

# Agency Strategic Plan

## Department of State Police

### Agency Mission, Vision, and Values

#### Mission Statement:

The Virginia State Police, independent yet supportive of other law enforcement and criminal justice agencies, will provide high quality, statewide law enforcement services to the people of Virginia and our visitors.

#### Agency Vision:

The Virginia State Police will provide exemplary service to the public and other law enforcement and criminal justice agencies with a highly qualified, diverse workforce that balances service, education, and enforcement to achieve optimal customer satisfaction.

#### Agency Values:

- **Valor**  
Courage in the performance of one's duty.
- **Service**  
A commitment to provide the highest level of law enforcement service to the citizens of the Commonwealth.
- **Pride**  
Satisfaction taken in the achievements of the department, the community, and oneself.

### Agency Executive Progress Report

#### Current Service Performance

In December 2004, the Planning and Research Unit conducted a citizen survey to determine the level of customer satisfaction with department operations. Survey questions were designed to solicit information regarding assistance received from the dispatcher or call-taker, timeliness of response, assistance provided on-scene, follow-up investigation, professional competence, fairness, and overall quality of service. The statewide survey results were very favorable. The department comfortably exceeded the 80 percent goal established for overall quality of service in the executive agreement. In fact, the percentage of respondents who rated the overall quality of service as "Excellent" or "Very Good" increased from 83.3 percent last year to 84.9 percent. The following indicates the percentage of respondents who rated service provided by the department as "Excellent" or "Very Good." (In order to fairly represent results, survey questions marked "Not Applicable" or left blank were not included in the calculations.)

- Assistance received from call-taker or dispatcher - 87.1 percent
- Timeliness of arrival - 78.5 percent
- Assistance provided on-scene - 83.2 percent
- Follow-up investigation - 70.2 percent
- Professional competence - 83.1 percent
- Overall quality of service - 84.9 percent

Statewide, 90.5 percent of the survey respondents felt they were treated fairly by department personnel.

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### Productivity

The Bureau of Field Operations has as its primary responsibility the patrolling of over 64,000 miles of state roadways and interstate highways throughout Virginia. Personnel provide both traffic enforcement and criminal law enforcement. In 2004, Virginia State Troopers assigned to the Bureau of Field Operations:

- Worked a total of 238,606 staff days patrolling 28,991,523 miles of highway.
- Responded to approximately 1.26 million incidents.
- Investigated 42,148 vehicle crashes.
- Assisted 204,769 stranded or otherwise distressed motorists.
- Responded to 26,894 requests for assistance from sheriffs' departments, 16,307 requests from police departments and 4,725 requests from other local, state and federal agencies.
- Made 646,705 traffic arrests, including 202,495 speeding, 97,992 reckless driving and 7,868 for driving under the influence.
- Made a total of 21,319 criminal arrests.
- Performed 34,747 in-depth safety inspections of heavy commercial vehicles and placed 8,528 or 24.5 percent of these vehicles out of service.
- Made 4,475 Operation Alert Program arrests, seized \$1,382,038 in narcotics and \$306,281 in currency.
- Made 3,210 crime prevention presentations to 180,000 citizens.
- Conducted 871 business security checks and 4 home security checks.
- Committed 4,417 man-hours to crime prevention programs and safety seminars.
- Achieved a 97.6 percent conviction rate for adjudicated cases.
- Seized 164 illegal weapons.

The General Investigations Section (GIS) of the Bureau of Criminal Investigation responds to complaints about violations that constitute Class 1, 2 and 3 felonies. Major emphasis is placed on responding to requests from the Governor, Attorney General, Commonwealth's Attorneys, Grand Juries, and Chiefs of Police and Sheriffs throughout the Commonwealth. A major priority of the GIS is to provide specialized assistance to local law enforcement agencies. During 2004, GIS conducted 3,754 investigations, of which 1,934 or 51.5 percent resulted from requests from other law enforcement agencies. GIS special agents made a total of 2,879 arrests.

The Drug Enforcement Section (DES) of the Bureau of Criminal Investigation was established to provide full-time attention to the enforcement of drug laws in Virginia, and is committed to supporting local law enforcement agencies in their efforts. Seven DES regional field offices perform operational narcotics enforcement investigations, as well as support special operations (undercover, wire intercept, marijuana eradication, etc.) initiated by other law enforcement entities. There are 100 special agents available for enforcement and task force duties at seven field offices. In 2004, the field offices participated in 1,581 investigations that yielded \$15,632,260 in seized narcotics, \$191,030 in seized currency, and 293 persons arrested on 409 felony and misdemeanor charges. In addition, 425 persons were arrested on 625 felony and misdemeanor charges in cases where DES assisted other agencies. DES special agents also seized 38 vehicles and 106 weapons.

DES participates in 23 state and local multi-jurisdictional task forces, encompassing 81 local jurisdictions. Twenty-nine State Police special agents and 141 local officers were assigned to state and local task forces. During 2004, the multi-jurisdictional task forces participated in 3,546 investigations that accounted for \$13,119,996 in illicit drug seizures, \$396,441 in seized U.S. currency, and 1,751 persons arrested on 2,367 charges. In addition, task forces assisted their agencies in cases that resulted in 474 persons arrested on 656 charges. These task forces also seized 59 vehicles and 94 weapons.

In 2004, DES participated in nine federal narcotics task forces. Fourteen State Police special agents, as well as officers from local police departments and agents from the Drug Enforcement Administration (DEA), Federal Bureau of Investigations (FBI) and Internal Revenue Service (IRS) were assigned. The federal joint task forces conducted 155 investigations that accounted for \$6,595,770 in drug seizures and 11 persons arrested on 34 charges. These task forces also assisted with 77 arrests on 94 charges and seized 20 weapons.

