



UNITED STATES
VIRGIN ISLANDS
POLICE DEPARTMENT



Strategic Plan 2021-2024

3 -YEAR VISION

Commissioner Trevor A. Velinor

MAY 2021

One **VIPD.** *Stronger Together*

Virgin Islands Police Department



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Message from the Commissioner



Trevor A. Velinor

As the 23rd Police Commissioner for the United States Virgin Islands Police Department, it is my honor to present our strategic plan for 2021 – 2024. The plan meshes the Virgin Islands Police Department’s commitment to address community concerns, while assessing and developing opportunities to enhance the professional skills of our employees.

Over the past year, we have demonstrated adaptability and the spirit of perseverance, while maintaining our commitment as public safety servants. Input from our employees and members of the community was sought to craft a holistic approach to public safety for the next three years. Successes, perspectives, concerns, and issues are all relevant in developing goals and initiatives. The plan is designed to address crime and safety, fair and equitable policing, enrich relationships within the territory, and enhance our workforce through innovation, leading public safety best practices, and community-oriented policing.

The support VIPD has received from the residents, business owners, community groups, local government agency heads, local and federal law enforcement agencies, and legislators has been wonderful. It is the cooperative support that has led to more initiatives to serve the community. To address and reduce the violent crimes, it will require more collaboration of all stakeholders within our islands. As we begin the implementation phase of our plan, we anticipate more partnerships.

This strategic plan will serve as a guide to assess areas of development periodically. It also offers best practices and actions to ensure the people within these beautiful islands have a safe place to dwell and visit. Although separated by water, we are ONE United States Virgin Islands and must be intentional in our efforts to strengthen relationships and curtail the opportunities for crime.

It is my belief that service is truly the rent we pay to live in and enjoy the Paradise of these United States Virgin Islands. VIPD will pursue the optimization of performance and service to our community through increased professionalism, accountability, and effective communication. The objectives outlined within this plan will assist in progression to protect the people and property of the territory.

In service,

Commissioner Trevor A. Velinor



Organizational Overview

The United States Virgin Islands Police Department serves as the territory’s primary law enforcement agency. It consists of two districts: St. Croix and St. Thomas/St. John, which serves approximately 104,279 residents and many visitors daily. VIPD is situated within four of the most beautiful Caribbean islands of the world: St. Croix (Twin City), St. Thomas (Rock City), St. John (Love City), and Water Island (Small City). The total land mass area of the Virgin Islands is nearly 134 square miles. To ensure adequate response times for services calls, a minimal of one central police station is located on each island for public safety except for Water Island, which has a population less than 200 approximately.

The workforce capacity has decreased significantly within the past five years as a result of two catastrophic hurricanes, retirements and other employment opportunities. With the reduction in workforce, officers must be assigned and scheduled strategically to manage the daily needs of the territory. We are planning for succession as some of our seasoned officers prepare for retirement. This has led to more assertive and innovative recruitment efforts by our Human Resources Bureau.

Although our numbers have decreased, VIPD remains strong and committed to offer quality public safety services.

A significant number of the calls for service are quality of life issues (not related to criminal activity). The Department must examine goals and needs from the lens of the community to address issues such as mental health and homelessness. To manage these type of issues VIPD will advocate for wrap-around services from agencies with available resource like the Department of Health and the Department of Human Services to develop assistance programs.

The dedicated men and women of the VIPD are striving to demonstrate professionalism, accountability, and effective communication within the Department and externally, to the valued stakeholders of the territory.

