



# VIRGINIA STATE POLICE

## STRATEGIC PLAN

2025-2029

### 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 highly skilled professionals, 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 VSP and assurance that VSP is an agency that keeps its commitments.

**Commitment** – we are bound by our sense of duty and service, and our commitment to our agency, people, and public is unwavering.

**Wellness** - our physical, mental, and emotional wellness improve our ability to provide exceptional service to the public.

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



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## STRATEGIC PLAN

2025-2029

### Agency Goals and Objectives

**Recruit, Prepare, and Retain a Competent, Diverse, and Resilient Workforce.**

**Continuously recruit and hire a highly skilled and diverse workforce.**

**Enhance performance, leadership development, and evaluative processes.**

**Foster career development, training, and educational opportunities.**

**Promote employee wellness and engagement.**

**Improve Business Processes for Quality, Service, and Efficiency.**

**Identify and eliminate redundancy and inefficiencies.**

**Continuously evaluate workforce allocation and organizational structure.**

**Seek, evaluate, and develop new initiatives.**

**Embrace a customer service-oriented culture.**

**Implement Innovative Practices.**

**Leverage existing and emerging technologies.**

**Collaborate with institutions of higher learning.**

**Improve data infrastructure and governance to enhance decision making.**

**Enhance vigilance against all external and internal technological threats.**

**Develop Exceptional Relationships with our Partners.**

**Continuously maintain trust and confidence of the community and increase engagement.**

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

**Strengthen working relationships with other public safety agencies.**

**Build relationships with legislative partners.**



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## STRATEGIC PLAN

### GOAL: Recruit, Prepare, and Retain a Competent, Diverse, and Resilient Workforce

#### OBJECTIVES:

**Continuously recruit and hire a highly skilled and diverse workforce.** VSP is committed to attracting a diverse pool of qualified candidates by leveraging data-driven approaches, community partnerships, and innovative outreach programs to ensure the agency reflects the communities it serves.

**Enhance performance, leadership development, and evaluative processes.** This strategy emphasizes the importance of maintaining an accurate and fair performance evaluation process that is robust, clearly defines expectations and quality of work performed, provides a path towards improvement, and develops leaders within the agency.

**Foster career development, training, and educational opportunities.** Investing in employee growth through career development, training, and education enhances their skills and knowledge, ultimately improving services to the public, stakeholders, and partners. This strategy focuses on supporting employees' continuous learning and growth, benefiting both the individual and the Department.

**Promote employee wellness and engagement.** Employee health directly impacts the quality of services provided to the public and stakeholders. This strategy aims to foster a culture of physical and mental wellness among VSP employees.

#### PERFORMANCE MEASURES:

**Key Measure:** The number of applications received for vacant sworn positions.

**Target:** Increase the number of applications received for vacant sworn positions to 2000 each year.

**Key Measure:** The number of employees completing advanced career development programs.

**Target:** Increase the number of employees completing advanced career development programs each year.

**Key Measure:** The number of wellness training programs offered.

**Target:** Increase the number of wellness training programs offered each calendar year by 10%.



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### GOAL: Improve Business Processes for Quality, Service, and Efficiency

#### OBJECTIVES:

**Identify and eliminate redundancy and inefficiencies.** Modernize business functions to improve service quality while reducing inefficiencies. Establish continuous improvement processes to regularly evaluate and refine agency operations and service quality.

**Continuously evaluate workforce allocation and organizational structure.** Ensure resources are aligned with work demand. Encourage flexibility and cross-training to enable employees to meet evolving operational needs.

**Seek, evaluate, and develop new initiatives.** Foster innovation in all aspects of the agency. Establish evaluation criteria to assess the feasibility, impact, and alignment of new initiatives to agency priorities. Recognize and reward innovative efforts and improvements.

**Embrace a customer service-oriented culture.** Provide exceptional service to the public, partners, and stakeholders by fostering a culture of mutual respect and care. Focus on enhancing interpersonal skills, empathy and problem solving for all employees.

#### PERFORMANCE MEASURES:

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

**Target:** Missing persons are posted on the Department website within 24 hours of meeting the criteria for activation of any alert.

**Key Measure:** The percentage of invoices paid within 30 days of receipt.

**Target:** Ensure at least 95% of all invoices are paid within 30 days of receipt each quarter.

**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?"

**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?"



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### GOAL: Implement Innovative Practices

#### OBJECTIVES:

**Leverage existing and emerging technologies.** VSP's outdated technology hinders efficiency and data analysis. Investing in new technology will enhance innovation, allowing for better decision-making and improved services to the public and stakeholders.

**Collaborate with institutions of higher learning.** Strengthen partnerships with Virginia's higher education institutions to offer educational and research opportunities.

**Improve data infrastructure and governance to enhance decision making.** VSP's current data systems are fragmented, limiting the ability to analyze data efficiently. Upgrading data infrastructure and improving governance will streamline data collection, enhance accuracy, and support informed decision-making across the agency.

**Continue vigilance to all external and internal technological threats.** As technology evolves, so do the risks associated with cyber threats. VSP must maintain vigilance against both external and internal threats to safeguard its systems and data.

#### PERFORMANCE MEASURES:

**Key Measure:** The percentage of all VSP technology/data systems assessed during a fiscal year.

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

**Key Measure:** Evaluate the effectiveness of the security awareness training program and ensure that the cybersecurity risk score remains below accepted industry norms.

**Target:** Maintain the agency's cybersecurity risk score below accepted national industry norms.

**Key Measure:** Tracking awareness, engagement, and conversions for the purpose of measuring social media metrics across platforms.

**Target:** Increase audience growth rates by 5% annually.





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### GOAL: Develop Exceptional Relationships with Our Partners

#### OBJECTIVES:

**Continuously maintain trust and confidence of the community and increase engagement.** Adapting to evolving expectations, VSP engages the public as partners to align services with community needs. Proactive outreach strengthens relationships and better serves the Commonwealth.

**Continue to advance relationships with non-traditional stakeholders and partners.** Expanding partnerships beyond traditional entities brings new insights to complex issues. This approach enhances collaboration on challenges like mental health, diversity, and other critical areas.

**Strengthen working relationships with other public safety agencies.** Sharing expertise and resources improves public safety across the Commonwealth. VSP's leadership and training support a unified response to public safety issues.

**Build relationships with legislative partners.** To support informed decisions, VSP aims to build stronger ties with legislators. This effort ensures policymakers understand VSP's needs and challenges.

#### PERFORMANCE MEASURES:

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

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

**Key Measure:** The number of training programs provided to local law enforcement agencies.

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

**Key Measure:** The number of community engagement/outreach events attended per year by sworn personnel.

**Target:** Increase the number of community outreach events attended by sworn personnel to 1,250 events per fiscal year.