

# 2014-16 Strategic Plan

## Department of State Police [156]

### Mission

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.

### 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.

### 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.

### Finance

#### Financial Overview

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 for fiscal year 2014 include:

- General Fund – 79.37 percent
- Dedicated Special Revenue - 3.75 percent
- Special Fund – 11.39 percent
- Highway Maintenance Funds – 2.60 percent
- Federal Funds – 2.89 percent
- Trust Funds - .01 percent

#### Special Fund Revenue

Revenue received from DMV is calculated at \$1.50 per vehicle registered in the Commonwealth per Code of Va. §46.2-1168. These funds are used to support the Safety Program.

Revenue generated from the food service provided to students attending the State Police Academy is used to support cafeteria operations.

Cash received from the State Corporation Commission is used to support the Help Eliminate Auto Theft (HEAT) Program, the Insurance Fraud Program, and 24 FTEs transferred to the department during the 1995 Session of the General Assembly.

Other special funds include revenue generated from the fee charged to perform sex offender registry searches, revenue received from the sale of surplus properties, indirect costs and court awards of seized assets.

#### Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	249,410,233	64,808,765	249,645,670	60,492,524
Changes to Initial Appropriation	0	0	0	0

*(Changes to Initial Appropriation will be 0 when the plan is created. They will change when the plan is updated mid-biennium.)*

### Customers

#### Anticipated Changes to Customer Base

#### Current Customer List

Predefined Group	User Defined Group	Number Served Annually	Potential Number of Annual Customers	Projected Customer Trend
Business and Finance	Inspectors (active)	13,114	13,114	Stable
Business and Finance	Property and casualty insurance companies	851	851	Stable

	licensed to operate in Virginia			
Employer/ Business Owner	Businesses	230,343	230,343	Increase
Employer/ Business Owner	Entities Registered for community notification of sex offenders	13,870	13,870	Increase
Employer/ Business Owner	Inspection Stations	4,409	4,409	Stable
Health Professions	Emergency Medical Response Personnel	0	0	
Local or Regional Government Authorities	Circuit Courts	122	122	Stable
Local or Regional Government Authorities	Commissions/Authorities	8	8	Stable
Local or Regional Government Authorities	Commonwealth's Attorneys and staff	500	500	Stable
Local or Regional Government Authorities	Federal Motor Carrier Safety Administration	500,000	500,000	Stable
Local or Regional Government Authorities	Federal, State, and Local Criminal Justice Agencies	0	0	
Local or Regional Government Authorities	Federal, State, and Local Law Enforcement Agencies	0	0	
Local or Regional Government Authorities	Multi-jurisdictional investigative task forces	0	0	
Local or Regional Government Authorities	Out of State Courts	0	0	
Local or Regional Government Authorities	Out of State Law Enforcement Agencies	0	0	
Local or Regional Government Authorities	STARS Agencies	21	21	Stable
Local or Regional Government Authorities	Virginia Courts	360	360	Stable
Local or Regional Government Authorities	Virginia Law Enforcement Agencies	314	314	Stable
Parolee	Sex Offenders	18,045	18,045	Increase
Resident	Out of State Citizens	0	0	
Resident	Virginia Citizens	8,260,405	8,260,405	Increase
Retirees	Retired Law Enforcement Personnel	5,661	5,661	Increase
State Agency(s),	State Agencies	46	46	Stable
State Government Employee	Department Employees	2,745	2,745	Stable
Tourist	Visitors to Virginia	6,319,000	6,319,000	Increase
Transportation	Motor Carriers	0	0	
Wholesale/Retail Trade	Gun Dealers	2,273	2,273	Stable

## Partners

Name	Description
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## Agency Goals

- **Promote the safety and security of citizens and their property.**

### 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.

### Objectives

- » **Enhance public safety by investigating and successfully closing cases concerning sex offenders who fail to register in accordance with the Code of Virginia.**

### *Description*

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. It is clear that some of these offenders do not want to comply with the provisions of this Title. This lack of compliance creates a registry which is replete with inaccurate information on the correct location or status of sex offenders in the Commonwealth. In order to ensure that these sex offenders comply with the provisions of Title 9.1, the department is taking a proactive approach to physically verify the accuracy of information being furnished by these individuals. Additional resources have been committed to monitoring and prosecuting sex offenders who fail to comply with state laws. Increasing the number of trooper positions dedicated solely to this purpose will provide quick and in-depth investigations of sex offenders.

### *Objective Strategies*

- Monitor the number of sex offender address verifications performed by sex offender compliance officers.
- Seek funding to add troopers to the Sex Offender Investigative Unit.
- Seek funding to augment civilian support personnel in BFO.

#### Measures

- ◆ Percentage of the investigations successfully closed involving sex offenders failing to register

### » **Improve the response to citizens requesting police services to ensure the safety of victims and to increase the likelihood of apprehending offenders.**

### *Description*

Responding to citizens in need of police services is a vital function of the Department of State Police. Crime victims and citizens who have been involved in motor vehicle crashes deserve the highest level of service from the department. This service encompasses 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.

### *Objective Strategies*

- Monitor uniform patrol operations to ensure operational effectiveness.
- Respond to and mitigate incidents involving hazardous materials.
- Seek federal grant funding to compensate sworn personnel for man-hours devoted to special highway safety assignments to identify and remove those drivers who threaten the safety and well being of law abiding motorists on the highways.
- Seek funding to augment civilian support personnel in BFO.
- Seek funding to increase staffing up to levels recommended by the Trooper Allocation and Distribution Model.

#### Measures

- ◆ Percentage of crime victims and individuals involved in traffic accidents who rate their experience with the department as "Very Good" or "Excellent"

### » **Decrease the response time to citizen calls for service.**

### *Description*

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.

### *Objective Strategies*

- Monitor uniform patrol operations to ensure operational effectiveness.
- Seek federal grant funding to compensate sworn personnel for man-hours devoted to special highway safety assignments to identify and remove those drivers who threaten the safety and well being of law abiding motorists on the highways.
- Seek funding to augment civilian support personnel in BFO.
- Seek funding to increase staffing up to levels recommended by the Trooper Allocation and Distribution Model.

#### Measures

- ◆ Average response time to emergency calls

### » Prevent the illegal sale or purchase of firearms.

#### *Description*

The Virginia Firearms Transaction Program provides for a timely, point-of-sale, approval or disapproval decision regarding the sale or transfer of all firearms (except antiques) based upon the results of a criminal history record information check concerning the prospective purchaser pursuant to §18.2-308.2:2 of the Code of Virginia. The main focus of this program is to enhance public safety by preventing purchases of firearms by individuals who are prohibited by state or federal law from legal access to firearms. If an improper approval permits the purchase of a firearm by an individual who is prohibited from possessing a firearm, the department initiates a retrieval of the firearm. A retrieval can also be caused by the department failing to respond to the dealer in a timely manner. Once the deadline is passed, the dealer may complete the transaction.

#### *Objective Strategies*

- Monitor the Firearms Transactions Program to ensure operational effectiveness.

#### Measures

- ◆ Number of firearms transactions improperly approved due to Virginia Department of State Police error

### » Enhance public safety by identifying persons with concealed weapons permits who have been involuntarily committed for mental health reasons or who are the subject of protective orders.

#### *Description*

Pursuant to statute, the State Police enter the concealed handgun permit holder's name and description in the Virginia Criminal Information Network (VCIN) so that the permit's existence and current status will be made known to law enforcement personnel accessing the VCIN for investigative purposes. Access to accurate and up-to-date information is critical for both public safety and officer safety. The department performs regular comparisons of the concealed handguns database with databases containing persons who have been involuntarily committed for mental health reasons, persons who are the subjects of protective orders, and new arrests. If the comparison indicates a prohibited person, the department notifies the circuit court that issued the permit so that it can be revoked.

#### *Objective Strategies*

- Appropriately staff the Firearms Transaction Center to ensure operational effectiveness.

#### Measures

- ◆ Time required to notify the issuing court regarding identification of persons in the concealed weapon permit database who are also in the protective order and/or mental health databases

### • Reduce criminal activity in Virginia.

#### *Summary and Alignment*

The reduction of criminal activity is essential for public safety. VSP is committed to both the prevention and investigation of criminal acts. The department provides a thorough and comprehensive investigation of all criminal matters mandated by statute and established department policy through the Bureau of Criminal Investigation. In addition to investigative efforts, there are a number proactive initiatives in place to reduce crime, including the Insurance Fraud Program, the Help Eliminate Auto Theft (HEAT) Program, Internet Crimes Against Children educational and enforcement programs, and anti-gang educational programs.

#### *Objectives*

### » Investigate and solve crimes in Virginia.

#### *Description*

The department is committed to providing the highest level of investigative service to the citizens of Virginia and local, state, and federal law enforcement agencies. This service includes general investigations and specialized investigations involving arson, bomb threats, white collar crime, high technology crimes, computer evidence recovery, crime scene examination, fugitive apprehension, auto theft, surveillance, polygraph examination, and financial crimes. The provision of high-quality investigative services should result in the expeditious apprehension and successful prosecution of criminal suspects.

#### *Objective Strategies*

- Maintain liaison with crime prevention groups and community leaders.
- Monitor crime investigation and intelligence operations to ensure operational effectiveness.
- Seek funding for additional analytical positions in the field to support localities and the Virginia Fusion Center.
- Seek funding to augment civilian support personnel in BCI.
- Seek funding to increase staffing up to levels recommended by the Manpower Augmentation Plan.

Measures

- ◆ Number of non-drug arrests made by Bureau of Criminal Investigation (BCI) personnel, including task forces and specialty units

» **Decrease insurance fraud in Virginia.**

*Description*

It has been estimated that insurance fraud costs the average Virginia household approximately \$200 to \$1,000 in additional insurance premiums annually and adds as much as \$1,000 to the cost of good and services. The department is dedicated to reducing the impact of fraudulent insurance claims on the law-abiding citizens and businesses of Virginia.

