

INTRODUCTION

Strategic Planning is a process constant being review, revision and enhancement to insure continuous improvement.

The planning process is demanding and far from complete. The current phase of the 2005-2009 Strategic Plan requires follow-up, management, evaluation, revisions based on new data. It also requires maintaining a working partnership with all the stakeholders and having the critical resources for achievement. Feedback, implementation, monitoring, performance evaluation and stakeholder participation are all critical elements affecting success.

The success of this plan depends totally and unequivocally on the support and participation of all the stakeholders in the Territory.

This Plan is based on community partnership and problem solving. Members of the VIPD are working closely with the community groups and welcome the guidance necessary to implement changes within the Department and its respective internal culture.

The plan reinforces the need for an integrated and cooperative approach to challenges and solutions. This integrated approach includes the community, rank-and-file and the Virgin Islands Legislature. The success of this plan depends totally and unequivocally on the support and participation of all the stakeholders in the Territory.

The 2005-2009 Strategic Plan may cause controversy. Some may think it is too ambitious, while others think it is not ambitious enough. The plan is meant to initiate healthy dialogue, and to be versatile, making it easy to modify and

enhance. It is critical for this Commissioner's administration to advocate new ideas and to be open to criticism and praise.

We began with a simple, non-scientific, survey to get an at-a-glance pulse of the Department. We learned there is a long way to go to increase morale, loyalty, performance and commitment among our officers. We also learned that 80% of the VIPD are proud to be public servants. They let us know that they are enthusiastic about making a difference on a daily basis and are willing to put themselves in harm's way to protect and serve the Virgin Islands community.

The plan is ambitious. It puts the challenge of success on the shoulders of all the stakeholders, from the Office of the Commissioner to the Legislature, to the business community, to the educators, to the parents, grandparents, youth, clergy and others. The plan incorporates performance metrics. In one year we will be able to measure the performance of the Virgin Islands Police Department and its individual officers and civilians. In three to five years we will be able to measure the performance of the plan. We will even be able to measure the community's performance. Did you make a difference? Were you integral to the change and to the success?

To assure future success the VIPD will need a zealous partnership within the entire Territory. We all care about how we leave this paradise for our children and families. And that is a job for everyone.

STRATEGIC PLANNING PROCESS

*Sustainability of this plan lies on the shoulders
of the VIPD, community at large and the Legislature.*

The planning process will continue through all future administrations. This is the most challenging. As in any government or organization new administrations bring new ideas, new leadership styles and new visions.

Many ask, what will happen to all the good work and advances that occur in the current administration? Some will become integral to the long-term operation while may be changed or eliminated. However, core to the current VIPD leadership is creating sustainable objectives. What differentiates this plan from other plans is the concept that both the community at large and the Legislature have accountability to each other and to the future to assure sustainable changes.

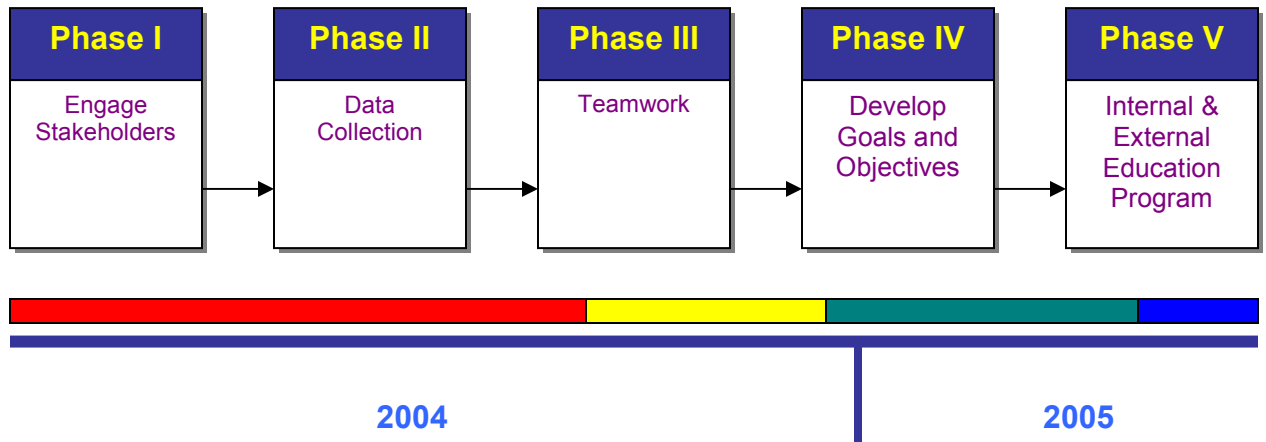
**The Strategic Plan will articulate what the VIPD
must do to successfully
meet the public safety needs of the Territory.**

This plan is not a substitute for the Annual Operating Report, nor is it a business plan. It will not detail all the initiatives, programs and activities that the VIPD will undertake in the course of serving its stakeholders, nor can it foresee changes to the underlying assumptions on which key strategic choices are based. The Strategic Plan will articulate what the must do to successfully meet the public safety needs of the Territory.

The process is labor intensive and thorough. We assessed where we now and collaboratively determined our goals and how we will get achieve them.

Every constituency within the Territory has been involved in the formulation of the Strategic Plan. Discussions began in May 2004. Key members of the community provided input related to problems, issues, and concerns about crime, morale and leadership. A vision for the future was also discussed. We surveyed the VIPD rank-and-file of the VIPD as well as key community stakeholders. This process we continue to be integral to the VIPD's improvement process.

The Process



Phase I: Engage Stakeholders

- Launch Strategic Planning process by identifying all the stakeholders within the Territory.
- Prepare the VIPD for change.
- Senior staff agrees to participate in the Strategic Planning Process.

Phase II: Data Collection

- Establish the primary Strategic Plan's operational and administrative categories.
- Corroboratively develop vision, mission and core values within the VIPD.
- Design, implement and analyze internal and external surveys.
- First and second round of focus group data collection.

Phase III: Teamwork

- VIPD senior staff Strategic Plan assignments and project management responsibilities.
- Senior staff establish specific assignment teams from rank-and-file.
 - Teams initiate internal Strategic Planning process.
 - Community Integration Teams dialogue on current and emerging issues.
 - VIPD discusses current and emerging issues.

Phase IV: Develop Goals and Objectives

- Senior VIPD staff develops 2005 priorities, action plans and performance criteria.
- VIPD rank-and-file provide input for the Strategic Plan.
- Strategic Plan placed on the VIPD web site.
- Office of the Commissioner prepares VIPD and community for their roles in reviewing the Strategic Plan.

Phase V: VIPD and community education and relations launch

- Complete the Strategic Plan.
- VIPD rank-and-file review and fine-tune.
- Community Integration Team reviews and fine-tunes.
- Changes and enhancements are incorporated.
- Begin Community Relations Program including town meetings and media
- Commissioners, selected members of the Legislature, VIPD and Community Integration Teams present Plan to selected audiences including Government House and Legislature.

OVERVIEW OF STRATEGIC PLAN

The 2005-2009 Strategic Plan is a leadership and community tool with eight purposes.

- To help the VIPD do a better job.
- To focus its energy on implementation of the Plan.
- To ensure that members of the VIPD are working toward the same goals.
- To assess and adjust the Department's direction in response to a changing environment, the needs of the community, number of people and financial resources available.

- To provide knowledge about VIPD services to the public.
- To provide the Legislature and government with the targets and objectives for personnel funding resources necessary to create a safe and prosperous Territory.
- To facilitate community policing.
- The Office of the Commissioner and the VIPD become transparent as possible without jeopardizing crime prevention protocol.

The VIPD Strategic Plan is a disciplined effort to produce fundamental decisions and actions that shape and guide what the VIPD must do and with a focus on the future. Being strategic means being clear about the VIPD's objectives, making sure that the community and the Legislature are clear about those objectives, and that the entire community is aware of the people and financial resources necessary to meet the community's mandate of a safer place to live.

COMMON OWNERSHIP AT WORK

Obtaining input was easy. Everyone in the Territory was cooperative and open to sharing information and knowledge. The passion expressed by many participants was appreciated and admired.

Information Gathering

- Focus groups on St. Croix, St. Thomas, St. John and Water Island
- Community Integration Team meetings.
- Internal and external surveys.
- Retreats and in-service programs.
- Senior and general staff meetings.
- One-on-one meetings with citizens and members of the VIPD.
- Input from the general public.
- Media reporting and letters to the editor.
- Feedback from radio and television talk shows.
- Strategic planning groups within the VIPD.
- Input from supervisors.
- Merchant, business and town meetings.

Of the input gathered from eighty-nine members of the rank-and-file and about eighty community members representing all facets of the Territory, about ninety-eight percent has been translated into the Objectives, Goals and Tasks in the Strategic Plan. At the launch of the planning process in May 2004, twenty-two members of the VIPD Senior Staff divided the plan into four major components.

- **Communication, Image and Public Relations:** Led by Deputy Chief of Police Elvin Fahie Sr., St. Thomas District, and Public Information Officer, Sgt. Thomas Hannah.
- **Operations and Fiscal Management:** Led by Albert W. Elliott, Director, Property and Fiscal Management and Jerris Browne, Deputy Commissioner of Finance, Property and Fiscal Management.
- **Development, Training and Recruitment:** Led by Ray Martinez, Director of Internal Affairs, and Lt. Eric Thomas. Sgt. Richard Waugh and Lt. William Harvey participated.
- **Operations, Organization and Performance:** Led by Deputy Chief Herminio Velazquez.

The establishment of the internal VIPD teams provided a jumping-off point for engaging the organization in the “common ownership” process.

Communication, Image and Public Relations

The VIPD is striving to improve lines of communication internally and externally. This



theme arose many times during the Strategic Planning process. The VIPD recognizes the need to establish vehicles that will communicate information to the rank-and-file and to the community. A newsletter is now in place.

The VIPD Communications, Image and Public Relations team were clear about the need to improve internal communications among bureaus, sections, zones, levels of authority, and individuals.

Input from internal and external groups addressed methods by which the VIPD can effectively improve communications in the way the VIPD shares and manages

information and knowledge within and outside the organization. Employees and the community will be provided clear information about issues, so all stakeholders can commit to the direction and goals of the VIPD. Two-way dialogue has been the philosophy of the VIPD from the inception of the planning process. A common thread within the VIPD is that it must fix its internal communications prior to fixing external relations.

A common thread in the VIPD and the community also is the desire to ensure effective communication. The VIPD will continue to improve informing the community of services and how they can be accessed. Methods of gathering feedback on the status of individual cases, crime trends and public safety issues also will be improved.

Operations and Fiscal Management

This group's focus was on increasing efficiency in financial control and management. The input was mainly technical relating to accounting and funding. There also was discussion related to directly approaching the community in facilitating the funding necessary to meet the public's mandate.



One component of Operations and Fiscal is overseeing facilities. In this context, the group decided they wanted to maximize the effective use of existing facilities and ensure the facilities support the continual delivery of quality police service.

Development, Training and Recruitment

Leadership, ethics and significantly increasing the competency and quality of supervisors is paramount. In addition, the establishment of the Caribbean Center for Law Enforcement Training made the top ten initiatives to be achieved by FY 2006. Although the VIPD experienced more training and development in FY 2004 than in the past six years combined, it will proceed on a track of continuous improvement with more intense and comprehensive training and development program. The VIPD will also launch a strategic partnership with the University of the Virgin Islands to assure that all members of the VIPD have access to higher education.



Recruitment ideas ranged from local and national recruitment campaigns to initiating youth education programs for 9-15 year olds in the Territory.

Operations, Organization and Performance

First feedback revealed that efficiency is the highest concern. Second, the various teams reviewed the current organization and initiated a strategy to align with the Strategic Plan. Finally, this group's recommendation focused on setting a foundation for more frequent performance evaluations and more comprehensive annual appraisals for assessing promotability.

The Plan expanded the role of Planning and Research to incorporate state-of-the-art intelligence gathering, reporting and analysis to more effectively deploy resources and respond rapidly to changing needs of our community. The team recommended the VIPD be more data-driven. It also recommended that the VIPD's Personnel Division's role be expanded to include a Human Resources responsibilities.