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The Commonwealth remains a prime location for the cultivation of the marijuana plant. Virginia's domestically grown marijuana has the potential for being a major cash crop. With DEA funding, the Department of State Police, along with assistance from other state and local law enforcement agencies, and the Virginia Army National Guard's Reconnaissance Air Interdiction Detachment (RAID) conducted a regular program to eradicate domestically-grown marijuana. The State Police and local law enforcement agencies found 8,104 plants in 294 outdoor plots. There were also 1,502 marijuana plants eradicated in 18 indoor growing operations. Marijuana eradication operations resulted in 127 arrests. Seizures included 48 weapons, vehicles, and other personal property valued at \$156,663. Considering the estimated yield of consumable marijuana from each plant, the cash value of marijuana not reaching the streets as a result of eradication would be in excess of \$9.6 million.

The Governor's Initiative Against Narcotics Trafficking (GIANT) mission is to facilitate and assure coordination and cooperation among member agencies. Six special agents are assigned to GIANT. GIANT performed 282 operations during 2004 that resulted in 198 arrests, the seizure of \$7,658,942 worth of narcotics, 90 weapons, 27 vehicles, and \$442,636 in U.S. currency.

The diversion of legitimate pharmaceuticals to illicit purposes continues to be a severe problem in Virginia. The Pharmaceutical Drug Diversion agents work with the DEA, the Department of Health Professions, and the Department of Medical Assistance Services, plus local law enforcement agencies to eliminate the diversion of prescription drugs to illicit purposes. During 2004, Drug Diversion received 995 complaints of diversion activities throughout the Commonwealth. In responses to these complaints, 498 investigations were initiated and the 15 special agents assigned to Drug Diversion arrested a total of 434 persons on 634 charges. Of the 434 persons arrested, 17 were licensed health care professionals. A major educational role of Drug Diversion is teaching local law enforcement officials about the extent of the drug diversion problem in their own jurisdictions and what they can do about it. During 2004, three presentations were conducted for 166 health care professionals, and two presentations were conducted for 200 individuals in law enforcement.

The mission of the Counter-Terrorism and Criminal Interdiction Unit (CCIU) is to devote resources and efforts in performing Homeland Security responsibilities, conduct advanced criminal interdiction investigations, and provide assistance to local law enforcement agencies in communities where the quality of life for its citizens has been negatively impacted by criminal activities. In November 2004, the mission of CCIU evolved to incorporate a new strategic initiative developed to diminish the violence associated with gang-related crimes. The CCIU provides assistance to local law enforcement agencies in identifying gang members and enforcing the laws of the Commonwealth related to gang violence and illegal criminal activities.

The CCIU participated in three successful City/State Partnerships during 2004. As a result of these partnerships, 179 individuals were arrested on 336 charges, 24 guns were seized, and narcotics valued at \$47,130 were seized. During 2004, CCIU interdiction activities resulted in the seizure of 136 firearms and narcotics valued at \$15,209,736. CCIU members made 1,520 arrests during this time period.

The Bureau of Administrative and Support Services (BASS) is comprised of civilian personnel as well as sworn employees. The Bureau includes the Divisions of Communications, Criminal Justice Information Services, Information Technology and Planning Division, Personnel, Property and Finance, and Training. The Statewide Agencies Radio System (STARS) and management of the Department's sworn promotional program are also in BASS. Employees in these areas provide the Department, especially troopers and special agents in the field, with essential services through their extensive technical and professional expertise.

The Sex Offender Registry (SOR) is designed to protect the general public, and children in particular, by providing personal descriptive and sentencing information on individuals convicted of certain sex crimes. There were 137,553 searches conducted against the Registry for employment-licensure purposes in 2004. During 2004, the SOR verified the address of 22,819 sex offenders, and initiated 5,567 criminal investigations to the field divisions.

The Automated Fingerprint Identification System (AFIS) searches and stores rolled fingerprints and

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fingerprints recovered from crime scenes. Currently, there are 1,576,414 ten-print fingerprint records in file and 75,438 fingerprints from unsolved crimes in the database. In 2004, there were 2,825 suspects identified as a result of successful print searches on the AFIS system.

The Virginia Firearms Transaction Program (VFTP) provides for the approval at the point of sale for all firearms, except antiques, based on the results of a criminal history record information check on the buyer. In 2004, 207,823 firearm transactions were conducted, which is a 6 percent increase in transactions conducted during 2003.

The Virginia Criminal Information Network (VCIN) system now serves 672 member agencies with 6,503 terminals (an increase of 196 terminals over the number of terminals in 2003). This system processes messages and/or transactions in approximately three seconds. VCIN currently retains Virginia information relating to 45,565 wanted persons, 913 missing persons, and 12,307 stolen vehicles. In 2004, VCIN processed approximately 273,300,020 transactions, an increase of 14 percent over 2003 totals.

The Virginia State Police Computer Aided Dispatch (CAD) system allows for rapid entry and retrieval of data associated with unit activity and calls for service. The CAD system consists of 15 servers, 42 dispatch terminals, and over 100 remote access users. A total of 1,076,818 incidents were entered into the CAD system in 2004. A total of 39,899 incidents were created by troopers using mobile computer terminals. A total of 949,197 transactions were processed by the CAD system from the mobile computer terminals.

A new Sun Microsystems model 6800, a server-based system, has been installed at SPHQ and another Sun system was installed at a Disaster Recovery site. All applications on the UNISYS mainframe were converted to the Sun 6800 system in August 2004. The Sun system completely replaces the mainframe. Redundancy for mission-critical law enforcement databases and systems is provided at the Disaster Recovery site in case the State Police Administrative Headquarters site is not available for an extended period.

The Property and Finance Division encompasses a wide range of financial and property management functions. It is responsible for preparing, monitoring, and accounting for the Department's annual operating budget, which was in excess of \$213,581,046 for fiscal year 2005. It was responsible for the procurement, warehousing, and distribution of more than \$20,493,949 in supplies and equipment last year.