*Objective Strategies*

- Develop the Law Enforcement Activity Management System.
- Improve the Central Criminal Repository and Support Systems.
- Monitor the Insurance Fraud Program to ensure operational effectiveness.
- Seek funding to increase staffing up to levels recommended by the Manpower Augmentation Plan.

Measures

- ◆ Number of investigations successfully closed involving insurance fraud and related offenses

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

**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.

**Objectives**

» **Enhance highway safety by aggressively enforcing traffic laws.**

*Description*

The department is responsible for patrolling over 64,000 miles of roadways and interstate highways throughout Virginia. Uniformed personnel aggressively enforce traffic laws to reduce the incidence and severity of crashes.

*Objective Strategies*

- Increase public awareness of public safety.
- Monitor uniform patrol operations to ensure operational effectiveness.
- Pursue innovative enforcement initiatives.
- Seek federal grant funding to compensate sworn personnel for man-hours devoted to special highway safety assignments to identify and remove those drivers who threaten the safety and well being of law abiding motorists on the highway.
- Seek funding to augment civilian support personnel in BFO.
- Seek funding to increase staffing up to levels recommended by the Trooper Allocation and Distribution Model.

Measures

- ◆ Average cost to handle a violation of exceeding the speed limit

- » **Decrease crashes involving motor carriers by removing unsafe heavy commercial vehicles from the highway.**

*Description*

Unsafe heavy commercial vehicles pose a significant threat to motorists in Virginia. The department is responsible for the enforcement of large commercial vehicle regulations. This includes inspection of these vehicles and removal of unsafe vehicles and/or drivers from the highway.

*Objective Strategies*

- Conduct commercial vehicle enforcement.

Measures

- ◆ Number of commercial vehicle inspections conducted

- » **Ensure the integrity of the Motor Vehicle Safety Inspection Program by conducting periodic visits of inspection stations.**

*Description*

The Motor Vehicle Safety Inspection Program cannot be effective without ensuring that individual stations and inspectors conduct thorough inspections in accordance with established inspection standards. Stations must be periodically visited to ensure inspection and recordkeeping requirements are met.

*Objective Strategies*

- Monitor the number of vehicle safety inspections conducted.
- Seek funding to increase staffing up to recommended levels so that each inspection trooper will have no more than 60 stations to supervise.

Measures

- ◆ Number of station visits conducted

- **Reduce the manufacturing, use, and distribution of illegal drugs.**

**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.

**Objectives**

- » **Enforce all drug laws in Virginia.**

*Description*

The Drug Enforcement Section (DES) 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. DES has in excess of 100 special agents across the Commonwealth responsible for performing operational narcotics enforcement investigations, including special undercover, wire intercept and marijuana eradication efforts. DES also routinely assists with federal and local narcotics investigations.

*Objective Strategies*

- Address diversion of pharmaceutical drugs.
- Heighten community and law enforcement awareness of drug abuse.
- Improve interdiction techniques through training.
- Promote cooperation and information sharing.
- Seek appropriate funding in support of technological needs.
- Seek funding to augment civilian support personnel in BCI.
- Seek funding to increase Bureau of Criminal Investigation staffing up to levels recommended by the Manpower Augmentation Plan.

Measures

- ◆ Number of drug arrests made by Bureau of Criminal Investigation (BCI) personnel, including task forces and specialty units

- **Provide department resources in support of criminal justice agencies and other entities.**

*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.

**Objectives**

*No objectives currently linked to this agency goal*

- **Enhance the safety and security of all department personnel.**

*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.

**Objectives**

» **To provide reliable, cost effective, state-of-the-art telecommunication services to support statewide networks including STARS and COMLINC.**

*Description*

Under the command of the Communications Officer, the Division designs, installs, operates, and maintains land mobile radios, vehicle computers, microwave radios, integrated flood warning systems, and private telephone networks. The Division engineers, maintains, and operates the Statewide Agencies Radio System (STARS) which was completed in 2010. The Statewide Agencies Radio System includes 155 communications sites, to include 35 microwave-only sites, 57 STARS land mobile radio sites, 20 dispatch centers, 39 area offices, and 4 legacy microwave sites. This responsibility includes compliance with requirements of the Federal Communications Commission (FCC), the Federal Aviation Administration (FAA) and the Environmental Protection Agency (EPA).

*Objective Strategies*

- Calibrate test equipment and certify tuning forks.
- Deploy a maintenance team within each field division for mobile and fixed communications equipment for VSP and all 21 public safety and public service agencies participating in the STARS network.
- Deploy and operate emergency transportable wireless communications.
- Engineer, install and maintain STARS in-vehicle mobile subscriber equipment.
- Engineer, maintain and operate the STARS infrastructure, including radio towers, obstruction lighting, antennas, transmission lines, facility grounding and emergency power plants.
- Install and maintain telephone equipment and other telecommunications equipment at State Police administrative headquarters.
- Install field communications equipment at remote sites and area offices.
- Maintain mobile data computer terminals, software, and automatic vehicle location (AVL).
- Maintain mobile radios, portable radios, and vehicular repeaters.
- Maintain speed enforcement and in-car camera systems.
- Manage the STARS network through the STARS Network Operations Center (NOC).
- Manage, operate and maintain the Computer-Aided Dispatch (CAD) / Management Information System (MIS) / Mobile Switch System (MSS) / STARS Data Systems.
- Provide design, engineering, maintenance, and technical support for the Commonwealth Link to Interoperable Communications (COMLINC) project.
- Provide pagers, cellular and wireless data equipment and services.
- Provide radio frequency analysis and FCC licensing for the department.

- Serve as liaison with the Association of Public Safety Communications Officials (APCO), providing licensing assistance for public safety agencies throughout the commonwealth.
- Serve on the Statewide Interdepartmental Radio System (SIRS) Board and the Virginia Statewide Interoperability Executive Committee (SIEC).

#### Measures

- ◆ Average time required to respond to and correct Statewide Agencies Radio System (STARS) and Commonwealth Link to Interoperable Communications (COMLINC) trouble calls

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

#### Summary and Alignment

State agencies are the stewards of Virginia'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.

#### Objectives

*No objectives currently linked to this agency goal*

## 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

## 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 2013, VSP exceeded the performance measure target of 89.3 percent closure by achieving a closure rate of 98 percent.

In late 2013, VSP conducted a citizen survey to determine the level of customer satisfaction with department operations. While the percentage of respondents who rated the overall quality of service as "Excellent" or "Very Good" increased from 83.3 percent in 2012 to 83.6 percent in 2013, the results were slightly lower than the performance measure target of 83.8 percent. Almost 62 percent of survey respondents rated the overall quality of service as "Excellent." It is also important to note that 90.6 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 second quarter of fiscal year 2014, the average response time to emergency calls was 15.3 minutes, better than the 17.0 minute target.

## Staffing

Authorized Maximum Employment Level (MEL)	0
Salaried Employees	2749
Wage Employees	109
Contracted Employees	309

## 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 - 556 additional trooper positions and 49 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.

## 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.

## Estimate of Technology Funding Needs

### 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.

**Supporting Documents**

**Title** **File Type**

## Information Technology Systems and Planning [30201]

### Description of this Program / Service Area

Effective law enforcement requires the capability to access data from many sources. The Information Technology and Planning Service Area is responsible for maintaining the computers and information systems that make this access possible. Some of these critical systems include the Virginia Criminal Information Network (VCIN), the Computerized Criminal History System (CCH), the Automated Fingerprint Identification System (AFIS), the Sex Offender Registry System, the Sex Offender Verification (SOV) System, the Firearms System, the Background Check (VCheck) System, the Master Name Index (MNI) System, the Motor Vehicle Inspection Program (MVIP), and the Incident-Based Reporting System (IBR).

### Mission Alignment

This service area is closely aligned with six goals in the department's strategic plan: (1) promoting the safety and security of citizens and their property; (2) promoting the safe and orderly flow of traffic on Virginia's highways; (3) reducing the manufacture, use and distribution of illegal drugs; (4) providing department resources in support of criminal justice agencies and other entities; (5) enhancing the safety and security of all department personnel; and (6) reducing criminal activity in Virginia.

### Products and Services

#### Description of Major Products and Services

- Mission-critical criminal justice applications
- Administrative applications
- Information technology hardware and support

### Anticipated Changes

The department is undertaking a number of information technology projects designed to improve service delivery, increase operational efficiency, and reduce risk. These projects are closely aligned to the department's long range goals, objectives and performance measures. Successful completion of these projects is essential for meeting or exceeding performance measure targets and providing the highest quality of law enforcement service to the citizens of Virginia.

#### EVIDENCE MANAGEMENT SYSTEM (EMS)

VSP is in the process of procuring a new evidence system to replace the existing MAPPER legacy application. The effort is scheduled to be completed in 2015.

#### HUMAN RESOURCES (HR)

A project to replace the current MAPPER HR system has begun. Once completed, VSP's reliance on MAPPER technology will be substantially reduced. The effort is scheduled to be completed in the first quarter of 2016.

#### LAW ENFORCEMENT ACTIVITY MANAGEMENT SYSTEM (LEAMS)

The department has received federal grant funds for the Law Enforcement Activity Management System (LEAMS) project which was initiated in FY2008. The LEAMS project provides a comprehensive system to support the documentation of criminal investigations and related law enforcement activities and reduces the agency's dependence on burdensome paper-based workflows and difficult-to-change legacy technologies. The federally-funded LEAMS system will ultimately replace multiple legacy Mapper systems (FACTS, Evidence Tracking, Legal Documents, etc.) that are critical to the department's investigative units. The system will be fully implemented by the end of 2014.