In addition, the Strategic Planning group recommended expanded enhancing the integration and enforcement of professional standards.

IT'S 2009: THE BIG PICTURE OF CHANGE

In May of 2004, 22 members of the senior staff were asked to begin creating their own future. Part of the assignment was to collaboratively develop a vision of how the VIPD would look in five years. The idea was to visualize what the VIPD would look like if all the objectives outlined in the Strategic Plan were met. The assignment was achieved with the clear understanding that change is integral to everything and to achieve the vision the planning and implementation process had to begin immediately.

THE VISION AS AUTHORED BY THE SENIOR STAFF OF THE VIPD

May 2004

It's 2009 and the Strategic Plan is in the 22nd version since its inception on April 15, 2005. All the objectives of the original plan have been met with great success and the VIPD has just received national accreditation from CALEA.

Operations, Organization, Structure and Performance

The VIPD consists of 700 uniformed officers. Every officer has a police vehicle because of the "home fleet" initiative approved by the Governor in May of 2005.

Although it was a tough grind, the Office of Management and Budget, Governor, and the 27th Legislature turned over both financial accountability and authority to the Commissioner of Police establishing a one hundred percent performance-oriented organization. Nepotism easily went by the wayside and morale, pride and spirit increased in relation to moving to a new way of doing business. Funding is consistent and commensurate with the mandate of the Territory.

The Commissioner's position is now a six year appointment. The 26th Legislature has created a statute requiring that collaboratively developed Strategic Plans instituted by previous VIPD administrations' be transferred and sustained as integral to a new administration's plans and vision. This prevents loss of the best practices and insures a continuous return on investment.

Technology plays a critical role in all aspects of the VIPD. This ranges from the Vulnerable Persons database to networked neighborhood alarms connected to each VIPD vehicle's laptop as well as to central control.

The VIPD experiences a ten percent reduction in Part One crime rates. Rates of conviction and best practices case files have led to a 12 percent reduction in overall crime. Performance in the VIPD has risen quickly, in part, due to both the union's and administration's focus on improving department quality. The result has been a substantial decrease in grievances.

It is important to emphasize facilities. We've mentioned the fact that both the VIPD and the CLEA are state-of-the-art smart facilities that incorporate the latest in connectivity, communications and information management systems.

Learning Management Systems (LMS) and Learning Content Management Systems (LCMS) was contributed by SABA, Inc. a leading software company based in California.

Structure

A new VI Code is before the Legislature that places all local law enforcement agencies under the leadership of the Police Commissioner. Competent

attorneys general are now assigned to each district in the VIPD. The Legal Department has is more proactive in supporting officers.

The VIPD is considered a flat organization, whereby the Commissioner of Police leads a group of eight direct reports. This is considered best practices in organizational development and has proved to be effective and productive.

The VIPD has an Auxiliary Police Force numbering 300 and led by former Commissioners, Captains and Chiefs from both districts and the US mainland. Overall operational leadership is assigned to the Territorial Chief.

In relation to improved communications, dispatchers have the latest in communications and locator equipment and latest state-of-the-art first-responder's training. Each dispatcher is nationally certified.

In 2007, the Commissioner increased the compensation packages of all the officers and civilians to a competitive level. Although money is not necessarily a primary motivating factor on the force, morale and performance increased.

A critical area missing for so many years was acknowledging families of the VIPD. Today, the Commissioner, Governor and Senators all recognize the families with an annual celebration. Spouses and children are acknowledged for their support and love. Police week is a community-driven event in honor of the department. The news letter and web site incorporates a spouse's section, called "Life Married to the Badge."

Officer Development and Training

The VIPD is recognized nationally and internationally for its excellence and innovation in organizational development and leadership programs. The VIPD/CLEA's approach to development is linking VIPD's sworn and civilian employee professional development directly to the Strategic Plan's objectives.

Far too many training and development initiatives bring only limited return because law enforcement organizations fail to make the connection between people, performance, and strategy execution. To compete and win in today's no-nonsense law enforcement environment, the VIPD aligned organizational strategy with workforce development, higher education and professional cradle-to-grave training –that is the foundation of VIPD's development program.

The Caribbean VIPD Training and Recruitment Center, a branch of CLEA based on St. Thomas, provides recruiting and high quality training for all staff in the organization as well as partner law-enforcement agencies and Caribbean counterparts.

An additional source of income comes from seminars and workshops. To date, the Caribbean Law Enforcement Training Center has conducted 47 seminars with over 3,245 participants.

CLEA has hosted three national and one international law-enforcement conferences. The seminar and convention revenues added \$1.3 million to the VIPD and approximately \$8 million to the Territory in the form of tourism dollars.

The VIPD, partnering with the CLEA, has a three-week Community Public Safety academy. People who graduate from this program receive a certificate from the Commissioner of Police, Governor and Senator. Train-the-Trainer allows the graduate to teach others on how to incorporate safety in our neighborhoods. The VIPD calls this the Community Leverage Program or (CLP).

Communications, Image and Public Relations

The VIPD has a model collaborative working partnership with all factions in the Territory, ranging from the elderly, clergy, youth, parents, educators,

government agencies, visitors and businesses. Feedback is continuous, consistent and measured bi-annually. The VIPD's report card is published semi-annually and promotes a transparent approach to Community-Oriented Policing.

Communications has been divided into six categories:

- Database
- Inter/intranet
- Internal customer
- External customer
- Media
- Global

Database

The VIPD Community Database is available across the nine Police Divisions, following a two year pilot program completed last year on St. Croix. Every officer in the VIPD will have access to the database that provides information for improved service to victims of domestic violence, robbery, violent crime and abuse.

The IT Director leads the development of the new database, the first of its kind in the Caribbean. This database provides additional police support to the most vulnerable victims in our communities.

Repeat victims of domestic violence crimes, for example, will not have to repeat the sequence of events to different police officers which is distressing and can leave the impression that the police are not dealing with complaints. The database provides officers with information about victims circumstances before attending a call. When police dispatchers receive emergency calls, they will immediately be aware if a person is a repeat or "special risk" victim.

External Customers

Beginning in 2005, the VIPD conducted bi-annual, organization and communitywide performance surveys. The first one involved 200 people and was conducted and recorded. Today, the evaluation system is Internet-based on the VIPD's website. The VIPD is experiencing a 54% response rate.

The most important statistic since 2004 is that the approval rating has risen by 81%. The feedback received in the three quarters since indicates that visitors and residents no longer require constant, visible police presence to feel safe.

Customer Service

In line with its policy of providing the community with the best possible service, the VIPD implemented a Customer Service Charter. The Customer Service Charter defines standards that customers can expect and provides staff with clear instruction and direction on how they are expected to respond. Every customer can expect to have inquiries dealt with confidentially and in a courteous and sincere manner.

Recruitment

Recruitment is up three hundred percent. Recruits now must have a minimum of an Associate Degree. The academy is nationally and internationally accredited. A strategic marketing and public relations program is in place and reaches targeted audiences throughout the Caribbean and U.S. Recruitment has reached a high of one thousand applicants and a recruit to candidate conversion rate of thirty-five percent.

Funding

The public can now access the VIPD's annual appropriations and expenses on the website. Funding is divided into public and private sources. Private funding is controlled and managed by the St. Croix Foundation and the VI 100 Club, in coordination with the Community Foundation of St. Thomas/St. John, is experiencing \$1.2 million in annual contributions. The contributions fund life protecting equipment, officer recognition and educational opportunities that cannot be secured by traditional funding sources.

Performance

Since the VIPD introduced a more relevant performance appraisal system to the promotion process. Performance has risen dramatically in every aspect of policing. For example:

- The VIPD has won accreditation from the Commission for the Accreditation of Law Enforcement Agencies (CALEA) and Public Safety Accreditation.
- Customer service complaints decreased by three hundred percent since December 31, 2004.
- Internal complaints decreased by forty-five percent since December 31, 2004.
- Investigative and forensic procedures have become a model recognized by law-enforcement agencies nationally and internationally.
- Recruitment is up three hundred percent.
- Crime in general has decreased seventeen percent.
- Fifteen officers have been promoted to Captain.

- Three Captains have been promoted to Deputy Chiefs and Chiefs.
- Tension between the LESU Local 118 and the Police Benevolent Association St. Thomas/St. John District Local Chapter 816 decreased sixty percent since the adoption of common ownership of plans and decisions made in 2004.
- Neighborhood Watch has a utilization rate of sixty-eight percent throughout the Territory.
- The VIPD is the proud recipient of the “Building a Higher Quality of Life” award in the Caribbean. It was the first to be recognized for this achievement.

All this may seem like a far fetched dream. However, we believe that it is attainable. It just takes a new way of thinking, a change in attitude.

VIRGIN ISLANDS POLICE DEPARTMENT STRATEGIC PLAN

MISSION, GOALS AND OBJECTIVES

The articulation of the VIPD's vision and core values leads to a collaboratively developed mission. This mission is the driving force of the Virgin Islands Police Department. The VIPD launched the Strategic Planning process by developing its mission, vision, objectives and core values.

Mission

We, the Virgin Island Police Department serves all people within our jurisdiction with respect, fairness and sensitivity.

We are committed to the prevention of crime and protection of life and property; the preservation of peace, order and safety; the enforcement of the V.I. Code; and the safeguarding of constitutional guarantees.

In partnership with the community at large, we are driven by goals to enhance the quality of life, conduct thorough investigations, seek solutions and foster a sense of security in the Territory.

We build and nurture public trust by holding ourselves to the highest standards of performance and ethics.

MISSION in greater perspective



The mission of the Virgin Islands Police Department is to achieve a safe, crime-free community. As members of the Virgin Islands Police Department, we commit ourselves to protecting, defending and serving the residents of, and the

visitors to, the Virgin Islands Territory. We recognize our mission cannot be accomplished without the input and support from those we serve. Therefore, through a partnership with residents and businesses, we will maintain an open and honest dialogue directed towards identifying and eliminating public safety problems. We recognize the diversities that exist within the community and ourselves, and we will endeavor to enforce the law fairly and equitably. As proud members of the law enforcement profession, we will constantly strive to conduct ourselves in a manner worthy of respect.

Developing the Vision...The First Step

Developing a vision was the first step in the Virgin Islands Police strategic planning process and the basis for its goals, objectives and strategies. The vision is the foundation on which all these components stand. It is the department's and community's image of realistic, credible and desired future for law enforcement in the Territory that will create a better future. It chart our course in a way that is understood, accepted and embraced.

VISION

The VIPD vision is of a community ideal in which the public has full faith and confidence in its police department and implicitly trusts that officers and civilian personnel are professional, competent, productive, responsible, and caring. It is an ideal where the citizens and visitors believe they are reasonably safe and secure and when safety and security are violated or threatened, the police respond appropriately and provide protection.



The vision is of a Territory where the criminal element does not feel secure and knows it is constantly at risk of apprehension as well as the consequences of its behavior.

The VIPD will achieve this vision by:

- Taking a leadership role in Caribbean law enforcement.
- Valuing youth and family as the primary crime prevention strategy.

- Being a catalyst for positive change in our community.
- Be integral to economic and tourism growth by providing and being recognized as a safe, secure destination.
- Viewing the community and visitors as our customers and partners.
- Developing our employees for future leadership roles.

Immediately after the internal survey results were analyzed and reported, the senior staff of the VIPD participated in a retreat. The objective was to take a close look at where the VIPD is and collaboratively decide direction and long-term outcome. This group of 22 members of the Virgin Islands Police Department decided it was critical to begin with formally renewing and establishing the VIPD's core values.

CORE VALUES

PRIDE	We take pride in ourselves and our service to the community.
INTEGRITY	We value integrity, honesty, respect and trust.
HONOR	We honor the oath of office.
COMMITMENT	We are committed to the safety and security of the people and visitors of the Virgin Islands.
ACCOUNTABILITY	We take responsibility for our actions.
COURAGE	We undertake our work with courage and without fear or favor.

