



VIRGINIA STATE POLICE

STRATEGIC PLAN

August 2022

Vision

The Virginia State Police will be at the forefront of ensuring a safe and secure Commonwealth by developing exceptional relationships:

Our Public...who see legitimacy and credibility in a trusted law enforcement service.
Our Partners...who perceive the Virginia State Police as a collaborative and resourceful organization.
Our People...who feel respected, valued, and that this is their organization.

Mission

Securing the Commonwealth through leadership, collaboration, and community engagement.

Values

Competence • Innovation • Trust • Commitment • Wellness • Leadership

Culture

The Virginia State Police embraces inclusion and diversity in our workforce and in the protection of all people.

VALUES

COMPETENCE - We are professional, highly-skilled law enforcement officers, prepared and equipped to succeed in our roles and earn the confidence of the public.

INNOVATION - We are a progressive, adaptive agency, leveraging technology to our advantage in challenging the status quo to improve any aspect of VSP.

TRUST - Our public can have complete confidence in the actions of employees of the VSP and assurance that the VSP is an agency that keeps its commitments.

WELLNESS - Our physical, mental, and emotional wellness improve our ability to provide exceptional service to our public.

LEADERSHIP - We set and exercise high standards that exceed the expectations of the public we serve and the agencies we support.



VIRGINIA STATE POLICE

STRATEGIC PLAN

INTRODUCTION

The Virginia Department of Planning and Budget (DPB) is the state agency responsible for formulation of the state budget. Among its duties, DPB is charged with, “development, coordination, and implementation of a performance management system involving strategic planning, performance measurement, evaluation, and performance budgeting within state government. The Department shall ensure that information generated from these processes is useful for managing and improving the efficiency and effectiveness of state government operations, and is available to citizens and public officials.” (Code of Virginia §2.2-1501)

Agencies develop their strategic plans based on a template provided by DPB. The strategic plan template aligns with the budget and the agency’s service areas. Additionally, the strategic plan contains performance measures, which are also aligned with the budget and/or service areas. Agencies report their progress towards these performance goals quarterly to DPB. This legislatively mandated, biennial strategic plan is publicly available on DPB's website at www.dpb.virginia.gov.

The DPB strategic planning model has limited utility outside of the purposes for which it was created. Despite this fact, the Virginia State Police had not engaged in strategic planning outside of the DPB model. However, in the spring of 2018, we decided to change that. Thanks to a pre-existing relationship with educators from a state university, we were able to garner the assistance of a practitioner who agreed to help us navigate through the process and help us develop a true strategic plan.

The first meeting was between an educator, the practitioner, the Superintendent, and Deputy Superintendent. We used the meeting to relay our concept for this strategic plan.

We described our vision for the Virginia State Police Strategic Plan as follows:

- Simple
- Short
- Attainable
- Flexible
- Forward Looking
- Reflects our Values
- Drives our Decisions

Our ultimate goal was a strategic plan that could be put on a poster and display on the walls of our offices. We wanted something that everyone in the agency could understand and simple enough that it could be easily conveyed by our employees. The goals and strategies must be meaningful and something we truly want to achieve. The strategic plan should provide us direction well beyond a biennium, but also flexible to adjust for the unexpected, such as budget cuts, changing political tides, evolving expectations, etc. And we envisioned a strategic plan that is our roadmap, it should tell us where we are, where we want to be, and how to get there. Ultimately it drives our decision-making processes.

Some of the areas we see our strategic plan affecting include:

- | | |
|------------------------------------|----------------------|
| Workforce augmentation plan | Capital Improvements |
| Recruitment/diversity | Training |
| Budget | Staffing Development |
| Legislation and Decision Packages | Partnerships |
| Information Technology Investments | |
| Performance Measures | |

INTRODUCTION CONTINUED

As we met with the practitioner to explain our vision and goals, we made sure he understood that we were not interested in a lengthy plan with hundreds of goals and strategies.

After we were done speaking, the practitioner's eyes lit up, and he smiled from ear to ear. He said, "I'm so glad to hear you say all that." He went on to explain he was also not interested in building a plan that would sit on a shelf and gather dust. He agreed to be our facilitator and we were quickly put to work developing this strategic plan.

What we hoped would be quick work, turned out to be an extended process. We conducted many meetings with our executive staff and command staff, and called upon the input of our invaluable civilian employees. Inclusion, we realized, was incredibly important for a myriad of reasons and was key to ensuring a successful product.

Our strategic planning work was interrupted by the demands of law enforcement, large scale events requiring extensive planning, civil unrest, General Assembly special sessions, weather events and, unfortunately, the added obstacles and challenges of a pandemic. As a greatly respected college professor often said, "Life gets in the way."

We were undaunted by these roadblocks. As the Department has illustrated so many times, we persevered through the obstacles of "life getting in the way" and we built this strategic plan despite these impediments, albeit later than planned. Even with the delay, we were so excited about creating a strategic plan that we began implementing some of our ideas long before we ever got the plan on paper.

We started by creating a new vision, mission, values, and a statement to describe our culture. Then we set five overarching goals. To ensure we maintained a common operating picture of our desired path, we defined each strategy and tactic. Overall, we ensured the plan reflects our dedication to 21st Century Policing and our desire to be leaders in police reform. The following pages represent our strategic planning journey and provide the details that will keep us on our path. The final page of this report is our "poster," a one- page synopsis that reflects the simplicity, thus achievability, of our plan.

Our enthusiasm continues and we are proud of what we have created. We fully recognize our strategic plan is imperfect. Perhaps that is its inherent beauty and utility. It is flexible and designed to be revisited and revised all while still moving the Department forward in a way that enhances the services we provide to the public.

Measuring our success was important at the onset of this strategic planning journey. Thus we decided to create performance measures as a means of evaluating our progress towards our strategic goals. Realizing we could not measure everything, we intentionally narrowed our areas of focus to ensure the plan remained realistic and achievable, otherwise we would spend our valuable and limited time on measuring rather than achieving our goals.