VIPD BY THE NUMBERS



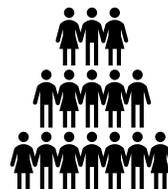
CALLS FOR SERVICE

2019

41,094

2020

38,772



CAPACITY

EMPLOYEES 534

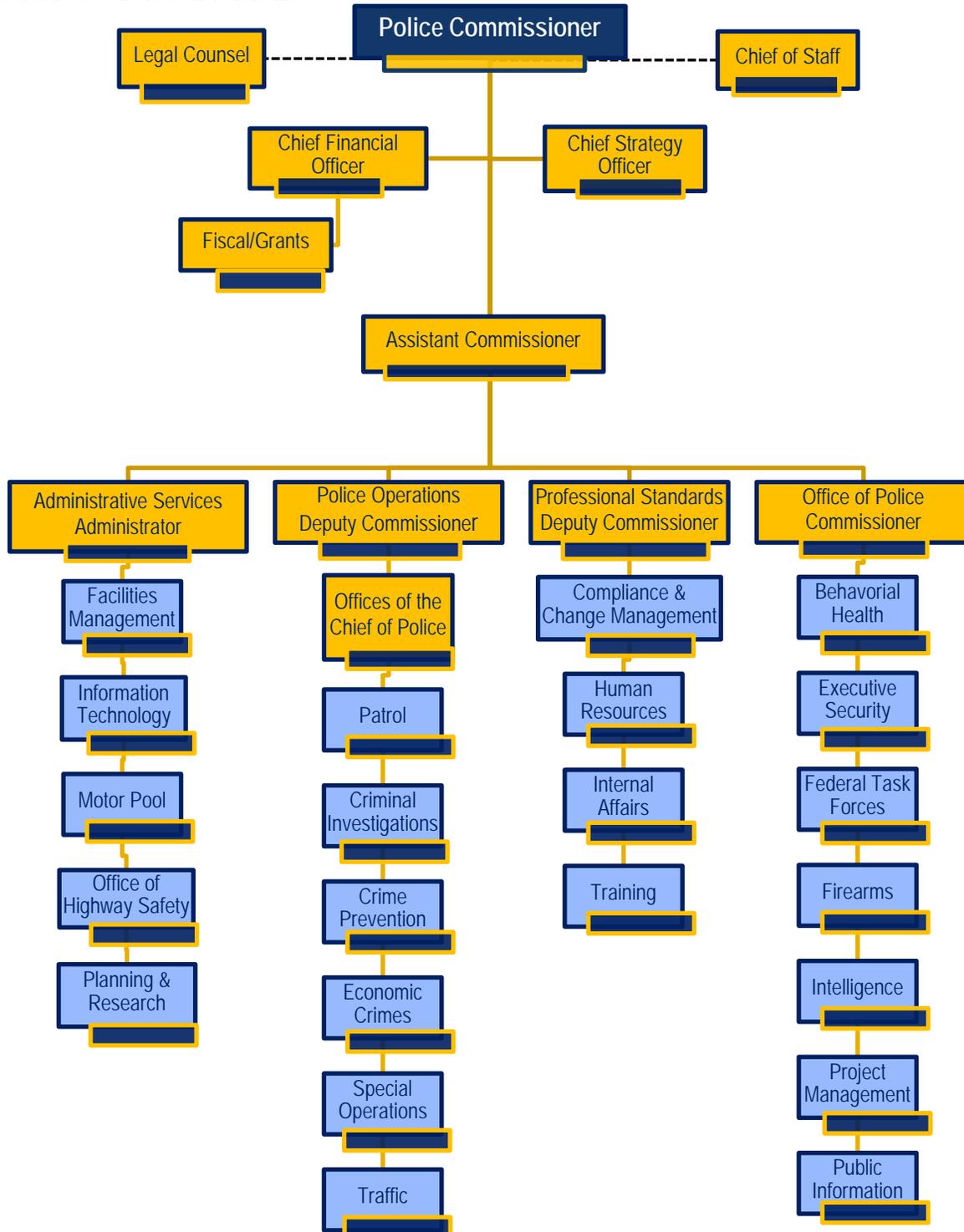
344 SWORN

190 CIVILIANS



Organizational Structure

The organizational structure was evaluated to ensure accountability and to streamline VIPD's chain of command. Adjustments were made to develop better span of control for supervisors, to improve lines of communication, and to offer more support to Operations. The daily operations of VIPD are comprised of the Office of the Police Commissioner, Operations Division, Professional Standards Division, and the Administrative Services Division.





Why Complete a Strategic Plan?

The Department needs specific goals and objectives to address challenges associated with violent crime, complying with the consent decree to ensure constitutional policing, fostering trust in the community, and hiring additional officers. A current strategic plan will provide a systematic blueprint for VIPD, outlining an action plan and priorities for the next three years.

Components of the Plan

MISSION	VISION	STRATEGIC GOAL	OBJECTIVES	STRATEGIES
A statement identifying the general purpose of the organization.	An inspirational statement representing an image of how the organization desires to operate in the future.	Derived from the Department's mission and vision, usually statements of what the organization desires to achieve.	Developed from and support the stated strategic goal. General statements of how the organization will meet the strategic goal.	Statements identifying how each objective will be addressed. Strategies may include initiatives or projects and typically produce measurable results.

Strategic Planning

The awareness of current trends along with internal and external environmental factors were important in creating this plan.

Key Concerns and Themes

- Accountability
- Challenge to obtain qualified police applicants
- Communication
- Constitutional Policing
- Employee Value; feel undervalued
- Fairness; unfair disciplinary practices
- Homeless and mentally challenged residents in need of social services
- Leadership; employees lack trust
- Low Morale
- Officer capacity shortage
- Violent crime



The Process

Step 1: Agency Assessment

The process began with review of an agency assessment completed by a consulting firm prior to 2019. Findings after review of the assessment revealed many of the recommendations had been implemented or were standard practices for a law enforcement agency. A deeper dive was taken to evaluate the agency's operations, processes, and employees.