The Property and Finance Division is also responsible for the management and maintenance of facilities at approximately 100 sites and more than 150 buildings. During calendar year 2005, construction was completed on the new Combined Headquarters Addition / Emergency Operations Center. An Intelligence Fusion Center is incorporated into the new addition. Construction was completed on the new Staunton Area Office and the new Clifton Forge (Alleghany County) Area Office.

On July 13, 2004, Colonel W. Steven Flaherty, State Police Superintendent, and Mr. Mark Moon, Vice President and General Manager of Motorola, signed a \$329-million contract between Motorola and the Commonwealth of Virginia for the design, construction, and implementation of the Statewide Agencies Radio System (STARS). A ceremonial contract signing was held on July 16, 2004. The implementation phase of STARS is now underway. STARS is scheduled to first be operational in December 2005 in the Richmond area, which includes four cities and 21 counties. The STARS Project is scheduled to be implemented over a six-year period.

- Richmond -- December 2005
- Tidewater -- May 2008
- Culpeper -- July 2008
- Northern Virginia -- October 2008
- Salem -- April 2009
- Appomattox -- May 2009
- Wytheville -- September 2009

The Department hired 86 trooper trainees for the 110th Basic Session that began on August 25, 2005. These

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troopers' applications were processed from a pool of 918 applications received. The applicants for these schools took the Law Enforcement Services, Inc., battery of written tests and on-line personal history questionnaire. The Employment Section advertised 396 civilian positions during 2004. This is a 48 percent increase in advertised positions since 2002. The total number of applicants who applied in 2004 was 3,914.

During 2004, the Training Division, through the Virginia State Police Academy, provided 12,509 hours of instruction in 269 sessions for 5,346 employees, and 656 students from outside agencies.

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### Major Initiatives and Related Progress

After the September 11, 2001, terrorist attacks, law enforcement agencies were forced to meet the informational demands created by the increased focus on terrorism. As a result, the resources needed to provide proactive intelligence operations have increased exponentially, thus compelling law enforcement agencies to consider the concept of a Fusion Center. This concept envisions bringing key critical response elements together in a secure, centralized location in order to facilitate the sharing of counter-terrorism intelligence information. The Governor's Office and the Secure Virginia Panel adopted this concept, thus creating the Virginia Fusion Center (VFC).

In the VFC, there will be sworn and civilian personnel staffing the Center twenty-four hours a day, seven days a week. The Information Classification Unit (ICU) will be the repository for all incoming information to the VFC and will classify, prioritize, and determine initial dissemination of the information. The Virginia Counter-Terrorism Unit (VCTU) will review, correlate, analyze, disseminate, and file the information received from the ICU. In addition, the VCTU will prepare reports, provide in-depth analysis, and support directed intelligence operations related to terrorism in the Commonwealth of Virginia. This operation of the VFC will greatly enhance the department's abilities to collect, correlate, analyze, and disseminate terrorism-related intelligence information in a more efficient and effective manner.

During emergency operating procedures, the visiting agency work area in the VFC may be occupied by local, state, and federal law enforcement agencies, public safety, emergency management, and/or the military in preparation for, or response to, an incident. The VFC personnel will maintain liaison with representatives from these agencies in order to facilitate and ensure communication between the Virginia State Police and those agencies, allowing for a more coordinated response.

In August 2004, VSP replaced its Unisys IX 4400 mainframe with the Sun Fire 6800 system. However, the applications that support law enforcement throughout the Commonwealth were developed over 30 years ago and have become increasingly difficult to support because they utilize outdated proprietary software tools. This software platform requires a skill set that is not readily available in the IT staffing market place. Additionally, many of the department's applications have no ad-hoc reporting capabilities, are inflexible and are not adaptable to the department's changing needs. As a result, these legacy applications are creating unacceptable risks to law enforcement operations and are driving up operating costs since the department cannot draw on a wider pool of either candidates or contractors to support these legacy systems.

The Department of State Police plans to modernize and replace its legacy applications that were built on an outdated software platform with new applications that will be built on proven, accepted, state-of-the-art programming languages and database products. Purchase of proven off-the-shelf applications will be given primary emphasis.

These software solutions will incorporate new federal standards including the Global Justice XML Data Model (GJXDM) when applicable. The central repository system will be designed to accommodate improved interfaces with related law enforcement systems within the agency, such as the Virginia Records Management System (VRMS). Additionally, to facilitate information sharing, capability will be built in central repository applications to interface with local law enforcement agency applications, as well as federal law enforcement applications.

The Statewide Agencies Radio System (STARS) Program was originally conceived to be an upgrade to the Virginia State Police's antiquated 1977 land mobile radio system. As planning progressed, the project evolved into a shared system composed of the twenty state agencies that use two-way radio communication as a regular part of their operations. The implementation phase of STARS is now underway. STARS will be one of the first statewide systems to employ digital trunked technology in the VHF 150 MHz band. It will also be one of the first projects to employ an Integrated Voice and Data land mobile radio architecture, which uses the same mobile radio for both voice and law enforcement computer communications. Virginia will, therefore, have statewide mobile data coverage. STARS is scheduled to be operational in December 2005 in the Richmond area. The STARS Project will be implemented over a six-year period.

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### Virginia Ranking and Trends

The purpose of the accreditation process is to improve the delivery of law enforcement services by demonstrating that an agency's operations are in compliance with generally accepted standards. Accreditation requires a comprehensive review of every aspect of the department's organization, operations, and administration.

In 1986, the Virginia State Police became the second state law enforcement agency in the nation to be accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA), Inc. In 1991, 1996, 2001, and again in 2004, the department achieved reaccreditation following an on-site inspection and review by CALEA assessors of the agency's policies, procedures, and operations. Maintaining accredited status is an on-going project for all accredited law enforcement agencies and requires constant monitoring and periodic updating of policies and procedures to ensure compliance with internationally accepted law enforcement accreditation standards. In December 2004, the department was one of eleven law enforcement agencies in the nation awarded a Certificate of Meritorious Accreditation for successfully maintaining accredited status for over 15 years.