SUMMARY OF THE STAKEHOLDER COMMENTS

External Comments

During the public input period (May 2004 to May 2005) the VIPD solicited input from educators, business people, merchants, government agencies, the financial



community, clergy and VIPD Community Integration Teams on all islands, plus members of the Chambers of Commerce, Christiansted Retail and Restaurant Association, St. Croix Foundation and the Fredricksted Economic Development Association. As a “living”

document, the VIPD expects and welcomes comments and revisions to indefinitely. Focus groups and the Community Integration Teams were established to:

- Provide a system to read the pulse of the community on a regular and consistent basis.
- Begin the first phase of the VIPD’s Community-Oriented Policing Program.
- Reinforce the mission, vision and funding needs of the VIPD.
- Serve as liaisons between the VIPD and the community at large.
- Spread the Police Commissioner’s message.

A high percentage of comments from the public and the government focused on the general theme of protecting public interest, providing a higher degree of presence. Concerns about the significant financial investment required to meet the law enforcement needs of the Territory was a common theme. Results:

- Better enforcement of existing rules (while not creating new rules) is essential. Enforcing laws and regulations in a consistent manner.
- Police do not seem to be sensitive to the community in relation to public safety, courtesy, communication and public service in general. “We want them to be our protectors,” people said.
- VIPD over reacts to minor violations.
- Encourage and facilitate an environment that stimulates support of the VIPD.

- There is no confidence that police officers will follow-up and move the process to the next step.
- Public trust is low. We want to build trust. Trust can be built by increased presence, more good news communicated through public relations and a formalized communications strategy.
- Lose the “Gestapo” uniforms. Strength is in how you communicate, how you present yourself, your sensitivity to community service, your leadership and social style. Be consistent in the way each officer looks.
- Perception that there are no standards for responding or consistently adhered to rules and procedures.
- Police in our schools at least once per month.
- Police Exchange Program with objectives and measurable performance. Dade County Police spend three to six months here teaching and learning and VIPD do the same in Dade County. Our VIPD return like “Top Guns” and train the rest of the department.
- A weekly or bi-weekly communications vehicle outlining current investigations and progress.
- Encourage the public in getting higher appropriations. Encourage citizens to be part of the funding process.
- You need to eliminate the community’s “nothing-will-come-of-it” attitude about calling the police.
- Get rid of the “bad apples” who create an inaccurate perception of the VIPD.
- Get back to the old days, where children were taught to respect, cherish, honor and depend on the police.

Internal Comments

Launching the Strategic Planning process began a survey to five-hundred members of the VIPD, including both sworn officers and civilians. About fifty-five percent responded. The primary purposes for the survey was to:

- Launch the Strategic Planning process.



- Get people used to their opinions being important and critical to the success of the plan and the process.
- Look at where the organization was from a morale, development and performance perspective.
- Create a launch mechanism that would communicate change and a new type of leadership.
- Gain a big picture of where the morale and leadership of the VIPD was in order to determine direction and strategic outcome.
- Provide an organization wide feedback vehicle demonstrating that the rank-and-file's opinions and comments are welcomed, integral and critical for success to be achieved.
- Launch the concept that collaborative, common ownership and accountability are essential and that the VIPD can create their own future.

Summary of Internal Comments

- The VIPD lacks adequate leadership, especially at the supervisory level.
- Trust is a major issue throughout the organization.
- There is a major gap between what the community wants and the funding available.
- Nepotism, seniority and who you know are primary criteria for promotion.
- "What's the use, it will all change with a new Commissioner."
- Eighty percent of the force stated they are proud to serve and are committed to do what it takes to improve and be part of the solution

CORE FUNCTIONS OF THE VIRGIN ISLANDS POLICE DEPARTMENT

One of the first items of concern was defining the role and core functions of the Virgin Islands Police Department.

Interaction between officers was dynamic and passionate.

The results demonstrate the commitment and dedication the officers possess, as well as an openness to change

and raising the bar for quality and performance. Core functions were determined through input at an initial retreat, followed by a continuous gathering of ideas.



- Resources will be reviewed and targeted to areas of highest risk, based on high quality analysis of information.
- Prevention is better than cure, and the VIPD will work with partners to problem solve, prevent, detect, prosecute and reduce crime and increase safety.
- The VIPD will maintain a focus on achieving results that promote a culture of continuous improvement and attain strategic objectives.
- Police will adopt a holistic approach and encourage community involvement to form enduring partnerships.
- The VIPD will adapt to new situations, reacting in a timely manner to changing crime and social patterns.
- Educate police staff (skills and development) and the public (awareness and common ownership) to keep them informed as the law-enforcement environment changes.

PREMISE OF THE ORGANIZATION...Building the Bridge

The premise of the VIPD is to institute Community-Oriented Policing and build a bridge between the VIPD and the community-at-large that results in common ownership of the VIPD's challenges and solutions.

VIPD Solutions Approach



Organization...A Closer Look

Feedback indicated that the current organizational structure needs to be reviewed in the context of the Strategic Plan and future operations related to increased effectiveness and efficiencies. There is unanimous agreement that prior to “fixing” our outside image and community relations, it is paramount to fix the inside. With that in mind, the VIPD developed initiatives to simultaneously address internal and external image performance.

The organizational structure of the VIPD will be reviewed annually for effectiveness and efficiencies. Continuous improvement will generate many iterations of the organizational structure. Of particular concern is the attention to proper span of control.

Organizational Themes

Within days of launching the Strategic Planning process common central themes began to emerge that lay the foundation of the VIPD's message.

Common Organization Themes

Common Ownership

Community-Centric

Community-Oriented Policing

Homeland Security

National Accreditation

Common Ownership



One of the premises is to further the idea that success of the Virgin Islands Police Department depends on a high degree of community trust and partnership both internally and externally. The public currently does not trust the VIPD

for a variety of valid and invalid reasons. The perception of the citizens is that of the VIPD not having their best interest in mind and that law-enforcement is arbitrary, self-focused and favors friends, associates and family.

*Integral to common ownership is being
more transparent.*

The VIPD is committed to being as transparent as possible, without jeopardizing investigations, and accountability. Integral to common ownership is being more transparent. We believe this is a step towards building relationships and trust. Of course this does not happen overnight. We project this will take two years before transparency becomes the standard from which we operate. However, it is essential to know that the community is already experiencing a difference.

Details about how we will arrive at the ownership objective to manage progress and success is in the Implementation & Project Management section.

Community-Centric Policing

VIPD Customer-Centric Policing includes seven key insights:



- It goes beyond handling customer calls efficiently. It means addressing all customer issues fully and resolving them completely, it is the VIPD adopting an external focus.
- It is ensuring that everyone adopts an external focus.

*It's not just giving the community what they want, it's
giving them what they will want.*

- It involves more than telling the rank-and-file how to treat the community. The rank-and-file must have authority and tools to decide the right way to treat customers.
- Customer-centrism means letting customers interact with the VIPD.
- It's not just giving the community what they want; it is giving them what they *will* want.
- Customer-centrism is not just about winning over the community and getting recommendations on how to do a better job; it is about the community being proactive in influencing the Legislature to increase funding to meet the law-enforcement mandates of the people.

The VIPD's goal is to serve the community in the context of its point of view. Internally, we want to achieve a similar goal. It's not yet clear to us yet how that works in a paramilitary model. However, we are willing to explore all possibilities. The establishment of the VIPD's Citizen Integration Teams is our vehicle for educating and gathering data on how best to serve the Territory.

Integral to our community-centric approach is pre-and post-testing twice per year, to measure our progress. We will be working closely with the University of the Virgin Islands Social Science Department to facilitate and accelerate our goal of being a community-centric organization.

Community Policing: VIPD's New Approach to Public Safety.



The Territory's community policing program from this point on will be identified as, VICOP (Virgin Islands Community Oriented-Policing). The VICOP approach has recognized the need to ensure that community policing is the only way we do our business. As a result, it must be an integral part of the way policing is delivered to the Territory and must be tailored based on local need.

Community Policing is the delivery of policing services, resulting from a community and police partnership that identifies and resolves issues in order to maintain social order.

This new outlook on how the VIPD will do business in the Territory. This philosophy is based on a foundation of two-way communications between the police department and the community it serves. At the heart of the VICOP philosophy is that citizens working with police can solve many neighborhood problems before they lead to crime. The Neighborhood Watch is an important part of this program.

Officers will coordinate VICOP activities in specific areas. Officers are the contact point between citizens in their sector and the Police Department. Special activities and Watch meetings will be scheduled by Watch Commanders coordinated by the Police Information Officer. This officer is responsible for scheduling Watch meetings and special events throughout the city; reporting all **VICOP** activities and meetings to the Office of the Commissioner and Chief of Police. The following is a list of officers and programs that directly support the **VICOP** philosophy. Speakers from any of these groups can, on request, attend neighborhood meetings or speaking engagements in your area.

1. Traffic Safety and Enforcement Officer
2. Canine Officer
3. Uniform Bike Patrol
4. D.A.R.E. Officer
5. School Resource Officer*
6. Homeland Security*
7. Citizen's Police Academy (for adults)*
8. Jr. Police Academy (for Children)*
9. Police-Community Relations Officer
10. Business Liaison Office*

* Assignments to be created at the launch of the Strategic Plan.

VIPD'S Nine Principles of Community-Oriented Policing

The result of gathering and analyzing data is development of the VIPD's Community Policing approach and the Nine Principles of Community-Policing.

1 Philosophy and Organizational Strategy	Community policing is a new approach and strategy to carry out that new approach that allows the police and the community to work closely together in creative ways to solve the problems of crime, illicit drugs, fear of crime, physical and social disorder, neighborhood decay, and the overall quality of life in the Territory. The approach rests on the belief that people deserve input into the policing process in exchange for their participation and support. It also rests on the belief that solutions to today's community problems demand freeing both people and the police to explore creative, new ways to address neighborhood concerns beyond a narrow focus on individual crime incidents.
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2 Commitment to Community Ownership and Empowerment	The VIPCOP strategy first demands that everyone in the Police Department, including both civilian and sworn personnel, investigate ways to translate the philosophy of power-sharing into practice. This demands making a subtle but sophisticated shift so that everyone in the department understands the need to focus on solving community problems in creative ways that can include challenging and enlightening people in the process of policing themselves.
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3

**Decentralized and
Personalized Policing**

To implement true community policing, the VIPD must develop a new breed of line officer who acts as a direct link between the Police Department and the community. As the department's community outreach specialists, community policing officers must be free of the isolation of the patrol car and the demands of the police radio, so that they can maintain daily, direct, face-to-face contact with the people they serve in a clearly defined beat area. Ultimately, all officers should practice the community policing approach.

4

**Immediate and Long-Term
Proactive and Collaborative
Problem Solving**

The community policing officer's broad role demands continuous, sustained contact with law-abiding people in the community so that together they can explore creative solutions to local concerns, with private citizens serving as supporters and volunteers. As law enforcement officers, COPs respond to calls for service and make arrests, but they also develop and monitor broad-based, long-term initiatives that involve all elements of the community in efforts to improve the quality of life. As the community's ombudsman, the COPs officer also act as a link to other public and private agencies that can help in a given situation.

5 Ethics, Legality, Responsibility and Trust	Community policing implies a new contract between the police and the citizens they serve, an that offers hope for overcoming widespread apathy while restraining any impulse of vigilantism. This new relationship, based on mutual trust and respect, also suggests that the police can serve as a catalyst, challenging people to accept their share of responsibility for the overall quality of life in the community. Community policing means that citizens will be asked to handle the most minor concerns themselves. This will free the police to work with people on developing immediate as well as long-term solutions to community concerns in ways that encourage mutual accountability.
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6 Expanding the VIPD Mandate in Response to the community and the VIPD.	Community policing adds a vital, proactive element to the traditional reactive role of the police, resulting in a full-spectrum of policing services. As the only agency of social control open 24 hours a day, seven days a week, the police must be able to respond immediately to crises and crime incidents. Community policing broadens their police role so they can have a greater impact on making changes that will make our communities safer and more attractive places.
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7 Helping Those With Special Needs	Community policing stresses exploring new ways to protect and enhance the lives of those who are most vulnerable-juveniles, the elderly, minorities, the poor, the disabled, the homeless. It assimilates and broadens the scope of previous outreach efforts, such as crime prevention. This issue was among the top four concerns at St. Croix, St. John and St. Thomas walk-arounds. Although the VIPD doesn't have a direct role, we certainly will identify and do our part to facilitate a higher quality of life for people with special needs.
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8 Internal Change	The Strategic Plan is not a “Quick Fix.” Community policing must be a fully integrated approach that involves everyone in the Department, with community policing officers serving as generalists who bridge the gap between the police and the people they serve. The community policing approach plays a crucial role internally by providing information about and awareness of the community and its problems and by enlisting broad-based community support for the department's overall objectives. With community policing our long-term strategy, all officers must practice it. But fully implementing could take as long as five to ten years.
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9 Building for the Future...The Strategic Plan is about the VIPD and the Community Creating Its Own Future	Community policing provides decentralized, personalized police service to the Territory. It recognizes that police cannot impose order on the Territory from the outside and that people must be encouraged to think of the police as a resource that they can use in helping to solve community concerns. This new philosophy strategy provides the flexibility to meet local needs and priorities as they change over time.
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Contemporary policing acknowledges that the community is a stakeholder or has ownership in regard to community safety. This style of policing includes the community and the police identifying and resolving community issues together.

