

**UNITED STATES VIRGIN ISLANDS  
BUREAU OF CORRECTIONS (BOC)**



**STRATEGIC PLAN 2025**

***BOC: TRANSFORMING LIVES FOR A SAFER VIRGIN ISLANDS***

**2020-2025**

(Developed with Technical Assistance from the University of the Virgin Islands Center for Excellence in Leadership and Learning – UVI-CELL)

**TABLE OF CONTENTS**

Message from the Director	3
Executive Summary	5
Transformational Integrative Goal	7
Our Success Model: Vision, Mission, Core Values	8
Overview	9
The Strategic Planning Process	10
Planning Assumptions	11
Summary of Areas of Focus	13
Areas of Focus, Performance Goals, Measureable Objectives, Start date, Resources/Costs, and Agency Leads	15
Plan Implementation and Resources	35
Appendix A: Collaborative Strategic Planning Task Force	36
Appendix B: Alphabetical Listing of Acronyms	37



THE GOVERNMENT OF  
THE UNITED STATES VIRGIN ISLANDS

BUREAU OF CORRECTIONS

*"Security, Custody, Control"*

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Greetings:

I am thankful to have the opportunity to introduce you to *BOC: Transforming Lives for a Safer Virgin Islands* – the Bureau of Corrections (BOC) Strategic Plan for the period 2020 – 2025. In this document, the Bureau shares its goals and priorities, which support the Governor's priorities and our bureau's mission to provide proper care and supervision of all offenders under our jurisdiction while assisting, as appropriate, their re-entry into society. In this my second year as Director of the Virgin Islands BOC, I am grateful for the opportunity to build on the achievements and challenges of the past by working collaboratively with our staff, community partners, customers, Governor and the Legislature, and the community to make the tough decisions as together we transform lives for a safer Virgin Islands.

*Transforming Lives for a Safer Virgin Islands* represents a new strategic direction for the BOC in fulfilling our mission, vision, and goals. It is a measured approach that outlines the path that this Bureau will travel to reduce recidivism and create a safer community. It details where we are going and how we will get there. This plan is the collective result of numerous hours of work put forth by our dedicated staff, partners, and the wider community. It details our prioritized investment in developing employees, improving facilities, programs and security, with a focus on inmate rehabilitation and successful re-entry. There is no doubt that many of the performance goals and measureable objectives outlined in the plan are challenging, but I am confident that together we will ride the waves of opportunity and position BOC as one of the premier correctional facilities across the nation and around the world.

In recent years the growth in the prison population has challenged us to rethink how we provide services, facilities, and programs, and how we interact with people in our care. We rose to those immediate challenges by providing sufficient capacity, hiring more people, and providing educational and rehabilitation programs. At the BOC, we have accomplished so much that we can be proud of, but our work does not end here. Our focus is on building a collaborative culture with our partners in employing innovative approaches to ensuring the safety and security of our staff, those in our care, and protecting our communities.

We remain optimistic and will continue to conduct all our duties and responsibilities with integrity, expectations of excellence, and respect for the value of human dignity and life. As this plan unfolds, we urge you to get involved and become an active participant in sharing the destiny of this organization. I also urge you to look optimistically to the future and see the BOC as a continued place of prominence in correction reform that requires your talents, commitment, resources and support as together, we advance strategically.

We expect our strategic approach will move the Bureau of Corrections forward toward its vision and we are pleased to have you as a collaborative partner as together we transform lives for a safer Virgin Islands.

Sincerely,

Wynnie Testamark  
Director

**EXECUTIVE SUMMARY**

*BOC: Transforming Lives for a Safer Virgin Islands* sets forth a distinctive course that the Bureau of Corrections (BOC) will traverse over the next five years – 2020 to 2025. The plan is rooted on the premise that BOC will be recognized as a model correctional facility, committed to excellence and respected by the community as an innovative stable and effective organization. The BOC will rise above current and future challenges facing correction reform and usher in the leadership acumen and gumption that is needed to rewrite the history of the organization. The BOC will be defined by its mission statement as a promoter of public safety by positively changing lives to provide a safer and more peaceful Virgin Islands.

BOC is at the strategic crossroads of growth and contraction. It is positioned to grow through the support of collaborative partnerships formed to develop distinguished programs as efforts are made to reorganize and adopting new approaches and further establish a platform of growth and stability. It will contract if little or no attention is paid to the goals and objectives expressed in this plan. There is, however, a strong commitment to the six (6) areas of focus: human and organizational development, engaging and valuing employees, technological and infrastructural advancement, financial sustainability and growth, and operational effectiveness and efficiency, and program development and sustainability. This inclusive plan for the future of the BOC is indeed a collaborative approach to strategic planning.

The transformational integrative goal is to become a premier correctional facility with opportunities for rehabilitation, personal and professional development, reintegration, community engagement, and social empowerment for the peoples of the Virgin Islands. At the end of the implementation period and beyond, we envision a BOC that is recognized across the Territory and the Nation as the correctional facility that has made firm and right decisions to refocus the bureau and develop effective rehabilitation programs designed to ensure the successful re-entry of returning citizens into society. This will be accomplished in a manner that favorably impacts on the quality of life of the people that it serves. The BOC will emerge as a strong and stable organization that has the confidence of the public, local, and federal agencies by addressing important problems and issues facing the community and the region, by leveraging the many synergies between learning, service, and discovery across the entire community, by adopting an accountability framework to all the Bureau's constituencies that monitor progress towards measurable and realistic goals, by retaining highly qualified human capital, and by embracing the principles of balanced strategic investments, cost savings, and responsible spending.

*BOC: Transforming Lives for a Safer Virgin Islands* inspires hope in the bureau and enlightens the mind of the reader. It recognizes the current realities, proposes responsible actions to be taken, and envisions a future where contributions are consistent; employees and community partners are satisfied with the operations of the Bureau; the Governor and Legislature are making the right yet tough decisions in the interest of the Bureau; the general public recognizes a well-run organization; and where the policies established enable the Bureau to create an environment to thrive.

The plan’s model for success as portrayed through the promulgation of its vision and mission statements and core values is timely, realistic and measured. The plan also provides an overview of the Bureau, discusses the planning process, presents planning assumptions, and identifies areas of focus together with performance goals, measurable objectives, strategic actions, time lines, resources/costs, and Responsible leads. It is visionary yet practical and brings a sense of reality to the Bureau’s existing situation. The following table gives a snapshot of the work to be completed over the next five years and the anticipated budget costs for completing the goals and objectives.

