



Virginia State Police

Diversity and Inclusion Strategic Plan



2022 – 2025



SUPERINTENDENT'S MESSAGE

Dear VSP Employees,

The VSP Diversity and Inclusion Strategic Plan you are reading is the first of its kind for our Department and an empowering milestone during this year of our 90th anniversary. This plan provides us with a defined path on how best to distinguish ourselves as an example for recruiting, retaining, and sustaining a professional, diverse, and highly skilled workforce in the coming years.

Regardless of rank or job title, our sworn and civilian employees are the most valuable assets of this Department and its reputation for excellence. Each of us has a shared responsibility, without fear or favor, to protect an individual's uniqueness and to open doors to opportunity. We have a duty to each other and to the people we serve to create an environment where every person is respected and empowered to contribute to the fullest potential of their backgrounds, experiences, and thoughts.

VSP, like so many law enforcement agencies, is competing to attract qualified public servants and first responders who put others before self. In addition to the generous work that you do every day, often unseen, we must publicly and proudly distinguish ourselves as an agency. This is achieved by developing a diverse and opportunity-filled acumen that strengthens accountability, and internal and external awareness. In addition, we must commit to building and sustaining a workforce committed to excellence for every person.

For the past nine decades, the Department has persevered and thrived through change and challenges of all kinds. Yet, our reputation and commitment to our core values of competence, innovation, trust, wellness, and leadership have remained steadfast because of the fortitude, dedication, and resourcefulness of our employees. Now, I ask you to apply those values at all levels of this agency to implement this diversity and inclusion strategic plan as an operational and tactical framework for our future.

Sincerely,

Superintendent



VSP'S VISION, MISSION, VALUES, AND CULTURE

VISION

Virginia State Police will be at the forefront of ensuring a safe and secure Commonwealth by developing exceptional relationships, including relationships with:

- **Our public**—who see legitimacy and credibility in VSP as a trusted law enforcement service.
- **Our partners**—who perceive VSP as a collaborative and resourceful organization.
- **Our people**—who feel respected and valued and that they belong in this organization.

MISSION

Securing the Commonwealth through leadership, collaboration, and community engagement.

VALUES

- **Competence:** We are professional, highly skilled law enforcement officers, prepared and equipped to succeed in our roles and earn the confidence of the public.
- **Innovation:** We are a progressive, adaptive agency, leveraging technology to our advantage in challenging the status quo to improve any aspect of VSP.
- **Trust:** Our public can have complete confidence in the actions of employees of VSP and assurance that VSP is an agency that keeps its commitments.
- **Wellness:** Our physical, mental, and emotional wellness improve our ability to provide exceptional service to our public.
- **Leadership:** We set and exercise high standards that exceed the expectations of the public we serve and the agencies we support.
- **Commitment:** We are bound by our sense of duty and service, and our commitment to our agency, our people, and our public is unwavering.

CULTURE

VSP embraces inclusion and diversity in our workforce and in the protection of all people.



KEY DIVERSITY AND INCLUSION DEFINITIONS¹

DIVERSITY:

Means difference. Diversity refers to any qualities that are different from our own and from the qualities of groups to which we belong. It describes the various combinations of group or social characteristics (e.g., race/ethnicity, class, gender, gender identity, sexual orientation, country of origin, and ability, as well as cultural, political, religious, and other affiliations) and human differences (e.g., personality, learning style, and life experiences).

OPPORTUNITY:

A possibility due to a favorable combination of circumstances.

INCLUSION:

Active, intentional, and ongoing engagement with diverse people, practices, and communities (e.g., intellectual, social, cultural, geographic) with which individuals might connect. Inclusion increases one's cultural affirmation and respect, content knowledge, cognitive sophistication, and empathetic understanding of the multilayered ways in which individuals interact with and within VSP.

¹ This Diversity and Inclusion Strategic Plan adapted and used definitions from the diversity and inclusion training Building Unity in the Workplace, which was introduced and rolled out in April 2022.





