee. Each working group is comprised of various stakeholders and law enforcement agencies that are interested in addressing specific topics, such as Vision 2015, DNA technology, Cal-Photo, etc. The Division of Law Enforcement (DLE) is also interested in working with the BCII and in the process of setting up various working groups that will deal with law enforcement issues and report on issues through the DLE Business Managers’ Alliance.

Mission of BCIA – The mission of the BCIA is to improve the criminal justice system and enhance public safety through a variety of information systems, investigative assistance programs and licensing-related functions. Major emphasis is placed on applying information technology to improve the utility, timeliness, quality and quantity of services in all operations. Service development and maintenance requires coordination of changes, integration of systems and elimination of redundant efforts among agencies at all levels of government.

The DOJ is required to maintain a statewide telecommunications system for use by law enforcement agencies. The CLETS provides law enforcement and criminal justice users from local, state and federal agencies access into the following databases: the Federal National Crime Information Center (NCIC), the National Law Enforcement Telecommunications System (NLETS), the DOJ and the DMV. With the advancement of technology, the CLETS users continue to upgrade their existing systems to acquire faster and more efficient access. As legislation passes and new database entry requirements are established, more agencies are becoming CLETS users.

Currently, more than 1,200 agencies access the CLETS using more than 60,000 computers. The CAS works with all potential and existing CLETS users to provide ongoing assistance in the following areas:

- The CAS staff reviews applications for new and upgraded service and prepares them for submission to the CAC. Upgraded service applications are triggered when the CLETS users plan to make changes to their local networks. CAS staff and DOJ technical staff review the applications and network diagrams and meet with the CLETS users, as needed, to ensure the clients' networks meet the CLETS/NCIC policy and security requirements. This may include appropriate firewall functionality and placement, traffic encryption, mnemonic pooling and User ID transmission requirements. Once an application is approved by the CAC, the CAS staff assists the CLETS users with implementation. This may entail ordering physical lines, establishing logical line groups and coordinating system testing.
- The CAS staff provides system/database access and diagnostic assistance to the CLETS users, which includes assigning access permission levels and mnemonics and resolving access problems and providing assistance on message formats.
- The CAS staff provides guidance to the CLETS users on the CLETS/NCIC policies and state mandates affecting CLETS access.
- The CAS staff provides administrative support in preparing for and holding the public SSPS and CAC meetings.
- To provide better services, CAS management reviews its internal operations and administrative processes, such as the CLETS application review process, to streamline and improve program efficiency as part of its normal ongoing business operations.

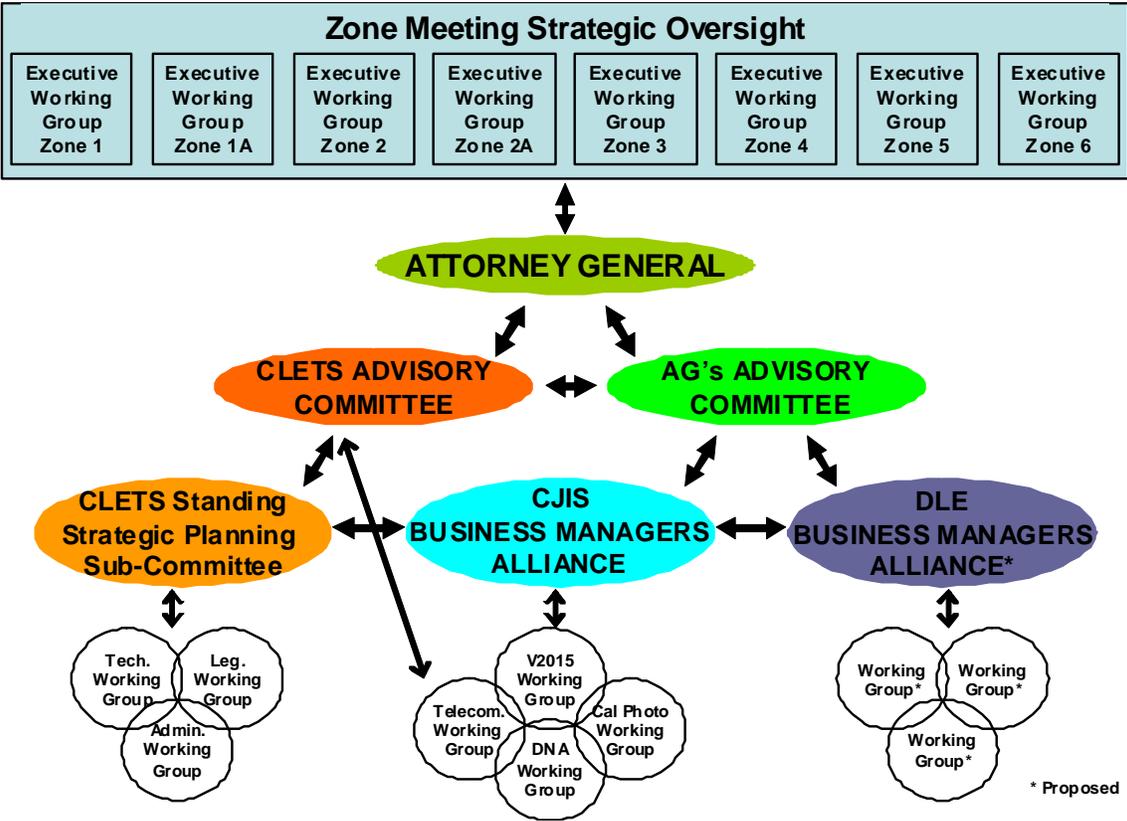
2.6.3 Adoption of Vision 2015 by CAC – On February 5, 2008, a presentation of Vision 2015 was provided to CAC members and attendees at the public meeting. Vision 2015 is a DOJ-hosted project that involves the collaboration of criminal justice information and the involvement of state, local and federal level business partners. The CAC voted to adopt and be a participant of Vision 2015.

With the adoption of Vision 2015, the CAC will likely be more involved in identifying, evaluating and developing new policies related to the CLETS. The SSPS will continue to exist and convene as needed to provide a forum for discussing specific CLETS policy issues and developing recommendations for consideration before the CAC. The TWG, AWG and LWG were originally created to provide law enforcement input in reviewing and recommending solutions for addressing technical, administrative and legislative issues relative to the CLETS. These groups may be convened as needed in the future, but with the adoption of Vision 2015, there will be a need to reach out to other forums to be more involved in broader and more global telecommunication policy issues and topics, to explore and implement new technologies, and to participate in discussions regarding the need to interface and provide connectivity among various information-sharing networks and records management systems.