Area of Focus	No. of Performance Goals	No. of Measurable Objectives	Costs
Human and Organizational Development	5	5	\$135K
Engaging and Valuing Employees	3	3	\$85K
Technological and Infrastructural Advancement	4	4	\$1.435M
Financial Sustainability and Growth	4	4	\$270K
Organizational Effectiveness and Efficiency	12	12	\$785K
Program Development and Sustainability	4	4	\$2M
<b>TOTAL</b>	<b>32</b>	<b>32</b>	<b>\$4.710M</b>

BOC is positioned at the line of favorable opportunity. It stands ready to embark on a journey of stabilization, sustainability and growth in a thoughtful and deliberate manner. The task ahead may be challenging but we are committed to cultivating a safe work environment, capitalizing on our distinctive strengths, and reaching to the inner recesses of their being and embracing the opportunity to transform this bureau into a solid, agile and innovative future. Come! Take the journey with us as we advance public safety and renew, build, and grow the future of the BOC. Together we are *Transforming Lives for a Safer Virgin Islands*.

**TRANSFORMATIONAL INTEGRATIVE GOAL**

Our transformational integrative goal is to become a premier correctional facility with opportunities for rehabilitation, personal and professional development, reintegration, community engagement, and social empowerment for the peoples of the Virgin Islands.

In fulfilling this transformational integrative goal, we anticipate the following outcomes:

- Expansion of collaborative partnerships with external communities of interest to enhance the educational, rehabilitation, and work experience and provide opportunities for reintegration.
- Work with returning citizens to facilitate change by developing pro-social behavior in their efforts to become socially responsible.
- Create a safe workspace for employees of the Bureau of Corrections.
- Viewed as a customer focused organization dedicated to delivering exemplary service to internal customers and the public.

## Our Success Model: Vision, Mission, Core Values

### *Vision Statement*

The United States Virgin Islands Bureau of Corrections is striving to become the best corrections system in the Caribbean; protecting citizens from pre-sentenced detainees and convicted offenders by providing effective opportunities for returning citizens to achieve positive change. We view ourselves as a leader and partner in making the United States Virgin Islands a safer and healthier community, and fostering successful reintegration of returning citizens.

### *Mission Statement*

The mission of the Bureau of Corrections (BOC) is to provide proper care and supervision of all offenders under our jurisdiction while assisting, as appropriate, their re-entry into society. Also, striving to protect the public and ensuring the safety of the Bureau of Corrections personnel.

### *Core Values*

We are driven by the universal principles of life that are inherent in our core values of:

- Safety and Security
- Transparency
- Customer Service
- Collaboration and Engagement
- Professionalism and Accountability
- Custody
- Control
- Service
- Honesty and Integrity
- Teamwork



## OVERVIEW

As a result of the sweeping changes in the Revised Organic Act of 1954, the Governor of the Virgin Islands, within one year from date of approval of the Act, was required to "reorganize and consolidate the existing executive departments, bureaus, independent boards, agencies, authorities, commissions, and other instrumentalities of the Government of the Virgin Islands or of the municipal governments into not more than nine departments exclusive of such independent bodies whose existence may be required by Federal law for participation in Federal programs."

It also required "that the head of each executive department so constituted shall be designated as the Commissioner thereof, and that the Commissioner of Finance shall be bonded and that no other department, bureau, independent board, agency, authority, commission, or other instrumentality shall be created, organized, or established by the governor or by the Legislature, without the prior approval of the Secretary of the Interior unless required by Federal Law for participation in Federal programs..." In keeping with this directive on July 21, 1955 the Governor of the Virgin Islands, through executive Order No. 9, established the Department of Public Safety, as an executive department which incorporated Corrections (Jails and Prisons).

The Police Division of the Department of Public Safety was charged with enforcing the laws relating to public safety and to administer a police system providing police services for the protection of persons and property within the jurisdiction of the Virgin Islands that included the administration of jails, prisons and detention houses. On October 28, 1977, Act No. 4054, establishing Bureau of Corrections within the Office of the Governor became law. The effective date of the law was January 1, 1978. This law transferred the responsibility for the maintenance, supervision and administration of the jails and prison system within the Virgin Islands to the Bureau of Corrections. With the passage of Act No. 5265 in 1987, the Bureau of Corrections was placed under the jurisdiction and administration of the Virgin Islands Department of Justice, where it remained until October 1, 2009. In 2009, under Title 5 V.I.C. § 4501 established the Bureau of Corrections as an independent bureau within the Executive Branch of the Government. It serves the territory in housing adjudicated and non-adjudicated persons involved in the criminal justice system.

The Virgin Islands Bureau of Corrections' mission is to provide for the proper care and supervision of all offenders under its jurisdiction while assisting, as appropriate, their re-entry into society, and protect the public and ensure the safety of the Bureau of Corrections personnel. The agency's goals are to create more inmate programs that will provide inmates the opportunity to acquire academic and/or vocational skills that can be used for self-enrichment, rehabilitation within the facilities as well as outside the facility. Another goal for the agency is to create a safer and more secure facility for inmates and staff.

The Virgin Islands Bureau of Corrections operates the territory's correctional facilities. The Bureau of Corrections maintains a facility in St. Croix, the John A. Bell Adult Correctional Facility. The bureau also maintains two facilities on St. Thomas, the Alexander Farrelly Criminal Justice Complex (CJC) and the Alva A. Swan Annex. Currently, BOC is operating under a consent decree from the Federal Government as they work to improve the environment and opportunities for inmates throughout the territory.

## THE STRATEGIC PLANNING PROCESS

Strategic Planning is the leadership process to craft a vision for future success and determine the best goals, strategies, and key measures to achieve desired outcomes. It sets the conditions for confronting brutal realities, identifying barriers, examining social and economic trends, and driving actions. Although BOC has always been mindful to identify and pursue goals that support the mission of the organization over the years of its existence, there is no active strategic plan in use at the Bureau. The Strategic Planning process is designed to identify emerging needs and challenges facing BOC and establish guidance for strategic investment of resources in existing and developing areas of excellence and prioritizing initiatives in the coming years. The process to develop a strategic plan to cover the period 2020-2025 started in May 2020 with the assistance of the University of the Virgin Islands' Center for Excellence in Leadership and Learning (UVI-CELL). CELL proposed and employed a collaborative approach to planning that is consistent with generally accepted best practices for strategic planning. This approach allows for full consultation with internal and external stakeholders prior to presenting the draft plan to the Executive Team for approval.

