

Commonwealth of Pennsylvania JNET 2017 Strategic Plan

December 2016



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Overview

Established in 1999, the Pennsylvania Justice Network (JNET) is an integrated, secure justice portal providing an online environment for authorized users to access public safety and criminal justice information. JNET is the Commonwealth's primary public safety integration service provider.

The JNET Strategic Plan

JNET's Strategic Plan was last updated in 2009 and included seven strategic goals and nine organizational objectives along with multiple initiatives. JNET is refreshing its Strategic Plan to:

- Increase effectiveness in service delivery
- Align technology investments with business and user priorities
- Correspond with the Commonwealth of Pennsylvania Enterprise Information Technology Strategic Plan 2016-2020

The 2017 Plan was developed with the participation of the JNET Steering Committee and management staff along with input from users. It sets the vision for JNET over the next several years as well as specific initiatives aligned to overarching goals.

Governance Principles

The continuation of the JNET Governance Structure facilitates the operation and advancement of a cost-effective, integrated justice information system that maximizes standardization of information and communications technology across the commonwealth's justice and justice-affiliated agencies and, thereby, improves public safety. JNET will provide a platform for criminal justice and public safety IT policy/operations discussions with a primary focus on Commonwealth criminal justice/public safety agencies.

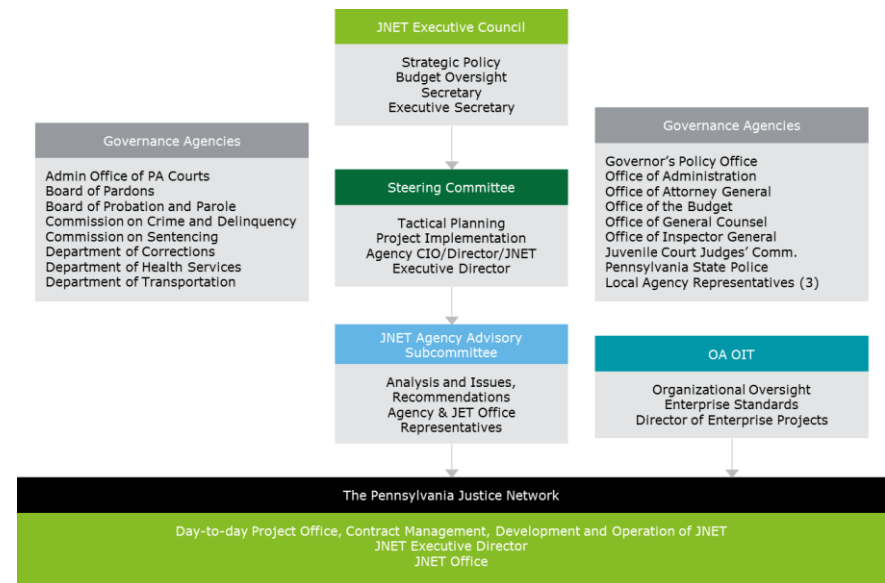
To facilitate JNET's mission, the Steering Committee will follow principles to guide investment decisions on future projects (i.e. reduce costs, improve customer service). The JNET Steering Committee will be actively engaged in the project portfolio management process. This will allow the Steering Committee to:

- Align JNET resources with criminal justice business needs
- Prioritize proposed initiatives based on defined investment principles
- Provide for in-depth discussions as projects kick off to assess how they can benefit other stakeholder agencies.

JNET Structure and Governance

JNET is a collaborative effort of municipal, county, state, bordering states and federal justice agencies to operate and sustain a secure integrated justice system, establish a strategic direction for the investment in information solutions across the commonwealth's technology enterprise, and to direct implementation of a comprehensive integrated justice information system.

Governance is established in Executive Order 2014-02 and Management Directive 245.19



Alignment with Commonwealth IT Priorities

The JNET IT Strategic Plan aligns with the goals outlined in the Commonwealth's Enterprise IT Strategic Plan as well as the Office of Administration Strategic Plan, illustrating the importance of technology across the Commonwealth.