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INTRODUCTION

Virginia State Police (VSP) is committed to *inclusive excellence*, and as part of this commitment, VSP sought to augment our diversity and inclusion (D&I) efforts by developing a Diversity and Inclusion Strategic Plan. VSP embarked on this effort knowing that one of its greatest assets is a workforce with strong bonds stemming from a collective pride in serving an agency at the forefront of keeping Virginians safe. VSP wanted to be sure that all employees feel that this inclusive culture is serving them well. To that end, VSP engaged CNA, a nonprofit dedicated to research and analysis on behalf of government agencies. CNA assessed VSP's policies, business practices, organizational culture, and workforce sentiment about how employees treat each other in an environment rich with opportunity for every person to contribute the full benefit of their background.

CNA's assessment affirmed the commitment of the organization, its leaders, and both sworn and civilian personnel to be recognized as the public service agency of choice in Virginia. The assessment identified several opportunities to make VSP's inclusive culture resonate more deeply. VSP's Diversity and Inclusion Strategic Plan seizes these opportunities to make consistent progress in ensuring that every VSP employee (sworn and civilian) and contractor experiences the engagement and opportunities for advancement that VSP policies and culture seek to foster. Additionally, VSP's Diversity and Inclusion Strategic Plan is aligned and consistent with Superintendent Gary T. Settle's emphasis on supporting diversity, opportunity, and inclusion efforts, and it folds into [VSP's broader strategic planning efforts](#). As part of developing the Diversity and Inclusion Strategic Plan, VSP assessed its current progress, reviewed policies, gathered staff perspectives about D&I, and interviewed VSP leadership. This plan is designed to be flexible and responsive to address state and local developments as they arise. As part of executing this strategic plan, VSP remains loyal to our core mission, vision, and values as guides and inspiration for the D&I strategies.

VSP's Diversity and Inclusion Strategic Plan ... ensuring that every VSP employee (sworn and civilian) and contractor experiences the engagement and opportunities for advancement that VSP policies and culture seek to foster.

The goals of this plan are grounded in VSP's broader goals outlined in its mission: "securing the Commonwealth through leadership, collaboration, and community engagement." As an organization, VSP fosters a culture that exemplifies its values in all areas of work, including promoting teamwork, embracing innovation, and valuing D&I to achieve mission excellence. VSP will emphasize these goals and strategies to guide our D&I efforts.





VSP'S CURRENT DIVERSITY AND INCLUSION INITIATIVES

VSP continues to ensure a safe and secure Commonwealth by fostering and developing exceptional relationships with staff and the community. VSP also continues to initiate and support an inclusive culture within the agency. The strategic plan strengthens both goals. As VSP enriches our D&I goals, recognizing the ongoing VSP commitment, activities, and efforts to enhance our D&I vision is important.

VSP's focus on expanding our recruitment pool and engaging with qualified and interested potential workforce applicants is part of our broader efforts to increase diversity and enhance inclusion in our workforce. Many of the Department's policies and initiatives are designed to be inclusive and support troopers and civilian staff over the course of their careers; as a result, many policies, practices, and initiatives reflect and promote D&I. Programs such as the Trooper Referral Incentive Program (TRIP), Staff and Leadership Employee Development (SLED), and First Line Supervisor Leadership Programs have been implemented to provide opportunities for more diverse hiring and to support the employees who have matriculated into the department. Likewise, VSP instituted a transparent, structured path to promotion designed to clarify the value of evaluations, strengthen evidence-based ratings, give voice to applicants' experiences, and establish neutral, blind scoring processes. Through these policies and initiatives, VSP supports and encourages professional development for all members of the organization.

VSP's focus on expanding our recruitment pool and engaging with qualified and interested potential workforce applicants is part of our broader efforts to increase diversity ...

VSP recognizes that a significant pillar of personal advancement is promotion opportunities. Based on employee feedback, VSP Executive Leadership instituted a transparent, structured path to promotion designed to clarify the value of evaluations, strengthen evidence-based ratings, give voice to the applicants' experiences, install neutral interview panels, set blind scoring processes, and provide a clear appeal process when needed.