In addition, the current status of the BOC with numerous consent decree mandates, technological and operational challenges, including aging infrastructure and equipment, shortage of human resources, and the prospect of an uncertain future require that the Bureau has in place a plan to guide the collection of contributions, the strategic allocation of resources and investment of assets, and the effectiveness of its operations to build a solid and secure foundation. As part of the inclusive process to develop the plan, the following steps were taken by the Bureau:

- Retained a qualified and experienced consultant with expertise in strategic investment planning to assist in guiding the process and offering an external view to refining the plan in concert with internationally accepted best practices for such plans.
- Conducted a series of constituency-focused planning sessions for administrators, staff, customers, health officials, and community partners to include organizing for the task, data gathering and engagement, planning assumptions, and concept paper writing, among others.
- Established a Planning Task Force (PTF) with representation from internal and external stakeholders comprised of administrators, staff, customers, health officials, and community partners. The PTF agreed on the common themes from information gathered and presented by all constituency groups and followed a process to develop a draft of the new strategic plan.
- The draft plan was submitted to the Agency's shared governance process prior to being submitted to the Executive Team for approval.
- The new Strategic Plan 2020-2025 will be officially launched in Fall 2020.

## PLANNING ASSUMPTIONS

*BOC: Transforming Lives for a Safer Virgin Islands* was developed on the following assumptions:

### Economic

- In the foreseeable future, the BOC will not continue to face financial instability.
- The cost of energy and the cost of living will continue to rise.
- The size of Government will continue to go on a downward trend.
- The Virgin Islands economic growth or lack thereof will be directly tied to the implementation of more affordable and efficient initiatives.
- Government's outlook on BOC will be favorable however contributions to the BOC will remain flat.
- The cost of training and professional development will drop with increased use of technological services.
- The economic outlook for the U.S. Virgin Islands will improve with increased Tourism dollars and development of Industry.
- The COVID-19 Pandemic will continue to impact the health and well-being of Virgin Islanders.

### Political/Legal

- The BOC will be removed from under a Consent Decree.
- The Legislature and Governor will act to ensure the viability of the Bureau.
- Involvement of the political stakeholders in the future of the Bureau will continue for the foreseeable future.
- Senators/Governors will be further educated about cost/income drivers that impact the Bureau.
- There will be greater accountability for grant and contract monies for the Bureau.
- Terrorism will increase over the next 5 years.
- Changes in government policies will adversely affect the BOC's delivery of services and programs.

### Social

- New and improved Behavioral / Mental Health facilities will be accessible to residents and inmates.
- Government employment will decrease because of the decline in the economy and advances in technology, thereby decreasing the inflow of contributions to the Bureau.
- Potential returning citizens to the workforce will continue to migrate to the mainland United States and the greater Caribbean.
- Evidence-based research will positively impact the USVI.
- Increase in unemployment will promote foreclosures, domestic and other violent crimes, and landlord-tenant disputes which will increase the need for BOC services.

- There will be a decrease in the poverty population due to emigration.
- The perception of BOC will change in the near future.
- There will be an increase in the prison population who will require BOC services and resources.

#### Technological

- The BOC will become more "data driven" from the advancements and decentralization of technology, thereby improving the accuracy and speed of decision making, service delivery, as well as ease of information sharing (e.g., transparency).
- Technology will significantly improve the relationship between the management team and employees of the Bureau by virtue of reducing cost and impediments associated with travel.
- Continuous technological advancements with respect to increased broadband capacity per user, convergence of portable hardware devices (e.g. smartphones), and outsourcing of software applications to "the cloud," will be a major driver of innovation in the delivery of the service model to clients.
- The time required and unit cost of key processes associated with delivering high quality service to clients will decrease with further technological innovation.
- The proportion of online programs and other distance learning opportunities will constantly increase and become the new model for the BOC educational programs.
- New technologies will continue to appear on the market at a rapid pace requiring adaptation by employees, some who may be resistant to change.
- The BOC will provide ongoing professional development to adapt to new technologies.
- New, rapidly emerging technologies will change inmates' preferences and expectations for educational delivery.
- The level of student college-readiness in general will remain constant for the immediate future and technological skills and expectations will continue to increase.

#### Demographics

- The talent pool of skilled and post-secondary educated and highly-trained individuals in the workforce or workforce-ready may diminish due to the cost of living and non-competitive salaries/wages.
- Social ills and violent crimes will continue to rise and affect the community.
- The demand for prison beds will continue to rise in the future.
- The BOC will increase collaboration with the Department of Health and other government and non-governmental agencies.
- Diversity in culture will broaden as more people migrate to the U.S. Virgin Islands.
- The BOC will recruit and retain a cadre of correction officers and other employees.
- The BOC will recognize the need to partner with other non-profit and private organizations to increase needed services for returning citizens.

## SUMMARY OF AREAS OF FOCUS

### Human and Organizational Development

Human capital is a primary and required resource of any organization. It represents the collaborative application of the collective expertise, capabilities, and competencies of its clientele in a manner that fosters utilization of these attributes for the betterment of the BOC and the broader community it serves. An organization's workforce predominantly consists of its non-managerial employees. Clients of the workforce have task responsibilities and duties that are specifically outlined in a job description that they are accountable for performing at the required levels. Employees' contributions to the organization are to use their skills and knowledge to effectively perform required duties and responsibilities. Over the years, the BOC has exhibited due care and responsibility in its recruitment and hiring practices and have used its best judgment to hire and retain the most highly qualified available individuals as required by the job specification. Providing and maintaining a positive internal organizational culture and ensuring that the requisite performance management, professional development and career advancement opportunities are in place to advance the work of the organization is a primary focus of the Bureau. The process requires deliberate engaged actions that are linked to the vision and mission of the organization while being mindful of the core values that underpin the organization. The performance delivery environment is thus very directly dependent on the management of human resources and hence on the organizational environment. Likewise, employees and employers must recognize and commit to their role in the partnership. Both management and employees are indispensable to the success and effectiveness of the organization.

### Engaging and Valuing Employees

Employees are our greatest asset. Engaging and valuing employees clarifies and institutionalizes the BOC's systems for personal development and employee incentives. The shared-governance model addresses the mechanism for giving voice to BOC stakeholders in major policy development, and key operational decisions. Strategic initiatives include opportunities for community engagement and intermingling and mechanisms for reward and salary enhancements.