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VIRGINIA STATE POLICE

SWOT ANALYSIS

Strengths

Resilient

We adapt seamlessly to evolving situations, demands, and events.

Specialized Services

We have highly trained specialist and unique technical services.

Professionalism

We are nationally recognized for our professionalism and reputation for excellence.

Relationships

We have strong relationships with our public, stakeholders and partners.

Training

Our training far exceeds minimums and ensures the services we provide are exceptional.

Culture

We are a family. We value our employees, appreciate their talent and devotion to their duties.

Weaknesses

Diversity

The department seeks to reflect the demographics of the communities we serve.

Employee Wellness

The daily exposure to tragic events as well as daily stress impacts our employee's mental and physical health.

Aging Technology

Technology is constantly improving and evolving, challenging our ability to provide data that drives our decision making and informs the public and policy makers.

Aging Facilities and Assets

Our facilities and many of our assets are well beyond their useful life.

Staffing

Current staffing levels do not allow the Department to adequately meet service demands.

Opportunities

Community Engagement/Interaction

This gives us an opportunity to listen, engage and build mutual respect.

Advancement in LE Technologies

Evolving technology gives us new tools to prevent, predict and solve crimes.

Collaborations

Our strength is ability to work together to solve the problems of the collective, rather than focus on the singular.

Pay Plan

Recent adoption and funding of a sworn pay plan will provide us with the ability to be more competitive, offer hiring incentives, create innovative recruitment programs, increase diversity and retain our highly trained workforce.

Threats

Declining Interest in Law Enforcement as a Career

Negative perceptions of law enforcement impact morale, wellness and our ability to recruit. The resulting vacancy rates challenge our ability to meet demands and fulfill our mission.

Proliferation of Misinformation on Social Media

Misinformation needlessly drives negativity and suspicion.

Expanding Expectations/Mission

New demands expand our mission without adequate resources.

Cybersecurity Vulnerabilities

Malware, ransomware and other cybercrimes are a very real concern.

STRATEGIC GOAL:**Recruit, prepare, and retain a competent, diverse, and resilient workforce.****STRATEGY** Continuously pursue comprehensive, competitive, and transparent compensation.

The Virginia State Police's current salary structure is inherently unfair to both sworn and civilian employees. Sworn employees experience "compression," a term used to describe a situation where an individual's salary is less than a counterpart serving in the same capacity with the same number of years of service. Civilian employees experience this same phenomena when new employees are hired at "market rate," while existing employees' salaries remain stagnated. Absent a promotion or an across the board salary increase, VSP employees (both civilian and sworn) may go years without a pay raise, thus further compressing salaries. Employees become frustrated with stagnation and often seek employment elsewhere. When an employee leaves the agency, a valuable asset is lost, as well as the investment the agency made in the employee.

A competitive salary structure is the single most important strategy we can employ to stop this vicious cycle. But its effects will have wide ranging positive impacts. For example, our ability to recruit in general and specifically for diversity will be greatly enhanced as our compensation package will appear more favorable to the small pool of potential candidates interested in a career in law enforcement. We acknowledge the need for sustained funding to achieve this strategy; we further understand that funding is subject to forces beyond our control. This strategy's purpose is to create a new salary structure that will eliminate compression, provide for more frequent salary adjustments, and simplify the complex salary administration plan so it is transparent and more equitable across the entire agency.

TACTICS

- To address compensation/compression for our sworn personnel, we will have our Division and Area Commanders speak with their local legislators regarding the compensation/ compression issues facing the Department. These discussions will be scripted to allow for local impact. We should create a Google Doc log accessible by the Division and Area Commanders to document their visits, provide an assessment of the meetings, and any feedback.
- To address compensation/compression for our civilian personnel, we need to update and subsequently implement the recommendations of the study conducted by FMP Consulting. Once implemented, we need to periodically revisit civilian compensation to ensure equity is maintained and compression does not reoccur.
- Identify funding and/or cost saving opportunities across the agency to partially and incrementally fund compensation.
- Hire a Diversity, Equity, and Inclusion (DEI) Officer to develop, maintain, and help implement strategic, agency diversity and inclusion plans, advise on recruiting and hiring practices and processes, increase diversity hiring, promote advancement of diverse employees, and recommend strategies to increase effective communications between all employees within the agency.

STRATEGIC GOAL:**Recruit, prepare, and retain a competent, diverse, and resilient workforce.****STRATEGY** **Develop and implement a comprehensive performance and leadership management system.**

The Virginia State Police deeply values its employees and the tremendous work they perform for the people of the Commonwealth. To show our appreciation and provide feedback, our performance management system must be more robust, define, measure, and reward what is important, evaluate the quality of work performed, provide a path to improvement, and, most importantly, grow our employees' abilities. Leadership evaluations, a product tied to promotions, should accurately assess a candidate's prior leadership traits as a predictor of future success. This strategy's purpose is to create a performance evaluation system and leadership management system that are an accurate and fair reflection of the individual's work performance or leadership potential, and provide our employees with a path to growth.

TACTICS

- Reset current performance evaluation process for employees and combine the performance evaluation and leadership evaluation (sworn employees only), which will eliminate the current leadership evaluation. Include a new Employee Work Profile (EWP) core area for "leadership." The core measures will differ by rank, but everyone is expected to be a leader. (Leadership could carry varying degrees of emphasis on the EWP congruous with the employee's role or job title.) Emphasize community-oriented policing, with the Department's enforcement ideology focused on professional citizen contact. The performance evaluation rating would be assigned a score and would be calculated into the overall promotional score in place of the leadership evaluation. All performance evaluations should be tied to the strategic plan.
- Educate/retrain our supervisors on how to do performance management. All employees should receive additional training on the agency's expectations for performance evaluations and how to appropriately document work efforts. Standardized method for employee management (i.e. Using IPro™, specifically Blue Team and Make Note software. These professional standards tools are designed to accomplish this and in essence could be the evaluation.)

