

2018-20 Executive Progress Report

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

At A Glance

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; and will actively plan, train and promote emergency preparedness to protect the citizens of the Commonwealth and its infrastructure.

Staffing 2707 Salaried Employees, 315 Contracted Employees, 3020 Authorized, and 102 Wage Employees.

Financials Budget FY 2019, \$374.00 million, 81.98% from the General Fund.

Trends Legend

↑ Increase, ↓ Decrease, → Steady

Key Perf Areas

➔ Time in Minutes
➔ Survey Score (percentage)
➔ Case Closure Rate (percentage)
➔ 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 85 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 2017, the population in Virginia increased nearly 20 percent from 7,078,515 to 8,470,020. With this growth the number of registered vehicles and licensed drivers also increased by a comparable amount. As the state has grown, so has the demand for law enforcement services.

Other demographic changes will also impact the department and its operations. With many minority populations in Virginia increasing, VSP will continue to evolve as the agency continues to provide 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 and Performance Management

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 2019 are:

- General Fund – 81.98 percent
- Dedicated Special Revenue – 3.59 percent
- Special Fund – 9.57 percent
- Highway Maintenance Funds – 2.43 percent
- Federal Funds – 2.42 percent
- Trust Funds – 0.01 percent

Fund Sources

Fund Code	Fund Name	FY 2019	FY 2020
01000	General Fund	\$306,356,704	\$306,674,863
02055	Electronic Maintenance Fund	\$400,000	\$400,000
02061	Non-Federal 10% Admin Fee Fund	\$640,000	\$640,000
02103	Med-Flight Operations	\$3,098,098	\$3,098,098
02145	Data Lines Fund	\$900,000	\$900,000
02156	Vsp Special Revenue Fund	\$1,612,398	\$1,612,398
02211	State Police Sales Mtr Vehicle	\$850,000	\$850,000
02270	Sex Offender Registry Fund	\$1,933,051	\$1,933,051
02281	Purdue Fred Co Fd Asst Forfeit	\$2,001,000	\$2,001,000
02290	Federal Asset Forfeiture Fund	\$1,080,000	\$1,080,000
02313	Scs	\$1,600,000	\$1,600,000
02331	State Asset Forfeiture	\$50,000	\$50,000
02360	Drug Invstgtn Trust Acct - Fed	\$675,000	\$675,000
02530	Drug Investigatn Trust Acct-St	\$100,000	\$100,000
02610	Safety Fund	\$19,923,118	\$19,923,118
02660	Doh Funds For Ccre	\$0	\$0
02800	Appropriated Idc Recoveries	\$425,000	\$425,000
02820	Abbott Lab Settlement Fund	\$0	\$0
02860	Recycl Mtrl Sales-Nongen/Nonhe	\$1,000	\$1,000
02870	Surp Suppy/Equip Sale-Gf-Nonhe	\$25,000	\$25,000
02900	Insurance Recovery	\$475,000	\$475,000
04100	Hwy Maintenance & Operating Fd	\$9,083,587	\$9,083,587
07156	Trust And Agency-Vsp	\$20,000	\$20,000
09031	Hov Enforcement Fund	\$483,960	\$483,960
09142	Help Eliminate Auto Theft Fd	\$1,900,191	\$1,900,191
09156	Dedicated Special Revenue-Vsp	\$25,756	\$25,756
09163	Insurance Fraud Fund	\$5,716,743	\$5,716,743
09280	Wireless E-911 Fund	\$3,716,561	\$3,716,561
09660	Intrnet Crimes Against Childrn	\$1,591,798	\$1,591,798
10000	Federal Trust	\$9,071,497	\$9,071,497

Revenue Summary

VSP receives special funds from various sources to support the Safety Inspection/Motor Carrier Program, data line costs, vehicle repairs and med-flight 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 2017, VSP exceeded the performance measure target of 85 percent closure by achieving a closure rate of 86 percent.

In late 2017, 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" was 90.1 percent in 2017. The results exceeded the performance measure target of 83.2 percent. Almost 71 percent of survey respondents rated the overall quality of service as "Excellent." It is also important to note that 94.9 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 insuring 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. During fiscal year 2018, the average response time to emergency calls was 16.2 minutes, missing 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 fiscal year 2018.

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. 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, opioid and fentanyl overdoses, methamphetamine distribution, high technology crimes, protests, mass shooting incidents, 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 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:

- 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.

Constraint Examples:

1. The department must continuously purchase new patrol vehicles in order to maintain operational effectiveness. The cost to purchase new patrol vehicles and all required equipment (e.g. radios, computers, cameras, etc.) continues to rise. There is also a growing need to purchase specialized police equipment and leverage new technologies in order to meet modern law enforcement demands including the integrated in-vehicle and body worn camera system.
2. The department is undertaking a number of information technology projects designed to improve service delivery, increase operational efficiency, and reduce risk. Vacancies and staffing issues continue to constrain the Department's ability to maintain existing applications, and to replace outdated legacy systems.
3. VSP and VITA continue to work together to position VSP into the COV Enterprise services model. Progress has been delayed due to the early termination of the NG contract and SAIC takeover. Efforts continue to prepare VSP for the COV Enterprise and new services contracts that take effect December 2018. It is estimated to take several years before VSP will be fully absorbed into the COV Enterprise

model.

