



# Vermont State Police Strategic Plan

2012-2015

# Mission Statement

To individually and collectively serve and protect by providing the highest quality of professional law enforcement services.

# Vision Statement

We will strive as leaders in law enforcement to be the safest state in the nation.

# Core Values

- **Courage** – troopers/members will have the inner strength to face danger and conflict while making difficult decisions under stress and pressure.
- **Honor** – troopers/members will maintain a value system based upon truth and honor.
- **Integrity** – troopers/members will always maintain a character of high standards in accordance with the Vermont State Police Rules and Regulations and do what is legally, ethically and morally right.

# Overarching Goals

- Increase public safety in rural Vermont
- Respond appropriately to all requests for service
- Effectively deploy critical resources
- Recruit, retain, and develop our members

# Overarching Goal #1

Increase public safety in rural Vermont

## Strategies

1. Increase staffing to improve public safety with the goal of 24/7 coverage.

Create a side-letter agreement with the VTA to explore the creation of 24/7 staffing in high-profile areas.

2. Focus our efforts on quality of life crimes.

Develop “office specific” plans to implement a focus on quality of life crimes by 7/01/12.

3. Increase community outreach by actively communicating with the community and local government organizations.

Develop an accountability based method of statistical/community measurement, such as DDACTS.

4. Ensure appropriate communication with victims of crime to include referral to victim services.
5. Increase our visible presence and directed patrols in rural communities, with a focus on proactive enforcement.

Increase proactive enforcement outputs by 10 % by 2014, to meet our outcome related to visible presence, crime reduction, and traffic safety.

Traffic Safety Team will strive to change driving behavior through aggressive high visibility enforcement and education to reduce motor vehicle crashes, identify and interdict criminal activity and decrease the number of drivers who operate motor vehicles while under the influence of alcohol or drugs on our roadways.

6. Enhance social media efforts to increase public safety awareness.

Increase proactive social media postings/presence on Facebook/Twitter by 25 % annually through 2015.

7. Develop and implement online crime reporting.

Increase the ability of the VSP to gather, analyze, and share information by promoting best practices and technology throughout the agency by 12/1/2013.

8. Improve public access to timely crime data.

Increase the ability of the VSP to gather, analyze, and share information by promoting best practices and technology throughout the agency by 12/1/2013.

9. Continue working within the task force model to maximize effectiveness.

10. Identify and promote crime and/or traffic safety legislation.

Strategically identify and promote legislation to increase public safety during the 2012 to 2015 legislative sessions.

11. Enhance capabilities within the Department to prevent, protect against, respond to and recover from threats and all hazards.

Continue to plan, train, exercise and equip the department and its members for threats and all hazards incidents and the duties and responsibilities of the Public Safety District Coordinators.



# Overarching Goal #2

Respond appropriately to all requests for service

## Strategies

1. Increase the proactive identification of criminal activity.

Increase the ability of the VSP to gather, analyze, and share information by promoting best practices and technology throughout the agency by 2013.

2. Provide necessary assistance to partner agencies.

Formalize a needs assessment to ensure that appropriate resources are deployed in all investigations, to include requests from our partner agencies.

3. Increase our ability to gather, analyze, and share information.

Conduct an after-action-review of all major criminal cases to identify potential areas of improvement.

4. Determine methods to allocate and prioritize appropriate resources in all investigations.

Continually develop new methods to proactively identify criminal activity.

5. Acquire technology to support and bolster investigations.

Formalize a workgroup to study an effective methodology to combat Vermont's increasing prescription drug epidemic by 01/01/12.

# Overarching Goal #3

Effectively deploy critical resources

## Strategies

1. Conduct a comprehensive staffing analysis.

Formalize a workgroup tasked with embarking on a comprehensive staffing analysis by 07/01/12.

Determine timelines and scope of staffing analysis by 10/01/12.

Set meeting dates for VSP Command Staff to discuss staffing challenges.

2. Implement technology advancements to maximize effectiveness with minimal staffing requirements.

Evaluate current and future technologies, such as Automated Vehicle Locator technology, to maximize staffing and impact officer safety.

Locate and secure grant opportunities to promote our mission. Continually explore grant options that assist in fulfilling our mission.

3. Form a committee focused on strategies to improve data quality.

Formalize a workgroup tasked with identifying strategies to improve data quality by 07/01/12.

4. Utilize the ICS model for incident management.

Implement strategies identified by the workgroup by 12/31/12.

# Overarching Goal #4

Recruit, retain, and develop our members

## Strategies

1. Promote a bias free environment throughout all levels of the organization and in all interactions with the public.

Monitor all levels of the agency for compliance toward expectations related to professional interactions both internally and externally.

2. Empower employees at all levels to formally become part of the solution for identified problems and to serve in leadership roles.

Request that every member become an active recruiter and measure the outcome through the tracking of internal referrals. Increase internal referrals by 20% in 2012.

3. Continue to improve upon VSP employee wellness program.

Continue to monitor employee wellness through survey's and employee interaction.

4. Continue implementation of the IACP LPO training throughout all levels of the organization.

Complete LPO training at all levels of the organization by 2015.

Develop a maintenance model to ensure continued implementation.

5. Promote a “recruit your replacement” philosophy at all levels.

6. Establish protocols to increase the Troop recruiter program.

7. Promote life-long learning by encouraging employees to attend both internal VSP sponsored training as well as the pursuit of other academic opportunities.

Create a training matrix that identifies and supports suggested training tracks by 01/01/13.