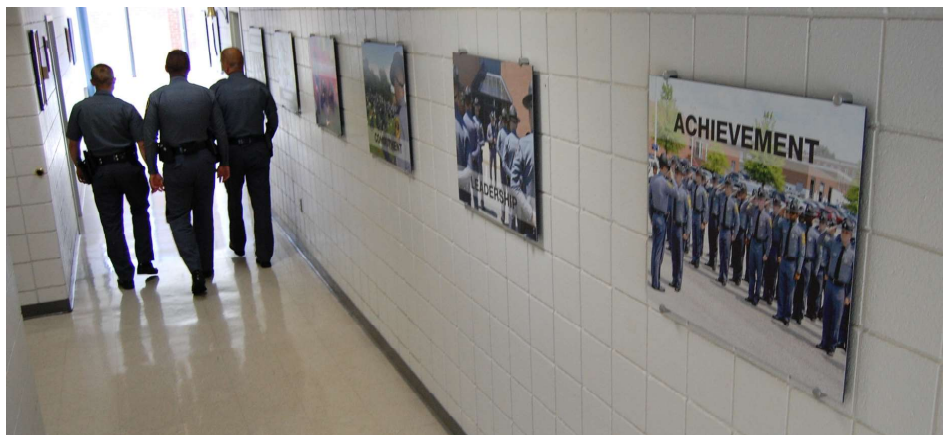


STRATEGIC GOAL:**Recruit, prepare, and retain a competent, diverse, and resilient workforce.****STRATEGY** Foster career development, training, and educational opportunities to promote inclusion and equity.

The Virginia State Police workforce is immensely talented. The agency carefully selects our employees who must undergo a rigorous background investigation and significant training. All of this is lost when an employee leaves the agency for better opportunities. We must create opportunities for our employees by investing in their growth as professionals. By enhancing career development opportunities, training, and education, our employees will improve their knowledge, skills, and abilities, which will in turn provide better services to the public, our stakeholders, and our partners. This strategy's purpose is to invest in our employees to ensure that they will learn and grow across the course of their career. This investment will not only benefit the individual employee, it will also benefit the Department through the quality of service we provide to the public, our stakeholders, and our partners.

TACTICS

- Hire contractors to conduct a complete assessment of the Department's recruitment and retention practices and policies to make recommendations that will help us achieve a more diverse workforce and better serve the whole of our communities.
- Look for ways to incentivize education. (Seek scholarships through the Virginia State Police Association (VSPA); grant funding through Virginia Department of Criminal Justice Services (DCJS); tuition reimbursement program similar to what the Virginia Department of Fire Programs (DFP) offers.
- Reinstate computer training, but offer it virtually.
- Create a VLC module on how to fill out a Qualification Summary Sheet (SP-88) and how to do an interview.
- Create a more robust internship program for both sworn and civilian positions that could also serve as a recruitment pipeline across the agency.
- Offer training to civilians, such as CPR/First Aid, etc.



STRATEGIC GOAL:

Recruit, prepare, and retain a competent, diverse, and resilient workforce.

STRATEGY Promote a healthy workforce.

The health of Virginia State Police employees directly affects the services we provide to the public, our stakeholders, and our customers. It is therefore imperative to promote physical, as well as mental, wellness among our employees. This strategy's purpose is to foster a culture that supports health and wellness among our employees.

TACTICS

- Hire a Department psychologist to develop a mental wellness program for the Department, conduct education, and reduce the stigma of seeking mental health treatment. This psychologist should be required to occasionally visit Department offices across the state.
- Improve mental health access at the Division level by identifying mental wellness providers across the Commonwealth. Work with the Virginia Department of Human Resource Management (DHRM) to find mental wellness providers that specialize in helping law enforcement employees for the Employee Assistance Program (EAP).
- Explore ways to help our sworn employees become more physically fit. For example, health club membership incentives, partner with universities/military bases to use their resources, consider the possibility of allowing 30 minutes of on-duty time 2-3 days a week for workouts. Make fitness more meaningful in the Employee Work Profile/performance evaluation.
- Embrace a culture of telework and alternative work locations.
- Provide education regarding overall healthy lifestyle (i.e cholesterol clinic/BP check/Weight Watchers, etc.).
- Promote a "Culture of Safety" in the organization. Make safety a priority at all times by conspicuously promoting safer practices. Use safety messages to open all meetings, share examples of good decision making in pursuits and search warrant services, not using Mobile Data Terminal (MDT) while driving, wearing ballistic vest, wearing traffic vests, etc.

STRATEGIC GOAL: PERFORMANCE MEASURE 1

Recruit, prepare, and retain a competent, diverse, and resilient workforce.

OBJECTIVE: Enhance public trust and our relationships with diverse communities by increasing community engagement/outreach.

KEY MEASURE: The number of community engagement/outreach events attended per year by sworn personnel.

MEASURE METHODOLOGY: Community engagement/outreach events are defined as events open to the public, and allow for two way communication between department members and the public about agency operations, policy and/or community concerns. Sworn employees are required to periodically participate in community outreach events. The department will document each community outreach event. The number of community outreach events attended by sworn personnel will be tallied across the entire agency.

TARGET: Increase the number of community outreach events attended by sworn personnel to 1,000 events per fiscal year.

STRATEGIC GOAL:

Engage our communities in our mission and vision.

STRATEGY Commit to promoting the Department's mission and accomplishments.

The Virginia State Police is unique among law enforcement agencies in Virginia because of the distinctive services we provide. VSP's responsibilities include legislatively mandated functions such as being the warehouse for all Virginia criminal records, the repository for Uniform Crime Reporting, operation and maintenance of the Sex Offender Registry, and operation of the all hazards Virginia Fusion Center, just to name a few.