A partnership in community policing involves the police and the community working together to resolve mutual issues which contribute to or maintain social order. Communities and the Citizen's Integration Teams, choose the level at which they wish to participate with their police.

As well, we understand and appreciate that participation levels and community interest will vary from issue to issue. Consequently, the partnership must be adaptable. A challenge will be in monitoring, follow-up and project management.

(How this work and how VICOP will be launched will be described in the Goals and implementation sections.)

Community policing requires police and citizens to join together as partners in the course of both identifying and effectively addressing issues.

VIPD's community policing initiative is also defined as "a policing philosophy that promotes and supports organizational strategies to address the causes and reduce the fear of crime and social disorder through problem-solving tactics and police-community partnerships."

Community policing focuses on crime and social disorder through the delivery of police services that include aspects of traditional law enforcement, as well as prevention, problem-solving, community engagement, and partnerships. VIPD's Community-Oriented Policing model (VICOP) balances reactive responses to calls for service with proactive problem-solving centered on the causes of crime and disorder. Community policing requires police and citizens to join together as partners in the course of identifying and effectively addressing these issues. The primary challenge is developing strategies to inform, communicate and educate the public to participate effectively. The VICOP program is divided into organizational, tactical and external elements.

Core Elements

Organization Elements	Tactical Elements	External Elements
1. Philosophy Adopted Organization-Wide 2. Decentralized Decision-Making and Accountability 3. Fixed Geographic Accountability and General Responsibilities 4. Utilization of Volunteer Resources 5. Incentives	1. Enforcement of Laws 2. Proactive Crime-prevention 3. Problem-solving	1. Public Involvement in Community Partnerships 2. Government and Other Agency Partnerships

The primary purpose of VICOP is to institutionalize community policing and other proactive policing techniques, including coalitions, partnerships, and crime and violence prevention throughout the Territory. The partnership helps police executive officers and policy makers develop, implement and/or enhance police policies and procedures that bridge the gap between police and the public, through training at all levels in the agency and community.

The ultimate objective of VICOP is to improve the quality of life for the Territory's citizens and police officers through enhanced police services and community involvement.

The members of VICOP recognize that community policing is a philosophy and organizational strategy that allows law enforcement and residents to work closely together in new ways to solve the problems of crime, fear of crime, physical and social disorder, and neighborhood decay.

Homeland Security

VIPD's responsibility to Homeland Security, Natural Disaster and Hazardous Device Technology is to support, coordinate, and maintain Territorial homeland security and emergency management activities and establish confidence that the Territory is doing everything to keep the Territory secure and safe.



It is an unfortunate fact of life that natural emergencies and disasters occur. These often unpredictable and tragic events have various effects on our Territory's economy, environment, and personal lives.

“Disasters demand a combined and coordinated approach”

From natural disasters to acts of terror, we are aware of the all too frequent events that affect our lives, our communities, and countries around the world. No single agency has the capacity, skill and resources to address major disasters alone. These events demand a combined and coordinated approach, linking the expertise and resources of the emergency management community and local authorities with a variety of organizations.

The VIPD is developing the Territory's Homeland Security plan, with thorough and informed planning, training, exercises, experience of responding to past disasters. Experience is invaluable in highlighting the need for considered, integrated, and coordinated emergency planning. However, with today's threats it becomes more critical to have a well organized, coordinated plan of action and technology to support it.

VIPD's Homeland Security plan will ensure that the emergency services, local authorities, and other organizations better communicate and coordinate their efforts, improving management at the scene, in the emergency operations center, and during the post-disaster recovery process. Procedures are already in place. The

VIPD is training selected officers in homeland security techniques and hazardous device technology.

We all plan for emergencies every day whether by installing a fire extinguisher, carrying an important phone number or hiding a spare key. On a much larger scale, federal and state governments, local authorities, businesses, and other organizations make plans for unexpected incidents to protect themselves, employees, customers, and the public.

National Accreditation



The VIPD believes that performance, success and service are measured by the acknowledgement, recognition and award of accreditation by the Commission on Accreditation for Law Enforcement Agencies, Inc., (CALEA) and the Association of Public-Safety Communications Officials-International (APCO). Achieving national standards of operation will solidify the validity of the Strategic Plan and recognize the VIPD for its professional excellence.

Achieving national standards of operation will solidify the validity of the Strategic Plan and recognize the VIPD for its professional excellence.

This means that the VIPD addresses 96 basic standards that reflect issues of high liability, legal, critical management practices, life, health, and safety. Compliance with these standards result in a CALEA Recognized Award. Achieving accreditation involves meeting an additional 344 standards. CALEA administers the program.

Standards are listed in the 4th Edition of the Standards of Law Enforcement Agencies manual. Accreditation is granted for three years. Maintaining compliance, submitting an annual report, and reassessment are required to continue. The voluntary accreditation program is divided into two parts: standards and process.

The standards are the building blocks from which everything else evolves. The Process provides the blueprint and mortar to shape the standards into components that are sturdy, useful, and lasting.

There are five phases in the accreditation process:

1. Application
2. Self-assessment
3. On-site Assessment
4. Commission Review
5. Maintaining Compliance and Re-accreditation

VIPD Strategic Goals – Objectives – Tasks

The 2005-2009 Strategic Plan provides a blueprint for how the VIPD will make its vision a reality. The Strategic Goals, Objectives and Tasks will establish the direction the VIPD will take in accomplishing its mission and fulfilling its obligations to the citizens of the Virgin Islands. Redundancy and cross-organizational accountability are built into the Strategic Goals performance system. This is all part of the internal common ownership approach.

The Strategic Goals and objectives represented in this plan focus the efforts of the VIPD toward clearly stated levels of performance. The tasks put specific actions into place to accomplish the Goals and Objectives. Performance measures indicate how well results compare to targets established by the Goals, Objectives, and Strategies. Today the performance metrics are designated by timeline.

One of the primary goals of the VIPD is to support the Office of the Commissioner and the public's mandates. This goal and its accompanying objectives and strategies also communicate the need for program prioritization and building internal technical expertise to further the successful support and accomplishment of the Strategic Plan.

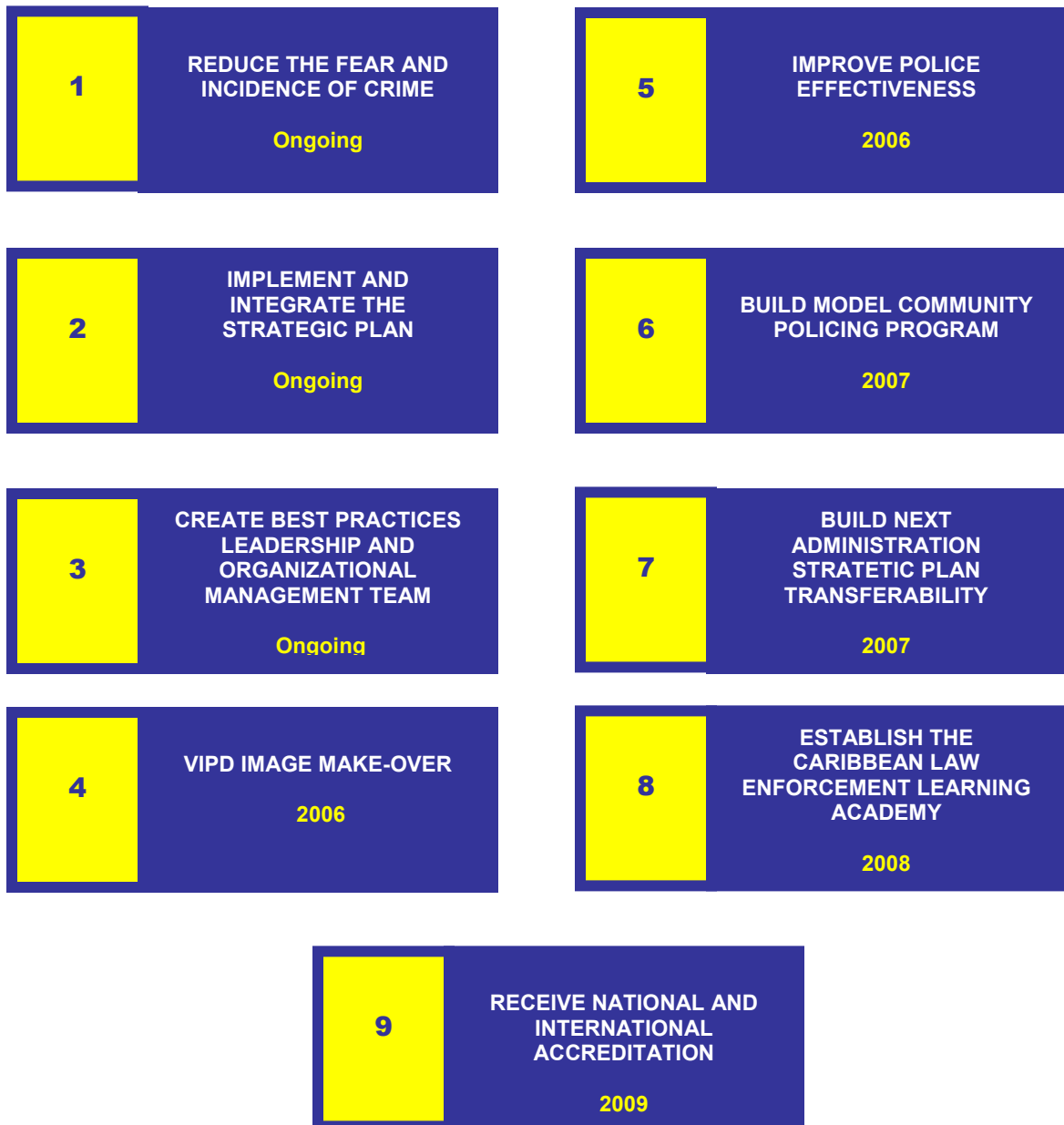
Key to the VIPD's accomplishment of its strategic goals is its ability to meet or exceed the needs of those it serves. Therefore, it is imperative that the VIPD maintain an internal and external community-centric focus as it carries out its mission. The objectives and strategies furthering this goal center on increasing levels of internal and external community satisfaction, promoting program integration and collaborative partnerships, as well as conducting annual planning sessions in key program areas and incorporating internal and external customer requirements into the planning and implementation of programs and processes.

The VIPD will strive to maintain a high level of satisfaction among its external customers. It is also recognized, however, that in a regulatory environment, there may be instances when external customers may not be in agreement with VIPD actions or decisions. Despite this, the VIPD and its staff is committed under all circumstances to providing high quality community service.

These goals, objectives, strategies, and performance measures support one another as the VIPD strives toward delivering a quality product and service.

Objectives will be measured by pre-and post-internal and external performance surveys conducted annually.