In embracing Vision 2015, the CAC may become an integral part of the Integrated Justice Business Architecture created by the BCII. The CAC, an advisory body to the Attorney General, can serve at a parallel level to the Attorney General's Advisory Committee. Both can serve as two distinct advisory bodies to the Attorney General. Various CAC and SSPS members as well as the DOJ and various CLETS user agencies may participate in Vision 2015 representing its own agency, through one or more working groups that will deal with the use of new technology and/or broad telecommunications or information-sharing topics as part of the CJIS BMA. For example, two new telecommunications working groups were recently created and are in the beginning stages of determining its purpose and goals. One of the working groups will focus on the DOJ Law Enforcement Network and Extensible Markup Language for the CLETS, and the second working group will focus on the topic of information sharing among the various records

management systems of criminal justice agencies. See below for a visual display of how the business structure would work.

Integrated Justice Business Architecture



2.7 Description of the CLETS Technology – The DOJ fulfills the Attorney General’s constitutional mandate to ensure California laws are uniformly and adequately enforced. The law requires DOJ provide and maintain a statewide telecommunications system for the use of public law enforcement agencies. The CLETS is a high-speed communications application that enables California law enforcement agencies to share official information through the inquiry and update of state and federal criminal justice information systems.

The CLETS was created by statute in 1965 and implemented in 1970, replacing a torn tape Teletype system that had been in operation since 1931. In its first month, the CLETS processed 558,000 messages consisting primarily of requests for information from manual files.

2.7.1 Access to Data Via the CLETS – Since its inception, the CLETS has become a large-scale message switching system that facilitates online access to various databases and routes data between DOJ and agencies approved to have CLETS access. Information that can be accessed and routed between DOJ and the agency includes:

- California Criminal Justice Information Systems (CJIS) – The DOJ maintains several unique database applications, such as the Automated Criminal History System, Wanted Persons System, Stolen Vehicle System, Automated Boat System, Automated Firearms System, Automated Property System, Restraining Order File, Supervised Released File, the Missing and Unidentified Persons System, Mental Health Firearms Prohibition System, Armed Prohibitive Persons System and Megan’s Law. These systems provide critical information to the CLETS users in the field.
- Department of Motor Vehicles – The CLETS also connects to the DMV, which provides driver license, vehicle registration, occupational licensing, parking citation and automated name index information.
- National Law Enforcement Telecommunications System – The CLETS is linked by a direct line to the NLETS in Phoenix, Arizona. This NLETS interface provides backbone service into every state for criminal history information, vehicle registration and driver license information, hazardous material information, aircraft registration and tracking information, Snowmobile Registration information, ORION ORI information, crime information from INTERPOL and Canada, national insurance crime information and administrative message traffic.
- National Crime Information Center – The CLETS is linked by a direct line to the NCIC which provides a computerized index of documented criminal justice information concerning crimes and criminals of national interest. NCIC databases include, but are not limited to: the Wanted Persons File; the Violent Felon File; the Foreign Fugitive File; the Missing Persons File; the Unidentified Person File; the U.S. Secret Service File Interstate Identification Index; the Securities File; the ORI File; the Stolen Vehicle File; License Plate File; the Boat File; the Article File; and the Gun File.
- Oregon Law Enforcement Data System (LEDS) – The CLETS is linked to the Oregon LEDS for driver license, stolen vehicle and vehicle/boat registration information, and wanted persons information.

2.7.2 Use of Data Accessed Via the CLETS – The information in the above databases is available to law enforcement agencies on a “right-to-know” and “need-to-know” basis and is used for tactical and criminal investigative purposes. Data accessed via the CLETS is used by law enforcement agencies in potentially life-threatening situations. Officers who make vehicle stops obtain data via the CLETS to determine if the car is stolen or has possibly been used in connection with a crime. During vehicle stops or other public encounters, officers check for data to determine if a person is wanted, may be violent or has been reported missing.

The CLETS also provides a means to exchange information with other criminal justice agencies statewide and across the nation through administrative messages and All Points Bulletins. In response to potential terrorist attacks, the Department of Homeland Security transmits alerts that require broadcasts to state and

local agencies for the coordination of public safety efforts. The CLETS is the primary method used to broadcast these messages to law enforcement agencies as well as to broadcast Amber Alerts to law enforcement agencies during child abductions.

Since its initial inception in 1970, when more than 558,000 messages were broadcast per month, demand of the CLETS soared to a peak of over 2 million messages per day and continues to grow. Representing more than 1,200 criminal justice agencies, there are more than 800,000 CLETS users who are connected through 185 message switches and over 62,000 terminals. Due to the reliance of law enforcement agencies on the CLETS in life and death situations, system availability is of major importance to law enforcement to ensure the safety of the public. It is mandatory that the CLETS is operational twenty-four hours a day, seven days a week.

2.7.3 Migration of the CLETS Application to an Open Systems Platform – Three distinct system components are collectively referred to as the “CLETS.” These components include the hardware, the application and the network. Due to continued increases in message activity and technology advances, the proprietary system has undergone several hardware upgrades prior to implementation of the current Unisys ClearPath platform. The CLETS operated within a dedicated independent communications network until 1994, when it was consolidated with two other major DOJ systems to form a single network known as the DOJ communications backbone. In 1998, the DOJ also adopted a new interface standard based on the industry-accepted Transport Control protocol/Internet Protocol (TCP/IP), replacing legacy protocols. This action was a step toward the migration of the CLETS to an open system environment. The CLETS application has not been rewritten since the early 1980s.

The CLETS has been extremely reliable and efficient in its service to users. Despite the increased number of users, messages and databases over the years, changes to the proprietary CLETS hardware and software, and DOJ’s limited ability to add more staff, the CLETS has consistently provided more than 99 percent up-time and sub-second response times. However, the present hardware and software cannot continue to support the existing increased demand. Consideration must be given to system growth, which has averaged 10 percent per year. The DOJ can no longer accommodate the functionalities of the CLETS based on the increased number of users and changing technology.

The DOJ has undertaken a project to migrate the CLETS application to an open systems platform, which has involved the acquisition of new mainframe servers and consulting services for application development. The CLETS migration plan included not only the replacement of hardware and software, but a rewrite of the CLETS applications as well. This effort upgrades and incorporates new CLETS functionality to meet the needs of law enforcement and criminal justice agencies.

The migration of the CLETS started in December 2004, and will be completed in the 1st half of 2009. The project will accomplish the following objectives:

- Add capacity to the CLETS hardware to enable it to process response time for the 10 percent annual growth transactions without compromising performance levels. The new system should handle the CLETS workload growth through 2010.
- Move the CLETS processing to a server-based and table-driven architecture to enable the DOJ to make system changes quickly and easily.
- Improve journal search capabilities by keeping journal data online. This will enable the DOJ to respond to journal search requests much quicker than the current 48 hours or longer.
- Enable the CLETS to deliver images from the NCIC 2000 or other sources.
- Upgrade the CLETS to meet industry standards and architecture with supportable programming languages.

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- Support large, simultaneous broadcasts to all CLETS users. Currently, large broadcast messages must be broken into smaller groups so that the CLETS can handle the processing.
- Add the capability to manage and transfer large messages and bulk data, such as criminal history files with more than one million characters.