Additionally, the Department recently created and funded a Diversity and Inclusion Officer role and launched a D&I training initiative entitled **Building Unity in the Workplace**, which received high praise from the staff across the organization. This training focuses on defining and examining D&I terms and concepts, understanding cultural differences, examining how aspects of diversity are important to VSP's "diversity equation," and fostering diversity and inclusion within VSP. The training also focuses on the effects of stereotypes and unconscious bias and identifies ways to augment diversity and inclusiveness while reducing unconscious bias. Finally, the **Building Unity in the Workplace** training includes strategizing on how VSP as an organization and as individuals can create an inclusive culture and look for **micro-affirmations** to promote inclusion opportunities.





GOALS AND STRATEGIES

This VSP Diversity and Inclusion Strategic Plan declares four measurable goals to achieve success in supporting inclusion and increasing the diversity of VSP's workforce. Underlying each goal is a set of strategies that incorporate VSP's mission, vision, and values. To achieve success, all VSP employees, both sworn and civilian, are required to understand the goals, the strategies underlying those goals, and their unique roles in achieving the goals. This document aims to help VSP employees develop a clear understanding of their duties and responsibilities for achieving success.

To ensure the success of this Diversity and Inclusion Strategic Plan, VSP must work deliberately to enhance diversity and increase opportunities for all employees. Each employee must understand the effects of their words and actions as VSP works to enhance and build systems that guarantee opportunity, well-being, and inclusion.

VSP will achieve the following goals over the next three years to enhance and increase diversity in our organization. The goals of this Diversity and Inclusion Strategic Plan focus on culture, accountability, community engagement, trust, recruitment, hiring and retention, infrastructure, and training and education.

GOAL 1: ESTABLISH THE SUPERINTENDENT'S ENGAGEMENT WORKGROUP TO ENHANCE INCLUSIVE EXCELLENCE COMPETENCIES, COMMUNICATIONS, AND AWARENESS

Objective:

This Superintendent's Engagement Workgroup will increase competencies, communication, and awareness among VSP employees by evaluating the effects of VSP's policies and decisions on all employees across the organization, identifying opportunities to improve internal and external relations, and serving as a conduit for information. The Superintendent's Engagement Workgroup will emphasize communication and be responsible for:

1. Evaluating metrics of inclusion in hiring, promotion, training opportunities, and other areas of interest;
2. Communicating D&I values to the workforce and concerns to the Executive Staff;
3. Identifying opportunities for outreach and inclusion; and
4. Recommending and promoting policies and initiatives to take advantage of those opportunities.