The Virgin Islands Police Department's primary Strategic Goals in order of expected completion are:



Strategic Goals	Objectives	Strategies	Timeline
1 Reduce the Fear and Incidence of Crime As prescribed by agreed on performance between VIPD and Community	1.1. Attainment of Performance indicators through a crime reduction strategy.	1.1.0. Develop methods of data gathering, analysis and reporting. 1.1.1. Optimize the new data base system for all aspects of police operations that will facilitate building performance indicators.	2006
	1.2. Focus on accountability, collaboratively developed strategies and actions plans, teamwork, rapid response, effective internal communications and coordination.	1.2.1. Increase presence throughout the Territory 1.1.2. Continue initiative to partner with various segments of the community to problem-solve. 1.1.3. Collaboratively developing and agreeing upon raising the bar of officer and department's performance. 1.1.4. Emphasis placed on performance and accountability. 1.1.5. Problem-solving and management issues addressed based on data analysis, agreed upon action plans and strategies.	2006
	1.2. Reduce youth crime	1.2.1. Establish Children First Program and a VIPD Juvenile Crime Prevention Council. 1.2.2. Evaluate and optimize resources dedicated to juvenile intervention programs. 1.2.3. Expand and strengthen programs aimed at youth crime prevention (SRO, DARE, GREAT, Explorers) 1.2.4. Partner with UVI Social Sciences to develop Parenting Programs as related to teaching values, accountability and citizenship. 1.2.5. Facilitate development and implementation of crime prevention programs in school curriculum. (K12) 1.2.6. Establish School Liaison program.	2006
	1.2. Reduce youth crime	1.2.7. Assure that child abuse data system for gathering statistics integrated	

1 Reduce the Fear and Incidence of Crime		into the weekly stats reports. 1.2.8. Institute early intervention programs that intervene in the lives of young people. 1.2.9. Target police resources for best impact -focus on reoccurring crime and safety problems. 1.2.10. Re-introduce the Explorer Program 1.2.11. Introduce Deputy Auxiliary 1.2.12. Introduce Police Activity League 1.2.13. Introduce a Student Worker Program	2006
	1.3. Research how model cities have reduced crime.	1.3.1. Capture best practices of model departments an integrate practices where realistic and appropriate.	2006
	1.4. Provide an environment that facilitates the creation of effective partnerships.	1.4.1. Promote internal partnerships to enable mutual understanding of issues. 1.4.2. Where appropriate, establish interdivisional committees to address issues of organizational concern.	2006
	1.5. Work more cooperatively with other law enforcement agencies to leverage resources.	1.5.1. Encourage staff to liaise with officers of corresponding agencies around current and shared issues. 1.5.2 Work towards establishing a computerized-wide area network to disseminate and access data posted by different agencies.	
2 Implement and Integrate the Strategic Plan 2	2.1. Launch and implement the VIPD Strategic Plan	2.1.0. Develop dissemination campaign to multiple audiences. 2.1.1. Face-to-face meetings with the various groups including clergy, educators, business, parents and Territory at large. 2.1.2. Recruit additional Citizens Integration Team members for all islands.	2005 - 2006
	2.1. Launch and implement the VIPD Strategic Plan	2.1.3. Establish Strategic Plan task group composed of both internal and external members to project manage plan.	2005 - 2006

Implement and Integrate the Strategic Plan		2.1.4. Implement quarterly reviews and adjust to new ideas and new data. 2.1.5. Engage Legislature to establish a sustainability directive to all new administrations that calls for past and new administration plan review and succession. 2.1.6. Commissioner requests 26th Legislature to provide input. 2.1.7. Publish input and distribute to legislators with personal signature. 2.1.8. Arrange for Governor or Legislator to author legislation that calls for succession of such plans that would not compromise another administration's vision. 2.2.1. Continue to link planners and implementers. 2.2.2. Continue to connect planning to implementation. 2.2.3. Match available resources to targeted demands. 2.2.4. Build validation and evaluation measures into all stages of the planning and implementation process.	
	2.2 Take a holistic approach to implementing the Strategic Plan	2.2.5. Establish qualitative analysis of police activity and accomplishments. 2.2.6. Prioritize resources. 2.2.7. Delegate/assign to Strategic Planning project management team. 2.2.8. Create an annual community-wide evaluation/report card on progress of the Strategic Plan.	
3 Create Best	1. Review current organizational structure in the context of the Strategic Plan, updated needs of the Territory and VIPD and best practices and make recommendations and options.	3.1.1. Review recommendations made by the Strategic Planning group assigned to organizational structure. 3.1.2. A seven member team will review the current and anticipated needs of the VIPD and Territory and develop three options for Senior Staff and Human	2005-2006

Practices Leadership and Organizational Management Team 3 Create Best Practices Leadership and		Resources review and decision. 3.1.3. Review current structure in relation to management, effectiveness and optimizing limited people and funding resources. 3.1.4. Review the recommended structure as per the Strategic Plan. 3.1.5. Establish organizational processes within VIPD that value organizational diversity and promote effective relationships with our external and internal stakeholders. 3.1.6. Review organizational structure in context of the current Rules and Procedures/Blue Book. e.g. St. John as a Zone vs. District. 3.1.7. Reduce the layer of bureaucracy between the Commissioner and next layer and/or senior staff. 3.1.8. Reduce the “Red tape” and inefficiencies by determining if there are any redundancies and unnecessarily complicated procedures. 3.1.9. Civilianize positions where possible.	
	3.2. Build an organizational structure and climate conducive to accomplishing the VIPD mission. 3.2. Build an organizational structure and climate conducive to accomplishing the VIPD mission.	3.2.1. Organize the VIPD in such a manner as to facilitate the Strategic Plan and various new components of the mission to better accommodate and anticipate the future. 3.2.2. The VIPD will develop and adopt a leadership, management and supervisory philosophy that recognize the importance of each member of the VIPD in the overall success of the organization in strict adherence to the VIPD Rules and Procedures. 3.2.3. The organizational structure and leadership, management and supervisory philosophy places responsibility and accountability of every member for accomplishment of the mission in relation to the newly established and collaboratively developed performance criteria in addition to strict adherence to the VIPD Rules and Procedures. 3.2.4. Commit the VIPD to developing the organization to support the Strategic Plan.	2005-2006
	3.3. Implement best management practices.	3.3.1. Recruit and select and groom highly qualified employees to future leadership positions whose personal	2005-2006

Organizational Management Team 3 Create Best Practices Leadership and Organizational Management Team	3.4. Develop and incorporate operational excellence, effectiveness and efficiency.	philosophy is compatible with the mission and core values. 3.3.2. Maintain a highly trained work force competent in most modern techniques of law enforcement, human resources, training and development. Work towards incorporating this in the new Human Resources component of the VIPD. 3.3.3. The VIPD will hold all members of the department to the highest standards of professional and ethical standards and will be committed to achieving excellence in accordance with the prescribed VIPD and community performance objectives. And, strict adherence to the existing VIPD Rules and Procedures. 3.3.4. Deputy Chiefs, Zone Commanders/Supervisors is integrated into patrols/street a minimum of twice per month. Out on the streets with the patrol officers. 3.3.5. Single purpose meetings with commanding/supervisory officers providing insight, direction, purpose and focus. 3.3.6. All departments produce annual business plan/action plan with performance metrics and project management system. 3.3.7. Build command accountability 3.3.8. Build one Territory one police department 3.4.1. Identify mission essential skills. 3.4.2. Upgrade VIPD recruitment plan under the direction of Human Resources. 3.4.3. Conduct annual training needs assessment that gathers data from senior staff, supervisors, rank-and-file and in accordance with law enforcement training and development trends. 3.4.4. Develop leadership succession plan.	2005-2006
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3 Create Best Practices Leadership and Organizational Management Team	3.4. Develop and incorporate operational excellence, effectiveness and efficiency.	3.4.5. Identify special and required certification requirements and ensure personnel are provided with training to achieve certification to assure competency to standards. e.g. Supervision 3.4.6. Develop and implement Incentive Awards Program. 3.4.7. Implement mandatory mentoring program. 3.4.8. Implement competency-based Leadership Development Program. 3.4.9. Place the highest priority on the on those activities which have been identified as best serving and protecting human life and property. 3.4.10. Have in place and operational a collaboratively established reward, recognition and consequence program. 3.4.11. Vigorously enforce the VIPD Rules and Procedures and VI code that support the mission statement. 3.4.12. The VIPD will thoroughly investigate criminal acts on a priority basis and assure successful prosecution. 3.4.13. Engage in pro-active programs which tend to deter, suppress and prevent crime using as its primary component education and community involvement. 3.4.14. The VIPD will respond rapidly and appropriately to community concerns and priorities in terms of its law enforcement needs. 3.4.15. The VIPD will review current clearance rates for all crimes especially primary crimes such as homicides; collaboratively determine appropriate clearance rate. 3.4.16. Enhance the ability for the Commissioner of Police to appoint top management personnel.	2005-2006
	3.5. Develop a financing strategy and develop community support for an expanded and modernized Police department that consistently supplements Legislative appropriations.	3.5.1. Demonstrate courtesy, compassion, concern and interest in our public contacts by making frequent and consistent connections with merchants, businesses, clergy, educators and the public at large. Integrate in all levels of the VIPD accountability a community-centric approach.	2005-2006

3 Create Best Practices Leadership and Organizational Management Team		3.5.2. The VIPD will be as transparent as possible, without compromising investigations, and be open to scrutiny and will keep the public informed as to its activities through the Volunteer program, Citizen's Integration Teams, town meetings, media, newsletter and web site. 3.5.3. Establish representative department-wide committees to recommend change implementation and management.	
	3.6 Establish working environment that encourages teamwork, empowerment, communications and professional development.	3.6.1. Continue training on community policing teamwork, cooperative problem-solving and change. 3.6.2. Establish a Human Resources component of the VIPD to measurably address development, training, performance, morale and recruitment. 3.6.3. Commissioner attends roll calls on a consistent manner quarterly. 3.6.4. Continue to utilize joint sworn/civilian teams in Strategic Planning implementation, establish non-sworn issues committee. 3.6.5. Renew commitment to Department newsletter, website and other Internet communications vehicles. 3.6.6. Department dissemination of pertinent meeting highlights by division commanders through roll calls and/or website.	2005-2006
	3.6. Establish working environment that encourages teamwork, empowerment, communications and professional development.	3.6.7. Review current inconsistencies, adherence to standards, rules and procedures and correct in a timely fashion; publish the results and integrate in Rules and Procedures adherence campaign previously addressed. 3.6.8. Plan and launch a standardization education and procedures for radio communications and dress. 3.6.9. Establish a formal internal communications task group responsible for the newsletter and website content. 3.6.10. Incorporate competency-based Professionalism training. 3.6.11. Incorporate competency-based Customer Service training. 3.6.12. Create effective communications so that all members of the VIPD team understand performance expectations.	2005-2006

3 Create Best Practices Leadership and Organizational Management Team		3.6.13. Establish a system that enhances communications between officers, sections, commands, zones, etc. and reflects the core values of the VIPD. 3.6.14. Begin building a program that ensures our family of VIPD members is treated with respect and compassion and demonstrates our commitment to their wellness. 3.6.15. Offer training that minimizes and/or prevents debilitating effects of stress.	
	3.7. Continue the definition and expansion of the Planning and Research component of the VIPD and educate the organization on their respective role and responsibilities.	3.7.1. Define the role anticipating the future. 3.7.2. Develop a process by which all new initiatives and existing services are communicated to all employees to ensure optimum utilization and best practices communications. 3.7.3. Develop a database to identify the specific skills, abilities and areas of expertise held by individual employees. Communicate successes resulting from the effective use of internal resources. 3.7.4. Provide accurate information to the community concerning reported problems. This can be achieved through the Internet, local media, and community/block watch meetings, and will assist the community in understanding and analyzing problems.	2005-2006
	3.7. Continue the definition and expansion of the Planning and Research component of the VIPD and educate the organization on their respective role and responsibilities.	3.7.5. Improve community access to crime-mapping information through use of the Internet. 3.7.6. Establish a feedback mechanism to ensure that concerns rose at community meetings, Citizens Integration Team meetings and Walk-Arounds are formally addressed with rapid response.	2005-2006
	3.8. Ensure the effective use of internal resources	3.8.1. Design and implement VIPD-wide survey to analyze skills, competencies and career interests of all members of the VIPD. 3.8.2. Gather data and report findings. 3.8.3. Translate data into user-friendly resource system matching need to identified talent. 3.8.4. Develop system of follow-up and implementation.	2005-2006