The DOJ has negotiated with existing hardware vendor and consultant staff to complete this migration with minimal risk while simultaneously maintaining service levels to clients. It is anticipated the new system will be completed within the existing budgetary baseline funding by extending its current contractual agreement to 60 months. The DOJ will provide regular updates during this project to the Attorney General, Chair and CAC members.

III. METHODOLOGY

In updating the strategic plan and developing the *Clets2009strategicplan*, BCIA staff revised the plan and presented the major elements of the plan for discussion with the SSPS in a meeting April 25, 2008. SSPS members, along with DOJ staff, participated in a brainstorming session to discuss all the components of the *Clets2009strategicplan* and to provide ideas, suggestions, comments and thoughts, which were integrated into this document.

- 3.1 Reviewed the Mission and Vision Statements – The DOJ, CJIS Division reviewed the Mission and Vision Statements. The *mission* identifies where an organization is “now” and its major goals and performance objectives. The *vision* sets out the organization’s existence and the “ideal” state that the organization aims to achieve. The mission statements for the CAC and the SSPS were streamlined to provide flexibility to adapt to changes in strategic directions, such as with the adoption of Vision 2015. In the April 2008 SSPS meeting, SSPS members reviewed and approved the mission and vision statements, with minimal changes.
- 3.2 Added Guiding Principles – The DOJ, CJIS Division determined there were four core values or guiding principles that were important to the organization that would serve as the basis for accomplishing its mission and vision.
- 3.3. Reviewed the Strategic Issues – The DOJ, CJIS Division reviewed the previously identified strengths, weaknesses, opportunities and threats, and streamlined the strategic issues by consolidating common issues into broader categories; reviewed them to ensure it provided the flexibility to adapt to changes and new visions; and eliminated those that were determined to be internal issues that would be handled as part of the division’s daily ongoing business operations. The SSPS members reviewed the strategic issues and made changes as presented.
- 3.4 Reviewed the Organizational Goals – The DOJ, CJIS Division reviewed the previously established organizational goals and determined many of these goals were very specific and were more aligned to be strategies or business initiatives the DOJ was responsible for accomplishing. Recommendations are being made to the CAC to eliminate those that have been completed. New, broader goals were defined with the objective of ensuring the integrity of the CLETS and to meet the needs of the CLETS users. SSPS members reviewed the organizational goals and participated in a brainstorming session to provide suggestions, comments and ideas for developing strategies for all of the organizational goals.
- 3.5 Determined New Business Initiatives – The DOJ, CJIS Division reviewed the business initiatives of the *Clets2006strategicplan*, and recommends that completed business initiatives be deleted from the annual Business Plan and that new business initiatives be developed and adopted by the CAC. Those strategies identified as priorities by the DOJ, the SSPS and the CAC will be developed into business initiatives that will be accomplished to achieve the goals outlined in the *Clets2009strategicplan*.
- 3.6 Develop a Business Plan – Those strategies identified as priorities will be developed as business initiatives and subsequently will become part of the Business Plan for 2008-2009. These business initiatives are priority projects that will be the focus of the DOJ for the next 12 to 24 months. When developed, the Business Plan will be presented to the SSPS and the CAC.

IV. MISSION STATEMENTS

- 4.1 Mission Statements – See Appendix C for additional information regarding mission statements for the existing working groups.
- 4.1.1 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.”
- 4.1.2 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.”

V. VISION STATEMENT

5.1 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.”

VI. GUIDING PRINCIPLES

- 6.1 Guiding Principles – The guiding principles for the DOJ, CJIS Division in relation to the CLETS are:
 - 6.1.1 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.”
 - 6.1.2 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.”
 - 6.1.3 Commitment to Excellence and Professionalism – “The DOJ staff will strive for excellence and professionalism in performing its responsibilities.”
 - 6.1.4 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.”

VII. STRATEGIC ISSUES

- 7.1 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. See Appendix E for a listing of strategic issues that were originally identified in the *Clets2006strategicplan*.
- 7.1.1 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.
- 7.1.2. 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.
- 7.1.3. 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.
- 7.1.4 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.
- 7.1.5 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.
- 7.1.6 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.
- 7.1.7 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.

VIII. ORGANIZATIONAL GOALS

- 8.1 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. The organizational goals for *Cllets2006strategicplan* are shown in Appendix F.
- 8.1.1 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.
- 8.1.2 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).
- 8.1.3 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.
- 8.1.4 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.
- 8.1.5 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.
- 8.1.6 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.
- 8.1.7 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.

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

8.2.1 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.

- 8.2.2 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.

- 8.2.3 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).

- 8.2.4 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.

- 8.2.5 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.
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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.

- 8.2.6 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.
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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.

- 8.2.7 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.

**APPENDIX A
INITIAL SWOT ANALYSIS**

RESULTS OF INITIAL SSPS SWOT ANALYSIS			
Strengths	Weaknesses	Opportunities	Threats
Response Time	Money	Federal Monies (Homeland Dollars)	Internet
Secure Network	Personnel	More Efficiencies	Federal Security Mandates
Reliability	Approval Process	Emerging Technologies	Sufficient Funding
Content of Information	Frequency of CAC	Emerging Justice Information Standards	Politics at All Levels
Scalable Network (Good infrastructure)	Limited Approval Processes/Authorization	Law Enforcement Agency's Data Exchange	Media
Trusted Network	Outdated Legacy Technology/Growth Issues	Better Use of Technology	Privacy Rights
Standardization of Information	Limitations of Outside Databases	Faster Networks	Private Interest Access
Distributed Network	Lack of Standardized Interfaces	More Computer Literate Employees	CA Failures on Purchases
Centralized vs. Decentralized	Lack of New Business Needs	Influence Federal Agencies	Increased Demands
Availability	Testing is Cumbersome at All Levels	More Information Available	Lack of Strategy for Homeland Dollars
Monopoly	Lack of R&D	More Links to Neighboring States	Security/Virus Issues
Cost Effective	Laborious Journal Searches	Public/Private Partnerships	Grants to Locals
Great Customer Support	Outdated Business Requirements	Internet	Too Many Vendors
Interconnection – Good Collaboration Between Clients & DOJ Staff	Not Dynamic Inflexible Message Format		Outsourcing
Disaster	Enforcement of PPP		
Recovery/Redundancy	Agencies at Different Levels		
Accuracy	Local Level – Single Connection		
Visionary	Lack of Centralized Collection/Storage of Non-CLETS Data		
Established by Statute	Lack of IT/Technical Communication Inconsistencies Between Technical & Administrative Staff		