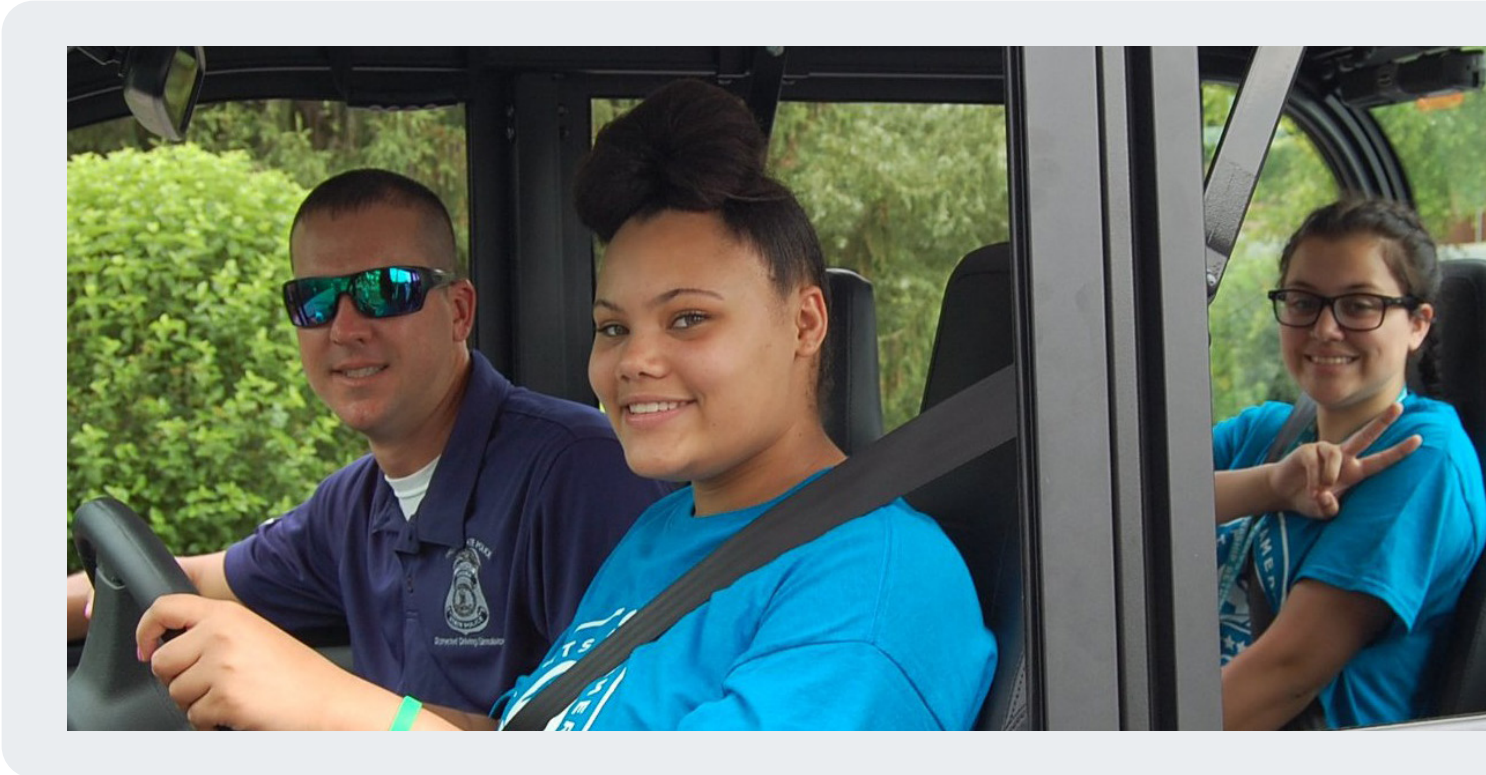
To establish an effective Workgroup, VSP must ensure that its membership is diverse, and that the selection process is inclusive. The Workgroup should be facilitated by and include staff who are competent and educated in D&I principles. The Workgroup should be supported by staff proficient in statistics and experienced in data analysis that can identify differences within and between groups. Representation of all employees will be key to the success of this group.

Strategies, Success Measures, and Timeline

Goal 1 Strategies	
<p>Goal 1.1</p> <p>Develop a mission statement and goals for the Superintendent’s Engagement Workgroup.</p> <p>Designate a member of the Executive Staff to serve as chairperson of the Superintendent’s Engagement Workgroup. Members will include all Diversity Liaisons (see strategy 1.2 below) and all Community Liaisons (Goal 4).</p>	<p>Success Measures</p> <ul style="list-style-type: none"> • A mission statement is developed • An Executive Staff chairperson is identified for the Superintendent’s Engagement Workgroup
<p>Timeline</p> <p>Within the first 4 months</p>	
<p>Goal 1.2</p> <p>Create a list of duties and responsibilities for VSP’s Diversity Liaisons, who should reflect the diversity goals of VSP.</p> <p>Designate a Diversity Liaison for each VSP Division who, as a collateral duty, is responsible for promoting and guiding their division through all D&I initiatives within VSP.</p>	<p>Success Measures</p> <ul style="list-style-type: none"> • Diversity Liaisons are appointed • Quarterly feedback from the Diversity Liaisons to the Workgroup regarding the status of each Division and recommended topics is incorporated into the regular D&I curriculum
<p>Timeline</p> <p>Within the first 8 months</p>	

- All required D&I training is completed at the time of review or promotion
- VSP employee participation in D&I training is at 100%
- Additional concerns, questions, and feedback regarding inclusion or accessibility among employees is documented following D&I training

A horizontal timeline diagram. The top part is divided into three segments: 'year one' (orange), 'year two' (grey), and 'year three' (dark blue). Below this, a long orange arrow points to the right, starting from a blue dot on the left. The word 'Ongoing' is written below the arrow's start.