	3.9. Develop more participatory decision-making methods	3.9.1. Encourage independent decision-making at all levels through the expansion of the senior staff initiative of collaboratively developing annual action plans allowing each supervisor to control their resource allocation based on those agreed upon action plans. 3.9.2. Establish a checks and balance system for supervisors to ensure responsible follow-through. Replicate the senior staff process of weekly progress reporting. 3.9.3. Reinforce accountability both positively and negatively. 3.9.4. Make available department-wide decision-making and problem solving training.	2005-2006
4 VIPD Image Make-Over	4.1. Develop and implement a VIPD wide performance appraisal system or all aspects of operations and administration to be designed by VIPD Human Resources/Personnel.	4.1.1. Ensure police provide quality and timely information to relevant citizen groups and other agencies to undertake appropriate intervention and crime prevention work. 4.1.2. Increase analysis of public survey data to monitor police progress towards outcomes.	2006
4 VIPD Image Make-Over	4.1. Develop and implement a VIPD wide performance appraisal system or all aspects of operations and administration to be designed by VIPD Human Resources/Personnel.	4.1.3. Increase the protection of police presence through high visibility tactics, use of the police identity and publicity of successful police results. 4.1.4. Recruit from VIPD Volunteer Program	2006
	4.2. Create Office of Citizen's Complaints.	4.2.1. Establish guidelines, data gathering and reporting process and procedures. 4.2.2. Develop and implement follow-up program.	2006
	4.3. Continue to develop and fine-tune the Citizen's Integration Team concept.	4.3.1. identify leadership candidates in the Territory who meet the criteria established. e.g. law enforcement experience, community policing	2006
	4.4. Create a separate VIPD Volunteer Division led by retired Police personnel to optimize and leverage effectiveness and performance of the VIPD.	4.4.1. Select Territorial Chair and island co-chairs. 4.4.2. Develop responsibilities and initiatives for the volunteer network. 4.4.3. Design and implement a VIPD	2006

4 VIPD Image Make-Over		Volunteer media campaign and launch. 4.4.4. Include a write-in campaign where volunteers must describe the reasons they want to be part of the VIPD Volunteer organization. 4.4.5. Select and launch program. 4.4.6. New cars, new decals, new uniforms and maintain the standards of image. e.g. Vehicles clean, uniforms pressed, physical appearance.	
	4.5. Improve relationships with the Public. 4.5. Improve relationships with the Public.	4.5.1. Formalize quarterly island business and community walk-arounds. 4.5.2. Fine-tune existing response system and assure comments are addressed in a timely manner by the TC and DC's. 4.5.3. Formalize the "Beat" Cop initiative whereby patrol and cycle officers consistently visit merchants and businesses. 4.5.4. Communicate community policing orientation to officers. 4.5.5. Increase number of contacts of department leadership with citizens through citizen meetings, town meetings, merchant and business meetings, Citizen's Integration Teams, Volunteer Organization, and media exposure. 4.5.6. Produce, with private funding and/or grants, Tips for Business collateral materials and web site information re: Tips in your Home, Tips for the disable, Domestic Abuse and Sexual Assault, Holiday Crime tips, Self 4.5.7 Protection and Personal Safety Tips, Tourist Victimization Prevention, Vacation and Travel Security, Violence Prevention and Miscellaneous Crime Tips and How to submit a crime tip. 4.6.1. Require patrol, supervisor and investigator participation in community meetings. 4.6.2. Establish close contacts with formal and informal community leaders. 4.6.3. Regularly utilize communications means such as newsletters, the media, website, meetings and already existing formal methods of communications. e.g. Clergy	2006 2006 2006

4 VIPD Image Make-Over		4.6.4. Officer's appearance – stress pride in wearing the VIPD uniform and increase presence in the community. Standardization enforced in relation to the Rules and Procedures.	
	4.6. Enhance image of street officers	4.7.1. Establish, and/or integrate into current internal/external communications teams, a customer-service task group responsible for defining, communicating and educating VIPD customer-service for internal, external, dispatch, etc. 4.7.2. Design and implement external and internal customer-service evaluation instrument and implement on a quarterly basis. 4.7.3. Implement a review and adjustment to new data response and follow-up strategy. 4.7.4. Administer the appropriate consequences and/or rewards.	2006
	4.7. Improve internal and external customer service for all segments of the community.	4.7.5. Officers adopt a school, business or neighborhood. 4.7.6. Conduct area customer-service surveys, publish and provide training in relation to findings. 4.7.7. Continue citizen focus groups, Integration Teams and volunteer groups. 4.7.8. Identify the various community presentation venues and optimize with increased Senior Staff participation. 4.7.9. A comprehensive customer-service program including that will involve all line officers and dispatch that will experience a 25% positive performance increase within 60 days.	2006
	4.7. Improve internal and external customer service for all segments of the community	4.7.10. Build solid working and service relationships with the various and diverse populations of the Territory. Assure that no individual is excluded from accessing the services of the VIPD. 4.7.11. Further develop systems that facilitate police officer interaction with members of the community. 4.8.1. Enhance media relations by ensuring that there is a mutual understanding of collective needs and strive to meet those needs.	2006

	when help is needed.	4. 9.2. Select VIPD Aux/Volunteer to lead group and four co-chairs representing each island. 4.9.3. Develop roles and responsibilities. 4.9.4. Plan and launch Police Aux/Volunteer recruitment campaign. 4.9.5. Gain funding for Police Aux/Volunteer program collateral materials. e.g. caps, patches, recognition.	2006
5 Improve Police effectiveness In accordance with collaboratively developed performance between the VIPD/Community analyzed annually	5.1 Refine methods to anticipate community needs and expectations.	5.1.1. Enhance cooperative alliances with internal and external community to improve communication of expectations and needs and increase participation among stakeholders. 5.1.2. Develop methods to systematically survey the community and organization performance. 5.1.3. Foster a spirit of community throughout the Territory. 5.1.4. Maintain an open frank relationship with the community to determine their needs. 5.1.5. Assign VIPD personnel to facilitate community satisfaction.	2006
	5.2. Identify, train and implement best-practices organization premise and internal communication improvements to achieve better performance, effectiveness and efficiency.	5.2.1. Continue to explore internal and external sources of best practices, and be able implement them efficiently. 5.2.2. Encourage sharing of ideas and lessons learned through a mandatory mentoring program. 5.2.3. Implement policing improvements and enforce Rules and Procedures 5.2.4. Improve ability of supervisors, Deputy Chiefs and Commanders to provide decisive, prompt action in responding.	2006

5 Improve Police effectiveness		5.2.5. Focus on core functions of policing. 5.2.6. Focus priority service deliver in relation to statistical analysis. 5.2.7. Target crime and safety issues in alignment with zone-wide objectives based on intelligence. 5.2.9. Prepare VIPD for process and review performance criteria; gain buy-in from ran- and-file.	
	5.3. Establish a Territory-wide proactive and effective volunteer group. 5.3. Establish a Territory-wide proactive and effective volunteer group	5.3.1. Identify four top volunteers in accordance with developed criteria. e.g. managerial law enforcement experience. 5.3.2. Assign/select one lead and three island representatives. 5.3.3. Selected volunteer leaders go through review process with the Police Commissioner. 5.3.4. Lead volunteer team manages recruitment program. 5.3.5. Internal VIPD volunteer team collaboratively develops direction and FY objectives. 5.3.6. Launch VIPD Volunteer program with comprehensive, Territory wide communications campaign. 5.3.7. Develop succession program.	2006 2006
	5.4. Develop and implement VIPD performance appraisal system designed and administered by VIPD Human Resources Personnel for all aspects of VIPD operations.	5.4.1. Establish an internal performance evaluation task group representing all aspects and levels of the VIPD to make recommendations and present options. 5.4.2. Measure current clearance rates and collaboratively determine percent projected increase in rates for FY 2006. 5.4.3. Ensure community satisfaction by achieving two percent increase over the first community-wide survey results. 5.4.4. Ensure community satisfaction by achieving two percent increase over the first victim feedback performance. 5.4.5. Achieve a two percent reduction in the response time to Part 1 calls from time of dispatch to arrival of the first officer. 5.4.6. Complete assessment for accreditation by the Commission on	2006

5 Improve Police effectiveness	5.4. Develop and implement VIPD performance appraisal system designed and administered by VIPD Human Resources Personnel for all aspects of VIPD operations.	Accreditation for Law Enforcement (CALEA) 5.4.7. Reduce the rate of sustained citizen allegations of police misconduct per 480 sworn officers by two percent. 5.4.8. Improve service levels, clearance rates for strategic crimes, and public trust . 5.4. 9. Develop service standards that reflect crime priorities as well as Territory and individual island priorities. 5.4.10. Improve police information and knowledge management through technology investments. 5.4.11. Increase private sector funding. 5.4.12. Utilize state-of-the-art systems to optimize crime reporting and analysis towards effective resource allocation. 5.4.13. Create effective and capable police research and planning. 5.4.14. Reduce inefficiencies by Institutionalizing formal project management techniques 5.4.15. Reduce overtime expenditure by agreed performance. 5.4.16. Place emphasis on performance and accountability. 5.4.17. Integrate strategic plan into daily operations.	2006
	5.5. Ensure all personnel practice (including recruitment, selection, performance, assignment, training, supervision, and career development) support the VIPD's mission and enable employees to	5.5.1. Restructure VIPD personnel to come under the leadership and strategic direction of a Human Resources Department. 5.5.2. Recruit Director of Human Resources who meets the explicit criteria in accordance with International Association for Human Resources Managers. (IHARM) 5.5.3. Enhance staff development efforts and continue efforts to retain the best VIPD officers. 5.5.4. Recruit and retain the most qualified, skilled and effective police. . 5.5.5. Expand efforts to provide the highest quality training, support, and development opportunities for staff. 5.5.6. Review, enhance and/or develop job descriptions for every assignment to assure employees understand the full	2006

5 Improve Police effectiveness	5.5. Ensure all personnel practice (including recruitment, selection, performance, assignment, training, supervision, and career development) support the VIPD's mission and enable employees to develop their full potential.	parameters of their responsibilities. 5.5.7. Develop content in relation to needs, trends and best practices. based on collaboration with section, bureau and VIPD senior management. 5.5.8. Develop comprehensive annual performance appraisal system and review and update current monthly appraisal as necessary. 5.5.9. Focus resources on supervision priorities. 5.5.10. Develop organization that is professional and equipped with state-of-the-art tools and systems, resulting in maintaining authorized sworn staff at one hundred percent. 5.5.11. Ensure competitive compensation and benefits for the VIPD members. 5.5.12. Maintain a comprehensive education and training program in accordance with a strategic perspective that is career and development oriented	2006
	5.6. Develop a systematic VIPD/Community training and development needs assessment and implementation program.	5.6.1 Institute cross-business unity training throughout the VIPD. 5.6.2. Develop an understudy training program to transfer knowledge, experience and special skills. 5.6.3. Develop and implement a mandatory mentoring program. 5.6.4. Develop and implement retention program to reverse the level of "burn out." 5.6.5. Establish "Top Gun" Supervisor Team responsible for modeling best practices. 5.6.6. Establish a training and development task group to identify professional, training and development needs through surveys and face-to-face interviews with supervisors, commanders, senior staff and the Office of the Commissioner. The group will stay abreast of trends and best practices. 5.6.7. Create content outline to include competency based curriculum that serves life-long career learning. Develop a comprehensive continuous education program for all levels of law enforcement in the VIPD and the	

5 Improve Police effectiveness	5.6. Develop a systematic VIPD/Community training and development needs assessment and implementation program.	Caribbean Law Enforcement Learning Center. 5.6.8. Communicate performance criteria to existing supervisory group in a way that it is understood, accepted and utilized. 5.6.9. Develop supervisor-succession strategy. 5.6.10. Initiate a continuing education, competency-based program for all supervisory positions. 5.6.11. Design and implement a monthly performance evaluation form and utilization program. 5.6.12. With existing supervisors, develop consequences for poor and high performance. 5.6.13. Develop and implement training program to launch the new performance evaluation system. 5.6.14. Add internal Rules and Procedures monitoring and enforcement accountability to performance and evaluation task group. 5.6.15. Provide a 30-day notice and education period, followed by strict enforcement. 5.6.16. Conduct briefing for Territorial Chief and Deputy Chiefs on task and expected performance. 5.6.17. Implement Deputy Chief and Commanders performance appraisal system reviewing adherence on a bi-weekly followed by monthly as consistency is experienced. 5.6.18. Produce improved VIPD-specific video simulations as a cost-effective method of incorporating the technology necessary to facilitate learning and retention.	2006
	5.7. Maintain best-practices ethics, values and integrity.	5.7.1. Identify and schedule best-practices, experienced facilitator to train VIPD supervisors in ethics, values and integrity. 5.7.2. Develop a follow-up program that incorporates key concepts into the foundation of the VIPD's Rules and Procedures. 5.7.3. Develop and implement a measurement strategy, followed by	2005-2006