**APPENDIX B
REVISED SWOT ANALYSIS**

SSPS SWOT ANALYSIS <i>(Revised on March 25, 2004, at SSPS Meeting)</i>			
Strengths	Weaknesses	Opportunities	Threats
Response Time	Money	Federal Monies (Homeland Dollars)	Internet
Secure Network	Personnel	More Efficiencies	Federal Security Mandates
Reliability	Approval Process	Emerging Technologies	Sufficient Funding
Content of Information	Frequency of CAC Limited	Emerging Justice Information Standards	Politics at All Levels
Scalable Network (Good infrastructure)	Approval/Processes/Authorization	Law Enforcement Agency's Data Exchange	Media
Trusted Network	Outdated Legacy	Better Use of Technology	Privacy Rights
Standardization of Information	Technology/Growth Issues	More Computer Literate Employees	Private Interest Access
Distributed Network	Lack of Standardized Interfaces	Influence Federal Agencies (Two-Way Flow of Information)	CA Failures on Purchases
Centralized vs. Decentralized	Lack of New Business Needs	More Information Available	Increased Demands
Availability	Testing is Cumbersome at All Levels	More Links to Neighboring States	Lack of Strategy for Homeland Dollars
Monopoly	Lack of R&D	Public/Private Partnerships	Security/Virus Issues
Cost Effective	Laborious Journal Searches	Internet	Grants to Locals
Great Customer Support	Outdated Business Requirements	Legislative Change	Too Many Vendors
Interconnection – Good Collaboration Between Clients & DOJ Staff	Not Dynamic	Legislation	Outsourcing
Disaster	Inflexible Message Format		Legislation
Recovery/Redundancy	Enforcement of PPP		
Accuracy	Agencies at Different Levels		
Visionary	Local Level – Single Connection		
Established by Statute	Lack of Centralized Collection/Storage of Non-CLETS Data		
Legislation	Lack of IT/Technical Communication		
	Inconsistencies Between Technical & Administrative Staff		
	Training Not Adequate		
	Legislation		

APPENDIX C
MISSION STATEMENTS OF SSPS WORKING GROUPS

The following reflect the mission statements for the working groups that were identified by the SSPS and the strategic planning working committee: It is recommended that the formal mission statements not be maintained. Since the Strategic Plan has been completed, the structure and intent of the working groups may change and may no longer operate under the SSPS.

Administrative Work Group – “The mission of the Administrative Work Group, under the direction of the Standing Strategic Planning Subcommittee, is to review, discuss and formulate the recommendations regarding the administration and training of the CLETS subscribing agencies.”

Technical Work Group – “The mission of the Technical Work Group, under the direction of the Standing Strategic Planning Subcommittee, is to provide a forum for review of technology issues that are presented to the CLETS Advisory Committee.”

Legislation Work Group – “The mission of the Legislative Work Group, under the Standing Strategic Planning Subcommittee, is to identify, review, and present to the CLETS Advisory Committee pending and recently enacted state and federal legislation impacting CLETS and its client agencies.”

**APPENDIX D
CLETS2006STRATEGICPLAN BUSINESS INITIATIVES
As of September 25, 2008**

CLETS STRATEGIC PLAN GOALS					
OBJECTIVE	LINE ITEMS	DUE DATE	WORK COMPLETED	WORK IN PROGRESS	RECOMMEN- DATION
GOAL 1 - LEVERAGE TECHNOLOGY					
Assess options	Line Item 4. Monitor, forecast & expand as needed.	Q2-2006	DOJ upgraded backbone from Asynchronous Transfer Mode network to Multi-Protocol Label Switching infrastructure.	The DOJ will continue to research and implement improvements as needed.	Delete- Item completed
Assess options	Line Item 5. Assess options for improving redundancy.	Q2-2006	DOJ implemented redundant hardware and dual connectivity in network backbone.	The DOJ will continue to implement redundant hardware and dual connectivity as needed..	Delete-Item completed
Assess options	Line Item 6. Assess options for intelligent routing.	Q2-2006	DOJ implemented Virtual Private Networks to segregate traffic and Quality of Service to manage traffic priorities on backbone.	The DOJ will continue to research and implement improvements to routing within DOJ network.	Delete-Item completed
Utilize CLETS network	Line Item 8. Identify existing law enforcement info to provide to cities, counties and neighboring states; Line Items 9 -10. Identify existing connectivity and additional connectivity to deliver info.	Ongoing	N/A	Survey not needed at this time.	Delete
			DOJ completed preliminary assessment on impact of using existing connectivity to support additional data sharing and preliminary brainstorming to discuss additional connectivity.	DOJ is unable to identify connectivity if information is unknown.	Delete
Utilize CLETS network	Line Items 11-14. Identify software, funding mechanism, support mechanism, administrator, funding and maintenance mechanism to accomplish work	TBD	N/A	The completion of these items is dependent on Items 8-10.	Delete
Internet	Line Items 16 - 17. Establish policies and standards; and identify risks and mitigation strategies.	Q3-2007	At Sept 2007 CAC meeting, DOJ concluded that Internet Pilot project established in Oct 2005 had a lack of participants; Risk and mitigation strategies were addressed in the original Internet Pilot Project Issue papers and in the revised technical standards	Due Q3-2008: The original technical standards were modified to make them applicable for all agencies desiring to access CLETS data via the Internet. Pilot was extended to Feb 09 but it has been determined that the CLETS PPP and CLETS Technical Guide changes as outlined in the pilot paperwork could be implemented without much delay, negating the need for the pilot.	Delete – Pilot is not needed. DOJ will adopt pilot security specifications; Revisions to PPPs and Technical manual are in progress.

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Wireless	Line Item 19. Pursue legislation to mandate prioritized level of wireless network services for law enforcement officers.		N/A	DOJ supports the initiation of legislation for the establishment of prioritized wireless network bandwidth for LE purposes	Delete - DOJ will provide legislative update at each CAC meeting.
Local/ Regional	Line Item 21. Evaluate current county connectivity to the State and recommend changes to county infrastructure.		N/A	This task has been assigned to county CIOs and should be communicated by the Committee members back to their constituent groups and organizations.	Delete

GOAL 2 - IMPROVE NETWORK SECURITY

Implement encryption	Line Item 25. Implement an encryption solution for the DOJ CLETS backbone network	Q1-2006	Department of Finance approved funding for DOJ's Network Encryption Project	Due Q3-2008: These network changes will overlay the VPN and QoS implementation on the network, bring more intelligence and security to the DOJ network, and bring DOJ into compliance with CJIS security policies for encryption on the DOJ WAN links	Retain – Project on schedule.
Implement encryption	Line Item 26. Implement encryption on untrusted networks		N/A	Encryption on untrusted network is not in scope of Encryption Project	Delete
Gap Analysis	Line Item 28. Identify tasks to close security gaps	Q4-2007	Tasks necessary to meet FBI CJIS requirements have been identified and an action plan has been developed. The major tasks necessary to be compliant will be accomplished with the establishment of the SPOC and the IRT. Documents have been created that define the SPOC and IRT roles and responsibilities.	Due Q3-2008: Letters sent out to criminal justice agencies in early February 2008; SPOCs have been identified. CAS and HDC are working on an internal database to maintain the SPOC information.	Delete – Letters to LEAS were sent; SPOC list has been created.
Gap Analysis - County control agencies/ CLETS	Line Item 30. Identify tasks to close security gaps		N/A	DOJ continually assesses the compliance of County Control Agencies with CLETS Policies, Practices, and Procedures through the CLETS upgrade Application Process. When gaps are identified, counties are required to provide action plans to close the gaps	Delete - This is an ongoing DOJ business task.
Develop Security	Line Item 32. Develop security audit process		N/A	Due Q3-2008: The security audit plan is currently being addressed and the draft security audit survey to be provided at April 2008 SSPS. The security audit survey will be based on criteria contained in the FBI CJIS Security Policy. Once approved, survey will be distributed to the CLETS connected agencies. Based on the responses provided by the agency, an on-site audit may be scheduled.	Delete – Audit process will be provided at subsequent CAC meetings as needed.