#### CENTRAL CRIMINAL HISTORY (CCH)

The CCH application is accessed extensively by the criminal justice community to determine an offender's identification and his/her prior criminal record. The current legacy Computerized Criminal History System is more than 30 years old and does not meet Virginia's Enterprise Architecture standards. This system is the sole repository for Virginia's arrests and court dispositions and is relied upon by the entire criminal justice community (law enforcement, courts, Commonwealth attorneys, jails, etc.) for accurate offender information. The CCH System records are based on fingerprint submissions from law enforcement, which ensure the accuracy of the records. In 2004, the CCH System was moved from the Unisys mainframe to a UNIX based system. Although it runs on a modern hardware environment, it is not able to take advantage of many of the features of that environment because it relies upon a proprietary emulation package to operate.

Additionally, because of the older and proprietary features of this system, support personnel are increasingly difficult to find in the marketplace, which further increases risk. Its older architecture makes it difficult to respond to legislative initiatives, prevents needed database enhancements, makes interfaces more difficult and costly to implement, and requires IT staff for routine report generation. Because of the risk associated with the system and the need to respond better to changing business and legislative needs, it is essential that the system be replaced. Replacement of this system will

provide for increased public safety and improved interfaces with other agencies. It will ensure that law enforcement agencies have rapid access to critical criminal justice information, such as investigative cases, sex offender information, crime incident data and criminal history data, and increases the likelihood of apprehending offenders. The replacement effort has begun and the new system is scheduled to be implemented in 2016.

#### STATEWIDE INCIDENT-BASED REPORTING SYSTEM (IBR)

The IBR replacement project will improve the submission and access of incident and arrest information from local law enforcement agencies. Local agencies throughout Virginia are mandated to report statistical information monthly on incidents and arrests on certain categories of crimes. The department, in turn, provides this data to the National Incident-Based Reporting System (NIBRS) operated by the FBI. The current IBR system is based on transitional technology (MFCOBOL) and relies upon the proprietary emulation software for its operations. The current IBR system is difficult to maintain or enhance because of its design and architecture. Numerous enhancements to this system have been requested, including reporting of data to the FBI's N-DEx system, geo-coding of data, and incorporation of an offense tracking number to provide for correlation with other databases. Unfortunately, these enhancements are too costly to implement in the current system environment. The enhancements will increase the detection of crime trends and aid investigators in determining where to concentrate their efforts. The IBR replacement effort is projected to begin in 2015.

#### VIRGINIA INTELLIGENCE MANAGEMENT SYSTEM

In 2005, the Virginia Fusion Center (VFC) was formed within Virginia State Police to focus on counter-terrorism intelligence investigations and analysis. The VFC is a joint operation between VSP and the Virginia Department of Emergency Management (VDEM). VSP currently operates a system for statewide intelligence, the Tactical Intelligence Processing System (TIPS). The department is in the process of replacing the TIPS system since it is based on proprietary legacy technology (MAPPER) and has limited functionality. The department is in the process of implementing the Virginia Intelligence Management System (VIMS), which will provide the VFC with a means to track, link, and analyze persons, places, things, and events of interest to the VFC. The intelligence management system will import data from a variety of disparate data sources including user input, commercial data sources, government data sources, and the Internet. The implementation is scheduled to be completed by the end of 2014.

#### STARS ASSET TRACKING SYSTEM

The Statewide Agencies Radio System (STARS) Program facilitates the communications of 21 participating state agencies by using the department's land mobile and microwave radio networks. STARS is an integrated, seamless, statewide, wireless voice and data communications system designed to meet the needs of these agencies. The system is shared by agencies engaged in public safety, protection and service; and facilitates interoperability with and between localities at the county and city level. The Communications Division engineers, installs, operates and maintains land mobile radios, microwave radio, private telephone systems, and in-car computers, mobile and portable radios, speed enforcement systems, and in-car video systems. The department's Communications Division provides asset and inventory management services to the department and STARS participating state agencies. The department has issued an RFP for a comprehensive asset management and inventory control application and selected a vendor for the system. The project is currently on hold until funding can be identified.

#### AUTOMATED FINGERPRINT IDENTIFICATION SYSTEM (AFIS)

The AFIS system has been upgraded to handle increasing data and transaction volumes and to ensure continued vendor support. The old system has been replaced with a state-of-the-art system with greater flexibility in the automated work-flow options and specifications. The new AFIS will provide hardware redundancy which may lead to more robust disaster recovery options. AFIS supports the department's mandate to manage all documentation associated with criminal arrest records.

#### COMPUTER-AIDED DISPATCH AND MOBILE SERVER SYSTEMS

The department plans to enhance the Computer-Aided Dispatch (CAD) System and Mobile Server System (MSS) to send, receive, and process geographical coordinates between the CAD systems and the mobile users. The department also plans to use the Automatic Vehicle Locator (AVL) and Global Positioning System (GPS) to enhance officer safety.

#### **Factors Impacting**

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 National Information Exchange Model (NIEM). It is important to note that the U.S. Department of Justice has mandated the adoption of this standard for states and localities that are competing for federal grants. Major changes are needed to State Police applications to meet these requirements.

Virginia's Enterprise Applications Program is looking at data standards among state agencies to improve communications between agencies and systems. This potentially could conflict with the national information sharing initiatives such as NIEM. There is increasing pressure on Virginia State Police (VSP) to provide for statewide information sharing services from the criminal justice community in Virginia. This would also include transmission of data to the new Federal Bureau of Investigation (FBI) National Data Exchange (N-DEx) system for national sharing. There are multiple regional sharing systems being implemented in Virginia. It is critical that VSP provide a leadership role in ensuring that information cannot only be shared statewide among these and local systems, but be provided at a national level. A major upgrade of VSP systems and expansion of VSP IT personnel will be required to implement and support these services.

The establishment of Virginia's Enterprise Architecture (EA) standards requires that agencies adopt a plan to transition the legacy technologies (e.g.

COBOL, MAPPER, etc.) to a more open and modern platform. VSP's chosen platform (Oracle, Java/JEE, Websphere, Solaris operating system) meets the EA requirements. Procurement of applications that meet these requirements, however, will limit the choices available for purchase.

The uncertainty of the status of Virginia's Enterprise Applications and the lack of funding has delayed the automation of multiple critical administrative systems such as Human Resources (which is mostly MAPPER based), Accounts Receivables, and Inventory and Asset Management systems (MAPPER). In addition, there are a number of smaller MAPPER systems which need to be replaced. Delaying the replacement of these systems increases the risk of their failure.

The VITA/NG partnership has greatly increased the operational costs and complexity of management of the network, Exchange servers, and PC operations. It takes VSP personnel longer to resolve issues, renew maintenance support, and procure equipment and software. It has also required more oversight time on the part of IT management.

#### Financial Overview

The primary source of funding for the Information Technology and Planning Service Area is from the general fund. In addition to the general fund, \$590,000 is transferred to the Department of State Police from the Department of Motor Vehicles (DMV) in support of data lines. The DMV transfer was authorized by the General Assembly to supplant \$900,000 in general fund appropriation to the Department of State Police.

Funds appropriated to this service area support the staff and related expenses for information technology. The most significant expense in this area is salary and related benefits.

#### Biennial Budget

	<b>2015 General Fund</b>	<b>2015 Nongeneral Fund</b>	<b>2016 General Fund</b>	<b>2016 Nongeneral Fund</b>
Initial Appropriation for the Biennium	10,408,545	1,141,500	10,568,109	1,141,500
Changes to Initial Appropriation	0	0	0	0

#### Supporting Documents

**Title** **File Type**

**Criminal Justice Information Services [30203]****Description of this Program / Service Area**

The Criminal Justice Information Service Area encompasses the collection, storage, and retrieval of important law enforcement data. This area includes criminal history records, fingerprints, investigative reports, and photo laboratories. This service area is also responsible for all records pertaining to the department, both administrative and archival. The Incident-Based Reporting (IBR) System collects and analyzes crime statistics submitted by participating law enforcement agencies throughout the state. Crime statistics collected include data on 26 different offense categories and on arrests for all criminal offenses. The Criminal Justice Information Service Area also administers the Virginia Criminal Information Network (VCIN) and maintains the Central Criminal Records Exchange (CCRE) and the Automated Fingerprint Identification System (AFIS). It is the repository for Concealed Weapons Permits. In addition, the Virginia Missing Children's Clearinghouse and the Non-Criminal Justice Interface (NCJI) are maintained in this division. Activation of the AMBER Alert, Blue Alert, and Senior Alert systems is also coordinated by the Criminal Justice Information Service Area.

**Mission Alignment**

This service area is closely aligned with six goals in the department's strategic plan: (1) promoting the safety and security of citizens and their property; (2) promoting the safe and orderly flow of traffic on Virginia's highways; (3) reducing the manufacture, use and distribution of illegal drugs; (4) providing department resources in support of criminal justice agencies and other entities; (5) enhancing the safety and security of all department personnel; and (6) reducing criminal activity in Virginia.

**Products and Services****Description of Major Products and Services**

- Activation of the AMBER Alert system
- Provision of criminal history records for criminal and non-criminal purposes
- Fingerprinting services – Criminal
- Collection and analysis of crime data
- Submission of statewide crime data to the federal government
- Maintenance of VCIN for all criminal justice agencies in Virginia
- Statewide point-of-contact for the National Crime Information Center (NCIC)
- Maintenance of the Automated Fingerprint Identification System
- Maintenance of the Missing Children Clearinghouse
- Statewide point-of-contact for the National Law Enforcement Telecommunications System (NLETS)
- Activation of the Senior Alert System
- Fingerprinting services - Non-Criminal
- Maintenance of the Machine Gun Registry
- Maintenance of the Firearms Transaction Center
- Activation of the Blue Alert System
- Statewide point-of-contact for the National Instant Check System (NICS)
- Overview and audit of State NDEX
- Maintenance of compliance with Criminal Justice Information IT Usage

**Anticipated Changes**

The increased workload in this service area is overwhelming current staff. For example, the FBI requires the state to implement regular audits of the local agencies that contribute to the Incident-Based Reporting (IBR) Program. A recent audit indicated that the department is not in compliance with this requirement. With 286 reporting agencies, one new position would be needed to conduct federally mandated audits. If manpower in this area is not increased, service to the criminal justice community and the citizens of Virginia will continue to decline.