### Technological and Infrastructural Advancement

Technological advances continue to influence the overall operations of correctional facilities. Many of the existing facilities at the BOC were constructed during a period of time when programming and core support space were not seen as necessary or beneficial. In order to adequately support the learning, engagement, and mission of the BOC, there must be adequate infrastructure in facilities and administrative operations. Infrastructural and technological advancements are required to ensure a safe and humane environment. The BOC is aware of the need to identify emerging technologies and install the required equipment that would allow employees and inmates to expand their horizons in an appropriately planned learning environment. We will gain greater authority over many of our administrative processes, which will allow for more effective and efficient management of the Bureau. As the BOC continues to grow, several key choices must be addressed to ensure the most effective management of the bureau's infrastructure and technological environment to include staff satisfaction, reduction in energy consumption, equipment upgrade and availability, modern communication infrastructure and technological upgrades, and building maintenance. These initiatives will allow the BOC to improve the delivery of service to clients, provides quality facilities, improve operations and maintenance, and promote good stewardship. The BOC is committed to continued upgrade of its facilities in order to improve the quality of services to clients, ensure the safety and security of employees, and provide a nurturing comfortable environment. The BOC stands ready to work with community partners to ensure that the best possible infrastructural and technological support is in place to attract and retain employees, advance the quality of services and programs offered, meet the goals of the bureau, and improve the safety and security of all.

**Financial Sustainability and Growth**

In the past years of its existence, the Bureau has achieved many significant milestones. In an effort to streamline resources in alignment with the Governor's mandate for greater efficiency, effectiveness, and accountability, the BOC is committed to reducing cost and growing our financial investments. The BOC recognizes the need to develop, maintain and protect its assets through sound economic practices. Its future excellence depends on ensuring its financial sustainability and growth which means increases in fees for services, revenues, grants and contracts, organizational and operational efficiencies, special fund allocations, salary adjustments, public-private partnerships by creating a culture of philanthropy. The financial responsibilities and tasks are great and the BOC must do all that it can to rise above the challenges and provide a responsible and prudent approach to the acquisition, management, and growth of the financial resources under its control.

**Operational Effectiveness and Efficiency**

Operational effectiveness and efficiency depends on the existence of clear, effective, and well-documented and comprehensive policies and procedures. If written policies and procedures do not exist, are inaccurate, outdated, or incomplete, that could lead to inaccurate and unreliable records, inconsistent practices, increased processing errors, and an inability to enforce employee accountability. It can also increase the risk of grievance, lawsuits and disputes, which should be avoided at all cost, especially in today's litigious environment. It is also important to remember that simply having policies and procedures is only effective if they are properly implemented and monitored. Especially during this period of constrained budgets and rapid growth and change within the BOC, written policies and procedures must be created, communicated to employees and other stakeholders and strictly enforced. Currently, supervisors and staff may handle situations based on how their peers or predecessors have handled similar situations in the past, or simply rely on their judgment, which results in inconsistencies and confusion. The policies established should be reasonable and the purpose of the policy should be understandable. In addition, staff and senior management should be involved in the development and implementation of such policies, in an effort to promote awareness, understanding, ownership, and compliance. Exceptions to the rules should also be clearly stated to avoid the perception of favoritism. The lack of updated policies such as Use of Force Policy, Emergency Evacuation Plan, and a Fire Safety Plan, is a major deficiency in the Bureau's operations and must be addressed immediately. Procedural manuals should be developed within all Divisions to avoid interruption in service in the event of any change in employment, including promotions, termination, and resignations.

**Program Development and Sustainability**

Program development should be client focused, resulting in high levels of customer satisfaction. Practical strategies, identified here, provide direction as we strive toward our goal of reentry and rehabilitation and contribute to safer communities through effective programming, reentry planning and transitional partnerships. As the BOC move forward in build a Re-Entry Program, we anticipate providing educational and technical training to better prepare inmates for obtaining employment once they leave prison, providing opportunities for inmates to leverage their technical skills while still in prison, hence offering services to other government agencies for a cost, developing a halfway house to support inmates with transitioning back into the community, and creating an in-house agriculture program to provide quality nutritious food to inmates.

Areas of Focus, Performance Goals, Measureable Objectives, Start date, Resources/Costs, and Agency Leads

Area of Focus 1: Human and Organizational Development

No.	Performance Goals	Measureable Objectives	Strategic Actions	Start Date	Resources/Costs	Agency Lead Person
1A	Improve career advancement opportunities for BOC employees.	By September 2023, BOC will increase the number of internal promotions by 15% above current numbers.	<p>Create a plan for promotion and advancement.</p> <p>Post all vacancies internally prior to making them available to the public.</p> <p>Identify opportunities for inter-departmental cross training.</p> <p>Identify training courses to address the learning and communication styles needed to develop a diverse workforce.</p> <p>Provide career, management, and personal development training opportunities to employees who require training.</p>	October 2021	\$25K	HR Manager
1B	Enhance internal capacities through professional development opportunities and recruitment	By September 2022, BOC will recruit, develop and maintain a professionally trained workforce by increasing the number of employees who engage in professional development by 5% annually.	<p>Continue efforts to hire more correctional officers and non-uniformed employees i.e. Nurses, Physicians, IT Technician.</p> <p>Conduct a needs assessment for professional development for employees.</p> <p>Assess staff core competency to determine required training in order to carry out BOC mission.</p> <p>Identify workshops, seminars, conferences, webinars and programs that will increase the knowledge, abilities, and skill levels of employees.</p>	October 2020	\$50K	HR Manager

No.	Performance Goals	Measureable Objectives	Strategic Actions	Start Date	Resources/Costs	Agency Lead Person
			<p>Orient and train employees in organization policies and procedures, and overall vision and mission of the organization.</p> <p>Develop a thorough onboarding process that provides new employees with a summary of job duties and expectations tailored specifically to their positions.</p> <p>Provide more “hands-on” training courses for existing staff and encourage external training opportunities and award agency training credits for attendance.</p> <p>Consult with UVI-CELL to provide professional development training for employees in the areas of customer service, ethics, mediation, team building, interoffice communication, and leadership and to provide internship opportunities and continuing educational hours.</p>			
1C	Increase retention rates of employees.	By March 2022, BOC will increase by 15% the number of approved strategies and incentives for attracting and retaining staff.	<p>Conduct a survey to identify factors that will promote employee retention.</p> <p>Review the compensation levels of all employees and retain a consultant to conduct a classification and compensation study.</p> <p>Continue to pursue opportunities to competitively compensate employees and adjust salaries in concert with market value and other compensation levels across the bureau in incremental raises over the course of 3 years.</p>	October 2020	\$35K	HR Manager