In addition to the legislatively mandated services, the Department offers expertise in a wide variety of functional areas, such as ordinance disposal, criminal profiling, polygraph, crash reconstruction, aviation support/Med-Flight, civil disturbance, etc. It is safe to say the general public has very little understanding of our distinctness.

We must first acknowledge that not all people view law enforcement officers in a favorable light. The reasons for this are varied, rooted in history, and often proliferated across media platforms. Despite this, we must strive to make a positive change in the way all people see the Virginia State Police.

The purpose of this strategy is to promote the uniqueness, professionalism, mission, and accomplishments of the Department to ensure we are universally recognized, trusted, and respected by our public, our partners, and our stakeholders for the exceptional and distinct services we provide.

TACTICS

- Hire a contractor to provide diversity training to all VSP employees with the goal of helping us become better communicators and capable of being the bridge in the diversity gap in our workplace and across our communities. This process should include an assessment of current training, Virginia Department of Criminal Justice Services (DCJS) mandated standards and training, and provide the agency with tools to continue the training in the future.
- Create podcast, social media campaigns, create a YouTube channel, produce video vignettes highlighting what we do, about our strategic plan, educational topics, use humor (when appropriate). Some of this can be accomplished at the Division level and/or may require the assistance of a marketing firm.
- Post the strategic plan on the website. Brand our strategic plan, put elements of it on our letterhead, business cards, on the wall in our lobby, on the back of our cars. Post the strategic plan in every office where the employees and the public can see it.
- Tout our CALEA accreditation by producing a short video of the Superintendent explaining what it is and why it is important. Post it on our social media sites and put out a press release (with a link to the video on our social media pages).
- Create a better website that is more informative, user friendly, contains links to reports about our agency and work we do, and is available in a variety of languages, thus more inclusive.

STRATEGIC GOAL:

Engage our communities in our mission and vision.

STRATEGY Embrace a customer service oriented culture.

The Virginia State Police acknowledge our duties carry tremendous responsibility and authority that must be exercised with the utmost care and respect or we risk losing the support of those who have delegated so much trust and authority in our care. We aim to gain mutual respect by treating our public as a valued customer. Our strategy is to re-invest our efforts into our customers (the public, our partners, and our stakeholders) by providing them with the best services we are capable of providing.

TACTICS

- Customer service has to be a part of our daily operation. The public should be viewed as customers. The customer service culture shift must start at the top and be reinforced at every level, through the Employee Work Profile (EWP) and performance evaluations. Emphasize the three C's: Courtesy, Competence, and Commitment. Courtesy is staying professional and polite. Competence is having the knowledge, skill and ability to do your job well. Commitment is having the fortitude to do things right (reports, returning phone calls, following up on leads, etc.) in a timely manner, as if it was for your own family member. This needs to be part of training and rewarded by supervision. Adopt a non-adversarial “servant” mindset. Implement a formal written warning process as an alternative to the issuance of a summons. Embrace a customer service culture where performance metrics measure positive and effective public contacts. A customer service culture can be measured in the survey tool (formerly the citizen survey).
- Reinstate some voicemail for business needs. The website (business functions) should only publish phone numbers for business purposes when there is someone there to answer the phone or a voicemail box is setup and monitored during business hours. (Do not publish a phone number that no one ever answers). Voicemail messages should be pleasant, sound helpful, perhaps scripted.
- Design a better public survey that is more inclusive of the whole Department’s performance and captures better metrics for assessing the public’s satisfaction with the Department’s performance.
- Provide more information to the public – Much of the work of the Virginia State Police is legislatively exempt from the Freedom of Information Act. These protections ensure the integrity of criminal investigations, personnel matters, protect identities of crime victims, ensure the safety of critical infrastructure, etc. Despite these protections, there are opportunities to provide the public with more information, so they can be better informed about the agency and the excellent work we do.



STRATEGIC GOAL:

Engage our communities in our mission and vision.

STRATEGY Increase community outreach.

The employees of the Virginia State Police live in the Commonwealth's communities. They have a vested interest in the success of their neighborhoods. VSP employees have expertise that can help our communities become stronger and safer places in which to live, work, and go to school. Our strategy is to be even more engaged in our communities.

TACTICS

- Incentivize community outreach by defining it, measuring it quantitatively through the Weekly Activity Report (SP-127) and qualitatively through public survey mechanism (former citizen's survey), integrate into Employee Work Profile/performance evaluation.
- Establish a community outreach unit (crime prevention, community service, good will). Host open houses at each Division with educational components, to include public participation in crisis intervention scenarios (MILO).
- Repurpose the Recruitment Unit to act as community engagement facilitators instead of recruiters (be guided by Division Commanders).
- K-12 – partner with the Virginia Department of Education to participate in driver's education and U.S. government classes.
- Virginia Department of Corrections (DOC) outreach – Partner with DOC and their programs that help inmates transition to release.



STRATEGIC GOAL: PERFORMANCE MEASURE 2

Engage our communities in our mission and vision.

OBJECTIVE: To improve the community's perception of the Department with regards to being professional, credible, and trusted.

KEY MEASURE: Percentage of community survey respondents that rate VSP as "To a great extent" or "A lot" (ratings combined) when asked, "Do you feel the Virginia Department of State Police is a professional, credible and trusted organization?"

MEASURE METHODOLOGY: The Department maintains a community survey mechanism to determine the level of public satisfaction with the Virginia State Police .The survey is available on the VSP website, advertised on posters and business cards at all offices, and periodically posted on social media platforms. Survey questions are designed to solicit input from our customers (the public) on how we are performing and to gauge public perceptions about the agency.

TARGET: Receive an overall rating of "To a great extent" or "A lot" (ratings combined) by 70% of the community survey respondents to the question, "Do you feel the Virginia Department of State Police is a professional, credible and trusted organization?"