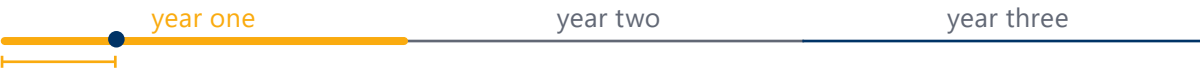



GOAL 2: IDENTIFY, ATTRACT, AND RETAIN A HIGHLY COMPETENT AND DIVERSE SWORN AND CIVILIAN WORKFORCE

Objective:

Seek a highly competent and diverse workforce to further the principles of diversity and inclusion by revising VSP practices to proactively address challenges to equal employment opportunities; foster pay equality; promote diversity in hiring, promotion, retention, succession planning, and agency leadership opportunities; and promote employee engagement and inclusivity in the workplace. Some of the following strategies may be unattainable in the near term, but these ambitious targets will motivate VSP as an organization to reach new heights in inclusive excellence.

Strategies, Success Measures, and Timeline

Goal 2 Strategies	
Goal 2.1 Use the 30x30 Initiative guidance to increase the representation of women in police recruiting classes to 30 percent by 2030.	Success Measures <ul style="list-style-type: none">• Annual increases in women joining VSP in sworn and civilian roles leading up to 2030• Messaging goes out to VSP employees and the public about VSP's commitment to increasing female staff
Timeline  Immediate commitment; announcement within 4 months of Diversity and Inclusion Strategic Plan kickoff	
Goal 2.2 Establish guidelines for the Workgroup by researching operational best practices in other law enforcement agencies that promote greater workforce diversity objectives	Success Measures <ul style="list-style-type: none">• Accountability is increased for VSP to recruit and support a more diverse workforce• An increase in diverse hires is confirmed by an annual data review of VSP applicants and VSP hires
Timeline 	



Goal 2.3

Provide department policies to the Workgroup during the triennial policy reviews so that they can review them for any suggested D&I enhancements.

Success Measures

The policies and procedures most related to personnel actions, including but not limited to hiring, specialty assignments, promotions, transfers, discipline, and performance appraisals, are regularly reviewed

Timeline



Ongoing

Goal 2.4

Have the Workgroup research other law enforcement agencies' marketing campaigns aimed at attracting diverse applicants.

Enhance VSP marketing and communications campaigns to strengthen VSP's brand, reflect VSP's D&I priorities, and expand the targeted recruiting pool.

Success Measures

- A newly developed marketing and communications campaign reflecting VSP's D&I priorities is implemented
- The number of diverse applicants increases because of campaign activities

Timeline



Within the first 12 months





Goal 2.5

Have the Workgroup evaluate the feasibility of various outreach plans make recommendations, and outline a process for Division outreach, including the following possible initiatives (in addition to others it may identify):

- Establish an internship program for graduate and undergraduate students and market the program to Virginia and DC-area Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs)^a, Minority Serving Institutions (MSIs)^b and Virginia community colleges.^c
- Establish relationships with the 23 community colleges in Virginia to encourage diverse student populations to apply for part-time positions.

Success Measures

- Each Division Commander submits monthly reports on interactions with Virginia community colleges and the results of the collaboration
- Recruiting pool expands as a result of outreach efforts programs

Timeline



^a <https://marymount.edu/blog/marymount-listed-as-first-hispanic-serving-institution-in-virginia/>

^b <https://news.vcu.edu/article/2022/07/scholar-studies-minority-serving-institutions>

^c VSP Divisions reach out and partner with local community colleges.





Goal 2.6 Have the Workgroup collect, manage, and analyze demographic data on applicants who participate in each phase of the hiring process, with a focus on selection, attrition, and passage rates by gender, race, and ethnicity for each major selection phase.	Success Measures <ul style="list-style-type: none">A comprehensive applicant demographic database is actively updated and maintainedData points are used to demonstrate improvements in diversity or reevaluate recruiting processes to further improve diversity at each level of the hiring process
Timeline <div><div>year one</div><div>year two</div><div>year three</div><div>Ongoing</div></div>	
Goal 2.7 Translate data insights and lessons learned by applicant demographic analysis into recruitment strategies for recruiters, marketing strategies, and Department-wide efforts.	Success Measures <ul style="list-style-type: none">Talking points are developed regarding VSP's improvements to diversity in order to promote diverse hiringThe number of interactions with diverse candidates is increased at all stages of marketing, recruiting, and hiring
Timeline <div><div>year one</div><div>year two</div><div>year three</div><div>Ongoing</div></div>	

The goals of this Diversity and Inclusion Strategic Plan focus on culture, accountability, community engagement, trust, recruitment, hiring and retention, infrastructure, and training and education.



