

2014-16 Executive Progress Report

Commonwealth of Virginia
Secretary of Public Safety and Homeland Security
Department of State Police

At A Glance

The mission of the Virginia State Police, independent yet supportive of other law enforcement and criminal justice agencies, is to provide high quality, statewide law enforcement services to the people of Virginia and its visitors; and to actively plan, train and promote emergency preparedness in order to protect the citizens of the Commonwealth and its infrastructure.

Staffing 2749 Salaried Employees, 309 Contracted Employees, 2922 Authorized, and 109 Wage Employees.

Financials Budget FY 2015, \$314.22 million, 79.37% from the General Fund.

Trends	↑ Population	Key Perf Areas	➔ Time in Minutes
	↑ Technology		➔ Survey Score (percentage)
	↑ Intelligence Needs		➔ Case Closure Rate (percentage)
Legend	↑ Increase, ↓ Decrease, ➔ Steady		➔ Improper firearms transactions
		Productivity	➔ Cost (Dollars)
		Legend	↑ Improving, ↓ Worsening, ➔ Maintaining

For more information on administrative key, and productivity measures, go to www.vaperforms.virginia.gov

Background and History

Agency Background Statement

With over 80 years of service to the citizens of Virginia, the Department of State Police (VSP) strives to fulfill its public safety mission while improving the quality of life for those living, working, and visiting in Virginia. From highways to local communities, VSP is recognized nationally for its superior enforcement, investigative, educational, technological, and analytical services.

The Bureau of Field Operations (BFO) has as its primary responsibility patrolling over 64,000 miles of state roadways and interstate highways throughout Virginia. BFO personnel provide both traffic enforcement and criminal law enforcement. This bureau manages the Virginia Safety Inspection Program.

VSP provides a thorough and comprehensive investigation of all criminal matters mandated by statute and established department policy through the Bureau of Criminal Investigation (BCI). This bureau is also responsible for the High Technology Crimes Division and the Virginia Fusion Center, which receives, analyzes, and disseminates intelligence related to all hazards confronting citizens of Virginia, including terrorism.

The Bureau of Administrative and Support Services (BASS) provides the department with essential services through extensive technical and professional expertise. These functions include communications, criminal justice information services, information technology, human resource management, property, finance, and training.

VSP provides aviation support, executive protective services, public relations services, and counter-terrorism and criminal interdiction through specialized units. Additionally, VSP has trained and equipped personnel to perform many highly specialized functions. These include tactical teams, search and recovery teams, canine teams, tactical field force teams, arson/bomb investigators, crime scene technicians, and polygraph operators. These personnel allow VSP to provide valuable support to federal, state and local law enforcement agencies.

Major Products and Services

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

Customers

Customer Summary

The population in Virginia is growing and changing. From 2000 to 2013, the population in Virginia increased 16.7 percent, from 7,078,515 to 8,260,405. With this growth, the numbers of registered vehicles and licensed drivers also increased, 22.1 percent and 13.8 percent, respectively. As the state has grown, so has the demand for law enforcement services.

The aging of the Baby Boom generation will also create new challenges for VSP. From 2000 to 2013, the number of Virginians 65 years and older increased to 13.4 percent of the population. As the elderly population increases, elder abuse and other crimes against the elderly will almost certainly increase. Older drivers may also present additional challenges for the law enforcement community.

Other demographic changes will also impact the department and its operations. Certain minority populations in Virginia are increasing. In 2000, the Hispanic population accounted for 4.7 percent of the total population while the Asian population made up 4.3 percent. In 2013, these figures increased to 8.6 percent and 6.1 percent respectively. Many of these persons do not speak English. VSP will need to continue to evolve as we continue providing quality law enforcement services to growing diverse populations.