STRATEGIC GOAL: PERFORMANCE MEASURE 3

Engage our communities in our mission and vision.

OBJECTIVE: Increase brand awareness and audience engagement on all social media platforms through the production of video vignettes, photo opportunities, and Department sponsored/attended events.

KEY MEASURE: Tracking awareness, engagement, and conversion for the purpose of measuring social media metrics across all platforms.

MEASURE METHODOLOGY: The Public Relations Office will collect and calculate the number of "followers" of VSP's Facebook, Instagram, Twitter and LinkedIn accounts in order to identify the effectiveness of the Department's social media marketing, educational, and outreach objectives.

TARGET: Increase audience growth rates by 5% annually.

STRATEGIC GOAL:

Improve business processes for quality, service, and efficiency.

STRATEGY Identify and eliminate redundancy and inefficiencies.

The Virginia State Police business functions are process driven. Through the years, these processes have been modified with unintentional consequences, such as unnecessary redundancy. Business practices can be modernized while simultaneously improving the quality of our services. Our strategy is to conduct an entire organizational assessment to determine where unnecessary redundancies exist, and to further determine what processes can be streamlined to eliminate redundancy altogether.

TACTICS

- Decentralize and outsource – VSP has traditionally operated its business functions in a centralized manner, with a limited number of tasks being outsourced. Analyze our business model needs to determine if the agency can realize efficiencies or cost savings by decentralizing and/or outsourcing.
- Document business processes and desk procedures - VSP functions like a business. However, business processes and desk procedures have not traditionally been uniformly documented and incorporated across the agency. Well documented business processes and desk procedures ensure continuity of operations. Document business processes and desk procedures in a concerted, unified, and uniform manner.
- Implement voicemail for certain phones and certain positions, and eliminate landline phones for others that do not need them since they have cell phones.
- Transition to direct ship and maintenance contracts.
- Budgeting ownership can be pushed to the Division level. This would empower the Division while also holding them accountable for balance/responsible spending.
- Develop a review process to review and refine business practices to be performed during staff inspection.



STRATEGIC GOAL:

Improve business processes for quality, service, and efficiency.

STRATEGY Continuously evaluate workforce allocation and organizational structure.

The basic structure of the Virginia State Police has remained relatively unchanged since our inception. As we have added new initiatives, we have simply added to the organization chart. Populations have changed, demands have changed, but in general our workforce has remained the same. Our strategy is to reevaluate the current organizational chart to determine if there is a structure that fits the agency's evolution while simultaneously evaluating the distribution of the workforce to ensure resources are assigned in accordance with work demand.

TACTICS

- Conduct a review every other year of division/area boundaries, shift resources, and reassign workloads and duties and positions where and when needed.
- Review the Department's residency policy.
- Conduct a biennial assessment of vacant positions and how they align with strategic priorities across the agency.
- Identify specialized training/skills that can transfer across Bureaus.
- Revamp and produce a realistic Workforce Allocation Plan.

STRATEGIC GOAL:

Improve business processes for quality, service, and efficiency.

STRATEGY Evaluate new initiatives.

It is important for the Virginia State Police to continue to be innovative in every aspect of our agency and the services we provide. This includes technological innovations, implementing new services or programs, and purchasing new equipment/tools. It is equally important to conduct a thorough analysis of any new initiative to determine the cost benefit, the risk, and the operational impact the new initiative may have. For example, new programs need to be managed and staffed. This can mean moving staff from one project or assignment to another. We need to ask, "How will this new project negatively impact the former and does the benefit outweigh the operational impact?" These questions are imperative to the innovation process. Our strategy is to conduct a thorough cost benefit, risk assessment, and operational impact analysis of all new initiatives.

TACTICS

- Ensure end users are part of all new initiatives for, "end user impact analysis."
- Revise and institute the Information Technology Institutional Board (ITIB).
- Encourage innovation, be willing to try something that may fail, reward innovation. Reward innovation/process improvement can be achieved using the EWP performance evaluation.
- Actively promote the Commonwealth's innovation award to inspire creativity, bring attention to the award process, and encourage Division Commanders to support and recognize innovation in the workplace.

STRATEGIC GOAL: PERFORMANCE MEASURE 4

Improve business processes for quality, service, and efficiency.

OBJECTIVE: To enhance the Department's businesses processes to promote efficiency

KEY MEASURE: The percentage of invoices paid within 30 days of receipt.

MEASURE METHODOLOGY: The Property and Finance Division tracks all invoices received and payments to promote efficiency and to meet the provisions of the Prompt Payment Act, Code of Virginia § 2.2-4350. Prompt pay is computed by gathering the total late invoices and late dollar amounts paid for the period divided by total number of invoices and dollar amounts paid that same period. A percentage is then computed using a formula that is generated by the Department of Accounts.

TARGET: 95% of all invoices paid promptly. Measured quarterly.

STRATEGIC GOAL: PERFORMANCE MEASURE 5

Improve business processes for quality, service, and efficiency.

OBJECTIVE: Ensure reported missing persons, to include those qualifying as an alert (Amber Alert, Senior Alert, Missing Person with Autism Alert, Ashanti Alert, and Blue Alert), are posted on the VSP website in a timely manner to ensure public awareness and swift recovery of the missing individual.

KEY MEASURE: The number of missing persons posted on the VSP website within 24 hours of meeting the criteria for activation of an alert.

MEASURE METHODOLOGY: Certain criteria must be met in order to activate an alert. Once the criteria has been met, VSP will track the number of hours it takes to post each missing individual's information on the Department's website.

TARGET: Missing persons are posted on the Department website within 24 hours of meeting the criteria for activation of an alert (Amber Alert, Senior Alert, Missing Person with Autism Alert, Ashanti Alert, and Blue Alert).

STRATEGIC GOAL: PERFORMANCE MEASURE 6

Improve business processes for quality, service, and efficiency.