No.	Performance Goals	Measureable Objectives	Strategic Actions	Start Date	Resources/Costs	Agency Lead Person
			<p>Continue to reduce staff overtime by filling vacancies.</p> <p>Retain current employees to reduce training cost.</p> <p>Utilize performance appraisal to determine the percentage of raise.</p> <p>Maintain proactive employee recruitment programs to remain competitive in the job market.</p> <p>Develop and implement employee incentives that would provide greater job satisfaction, enhance job duties, retain staff and encourage longevity.</p> <p>Build trust and improve communication between staff, supervisors and the management team through increased information sharing and more frequent Bureau staff meetings.</p> <p>Implement a mentoring program for key level staff to facilitate development.</p>			
1D	Assess the effectiveness of the strategic plan.	By October 2021, BOC will have a matrix in place to assess the strategic plan.	Develop matrix to monitor progress of strategic plan goals, objectives and strategies.	October 2020	\$5K	Executive Team
1E	Use external consultants to augment BOC capabilities	By November 2024, BOC will increase by 10% customer satisfaction.	Identify, recruit and train to BOC standards consultants to be used for cases where the BOC does not contain the appropriate skillset to support client needs.	January 2022	\$20K	Executive Team

Area of Focus 2: Engaging and Valuing Employees

No.	Performance Goals	Measureable Objectives	Strategic Actions	Start Date	Resources/Costs	Agency Lead Person
2A	Strengthen workplace strategies that maximize health and wellness and resiliency.	By December 2023, BOC will develop and promote an Employee Wellness and Resiliency Program with at least a 15% participation rate.	<p>Create and implement a resiliency program focused on reducing employee stress and improving physical and mental health.</p> <p>Develop training and incentives to encourage increased exercise and improved nutrition for employees and customers.</p> <p>Establish a Wellness Program that incorporates confidential professional services to help employees achieve a healthy work-life balance.</p> <p>Partner with labor unions and accredited research institutions to advance the practice of employee wellness.</p> <p>Train and promote mindfulness practices to provide calming, decompression, and stress lowering experiences.</p> <p>Provide technical assistance to human resources, supervisors, managers and employees for the purpose of supporting staff involved in critical incidents, staff assaults, and unexpected trauma affecting employees.</p>	October 2021	\$75K	HR Manager Executive Team
2B	Promote and sustain a culture of respect, and inclusion for all employees.	By June 2023, BOC will increase by 10% activities to build positive relationships	Encourage participation and connection that values each individual’s unique contributions within the construct of diversity, inclusion, integrity, and respect.	January 2021	\$5K	HR Manager

No.	Performance Goals	Measureable Objectives	Strategic Actions	Start Date	Resources/Costs	Agency Lead Person
			<p>Build and maintain positive relationships with employees to establish a pattern of trust and transparency.</p> <p>Hire, train, promote, and recognize the BOC core values and competencies.</p> <p>Create, implement, and support succession planning around core values and competencies.</p>			
2C	Increase the consultation and communication efforts between the executive team and staff.	By June 2021, BOC will implement various forms of communication by 10% over current levels.	<p>Develop a communication pathway for relevant information sharing between all employees and the management team.</p> <p>Have regular meetings when changes occur to keep employees informed and improve overall internal communication.</p> <p>Expand use of social media to share Bureau’s information.<sup>10</sup></p> <p>Encourage standardized reporting and efficient use of e-mail correspondence for bureau-wide announcements.</p>	October 2020	\$5K	PI Officer Executive Team
2D	Create a culture of spirituality and mindfulness.	By June 2021, BOC will provide opportunities to support the spiritual well-being of employees, inmates, and returning citizens with a 10% participation rate.	<p>Expand access to spiritual and faith-based programs and services.</p> <p>Implement a prison mindfulness program.</p> <p>Implement monthly faith-based and mindfulness activities.</p>	January 2021	\$10K	HR Manager Warden Case Manager

Area of Focus 3: Technological and Infrastructural Advancement

No.	Performance Goals	Measureable Objectives	Strategic Actions	Start Date	Resources/Costs	Agency Lead Person
3A	Update the Bureau’s technological infrastructure to improve safety and performance.	By September 2025, BOC will maintain the efficiency of its technological infrastructure at 99% up time.	<p>Conduct a feasibility study to determine the type of technological and infrastructural improvements required to meet BOC needs.</p> <p>Evaluate and determine whether to implement body cameras and/or other wearable technology across the Bureau.</p> <p>Invest in scannable badges, as inmates move from unit to unit, to record where they go and what they are doing automatically.</p> <p>Enable other software modules to maximize use of existing technological systems.</p> <p>Use innovative technologies and security approaches to strengthen surveillance.</p>	December 2020	\$300K	MIS Administrator
3B	Identify emerging technologies and practices that will place BOC at the forefront of correctional technology.	By December 2022, BOC will convert 10% of its manual processes to electronic formats.	<p>Explore and monitor industry for emerging technology advances beneficial to BOC.</p> <p>Expand the use of technology for telemedicine, on-site services, and training.</p> <p>Expand inmate emails to tablets &amp; kiosk.</p> <p>Explore the feasibility of recruiting an IT specialist or partnering with an IT company.</p> <p>Budget yearly sufficient funds to address new technology needs and training.</p> <p>Ensure adequate training to maintain System.</p>	September 2021	\$35K	MIS Administrator

No.	Performance Goals	Measureable Objectives	Strategic Actions	Start Date	Resources/Costs	Agency Lead Person
3C	Upgrade and maintain the physical infrastructure and operational support of the Bureau facilities and assets to ensure a safe and humane environment.	By December 2025, BOC will improve by 50% the infrastructure of the facilities.	<p>Continue to update and maintain aging facilities by implementing preventative maintenance programs.</p> <p>Make facility improvements to be more energy efficient and environmentally sustainable to reduce cost.</p> <p>Continue to replace outdated equipment with newer energy-efficient equipment to include emergency equipment, emergency exits, and fire safety equipment.</p> <p>Expand construction efforts that incorporate energy-saving elements.</p> <p>Pursue opportunities for cost sharing with private entities to modernize bureau facilities.</p> <p>Identify, utilize, and develop skilled laborers to assist in facility maintenance by assigning inmates who have completed training in the construction trades.</p>	July 2021	\$1M	Facilities Manager
3D	Provide infrastructure to facilities to meet the goals of the corrections system.	By September 2025, BOC will restructure its resources to improve service delivery by 25% above current levels.	<p>Implement research based infrastructure design.</p> <ul style="list-style-type: none"> <li>• Explore methodological options for the provision of better short-term custodial facilities.</li> <li>• Explore options to expand facilities for the delivery of programs and education.</li> </ul>	January 2022	\$100K	Facilities Manager

No.	Performance Goals	Measureable Objectives	Strategic Actions	Start Date	Resources/Costs	Agency Lead Person
			Consider options for the restructure of resources to provide open, low-security facilities appropriate to the needs of the prison population, including transition / reintegration centers.			