An initial Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis was conducted in March 2020. In the creation of this plan, it was imperative to examine specific operational and administrative functions. During the nascent phase, the Department was tasked with completing an Agency Reform Plan for the Office of Management and Budget, which offered insight into the development of our strategic plan. The premise of the reform plan was to examine the agency's ability to potentially consolidate units to perform at optimum levels. The project afforded us the opportunity to critically examine several areas of the agency from multiple perspectives.

A team made up of executive leadership, civilian staff, officers, and members of a consulting group had several meetings over an 8-week period to discuss the Department's growth. Representation from each division was included to collect and analyze data identifying areas of opportunities for improved effectiveness and efficiency within the Department. Deputy Commissioners provided insight from their personal and professional experiences. Operations produced a SWOT analysis of its supervisory roles and the programs within. The Fiscal Unit provided the operating budgets and expenditures for 2017 -2019. Directors from each of the Bureaus along with members from Special Projects and Grants contributed to the evaluation of division functions and level of interaction in the daily operations. A collection of information was taken into consideration to solidify our strategic goals.

Step 2: Surveys

For a holistic approach, surveys were administered to community stakeholders and employees utilizing an external survey platform to ensure anonymity. Employee satisfaction and engagement surveys were sent to all employees via email between May 2020 and February 2021. The data for the employee surveys were compiled and shared via email. A Community Engagement survey was shared on all social media platforms, with community partners, and government agencies. The results can be found on the VIPD's website.



Step 3: Retreats; Goal Development

Retreats allowed for more centric and open discussions in settings where individuals could share ideas and concerns. The topics were followed up with real-time possible solutions by a peer group.

A Fall virtual retreat was held in September 2020 and included all members of the executive suite, Command staff (Chiefs, Deputy Chiefs, Captains, and Lieutenants), key civilian managers, and Directors. The objectives of the retreat were centered around the importance of self-care, along with developing a mission, and goals for the Department. A Spring retreat was held in April 2021 to review and discuss goals and objectives for the next three years. The group discussions in both settings led to invaluable discussions regarding interagency practices, as well as external factors and issues that had the potential to affect the ability to deliver quality services. SWOT analyses were completed within the groups.

Step 4: Development and Review

After the Executive Leadership team's review and discussion of the agency goals and objectives, ownership was assigned for each goal to present a level of accountability. Each division and bureau will be able to formulate more specific goals in support of the agency's key goals. Department and division goals should be analyzed, and amendments completed by December 31st each year. Agency goals will be posted on VIPD's website for all agency members and the community to access them.

Step 5: Implementation and Evaluation

Implementation will be a crucial step in the planning process. For the agency to make progress, the strategies devised to achieve the goals and objectives must be efficiently and effectively carried out. Periodic evaluation of the plan is necessary to keep up with the latest crime and organizational trends.

Annual Review and Update of 3-Year Plan

The VIPD 3-Year Strategic Plan should be reviewed and updated in conjunction with the Department's budget review cycle. The Department's overall objectives and 3-year strategies should be revisited and restructured, if necessary, based on crime statistics, community needs, operating expenses, and/or special initiatives. The Strategic Plan should be a reliable tool that can be used for personnel and equipment planning, operating budget development, and Capital Improvement Project (CIP) development.

The Process in Motion



“Strive for continuous improvement, instead of perfection.”

- Kim Collins

Our Mission, Vision, and Values



After several discussions and variations, a simplified mission was created. The Department's previous mission was very long and difficult to remember. A new vision to go alongside the mission informs the stakeholders of how VIPD envisions the U.S. Virgin Islands in the future.

MISSION To protect people and property.

VISION To provide professional and responsive public safety service to all residents and guests of our territory.

CORE VALUES

Professionalism Take pride in ourselves and the people we serve.

Accountability Accept responsibility for our actions.

Communication Effectively speak and engage for understanding.

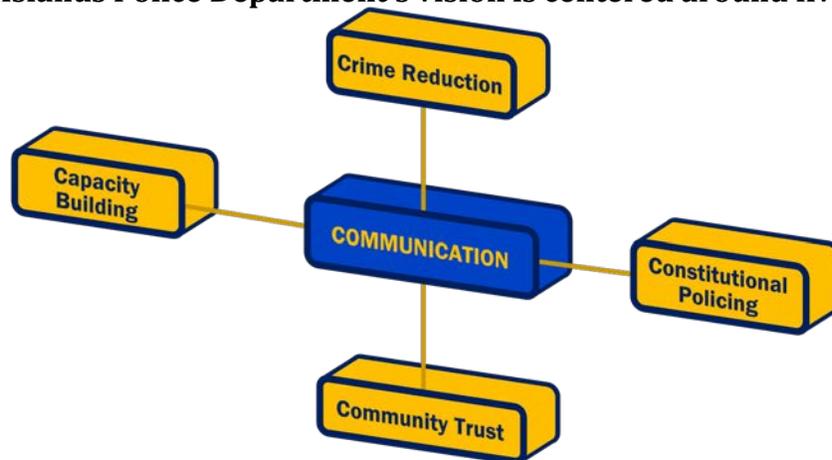
Respect Honor the rights, views and property of others.