GOAL 3: CONTINUE STRENGTHENING VSP’S CONSISTENT, SYSTEMATIC, FAIR, JUST, AND IMPARTIAL CULTURE; ALLOW FOR ACCESS, OPPORTUNITY, AND ADVANCEMENT FOR ALL INDIVIDUALS; AND IMPROVE ORGANIZATIONAL EFFECTIVENESS AND ACCOUNTABILITY

Objective:

Promote VSP practices that offer equitable opportunities for advancement and specialty assignments by identifying positions available in Areas or Divisions across the Commonwealth. Communicate open opportunities, position requirements, and application timelines in a timely manner, allowing VSP employees to seek professional growth.

Provide pathways to internal and external training opportunities, specialty assignments, promotions, and Department-wide lateral transfers to foster a culture of inclusivity, opportunity, and teamwork.

Strategies, Success Measures, and Timeline

Goal 3 Strategies	
<p>Goal 3.1</p> <p>Increase opportunities for staff to provide feedback related to their personal and employment experiences within the department through an annual anonymous all-staff survey initiated by the Human Resources Division in consultation with the Workgroup.</p> <p>Carefully develop survey questions that will reveal opportunities for VSP to grow and will reflect employee sentiment, including concerns.</p> <p>Have the Superintendent’s Engagement Workgroup conduct meaningful analysis and interpretation of the survey data collected annually.</p>	<p>Success Measures</p> <ul style="list-style-type: none">• An annual all-staff survey is administered• Survey participation increases year over year
<p>Timeline</p> <div><div>year one</div><div>year two</div><div>year three</div></div> <div><div>Within the first 8 months</div></div>	



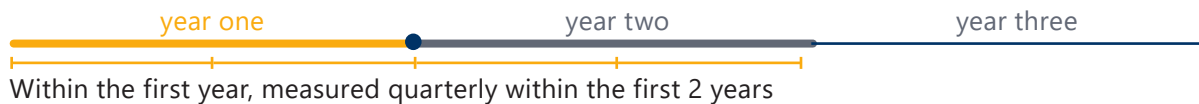
Goal 3.2

Provide opportunities for VSP employees to advance and grow by ensuring all open position descriptions and skill requirements are timely advertised internally via “ALL VSP” email distribution or via an internal-facing site or intranet.

Success Measures

- A succession plan for specialty positions and promotions is established
- Applications increase
- Pre-selection training or educational requirements are established

Timeline



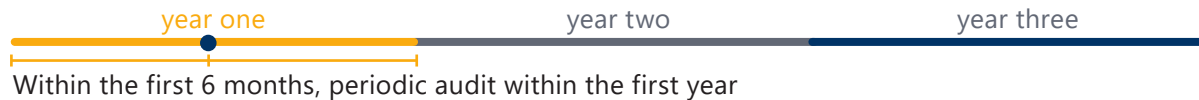
Goal 3.3

Create a VSP Performance Task Force with broad participation across VSP to evaluate opportunities for a transparent and timely employee appraisal system designed to identify assignment goals and progress, professional development, and feedback supporting VSP organizational values

Success Measures

- The Performance Task Force is created
- A periodic audit of VSP-wide performance system is performed to monitor performance, clearly establish VSP employee expectations, and garner feedback

Timeline





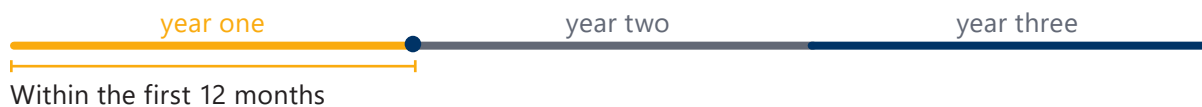
Goal 3.4

Evaluate the current performance measurement efficacy and application. Based on the outcomes, design a performance measurement system to bolster this process, refine this tool, and potentially adjust the frequency of performance measurements.