**Area of Focus 4: Financial Sustainability and Growth:**

No.	Performance Goals	Measureable Objectives	Strategic Actions	Start Date	Resources/Costs	Agency Lead Person
4A	Create a culture of philanthropy.	By June 2023, the BOC will increase fundraising activities by 5% above current levels.	Strengthen fundraising activities through collaborative work with community organizations.  Continue to explore grants and contracts funding opportunities.	March 2022	\$60K	Programs and Grants Manager
4B	Develop a sustainable financial future.	By January 2024, the BOC will develop a sustainable financial model to increase revenue by 5% above current levels.	Build market awareness with collaborative partners through advertisements and identify and leverage the strengths of the collaborative partners.  Exercise cost efficiency through shared services.	July 2021	\$75K	Fiscal Manager
4C	Develop a capital campaign to attract gifts, sponsorships, partnerships, and other in-kind equipment to assist	By March 2025, BOC will increase its level of gifts and donations from donors by 25% over current levels.	Create a plan for developing community partnerships for capital enterprises.  Establish partnerships with community based organizations or government agencies for the purpose of exchanging goods and services for payment or reciprocation of services.	March 2021	\$50K	PI Officer Fiscal Manager

No.	Performance Goals	Measureable Objectives	Strategic Actions	Start Date	Resources/Costs	Agency Lead Person
			<p>Develop capital enterprises within the Bureau of Corrections that allows inmates to learn a skill that can be offered to the community and other government agencies in exchange for payment or reciprocation of services.</p> <p>Develop a case statement for the Bureau.</p> <p>Develop an investment and spending policy for a foundation in collaboration with an organization.</p> <p>Establish financial and other operational policies for the foundation.</p>			
4D	Integrate and formalize partnership commitments with the University of the Virgin Islands, the Virgin Islands government, and private sector sponsors.	By December 2023, the BOC will increase funding through community partnerships by 30%.	<p>Develop and strengthen opportunities with other government agencies and the private sector to utilize student interns with the BOC.</p> <p>Cross-market UVI-CELL training with BOC programs through UVI-CELL and the many schools and colleges.</p> <p>Develop and strengthen partnerships with Businesses and Community Organizations to support and promote efficient service delivery and coordinated approaches to rehabilitation and reintegration programs.</p> <p>Increase engagement with government and non-governmental agencies through informational forums.</p> <p>Provide incentives for community partners tied to job creation and capital formation.</p>	December 2020	85K	Fiscal Manager Executive Team

No.	Performance Goals	Measureable Objectives	Strategic Actions	Start Date	Resources/Costs	Agency Lead Person
			Promote the value of the BOC Corrective Services and improve community awareness of services, including services for victims and families.			

**Area of Focus 5: Operational Effectiveness and Efficiency**

No.	Performance Goals	Measureable Objectives	Strategic Actions	Start Date	Resources/Costs	Agency Lead Person
5A	Create and implement performance management practices.	By January 2023, BOC will maximize employee performance by 25% above current levels.	<p>Develop and implement a performance management plan.</p> <p>Advance the use of restorative practices in employee misconduct responses.</p> <p>Explore ways to refine the Bureau’s employee disciplinary process.</p> <p>Conduct yearly performance evaluations for all employees.</p> <p>Conduct assessments to evaluate adherence to standard operating procedures and policies and make corrective actions as needed.</p>	July 2022	\$25K	BOC Director Executive Team
5B	Increase the effectiveness of employees across the Bureau.	By June 2025, BOC will modify 100% of job descriptions to reflect current job responsibilities and duties and update all policies.	<p>Conduct 360 degree evaluations for all employees in management or supervisory roles.</p> <p>Conduct review sessions with the respective executive team and HR to review and recommend changes to job descriptions.</p>	January 2021	\$10K	BOC Director HR Manager MIS Administrator



No.	Performance Goals	Measureable Objectives	Strategic Actions	Start Date	Resources/Costs	Agency Lead Person
			<p>Hire outside consultant to review proposed changes to ensure that changes are effective in achieving the Bureau’s goals and objectives.</p> <p>Hold discussions with union representatives, executive staff, and employees to discuss necessary changes to job descriptions.</p> <p>Enforce the employee handbook and work rules, along with disciplinary procedures and related policies for the safety of staff, customers and the public and to ensure employees continue to meet the overall objectives and mission of the Bureau.</p> <p>Explore technologies to improve staff efficiency and effectiveness.</p>			
5C	Promote the safety of inmates, employees, and the public.	By September 2024, BOC will improve safety measures for stakeholders (internal and external) by 50% above current levels.	<p>Improve the quality of intelligence data and analytics to identify and predict criminal activity in the Bureau.</p> <p>Continuously evaluate and address inmate concerns and complaints through the review and revision of the Bureau’s grievance monitoring system.</p> <p>Develop and maintain effective emergency management procedures and resources to respond to incidents.</p> <p>Develop an emergency evacuation plan for both facilities and implement proper fire safety measures.</p>	January 2022	\$15K	BOC Director Warden

No.	Performance Goals	Measureable Objectives	Strategic Actions	Start Date	Resources/Costs	Agency Lead Person
			<p>Improve classification assessment to address risk and need areas for program and custody points.</p> <p>Increase individual engagement in violence reduction programs.</p> <p>House inmates by custody classification and needs to increase safety and delivery of services.</p>			
5D	Improve the efficiency and security of the BOC.	By December 2021, BOC will implement security measures to improve the safety and security of all employees, customers, and the public.	<p>Network video cameras at the Bureau for improved security monitoring.</p> <p>Implement the use of body scanners, x-rays, cell phone call blockers, restricted access plans, and other technology to improve the Bureau’s security and reduce contraband.</p> <p>Explore other methods to improve security around contraband.</p> <p>Implement state-of-the-art cameras/recording devices on transport vehicles to monitor inmates and officer’s movements and enhance safety.</p> <p>Improve use of software to detect patterns in incident occurrences to ensure good security practices are being administered throughout the facilities.</p>	January 2021	\$50K	Warden
5E	Improve customer service (internal and	By September 2023, BOC will reduce the number of customer	Establish service charters for all departments.	January 2022	\$20K	HR Manager