The department has proposed a number of new projects that impact products and services of the Criminal Justice Information Service Area, including Replacement and Enhancement of the Central Criminal History (CCH) application, Replacement and Enhancement of the Statewide Incident-Based Reporting System (IBR), and Improvement of the Central Criminal Repository and Support Systems.

The CCH application is accessed extensively by the criminal justice community to determine an offender's identification and his/her prior criminal record. Law enforcement agencies throughout Virginia, in addition to the Supreme Court and the Department of Corrections, are interfaced with this system. Public and private entities rely upon criminal history information in employment and other types of applicant checks. Enhancements to this system will provide for increased public safety and improved interfaces with the other agencies.

The IBR replacement project will improve the submission and access of incident and arrest information from local law enforcement agencies. It will increase the detection of crime trends and aid investigators in determining where to concentrate their efforts.

## **Factors Impacting**

The increased demand for VCIN audits and other oversight functions is overwhelming personnel resources and degrading quality of service. The technical audits are becoming more important with the proliferation of wireless devices accessing VCIN. Additionally, the CJIS Division is having challenges meeting the requirements to ensure that Non-Criminal Justice Interface (NCJI) and Incident-Based Reporting (IBR) agencies are in compliance. There are federal requirements for IBR audits and the department is not currently able to conduct any of these audits. The department needs to conduct IBR audits of 286 reporting agencies over a three-year period. With 286 reporting agencies, the department would need to conduct approximately two audits per week. In addition, there are over 33,582 VCIN operators who need to be recertified every two years; this recertification is required by federal mandate. Additional analysts are also needed to perform VCIN and NCJI audits and to conduct operator training.

Inadequate staffing is adversely impacting operations in other areas, including the Firearms Transaction Center, the Virginia Criminal Information Network and the visitor reception area at State Police headquarters.

## **Financial Overview**

Funding for the Criminal Justice Information Service Area is provided by the general fund and federal grants. Federal grants have been received for the last several years and used to improve various functions within the area including criminal history and archiving of records and fingerprints.

This service area generates revenue from the sale of criminal history information and fingerprints. Money collected from this source is returned to the general fund.

Funds appropriated to this service area support the staff and related administrative expenses associated with providing the service.

## **Biennial Budget**

	<b>2015 General Fund</b>	<b>2015 Nongeneral Fund</b>	<b>2016 General Fund</b>	<b>2016 Nongeneral Fund</b>
Initial Appropriation for the Biennium	7,363,175	470,780	7,363,175	470,780
Changes to Initial Appropriation	0	0	0	0

## **Supporting Documents**

**Title** **File Type**

## Telecommunications and Statewide Agencies Radio System (STARS) [30204]

### Description of this Program / Service Area

The Telecommunications and STARS Service Area is responsible for radio maintenance, dispatch centers, microwave and land mobile radio network operations, upgrading and maintenance, telephone installation and maintenance, as well as the support of 21 STARS participating state agencies' communications requirements.

The Communications Division designs, installs, operates and maintains land mobile radios, mobile data computers, in-vehicle camera systems, speed determining equipment, and a private telephone network. This responsibility includes compliance with requirements of the Federal Communications Commission (FCC), the Federal Aviation Administration (FAA) and the Environmental Protection Agency (EPA). Other functions include providing voice and wireless data equipment and services; installing, repairing and maintaining transmitter towers; and providing communications support for special events and emergencies.

The Statewide Agencies Radio System (STARS) Program was originally conceived to be an upgrade to the Virginia State Police's aging 1977 land mobile radio system. As planning progressed, the project evolved into a shared network composed of VSP and the 21 state agencies that use two-way radio communications and mobile data for public safety and public service as part of their operational needs. The implementation phase of STARS is complete and we are now improving on what the Systems Integrator installed. STARS is one of the first statewide systems to employ P25 standardized digital trunked technology in the VHF 150 MHz band. STARS is also 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 mobile data communications. Virginia now has statewide voice and mobile data coverage. STARS is also on the forefront of digital vehicular repeater technology and operations, to extend the true geographic statewide coverage from mobile radios to handheld radios.

### Mission Alignment

Communications is critical to all department operations. This service area supports the accomplishment of all the department's goals, including; (1) ensuring the safety and security of citizens and their property; (2) promoting the safe and orderly flow of traffic on Virginia's highways; (3) reducing the manufacture, use and distribution of illegal drugs; (4) providing department resources in support of criminal justice agencies and other entities; (5) enhancing the safety and security of all department personnel; (6) continually seeking and implementing ways to deliver the most cost-effective and efficient law enforcement services possible; and (7) reducing criminal activity in Virginia.

### Products and Services

#### Description of Major Products and Services

- Wireless radio communications services
- Wireline telephone communications services
- Internal microwave telephone communications services
- Mobile data services
- Engineering, installation and maintenance of all infrastructure and vehicular hardware and software
- Engineering, installation and maintenance of all towers, including heating, ventilation, air conditioning (HVAC) and backup power maintenance
- Network operations support through the STARS NOC
- Call taking, dispatching services, and generation of trouble tickets

### Anticipated Changes

Since the implementation of STARS, the mobile data requirements for the Department of State Police and the STARS law enforcement agencies have changed. The Integrated Voice and Data (IV&D) Network provides a limited data capability that is not appropriate to send DMV photographs, unformatted Amber Alert photographs, nor will it support an over-the-air Records Management System (RMS) that is not designed for a radio system. STARS mobile data users have been equipped with or will soon be equipped with Verizon Air Cards to provide the required capacity to support sending photographs and RMS files over the air. The Verizon cards provide the primary mobile data transport in highly populated areas or along major roads with the IV&D mobile data as secondary where Verizon coverage is unavailable, as may be the case during a significant disastrous event.

The STARS mobile data network is being enhanced to provide encrypted storage and transport of data, and multi-factor authentication mandated by federal standards.

### Factors Impacting

The implementation of STARS has had a significant impact on workload in the Communications Division. This program has added many features and contributes to the public safety and quality of life for the citizens of Virginia. To support and maintain the telecommunications infrastructure and the Commonwealth Link Interoperability Communications (COMLINC) sites, the department requires additional resources. The efforts and efficiency of the current communications staff are critical to the operations of the State Police and the additional 21 state agencies that are supported. The STARS

User Agency Requirements Committee (UARC) unanimously requested the State Police to be the sole service provider. This has significantly reduced overall costs to the Commonwealth and provides consistent, high-quality engineering, installation, and maintenance services. Twenty-eight additional positions have been added to the Communications Division to maintain STARS.

The VSP Garage has seen significant increases in the amount of equipment installed in department vehicles, such as in-car videos, mobile computer terminals and license plate readers. The implementation of STARS has also impacted the installation time required to equip a patrol vehicle. These increased demands have made it difficult for the garage staff to keep up with the demands for new replacement vehicles for the field. The garage is also responsible for the installation and de-installation of 3,000 other vehicles in 20 agencies. In order to accommodate current workload, the department has added six positions to the garage staff. In addition, the Office of Performance Management and Internal Controls conducted a study of garage operations and long-term maintenance requirements for the STARS equipment. In order to provide maintenance of STARS equipment for the department and 21 STARS agencies, the department has constructed a new garage building with sufficient space to meet current and future demands. By adding the STARS agencies, the number of vehicles serviced has increased from approximately 2,400 department vehicles to a total of over 5,000 vehicles.

### Financial Overview

The primary source of funds for the Telecommunications and STARS Service Area is provided by the general fund. In addition to the general fund, \$310,000 is transferred to the Department of State Police from the Department of Motor Vehicles in support of data lines. Of the total operating budget, \$3.7 million is provided through special funds from the E911 Service Board. The \$3.7 million resulted from a budgetary transaction where \$3.7 million in general fund was reduced from the Department of State Police and replaced with \$3.7 million in non-general funds collected by the E911 Service Board.

This service area provides the coordination and support for the State Police radio system as well as various forms of commercial communications.

This service area includes the Statewide Agencies Radio System (STARS) Project which replaced and enhanced the State Police radio system.

### Biennial Budget

	<b>2015 General Fund</b>	<b>2015 Nongeneral Fund</b>	<b>2016 General Fund</b>	<b>2016 Nongeneral Fund</b>
Initial Appropriation for the Biennium	21,480,605	4,360,000	21,480,605	4,360,000
Changes to Initial Appropriation	0	0	0	0

### Supporting Documents

**Title** **File Type**

**Firearms Purchase Program [30206]**

**Description of this Program / Service Area**

The Virginia Firearms Transaction Program has been cited as an exemplary program and used as a model for other states. This service area provides gun dealers with instantaneous confirmation of a prospective purchaser’s eligibility to purchase a firearm. The Firearms Transaction Program provides for the approval at the point-of-sale for all firearms, except antiques and curios, based on the results of a criminal history record information check on the buyer by accessing all appropriate state databases and the National Instant Check System (NICS).

**Mission Alignment**

The Firearms Purchase Program Service Area is essential to accomplishing the department’s goal of ensuring the safety of citizens and their property by keeping firearms out of the hands of individuals who are prohibited by state law from possessing them.