Alignment with Enterprise IT Strategic Plan

Optimize Services

- ✓ Implement services transformation
- ✓ Enhance security services
- Modernize telecommunications
- ✓ Improve service management

Transform Government

- ✓ Modernize legacy systems
- ✓ Implement a digital government strategy
- Evolve functional centers of excellence
- Modernize enterprise administrative systems

Empower the Workforce

- ✓ Improve knowledge management
- ✓ Foster a mobile workforce
- Align IT human resources processes
- ✓ Enrich training

Foster Collaboration, Communication and Governance

- Strengthen strategic planning
- Enhance communications
- ✓ Align governance processes
- Provide agencies additional procurement offerings
- Increase business risk awareness



Alignment with OA Strategic Plan

The Commonwealth's Office of Administration established focus areas to improve operations, which also align with JNET's Updated Strategic Plan.

Focus Area 1: Streamline and improve processes and operations to drive savings and efficiencies while improving service.

- Modernize the Integrated Enterprise System (IES) environment
- Implement the next generation of telecommunications services
- Evolve Office for Information Technology (OIT) to a standardized IT service management model

Focus Area 4: Foster a culture of innovation and collaboration by serving as a resource to agencies in their transformation journeys

- Develop and implement continuous process improvement in all state agencies
- Complete and implement a strategy for enterprise data sharing, including data set inventory governance and reporting
- Utilize open data to improve transparency and decision-making

Vision, Mission, Goals

The vision and mission guide the goals of the strategic plan and provide users, employees, and agencies a comprehensive view of JNET's overarching priorities, which are then broken down into initiatives.

Vision

To be the data integration innovation leader for Pennsylvania's criminal justice and public safety communities

Mission

To provide highly-available, secure, and accurate data and integration services to Pennsylvania's criminal justice and public safety communities

JNET Strategic Goals

Optimize Services

To improve the availability, performance, accuracy and utility of JNET portal and messaging services

Transform Government

To modernize systems and leverage Enterprise solutions, which enables JNET to minimize business risk to critical services

Enable Innovation through Integration

To provide data integration services that enable Commonwealth and local entities to transform their organization and business processes

Empower Users

To improve and enhance the JNET end user experience

Alignment with User Priorities (see Appendix for survey results)

- Improve message availability
- Consolidate applications
- Increased availability of out-of-state/federal information
- E-filing
- Electronic Reporting
- User Training
- User Notifications
- Mobility
- Business process-based applications

Goal 1: Optimize Services

Optimize Services includes technology solutions to improve the availability, performance, accuracy and utility of JNET portal and messaging services to deliver criminal justice information reliably.

Ensure Service Availability

- JNET will continue to work to implement infrastructure enhancements to make JNET available at all times and minimize outages. Providing a reliable and highly available product, with the goal of 24/7/365 availability, is important to meeting user needs which are often time-sensitive and outside regular business hours.

Improve Auditing

- JNET seeks to improve its capabilities to log/track access to all applications.



Expand Security Monitoring

- JNET will work to expand security monitoring efforts, which includes system security capabilities, threat prevention, detection and monitoring.

Enhance 2nd Factor Authentication

- JNET will examine solutions that more efficiently provide advanced 2nd factor authentication to end users, particularly on mobile devices.

Improve Service Performance

- JNET will use performance based metrics to improve the utility and warranty of available services.

Goal 2: Transform Government

Transform Government includes modernizing systems and leveraging Enterprise solutions, which enables JNET to minimize the business risk to critical services. Technologies become more difficult to enhance and support as they age, therefore, adopting Enterprise solutions ensures a broader talent base to develop and support changes to systems.

Consolidate Applications and Reports

- JNET will seek to consolidate more than 40 applications and multiple reports it manages, to reduce complexity, while making it easier for end users to find the information they need.