### Customer Trends and Coverage

The population in Virginia is growing and changing. From 1980 to 2000, the population in Virginia increased 32.4 percent. This population increase sparked a dramatic growth in housing. Between 1980 and 2000, the number of housing units in Virginia grew 43.7 percent. The aging of the Baby Boom generation will create new challenges for the department. As the elderly population increases, elder abuse and other crimes against the elderly will almost certainly increase. Older drivers may also present problems for the law enforcement community. Other demographic changes may also impact the department and its operations. Certain minority populations in Virginia are increasing. In 1990, the Hispanic population accounted for 2.6 percent of the total population while the Asian population made up 2.5 percent. Ten years later, these figures increased to 4.7 percent and 3.7 percent respectively. Many of these persons do not speak English. The department will need to prepare itself to provide law enforcement services to these growing populations.

Population growth has increased traffic in Virginia. The number of registered vehicles grew 59.2 percent between 1985 and 2003, while the vehicle miles traveled increased 62.8 percent during this period. As the state has grown, so has the demand for law enforcement services. The number of traffic crashes went up 16.1 percent between 1985 and 2003 and crash-related injuries increased 5.7 percent in these years.

Detailed workload data became available from the department's Computer-Aided Dispatch system in 2000. Between 2000 and 2004, the number of incidents handled by troopers increased from 478,552 to 514,696. This constitutes a 7.6 percent increase during the four-year period.

While workload data increased consistently for the state as a whole, significant differences are revealed when the data is examined for each county. For example, between 1985 and 2003, the number of licensed drivers and traffic crashes in Loudoun County increased 227.8 percent and 189.7 percent respectively. During that same period, licensed drivers and traffic crashes in Buchanan County decreased 12.7 percent and 36.0 percent.

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### Future Direction, Expectations, and Priorities

In order to accomplish its mission and accommodate increased workload, the department needs to increase manpower to levels recommended by approved staffing models. The department anticipates adding approximately 626 troopers and 128 support personnel over a six-year period. These personnel would allow the department to address a number of emerging public safety issues.

The Highway Safety Corridor Program was created to address highway safety problems in designated areas through law enforcement, education, and safety enhancements. Additional manpower would allow the department to aggressively enforce traffic laws in highway safety corridors.

There has been a dramatic increase in methamphetamine and clandestine laboratory seizures throughout Virginia. The state's resources are taxed with the investigation of drug offenses, including heroin, powder and crack cocaine, OxyContin, Ecstasy, and marijuana. Additional personnel are necessary to identify, apprehend and prosecute those participating in the methamphetamine trade.

The proliferation of gangs in Virginia poses a real threat to public safety. The department of State Police needs additional manpower to effectively address this threat.

In addition to providing traditional law enforcement services, the department must prepare for potential terrorist incidents. The department needs to create a Homeland Security Division to facilitate response to terrorist incidents. By managing terrorism intelligence through the Virginia Fusion Center and providing terrorist incident response with a new Homeland Security Division, the Department of State Police will be able to provide the highest level of protection to the citizens of Virginia.

Protecting the citizens of Virginia from known sex offenders is a critical public safety function. The department must have adequate personnel, both sworn and civilian, to ensure the accuracy of the registry and investigate sex offenders who fail to register or re-register. The department needs to dedicate troopers to monitoring sex offenders and investigating sex offenders who fail to register.

When the Firearms Transaction Program identifies a person attempting to illegally sell or purchase a firearm, the department initiates a criminal investigation into the matter. Currently, troopers are pulled away from their normal patrol responsibilities to conduct these investigations. The department needs to dedicate troopers to investigating the illegal sale and purchase of firearms and provide on-site presence at selected gun shows to handle violations of firearm laws.

In order to enhance operational effectiveness, the department anticipates converting commercial vehicle enforcement officers to troopers. Commercial vehicle enforcement officers are routinely restricted to enforcement activities at permanent weighing facilities. When these facilities are closed, the department cannot reassign these personnel to other duties. Maintaining separate classifications for commercial vehicle enforcement officers and troopers limits the department's flexibility and decreases operational effectiveness.

The department cannot accomplish its mission without adequate levels of support personnel. Additional support personnel are urgently needed to perform critical operational and administrative functions. Without adequate support personnel, the department is faced with diverting sworn personnel from law enforcement duties in order to meet this need. The department needs to augment support personnel to accommodate increased workload and staffing levels. As the department adds sworn personnel, the workload of support personnel will increase, further exacerbating the problem.

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### Impediments

In recent years, the Department of State Police has seen its workload increase dramatically, while its manpower resources have remained relatively stagnant. Statewide, Sheriff's offices and local police departments have reacted to the increased demands by augmenting their sworn strength 67 percent from 1985 to 2003. However, the department's sworn strength only increased 24.4 percent during that period. In order to effectively accomplish its mission, the department must be adequately staffed. Significant increases in manpower are clearly justified by department staffing studies.

The increased manpower needs identified by the department's staffing methodologies are clearly supported by demographic and workload changes in Virginia. Population, housing, registered vehicles, and vehicle miles traveled have all risen sharply. These, in turn, have created an increased demand for law enforcement services.

There are also emerging issues in public safety that the department must have adequate manpower to address. These issues include terrorism, illegal firearms purchases, sex offender registration and monitoring, highway safety corridors, methamphetamine laboratories, and gangs.

Changes driven by VITA transformation activities significantly impact the department's ability to support network and PC operations. Agency overhead costs may increase to meet the transformation mandates. In addition, recent changes in cost schedules have adversely impacted the department's ability to project IT costs, particularly when seeking grant funding. It is imperative that VITA is responsive to the department's network and PC support needs by providing high quality and timely service to all department offices located throughout the Commonwealth so that public safety is not jeopardized.