**Products and Services**

**Description of Major Products and Services**

- Background checks for gun purchase through a toll-free telephone line or Internet access
- Training for gun dealers
- Public information materials, including brochures and information on the website
- Required forms and written procedures for dealers
- Appeal process for denied transactions
- Investigation of illegal attempts to purchase firearms

**Anticipated Changes**

Beginning January 1, 2015, the Firearms Transaction Center will search the NCIC Stolen Gun File for firearms dealers requesting this service pursuant to implementation of Section 18.2-308.2:4 of the Code of Virginia as enacted by the 2013 General Assembly.

**Factors Impacting**

The workload in the Firearms Transaction Center continues to increase; however, staffing levels have increased as the program is now funded through the general fund.

**Financial Overview**

The Firearms Purchase Program Service Area is funded with the general fund.

**Biennial Budget**

	<b>2015 General Fund</b>	<b>2015 Nongeneral Fund</b>	<b>2016 General Fund</b>	<b>2016 Nongeneral Fund</b>
Initial Appropriation for the Biennium	1,431,612	0	1,431,612	0
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Sex Offender Registry Program [30207]**

**Description of this Program / Service Area**

The department maintains the Virginia Sex Offender and Crimes Against Minors Registry (SOR) pursuant to §19.2-390.1, Code of Virginia, for the protection of children and those individuals vulnerable to sexual offenders and predators. Persons having been convicted of certain criminal sex offenses are required to register and reregister with the SOR and such information is available to law enforcement officials, entities having control over or caring for children and to private individuals concerned about the safety of their children.

Information maintained in the SOR regarding violent sex offenders is available to all inquiring via the Internet. All public, parochial, denominational or private elementary or secondary schools, and any state-licensed or state-regulated child caring institutions, child day centers, child day programs, family day homes, foster homes or group homes that register with the SOR are notified of sex offenders residing in the community where their facilities are located.

**Mission Alignment**

This service area supports the department’s goal to promote the safety and security of citizens and their property. Protecting the citizens of Virginia from known sex offenders is essential to the accomplishment of this goal.

**Products and Services**

**Description of Major Products and Services**

- Maintenance of the SOR website
- Registration of sex offenders
- Notification of registered entities when sex offenders move into their community
- Response to inquiries on possible sex offenders
- Verification of offenders

**Anticipated Changes**

The department is currently redesigning the SOR data management system to improve system stability and functionality.

**Factors Impacting**

In Virginia, the Department of State Police is responsible for maintaining the state’s Sex Offender Registry (SOR). The SOR may be viewed and searched by the public on the Internet. The registry is a critical tool for protecting the public from sex offenders who have been released from prison.

Protecting the citizens of Virginia from known sex offenders is a critical public safety function. The department must have adequate personnel to ensure the accuracy of the registry.

**Financial Overview**

The Sex Offender Registry Program Service Area is funded with general and non-general funds. Funding for this service area is derived through fees charged for criminal history and sex offender registry checks as well as the general fund.

The fees collected for conducting SOR inquiries for public and private entities, as well as the general fund, provide funding for the staff and related support costs to operate the Sex Offender Registry Section.

**Biennial Budget**

	<b>2015 General Fund</b>	<b>2015 Nongeneral Fund</b>	<b>2016 General Fund</b>	<b>2016 Nongeneral Fund</b>
Initial Appropriation for the Biennium	813,192	1,590,461	813,192	1,590,461
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**



**Concealed Weapons Program [30208]**

**Description of this Program / Service Area**

The Concealed Weapons Program Service Area is tasked with processing applications for nonresident concealed handgun permits and issuing concealed handgun permits to retired sworn employees of the Department of State Police, as well as monitoring firearms training of retired sworn employees of the Department of State Police with nationwide carry privileges. This area maintains the concealed handguns database on the Virginia Criminal Information Network (VCIN) by entering the permit holder’s name and description into the database. This includes permits held by residents, non-residents, retired law enforcement personnel, and sworn employees called to active duty with the reserve forces of the United States or on long-term leave due to a service-related injury. This service area receives notice of appointments of Conservator of the Peace and makes this information available on VCIN. The service area also notifies circuit courts of violations involving persons with concealed handgun permits and of permit holders who become subject to protective orders or are otherwise determined ineligible to purchase a firearm pursuant to any state or federal law, or warrant of arrest. This service area also includes issuance of seller identification numbers, machine gun registration, the criminal firearms clearinghouse, and clerical processes associated with requests for investigation of illegal attempts to purchase firearms.

**Mission Alignment**

This service area supports the department’s goals to (1) promote the safety and security of citizens and their property; (2) provide department resources in support of criminal justice agencies and other entities; and (3) enhance the safety and security of all department personnel.

**Products and Services**

**Description of Major Products and Services**

- Process all non-resident concealed handgun permit applicant fingerprints through the Automated Fingerprint Identification System (AFIS)
- Maintain Concealed Weapons database on the Virginia Criminal Information Network (VCIN), including residents, non-residents, and retired law enforcement personnel with concealed weapons permits
- Notify circuit courts of violations involving persons with concealed weapons permits
- Perform comparison of concealed handgun permit holders and subjects of protective orders, mental health commitments, and new arrests
- Issue concealed handgun permits for retired sworn employees of the Department of State Police
- Monitor firearms training of retired sworn employees of the Department of State Police with nationwide carry privileges
- Provide up-to-date listings on the State Police website of states with concealed handgun reciprocity or recognition

**Anticipated Changes**

The department has upgraded the monthly comparison of permit holders and subjects of protective orders to a daily comparison, and has expanded comparison of concealed handgun permit holders to include mental health commitments.

**Factors Impacting**

State and federal legislative changes regularly impact operations and workload in this service area. For example, in order to accommodate revisions to state and federal laws governing concealed handguns permits, the department must frequently initiate procedural and programmatic changes.

**Financial Overview**

The Concealed Weapons Program Service Area is funded with the general fund.

**Biennial Budget**

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	274,097	0	274,097	0
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

## Aviation Operations [31001]

### Description of this Program / Service Area

The Aviation Operations Service Area provides critical support to law enforcement operations, including medical evacuation of injured persons, search and rescue, and marijuana eradication. The Unit is headquartered at Chesterfield Airport and has bases in Chesterfield, Lynchburg, and Abingdon. Medevac units are located in Chesterfield and Abingdon. The Aviation Unit currently has six helicopters and three planes.

### Mission Alignment

The Aviation Service Area supports the accomplishment of two goals in the department's strategic plan: (1) promoting the safety and security of citizens and their property and (2) promoting the safe and orderly flow of traffic on Virginia's highways. This service area is closely aligned with two long-term objectives for Virginia: (1) protecting the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds and (2) ensuring that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy, and improves the quality of life.

### Products and Services

#### Description of Major Products and Services

- Marijuana eradication
- Medical evacuation
- Aerial surveillance
- Search
- Rescue
- Tactical response
- Flood operations
- Aerial photography
- Administrative transport
- Executive transport
- Demonstrations

#### Anticipated Changes

If the department is not allowed to replace aging aircraft, the ability of the Aviation Unit to perform critical aviation operations will be diminished.

In addition to replacement aircraft, the department needs to acquire a dedicated executive transport helicopter. The Virginia Department of Aviation has retained the services of a consulting firm to provide recommendations on future aircraft procurement for the State. One of the areas being considered includes aircraft with vertical flight capabilities for the executive transport mission. Should the Department of State Police be tasked with providing aircraft for this mission, the recommended aircraft is the Airbus EC-145 helicopter.

#### Factors Impacting

Recruiting and retaining experienced pilots presents an ongoing challenge to the Department of State Police. As experienced pilots leave, the department has to begin the time-consuming tasks of recruiting and selecting replacements. Frequently, the newly selected pilots require extensive training before they can function in all capacities. The department lacks a base in the northern half of Virginia since the Manassas base closure in 2010. This has created long response times or unavailability of Aviation assets in Divisions II and VII.

The department has a number of older airplanes that need to be replaced. It is recommended that three airplanes be replaced with aircraft with night surveillance capabilities over the next several budget cycles. The recommended replacement aircraft is the Cessna T206H. The department operates the Airbus EC-145 helicopters for use on Med-Flight missions and replaces the Eurocopter BO-105 and BK-117. The Aviation Unit has also fully implemented the night vision device program to enhance operational effectiveness while maintaining a high level of safety.

#### Financial Overview

Funding for the Department of State Police Aviation Operations is provided by the general fund and non-general funds from the Department of Health. Legislative action reduced the general fund for the Department of State Police and replaced the funding with non-general funds from the Department of Health, Emergency Medical Services, as well as seized assets.

The Aviation Operations Service Area provides medical evacuations, search and rescue, and aviation support for law enforcement operations.

Funds appropriated to this service area support the staff and related expenses associated with providing the service as well as aircraft related

expenses.

Biennial Budget

	<b>2015 General Fund</b>	<b>2015 Nongeneral Fund</b>	<b>2016 General Fund</b>	<b>2016 Nongeneral Fund</b>
Initial Appropriation for the Biennium	3,570,125	4,815,086	3,570,125	3,215,086
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

**Title** **File Type**

**Commercial Vehicle Enforcement [31002]**

**Description of this Program / Service Area**

Maximum gross vehicle weight and vehicle size restrictions are necessary to reduce undue wear and tear of the highway surfaces and improve highway safety. The Commercial Vehicle Enforcement Service Area responsibilities include the enforcement of commercial motor vehicle size and weight regulations, as well as inspections of these commercial carriers.

Size and weight laws are enforced at permanent weighing facilities which operate on days, nights, weekends, and holidays. Portable scales are also used in this program.