Customer Table

Predefined Group	User Defined Group	Number Served Annually	Potential Number of Annual Customers	Projected Customer Trend
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Finance

Financial 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, Dedicated Special revenue and federal funds. Funding sources for fiscal year 2015 include:

- General Fund – 80.06 percent
- Dedicated Special Revenue – 2.66 percent
- Special Fund – 11.82 percent
- Highway Maintenance Funds – 2.70 percent
- Federal Funds – 2.75 percent
- Trust Funds – .01 percent

Fund Sources

Fund Code	Fund Name	FY 2015	FY 2016
0100	General Fund	\$249,410,233	\$250,348,710
0200	Special	\$1,631,088	\$1,331,088
0201	Firearms Transaction Program Fund	\$0	\$0
0205	Electronic Maintenance Fund	\$350,000	\$350,000
0206	Non-Federal 10% Admin Fee Fund	\$640,000	\$640,000
0210	Med-Flight Operations	\$3,098,098	\$3,098,098
0214	Data Lines Fund	\$900,000	\$900,000
0221	State Police Sales Mtr Vehicles	\$850,000	\$850,000
0225	Heat	\$1,052,359	\$0
0227	Sex Offender Registry Fund	\$1,301,206	\$1,301,206
0228	Purdue Frederick Co Fed Asset Forfeiture Fund	\$3,601,000	\$2,001,000
0229	Federal Asset Forfeiture Fund	\$1,080,000	\$1,080,000
0231	Scc	\$1,600,000	\$1,600,000
0233	State Asset Forfeiture Fund	\$50,000	\$50,000
0236	Drug Investigation Trust Account - Federal	\$675,000	\$675,000
0250	Insurance Fraud Fund	\$1,363,882	\$0
0253	Drug Investigation Trust Account - State	\$100,000	\$100,000
0261	Safety Fund	\$15,913,788	\$15,913,788
0275	Cafeteria Fund	\$645,091	\$645,091
0280	Appropriated Indirect Cost Recoveries	\$425,000	\$425,000
0286	Recyclable Material Sales-Non-Gen-Non-High Ed	\$1,000	\$1,000
0287	Surplus Supplies And Equip Sales-Gen-Non-High Ed	\$25,000	\$25,000
0290	Insurance Recovery	\$475,000	\$475,000
0410	Highway Maintenance And Operating Fund	\$8,166,805	\$8,166,805
0700	Trust And Agency	\$20,000	\$20,000
0900	Dedicated Special Revenue	\$25,000	\$25,000
0903	Hov Enforcement Fund	\$483,960	\$483,960
0914	Heat	\$1,763,991	\$1,763,991
0916	Insurance Fraud Fund	\$5,200,000	\$5,200,000
0928	Wireless E-911 Fund	\$3,700,000	\$3,700,000
0966	Internet Crimes Against Children Fund	\$600,000	\$1,200,000
1000	Federal Trust	\$9,071,497	\$9,071,497
1029	Internet Crimes Against Children Task Force-Arra	\$0	\$0

Revenue Summary

VSP receives special funds from various sources to support the Safety Inspection/Motor Carrier Program, data line costs, vehicle purchases, vehicle repairs, med-flight operations, and cafeteria operations. Dedicated special revenue funds are received from various sources to fund the following specific programs:

- Insurance Fraud Investigation and Prevention
- Help Eliminate Auto Theft (HEAT)
- High Occupancy Vehicle (HOV) Enforcement
- Internet Crimes Against Children (ICAC) Program

VSP also receives federal funds from various federal sources to support a variety of grant programs. These grant programs enhance homeland security and improve the accuracy of computerized criminal histories, and support the department's efforts to combat Internet crimes against

children, methamphetamine production, intellectual property crime, and violent crime.

Performance

Performance Highlights

Protecting the citizens of Virginia from known sex offenders is a critical public safety function. After sex offenders are released from prison, they must register with the state and notify officials regarding their new address within ten days of any move. The accuracy of the registry relies on sex offenders complying with Title 9.1 of the Code of Virginia. In order to ensure these sex offenders comply with the provisions of the Code, the department physically verifies the accuracy of information furnished by these individuals. VSP enhances public safety by investigating and successfully closing cases concerning sex offenders who fail to register in violation of the Code of Virginia. In calendar year 2014, VSP exceeded the performance measure target of 85 percent closure by achieving a closure rate of 88 percent.