In recent years, the department has struggled with increased operating costs. Dramatic increases in the cost of gasoline and insurance have forced the department to leave 146 authorized positions vacant to accommodate funding shortages. These vacancies severely impact operational effectiveness and diminish the quality of law enforcement services provided to the citizens of Virginia.

## Agency Background Information

### Statutory Authority

The statutory authority of the Department of State Police is established in Title 52 of the Code of Virginia.

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### **Customer Base:**

<b>Customer Description</b>	<b>Served</b>	<b>Potential</b>
Businesses	549,916	549,916
Circuit Courts	122	122
Commissions/Authorities	2	2
Commonwealth's Attorneys and staff	500	500
Department Employees	2,734	2,734
Emergency Medical Response Personnel	0	0
Entities Registered for Community Notification of Sex Offenders	1,924	0
Federal Motor Carrier Safety Administration	1	1
Federal, State, and Local Criminal Justice Agencies	0	0
Federal, State, and Local Law Enforcement Agencies	0	0
Gun Dealers	1,800	1,800
Inspection Stations	4,000	4,000
Inspectors (active)	6,000	6,000
Motor Carriers	0	500,000
Multi-jurisdictional investigative task forces	23	23
Out of State Citizens	0	0
Out of State Courts	0	0
Out of State Law Enforcement Agencies	0	0
Property and casualty insurance companies licensed to operate in Virginia	844	844
Retired Law Enforcement Personnel	0	0
Sex Offenders	13,262	0
State Agencies	20	20
Virginia Citizens	7,386,330	7,386,330
Virginia Courts	326	326
Virginia Law Enforcement Agencies	285	285

### **Anticipated Changes In Agency Customer Base:**

The population in Virginia is growing and changing. From 1980 to 2000, the population in Virginia increased 32.4 percent. The aging of the Baby Boom generation will create new challenges for the department. As the elderly population increases, elder abuse and other crimes against the elderly will almost certainly increase. Older drivers may also present problems for the law enforcement community. Other demographic changes may also impact the department and its operations. Certain minority populations in Virginia are increasing. In 1990, the Hispanic population accounted for 2.6 percent of the total population while the Asian population made up 2.5 percent. Ten years later, these figures increased to 4.7 percent and 3.7 percent respectively. Many of these persons do not speak English. The department will need to prepare itself to provide law enforcement services to these growing populations.

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### **Agency Products and Services:**

#### **Current Products and Services**

- Information Technology Systems and Planning
- Criminal Justice Information Services
- Telecommunications and the Statewide Agencies Radio System
- Firearms Transaction Program
- Sex Offender Registry Program
- Concealed Weapon Program
- Aviation Operations
- Commercial Vehicle Enforcement
- Counter-Terrorism
- Help Eliminate Auto Theft Program
- Drug Enforcement
- Criminal Investigation and Intelligence Services
- Uniform Patrol Services
- Motorist Assistance Program
- Insurance Fraud Program
- Vehicle Safety Inspections
- Administrative and Support Services

#### **Factors Impacting Agency Products and Services**

In recent years, the Department of State Police has seen its workload increase dramatically, while its manpower resources have remained relatively stagnant. Statewide, Sheriff's offices and local police departments have reacted to the increased demands by augmenting their sworn strength 67 percent from 1985 to 2003. However, the department's sworn strength only increased 24.4 percent during that period. In order to effectively accomplish its mission, the department must be adequately staffed. Significant increases in manpower are clearly justified by department staffing studies.

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Changes driven by VITA transformation activities may impact the department's ability to support network and PC operations. Agency overhead costs may increase to meet the transformation mandates. In addition, recent changes in cost schedules have adversely impacted the department's ability to project IT costs, particularly when seeking grant funding. It is imperative that VITA is responsive to the department's network and PC support needs by providing high quality and timely service to all department offices located throughout the Commonwealth so that public safety is not jeopardized.

In recent years, the department has struggled with increased operating costs. Dramatic increases in the cost of gasoline and insurance have forced the department to leave some authorized positions vacant to accommodate funding shortages. These vacancies severely impact operational effectiveness and diminish the quality of law enforcement services provided to the citizens of Virginia.

#### **Anticipated Changes in Agency Products and Services**

In order to accomplish its mission and accommodate increased workload, the department needs to increase manpower to levels recommended by approved staffing models. The department anticipates adding approximately 626 troopers and 128 support personnel over a six-year period. These personnel

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would allow the department to address a number of emerging public safety issues.

If the department does not receive additional manpower and increased funding to accommodate increased operational costs, its services to the citizens of Virginia will, unfortunately, decrease significantly. Response times to calls for service will increase, adversely impacting public safety and decreasing customer satisfaction. The department's ability to provide support to local law enforcement agencies will also be diminished.

### **Agency Financial Resources Summary:**

The chief source of funding for the Department of State Police is the general fund. The agency also collects special fund revenue, Highway Maintenance Funds and Federal funds. Funding sources include:

- General Fund – approximately 77 percent
- Special Fund – approximately 13 percent
  - o Revenue received from DMV calculated at \$2 per vehicle registered in the Commonwealth used to support the Safety Program
  - o Revenue generated from the food service provided to students attending the State Police Academy used to support Cafeteria Operations
  - o Cash received from the State Corporation Commission
    - HEAT Program
    - Insurance Fraud Program
    - Twenty-four FTE's transferred to VSP via 1995 Session of the General Assembly
  - o Revenue generated from the sale of concealed weapons permits
  - o Revenue generated from the fee charged to perform sex offender registry searches
  - o Revenue received from the sale of surplus properties
  - o Court awards of seized assets
- Highway Maintenance Funds – approximately 5 percent
- Federal Funds – approximately 5 percent

	<b><u>Fiscal Year 2007</u></b>		<b><u>Fiscal Year 2008</u></b>	
	<b>General Fund</b>	<b>Nongeneral Fund</b>	<b>General Fund</b>	<b>Nongeneral Fund</b>
<b>Base Budget</b>	\$175,924,225	\$52,262,575	\$175,924,225	\$52,262,575
<b>Changes To Base</b>	\$20,269,376	\$9,439,704	\$20,730,294	\$9,439,704
<b>AGENCY TOTAL</b>	<b>\$196,193,601</b>	<b>\$61,702,279</b>	<b>\$196,654,519</b>	<b>\$61,702,279</b>

### **Agency Human Resources Summary:**

#### **Human Resources Overview**

As of May 15, 2005, the size of the Virginia State Police workforce has remained constant since FY 2000 with 2,520 current employees and 52 funded vacancies. The department's workforce is comprised of 74.33 percent (1,873) sworn employees and 25.67 percent (647) civilian employees. The department's employees are broken into three basic service areas.