**Mission Alignment**

This service area supports the accomplishment of two goals in the department’s strategic plan: (1) promoting the safety and security of citizens and their property and (2) promoting the safe and orderly flow of traffic on Virginia’s highways. The Commercial Vehicle Enforcement Service Area is closely aligned with two long-term objectives for Virginia: (1) protecting the public’s safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds and (2) ensuring that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy, and improves the quality of life.

**Products and Services**

**Description of Major Products and Services**

- Enforcement of commercial vehicle size and weight regulations
- Safety inspection of commercial vehicles and drivers

**Anticipated Changes**

The on-going conversion of commercial vehicle enforcement officers to troopers gives the department a larger complement of troopers and greater operational flexibility. Troopers in areas with permanent scales will be scheduled to work commercial vehicle enforcement on a rotating basis.

**Factors Impacting**

Commercial vehicle enforcement officers' enforcement activities are primarily restricted to permanent weighing facilities. When these facilities are closed for inclement weather, 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. In order to enhance efficiency and effectiveness, the department converted thirty-three (33) commercial vehicle enforcement officers to troopers between 2011 and 2012. Fourteen (14) commercial enforcement officers remain in the program.

**Financial Overview**

Funding for the Commercial Vehicle Enforcement Service Area is provided by the Department of Transportation, Highway Maintenance Funds.

This service area is responsible for enforcing the laws and regulations associated with commercial motor carriers operating on the highways of the Commonwealth.

Funds appropriated to this service area support the staff and related expenses associated with providing the service.

**Biennial Budget**

	<b>2015 General Fund</b>	<b>2015 Nongeneral Fund</b>	<b>2016 General Fund</b>	<b>2016 Nongeneral Fund</b>
Initial Appropriation for the Biennium	0	4,831,625	0	4,831,625
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Counter-Terrorism [31003]**

**Description of this Program / Service Area**

Response to terrorist incidents is currently the responsibility of the Counter-Terrorism and Criminal Interdiction Unit (CCIU). This unit is trained and equipped to respond to chemical, biological, radiological, and nuclear (CBRN) incidents as well as environmental crime scenes. The seven areas within the CCIU serve as core members of the Statewide Regional Response Teams. These teams are composed of CCIU personnel, tactical team members, evidence technicians, and arson/bomb technicians. In the event of a terrorist incident involving an environmental crime scene, the Statewide Regional Response Team would respond.

**Mission Alignment**

The Counter-Terrorism Service Area supports the accomplishment of three goals in the department’s strategic plan: (1) promoting the safety and security of citizens and their property; (2) providing department resources in support of criminal justice agencies and other entities; and (3) ensuring the safety and security of all department personnel. This service area is also closely aligned with the long-term objective for Virginia of protecting public safety and security, ensuring a fair and effective system of justice, and providing a prepared response to emergencies and disasters of all kinds.

**Products and Services**

**Description of Major Products and Services**

- Response to terrorist incidents
- Criminal interdiction
- Support of City-State Partnerships

**Anticipated Changes**

The department does not anticipate any changes to the products or services of this service area.

**Factors Impacting**

Four positions are needed in CCIU to accommodate workload demands..

**Financial Overview**

The Counter-Terrorism Service Area is funded through the general fund. This service area, in conjunction with federal, state and local agencies, is responsible for responding to terrorist activity within the Commonwealth.

Funds appropriated to this service area support the staff and related expenses associated with providing the service.

**Biennial Budget**

	<b>2015 General Fund</b>	<b>2015 Nongeneral Fund</b>	<b>2016 General Fund</b>	<b>2016 Nongeneral Fund</b>
Initial Appropriation for the Biennium	5,219,413	0	5,219,413	0
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Help Eliminate Auto Theft (HEAT) [31004]**

**Description of this Program / Service Area**

The Help Eliminate Auto Theft Program (HEAT) is Virginia’s comprehensive attack on motor vehicle theft through enforcement, recoveries, intelligence gathering, and preventive initiatives. Since the inception of this program in 1992, auto theft in Virginia has decreased dramatically.

**Mission Alignment**

The HEAT Service Area is clearly aligned to the department’s goal of promoting the safety and security of citizens and their property.

**Products and Services**

**Description of Major Products and Services**

- Crime prevention and VIN etching programs
- HEAT Hotline and reward program
- Public service announcements and training materials
- Training for local law enforcement personnel
- Recognition program for law enforcement officers
- Bait car loan program

**Anticipated Changes**

The department does not anticipate any changes to the products and/or services of this service area.

**Factors Impacting**

The HEAT Program is dependent on funding from the insurance industry. If funding is reduced or eliminated, the HEAT Program will be adversely impacted.

**Financial Overview**

The Help Eliminate Auto Theft (HEAT) Service Area is funded with non-general funds derived from insurance fees collected by the State Corporation Commission.

The program is responsible for promoting auto theft awareness and eliminating the theft of autos.

Funding in this service area is used to support the staff and expenses associated with providing the service.

**Biennial Budget**

	<b>2015 General Fund</b>	<b>2015 Nongeneral Fund</b>	<b>2016 General Fund</b>	<b>2016 Nongeneral Fund</b>
Initial Appropriation for the Biennium	0	2,816,350	0	1,763,991
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

## Service Area Plan

### Drug Enforcement [31005]

#### Description of this Program / Service Area

While some of the department's narcotics enforcement is handled within the Uniform Patrol Service Area, enforcement of the Commonwealth's narcotics laws requires a level of expertise and commitment of time not always available within the Uniform Patrol Service Area. The Drug Enforcement Service Area includes general drug investigations, multi-jurisdictional operations, highway and parcel interdiction, drug detection, and surveillance.

The Bureau of Criminal Investigation remains committed to its support of law enforcement agencies' efforts to enforce drug laws through coordination and participation in state, local and federal task forces. Many of the cases are historical conspiracies that require long-term investigations. The bureau's flexibility permits it to work in rural areas, as well as urban localities.

#### Mission Alignment

Since illegal drug use is commonly accompanied by violent crime, the Drug Enforcement Service Area is clearly aligned with the department's goals of (1) promoting the safety and security of citizens and their property; (2) reducing the manufacture, use and distribution of illegal drugs; (3) providing department resources in support of criminal justice agencies and other entities; and (4) reducing criminal activity in Virginia.

#### Products and Services

##### Description of Major Products and Services

- Drug investigation
- Multi-jurisdictional task force support
- Money laundering investigation
- Marijuana eradication
- Pharmaceutical diversion investigation
- Methamphetamine laboratory response and investigation
- Highway and parcel interdiction

#### Anticipated Changes

There has been a dramatic increase in methamphetamine and clandestine laboratory seizures throughout Virginia. Due to federal budget constraints, the department sought and received funding for the cleanup costs of methamphetamine labs. The state's resources are also taxed with the investigation of drug offenses, including heroin, powder and crack cocaine, OxyContin, Ecstasy, and marijuana. Additional personnel and funding are necessary to identify, apprehend and prosecute those participating in the illegal drug trade.

#### Factors Impacting

This service area is adversely impacted by manpower shortages. To accommodate current workload, an additional 33 positions are needed.

#### Financial Overview

The Drug Enforcement Service Area is a major activity of the Bureau of Criminal Investigations (BCI). The primary source of funding is the general fund and seized assets.

Sworn personnel assigned to drug enforcement work closely with law enforcement agencies through task forces consisting of multiple local, state, and federal agencies.

Additionally, the Marijuana Eradication Program is conducted each year when emphasis is placed on locating and destroying marijuana under cultivation. The Marijuana Eradication Program is federally funded.

Like similar sworn services, the major costs are salary and related benefits, as well as expenses associated with vehicles and specialized equipment.

#### Biennial Budget

	2015 General Fund	2015 Nongeneral Fund	2016 General Fund	2016 Nongeneral Fund
Initial Appropriation for the Biennium	16,576,693	3,208,500	16,576,693	3,208,500
Changes to Initial Appropriation	0	0	0	0

Supporting Documents

Title	File Type
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## Crime Investigation and Intelligence Services [31006]

### Description of this Program / Service Area

Enforcement of the Commonwealth's criminal laws (e.g., homicide, felonious assault, and arson/explosives) requires a level of expertise and commitment of time not available within the Uniform Patrol Service Area. The Criminal Investigation and Intelligence Service Area is responsible for responding to requests for investigative support from the governor, attorney general, Commonwealth's attorneys, grand juries, department employees, and chiefs of police and sheriffs throughout the Commonwealth of Virginia. Functions performed under this service area include general investigations and specialized investigations involving arson/bomb, white collar crime, gangs, public officials, high technology crimes, computer evidence recovery, crime scene examination, fugitives, auto theft investigation, surveillance, polygraph examination, and financial crimes. The High Tech Crimes Division supports federal, state, and local law enforcement investigations by providing technical equipment, wire intercepts, cameras, and surveillance vans for state and local law enforcement investigations. The Computer Evidence Recovery Sections (CERS) within the High Tech Crimes Division provides assistance to law enforcement agencies with on-scene execution of search warrants for computer-related evidence, evidence recovery through forensic examination, and quarterly training classes in computer search and seizure. The Crime Investigation and Intelligence Service Area is also responsible for processing intelligence and for operating the Virginia Fusion Center (VFC). The VFC greatly enhances the department's abilities to collect, analyze, and disseminate intelligence information pertaining to terrorism and other criminal activities in a more efficient and effective manner. The primary benefits include increased information sharing at all levels of federal, state and local governments, as well as with key private businesses and the public. The VFC allows direct communication with local agencies in their response and recovery efforts, and will allow for the direct support of the Virginia Emergency Operations Center.

### Mission Alignment

This service area supports the accomplishment of the following department goals: (1) promoting the safety and security of citizens and their property; (2) providing department resources in support of criminal justice agencies and other entities; and (3) reducing criminal activity in Virginia.