In late 2014, VSP conducted a citizen survey to determine the level of customer satisfaction with department operations. The percentage of respondents who rated the overall quality of service as "Excellent" or "Very Good" increased from 83.6 percent in 2013 to 85.3 percent in 2014. The results exceeded the performance measure target of 83.2 percent. Almost 67 percent of survey respondents rated the overall quality of service as "Excellent." It is also important to note that 89.3 percent of respondents indicated that they were treated fairly by department personnel.

Prompt response to citizens' request for emergency law enforcement services is essential to ensuring the safety of citizens and their property. In traffic crashes, quick response by law enforcement facilitates the removal of disabled vehicles and debris from the roadway. Clearing the roadway quickly helps restore the normal flow of traffic and reduces secondary crashes caused by traffic congestion associated with the crash. In criminal incidents, the prompt response by law enforcement personnel enhances citizen safety and increases the likelihood of a successful investigation. In the third quarter of fiscal year 2015, the average response time to emergency calls was 15.3 minutes, better than the 15.8 minute target.

The department is committed to the prevention of the illegal sale or purchase of firearms. The Firearms Transaction Program tracks the number of retrievals that were preventable by the department and not due to an outside agency's lack of information or dealer error. The performance objective is to eliminate the need for firearms retrievals due to error. The target of zero was met for the third quarter of fiscal year 2015.

Selected Measures

Measure ID	Measure	Alternative Name	Estimated Trend
15631007.004.001	Average cost to handle a violation of exceeding the speed limit	Cost (Dollars)	Maintaining
15631007.003.001	Average response time to emergency calls	Time in Minutes	Maintaining
15631007.002.001	Percentage of crime victims and individuals involved in traffic accidents who rate their experience with the department as "Very Good" or "Excellent"	Survey Score (percentage)	Maintaining
15631007.001.001	Percentage of the investigations successfully closed involving sex offenders failing to register	Case Closure Rate (percentage)	Maintaining
15630206.001.001	Number of firearms transactions improperly approved due to Virginia Department of State Police error	Improper firearms transactions	Maintaining

Key Risk Factors

As the lead law enforcement agency in the Commonwealth, in order to effectively accomplish its mission and ensure officer safety, VSP must be adequately staffed. In order to accommodate increased workload, VSP must increase Bureau of Field Operations (BFO) staffing to levels recommended by the approved staffing model - 675 additional trooper positions and 61 sergeant positions. Emerging issues in public safety have placed unprecedented workload demands on the Bureau of Criminal Investigation (BCI) and necessitate additional manpower resources. These issues include gang violence, methamphetamine production and distribution, high technology crimes, anti-government activities, and Internet crimes against children. There is also an increased demand for computer forensic services. BCI has experienced a dramatic increase in the number of calls for service for investigations of officer involved shootings, complex crime scenes, investigations of elected officials, and major cases. 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.

VSP continues to struggle with budget constraints. To maintain a full complement of sworn personnel (troopers, agents, and supervisors), VSP identified during the 2014-16 budget development process insufficient general funding in excess of \$8 million. With no inflationary adjustments in recent years, coupled with the expense of new technology, the department is underfunded in many areas; thus requiring positions to be held vacant to ensure appropriations are not exceeded. (These vacancies will be in addition to the positions identified in the staffing model mentioned earlier.) To address insufficient funding, requests were submitted for gasoline, patrol vehicles, aircards, RadiolP maintenance, computer maintenance and peripheral equipment.