- 79 percent are dedicated to Crime Detection, Investigation, and Apprehension.
- 14 percent are involved with Information Technology, Telecommunication, and Records Management.
- 7 percent are committed to Administrative and Support Services.

The department is organized according to functions.

- The Superintendent's Office oversees the department's diversity in terms of programs, activities, personnel, training and technical expertise. This makes the department the most comprehensive, coordinated statewide resource for providing necessary public safety services to Virginia citizens.

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- The Bureau of Administrative and Support Services (BASS) is comprised of most of the department's civilian personnel as well as some sworn employees. The Bureau includes Communications, Criminal Justice Information Services, Information Technology and Planning, Personnel, Property and Finance, Training, and the Statewide Agencies Radio System (STARS) Program.
- The Bureau of Criminal Investigation (BCI) consists of the Criminal Intelligence Division, the Support Services Division, the Counter-Terrorism and Criminal Interdiction Unit, the General Investigation Section, and the Drug Enforcement Section. Seven field offices, located around Virginia, investigate crimes and provide specialized technical and forensic support.
- The Bureau of Field Operations (BFO) has the primary responsibility the patrolling of over 64,000 miles of state roadways and interstate highways throughout Virginia. Personnel provide both traffic enforcement and criminal law enforcement. The Bureau also is responsible for managing the Motor Vehicle Safety Inspection Program, enforcing motor carrier and commercial vehicle safety regulations, and providing executive protection and aviation support.

### Full-Time Equivalent (FTE) Position Summary

Effective Date:	6/3/2005
Total Authorized Position level .....	2708
Vacant Positions .....	182
Non-Classified (Filled).....	1
Full-Time Classified (Filled) .....	2525
Part-Time Classified (Filled) .....	0
Faculty (Filled) .....	0
Wage .....	208
Contract Employees .....	17
Total Human Resource Level .....	2751

### Factors Impacting Human Resources

The Department of State Police, like most agencies, is managing an aging workforce. There are a number of issues that face management that are especially important in addressing the challenges of the aging workforce, including recruitment, discrimination against older workers, employee retention, training, productivity, succession planning, and retirement.

Since FY 2000, the average age of our sworn employees has decreased by .2 years to an average age of 39. Our civilian employees' average age increased since FY 2000 by 1.6 years to 47.5 years.

The Recruitment Unit includes a first sergeant, seven full-time recruiters, and one part-time secretary. Refocusing recruitment efforts to generate a diverse and qualified applicant pool has enabled the department to concentrate on recruiting and hiring the most qualified, diverse workforce to meet the demand of the future of policing in our global communities. Specific recruitment strategies were designed and implemented to aid in accomplishing the goals of the unit.

On average, the department hires approximately 180 trooper trainees per year, which fills two basic trooper schools each calendar year. This allows our agency to recruit new troopers continuously and backfill positions vacated by troopers who receive promotions through the Career Progression System. A total of 1,529 applicants applied for Trooper positions during 2004.

The Employment Section advertised 396 civilian positions throughout the year (236 full-time and 160 wage) in 2004. This is a 48 percent increase in advertised positions since 2002. The total number of applicants who applied in 2004 was 3,914.

The average years of service for both sworn and civilian personnel has steadily dropped. Since FY 2000,

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the average years of service for sworn employees has decreased by 4.7 years to 12.7 – a 27 percent decrease. Over the same period, average years for civilians have decreased by 4.3 years to 11.7 years – a 26.9 percent decrease. A significant reason for the decrease in the number of years service is due in large part to our senior employees retiring. Retirements (service and disability) have doubled since 2001. Yet the department's average for sworn and civilian years of service still meets or exceeds the 11.5 years of service for all state employees.

Almost 14 percent (260) of the department's sworn employees covered under the State Police Officers' Retirement System (SPORS) or the Virginia Law Officers' Retirement System (VALORS) are eligible for retirement with unreduced benefits at age 60 (normal retirement age) with at least five years of service, or at age 50 with 25 years of service. It is important to note that all members of the department's Executive Staff and 65 percent of the sworn senior leadership have at least 25 years of state service as of May 15, 2005. To ensure management continuity, the Sworn Promotional Selection System and Career Progression System will continue to allow our department to fill these essential positions as they become vacant.

Total turnover for the department for FY 2004 was 6.71 percent, which is a decrease of 2.87 percent since fiscal year 2003. The number of separations for turnover includes terminations, resignations, layoff separations, retirements, and death.

### **Anticipated Changes in Human Resources**

The department has conducted a Manpower Augmentation Study to analyze its staffing needs. In recent years, the Department of State Police has seen its workload increase dramatically, while its manpower resources have remained relatively stagnant. Statewide, Sheriff's offices and local police departments have reacted to the increased demands by augmenting their sworn strength 67 percent from 1985 to 2003. However, the department's sworn strength only increased 24.4 percent during that period. In order to effectively accomplish its mission, the department must be adequately staffed. Significant increases in sworn manpower are clearly justified by department staffing studies based on documented workload.