5 Improve Police effectiveness	5.7. Maintain best-practices ethics, values and integrity.	periodic and consistent reporting. Follow-up includes adjustment program for new data. 5.7.4. Develop and maintain peer-support team. 5.7.5. Promote department traditions and celebrations. 5.7.6. Design and implement stress management program.	2005-2006
	5.8. All VIPD sworn officers will learn strategies for effectively dealing with identified special-needs populations (mentally ill, homeless, low income and youth for example).	5.8.1. Incorporate coping with family emergencies and employee health emergencies program. 5.8.2. Develop, launch and maintain physical health and fitness criteria and program for all sworn officers. 5.8.3. Identify special needs populations. 5.8.4. Develop programs and sensitivity to each populations special needs. 5.8.5. Develop and implement special population annual performance review. 5.8.6. Add special population representatives to the Citizen's Integration Team program.	2005-2006
	5.9. All employees feel they make a valued contribution to the Mission of the VIPD and to the quality of life in the Territory.	5.9.1. Transition from personnel approach to Human Resources approach. 5.9.2. Transition to becoming a learning organization in which the VIPD community individually and collectively continually increases its capacity to produce results. 5.9.3. Develop tracking process of training and career development for all sworn and civilian personnel, including would incorporating a Learning Management System and a Learning Content Management System for the VIPD and the Caribbean Law Enforcement Learning Center. 5.9.4. Create a civilian staff training program. 5.9.5. Incorporate a continuous improvement program in relation to "back to basics" competencies, such as writing, reporting, supervision, interpersonal communication, team building and customer service. 5.9.6. Train/develop and initiate effective management of mistaken involvement	2005-2006

5 Improve Police effectiveness	5.9. All employees feel they make a valued contribution to the Mission of the VIPD and to the quality of life in the Territory.	(ability to admit mistake/people skills) 5.9.7. Develop and maintain cultural awareness program and competency in relation to influx of new cultures within the Territory. (Spanish, Arabic)	
	5.10. Establish a recruitment-specific task group composed of both VIPD and community.	5.10.1. Design, develop and implement an external recruitment campaign. 5.10.2. Develop performance appraisal and project management system. 5.10.3. Select project manager. 5.11.1. Evaluate current recruiting program and significantly revise to ensure department is reaching all groups for qualified candidates. 5.11.2. Enlist the community to assist in reaching diverse populations. 5.11.3. Establish VIPD/External recruitment task group to design and implement recruitment program, explorers and including a mainland marketing campaign. 5.11.4. Enroll Unions to participate in task group. 5.11.5. Incorporate creative, non-Territory, traditional recruiting techniques and strategies. Police agency recruitment in Atlanta, Miami-Dade, D.C. for example. (Identify obstacles and implement strategies to overcome implementing recruiting program. Involve adversaries in strategy development. 5.11.6. Identify and select at least ten university law enforcement/criminology programs to target in a recruiting campaign. 5.11.7. Develop and launch a middle- and secondary-school law-enforcement specific program. 5.11.8. Research best-practices law enforcement recruitment program and integrate where appropriate. 5.11.9. Establish recruitment task group to develop a strategic and short-term recruitment campaign and manage project implementation and program maintenance. 5.11.10. Develop strategic partnerships that add to the incentive program; e.g. with the University of the Virgin Islands.	2005-2006 2006 2006

5 Improve Police effectiveness	2006 5.10. Establish a recruitment-specific task group composed of both VIPD and community. 5.11.11. Develop a comprehensive recruitment program that includes promotional materials, a website, DVD and ad campaigns targeted at selected mainland post-secondary institutions. 5.11.12. Develop communications campaign regarding targeting appropriations. 5.11.13. Provide value proposition and need for new standards in recruitment and hiring. 5.11.14. Develop pre-testing education program allowing candidates to be completely aware of qualifications criteria, e.g. psychological, polygraph, and background investigation. (Reduces drop-out rate) 5.11.5. Build recruitment specific website. 5.11.6. Produce compelling television commercial involving police and families. 5.11.7. Communicate the emphasis on fitness throughout the testing process as a message to VIPD candidates of its importance in relation to performance and image. 5.11.8. Highlight the minimum requirements as one method to increase results and yield more candidates. 5.11.9. Gain status on past incentive programs and attempt to correct and/or reinstate if possible. 5.11.10. Design and implement strategic recruitment program for youth ages 9-15. 5.11.11. Promote the profession to various cultural groups within the Territory. 5.11.12. Continue to ensure that the cultural diversity of the VIPD reflects the make-up of the Territory. 5.11.13. Encourage qualified people with disabilities to apply for positions appropriate to the physical requirements of the job. 5.11.14. Continue to participate in career days and job fairs throughout the Territory and selected mainland venues. 5.10. Establish a recruitment-specific task group composed of both VIPD and community. 5.11.15. Reduce number of routine calls handled by patrol officers.
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5 Improve Police effectiveness	5.11. Improve management and execution of calls for service.	5.11.1. Increase reports taken by telephone. 5.11.2. Publicize non-emergency numbers. 5.11.3. Determine feasibility of taking reports through kiosks, internet, mail-in, and other citizen self-reporting methods. 5.11.4. Reduce swarming To calls By officers. 5.11.5. Increase use of crime analysis data and technology. 5.11.6. Evaluate need for establishing community indicators.	2006 2006
	5.12. Provide leadership to stay abreast of development of legal issues.	5.12.1. VIPD attorney implements quarterly law review for all sworn officers and interested parties. 5.12.2. CIT develops and implements education program on responsibilities of the VIPD for the public at-large on the responsibilities of the VIPD. 5.12.3. Incorporate VI Code and law enforcement's legal ramifications into training program.	2006
	5.13. Maintain the highest level of service, integrity and professionalism. 5.14. Timely and responsive delivery of information in a caring, solution-focused manner.	5.13.1. Conduct bureau, section, station, command, zone performance meetings and with measurable outcomes and follow-up strategies. 5.13.2. Work toward accreditation. 5.13.3. Complete of existing VIPD Rules and Procedures. 5.13.3. Develop a training follow-up that includes performance evaluations. 5.14.1. Improve employee accessibility to information and resources for providing services. e.g. Island-wide interoperability, automated vehicle locator. 5.14.2. Institute training through cross-	2006

5 Improve Police effectiveness	5.15. Prepare VIPD for civil disturbances and to work with citizens during community emergencies.	island and jurisdictional collaboration. 5.15.1. Train VIPD Auxiliary in crisis management to assist police during emergencies. 5.15.2. Establish human resources/personnel management advisory task group to facilitate community education programs and train Auxiliary Police.	2006 2006
	5.16. Measurably improve VIPD performance, resulting in higher performance and morale.	5.16.1. Review personnel's current responsibilities, revise and expand in accordance with the strategic plan 5.16.2. Create a Human Resources Department. 5.16.3. Develop a more effective records management and personnel tracking system. Partner with MIS and training to utilize the information management system. 5.16.4. Review current job descriptions and incorporate a performance appraisal system. 5.16.5. Implement a VIPD/UVI partnership in graduate and undergraduate programs. 5.16.6. Design, conduct, analyze a preference skills survey and follow-up program. 5.16.7. Work closely with Unions to implement follow-up program. 5.16.8. Develop a quality response program to ensure that interactions between department personnel and the public meet minimum standards of courtesy and customer satisfaction. 5.16.9. Investigate administrative and technical tasks now being performed by sworn officers to ascertain whether civilians can perform these tasks.	2006
	5.17. Significantly increase presence throughout the Territory	5.17.1. Develop parameters for Home Fleet assignment. 5.17.2. Collaboratively develop performance criteria for keeping vehicle. 5.17.3. Implement program. 5.17.4. Develop and implement Home Fleet community-wide communications campaign.	2006

5 Improve Police effectiveness	5.18. Design, implement, organize, coordinate and project manage community-wide involvement program in as many Community Policing aspects of the VIPD as determined appropriate and effective. Provide an environment that supports effective problem-solving and policing partnerships with the community.	5.18.1. Ensure effective use of internal resources. 5.18.2. Analyze community and Territory – wide problems, make recommendations, prioritize and collaboratively develop action plan. 5.18.3. Create a method that helps the community better provide pertinent information that facilitates police resolving problems more effectively. 5.18.4. Make effective use of community resources through the development and implementation of a community-wide education program. 5.18.5. Develop one day mandatory problem-solving training program for both citizens and VIPD.	2006
	5.19. Develop, implement and program manage employee commitment program. 5.19. Develop, implement and program manage employee commitment program.	5.19.1. Analyze reasons for turnover (exit interviews) 5.19.2. Continue team-based problem solving and training. 5.19.3. Provide a family lecture program collaboratively with UVI. 5.19.4. Establish motivational goals for VIPD sworn officers. 5.19.5. Develop career incentive programs. 5.19.6. Establish a state-of-the-art learning resource center (smart classrooms on each island) 5.19.7. Develop criteria for career enhancement (for those who want to pursue education beyond VIPD) 5.19.8. Establish a formal “Esprit de Corp” program. 5.19.9. Add sensitivity training to the customer service program. e.g. Spanish and Arab cultures. 5.19.10. Produce stipends in a timelier manner. 5.19.11. Establish a formalized three year rotation program. 5.19.12. Gain accreditation and/or transferable hours to the UVI undergraduate and graduate programs. 5.19.13. Through a new Human	2006 2006

		Resources Division, design and implement best practices hiring policies. 5.19.14. Add a fitness center to police facilities. 5.19.15. Incorporate an effective EAP program through the HR component of the VIPD. 5.19.16. Institute a performance tracking system for Supervisors and post results. 5.19.17. Senior staff and supervisory personnel initiate succession program by delegating potential leaders more complex assignments and responsibilities.	
	5.20. Formalize and continue to develop the shared ownership and accountability of all aspects of the Strategic Plan.	5.20.1 Ensure that projects are communicated throughout the Department and that appropriate interdivisional resources are identified and involved. 5.20.2. Review and enhance the process by which problems are solved. Begin team problem solving when appropriate. 5.20.3. Train mid-management team building skills and delegation skills. 5.20.4. Establish category specific teams to monitor progress success of strategic plan. 5.20.5. Identify cross-business unit problem-solving teams.	2006
	5.21. Gain commitment to employee wellness, well-being and personal performance. 5.21. Gain commitment to employee wellness, well-being and personal performance.	5.21.1. Train supervisors to recognize critical incidents and signs and symptoms of employees who are experiencing difficulties. 5.21.1. Develop a process by which information can be used to assist in the identification of employees who may require assistance. 5.21.2. Train supervisors at first-level intervention techniques. 5.21.3. Continue an evaluation program that insures that uniforms and equipment enhance officer safety and wellness. 5.21.4. Establish category specific programs to facilitate well-being from both a personal and professional perspective. e.g. First Bank Financial Management Program, American Express Customer Service Train the	2006 2006

	5.22. Develop an environment that rewards high performance and integrates effective consequences for poor performance.	Trainer 5.21.5. Contract psychologist to assist in the well-being of officers. 5.22.1. Ensure effective time management and competency follow-up program. 5.22.2. Conduct training focused on improving time management skills. 5.22.3. Work towards creating electronic/automated report templates for most common incidents. 5.22.4. Develop a formal and consistent recognition and acknowledgement program for high performance and post on website.	2006
	5.23. Improve methods of gathering and reporting data in a timely and efficient manner. 5.24. Continue to institute team building training and implementation efforts.	5.23.1. Identify required information in collaboration with MIS and create or modify software to better enable data capture (e.g. time of call, length of call, staff usage or demand for service) 5.23.2. Ensure that when evaluation or performance criteria are developed for new initiatives, methods to record the required information are also developed. 5.23.3. Twice per year evaluate the effectiveness of gathering and sharing street-level intelligence. 5.23.4. Evaluate the effectiveness of call-taking procedures and adjust to new data and indicated. 5.23.5. Standardize call capturing methods across all islands. 5.24.1. Provide training days for civilian and sworn staff and; where appropriate, include civilian staff and citizens in training traditionally held for sworn personnel. 5.24.2. Encourage police/civilian interaction. 5.25.3. Support ongoing initiatives identified by work units and supervisors that enhance team building. 5.24.4. Assure the younger generation of the VIPD is instilled with the philosophy of teamwork and gains the skills necessary to build teams and be an effective team member. 5.24.5. Explore and launch cross-business unit problem-solving teams.	2006 2006