OBJECTIVE: Provide reliable, cost effective, state-of-the-art telecommunication services to support statewide networks including STARS and COMLINC.

KEY MEASURE: Average time required to resolve STARS and COMLINC trouble calls.

Description – The STARS Network Operations Center (NOC) is staffed around the clock to monitor the health of the network and have real time visibility into all facets of network performance and activity. NOC Operators take calls from users/subscribers from the twenty-two agencies to open work tickets for repairs, receive network alarms that are assigned a priority to field technicians, update radio Id's and alias changes.

MEASURE METHODOLOGY: Trouble calls from STARS users/subscribers are documented by the NOC (ticket issued), to include the time the call was received and the time the problem was resolved. The response time for the call is the time between the initial receipt of the call and the time the problem is corrected. The call is then deemed closed by the NOC. This measure format is the average number of days for resolution.

TARGET: Resolve all NOC trouble calls within four days from the issuance of a ticket for each fiscal year.

STRATEGIC GOAL:

Implement innovative policing practices.

STRATEGY Leverage Technology.

The Virginia State Police is currently plagued with aging technology that is obsolete and ineffective. Data systems are siloed causing data entry in multiple systems and preventing data analysis. Investing in new and evolving technology will stimulate our ability to be more innovative, providing us the opportunity to extract data to make better informed decisions regarding resource allocation, crash prevention strategies, crime prevention strategies, etc. This strategy will provide us with technology tools designed to help us work smarter and provide better services to the public, our partners, and our stakeholders.

TACTICS

- Implement E-Summons across the entire Department.
- Implement the IPro™ software suite, specifically Blue Team/Make Note and E/I Pro.
- Expand the use of Advanced License Plate Readers (ALPR) across the Commonwealth.
- Establish a photo speed enforcement program for work zones.
- Train all accident reconstruction members across the state on the use of high definition laser scanning technology. Adopt a practice where the Bureau of Field Operations conducts high definition scene scanning for the Bureau of Criminal Investigation and vice versa.
- Implement, educate, and expand the use of Rapid DNA technology.
- Develop ArcGIS™ subject matter experts to leverage utility across all Bureaus.
- Purchase and develop Unmanned Aerial Systems (UAS) for use at crash scene, crime scenes, and searches.
- Develop more reliable video-teleconferencing system.
- Form a technology working group to explore new technology for law enforcement use. As technology often exceeds legal guidelines, the committee should also focus on legal applications of technology and help with careful implementation of new technology to ensure it is used in both a legal and ethical manner.

STRATEGIC GOAL:

Implement innovative policing practices.

STRATEGY Be a leader in improving the fairness and effectiveness of the criminal justice system.

The Virginia State Police is fortunate to have employees with decades of experience in the criminal justice system. In our many years of service, we have witnessed the challenges of such a complex system and share in the frustration of navigating the criminal justice labyrinth. Reformation is formidable, and it must be appropriately balanced with people experienced in all aspects of the criminal justice system. Our strategy is to lend our expertise and experience as law enforcement professionals to improving the fairness and effectiveness of the criminal justice system.

TACTICS

- Be proactive in recommending change through policy/practice and legislation. (i.e. set the example for other agencies to follow with regards to high training standards, investigating use of force, administrative investigations, etc.)
- Be a part of criminal justice reform discussion, with emphasis on police reform, participate in committees, task forces, etc.
- Manage public expectations about enforcement with public service messaging (like the recent DMV seatbelt ads filmed for multiple local jurisdictions) and structure training to reinforce professionalism by all sworn employees in law enforcement related contacts with the public.
- Through memberships and associations with the Criminal Justice Services Board (to include the Committee on Training), Virginia Association of Chiefs of Police (VACP), Virginia Sheriff's Association (VSA), Virginia State Police Association (VSPA), the International Association of Chiefs of Police (IACP), National Organization of Black Law Enforcement Officers (NOBLE), National Latino Law Enforcement Organization (NLLE), Mid-Atlantic Association of Women in Law Enforcement (MAAWLE), local/regional academy boards, etc. work collectively to effect positive change (i.e. make changes to police ourselves in lieu of legislative changes).

STRATEGIC GOAL:
Implement innovative policing practices.

STRATEGY Collaborate with institutions of higher education.

Virginia hosts some of the finest institutions of higher education in the nation. Although the Virginia State Police has existing relationships with these institutions, our partnerships have been narrowly focused, service oriented, and with little long-term benefit to either organization. VSP recognizes that we need to grow this relationship, so it is more meaningful and symbiotic. Opportunities may include education for our employees, VSP internships for university/college students, research assistance, data analytics etc.

TACTICS

- Create partnerships with community colleges for internships, recruitment, and educational opportunities (for both entities).
- Participate in college/university studies (Virginia Tech Lighting study). Partner with colleges and universities to conduct studies for VSP or complete a specific project.
- Partner with community colleges to offer college credit for as much of our training as possible to include specialty classes and expand those opportunities toward an associate degree.
- Develop a better internship program for college students that includes the diverse areas of the agency (Virginia Fusion Center, Information Technology Division, Property and Finance Division, Criminal Justice Information Services Division, etc.). This will help create a recruitment pipeline for both sworn and civilian positions.

STRATEGIC GOAL: PERFORMANCE MEASURE 7

Implement innovative policing practices.

OBJECTIVE: Improve our ability to interdict criminal activity by expanding the use of fixed site Advanced License Plate Reader (ALPR) hardware and increasing the number of scans conducted by these units each year.

KEY MEASURE: The number of scans captured by fixed site ALPRs across the Commonwealth.

MEASURE METHODOLOGY – The ALPR software tracks the number of scans conducted by each ALPR site. As new ALPR fixed sites (locations) are added to the ALPR network the number of scans will increase. ALPR scans will be recorded each quarter and tallied at the conclusion of the fiscal year. The fiscal year tally will be compared to the quantity of scans from fixed ALPR sites the prior fiscal year to determine the percentage increase in ALPR scans.