Modernize Software and Hardware

- JNET will continue to migrate traffic to the internet and explore ways to transition off legacy systems to reduce costs, increase security, improve ease of use and responsiveness. This may include optimizing cloud technology, where appropriate.

Increase Messaging Flexibility

- JNET will refresh its Service Oriented Architecture resulting in more versatile, customizable on-demand JNET data services.

Provide Identity Services

- JNET seeks to improve and enhance its role as a criminal justice identity service provider.



Goal 3: Enable Innovation through Integration

Innovation and integration are key themes that also align with the OA/OIT plan. This include enhancing electronic reporting, e-filing, and integration with external data sources.

Enhance Electronic Reporting

- **Improve the accuracy of offender and inmate information.** Develop processes for County Adult Probation and County Jail information to ensure data available on JNET is regularly refreshed and accurately reflects current county populations. This includes making information easier to access by external partners.

Establish Data Management

- **Integrate External Data.** Continue to integrate information from external (non-Pennsylvania) resources to complement existing applications (i.e. Federation of Data).
- **Develop Data Management.** Continue to work with entities to establish guidelines to access and manage the various types of data available through JNET to enhance data quality and integrity.
- **Broker Criminal Justice Data.** Seek out opportunities to position JNET to support emerging public safety challenges or programs.
- **Support Criminal Justice Research.** JNET will work with agencies to facilitate criminal justice research

Support Partner Agency Integration Needs

- **Increase Integration.** Provide data and integration services to enable and enhance systems and services provided by Pennsylvania's criminal justice community.
- **Support the Department of Corrections.** Support DOC's implementation of their core systems by providing data integration and portal services.

Expand E-filing

- **Simplify and expand E-filing process for officers and the courts.** This includes exploring additional types of documentation to support users, which may include files, PDF's or other types of documentation.

Implement Victim Notification

- **Develop an application** to provide notifications to victims.

Goal 4: Empower Users

The third goal relates to improving and enhancing the JNET user experience. Users include both external users and internal staff. Opportunities exist to enhance the user experience for both, including improving notifications and training opportunities.

Expand Services for External Users

JNET is committed to maintaining a high level of service to the user community and will work to expand its services, aiming to provide users and business partners the information they need as easily as possible.

- **Continue to identify new notification data sources** beneficial to the user community.
- **Simplify end-user management.** This includes creating and provisioning user access, managing user populations, providing more granular access controls, and auditing tools.
- **Enhance user training.** This includes informing users of the most efficient way to obtain needed information to increase the effectiveness and self-sufficiency of the user population. Benefits include better customer service as well as reducing help desk contacts and the effort associated with 1:1 assistance.
- **Support mobility.** Expand on solutions that provide mobile access to information.
- **Business process-based solutions.** Explore development of additional services that support business processes.

Improve Internal Functions

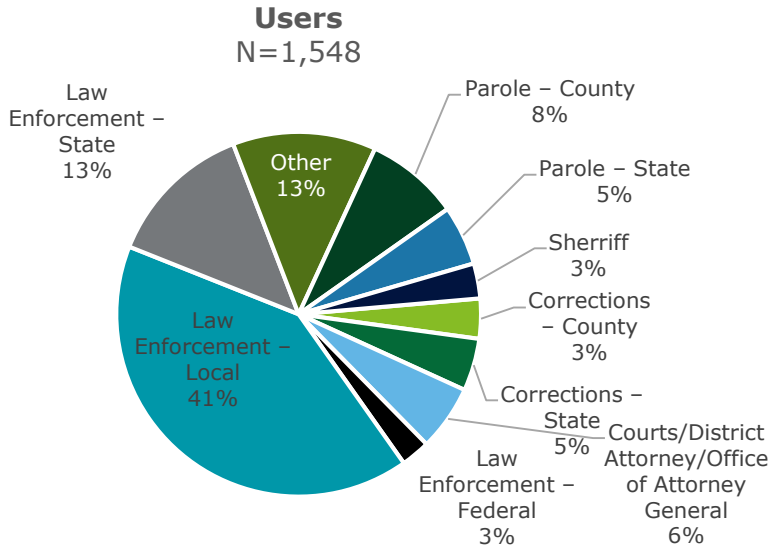
JNET recognizes that the ability to provide quality services to its business partners relies on having effective internal processes and resources.