GOAL 3 - ADOPT EMERGING NATIONAL JUSTICE INFORMATION STANDARDS

<p>Adopt National Justice XML Standard</p>	<p>Line Item 36. Research & identify tools to assist in data conversion (Note: XML and NIEM are same standard.); Line Item 37. Form a working group to assess impact on DOJ/CLETS and County Control agencies; Line Item 38. Formulate a transition plan</p>	<p>Q4</p>	<p>The DOJ completed a transition strategy for the adoption of GJXDM/NIEM as the DOJ moves to improve the integration of information technologies both internal to DOJ and with its justice partners. The DOJ has made the strategic decision to embrace the NIEM 2.0 as a common data model for information sharing and the decision has implications for the DOJ organizational structures and management processes.</p>	<p>A high level review was completed; DOJ embraces NIEM where possible, but also accepts and supports Legacy interfaces; DOJ will not force agencies to embrace NIEM.</p>	<p>Delete</p>
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GOAL 4 - ADOPT EMERGING DIGITAL MEDIA STANDARDS

<p>Assess Emerging Standards</p>	<p>Line Item 41. Continue to monitor progress</p>	<p>N/A</p>	<p>NIST produced media standards, the Special Publication 500-271 ANSI/NISTITL 1/2007 Data Format for the Interchange of Fingerprint, Facial, and Other Biometric Information Part 1. Many data interchange and processing applications have converted to or are in the process of migrating toward an XML format approach for processing data. To provide the ability to directly interface with such applications, NIST is developing an XML alternative representation of the textual, image, and other biometric information known as Part 2 of the standard. The NIST Digital Media Group is developing the basic metrology and standards to improve the reliability, interoperability, and quality of digital media. NIST works in conjunction with the MPEG a working group of ISO/IEC in charge of the development of standards for coded representations of digital audio and video.</p>	<p>This is an ongoing task for DOJ and the TWG.</p>	<p>Delete - This is an ongoing HDC business practice.</p>
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GOAL 5. REWRITE CLETS					
Enhance CLETS	<p>Line Item 45. Enhance CLETS to handle and deliver messages with non-textual content, such as images; Line Item 46. Enhance CLETS to support large, simultaneous broadcasts especially from the Department of Homeland Security; Line Item 47. Support and Manage transfer of large messages and bulk data; Line Item 49. Rewrite CLETS to utilize relational database technology, open systems architecture, and standard programming language; Line Item 51. Enhance CLETS to maintain the sub-second internal response time for message growth of 13 percent each year for the next five years; Line Item 52. Increase processing resources to reduce the likelihood of downtime and the loss of messages; Line Item 54. Provide online journal archive search capabilities and new administrative functionality; Line Item 55. Redirect journal recording to a journal-recording server, eliminating the use of magnetic tapes.</p>	N/A	<p>Vendor and DOJ staff went through a series of joint sessions to establish the Functional and Non-functional Requirements during the first six months of 2005. An Architecture Design was developed and delivered in January of 2006, with development activities starting immediately thereafter. Project originally scheduled to be completed in December of 2006; differences over the Detailed Design documentation being written caused extended review and amendment cycles, leading to project delay. As of this writing in October 2008, the project is currently in late Subsystem and early Integration Test phases, with Functional, Performance, and Acceptance Tests scheduled to be completed by the end of December 2008. .</p>	<p>Due: Q4-2008. The CLETS Migration Project will allow CLETS to: handle and deliver messages with non-textual content, such as images; transfer large messages and bulk data; migrate away from Unisys mainframes running the OS2200 Executive, to Unisys ES7000 Cellular Multiprocessor enterprise servers running Windows 2003; migrate the application, original in Unisys' MASM Assembler, to Java; maintain its current sub-second internal response time, even with 5-year message growth projections; minimize downtime by use of dynamic tables, utilization of a Relational Database management system and the ability to handle XML-formatted message payloads; streamline the journal search process by combining an online journal search capability with a relational database management system; and eliminate slower magnetic tape media</p>	<p>Retain - Project in progress; updates will be provided at subsequent CAC meetings until completion.</p>

GOAL 6 - ORGANIZE R AND D TEAM

Research	Line Item 59. Create a process for identifying and evaluating new technologies; Line Item 60. Find ways to fund R&D projects; Line Item 61. Find ways the DOJ/CLETS and client agencies can participate in pilot projects; Line Item 62. Find ways that universities, colleges, and/or private companies can participate in pilot projects.		N/A	This is an ongoing SSPS/TWG topic.	Delete - This is an ongoing HDC business practice.
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GOAL 7 - ENSURE SUFFICIENT TECHNOLOGICAL AND STAFF SUPPORT

Presentation of Strategic Plan	Line Item 66. Distribute the Strategic Plan as a basis for requesting financial cooperation between criminal justice agencies; Line Item 67. Multiple criminal justice agency coordination with economic assistance programs to assist DOJ with CLETS issues.		N/A	This is an ongoing SSPS/TWG topic.	Delete - This is an ongoing HDC business practice.
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GOAL 8 - EXPEDITE AND STREAMLINE APPROVAL PROCESS

Revise Application Process	Line Item 71. Revise application (client input).	Q4-2006	Input from client as well as technical staff have been accepted and incorporated into the application.	DOJ has committed to take care of this project as part of its ongoing internal business practices, not as part of the CLETS Strategic Plan.	Delete - This is an internal DOJ project; can be reported at the SSPS meetings as needed.
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Revise Application Process	Line Item 72. Create process for application review and categorization.	Q4-2006	DOJ created a process for application review and categorization has been completed. The CAC implemented Conditional Approvals, allowing agencies to move forward with their upgrades prior to a CAC meeting if the following criteria were met: 1) The application would qualify for the Consent Calendar (no direct line requests, no known violations of policy), and 2) Received technical approval. In addition, the CAS received two additional analyst positions, which will allow applications to be reviewed in a timelier manner. The new analysts will perform the initial review process to ensure all necessary documentation is included, consistency between the application and diagram, and all the documents have been signed. Technical staff has also modified their process reject applications if the applicant fails to respond to queries.	N/A	Delete - This task is completed.
Revise Application Process	Line Item 73. Define categorization triggers (consent vs. non-consent/discussion).	Q4-2006	The Definition for categorization triggers (consent vs. non-consent/discussion) was been completed. Categories were defined as follows: Consent: 1) No direct line requests; 2) No known policy violations. Consent with discussion: 1) Direct Line requests; 2) Known policy violations, but not related to upgrade; 3) Other issues in need of bringing to the attention of the CAC. Non-consent: 1) Violation of policy related to the upgrade; 2) Other issues in need of bringing to the attention of the CAC. Conditional approval: 1) Previously approved by CAC Chair.	N/A	Delete - This task is completed.
Revise Application Process	Line Item 74. Increase staff resources.	Q4-2007	The CAS is now fully staffed and the new staff is in the process of being train in the application review process	Increasing staff resources is an ongoing issue	Delete - This task is completed.