Success Measures

- Evaluation report on the current performance measurement process

Timeline



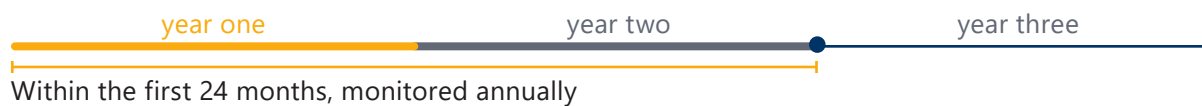
Goal 3.5

Expand the elements of the Leadership Competency Rating guidance and the general characteristics of the performance management system to include additional relevant elements (i.e., D&I assessments) and ensure that objective evidence justifies the rating in each category.

Success Measures

- Leadership Competency Rating guidance reviewed and expanded to include additional relevant elements
- VSP employee compliance with the Leadership Competency Rating guidance is monitored

Timeline





Goal 3.6 Evaluate the possibility of an annual 360-degree VSP Leadership Assessment system based upon elements of the current Leadership Competency Rating system or its successor program, including but not limited to the following: written and oral communication skills, judgment, empathy, inclusion, decision-making, fairness, problem-solving, listening skills, employee retention, consistency, community relations, and employee wellness. Analyze and interpret data from the Leadership Assessment.	Success Measures Accountability increases among VSP leadership regarding inclusion
Timeline <div><div>year one</div><div>year two</div><div>year three</div></div> <div>Within the first 24 months</div>	
Goal 3.7 Have the Superintendent’s Engagement Workgroup expand on and publicize the staff and trooper engagement programs and opportunities identified by members of the department that promote inclusion	Success Measures <ul style="list-style-type: none">• Staff and trooper engagement programs are maintained and publicized• Opportunities to receive staff input increase in frequency
Timeline <div><div>year one</div><div>year two</div><div>year three</div></div> <div>Within the first 24 months</div>	



Goal 3.8

Ensure that the Superintendent's Engagement Workgroup messaging is mostly peer-to-peer organic. The Workgroup should recommend more formal messaging that can occur through existing channels

Success Measures

Communication effectiveness increases throughout VSP command staff

Timeline



Goal 3.9

Expand the practice of conducting exit interviews to identify reasons, patterns, and themes by demographics that could inform VSP on the strength of hiring, recruitment, and retention policies, practices, and procedures.

Analyze and interpret the data collected from exit interviews to inform future decision-making.

Success Measures

- A dataset is created from exit interviews to understand employees' reasons for departure
- Related policy, practices, and procedures are modified based on exit interview data

Timeline





GOAL 4: ENHANCE COMMUNITY ENGAGEMENT AND TRUST WITH BOTH EXISTING VSP PARTNERS AND NEW COMMUNITY CONSTITUENTS AND VISITORS THROUGHOUT THE COMMONWEALTH

Objective:

Prioritizing community engagement, VSP will develop and continue to foster exceptional relationships with community members, partner law enforcement agencies, and underserved and underrepresented communities in Virginia to foster trust and legitimacy.

The *Final Report of the President's Task Force on 21st Century Policing* encourages law enforcement agencies "to build trust between citizens and their peace officers so that all components of a community are treating one another fairly and justly and are invested in maintaining public safety in an atmosphere of mutual respect."² A concrete way to establish engagement opportunities and enhance relations between law enforcement agencies and communities is to focus on positive, nonenforcement activities during citizen-police interactions such as problem-solving, situational prevention, and community collaboration—particularly engaging communities that typically have high rates of investigative and enforcement involvement with government agencies.³ Consistent with VSP's mission, "securing the Commonwealth through leadership, collaboration, and community engagement," VSP must continue to engage communities and advance the principles of D&I through everyday interactions with the communities it serves. VSP connects with the community through our state-level constituent community groups (e.g., NAACP, Special Olympics), Division or local community groups (e.g., community-based organizations, churches, schools), and people across the state with whom VSP employees engage with on a daily basis.