The department is funded with approximately 80 percent general fund and 20 percent non-general funds. The non-general funds are earmarked and/or restricted by either the Code of Virginia, the Appropriation Act, and/or federal/state laws as further detailed below:

- Approximately 2% of the current non-general fund appropriation is allocated to Equitable Sharing Revenue awarded to the department by U. S. Departments of Justice and Treasury and/or Virginia Department of Criminal Justice Services as a result of equitable sharing of forfeitures. These funds are awarded to law enforcement agencies to increase funding and cannot be used to supplant budgets. They are further restricted for law enforcement purposes only.
- Approximately 5% of the current non-general fund appropriation is allocated to the Safety Inspection Program which is earmarked by the Code of Virginia §46.2-1168 for the administrative costs of the program.
- Approximately 3% of the current non-general fund appropriation is allocated to the administration of federal grant awards.
- Approximately 3% of the current non-general fund appropriation is allocated to commercial vehicle enforcement, highway corridor enforcement, and toll road enforcement.
- Approximately 4% of the current non-general fund appropriation is allocated to Dedicated Programs: HEAT (Help Eliminate Auto Theft), IF (Insurance Fraud), ICAC (Internet Crimes Against Children), and E-911 Programs. HEAT and IF revenues are received from a portion of paid insurance premiums and are used to prevent/combat auto thefts and fraudulent insurance claims in accordance with §38.2-414 and 38.2-415. ICAC funding pursuant to Code of Virginia §17.1-275.12 is dedicated to investigating and prosecuting internet crimes against children. E-911 funding is dedicated to offset the cost of State Police dispatch centers.
- Non-general fund sources cannot be considered as permanent funding sources because of uncontrollable revenue/expenditure fluctuations or prohibitions based on federal or state laws, and there is no guarantee of continued revenue. Non-general fund revenue is received sporadically throughout the fiscal year and for specific non-general fund programs. Per Appropriation Act, Items 413.E. and 414.F., the department can use excess revenue to modify, enhance, or procure automated systems that focus on the Commonwealth's law enforcement activities and information gathering processes or for air medical evacuation equipment improvements, information technology upgrades or for motor vehicle replacement.

Constraint Examples:

1. At the time of budget submission in the Fall of 2013, VSP was budgeted to procure gasoline at \$1.70 per gallon; but was paying approximately \$2.82 per gallon. This shortage equates to approximately \$2.9 million each year. The 2014 General Assembly provided approximately \$900,000 relief per year. This shortage of funding will require the department to hold vacancies; this shifting monies normally used to fund critical public safety personnel positions to funding gasoline costs. This shortfall forces the department to choose between having first responders available to respond to life/safety emergencies across the Commonwealth or having the fuel for the vehicle used for the response. Unfortunately, this is not a situation where choosing one over the other is possible. VSP sworn personnel called to respond to critical incidents must also have fuel to get them to the scene.
2. The cost of patrol vehicles has increased; however, funding, because of budget reductions, has actually been decreased. The cost of a marked patrol vehicle has increased 21 percent and unmarked vehicles have increased 10 percent since 2008. This increase equates to over \$4 million. The 2014 General Assembly provided approximately \$775,000 relief per year. In past years, either the number of vehicles ordered was less than needed or available non-general fund sources were used in accordance with the Appropriations Act to help offset the shortage of general fund. Inadequate general fund appropriation, coupled with limited/unreliable non-general fund revenue sources, could create the potential risk of inadequate supply of replacement police vehicles.
3. Computer maintenance and other costs have increased over a \$1 million with no additional funding. In addition, the availability of grant funds to support critical programs is decreasing. If additional funding is not provided, VSP must decide which program/projects to discontinue.
4. Current information technology staffing levels are insufficient to manage current projects, to maintain 50 existing applications, and to replace outdated legacy systems. Vital systems maintained by VSP include the Computerized Criminal History System, the Automated Fingerprint Identification System, and the Hot Files System, which is accessed by other law enforcement agencies through the Virginia Criminal Information Network (VCIN). These systems are essential for both public safety and officer safety. The department is using approximately \$9 million of restricted federal equitable sharing proceeds to upgrade legacy computer systems. This funding will only cover the cost of the upgrade. A fund source has not been allotted for out-year maintenance costs for the new systems. These systems are used for various criminal justice purposes. Without adequate maintenance and support, the risk to these systems becomes exponentially greater. When these systems are not working, the entire criminal justice system will stop (no bond hearings, no criminal sentencing, employers will not hire sensitive employees without criminal history checks, travel VISAs will not be processed, adoptions will cease, restoration of rights will stop, etc.).
5. VITA/Northrop Grumman transformation has been held up due to legal requirements that mandate the Superintendent exercise management control over VCIN. Negotiations have been conducted over the last three years to resolve this issue. Failure to finalize these negotiations and transform the network poses a significant risk to infrastructure and possible catastrophic VCIN failure. VCIN failure would adversely impact public and officer safety.