Integrity Act with high standards of honesty and ethics.



Embracing Our New Vision

The Virgin Islands Police Department's vision is centered around five key areas:



Crime Reduction	Constitutional Policing	Community Trust
<p>The reduction and prevention of crime are critical aspects of policing, which rely on community assistance. We must offer a solution-driven, crime reduction approach to address and solve issues working with all stakeholders including grassroots and non-profit organizations, along with local and federal agencies. The broken-window theory - allowing small community nuisances or low-level crime to go unchecked has led residents to withdraw or be fearful, creating opportunities for more serious crimes to occur in the community. Strategies based on trends will be developed to target the criminals responsible for committing crimes.</p>	<p>VIPD continuously reviews police ethics, policies, practices, and training to ensure compliance with the current consent decree. To enhance constitutional policing, accountability measures have been incorporated to ensure fair and impartial police practices, proper use of force; constitutional stops, searches, and arrests; and increased community policing. Relationships between police and the community can often be fragile and cause heightened emotions during engagements. VIPD will deal with crime and other issues that negatively impact people's lives while protecting their constitutional rights.</p>	<p>VIPD has made the pledge to protect the people and property of the territory. It is important to actively engage and listen to the needs of the people to improve their quality of life within communities. This builds trust and encourages buy-in from residents to keep their neighborhood safe. Positive community relationships aid in crime reduction efforts and empowers the community to take an active role in offering strategies to address challenges. The nuisances in neighborhoods must be addressed to embody a sense of peace. Working with and learning from residents, officers will understand the issues that impact our communities.</p>
Capacity Building	ACHIEVING the VISION	Communication
<p>Professional development allows opportunities for advancement. VIPD will invest in more training to enhance employees' skills. Long-term success is dependent upon strong leadership. As seasoned officers prepare to retire, we are improving our recruitment, hiring and retention efforts. To enhance our administrative processes, more civilian staff is needed. The hiring of civilian staff will release sworn officers from administrative duties and offer more assistance in Operations.</p>	<p>We must lead organizational change by sharing the plan, delivering a consistent message to employees, the Virgin Islands' communities, local agencies, and law enforcement partners. Everyone has a role in the success of VIPD's vision.</p>	<p>The core of ALL things VIPD - effective communication! Neither of the other four key areas can be successful without dialogue or proper equipment to interact internally or externally. We must be intentional to actively engage with employees, the community, and other agencies. As an information driven entity, it is necessary for us to be responsive whether in person, mail, phone, social media and fax. Our network will be strengthened through those various forms of communication.</p>



On the Road to Progress

VIPD is moving in the right direction. Some successes:

The Virgin Islands Police Department has adopted several best practices from the 21 Century policing model six pillars with a centric focus on building trust, holistic policies, and procedures, use of technology, community policing and crime reduction, training, and officer wellness.

Crime Reduction

- Implemented Virgin Islands Crime Initiative to target violent crimes.
- Improved homicides arrest rate by **46%** in 2020.
- Documented less violent crimes in 2019-2020 with increased arrest rate of **43%**.
- Reestablished ShotSpotter gunshot detection technology.
- Strengthened relationships with local and federal law enforcement agencies.

Constitutional Policing

- Accomplished significant milestones of the Consent Decree, including successfully having the Training component removed from the plan.
- Established better accountability for timely submission of incident reports.
- Provided additional training to officers.
- Updated Use of Force policy and Disciplinary matrix.
- Developed a consistent platform to review use of force cases.

Community Trust

- Engaged the community with town halls to hear concerns.
- Deployed the Mobile Command into the community for accessibility.
- Increased foot patrol in downtown.
- Provided timely press releases.
- Appeared on multiple media platforms to discuss concerns and interact with the community.

Capacity Building

- Offered more virtual trainings/workshops for employees.
- Instituted inaugural Employee Appreciation Day.
- Rebranded our image with an updated uniform.
- Established a weekly, update meeting for employees.
- Created virtual career fairs and enhanced recruitment efforts.



The PLAN

Rolling out this strategic plan exemplifies VIPD's confidence to focus on key aspects: (a) reduction in crime (b) perform constitutional policing (c) develop trusting relationships within the community, and (d) increase the retention and recruitment of officers.

Centered around our **Mission** and **Vision**

To protect people property.

To provide professional and responsive public safety service to all residents and guests of our territory.