- **Improve knowledge management and cross training.** This includes improving the resources available to staff responsible for maintaining JNET. In addition, cross training will enhance JNET's ability to respond to issues promptly.
- **Automate internal processes.** Explore opportunities to reduce manual effort related to app development and maintenance.
- **Continue to adopt ITIL service management principles** to support IT service management processes.

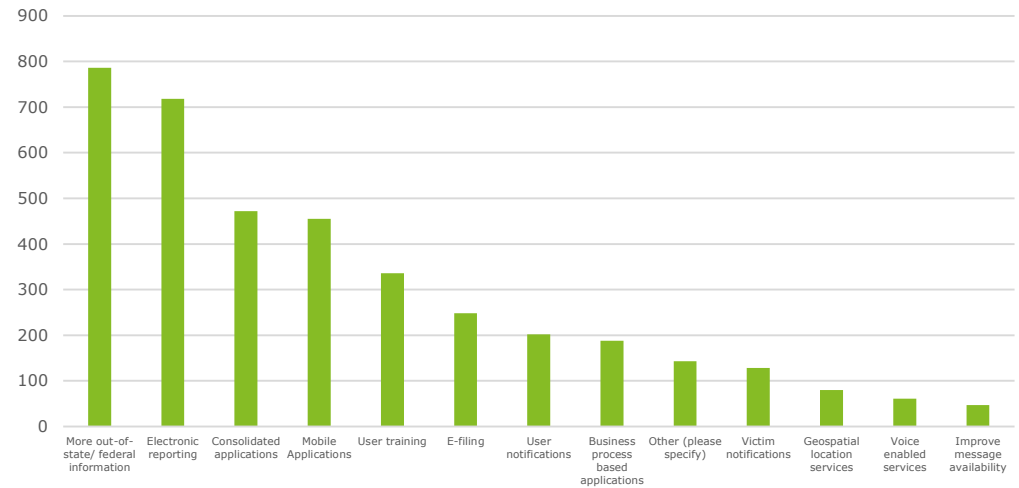


Appendix - JNET User Survey

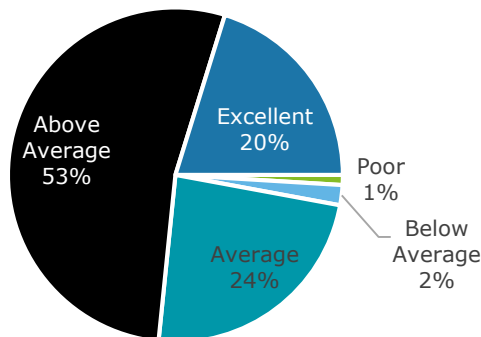
JNET deployed a survey to users in November 2016 which received 1,548 responses. Users rated JNET highly on Quality and Reliability (73% and 74% responded Excellent or Above Average). The survey also identified the top priorities of the user community that are used to identify the key initiatives and strategies that include access to more information, more electronic reporting, application streamlining and mobile.



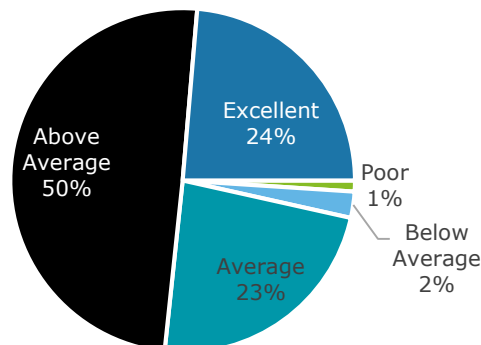
User Priorities for Improvement



Ratings on Quality



Ratings on Reliability



Ease of Finding Information