Agency Statistics

Statistics Summary

In 2013, uniformed personnel patrolled over 30 million miles and made over 598,000 traffic arrests. This aggressive enforcement, in conjunction with strong traffic safety education initiatives, is essential for ensuring highway safety for the citizens and visitors of Virginia.

Investigative personnel worked approximately 400,000 personnel hours, opening thousands of new cases and making over 11,000 criminal arrests. VSP personnel also seized illegal drugs valued at over \$155 million.

Work conducted by administrative personnel at VSP has also been impressive. In 2013, VSP was maintaining over two million criminal histories, having added approximately 60,000 records during the year. Over 296,000 criminal arrests were processed through the Automated Fingerprint

Identification System and more than 432,000 gun transactions were processed. VSP also maintains the Sex Offender Registry website, which provides information to the public regarding the location of known sex offenders in the community. The accuracy of this registry is supported by physical address verifications conducted by VSP employees assigned to the Sex Offender Investigative Unit; over 19,000 address verifications were conducted during calendar year 2013. The department's compliance rate to the Commonwealth's Prompt Payment Act was 99.2% for 2014.

The following statistics provide a snapshot of the magnitude of VSP operations during calendar year 2013.

Statistics Table

Description	Value
BFO Arrests (traffic and criminal)	619,489
BFO Miles Driven	30,287,642
BFO Hours Worked	2,106,232
BCI Arrests	11,397
BCI Cases Opened	12,084
Multi-Jurisdictional Task Forces	30
Clandestine Methamphetamine Labs Destroyed	408
Criminal Arrests processed through the Automated Fingerprint Identification System	296,101
Criminal Histories Maintained	2,166,000
Gun Sales Processed	432,387
Sex Offender Registry Verifications Conducted	19,556
Gigabytes of Data Analyzed by High Technology Crimes Division	196,914

Management Discussion

General Information About Ongoing Status of Agency

Since the attacks of September 11, 2001, as the sole law enforcement agency with statewide jurisdiction, the Virginia State Police has seen an unprecedented increase in its mission and operational responsibilities. The events of 9/11 forced our nation to imagine the formerly unimaginable threat to our homeland. The 9/11 attacks forced the genesis of a far different VSP; an evolution from traditional law enforcement to providing homeland security in a state rich with potential terrorism targets. This role includes critical infrastructure and key assets protection (e.g. nuclear facilities, airports, bridges, tunnels, ports, and military installations), government security, participation in federal and local task forces, intelligence gathering and dissemination, CBRN (chemical, biological, radiological, and nuclear) detection, and development and participation in homeland security exercises. Due to operational flexibility and specialized equipment and training, federal, state, and local partners have relied heavily on the Virginia State Police to prevent, mitigate, detect, respond, and recover from critical incidents, such as a terrorist attack, or natural disaster. The VSP is an "all hazards" first responder organization. This evolution has placed unparalleled demands upon every aspect of the agency. The complexities of operating in a post 9/11 environment are compounding and further challenged by a lack of sufficient funding.

From 2004 to 2013, the number of hours worked by uniformed patrol troopers on agency assists, special assignments, and specialty assignments increased significantly. The number of agency assists increased by over 10,000 from 2004 to 2013 – an increase of 22.3 percent. During the same time period, the number of hours worked on special assignments increased by 36.9 percent – from 134,581 to 184,228 hours.