◆ Goals ◆ Objectives

 ◆ Crime Reduction Reduce crime with a comprehensive violent crime approach.	 ◆ Constitutional Policing Enhance policing to ensure fair and impartial police practices.	 ◆ Community Trust Build trust in the community increasing community engagement.	 ◆ Capacity Building Enrich recruitment to attract and retain quality professionals.
◆ Increase police presence Enhance crime analyses Utilize technology Strengthen partnerships Improve arrest rates	◆ Optimize structure & staffing Monitor service calls and reports Implement evaluations Ensure fair accountability systems	◆ Foster community relationships Capitalize on media outlets Enhance community outreach Start a Citizens' Academy	◆ Develop competitive compensation Increase employee recognition Establish succession planning process Recruit best people Improve training Seek capital improvement projects



Crime Reduction Approach

In our efforts to reduce, prevent, solve more crimes, and provide professional public safety services, the Department must ensure our goals are clearly presented to the employees, the community, local agencies, and our law enforcement partners. The intent of the plan is to create more resources to assist VIPD to create a safer environment. Our comprehensive approach involves six components working in tandem to reduce crime.



The combination of these components will be utilized to:

- ✓ Deter or Prevent Criminal Activity
- ✓ Improve Arrest Rate
- ✓ Maximize Available Police Resources
- ✓ Increase Community Support
- ✓ Enhance Officer Training
- ✓ Increase the Use of Technology
- ✓ Offer More Accountability
- ✓ Utilize Officers Effectively

Goals, Objectives, and Strategies



The outline of the Strategic Plan below identifies, the goal, objectives, and strategies derived from the objectives of each goal. The performance indicators to measure success are listed also.

◆ Crime Reduction

The core of VIPD's mission is **reduce crime with a comprehensive violent crime approach**. Our men and women will employ smart policing along with partnering with communities and other law enforcement agencies to ensure safety for all residents and visitors.

PERFORMANCE INDICATORS: Reduction in number of violent and property crimes; Arrests; Improved arrest rates; Surveys

Objective 1: Increase police presence throughout the territory.

Strategy	Description	Timeline	Responsibility	Funding Source
Maintain a consistent presence throughout the territory	Develop staggered times for officers to patrol	September 2021	Operations Deputy Commissioner & Chief	General Fund
Conduct selective enforcement efforts based on crime trends and issues raised by citizens	Utilize information from daily reports and complaints to focus on specific issues to enforce	Ongoing	Commanders	General Fund
Publicize results of selective enforcement efforts	Increase public awareness of selective enforcements efforts	Ongoing	Operations Deputy Commissioner & Public Information Officer	No cost
Utilize focus deterrence to observe known criminal to prevent and reduce crimes	Construct in a multi-layer agency approach to include the Attorney General, courts, and probation to fight crime and reduce recidivism	Ongoing Expand by September 2022	Deputy Chiefs and Commanders	General Fund
Utilize social media and other broadcasting platforms	Tell our story relating to presence in the communities	Ongoing	Operations Deputy Commissioner & Public Information Officer	General Fund
Continue implementation of Data-Driven approaches to Crime and Traffic Safety (DDACTS)	Using crime data develop crime and safety enforcement activities	Ongoing	Operations Deputy Commissioner	No cost

CRIME REDUCTION *Objective 1 continued*



Strategy	Description	Timeline	Responsibility	Funding Source
Revive the Bike Patrol Unit	Increase visibility of officers downtown on bikes	September 2022	Chief and Deputy Chief of Police	General Fund
Discuss transitioning to 12-hour shifts with the unions.	Propose 12-hour shifts; limit overtime hours	April 2023	Operations Deputy Commissioner, Human Resources Director	General Fund; Grant Funding

Objective 2: Enhance crime analysis capabilities with software to identify trends in criminal activity.

Strategy	Description	Timeline	Responsibility	Funding Source
Maximize the use of the Records Management System (RMS)	Add the analytical component to the RMS	December 2021	IT Director	Information Technology
Research other analytical cloud-based software	Schedule demonstration sessions for other analytical software	September 2021	Planning and Research & IT Directors	No cost
Develop a systematic mechanism to capture all crime data	Create an integrated process using Microsoft Office Suite to track and populate data	December 2021	Planning and Research Director	No cost
Increase the role of technology and data analytics in crime fighting	Enhance internal data analytics capabilities	Ongoing	Planning and Research & IT Directors	Information Technology
Seek advanced analytical training for crime analysts	Provide more training	October 2022	Planning and Research Director	General Funding

Objective 3: Utilize technology to assist with crime prevention efforts.