GOAL 9 - IMPLEMENT A NEW CLETS

Identify Needs	Line Item 78. Remove outdated and unnecessary business functions; Line Item 79. Add new business functions; Line Item 80. Retain current needed business function; Line Item 82. Estimate CLETS capacity for the next five years. Note: These items are tied to Line Items 45-55.	N/A	The new CLETS application estimates 5-year message growth projections of 13 percent each year for the next five years.	Due Q4-2008: The current CLETS Migration Project requires all current functionality, minus certain outdated and obsolete functions, are to be maintained; adds new business functionality as needed to support the CLETS enhancements; and requires all functionality, minus certain outdated and obsolete functions, to be maintained.	Retain – Project in progress; updates will be provided at CAC meetings until completion.
Upgrade CLETS		Q4-2007		N/A	Delete - This task is completed.

GOAL 10 - ENTER CRIMINAL JUSTICE DATA ONCE INTO A SYSTEM THAT PERMITS STATEWIDE SHARING

Increase Public Safety	Line Item 86. Adopt a statewide standard for exchange of criminal justice data (using national XML base); Line Item 87. Adopt security standards for identity management and data security (Authentication, etc.); Line Item 88. Agree on an Open System interface method for invoking remote functions (SOAP, WSDL, SML); Line Item 89. Build a secure network method for network communications between local agencies Note: These tasks are tied to Tasks 36-38.	N/A	DOJ has utilized WS Security for securing SML data for internal DOJ projects. With regards to building secure communication channels between local agencies, this should be a defense in a department layered approach. Secure communication should be applied at the network layer and the application layer. Depending on the architecture it may only be possible to perform application layer security, as the only means of securing the communication channel.	N/A	Delete – This is tied to Goal 3, which was completed.
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GOAL 11 - PARTNER WITH LAW ENFORCEMENT

Develop the Process	<p>Line Item 93. Establish a committee to review needs and canvas law enforcement agencies nationwide for new technology initiatives; Line Item 94. Prioritize business needs based on agreed upon criteria; Line Item 95. Perform officer and public safety impact analysis of recommended business needs. (How will this impact law enforcement and public safety?); Line Item 96. Provide feedback to the users.</p>	N/A	N/A	This is an ongoing SSPS topic and is to be discussed at the next SSPS meeting.	Delete - This is an ongoing DOJ business practice.
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**APPENDIX E
OLD STRATEGIC ISSUES**

Strategies of Cllets2006strategicplan. Strategies were developed for the following problems and/or opportunities that were identified and adopted by the SSPS in the *Cllets2006strategicplan*: (Previously was Appendix 4)

1. Changing CAC member responsibilities - The scope of the CAC responsibilities was changing and broadened from that of an advisory body for the CLETS to that of a proactive advisory body for criminal justice information systems.
2. Changing demands and environment affecting the CLETS - To meet the demands and requirements of the changing environment, training is necessary to administer programs associated with the CLETS to the CAC, CAS and Technical Support.
3. CAC membership responsibilities were not clearly delineated - These responsibilities for each member were clearly defined as: 1) Serve as advocates for individual jurisdictions to the Committee; 2) Present all outcome from CAC back to the representative areas of each member; and 3) Have an understanding and appreciation for the expanded role of the CAC and the CLETS and network provided criminal justice information as it relates to officer and public safety.
4. Insufficient skills of DOJ technical resources - The skills of the CLETS and CJIS technical resources are not sufficient to apply current and future technology requirements to support the criminal justice umbrella.
5. Legislative Impact on the CLETS - The CAC is not always aware of legislation affecting the CLETS.
6. Funding Strategies - The CAC was not fully utilizing its role to improve on the funding strategies available for the CLETS.
7. Disaster Recovery - CLETS Network - The CLETS network must be defined to protect the integrity of the network from the failure of communication components. End users' connectivity to important databases must be retained.
8. Disaster Recovery - CLETS Application - The CLETS application is not protected by an adequate operational recovery plan.
9. Integration and Compatibility - The demand for criminal justice information has led to a proliferation of stand-alone databases. At the same time, due to the lack of database compatibility, the information sharing process is becoming more difficult and in some cases impossible. This results in both loss of opportunities and higher costs of integration.
10. 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 only data but also 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.
11. Security and Audits - A high level system security is necessary to safeguard the CLETS network and criminal justice information.
12. Security and Training - Training of the CLETS user community is necessary to ensure the proper and efficient use of the CLETS network and its information.

**APPENDIX F
OLD ORGANIZATIONAL GOALS**

F.1. OLD ORGANIZATIONAL GOALS - The following organizational goals were identified in the *Cllets2006strategicplan* to address the weaknesses and opportunities in the focus groups that participated in the SWOT process.

The following goals were identified to address possible opportunities for the DOJ:

IDENTIFIED GOALS TO ADDRESS OPPORTUNITIES		
GOAL	DESCRIPTION	RECOMMENDATION
1	To leverage technology to make available additional law enforcement connectivity between all law enforcement and criminal justice agencies. (Line Items 4, 5, 6, 9-14, 16-17, 19, 21)	Delete – Completed
2	To improve the security of the law enforcement network to meet or exceed NCIC standards. (Line Items 25, 26, 28, 30)	Retain – In progress.
3	To adopt emerging national justice information standards in order to promote a high degree of effective and economically feasible data exchanges (Line Items 36, 37, 38)	Delete - Completed
4	To adopt emerging standards in area of digital media, which would include imagining, video, audio, fingerprints, etc. (Line item 41)	Delete – This is part of on-going HDC business practices.
5	To rewrite CLETS within two years to meet the immediate objectives of DOJ and its law enforcement users. (Line items 45, 46, 47, 49, 51, 52, 54, and 55)	Retain – In progress.
6	To organized a R&D team for conducting relevant research in domain areas: security, investigative tools, digital and data standards, and network design. (Line items 59 – 62)	Delete - Tasks that were identified are an ongoing part of HDC business practices.