### Products and Services

#### Description of Major Products and Services

- General criminal investigation
- Intelligence collection, analysis, and dissemination
- Arson investigation
- Bomb response, investigation, and disposal
- High technology crime investigation
- Polygraph examination
- Crime scene examination
- Computer evidence recovery
- Wire intercept
- Financial crime investigation
- Elected official investigation
- White collar crime investigation
- Fugitive investigation
- Surveillance
- Terrorism Hotline
- Police shooting investigation
- Internet crimes against children investigation

#### Anticipated Changes

Over the past decade, the use of computers and the Internet has grown at an unprecedented rate. Unfortunately, this growth has been accompanied by the emergence of computer crime, as well as a significant increase in the detection of digital evidence as part of more traditional criminal activities. It is anticipated that the department will face an increasing incidence of computer crime, including threats, child pornography, fraud, gambling, extortion, and identity theft. The department must also contend with an entirely new set of criminal activity that targets computer networks themselves. Included in this category are such crimes as hacking, releasing viruses/malware, and shutting down computers by flooding them with unwanted information. The investigation of computer crime is complex and requires extensive training. The department will need to devote personnel and training resources to ensure it can meet the increasing demand for this service.

The growth of gang violence and the proliferation of gangs into smaller cities and rural areas in recent years have focused public attention on the gang problem, making it an increasingly significant social policy issue. Some jurisdictions have disorganized groups of homegrown neighborhood gangs that participate in a variety of criminal activities. In other jurisdictions, there has been an increase in the number of nationally recognized street gangs. These gangs are involved in criminal activities including firearms trafficking, auto theft, drug distribution, murder, rape, robbery, kidnapping, assault, extortion, carjacking, and drive-by shootings. A recurring theme in gang activity is the propensity toward violence. The proliferation of gangs in Virginia poses a real threat to public safety. The Department of State Police needs to devote additional manpower to effectively address this threat.

The department is in the process of implementing the Virginia Intelligence Management System (VIMS), which will provide the Fusion Center with a means to track, link, and analyze persons, places, things, and events of interest. This system will import data from a variety of disparate data sources and is scheduled to be completed by the end of 2014.

### **Factors Impacting**

This service area is adversely impacted by manpower shortages. To accommodate current workload, the General Investigation Section needs 25 additional positions and 16 positions are needed in the High Tech Crimes Division. The Fusion Center needs 16 positions to address workload demands.

### **Financial Overview**

The Department of State Police Crime Investigation and Intelligence Service Area includes various law enforcement activities conducted by the Bureau of Criminal Investigation (BCI).

Funding for this service area is through the general fund with supplemental funding provided by federal grants.

The primary expense in this service area is salaries and related benefits for sworn employees assigned to BCI. Additionally, this service area requires funds to support expenses related to vehicles, equipment and funds to assist local law enforcement.

### **Biennial Budget**

	<b>2015 General Fund</b>	<b>2015 Nongeneral Fund</b>	<b>2016 General Fund</b>	<b>2016 Nongeneral Fund</b>
Initial Appropriation for the Biennium	25,369,530	3,275,466	25,369,530	3,275,466
Changes to Initial Appropriation	0	0	0	0

### **Supporting Documents**

<b>Title</b>	<b>File Type</b>
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## Uniform Patrol Services (Highway Patrol) [31007]

### Description of this Program / Service Area

The department is responsible for patrolling over 64,000 miles of roadways and interstate highways throughout Virginia. Uniformed personnel enforce both traffic and criminal laws and conduct motor vehicle and aircraft crash investigations. Uniformed personnel also enhance public safety through presentations on traffic safety and crime prevention. In order to protect citizens and their property in the event of civil disturbances, natural disasters, and terrorist incidents, uniformed personnel are trained and equipped to restore order.

### Mission Alignment

This service area supports the accomplishment of three goals in the department's strategic plan: (1) promoting the safety and security of citizens and their property; (2) promoting the safe and orderly flow of traffic on Virginia's highways; and (3) reducing criminal activity in Virginia. The Uniformed Patrol Service Area is closely aligned with two long-term objectives for Virginia: (1) protecting the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds and (2) ensuring that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy, and improves the quality of life.

### Products and Services

#### Description of Major Products and Services

- Preventive patrol
- Response to calls for service
- Enforcement of criminal and traffic laws
- Motor vehicle crash investigation and accident reconstruction
- Aircraft crash investigation
- Traffic control
- Highway safety education/crime prevention
- Civil disturbance/disaster response

#### Anticipated Changes

The increased manpower needs identified by the department's staffing methodologies are clearly supported by demographic and workload changes in Virginia. From 2000 to 2013, the population in Virginia increased 16.7 percent. This population increase sparked a dramatic growth in traffic in Virginia. The number of registered vehicles in the state continues to increase. Between 2000 and 2013, this number increased 22.1 percent. As the number of registered vehicles has increased, the number of licensed drivers has also risen. Between 2000 and 2013, this number increased 13.8 percent. There were 116,100 traffic crashes reported by law enforcement during 2012. As a result of these crashes, 775 people were killed and 66,992 were injured. As the population continues to expand with additional licensed drivers added, and as more registered vehicles are added to the highways with increased miles traveled, crash investigations will continue to demand law enforcement services.

At current staffing levels, the department is unable to conduct an adequate level of preventive patrol and enforcement. This lack of patrol visibility, particularly on the interstates, is an ongoing source of citizen complaints. Inadequate staffing has also limited the number of traffic safety and crime prevention programs conducted. If population and workload growth continue at current levels, the level of service provided to the citizens of Virginia by the State Police will continue to degrade.

As the lead law enforcement agency in the Commonwealth, in order to effectively accomplish its mission and ensure officer safety, the Virginia State Police must be adequately staffed.

#### Factors Impacting

In recent years, the Department of State Police has seen its workload increasing dramatically, while its manpower resources have remained relatively stagnant. In order to effectively accomplish its mission, the department must be adequately staffed. Significant increases in manpower are clearly justified by department staffing studies and workload increases. Population, registered vehicles, and vehicle miles traveled have all risen. These, in turn, have created an increased demand for law enforcement services. There are also critical issues in public safety that the department must have adequate staffing to address. These issues include highway safety, terrorism, Internet crimes against children, and gangs.

The Trooper Allocation and Distribution Model indicates the Bureau of Field Operations needs 500 additional troopers and 48 additional sergeants in order to accommodate current workload. Overall, the department's authorized strength for uniform patrol is 548 positions less than staffing levels recommended by the approved staffing study.

### Financial Overview

The Uniform Patrol Services (Highway Patrol) Area is the most significant budgetary service area within the department. Because of the service provided in traffic enforcement and other investigation services, this service area includes the majority of positions and funding authorized for the department.

Funding for this service area is through the general fund with supplemental funding provided by special funds and federal grants.

Appropriated funds for this service area support the staff (salaries and related benefits), police vehicle expenses and related expenses associated with providing the police services.

#### Biennial Budget

	<b>2015 General Fund</b>	<b>2015 Nongeneral Fund</b>	<b>2016 General Fund</b>	<b>2016 Nongeneral Fund</b>
Initial Appropriation for the Biennium	130,781,163	9,907,011	130,834,300	9,607,011
Changes to Initial Appropriation	0	0	0	0

#### Supporting Documents

<b>Title</b>	<b>File Type</b>
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**Insurance Fraud Program [31009]**

**Description of this Program / Service Area**

It has been estimated that insurance fraud costs the average Virginia household approximately \$200 to \$1,000 in additional insurance premiums annually and adds as much as \$1,000 to the cost of goods and services. This service area is dedicated to reducing the impact of fraudulent insurance claims on the law-abiding citizens of Virginia. The Insurance Fraud Program currently has special agents located strategically throughout the state. Their primary focus is on fraudulent property and casualty insurance and workers' compensation claims. The law requires insurance professionals who have reason to believe that someone is committing insurance fraud to report this information to the Virginia State Police.

**Mission Alignment**

The Insurance Fraud Service Area is aligned to the department's goals of (1) promoting the safety and security of citizens and their property and (2) decreasing criminal activity in Virginia.

**Products and Services**

**Description of Major Products and Services**

- Insurance fraud investigation
- Insurance fraud trend analysis
- Training of criminal justice personnel
- Public service announcements and training materials
- Insurance Fraud Hotline and reward program
- Recognition program for law enforcement, the insurance industry, and Commonwealth's attorneys

**Anticipated Changes**

The Insurance Fraud Program Service Area is dependent on funding from the insurance industry. If funding is reduced or eliminated, the department's ability to combat insurance fraud would be severely diminished.

**Factors Impacting**

This service area is impacted by manpower shortages. To accommodate current workload, the General Investigations Section needs 25 additional positions.

Insurance fraud investigation is a complex process that requires extensive training. The transfer or promotion of special agents trained to investigate insurance fraud adversely impacts this service area.

**Financial Overview**

The Insurance Fraud Program Service Area is funded with non-general funds derived from insurance fees collected by the State Corporation Commission.

The program is responsible for investigation of fraudulent insurance claims.

Funding in this service area is used to support the staff and related expenses associated with providing the service.

**Biennial Budget**

	<b>2015 General Fund</b>	<b>2015 Nongeneral Fund</b>	<b>2016 General Fund</b>	<b>2016 Nongeneral Fund</b>
Initial Appropriation for the Biennium	0	6,563,882	0	5,200,000
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

**Vehicle Safety Inspections [31010]**

**Description of this Program / Service Area**

With the implementation of the Motor Vehicle Inspection Program in 1932, Virginia embarked upon and has continued in a leadership role in the promotion of highway safety. Reduction in the number of vehicles with safety defects on Virginia’s highways is the implicit goal of the Vehicle Safety Inspections Service Area. This service area is performed by the Safety Division and includes program administration, enforcement of motor carrier safety and hazardous materials regulations, compliance reviews, supervision of the inspection program, safety equipment approval, and administration of the Inter-Departmental and Intra-Departmental Safety Programs. The Safety Division is also responsible for the supervision and testing of approved mechanics to ensure compliance with inspection rules and procedures.