Strategy	Description	Timeline	Responsibility	Funding Source
Maximize use of ShotSpotter technology to target hotspots	Use reports from the technology to develop preventive measures	Ongoing	Commanders	No cost
Use cameras to aid in identifying criminals and areas of concerns	Place cameras throughout the territory	September 2021 Expansion by September 2022	IT Director & Operations Deputy Commissioner	Grant Funding
Utilize crime analysis technology to identify hotspots	Use data provided by crime analysts	Ongoing	Commanders	No cost

CRIME REDUCTION *Objective 3 continued*



Strategy	Description	Timeline	Responsibility	Funding Source
Purchase and employ the use of unmanned aircraft systems (i.e., drones)	Use drones for crime preventive measures	Ongoing	Assistant Commissioner, Operations Deputy Commissioner, & Deputy Chiefs	General Funding

Objective 4: Strengthen local and federal law enforcement partnerships.

Strategy	Description	Timeline	Responsibility	Funding Source
Institute Crime Gun Incident Center (CGIC)	Employ a CGIC to aid in the reduction of gun violence; work with ATF partners	December 2021	Assistant Commissioner	General Fund
Maximize VIPD led initiatives	Execute initiatives utilizing resources from other law enforcement agencies to reduce and prevent crime	June 2023	Commissioner & Assistant Commissioner	General Fund; Grant Funding
Seek assistance from local and federal law enforcement entities	Continue to build on the relationship with agencies for support	Ongoing	Commissioner	No cost
Conduct monthly meetings to share information	The compiling of information strengthens investigations	Ongoing	Criminal Investigations Commander	No cost
Establish memorandums of understanding for joint operations	Review agreements for clear understanding of expectations	Ongoing; any additional MOU's as needed	Commissioner	No cost

Objective 5: Improve arrest rates of violent crimes.

Strategy	Description	Timeline	Responsibility	Funding Source
Utilize focus deterrence to observe known criminal to prevent and reduce crimes	Construct in a multi-layer agency approach to include the Attorney General, courts, and probation to fight crime and reduce recidivism	Ongoing Expand by Sept. 2021	Deputy Chiefs and Commanders	General Fund
Maximize the use of wellness cards to engage in communities	Use cards to make initial contact with a potential resource for relevant information	Ongoing	Chiefs and Deputy Chiefs	No cost



Strategy	Description	Timeline	Responsibility	Funding Source
Follow up on ShotSpotter reports	Information provided is beneficial to investigations	Ongoing	Commanders	No cost
Train additional investigators	Select top performing officers and cross-train to assist with investigations	Ongoing	Criminal Investigations & Patrol Commanders	General Fund

◆ Constitutional Policing

The Department will **enhance policing to ensure fair and impartial police practices**. VIPD has been under a Consent Decree with the Department of Justice since 2009. The Department has made significant strides in complying with the mandates established by the monitoring team. VIPD will respect the members of the community and not infringe on their civil rights.

PERFORMANCE INDICATORS: Trainings; Citizen Complaints; Employee evaluations; Decreased timelines for reports

Objective 1: Maximize staff capabilities through training.

Strategy	Description	Timeline	Responsibility	Funding Source
Provide specialized training	Identify areas of vulnerabilities and enhance skills	Ongoing	Professional Standards Deputy Commissioner & Training Commander	Training, General Fund, Grant Funding
Provide Crisis Intervention Training to sworn and civilian	Provide skills for employees to handle a crisis	September 2022	Professional Standards Deputy Commissioner & Training Commander	Grant Funding
Organize a Citizens Advisory Panel	Use the panel to assist in developing new policies and to augment other committees to include the citizens' perspectives	September 2023	Professional Standards Deputy Commissioner	No cost
Employ the use of more body worn cameras	Utilizing cameras offer more officer accountability	September 2022	IT Director & Professional Standards Deputy Commissioner	Grant Funding

CONSTITUTIONAL POLICING *Objective 1 continued*



Strategy	Description	Timeline	Responsibility	Funding Source
Collaborate with Health, Human Services, and other agencies for wraparound services	Provide resources to the disadvantaged population (homeless, mentally challenged, and substance abuse)	September 2023	Commissioner	General Fund

Objective 2: Supervisors monitor officers' service calls and reports for accuracy.

Strategy	Description	Timeline	Responsibility	Funding Source
Conduct random audits of service calls	Follow up on the nature of call and actions taken	Ongoing	Commanders	No cost
Ensure reports are submitted within the allotted time	Reports should be submitted in timely manner	Ongoing	Commanders	No cost
Review reports and return for prompt revisions	Require quick turnaround for processing	Ongoing	Commanders	No cost

Objective 3: Develop and implement evaluations for initiatives.

Strategy	Description	Timeline	Responsibility	Funding Source
Create an evaluation for initiatives	After-action reports aid in identifying areas for improvement	September 2021	Operations Deputy Commissioner	No cost
Identify objectives for initiatives	Provide a list of expected outcomes	Ongoing	Deputy Chiefs and Commanders	No cost
Utilize the evaluation tool for initiatives	Assess the actions and/or success	December 2022	Deputy Chiefs and Commanders	No cost

Objective 4: Ensure clear fair accountability systems.