² *The President's Task Force on 21st Century Policing*, Final Report of the President's Task Force on 21st Century Policing (Washington, DC: Office for Community Oriented Policing Services, 2015), http://www.cops.usdoj.gov/pdf/taskforce/TaskForce_FinalReport.pdf

³ <https://www.theiacp.org/projects/21st-century-policing-blueprint>



Strategies, Success Factors, and Timeline

Goal 3 Strategies

Goal 4.1

Appoint VSP employees from each Division to serve as Community Liaisons as a collateral duty, focused on creating and maintaining community partnerships, conducting community outreach, and assisting community leaders to collaborate with VSP. They will perform these duties as authorized and directed by the Division Commander and in accordance with guidance by the Superintendent’s Engagement Workgroup.

Inventory, build on, and learn from the community outreach work occurring in VSP Divisions.

Success Measures

- Community Liaisons are appointed
- Feedback to and from the community increases
- Community partnerships and participation (for example, in problem-solving activities) increases
- Division Commanders report quarterly on Division relationships with relevant community groups, including a summary of activities and planned next steps

Timeline



Goal 4.2

Expand the current education and community relationships that have yielded consistent referrals and recruits to explore whether any additional diversity-centered groups exist in these areas.

Success Measures

The number of diverse applicants from current community organizations and educational institutions increases

Timeline





<p>Goal 4.3</p> <p>Identify and develop new relationships with diverse community organizations and share VSP employment and career opportunities.</p>	<p>Success Measures</p> <ul style="list-style-type: none"> • Diverse community organization partnerships increase • New applicants from diverse community organizations apply to VSP
<p>Timeline</p>  <p>Within the first 24 months</p>	
<p>Goal 4.4</p> <p>Create a community engagement strategy in collaboration with the Superintendent’s Engagement Workgroup and community constituent groups that centers on topics and concerns identified by community members. The community engagement strategy could also be informed by a community survey or other community input.</p>	<p>Success Measures</p> <ul style="list-style-type: none"> • An inventory of community feedback that identifies topics and concerns is created • The number of constituent groups represented increases • Participation in surveys increases year over year
<p>Timeline</p>  <p>Ongoing</p>	



Goal 4.5

Have the Superintendent’s Engagement Workgroup meet annually with community constituent groups to provide and receive feedback about VSP’s interactions with the communities represented by these groups and to provide information about opportunities to collaborate with VSP. The Workgroup will foster discussions and problem-solving during these yearly meetings.

Success Measures

- Substantive feedback from the community is garnered
- Applicable feedback is implemented, and its impact is demonstrated to the community
- Reporting from VSP to the community (e.g., a quarterly email or social media blast to constituent groups) increases

Timeline



Goal 4.6

Expand the current education and community Create opportunities in schools and communities for positive nonenforcement interactions with VSP.


Success Measures

- Beneficial outcomes and images of positive, trust-building partnerships and initiatives are publicized
- The number of VSP’s interactions with schools increases
- VSP receives feedback from the school and other community groups

Timeline





Goal 4.7 Build relationships with immigrant communities.	Success Measures <ul style="list-style-type: none">• The number of interactions with immigrant communities increases• VSP receives hiring referrals from the community
Timeline  Begin the process within the first 6 months	
Goal 4.8 Conduct annual community surveys, standardized across Divisions and with accepted sampling protocols, to measure how VSP policing in various communities affects public trust and legitimacy. Partner with a college or university to execute the surveys.	Success Measures <ul style="list-style-type: none">• Division-wide surveys are collected every year• Community perceptions change over time
Timeline  Within the first 36 months	

The Final Report of the President’s Task Force on 21st Century Policing encourages law enforcement agencies “to build trust between citizens and their peace officers so that all components of a community are treating one another fairly and justly and are invested in maintaining public safety in an atmosphere of mutual respect





CONCLUSION

As this Diversity and Inclusion Strategic Plan indicates, VSP is committed to embracing the principles of D&I in meaningful ways over the next several years. This work will help shape VSP's evolution around important issues of recruitment, hiring, and promotions; internal procedural justice; including an emphasis on fairness of process, opportunities for inclusion and hearing all voices, and impartial decision making; annual employee evaluations; and community engagement.

We hope you see yourselves in this plan. We see you—our outstanding employees who are the heart and soul of our organization—as our valued partners in these endeavors as we continue our evolution toward becoming a more diverse and inclusive VSP. We thank you for your support of this plan.



Virginia State Police