

STAFFORD COUNTY

SHERIFF'S OFFICE



Strategic Plan 2018 Accomplishments and 2019 Work Plan



Vision and Mission

Vision

“Dedicated, innovative people, working with the community, to serve and protect Stafford County while using the best tools and technology available.”

Mission

We, the men and women of the County Sheriff’s Office, in partnership with our community, are dedicated to enhancing the quality of life by maintaining order, protecting life and property, and reducing the fear of crime.

We will ensure the peace and safety of all citizens by upholding the Constitution of the United States and the Commonwealth of Virginia.

As leaders of the community, we will embrace our core beliefs: Integrity, Compassion, Fairness, and Professionalism.



Table of Contents

Introduction 4

Accomplishments 5

Schedule for 2019 12

Focus Group Activities 13

Implementation of Recommendations 14

New Focus Group Charters 21

Outcomes 26



Introduction

In late 2017, the Stafford County Sheriff's Office launched a formal strategic planning effort as part of its efforts to continuously improve and prepare for the future. Our goal was to develop thoughtful solutions to the challenges that we face through deliberative decisions and actions, ending with an action plan for a specified period of time.

Since that time, we have reaffirmed our Mission Statement and developed a Vision, Vision Principles, Strategic Focus Areas and Strategic Goals that will guide our work as an organization over the next three to five years. In February 2018, we presented a draft Strategic Plan to the organization and it was approved in March. For the remainder of 2018, we formed employee Focus Groups to work on our Strategic Focus Areas and Strategic Goals, and those groups developed recommendations based on their efforts. The status of those recommendations is included in this document.

We held our second Strategic Planning retreat in October 2018 and formed new Focus Groups to work on the Focus areas that were not addressed in 2018. These groups' charters begin on page 18.

This Work Plan also highlights 2018 accomplishments in our Strategic Planning efforts as well as throughout our organization. The work plan for the coming year is also included. Additional work plans will continue to be sent out each year to provide similar updates to the organization.



2018 Accomplishments

Strategic Plan

- 2nd Annual Strategic Planning Retreat held at Stafford Hospital.
- Report on 2nd Annual Strategic Planning Retreat completed and provided to organization.
- 3rd Quarter Report on Strategic Planning progress provided to the organization.
- Focus Groups continued meetings and completed Final Reports.
- Focus Groups met with SCSO Leadership Team and briefed members on recommendations.
- Homeland Security/Emergency Management Unit's efforts formally added to the agency's Strategic Plan.

Selected Organization-Wide Accomplishments

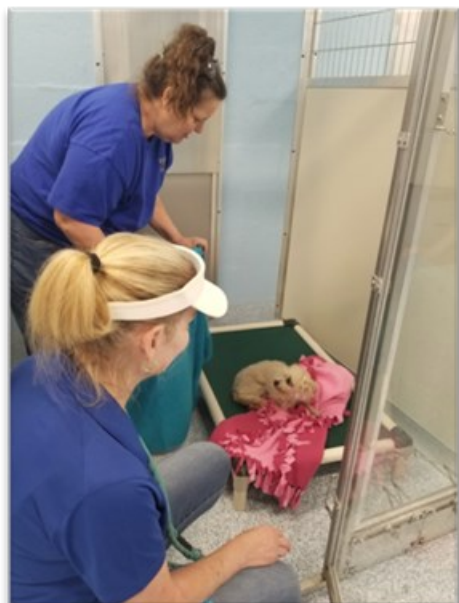
- Partnered with the County's Human Resources Department and the County's Leadership Team on the Classification and Compensation project. Job Description Questionnaires were completed by each division for the study.
- Completed Compensation Study for Communications Officers
- Established new job classifications, pay grades and initiated evening and night differential pay
- Gained several positions including:
 - 5 new Deputy positions to enhance community safety
 - Added third Polygraph examiner
 - Added Sergeant's position to the Training section which also serves as the Simulator Coordinator (upgraded existing position)
 - Full-time Domestic Violence Detective (internal detail)
 - Domestic Violence Counselor (Empowerhouse Domestic Violence Counselor)
 - Auxiliary detective to assist Computer Forensic Detective
 - Two new Site Safety Officers for Clandestine Lab team (collateral duties)
 - One more Special Investigations Unit Detective (7 total including supervisors)
 - Approved training for another Child Forensic Interviewer
 - Added another on-call Deputy to assist in temporary detention orders for mental health subjects. Now, a two-person unit is guaranteed to respond to these calls.
- Also hired staff including:
 - Communications Officers
 - Filled the Coordinator's position for the Virginia Criminal Information Network (VCIN)
 - Established a Full-Time Warrants Deputy (internal detail)
- Promoted 14 staff members during Promotion ceremony in November.
- Graduated six new deputies from basic academy on November 14th
- Graduated one additional Detective Polygrapher and state certified one additional Detective Polygrapher
- Advanced 48 individuals in the organization to next level (deputy to Deputy First Class, Detective to Detective First Class, etc.)
- Added 67 members to various Specialty Teams (Bike Team, SWAT, Traffic Safety etc.)
- Secured funding for enhanced medical/physical assessments for our Clandestine Laboratory Operations Group
- Achieved full staffing of Animal Control Officer positions.