Strategy	Description	Timeline	Responsibility	Funding Source
Promote transparency of complaints and follow-ups	Partner with local organizations to educate the community on police processes and reporting officer misconduct	September 2022	Professional Standards Deputy Commissioner & Internal Affairs Director	No cost

CONSTITUTIONAL POLICING *Objective 4 continued*



Strategy	Description	Timeline	Responsibility	Funding Source
Review and Update Policies and Procedures	Update policies and procedures to align with 21 st Century policing	Ongoing, January 2024	Professional Standards Deputy Commissioner, Internal Affairs Director, Planning and Research	No cost

◆ Community Trust

To **build trust in the community by increasing community engagement**. We must strengthen our community relationships. Citizens should feel comfortable communicating with officers and civilian staff. VIPD’s collaboration with various stakeholders to include the criminal justice system, neighborhood groups, schools, non-profit groups, and faith-based organizations will offer various resources to aid in education and positive engagement.

PERFORMANCE INDICATORS: Community safety workshops; Crime Prevention events; After-action reports; Surveys

Objective 1: Improve community and police relationships.

Strategy	Description	Timeline	Responsibility	Funding Source
Disperse officers into the community	Identify opportune times for officers to engage with community	Ongoing	Commanders	No Cost
Develop a collaborative platform for community policing	Encourage neutral platforms for the community and law enforcement to share comments, concerns, and suggestions to identify collaborative, solution driven approaches	Ongoing	Crime Prevention Commander	General Fund
Establish action-oriented neighborhood meetings	Reassess town halls and community meetings to develop outcomes	December 2021	Deputy Chiefs of Police & Crime Prevention Commander	No Cost
Identify and address community concerns with local businesses	Encourage stakeholders to collaborate	September 2021	Deputy Chiefs of Police & Crime Prevention Commander	No cost

COMMUNITY TRUST *Objective 1 continued*



Strategy	Description	Timeline	Responsibility	Funding Source
Develop and implement standard operating procedures for community activities, concerns, and follow-ups	Create a process to ensure community concerns are streamlined to appropriate personnel	September 2022	Crime Prevention Commander	No cost
Develop a Department Volunteer program	Allow citizens to volunteer in specific areas of the Department	September 2023	Training Commander and Human Resources Director	General Fund
Review the Volunteer Program	Assess expectations of volunteers and staff	September 2024	Training Commander and Human Resources Director	No cost
Utilize more community policing strategies	Review and use specific strategies based on neighborhoods	Ongoing	Chief of Police & Commanders	No cost
Update community policing training	Assess the effectiveness of strategies	2022	Training Commander	General Fund
Evaluate community policing initiative effectiveness	Identify and establish performance measures and evaluation components for initiatives.	2024	Chief of Police & Commanders	No cost

Objective 2: Utilize the media to publicize positive programs and initiatives of the Department.

Strategy	Description	Timeline	Responsibility	Funding Source
Notify the public of all public appearances	Create transparency internally and externally	Ongoing	Public Information Officer	General Fund
Utilize all mediums to announce significant changes in processes	Inform the public of changes that could impact the way services are provided.	Ongoing	Public Information Officer	General Fund
Develop a section on VIPD website for upcoming community events with VIPD	Alert the community of all public activities for VIPD (appearances on radio, TV, virtual, or social media).	Ongoing	Public Information Officer	General Fund
Update VIPD website with current information	Create a user-friendly webpage	Ongoing	Public Information Officer	General Fund

◆ Capacity Building



VIPD will **enrich recruitment to attract and retain quality professionals**. Recruitment challenges are not unique to VIPD, it is a national need and concern. While we must strengthen our numbers with qualified candidates, emphasis should be placed on retaining our current employees who are committed to the vision. The Virgin Islands Police Department has committed to increasing training and workshops for the employees. VIPD must provide the employees with adequate knowledge, training, and support to achieve success.

PERFORMANCE INDICATORS: New hires; Training; Reduction in number of violent and property crimes; Arrests; Improved arrest rates, Employee survey

Objective 1: Develop a competitive compensation plan for recruitment.

Strategy	Description	Timeline	Responsibility	Funding Source
Conduct a compensation analysis of other agencies considering national trends	Compare plans to determine additional incentives	December 2022	Human Resources Director	General Fund
Create a comparable recruitment package to attract applicants	Include desired perks for potential employees	May 2023	Commissioner, Human Resources Director, & Chief Financial Officer	General Fund
Review compensation plan based on national trends	Develop an offer package to attract more quality candidates	February 2024	Commissioner, Human Resources Director, & Chief Financial Officer	General Fund; Grant Funding

Objective 2: Review employee recognition criteria to allow opportunity for employees to feel valued.