It must also be noted that the department cannot accomplish its mission without adequate levels of support personnel. Additional support personnel are urgently needed to perform critical operational and administrative functions.

### Manpower Augmentation Plan

An additional 626 sworn employees and 128 full-time and 12 part-time civilian employees are needed to:

1. Increase manpower to levels recommended by the BFO and BCI staffing models.
2. Create the Homeland Security Division.
3. Dedicate troopers to monitoring sex offenders and investigating sex offenders who fail to register.
4. Dedicate troopers to investigating the illegal sale and purchase of firearms and provide on-site presence at selected gun shows to handle violations of firearm laws.
5. Convert commercial vehicle enforcement officers to troopers.
6. Augment support personnel to accommodate increased workload and staffing levels.

The department is currently reviewing the feasibility of converting all existing commercial vehicle enforcement officers (CVEO's) to troopers. A meeting with the North Carolina Highway Police revealed that they recently converted all of their commercial vehicle officers to troopers because of the difficulty of hiring, training, equipping and retaining those officers. Cost savings would be realized through the

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elimination of separate hiring procedures, training, and equipment and would give the department a higher complement of troopers and greater flexibility to fill vacant CVEO positions. Troopers in areas with permanent scales would be scheduled to work commercial vehicle enforcement on a rotating basis. As the CVEO's are already certified, they could attend a modified training session established by the Training Division to meet all Department of Criminal Justice Services requirements.

### **Agency Information Technology Summary:**

#### **Current State / Issues**

The department operates multiple mission-critical systems that support local, state, and federal law enforcement efforts across the Commonwealth. This includes over 50 systems and/or applications that are available 24 hours a day, 7 days a week, such as the Computerized Criminal History System (CCH) and the Virginia Criminal Information Network (VCIN). These systems operate and provide criminal justice agencies throughout Virginia with rapid access to local, state, and national files related to wanted or missing persons, escapees, stolen property including motor vehicles, hazardous material spills, severe weather conditions, and airplane crashes. The primary function of VCIN is to provide a means of rapid communications for criminal justice agencies throughout the Commonwealth of Virginia. VCIN is also a central gateway to national systems such as the Federal Bureau of Investigation's National Crime Information Center (NCIC). It would be a significant public safety issue if any of these systems failed for any length of time.

In August 2004, the department replaced its Unisys IX 4400 mainframe with the Sun Fire 6800 system. However, the applications that support law enforcement throughout the Commonwealth were developed over 30 years ago and have become increasingly difficult to support because they utilize outdated proprietary software tools. This software platform requires a skill set that is not readily available in the IT staffing market place. Additionally, many of the department's applications have no ad-hoc reporting capabilities, are inflexible and are not adaptable to the department's changing needs. As a result, these legacy applications are creating unacceptable risks to law enforcement operations and are driving up operating costs since the department cannot draw on a wider pool of either candidates or contractors to support these legacy systems.

The department's criminal case processing environment is paper and labor intensive. It is difficult to enter and retrieve information using legacy systems. Legacy systems often do not interface, are difficult to use, and capture only limited information. The lack of timely information hinders the agency's ability to manage criminal investigations and disaster response.

Although 40 percent of the crime scene (latent) fingerprints collected by law enforcement agencies are palm prints, there is no centralized database to search and identify the offender. A statewide palm print matching system would benefit all law enforcement agencies in Virginia.

Pursuant to §9.1-913 of the Code of Virginia, the Virginia Sex Offender and Crimes Against Minors Registry (SOR) must be available to the public via the Internet. Registry information is used to screen current or prospective employees and to enhance public safety by making information available to citizens regarding the location of convicted sex offenders. Modernization of the SOR application is a critical issue impacting the agency's ability to ensure public safety.

Legislation was passed in the 2005 General Assembly Session requiring law enforcement agencies to submit to the State Police photographs (mugshots) for arrestees. Currently, there is no centralized database to store these mugshots so that they can be accessed by law enforcement agencies throughout the Commonwealth for inquiry or line-up purposes.

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### **Factor Impacting Information Technology**

Changes driven by VITA transformation activities may impact the department's ability to support network and PC operations. Agency overhead costs may increase to meet the transformation mandates. VITA needs to be responsive to the department's network and PC support needs by providing high quality and timely service to all department offices located throughout the Commonwealth.

As a result of the events of September 11, 2001, the federal government has mandated new standards to improve law enforcement information sharing nationwide. These standards are critical to homeland security efforts and are based on the Global Justice XML Data Model (GJXDM). It is important to note that the U.S. Department of Justice has indicated that states and localities that are competing for federal grants will be given preference if there are efforts underway to implement GJXDM. Major changes are needed to State Police applications to operationalize these requirements.

### **Anticipated Changes / Desired State**

The long-term solution will be to modernize and replace the department's legacy applications that were built on an outdated software platform with new applications that will be built on proven, accepted, state-of-the-art programming languages and database products. Purchase of proven off-the-shelf applications will be given primary emphasis.

These software solutions will incorporate new federal standards including the Global Justice XML Data Model (GJXDM) when applicable. The central repository system will be designed to accommodate improved interfaces with related law enforcement systems within the agency, such as the Virginia Records Management System (VRMS). Additionally, to facilitate information sharing, capability will be built in central repository applications to interface with local law enforcement agency applications, as well as federal law enforcement applications.

The department will upgrade the Automated Fingerprint Identification System (AFIS) to store and search palm prints. This enhancement will allow law enforcement agencies to compare palm prints found at crime scenes with those stored in AFIS, thereby facilitating the identification of suspects in criminal investigations.

The SOR application will be replaced with web-based technology.

The department will implement a statewide system to accept, process, store, search, and retrieve mugshots from local law enforcement agencies. Implementation of this system will eliminate current procedures where mugshots are faxed between localities and will increase the identification and apprehension of offenders.

