

FACT SHEET

Status Report on Information Technology Upgrades by the Pennsylvania State Police

Background. In December 1996 the LB&FC issued a report on Pennsylvania State Police (PSP) staffing and the statutory provision which restricts the size of the State Trooper complement to 3,940 members. One of the report's primary findings was that serious deficiencies in the PSP's information technology (IT) systems were hampering operations and preventing full and effective utilization of existing staff resources. The report recommended that the PSP place a high priority on systematically upgrading and modernizing its information technology systems through full implementation of an IT strategic plan.

Summary of Findings

1. Development of an Information Technology (IT) Strategic Plan. The PSP has an *IT Strategic Plan* which was developed by the consulting firm of KPMG Peat Marwick, LLP. The plan relates to four areas of PSP operations. These areas, which were identified as being most in need of improvement and most likely to be improved through automation, are: (1) communications, (2) trooper efficiency, (3) administrative management, and (4) training. To address identified deficiencies in these areas, the *IT Strategic Plan* provides for the phased implementation of six separate IT projects over an eight-year period. (See pp. 3 to 11.)

2. Creation of A Bureau of Technology Services. In January 1998 the PSP completed an essential first step in the implementation process when it created a separate single-mission information technology bureau. The new Bureau of Technology Services has significantly enhanced the structure, visibility, and organization of IT functions within the Department. As recommended, the PSP also established an internal IT governing body, the Automated Technology Steering Committee, to set and monitor the direction that technology will take in supporting PSP operations, and plans to create a senior-level Chief Technology Officer position. (See pp. 12 to 17.)

3. Implementation of the IT Projects. Implementation of the *IT Strategic Plan* projects is not proceeding as quickly as was indicated in the initial project schedules presented in 1996. Initially, the consultant and PSP projected that all six of the IT projects would be done by mid-2003. The schedule in place as of July 1998 calls for completion by mid-2005. (See pp. 18 to 29.)

- The first project involves IT modifications to the Commonwealth Law Enforcement Assistance Network (CLEAN). This project will provide the "enterprise network" upon which all the other planned IT initiatives can be implemented. Although it was originally scheduled to be completed by early 1998, implementation did not begin until June 1998.
- The second project to be implemented will be the Incident Information Management System (IIMS). This project is designed to provide State Troopers with tools to better carry out their duties, including mobile workstations and computer-aided dispatch. Implementation is scheduled to begin in July 1999.

4. Estimated Implementation Costs. When developed in 1996, the total combined cost of the phased implementation of the six *IT Strategic Plan* projects was estimated at \$41.3 million. This estimate has since more than tripled to at least \$131.7 million and will most likely go higher. For example, although originally projected to cost \$34.9 million to complete, the CLEAN Open Access and IIMS projects are now expected to require combined expenditures totaling \$125.3 million. The combined cost for the other four *Strategic Plan* projects, which was estimated at \$6.4 million in 1996, had not been reassessed as of July 1998. (See pp. 18 to 29.)

5. Expenditures to Date. Through June 30, 1998, the PSP's direct expenditures for development and implementation of the *IT Strategic Plan* were \$11.9 million, including \$10 million spent to date on the CLEAN project and \$1.9 million paid to KPMG Peat Marwick, LLP, since FY 1994-95 for IT assessment, strategic plan development, and IT consulting assistance. (See pp. 18 to 29.)

6. Expected Benefits of Plan Implementation. When fully implemented, IT system enhancements provided for in the *Strategic Plan* have the potential to modernize and streamline PSP operations, thereby increasing the efficiency and productivity of both civilian and enlisted staff. Implementation of the CLEAN phase of the *Plan* will also provide the technology foundation for the Pennsylvania Justice Network (JNET) and bring Pennsylvania into compliance with federal requirements and standards. (See pp. 18 to 29.)