TARGET: Increase the number of ALPR scans conducted by fixed sites within the ALPR network by 10% each fiscal year.

STRATEGIC GOAL: PERFORMANCE MEASURE 8

implement innovative policing practices.

OBJECTIVE: Enhance technology in an effort to meet and exceed the current demands placed on the agency. VSP relies heavily on information technology/data systems in order to provide services to our partner agencies, our public and to support internal operations.

KEY MEASURE: The percentage of all VSP technology/data systems assessed during a fiscal year.

MEASURE METHODOLOGY: Determine the number of technology/data systems under the purview of the Department. Conduct a modernization assessment each fiscal year to allow the Department to predict the continued useful life of the technology as well as anticipate potential funding needs.

TARGE: Conduct a technology modernization assessment of 10% of all VSP systems per fiscal year.



STRATEGIC GOAL:

Develop exceptional relationships with our partners.

STRATEGY Recognize the public is our partner and be willing to adapt to changing community expectations.

Virginia State Police relationships with the public are constantly evolving as the expectations of the communities we serve are changing. VSP recognizes that to properly serve the public we must adapt to meet the public's changing expectations of us. It is important to ask the public about their expectations of the police as well as the police providing information about their capabilities. Our strategy is to recognize these evolving expectations and adapt to them in a more expeditious manner to ensure the services we provide align with the expectations of the public we serve.

TACTICS

- Hire a contractor to provide diversity training to all VSP employees with the goal of helping us become better communicators and capable of being the bridge in the diversity gap in our workplace and across our communities. This process should include an assessment of current training, Virginia Department of Criminal Justice Services (DCJS) mandated standards and training, and provide the agency with tools to continue the training in the future.
- Engage community groups, with emphasis in underserved communities. Have open dialogue, listen to their concerns, establish relationships, and provide information about the agency, our processes, procedures, etc. (officer-involved shootings, training, Internal Affairs processes, etc.).
- Create off-season regional legislative workgroups to meet with our legislators outside the General Assembly session.
- Measure public expectations using a survey instrument. Hire a marketing firm to help advertise the survey.
- Redefine our enforcement and mission to align with public expectations and criminal justice reform measures. Train and reinforce professionalism by all sworn employees in law enforcement related to contacts with the public—take primary emphasis off of summonses and focus on productivity and well-roundedness of employees. *(See Customer Service tactic on Page 10)*



STRATEGIC GOAL:

Develop exceptional relationships with our partners.

STRATEGY Continue to advance our relationships with non-traditional stakeholders and partners.

The Virginia State Police have relationships with many organizations, groups, public safety entities, etc. We have learned through our successes in thwarting the opioid epidemic how developing non-traditional relationships introduces unique and previously unimagined perspectives into the power of the collective. Expanding our relationships can offer new hope in so many areas where we have struggled to find the answers. Such partnerships could be leveraged to provide better service to mental health consumers, provide a conduit for more diversity, provide expertise in areas where the Department is lacking, etc. Our strategy is to look for non-traditional stakeholders and partners to work with collectively to solve problems that are too big for any single group to conquer.

TACTICS

- Engage our underserved communities and begin building relations. It starts with dialogue, but can evolve into education opportunities for our personnel, as well as the community. "Meet people where they are."
- The Insurance Fraud Unit should establish public/private partnership working groups with banking/loss prevention/commercial industries and businesses.
- Host a media event, by invitation, at the Academy to help establish better relationships with traditional media, private organizations, and especially groups that do not understand or often do not agree with what we do, such as the ACLU. Demonstrate the immediate decisions that have to be made in shooting situation (MILO), discuss considerations for search warrant service, explain how automated license plate readers (ALPR) work, why we have Armored Personnel Carriers and tactical teams and what they are (and are not) used for. We need to take the mystery and aura out of the law and the Department.
- Establish relationships with community mental health providers/Virginia Department of Health (VDH)/Crisis Intervention Team (CIT) programs, and identify ways to use them as a resource when we need assistance with people experiencing mental health crises.
- Establish relationships with private organizations (NAACP, ADL, etc.) by having interested members join them at the Area and Division levels. The agency may elect to pay for all or part of the participant's dues when selected to be the local representative for a particular organization as part of this tactic.

Virginia NAACP, Virginia State Police to host summit to help improve community relations

By Joi Bass

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RICHMOND, Va. (WWBT) — The Virginia State chapter of the NAACP will be hosting a summit with the Virginia State Police.

The Law Enforcement Roundtable will include leaders in law enforcement including the Superintendent of the Virginia State Police, Colonel Gary Settle, Police Chiefs and Sheriffs from around the region.

The NAACP says the purpose of this event is to bring law enforcement agencies together to discuss strategies and policies that promote positive interactions between law enforcement and citizens.

The summit will take place at the Caroline County Community Services Center on Oct. 12 from 10:00 a.m. to 2:30 p.m.

STRATEGIC GOAL:

Develop exceptional relationships with our partners.

STRATEGY Strengthen working relationships with other public safety agencies through leadership, training, information sharing, and enhanced services.

The Virginia State Police have unique expertise, equipment, and tools. It is incumbent upon us to ensure that we share these assets with our partner agencies to ensure all resources are brought to bear on serious crimes, information is exchanged, knowledge is shared, and communities are safer, etc. Strengthening our relationships will have tremendous, long-term benefits for the Commonwealth as a whole. Our strategy is to demonstrate our leadership in the public safety arena by providing training, technical assistance, additional resources, information sharing, and collaboration tools, technology, equipment, etc. to other public safety agencies in the spirit of cooperation, enhancing the safety of the public, and in pursuit of justice.