To facilitate the quick location of missing children, the department is developing an electronic request system to allow local law enforcement agencies to submit AMBER Alert requests via a website. The new system will permit the department to quickly review and approve requests for activation of the AMBER Alert system. The public will have immediate access to information on missing children through the AMBER Alert website. The new system will also automatically send out electronic notifications and initiate a message to the emergency broadcast system. These system enhancements will ensure the public receives information on missing children in the quickest manner possible.

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### Agency Information Technology Investments:

	<u>Cost-Fiscal Year 2007</u>		<u>Cost-Fiscal Year 2008</u>	
	<u>General Fund</u>	<u>Nongeneral Fund</u>	<u>General Fund</u>	<u>Nongeneral Fund</u>
Major IT Projects	\$4,600,000	\$1,750,000	\$6,350,000	\$0
Non-Major IT Projects	\$0	\$0	\$0	\$0
Major IT Procurements	\$1,200,000	\$0	\$100,000	\$0
Non-Major IT Procurements	\$200,000	\$0	\$20,000	\$0
<b>Totals</b>	<b>\$6,000,000</b>	<b>\$1,750,000</b>	<b>\$6,470,000</b>	<b>\$0</b>

### Agency Capital Investments Summary:

#### **Current State / Issues**

The department currently uses the original 1939 headquarters facility as part of the agency's administrative program requirements. The facility is in need of major renovation and facility system upgrades so that the department may continue to use this facility. Renovations include asbestos removal, electrical systems repairs and upgrades, HVAC replacement, exterior window replacement, reworking interior partitions and ADA code corrections. No significant repairs or renovations have ever occurred to the original constructed facility other than the installation of an HVAC system in the 1960's.

The current Wytheville Area Office is located in the Division Headquarters. Because of increased program requirements and additional staffing, the headquarters facility can no longer accommodate the area office or the division's program requirements. Thus, neither office has adequate space. Relocating the Wytheville Area Office to other state-owned space will alleviate both issues.

#### **Factors Impacting Capital Investments**

The department will need to continue to use the 1939 facility in order to meet its program requirements. The renovation and upgrade of the facility will meet the routine maintenance requirements expected from a state-owned facility which is part of the Commonwealth's public safety requirements to the citizens.

Space limitations and restrictions in some facilities require the department to relocate some functions to other suitable space owned by the department. Because of the nature of department programs, owned space is much more suitable.

#### **Capital Investment Alignment**

The department provides high quality, statewide law enforcement services and other safety-related services to the people of Virginia and its visitors. The department must maintain reasonable quality facilities of adequate size and construction to provide these required services.

## Agency Goals

### Goal #1:

***Ensure the safety and security of citizens and their property.***

#### **Goal Summary and Alignment:**

Public safety is essential to the well-being of both citizens and businesses in Virginia. Ensuring the safety and security of citizens and their property is one of the primary responsibilities of state government and is fundamental to achieving the department's mission of providing high quality, statewide law enforcement services to the people of Virginia and our visitors.

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### **Statewide Goals Supported by Goal #1**

- Protect the public's safety and security, ensuring a fair and effective system of justice and provide a prepared response to emergencies and disasters of all kinds.
- Ensure that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life.

### **Goal #2:**

***Promote the safe and orderly flow of traffic on Virginia's highways.***

#### **Goal Summary and Alignment:**

The Commonwealth must have a safe and reliable highway system to facilitate the transportation of people and goods. Promoting the safe and orderly flow of traffic on Virginia's highways is necessary to ensure the safety of citizens and their property and to encourage economic growth and tourism in Virginia.

### **Statewide Goals Supported by Goal #2**

- Be a national leader in the preservation and enhancement of our economy.
- Protect the public's safety and security, ensuring a fair and effective system of justice and provide a prepared response to emergencies and disasters of all kinds.
- Ensure that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life.

### **Goal #3:**

***Strive to eliminate illegal drug use within Virginia.***

#### **Goal Summary and Alignment:**

Illegal drug use is associated with violent criminal behavior and a plethora of social problems. In order to reduce drug-related violence and ensure public safety, the Commonwealth must strive to eliminate illegal drug use in Virginia.

### **Statewide Goals Supported by Goal #3**

- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect the public's safety and security, ensuring a fair and effective system of justice and provide a prepared response to emergencies and disasters of all kinds.

### **Goal #4:**

***Provide available department resources to requesting law enforcement agencies.***

#### **Goal Summary and Alignment:**

State and local governments have limited resources to devote to public safety. The Department of State Police has an array of specialized enforcement and investigative resources. In order to make the most effective use of these resources, the Department of State Police is committed to providing available resources to other law enforcement agencies requesting assistance.

### **Statewide Goals Supported by Goal #4**

- Be recognized as the best-managed state in the nation.
- Protect the public's safety and security, ensuring a fair and effective system of justice and provide a prepared response to emergencies and disasters of all kinds.

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### **Goal #5:**

***Ensure the safety, security, and high morale of department personnel.***

#### **Goal Summary and Alignment:**

The provision of public safety services is a hazardous role that requires extensive training. The Department of State Police is committed to ensuring that its employees are well-trained and provided with the highest level of protective equipment. Fair personnel practices and efficient administrative procedures are essential to maintaining high morale among employees.

#### **Statewide Goals Supported by Goal #5**

- Be recognized as the best-managed state in the nation.

### **Goal #6:**

***Continually seek ways to deliver the most cost-effective and efficient law enforcement services possible.***

#### **Goal Summary and Alignment:**

State agencies are the stewards of the Commonwealth's resources. It is incumbent upon each agency to effectively manage these resources. The Department of State Police is committed to using its resources effectively and efficiently. Innovative equipment and procedures are routinely studied to maximize the effectiveness of department resources and operations. Where possible, department personnel and equipment are used to support other law enforcement agencies in their operations.

#### **Statewide Goals Supported by Goal #6**

- Be recognized as the best-managed state in the nation.