No.	Performance Goals	Measureable Objectives	Strategic Actions	Start Date	Resources/Costs	Agency Lead Person
	external) and other areas of employee development.	complaints by 10% under current levels.	<p>Equip staff members with the knowledge and skills necessary to confidently and effectively perform all duties and responsibilities.</p> <p>Conduct internal cross-training of staff where applicable.</p> <p>Establish policy that requires all employees, including senior management, to complete a mandatory customer service skills training program, repeating bi-annually as needed.</p> <p>Establish and enforce policy that requires all employees to complete annual Ethics (to include confidentiality), Responsible Conduct, and Conflict Resolution training.</p> <p>Establish policy that requires all supervisors and directors to complete management training courses.</p> <p>Develop a Customer Satisfaction Survey that truly reflects the customer’s opinions in a timely manner.</p> <p>Conduct a skills assessment of all employees and identify areas that may require training.</p>			
5F	Develop and implement strategies to effectively manage special populations.	By December 2025, BOC will identify new strategies to increase accommodations for the mentally ill and disabled population by 10 %.	<p>Establish a comprehensive action plan for the care and management of the mentally ill, aging, and disabled offender populations.</p> <p>Identify clinical resources that may be necessary to provide a safe living environment for the aging and medically frail, mentally ill,</p>	January 2023	\$50K	Medical Director Warden

No.	Performance Goals	Measureable Objectives	Strategic Actions	Start Date	Resources/Costs	Agency Lead Person
			and disabled offenders where their needs can be met.			
5G	Improve Employee Morale	By October 2023, BOC will improve employee morale by 15% above current levels.	<p>Encourage feedback and input from employees to create a higher level of commitment and empowerment.</p> <p>Set realistic performance expectations and ensure measurement data is fair and accurate.</p> <p>Enhance current and develop additional employee recognition plans.</p> <p>Develop and implement leadership training program that focuses on building commitment, morale and teamwork.</p> <p>Develop annual employee satisfaction survey.</p> <p>Develop quarterly newsletter.</p>	October 2020	\$10K	HR Manager
5H	Meet and maintain local and national correctional standards, accreditations, and licensures.	The BOC will ensure 100 % compliance with all local and national standards to ensure staff and inmates are provided a safe and humane environment.	<p>Maintain compliance with national audit standards of the Prison Rape Elimination Act (PREA).</p> <p>Maintain American Correctional Association (ACA) standards and accreditation.</p> <p>Ensure appropriate facilities and services are compliant with the Americans with Disabilities Act (ADA).</p> <p>Ensure compliance with Correctional Medical Authority standards.</p>	October 2020	\$75K	BOC Director

No.	Performance Goals	Measureable Objectives	Strategic Actions	Start Date	Resources/Costs	Agency Lead Person
			<p>Ensure compliance with the Virgin Islands District Court Order to complete near-term, mid-term, and long-term goals.</p> <p>Continue to revise and implement reforms pertaining to medical treatment, use of force, prison classification, and other required areas.</p> <p>Educate and identify staff to ensure standards are being met.</p> <p>Maintain compliance with the Bureau’s audit standards related to overall operational performance by conducting management reviews and unannounced security audits.</p>			
5I	Ensure all inmates continue to receive timely, quality and cost-effective medical, dental and mental health care services	By September 2025, the BOC will meet 100% NCCHC industry standards for inmates and returning citizens.	<p>Maintain and monitor contract healthcare providers to ensure robust, quality medical programs and services.</p> <p>Pursue the implementation of an electronic medical records system.</p> <p>Improve accessibility to quality and cost-effective medical, dental, and mental health services.</p> <p>Construct and develop state of the art mental health facilities.</p> <p>Employ enhanced technology such as Telehealth to improve healthcare access, ensure timely medical diagnoses and reduce medical costs.</p>	October 2021	500K	Medical Director HS Administrator HR Manager

No.	Performance Goals	Measureable Objectives	Strategic Actions	Start Date	Resources/Costs	Agency Lead Person
			<p>Assign inmates to institutions and housing accommodations that best suit special physical and mental health needs to ensure access to specialized healthcare.</p> <p>Create and offer healthcare re-entry services to inmates needing specialized medical and/or mental health services to support the Bureau re-entry initiatives.</p> <p>Develop research, information and analytics processes to better identify, monitor and address healthcare issues and trends.</p>			
5J	Correction Officers will conduct three (3) random cell checks in and around inmate occupied areas per shift for each housing unit.	By April 2021, the BOC will implement a system of random cell checks to ensure the welfare of the inmates and increase the safety and security of the Bureau by 100%.	<p>Correction Officers will follow a cell check plan to determine who does the check, when, and how to properly document the check after completion.</p> <p>Correction Officers will be required to complete the Cell Search document after each cell check.</p> <p>Our newly installed camera system will be used to verify cell checks are completed.</p> <p>Correction Officers will vary the time they conduct cell checks to avoid predictability.</p> <p>The Bureau will explore the use of other technological systems designed to confirm proof of presence.</p>	October 2020	\$15K	Correction Officer Compliance Officer

No.	Performance Goals	Measureable Objectives	Strategic Actions	Start Date	Resources/Costs	Agency Lead Person
5K	Employees will report to work at their regularly scheduled time to reduce overtime cost.	By September 2025, BOC will increase cost savings from excessive overtime payments by 100% above current levels.	<p>The BOC will revise and strengthen agreements with local Unions and other Government Agencies to reduce overtime.</p> <p>The BOC will revisit and revise current HR policies, establish a rank/pay structure that makes promotions desirable and explore the use of temporary or part-time workers.</p> <p>The BOC will seek legislative support for an across-the-board pay raise in all security classes that makes the BOC competitive with other law enforcement agencies and seek approval to implement pay incentives.</p> <p>The BOC will reduce overtime cost as staffing levels increase.</p> <p>The BOC will implement mandatory daily roll call for all employees.</p> <p>Improve operational efficiency of the employee’s time and attendance using time force.</p>	October 2020	\$5K	Warden Shift Supervisor HR Manager
5L	All Incident Reporting will be completed for each Policy.	By March 2023, the BOC will increase compliance of incident reporting by 100%.	<p>The BOC will create a paperless Officer incident reporting program through the use of officer tablets and integrated reporting functions.</p> <p>The Bureau will explore the use of a mobile tracking and logging system to increase the level of detailed data collection for reporting, improve communication and staff accountability, and safeguard information.</p>	October 2020	\$10K	Warden Compliance Officer

No.	Performance Goals	Measureable Objectives	Strategic Actions	Start Date	Resources/Costs	Agency Lead Person
			<p>The Compliance Officer will verify the incident report using audit tools.</p> <p>The Compliance Officer will review incident reports to ensure accuracy of information.</p>			