Agency Statistics

Statistics Summary

In 2016, uniformed personnel patrolled over 41 million miles and made over 539,000 traffic arrests. These enforcement efforts, in conjunction with strong traffic safety education initiatives, is essential for insuring highway safety for the citizens and visitors of Virginia. Investigative personnel opened over 8,000 new cases and made over 2,300 criminal arrests. VSP personnel also seized illegal drugs valued at over \$98 million.

Over 270,000 criminal arrests were processed through the Automated Fingerprint Identification System and more than 505,000 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. This unit conducted over 23,000 address verifications during calendar year 2016. The department's compliance rate to the Commonwealth's Prompt Payment Act was 96.9% for 2016.

The following statistics provide a snapshot of the magnitude of VSP operations during calendar year 2016.

Statistics Table

Description	Value
BFO Citizen Contacts	1,120,000
BFO Hours Worked	1,932,340
BFO Miles Driven	41,880,731
BFO Arrests (traffic and criminal)	539,562
Aviation Unit Flight Requests	3,055
BCI Cases Opened	8,524
BCI Arrests	2,358
Insurance Fraud Cases Investigated	542
Clandestine Drug Labs Recovered	293
Multi-Jurisdictional Task Forces	53
Canine Teams Calls for Service	2,263
Criminal Arrests processed through the Automated Fingerprint Identification System	272,963
Gun Sales Processed	505,722
Sex Offender Registry Verifications Conducted	23,101
Gigabytes of Data Analyzed by High Technology Crimes Division	212,043

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 9/11 attacks forced the genesis of a far different VSP; an evolution from traditional law enforcement to providing homeland security in a state with many 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, CBRNE (chemical, biological, radiological, nuclear, and explosives) 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 result of this evolution is that VSP operates as an "all hazards" first responder organization.

To fulfill this mission, the number of hours worked by uniformed patrol troopers on other agency assists, special assignments, and specialty assignments increased significantly. Special assignments include providing traffic control services at football games, festivals, NASCAR events, responding to and handling high-profile protests, dignitary transportation, escorts, and protective services for government officials. 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. To accommodate these assignments, the Virginia State Police must divert personnel from the troopers staffing the area offices and as a result, response times to calls for service are higher, patrol visibility is negatively impacted, and the level of service provided to assist local law enforcement agencies is diminished.

The provision of law enforcement services is one of the fundamental responsibilities of government. A duty post must be assigned to at least seven troopers to provide 24 hour coverage. Currently, 35 duty posts across the Commonwealth are not authorized with adequate manpower to provide 24 hour coverage. In eight of these duty posts (Richmond, King William, Rappahannock, Clarke, Greene, Nelson, Fluvanna, and Craig counties), all of the 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.

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. The legacy Incident Based Reporting system was replaced in August of 2018.
2. Replacement of the current MAPPER Human Resources system continues to move forward. The remaining systems relying on MAPPER technology are to be moved to Sunflower Systems applications.
3. Developing an RFP for a replacement of the Sex Offender Registry system with a planned implementation date late FY 2019.
4. VSP continues to make progress to reduce their dependency on Legacy technologies.

The department is undertaking a number of information technology projects designed to improve service delivery, increase operational efficiency, and reduce risk. VSP and VITA continue to work together to position VSP into the COV Enterprise services model. Progress has been delayed due to the early termination of the NG contract.

VSP has a limited number of IT resources to meet the demands of COV policy and ongoing project workloads. In an effort to ensure the continued success and future support of these systems, VSP has requested and received additional positions, but struggles to fill the positions due to the competitive private sector job market.

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 - VSP has an established Career Development Program that is intended to provide all employees opportunities for individual growth and development at all levels; promote productive, efficient, and effective job performance; improve the overall level of job satisfaction; and supply all supervisors with the necessary training and resources needed to fulfill their counseling and evaluation responsibilities.

Career Progression Program/Promotional Process - 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.

Recruitment Unit - 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. VSP graduated its first lateral academy class in May 2018. This class was comprised of certified law enforcement officers that chose to leave their existing agencies to become Virginia State Troopers. The program was considered to be successful and will likely be offered again.

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. The Property and Finance Division oversees the property management and maintenance of over one hundred buildings and real estate across the Commonwealth.

Due to the public safety services provided, the type of facilities required, and long-term financial stability for the department, VSP has primarily maintained a policy of owning, as opposed to leasing facilities. The department currently owns approximately 490,000 square feet of space. Lease agreements are completed as it fits the department's needs. Leases space includes office/administrative functions, hangar/aircraft maintenance, storage, and land at several locations for STARS tower facilities.

At the Driving Training Complex in Nottoway County, the department is planning to use additional space at the facility for bomb/explosive practice range, canine practice/housing facilities and additional office space on the third floor of the main complex building.