Special assignments include providing traffic control services at football games, festivals, NASCAR events, etc.; dignitary transportation, escorts and protective services for government officials. Since Virginia was a swing state in the 2012 Presidential election, the Virginia State Police played an instrumental role in assisting the U.S. Secret Service with motorcade support and site security and provided security details for dignitary visits by those who were campaigning or attending fundraisers for Presidential candidates. Additionally, the State Police provided over 100 Tactical Field Force personnel who assisted with security along the route of the Presidential Inaugural Parade on Pennsylvania Avenue. To accommodate these special assignments, since there are insufficient personnel resources available, the Virginia State Police must divert personnel from the agency's primary mission to accommodate these requests for assistance. As a result, due to the lack of available manpower, response times to calls for service are significantly higher; patrol visibility is negatively impacted; and the level of service provided to assist local law enforcement agencies is diminished.

The number of hours worked by State Police uniformed patrol personnel on specialty assignments increased dramatically – from 36,917 hours in 2004 to 94,366 hours worked in 2013. This represents an increase of over 155 percent. While the Canine Teams, Tactical Teams, and the Search and Recovery Team provide invaluable support to the department and local law enforcement agencies, these specialty assignments have a severe impact on staffing levels in the field.

For example, from 2000 to 2013, calls for service for the Search and Recovery Team and the Canine Teams increased by 100 percent and 42.4 percent, respectively. Since 2010, Tactical Team calls for service have increased by almost 28 percent – from 844 calls for service in 2010 to 1,078 in 2013. When comparing all state police and highway patrol agencies, the Virginia State Police Tactical Teams lead the nation in calls for service. When not performing specialty operations or participating in training, canine handlers, divers, and Tactical Team members perform the typical job duties of a trooper. However, between specialty assignments and training required to maintain proficiency in their specialty, these sworn employees are frequently pulled away from patrol responsibilities in their areas. In areas where more than one trooper is involved in a specialty assignment, this problem has a tremendous impact on available manpower to respond to calls for service.

The provision of law enforcement services is one of the fundamental responsibilities of government. All citizens of Virginia have a right to expect prompt response to requests for emergency law enforcement services. A duty post must be assigned at least seven troopers to provide 24 hour coverage. **Currently, 37 duty posts across the Commonwealth are not authorized adequate manpower to provide 24 hour coverage.** In nine of these duty posts (Richmond, King William, King George, Rappahannock, Clarke, Greene, Nelson, Fluvanna, and Craig Counties), all State Police workload indicators have increased significantly including the population, registered vehicles, licensed drivers, traffic crashes, incidents, and hours worked on incidents handled by the department. In duty posts without 24 hour coverage, when calls for service are received between the end of the evening shift and the beginning of the day shift, a trooper must be called out from home or dispatched from another duty post. As a result, response times to calls for service during this time period are significantly higher.

Emerging issues in public safety including terrorism, gang violence, cold case investigation, identity theft, methamphetamine manufacture and distribution, Internet crimes against children, financial crimes, and intellectual property crimes have placed unprecedented workload demands on the Bureau of Criminal Investigation. In addition, the Bureau has had a dramatic increase in the number of calls for service for investigations of officer involved shootings, complex crime scenes, investigations of elected officials, and major cases.

Information Technology

The Information Technology (IT) Division provides the computer infrastructure in support of VSP's public safety mission and services to the citizens of the Commonwealth. Current major projects that are underway are:

1. Replacement of the Computerized Criminal History System
2. Replacement of the criminal investigative reporting interface with the Law Enforcement Activity Management System (LEAMS).
3. Development of the Virginia Intelligence Management System (VIMS).
4. Development of a Mobile Identification Interface within the Automated Fingerprint Identification System.