**Area of Focus 6: Program Development and Sustainability**

No.	Performance Goals	Measureable Objectives	Strategic Actions	Start Date	Resources/Costs	Agency Lead Person
6A	Increase the use of evidence-based practices in the rehabilitation of those who are incarcerated.	By June 2023, BOC will increase the intensity of inmate involvement in community-offered intervention programs by 5% percent.	<p>Continue to maintain evidence-based programs, ensure the effectiveness of their curriculum through research and evaluation, and implement additional programs, as appropriate.</p> <p>Offer educational, vocational, certificate, and workforce development training programs based on their needs and priorities by effectively utilizing intake screening tools and the Bureau’s Risk Assessment System (RAS) as well as other implemented assessments to guide programming.</p> <p>Conduct formalized reentry planning as individuals near release.</p> <p>Create and implement BOC-wide training on trauma-informed corrections, restorative justice principles and what that means in facilities and community services.</p> <p>Enhance the process of establishing and maintaining volunteer status through increased</p>	June 2022	\$500K	BOC Director Case Manager



No.	Performance Goals	Measureable Objectives	Strategic Actions	Start Date	Resources/Costs	Agency Lead Person
			<p>use of virtual and automated enrollment, retraining and notifications.</p> <p>Work with the community to increase the number of community-based volunteers to provide program service delivery, thereby assisting in reducing recidivism.</p>			
6B	Provide access to appropriate Programs and Services for Inmates.	By December 2023, BOC will implement new programs and services to address the needs of inmates by 10% above current levels.	<p>Research and employ an array of evidence-based tools and resources to assess inmate risk and criminogenic needs.</p> <p>Implement specialty housing programs to house inmates with similar needs and backgrounds to encourage good behavior.</p> <p>Provide the appropriate level and increase the availability of mental health and substance use treatment through enhanced assessments and services.</p> <p>Coordinate with community partners to increase incentive programs for offenders.</p> <p>Establish an organized program of continuous evaluation and improvement between community corrections and court administration.</p> <p>Continue to utilize community mental health services upon release.</p> <p>Develop a robust Marketing Plan for the BOC Social Enterprise Program.</p>	March 2022	\$700K	BOC Director Case Manager

No.	Performance Goals	Measureable Objectives	Strategic Actions	Start Date	Resources/Costs	Agency Lead Person
			<p>Evaluate recent enhancements in continuity of care for special needs offenders nearing release, to include programming and processes for coordinating benefit entitlements (securing Social Security, Medicare, Medicaid, Veterans Administration benefits, etc.). This ongoing effort will identify increased efficiencies and service delivery and keep the agency informed and proactive with all continuity of care practices for the special needs population.</p> <p>Expand education about nutrition and healthy lifestyle changes.</p>			
6C	Prepare returning citizens for successful transition and reintegration into their communities.	By December 2024, BOC will increase the number of programs available to returning citizens that will assist with their successful reentry by 20% above current levels.	<p>Continue to develop and implement a Re-entry Program for returning citizens to reduce recidivism and enhance public safety.</p> <p>Expand educational program opportunities and access to postsecondary education provided by the University of the Virgin Islands and other Institutions of higher learning.</p> <p>Continue to explore the use of tablets with Good Grid and Edovo programming.</p> <p>Utilize a data-driven assessment process to analyze interventions/programs and adequately address inmate and offender criminogenic needs.</p> <p>Identify additional resources for job placement, career planning, housing, and transportation.</p>	June 2021	\$500K	BOC Director Case Manager
6D	Develop an in-house food service program.	By December 2022, the BOC will increase the availability of	Collaborate with the UVI School of Agriculture to develop an onsite agriculture program.	October 2020	\$300K	BOC Director Warden

No.	Performance Goals	Measureable Objectives	Strategic Actions	Start Date	Resources/Costs	Agency Lead Person
		quality food to inmates by 15% above current levels.	Sustain and diversify Food Security.  Re-ignite the tilapia farm project.  Promote Organic Farming methods and provide organically grown food to improve the quality of nutrition and health of inmates.  Participate in the UVI Culinary Arts Program.  Consult with dietitian to create special needs menu plan for inmates.			

**PLAN IMPLEMENTATION AND RESOURCES**

*Strategic Plan 2025: BOC: Transforming Lives for a Safer Virgin Islands* is estimated to cost **\$4.680M** over the next 5 years. It contains initiatives that are bold and ambitious yet required to refocus the Bureau and assure its survival and growth for generations to come. BOC has already taken some important steps to improve the Bureau but there is still more work to be done.

The plan will be funded through specific avenues including, increased financial contributions from services performed, managing existing resources well, developing additional revenue streams through entrepreneurial activities, mission-focused grant and contract funding, public-private partnerships, fundraising and other philanthropic support, and the injection of new monies into the Bureau from the Government of the Virgin Islands.

Strategic Plan 2025 will be assessed annually through regular updates to the Executive Team. This effort involves transforming the strategies and objectives into measurable actions and accomplishments for each area. The Bureau will develop dashboards of key performance indicators that are linked to each of the goals in the plan and utilize electronic based software to link the plan to the budget, assessment, and organizational effectiveness. The plan will be a living, dynamic document that will be revised and updated based on our changing environment and evolving policies and directives. This process will continue to improve our performance while guiding the Bureau in a forward direction.

This is an exciting and historic step for the BOC. Although the journey may seem challenging, we are confident that the vision, mission and core values that underpin the Bureau together with the courage of the leadership and Government will help to transform the Bureau into a model entity for correction reform and economic growth and sustainability. Our legacy is sustain and grow the future of the Bureau that would be a model for similar systems across the nation and improve the quality of life for those we serve. BOC is poised for greatness – join us on our journey of *Transforming Lives for a Safer Virgin Islands*.

Area of Focus	No. of Performance Goals	No. of Measurable Objectives	Costs
Human and Organizational Development	5	5	\$135K
Engaging and Valuing Employees	3	3	\$85K
Technological and Infrastructural Advancement	4	4	\$1.435M
Financial Sustainability and Growth	4	4	\$270K
Organizational Effectiveness and Efficiency	12	12	\$785K
Program Development and Sustainability	4	4	\$2M
<b>TOTAL</b>	<b>32</b>	<b>32</b>	<b>\$4.710M</b>

**APPENDIX A: COLLABORATIVE STRATEGIC PLANNING TASK FORCE**

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**Appendix B: Alphabetical Listing of Acronyms**

Acronyms	Meaning
ACA	American Correctional Association
ADA	Americans with Disabilities Act
BOC	Bureau of Corrections
HSA	Health Service Administrator
HR	Human Resources
ISO	International Organization for Standardization
MIS	Management Information Systems
NCCHC	National Commission of Correctional Health Care
PIO	Public Information Officer
PREA	Prison Rape Elimination Act
PTF	Planning Task Force
SOPs	Standard Operating Procedures
UVI-CELL	University of the Virgin Islands Center for Excellence in Leadership and Learning