TACTICS

- Conduct police shooting training for Commonwealth Attorneys.
- Establish regional leadership meetings/chiefs meeting/professional counterpart meetings.
- Open some training courses to local agencies.
- Expand approved professional organization/association memberships to levels below Division Commander.

STRATEGIC GOAL:

Develop exceptional relationships with our partners.

STRATEGY Build relationships with legislative partners.

Members of the Virginia General Assembly are often not familiar with the functions, capabilities, legislative mandates, responsibilities, and challenges affecting VSP. Yet they are often charged with making decision that impact Department operations. Our strategy is to build relationships with our legislators so they can make better informed legislative and budgetary decisions that affect the Department and the services we provide.

TACTICS

- Create off-season legislative workgroups and full-time legislative liaison staff. This needs to happen at the local level – all politics are local. Legislators need to understand how VSP is impacted at the local level.
- Host legislative days at SPHQ.
- Involve legislators in activities when we are not asking them for anything to allow them the opportunity to get to know the agency and our members, and to see for themselves how we operate. (Family Day, Superintendent's Award Ceremony, etc.)

STRATEGIC GOAL: PERFORMANCE MEASURE 9 **Develop exceptional relationships with our partners.**

OBJECTIVE: Enhance the quality of the investigative work performed in major criminal investigations by the Bureau of Criminal Investigation (BCI) as rated by prosecutors.

KEY MEASURE: The percentage of prosecutors who rate the major criminal investigations conducted by BCI as very satisfied or above.

MEASURE METHODOLOGY: The Department conducts a survey to determine the level of prosecutor satisfaction with State Police investigations. Survey questions are designed to solicit information regarding the Department's level of competence/expertise, communication, thoroughness, professionalism, and timeliness. Survey respondents are identified as prosecutors who provide prosecutorial oversight to VSP/BCI in major criminal investigations.

TARGET: Receive an overall quality of service delivery rating of "Extremely Satisfied" or "Very Satisfied" from at least 85% of survey respondents in at the conclusion of the case/investigation.

STRATEGIC GOAL: PERFORMANCE MEASURE 10 **Develop exceptional relationships with our partners.**

OBJECTIVE: Improve the quality of services provided by the Virginia State Police to our private entity partners.

KEY MEASURE: The percentage of private entity partners who rate the overall satisfaction with the services provided by the Virginia State Police as very satisfied or above.

MEASURE METHODOLOGY: The Department conducts a survey to determine the level of satisfaction of non-law enforcement agencies experience with the support provided by the Virginia State Police. Survey questions are designed to solicit information regarding the Department's level of competence/expertise, communication, professionalism, timeliness of request and resources provided. Survey respondents are identified as businesses, companies, and both local and state governments who are routinely provided assistance and resources by the High Tech Crimes Division, Virginia Fusion Center and the Support Services Division of the Virginia State Police.

TARGET: Receive an overall quality of service delivery rating of "Extremely Satisfied" or "Very Satisfied" from at least 85% of survey respondents in FY2022.



STRATEGIC GOAL: PERFORMANCE MEASURE 11 Develop exceptional relationships with our partners.

OBJECTIVE: Improve relationships with our local law enforcement partners by providing training.

KEY MEASURE: The number of training programs provided to local law enforcement agencies.

MEASURE METHODOLOGY: The Training Division will track all training opportunities offered to local law enforcement agencies and report the number of courses offered to outside agencies on a quarterly basis.

TARGET: Provide four courses in law enforcement subjects to local law enforcement agencies per fiscal year.



STRATEGIC GOAL: PERFORMANCE MEASURE 12 Develop exceptional relationships with our partners.

OBJECTIVE: Improve the quality of the data provided by local law enforcement entities pursuant to Incident Based Reporting (IBR), as established under Title 52, Chapter 6 – Uniform Crime Reporting Program.

KEY MEASURE: The number of IBR audits of local law enforcement agencies conducted by Virginia State Police.

MEASURE METHODOLOGY: The VSP Criminal Justice Information Services Division will track all IBR audits conducted on local law enforcement agencies.

TARGET: Correct IBR errors made by local law enforcement agencies by auditing eight agencies per fiscal year, thereby enhancing the quality of the data submitted.



VIRGINIA STATE POLICE

STRATEGIC PLAN

Vision

The Virginia State Police will be at the forefront of ensuring a safe and secure Commonwealth by developing exceptional relationships:

Our Public...who see legitimacy and credibility in a trusted law enforcement service.

Our Partners...who perceive the Virginia State Police as a collaborative and resourceful organization.

Our People...who feel respected, valued, and that this is their organization.

Mission

Securing the Commonwealth through leadership, collaboration, and community engagement.

Values

Competence • Innovation • Trust • Commitment • Wellness • Leadership

Culture

The Virginia State Police embraces inclusion and diversity in our workforce and in the protection of all people.

Strategic Goals

Recruit, prepare and retain a competent, diverse, and resilient workforce.	Engage our communities in our mission and vision.	Improve business processes for quality, service, and efficiency.	Implement innovative policing practices.	Develop exceptional relationships with our partners.
Strategies - Continuously pursue comprehensive, competitive, and transparent compensation - Develop a comprehensive performance and leadership management system - Foster career development, training and educational opportunities to promote inclusion and equity - Promote a healthy workforce	Strategies - Commit to promoting the Department's mission and accomplishments - Embrace a customer service oriented culture - Increase community outreach	Strategies - Identify and eliminate redundancy and inefficiencies - Continuously evaluate workforce allocation and organizational structure - Evaluate new initiatives	Strategies - Leverage technology - Be a leader in improving the fairness and effectiveness of the criminal justice system - Collaborate with institutions of higher education	Strategies - Recognize the public is our partner and be willing to adapt to changing community expectations - Continue to advance our relationships with non-traditional stakeholders and partners - Strengthen working relationships with other public safety agencies through leadership, training, information sharing, and enhanced services - Build relationships with legislative partners

Motto: Valor ♦ Service ♦ Pride