VSP's network needs to be replaced. The VITA transformation for VSP has been held up due to legal requirements which mandate the

Superintendent of State Police to exercise management control over the Virginia Criminal Information Network and are not met under the current partnership contract. Negotiations are continuing between VSP and the Partnership to determine if transformation can proceed if VSP maintains management control over the system as required by law and federal regulation.

The vast majority of the VSP's applications are written in legacy technologies. The age of these technologies, and the lack of available vendor and IT resources to support them, represent a substantial risk.

VSP has a very limited number of IT resources. The entire IT Division consists of 31 full-time employees. This staffing level is insufficient to manage projects that are underway, to maintain 50 existing applications, and to embark on a replacement of all legacy systems.

In an effort to ensure the continued success and future support of these systems, VSP has submitted a request for additional positions for consideration during the next budget cycle. Internally, VSP has committed to the reallocation of several positions in an effort to keep the budgetary impact as low as possible. VSP believes this combined approach presents the greatest opportunity for success during difficult budgetary times.

Workforce Development

VSP currently employs over 2,800 employees, consisting of both the civilian and sworn classifications. To address challenges of planning, recruitment, and retention of qualified employees, several major strategies and programs are utilized:

Career Development Program – Civilian - VSP has an established Career Development Program that is intended to allow employees to enhance current job performance and take advantage of future job opportunities, while helping to fulfill the agency's goals for a dynamic and effective workforce. This program allows current employees to be more competitive for career advancement opportunities, while expanding their knowledge, skills and abilities.

Career Progression Program/ Promotional Process – Sworn - The Career Progression Program is designed to provide an opportunity for non-supervisory sworn employees to receive non-competitive career progression promotions to the positions of senior trooper, master trooper, and senior special agent. This program was authorized by the General Assembly, and established in the Code of Virginia. In 2002, VSP developed and implemented the current sworn promotional testing process with the assistance of the International Association of Chiefs of Police (IACP).

Recruitment Unit – Civilian and Sworn - VSP maintains a Recruitment Unit that is highly effective and continues to assist the agency in recruiting a qualified and diverse workforce. The recruiters encourage qualified candidates to apply for both civilian and sworn positions within the agency.

Department Workforce Planning Report – Civilian and Sworn - The Workforce Planning Report assists the agency with developing a strategy to ensure that the agency has a highly skilled and competent workforce. This report represents facts and statistics, employment and agency trends, and characteristics of the agency workforce which assist the agency in developing succession planning that addresses current and future needs.

Physical Plant

VSP provides superior statewide law enforcement services and other safety-related services to the citizens and visitors of the Commonwealth of Virginia. In fulfilling its duties, VSP represents the Commonwealth and agency facilities should also be representative and reflective of the standards of the Virginia State Police.

Due to the public safety services provided, the type of facilities required, and long-term financial stability for the department, VSP has maintained the policy of owning, as opposed to leasing these facilities. The department currently owns approximately 490,000 square feet of space. Due to budget constraints, the department has been required to lease significant facility space to accommodate the increase in personnel and equipment requirements. Currently, the department is leasing approximately 110,000 square feet of space in 22 different locations. This includes space or room for office/administrative functions, hangar/aircraft maintenance, storage, and workshop/lab areas. Land is also leased at 14 different locations for STARS tower facilities.

The department recently completed the Driving Training Complex in Nottoway County. At the same site, VSP is in the final stages of completing the construction for a new Firing Range Complex. The firing range will include four smaller ranges with the capacity of 72 firing lanes. The entire complex will be available to other law enforcement agencies within the Commonwealth. VSP recently completed construction of a new BCI Office at Lebanon. This BCI office will replace a leased facility in Castlewood. VSP also recently acquired an existing facility in Wytheville which will now be used as the Wytheville Area Office. VSP is also in the process of acquiring another facility in Harrisonburg to be used as the new Harrisonburg Area Office.

The department is proceeding with the development and construction of five new STARS tower communication sites to strengthen and improve communication coverage issues.

Additionally, VSP maintains a very active maintenance reserve program and currently has 12 major maintenance projects planned over the next two-year period.