IDENTIFIED GOALS TO ADDRESS WEAKNESSES		
GOAL	DESCRIPTION	RECOMMENDATION
7	To ensure there is sufficient technological and staff support in order to administer, maintain, and enhance the CLETS system. (Line item 66)	Delete – This is an internal DOJ issue
8	To expedite and streamline the approval process for new and upgraded service applications. (Line item 71-74)	Delete - This is an internal DOJ project that was delayed due to the revision of the PPPs and will be its next priority project
9	To implement a new CLETS system, based on Open System standards, that meets the identified business needs of DOJ, NCIC and criminal justice users. (Line items 78-82)	Retain - CLETS migration is due to be completed in the 1st ^h Quarter of 2009.

Clets2009strategicplan

10	To enter criminal justice data once into a system that permits statewide sharing of local information. (Line items 86-89; tied to Line items 36-38)	Delete – This is tied to Goal 3 which was completed.
11	To partner with local law enforcement to document business needs as they relate to officer and public safety. (Line items 93-96)	Delete – This is part of HDC's on-going part of HDC business practices.

F.2 DETAILED DESCRIPTION OF GOALS FOR CLETS2006STRATEGICPLAN -

The following goals were developed for the *Cllets2006strategicplan*.

F.2.1 Goal 1 - To ensure that there is sufficient technological and staff support in order to administer, maintain and enhance the CLETS System.

Strategic Issues:

1. Weakness: Money

Objectives:

1. Presentation of the Strategic Plan to solicit funding from interested stakeholders.

Strategies:

1. Distribute the Strategic Plan as a basis for requesting financial cooperation between criminal justice agencies.
 2. Multiple criminal justice agency coordination with economic assistance programs to assist DOJ with the CLETS issues.
-

F.2.2 Goal 2 - To expedite and streamline the approval process for new and upgraded service applications.

Strategic Issues (goal is established to address these issues):

1. Weakness: approval process

Objectives:

1. To define types of applications requiring full CAC approval.
2. To delegate consent items to CAS growth
3. To provide adequate and timely customer support to the CLETS subscription to the CLETS subscribing agencies.

Strategies:

1. Revise process for application review and categorization.
 2. Create process for application review and category.
 3. Define categorization triggers (consent vs. non-consent or discussion).
 4. Increase staff resources.
-

F.2.3 Goal 3 - To implement a new CLETS system, based on Open System standards, that meets the identified business needs of DOJ, NCIC, and criminal justice users.

Strategic Issues (goal is established to address these issues):

1. Outdated legacy technology and growth issues.

Objectives:

1. To identify the relevant business needs that can be satisfied by the CLETS.
2. To upgrade the CLETS capacity to accommodate increased users and data while maintaining an acceptable response time.

Strategies:

1. Evaluate the business functions during the annual strategic planning update process and remove those that are outdated or unneeded, add new business functions as they are identified.
 2. Estimate the CLETS capacity for the next five years (network, users, data, etc.)
-

F.2.4 Goal 4 - To enter criminal justice data once into a system that permits statewide sharing of local information.

Strategic Issues (goal is established to address these issues):

1. Lack of automated interfaces

Objectives:

1. Increase public safety by decreasing workloads on clerical staff, thus diverting resources to sworn staff.
2. Allow officers to check other statewide local law enforcement, criminal justice information such as wants, warrants, temporary restraining orders, probation (4th waivers), licenses, registrants, and detention records.

Strategies:

1. Adopt a statewide standard language for exchange of criminal justice data (using national XML base).
 2. Adopt security standards for identity management and data security (authentication, etc),
 3. Agree on an open system interface method for invoking remote functions (SOAP, WSDL, SML).
 4. Build a secure method for network communications between local entities.
-

F.2.5 Goal 5 - Partner with local law enforcement agencies to document business needs as they relate to officer and public safety.

Strategic Issues (goal is established to address these issues):

1. Not addressing new business needs.

Objectives:

1. Develop a process for identifying new law enforcement needs and initiatives.

Strategies:

1. Establish a committee to review needs and canvass law enforcement agencies nationwide for new technology initiatives.
2. Prioritize business needs based on agreed upon criteria.
3. Perform officer and public safety impact analysis of recommended business needs (how will this impact law enforcement and public safety?)
4. Provide feedback to users.

F.2.6 Goal 6 - To leverage technology to make available additional law enforcement connectivity between all law enforcement and criminal justice agencies.

Strategic Issues that this goal addresses:

1. Use of state-of-the-art technology; deals with the opportunity of expanding network connectivity

Objectives:

1. To take on opportunity to expand network connectivity.
2. To maintain a high capacity, highly available network that meets the needs of the client agencies throughout the state
3. To provide an avenue for inter-county information sharing

Strategies:

1. Explore the possibility to utilize secure internet connection to transport the CLETS data, which includes establishing policies and standards, and identifying risks and mitigation strategies.
 2. Explore the possibility to obtain high priority, secure wireless network for law enforcement, which would include pursuing legislation to mandate prioritized level of service for law enforcement officers.
 3. 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 infrastructure.
-

F.2.7 Goal 7 - To improve the security of law enforcement network to meet or exceed NCIC standards.

Strategic Issues:

1. To take advantage of the opportunity for addressing security needs and risks.

Objectives:

1. To implement encryption protocols to ensure data confidentiality and data integrity.
2. To perform a gap analysis between the current CLETS network and NCIC security standards.
3. To perform a gap analysis between county control agencies and new or revised CLETS security standards.
4. To audit local agencies for compliance to security standards.

Strategies:

1. To implement an encryption solution for the DOJ CLETS backbone network.
2. To implement encryption on untrusted networks.
3. To identify tasks to close security gaps.
4. To develop a security audit process.

F.2.8 Goal 8 - To adopt emerging national justice information standards in order to promote a high degree of effective and economically feasible data exchanges; and emerging standards in the areas of digital media, such as: imaging, video, audio, fingerprints, etc.

Strategic Issues:

1. To take advantage of the opportunity to adopt data exchange standards.
2. To assess emerging trends in standards in the area of digital media.

Objectives:

1. To adopt national justice XML standard for data exchange.
2. To assess emerging trends in standards in digital media.

Strategies:

1. To research and identify tools to assist in data conversion.
 2. To form a working group to assess the impact of adopting the national justice XML standard for data exchange.
 3. To formulate a plan to transition to a new standard for data exchange.
 4. To formulate a work group to track activities in the area of digital media and to make recommendations.
-

F.2.9 Goal 9 - To rewrite CLETS within two years to meet the immediate objectives of DOJ and its law enforcement users.

Strategic Issues:

1. To take advantage of the opportunity of developing a new CLETS application.

Objectives:

1. To enhance CLETS with new functionality to meet immediate processing needs.
2. To position CLETS to meet industry standards with supportable programming languages.
3. To enable CLETS to continue sub-second response time performance for the estimated annual transaction growth without compromising its performance levels.
4. To improve journal search capabilities to respond to CLETS user inquiries in less than 24 hours.