Strategy	Description	Timeline	Responsibility	Funding Source
Review and Revise employee recognition criteria	Update the criterion for recognition	October 2021	Human Resource Director	No cost
Create an Employee Advisory Committee	Ensure employee input in decisions	January 2022	Human Resources Director	No cost
Develop a quarterly activity to engage employees	Activities to add a bit of fun reduces job burnout	June 2022	Employee Advisory Committee & Human Resources Director	General Fund
Celebrate Employee Appreciation the first Friday of March	Let employees know they are appreciated for their work	Annually	Human Resources Director	General Fund
Increase awareness of Employee Assistance Program (EAP)	Increase awareness and use of EAP for sworn and civilians	June 2022	Human Resources Director	No cost

CAPACITY BUILDING



Objective 3: Establish a succession planning process for critical positions.

Strategy	Description	Timeline	Responsibility	Funding Source
Create a leadership program to increase opportunities for growth	Create a mentorship program for employees with leader qualities	September 2022	Commissioner and Human Resources Director	No cost
Identify top performers and assign special projects	Recognize your key performer in policing and in Support Services.	June 2022	All Managers	No cost
Establish a mentorship program	Organize the program to improve team relationships and promote professional development	September 2023	Human Resources	Cost
Identify and cross train employees to fill critical roles	Select employees who have exhibited skillsets for growth mindset	Ongoing	Managers	General Fund
Designate and discuss succession plan with employees	Prepare employees for career advancement	March 2022	Managers	General Fund

Objective 4: Recruit the best people for the roles.

Strategy	Description	Timeline	Responsibility	Funding Source
Recruit new employees	Continue to recruit new applicants, focusing on diversity and quality.	Ongoing	Human Resources	General Fund; Grant Funding
Designate and train employees for advanced opportunities	Promote and train employees	Ongoing	Human Resources	General Fund
Utilize national employment platforms to attract quality applicants	Use a larger platform to advertise for more applicants	Ongoing	Human Resources	No cost
Develop a robust recruitment campaign	Create an appealing recruitment campaign	December 2021	Human Resources & Public Information Officer	General Fund



CAPACITY BUILDING



Objective 5: Improve employee training and education.

Strategy	Description	Timeline	Responsibility	Funding Source
Make repairs to training academy in both districts	Recruits should be in an environment suitable for learning.	September 2022	Facilities Director	General Fund; Grant Funding
Improve the Field Training Officer training and evaluation	Review current training program and update to best practices and standards.	June 2022	Deputy Commissioner of Operations & Training Commander	No cost
Facilitate career development with each employee	Work with each employee to identify career goals	June 2023	Human Resources Director	No cost
Identify training opportunities that are appropriate for retention and career planning	Monitor employee career goals and identify training and internal opportunities	June 2024	Human Resources Director	No cost
Review employees' resumes for specific skills when planning role changes in the Department	Utilize the skillset and/or education of employees to the fullest capacity	December 2021; Ongoing	Human Resources Director	No cost

Objective 6: Continue to seek capital improvement projects to obtain suitable work accommodations and resources.

Strategy	Description	Timeline	Responsibility	Funding Source
Work with Federal Emergency Management Agency (FEMA) to rebuild headquarters (HQ) in St. Croix (STX) District	To have funds obligated to rebuild HQ to maintain police operations prior and post a disastrous event	Ongoing; Detailed timeline developed once funds are obligated	Grants Coordinator & Administrator	Grant Funding, Hazard Mitigation Grant Program
Identify location for new St. Thomas/St. John (STTJ) District HQ	St. Thomas/St. John need a HQ to maintain police operations	January 2022	Police Commissioner	No cost
Seek grant funding through Virgin Islands Housing Finance Authority	Apply for Community Development Block Grants to acquire or build HQs in STX & STTJ	Ongoing	Grants Coordinator	No cost
Purchase 50 vehicles annually	Ensures vehicle warranty and sustainable fleet	Ongoing	Police Commissioner & Motorpool Manager	General Fund

* Note strategies and objectives may be adjusted. When the goals change, the plan changes.



Moving Forward

As the Department continues its journey, the Leadership team along with Command Staff will assess and renew this strategic plan as appropriate on an annual basis to reflect the ever-changing needs and emerging trends within the communities.

Budgetary requests are necessary to accomplish the vision and needs of the Department for required personnel and equipment. Funding should include additional positions for both sworn and civilian roles for proper span of control within the Department. This is a living document and should adjust with the needs and trends in public safety.

Committed to our values:

Professionalism
Accountability



Respect
Integrity

Communication

To protect people and property in both districts:

St. Croix District

St. Thomas and St. John District



ONE VIPD. Stronger Together



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