	5.25. Integrate and optimize the use of information technology for gathering and reporting information internally and externally.	5.25.1. Continue activities in support of an integrated, island wide information management system. 5.25.2. Begin to incorporate the information management system into training and the development of smart classes for the Caribbean Center for Law Enforcement Training. (LMS, LCMS) 5.25.3. Optimize the new Intranet system as a means of collecting and communicating knowledge and information externally and internally. E.g. Community surveys 5.25.4. Work towards the digitization of all forms and reports. 5.25.5. Keep the VIPD website current, relevant and meaningful. 5.25.6. Establish website Editorial Board composed of both community and VIPD members.	2006
	5.26. Enforce the existing VIPD Rules and Regulations. 5.26. Enforce the existing VIPD Rules and Regulations.	5.26.1. Establish and internal, inter-disciplinary task group responsible for the communication, education and performance review of the existing Rules and Procedures. 5.26.2. Communicate VIPD-wide the knowledge/awareness by senior staff and rank and file that the VIPD has become lax in enforcing the VIPD Rules and Procedures and develop timeline for and performance for correction. 5.26.3. Task the Territorial Chief and the three District Chiefs, with a collaboratively designed, measurable performance evaluation, to initiate the education and 100% utilization of the Rules and Procedures within six months. 5.26.4. Prepare and/or review established consequences and respective disciplinary actions and publish VIPD-wide. 5.26.5. Provide a clear list of consequences to non-compliance after the 30 day grace period.	2006 2006
6	6.1. Analyze community problems	6.1.1. Increase analysis of public survey data to monitor police progress	

Build Model Community-Oriented Policing Program 6 Build Model Community-Oriented Policing Program		towards outcomes. 6.1.2. Publicize data and gain response and recommendations. 6.1.3. Incorporate findings as appropriate and realistic. 6.1.4. Optimize all internal and external media outlets to communicate information.	Ongoing
	6.2. Establish a state-of-the-art volunteer program.	6.2.1. Identify three volunteer leaders who meet specific leadership and organizational criteria to lead VIPD Aux/Volunteer/CIT Programs. 6.2.2. Seek the input and talents of all members of the community in the effort increase neighborhood safety program. 6.2.3. Invite the leader of the top Police Aux/Volunteer Program in the U.S. to provide an in-service education program prior to launch campaign. 6.2.4. Recruit VIPD personnel to help staff the Volunteer program. 6.2.5. Copy best practices Police Aux/Volunteer Rules and Procedures and adapt to VIPD. 6.2.6. Design, implement and project manage Police Aux/Vol. recruitment campaign.	2005-2006
	6.3. Develop community engagement model.	6.3.1. Acknowledge publicly the value of bringing the public into the policing process. 6.3.2. Institute a collaborative problem solving initiative that identifies the specific concerns that community members feel are most threatening to their safety and well-being. These areas of concern then become priorities for joint police-community interventions. 6.3.3. Ensure that community policing is a central part of the initial training and throughout a VIPD member's career. 6.3.4. Provide formal leadership training to ensure understanding of community policing. This must include certification.	2006
	6.4. Develop strong, self sufficient community involvement complimenting the resources of the VIPD.	6.4.1. Integrate change management into the Community Policing initiative. Develop a clear recognition that forging community policing partnerships and implementing problem-solving activities necessitates changes in the organizational structure of policing.	2006

6 Create a Best Practices Community Policing Program		6.4.2. Develop the Citizen's Integration Team concept so that they become more self-sufficient in respect to leadership, effecting meetings and contributions to furthering the mission and vision of the VIPD. 6.4.3. Recognize and acknowledge the need for change, communicate a clear vision that change is possible, identify the concrete steps needed for positive change to occur, develop an understanding of the benefits of change, as well as the creation of an organization and Territory-wide commitment to change. 6.4.4. Continue to review and revise written department communication and newsletters to promote the VIPD's community policing philosophy. Add follow-up to crime data reporting. 6.4.5. Explore and develop Reserve Police Officer Program (Volunteer Officers), Crisis Response Team, Intern Opportunities.	
6 Create a Best Practices Community Policing Program	6.5. Thinking outside the box, engage other government agencies to address neighborhood concerns.	6.5.1. With limited resources being experienced throughout the Territory thinking outside the box may produce a more effective utilization of resources and partnerships. 6.5.2. Begin with one half day meeting with measurable outcomes resulting in determining if there is an innovative opportunity to increase crime prevention through the leveraging of multiple resources.	2006
	6.6. Develop community policing, outcome-based program evaluation system.	6.6.1. Develop community policing performance appraisal system. 6.6.2. Collaboratively agree upon performance internally and externally. 6.6.3. Administer evaluation on a bi-annual basis. 6.6.4. Review data, analyze, report and adjust to new data. 6.6.6. Publicize data on website and media outlets.	2006

7 Build Next Administration Strategic Plan Transferability	7.0. Launch and implement the VIPD Strategic Plan	7.0.1. Develop dissemination campaign to multiple audiences. 7.0.2. Face-to-face meetings with the various factions including clergy, educators, business, parents and Territory at large. 7.0.3. Recruit additional Citizens Integration Team members for all islands.	2005 -2007
7 Build Next Administration Strategic Plan Transferability	7.0. Launch and implement the VIPD Strategic Plan	7.0.3. Establish Strategic Plan task group composed of both internal and external members to project manage plan. 7.0.4. Implement quarterly reviews; design adjust to new ideas and new data system. 7.0.5. Engage Legislature to establish a sustainability directive to all new administrations calling for past and new administration's review and succession program.	2005-2006
	7.1. Take a holistic approach to implementing the Strategic Plan	7.1.1. Arrange for Governor or Legislator to author legislation that calls for succession of such plans that would not compromise another administration's vision. 7.1.2. Continue to link planners and implementers. 7.1.3. Continue to connect planning to implementation. 7.1.4. Match available resources to targeted demands. 7.1.5. Build validation and evaluation measures into all stages of the planning and implementation process.	2007 - 2009

		7.1.6. Establish qualitative analysis of police activity and accomplishments. 7.1.7. Prioritize resources. 7.1.8. Delegate/assign strategic planning project management team. 7.1.9. Create an annual community-wide evaluation/report card on progress of the Strategic Plan.	
8 Establish the Caribbean Law Enforcement Learning Center	8.0. Establish Center development task group composed of identified representatives from stakeholder and targeted market.	8.0.1. Define the mission and vision of CLELC. 8.0.2. Determine primary content, duration and areas of training and development. e.g. six month leadership programs, three month certification programs. 8.0.3. Determine degree and certification programs to be offered.	2007
8 Establish the Caribbean Law Enforcement Learning Center	8.0. Establish Center development task group composed of identified representatives from stakeholder and targeted market.	8.0.4. Identify strategic partnerships and alliances with law enforcement, training companies, colleges, universities and vocational-technical programs. 8.0.5. Identify delivery systems. e.g. smart classrooms, distance learning, eLearning capabilities. 8.0.6. Identify teaching resources throughout the U.S. and Caribbean. 8.0.7. Determine type, level and quality of learning management system (LMS) and learning content management system (LCMS) 8.0.8. Establish Caribbean development team to develop business plan, action plan and project manage initiative. 8.0.9. Develop and execute stakeholder education leadership recruitment program. 8.0.10. Outline phased approach to establishment of CLELA. 8.0.11. Determine phased approach to projected enrollment, revenue and expense. 8.0.12. Acquire land and construction funding. 8.0.13. Develop marketing and communications campaign and strategy.	2007

9 Awarded International and National Accreditation 9 Awarded International and National Accreditation	9.0. Complete assessment for accreditation by the Commission on Accreditation for Law Enforcement (CALEA).	9.0.1. Assign accreditation team to project manage composed of representative members of the VIPD from all levels both sworn and civilian.	2006–2009
	9.1. Prepare the organization for accreditation.	9.1.1. Schedule meetings with CALEA evaluators and launch process including periodic reviews and progress evaluations.	2006-2009
	9.1. Prepare the organization for accreditation.	9.1.2. Launch CALEA VIPD training re: the criteria and procedures necessary to attain accreditation.	2006-2009
		9.1.3. Establish accreditation task group who will be responsible for training and project management and performance.	
		9.1.4. Gain all the collateral and education materials from CALEA.	
		9.1.5. Establish an accreditation team who will be responsible for communications, performance and project management.	
		9.1.6. Plan the educational process and develop commensurate action plan with action, accountabilities and timelines.	
		9.1.7. Assign project manager.	
		9.1.8. Launch action plan.	
	9.2. Initiate application	9.2.1. Submit a completed Application Form, Legal Basis and Eligibility Statement, and its recognition fee, which is based on the agency's size.	2006-2009
	9.3. Initiate self-assessment	9.3.1. Begin assessing to standards in relation to addressing nine major law enforcement subjects ranging from personnel structure to operations and auxiliary and technical services.	2006-2009
		9.3.2. CALEA manager begins assessment process.	
		9.3.3. Thorough examination by the agency to determine whether the VIPD	

9 Awarded International and National Accreditation		complies with all applicable standards. 9.4.1. Prepare “proofs of compliance” for applicable standards. 9.4.2. Participate in three hearings per year, prepare and deliver testimony from staff, personnel and others as appropriate.	
	9.4. Prepare and invite CALEA team for on-site assessment 9.5. Commission review and decision	9.4.1. Prepare and invite on-site review team. 9.4.2. Facilitate collecting of data, writing reports, reviewing of all standards, receive testimony from a variety of stakeholders. 9.5.1. Wait 9.5.2. Receive decision and award	2006-2009 2006-2009
	9.6. Develop strategic public relations campaign and leverage certification in all aspects of the VIPD operation and reach. e.g. Caribbean Law Enforcement Learning Center	9.6.1. In partnership with the Citizen's Integration Team design, develop, organize, coordinate, produce and launch promotional campaign.	2006-2009

- All strategies and tasks will have their own action plans and timelines as developed by project managers and their respective work teams.

PROJECT MANAGEMENT AND PERFORMANCE TABLE

Strategic Goal	Accountability	Projected Performance	% of Goal Completed
Improve Police Effectiveness	Territorial Chief, MIS Director	2005 15% 2006 35% 2007 45% 2008 60% 2009 100%	5%
Build Next Administration Strategic Plan Transferability	Police Commissioner, Citizens Integration Teams, Volunteer Network, Legislature, Office of the Governor	2005 25% 2006 45% 2007 100%	3%
Implement and Integrate the 2005-2009 Strategic Plan	Police Commissioner, Territorial Chief, Senior Staff, Supervisors	2005 10% 2006 35% 2007 55% 2008 TBT	10%
VIPD Image Make-Over	PIO, Deputy Chiefs, Supervisors	2005 12% 2006 25% 2007 45% 2008 65% 2009 100%	4%
Create Best Practices Leadership Organization	Deputy Commissioner, Director of Fiscal and Property, HR Director	2005 10% 2006 14% 2007 22% 2008 42% 2009 TBD	2%
Develop a Best Practices Community Policing Program	Police Commissioner, Territorial Chief, Deputy Chiefs, Supervisors	2005 10% 2006 22% 2007 45% 2008 65% 2009 100%	1%
Establish the Caribbean Law Enforcement Learning Center (CLELC)	Sgt. Richard Waugh, Special Projects	2005 15% 2006 40% 2007 55% 2008 75% 2009 100%	NA
Accreditation	Sgt. Ferdinand Reyes, Research and Planning	2005 0% 2006 15% 2007 45% 2008 75% 2009 100%	0%