**Mission Alignment**

The Vehicle Safety Inspection Service Area is clearly aligned with two of the goals in the department’s strategic plan: (1) promoting the safety and security of citizens and their property and (2) promoting the safe and orderly flow of traffic on Virginia’s highways. This service area is closely aligned with two long-term objectives for Virginia: (1) protecting the public’s safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds and (2) ensuring that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy, and improves the quality of life.

**Products and Services**

**Description of Major Products and Services**

- Administration of Motor Vehicle Safety Inspection Program
- Preparation and distribution of the Safety Inspection Manual
- Administration of licensing program for stations and inspectors
- Distribution and tracking of inspection stickers
- Administration of the Inter-Departmental and Intra-Departmental Safety Program

**Anticipated Changes**

There are no anticipated changes to products and services.

**Factors Impacting**

Products and services of this service area are impacted by a number of factors, including staffing, vehicle changes made by automobile manufacturers, technological changes, changes to the Code of Virginia, and changes in federal guidelines.

**Financial Overview**

Funding for the Vehicle Safety Inspections Service Area is provided by Department of Motor Vehicles through a \$1.50 fee charged for each vehicle registered in the Commonwealth and supplemented by federal funds. This service area is responsible for monitoring licensed businesses and inspectors to ensure compliance with Virginia inspection laws and regulations and enforcing motor carrier laws.

Funding in this service area is used to support the staff and related expenses associated with providing the service.

**Biennial Budget**

	<b>2015 General Fund</b>	<b>2015 Nongeneral Fund</b>	<b>2016 General Fund</b>	<b>2016 Nongeneral Fund</b>
Initial Appropriation for the Biennium	0	20,733,013	0	20,733,013
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

<b>Title</b>	<b>File Type</b>
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**Sex Offender Registry Program Enforcement [31011]**

**Description of this Program / Service Area**

The department maintains the Sex Offender Investigative Unit (SOIU) to assist the efforts of law enforcement agencies and others to protect their communities and families from repeat sex offenders, and to protect children from becoming victims of criminal offenders by helping to prevent such individuals from being allowed to work directly with children. Persons having been convicted of certain criminal sex offenses are required to register and reregister with the Sex Offender and Crimes against Minors Registry (SOR). The SOIU then aggressively enforces the SOR laws. This is done by registering the offender, educating the offender, verifying the offender, and when a violation of law has occurred; investigating and arresting the offender.

This enforcement will ensure the public has access to accurate data on the whereabouts of registered sex offenders. This data will allow the public to make informed decisions that will help protect children and families in the Commonwealth of Virginia.

**Mission Alignment**

This service area supports the department’s goal to promote the safety and security of citizens and their property. Protecting the citizens of Virginia from known sex offenders is essential to the accomplishment of this goal.

**Products and Services**

**Description of Major Products and Services**

- Initial registration of sex offenders
- Semi-annual verifications, 30-day address change verifications, and 30-day employment verifications
- Response to reports of potential violations concerning sex offenders
- Investigation of SOR violations
- Education of the public, to include the sex offenders, on the laws governing the SOR

**Anticipated Changes**

The department has incorporated forty-three civilian positions within the SOIU to assist the sworn personnel. This will allow the troopers to be more proactive; aggressively investigating sex offenders who fail to register. This will also allow the troopers more opportunities to collaborate with other agencies, and perform liaison activities. This would include educational programs to community groups and other law enforcement agencies, as well as opportunities to educate the sex offenders on their SOR responsibilities.

**Factors Impacting**

In Virginia, the Department of State Police is responsible for enforcing SOR registration and any subsequent violations. The SOIU conducts the mandatory verification activities, and investigates potential violations, which may come from the SOR, the public, or their own observation. These investigations have only become more cumbersome with the implementation of new laws and additional offenses that now serve to place more offenders on the Registry. The forty-three civilian sex offender compliance officers have been added to this unit to conduct address verifications and assist with fingerprinting of sex offenders. This will allow sworn personnel to focus on aggressively investigating sex offenders who fail to register. The SOIU is a critical tool for protecting the public from sex offenders who have been released from prison.

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.

**Financial Overview**

The Sex Offender Registry Program Enforcement Service Area is funded with the general fund.

**Biennial Budget**

	<b>2015</b>	<b>2015</b>	<b>2016</b>	<b>2016</b>
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	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Initial Appropriation for the Biennium	6,006,931	0	6,006,931	0
Changes to Initial Appropriation	0	0	0	0

**Supporting Documents**

**Title** **File Type**

## **Administrative and Support Services [399]**

### **Description of this Program / Service Area**

The Superintendent is responsible for the efficient administration, control, and operation of the department. The Administrative and Support Service Area is responsible for the financial management of the department, including preparing, monitoring, and accounting for the department's annual operating budget.

The department's personnel are one of its most valuable resources. The Administrative and Support Service Area is tasked with providing effective human resource management, with continued emphasis on attracting and retaining qualified personnel and diversifying the work force. This service area administers employment practices, benefits, and classification and compensation.

The Administrative and Support Service Area is also responsible for property management. This encompasses management and maintenance of more than 115 buildings and grounds across the state, including leased property. Additionally, this service area includes the State Police Garage, which is tasked with equipping newly acquired vehicles with law enforcement equipment.

The department uses a variety of supplies and equipment to accomplish its mission. The Administrative and Support Service Area procures, distributes, and stores all State Police supplies and equipment. This service area also produces printed material and manages mail distribution. The department serves as Virginia's point of contact for the Department of Defense Military Surplus Program. This program allows state and local law enforcement agencies to receive, at no cost, surplus military equipment.

Training is an activity fundamental to this organization's survival. The para-military structure of the department demands an especially intense level of training, beginning with an officer's entry into the organization. The Administrative and Support Service Area includes entry-level training, in-service training, specialty training, Drug Abuse Resistance Education (DARE) training, and training provided to other agencies. The Academy hosts contract training for employees of local, state and federal agencies and coordinates attendance of department employees at outside schools, seminars, and specialty training programs. The Training Division is also responsible for canine training in four categories: explosive, narcotics, accelerant, and patrol. The DARE program is a cooperative effort between the Department of State Police and the Department of Education and is coordinated by the Training Division. In addition, the Training Division is responsible for providing training to 21 state agencies to ensure operator proficiency for the Statewide Agencies Radio System (STARS).

The Administrative and Support Service Area is also responsible for the operation of the cafeteria at the Academy.

### **Mission Alignment**

This service area is essential to the accomplishment of the department's mission and all goals in the department's strategic plan: (1) promoting the safety and security of citizens and their property; (2) promoting the safe and orderly flow of traffic on Virginia's highways; (3) reducing the manufacturing, use, and distribution of illegal drugs; (4) providing department resources in support of criminal justice agencies and other entities; (5) ensuring the safety and security of all department personnel; (6) continually seeking ways to deliver the most cost-effective and efficient law enforcement services possible; and (7) reducing criminal activity in Virginia.

### **Products and Services**

#### **Description of Major Products and Services**

- Preparation and management of the annual operating budget
- Administration of employment practices, benefits, and classification and compensation
- Property management
- Preparation of newly acquired vehicles with law enforcement equipment
- Provision of entry-level, in-service, and specialty training
- Coordination of training provided through outside sources
- Drug Abuse Resistance Education (DARE) training
- Procurement, distribution and storage of agency supplies and equipment
- Production of printed materials
- Distribution of mail
- Administration of the Military Surplus Program

### **Anticipated Changes**

The addition of new sworn employees will have a significant impact on workload in the Administrative and Support Service Area. Additional support personnel will be required in the Personnel, Property and Finance, Communications, and Training Divisions to accommodate the increased workload. Without additional staffing, support services will degrade.

### **Factors Impacting**

In order to accomplish its mission and accommodate increased workload, the department needs to increase manpower to levels recommended by approved staffing models. The addition of these sworn employees will have a significant impact on products and services in the Administrative and Support Service Area, including human resource management, training, communications, and equipment.

### Financial Overview

Funding for the Administrative and Support Service Area is provided primarily by the general fund. This service area represents the central management of the department and includes the Superintendent's Office and the executive staff. Also included in this service area are the Public Relations Office, the Professional Standards Unit, the Office of Performance Management and Internal Controls, the Executive Protective Unit, Accounting and Budgeting Services, Human Resources Services, Physical Plant Services, Procurement and Distribution Services, the Academy, and the cafeteria. Services provided by this area include:

- Central management
- Planning, auditing and internal controls
- General accounting, budgeting, and oversight of outsourced payroll and leave accounting
- Recruitment, employment, classification, employee benefits and worker's compensation
- Building maintenance, construction and renovations, capital outlay
- State Police garage operations
- Purchasing, warehousing and distribution of all supplies and equipment necessary for department operations
- Mailroom and print shop operations
- Centralized training for Department of State Police, other state agencies and local law enforcement agencies, including basic training for new troopers, mandated in-service training and specialized training
- Cafeteria operations which provide meals to students attending training at the State Police Academy

Funding in this service area is used to support the staff and related expenses associated with providing the services.

The non-general funds are generated through the sale of meals at the State Police cafeteria and indirect cost recovery.

### Biennial Budget

	<b>2015 General Fund</b>	<b>2015 Nongeneral Fund</b>	<b>2016 General Fund</b>	<b>2016 Nongeneral Fund</b>
Initial Appropriation for the Biennium	20,115,152	1,095,091	20,137,888	1,095,091
Changes to Initial Appropriation	0	0	0	0

### Supporting Documents

**Title** **File Type**