Strategies:

1. To enhance CLETS to handle messages with non-textual contents, such as images.
 2. To enhance CLETS to support large, simultaneous broadcasts, especially from the Department of Homeland Security.
 3. To support and manage the transfer of large messages and bulk data.
 4. To rewrite CLETS to utilize relational database technology, open system architecture and stand alone programming languages.
 5. To enhance CLETS to maintain sub-second internal response time for message growth of 13 percent each year for the next five years.
 6. To increase processing resources to reduce the likelihood of downtime and the loss of messages.
 7. To provide on-line journal archive search capabilities and new administrative functionality.
 8. To re-direct journal recordings to a journal-recording server, eliminating the use of magnetic tape.
-

F.2.10 Goal 10 – To organize an R&D Team for conducting relevant research in domain areas: security, investigative tools, digital and data standards and network design.

Strategic Issues:

1. To take advantage of the opportunity of conducting research and development of information technology.

Objective:

1. To partner with industry subject matter experts and federal public safety agencies to develop requirements and designs for R&D topics.

Strategies:

1. To create a process for identifying and evaluating new technologies.
2. To find ways to find R&D projects.
3. To find ways that DOJ/CLETS and client agencies can participate in pilot projects.
4. To find ways universities, colleges and/or private companies can participate in pilot projects.

APPENDIX G
BUSINESS INITIATIVE FORM

GOAL :
INITIATIVE :

Description/Scope of Initiative:

Objective(s) of Initiative:

-
-
-

Link(s) to Goals, Objectives, Strategies:

- Strategic Issues:
- Goals:
- Objectives:
- Strategies:

Impact on Client Service:

-
-
-

Funding Source(s):

-
-
-

Begin Date and End Date:

-

Implementation Steps: _____ Time frames:

-
-
-

Milestones:

Time frames:

-
-
-
-
-

Critical Success Factors:

-
-
-

Bureau(s)/ Section(s) with Primary Responsibility for Initiative:

-
-
-

Persons with Primary Responsibility:

-
-

Internal and External Partners Involved with this Initiative:

-
-
-
-

Linkages with Other Initiatives:

-
-

Major Obstacles or Drawbacks Related to the Initiative:

-
-
-
-
-

APPENDIX H
CLETS Standing Strategic Planning Subcommittee Members
 (As of January 28, 2009)

<u>Chair</u>	Spiegel, Sam (CAC Member)	Police Chief Folsom Police Department
<u>Members</u>	Vacant	Chief Information Officer Department of Justice
	Chappelle, Reginald (CAC Member)	Chief, Information Management Division California Highway Patrol
	Dominic, Joe	Manager, Network Information Security Unit Department of Justice
	Drake, Paul	Data Systems Bureau Sheriff's Data Network Los Angeles County Sheriff's Department
	Kelley, Diana	Supervising Department I.S. Coordinator Monterey County Sheriff's Department
	Marsh, Stuart	IT Manager Orange County Superior Court
	Rozonsky, David	Technical Services Manager San Bernardino County Sheriff's Department
	Scanlon, Pamela	Executive Director Automated Regional Justice Information System
<u>Support Staff</u>	Fercho-Tillery, Valerie	Executive Secretary DOJ CLETS Administration Section

APPENDIX I
SSPS Work Groups Rosters
(As of January 28, 2009)

Administrative Work Group

<u>Chair</u>	Cranston, Maria	DOJ CLETS Administration Section
<u>Members</u>	Darmour, Charmaine	Anaheim Police Department
	Goodman, Karen	San Diego Police Department
	Sanchez, Susan	Kern County District Attorney's Office
	Vacant	DOJ Client Services Program

Technical Work Group

<u>Chair</u>	Dominic, Joe	DOJ Network Information Security Unit
<u>Members</u>	Baumgart, James	San Diego County Sheriff's Department
	Byerly, Ted	San Bernardino County Sheriff's Department
	Cranston, Maria	DOJ CLETS Administration Section
	Escalante, Fabian	Los Angeles County Sheriff's Department
	McHenry, Mike	Orange County Sheriff's Department

Legislation Work Group

<u>Chair</u>	Fercho-Tillery, Valerie	DOJ CLETS Administration Section
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APPENDIX J
Contributors / User Participants of the Strategic Planning Process
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SSPS Members (Current and Prior)

Cokely, Flint, Redding Police Department 2/
Dedier, Nick, Department of Justice 2/
Drake, Paul, Los Angeles County Sheriff
Edson, Scott, Los Angeles County Sheriff 2/
Hawkins, O.J. "Bud," CAC Chair, Peace Officers 1/ 2/
Kelly, Bill, City of Arcadia (Chair) 2/
Kelley, Diana, Monterey County Sheriff
Overhouse, Gail, Department of Justice 2/
Rozonsky, David, San Bernardino County Sheriff
Scanlon, Pamela, ARJIS, San Diego County
Spiegel, Sam, California Peace Officers' Association
Stodelle, Mike, San Bernardino County Sheriff 2/
Wilkerson, Ron, Orange County Sheriff 2/

Others (Current and Prior)

Baumgart, James, San Diego County Sheriff
Bissada, Phillip, San Mateo County Sheriff
Byerly, Ted, San Bernardino County Sheriff
Capps, Jamie, Department of Justice
Cranston, Maria, Department of Justice
Edwards, Michael, San Mateo County Sheriff
Escalante, Fabian, Los Angeles County Sheriff
Fletcher-Bowman, Tracy, Department of Justice
Grootveld, Gary, Department of General Services
Harlan, Ned, Department of Justice
Hennig, Tom, San Joaquin County Sheriff
Lewis, Judy, Department of Justice
Lopez, Anita, Department of Motor Vehicles
Manca, Bob, Systems Exchange
McHenry, Michael, Orange County Sheriff
Mitchell, Michelle D., Department of Justice
Ryan, Dennis, San Mateo County Sheriff
Sanchez, Susan, Kern County District Attorney's Office
Sevilla, Anita, CCSF-Department of Transportation Information Systems
Shishmanian, Henry, San Francisco Police Department
Sing, Pauline, Department of Justice
Steuben, Walt, Department of Motor Vehicles
Surges, Joe, California Law Enforcement Association of Records Supervisors
Taylor, Katherine, Department of Motor Vehicles
Wihl, Bill, Department of Motor Vehicles
Young, Kathy, California Highway Patrol

1/ Deceased 2005

2/ Prior SSPS Member

APPENDIX K
Contributors / User Participants of the Strategic Planning Process
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Basco, Julie, Department of Justice
Chappelle, Reginald, California Highway Patrol
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Fong, Georgia, Department of Justice
Kelley, Diana, Monterey County Sheriff's Department
Marsh, Stuart, Orange County Superior Court
McArdle, Scott, Department of Justice
McLaughlin, Debbie, Department of Justice
Peters, Amy, Department of Justice
Rozonsky, David, San Bernardino County Sheriff's Department
Scanlon, Pam, Automated Regional Justice Information System
Spiegel, Sam, Folsom Police Department
Stobie, William, Department of Justice
Vargas, Albert, Department of Justice
Walton, Joyce, Department of Justice