2018 Accomplishments

- Sheriff's volunteers donated 8,040 hours to the community (value of their service is \$289,440). This includes Animal Control, traffic trailer teams, search and rescue and all administrative positions.
- School Safe Task Force created recommendations and made additional progress on improving school safety in Stafford.
 - Established the School Protection Officer program in 3 elementary schools
 - Trained more than 3,000 teachers and employees on active shooter countermeasures
 - Installed school camera monitors in the Emergency Communications Center
 - Transferred outdated school transportation communication system to newer system
 - All buses now have radios
 - School communication radio coverage is vastly improved (99% coverage)
 - Increased safety of kids riding school buses
 - Advocated for increased awareness of School Bus Safety through creation of new video which was posted on social media
 - Coordinated Forensics Club at Shirley Heim Middle School for 6th, 7th & 8th grade students
 - Conducted social media safety classes for parents at Ferry Farm, Falmouth and Grafton Elementary Schools as well as the England Run library
 - Annual DARE basketball game (Law Enforcement vs. Educators)
- Engaged interested job seekers in discussions about a potential career in law enforcement at the PA - Philadelphia Law Enforcement Hiring Expo on December 6.
- Transitioned from voicemail to email information regarding Patrol/CID activities for better communication of crime/activity information.
- Solved two homicides within in a few days of their occurrence in November (Newton Road and Exxon Station on Warrenton Road).
- Peacefully resolved Barricade gunman incident in Hartwood.
- Participated in the following community events:
 - DARE Day
 - National Night Out—13 Neighborhoods participated
 - Special Olympics
 - Participated in annual Torch Run
 - Sponsored annual Kickin Bass Tournament to raise funds for Special Olympics events throughout the year
 - Annual Law Enforcement Bike Ride
 - Continued with Junior Deputy Program, Cadet Program and Star Force Cadets
 - Partnered with other law enforcement agencies across the United States and 7-11 stores this past summer in Operation Chill program, which provides children with free Slurpee drinks as rewards for good behavior
 - Sheriff's Holiday Shopping Spree



2018 Accomplishments



- Ferry Farm Elementary School Drug Awareness March
- Conducted Trunk or Treat
- Participated in Stafford Christmas Parade
- Spoke at Opioid Summit with Congressman Wittman in October. 1st Sergeant Robert Grella presented at the community event.
- Provided traffic control at 2nd annual Civil War Museum fundraiser.
- Provided Security/Crime Prevention efforts for Stafford County Fair.
- Participated in Veterans' Day ceremony.
- Collected 285 pounds of medication during Operation Medicine Cabinet.
- Participated in annual Ferry Farms Elementary School Drug March.
- Assisted with annual Christmas Parade in Fredericksburg.
- Participated in Celebrity Waiter event for Rappahannock United Way to raise funds to support the agency's efforts for education, financial stability and healthy living in our region.
- Partnered with Mission BBQ on a donation to the Safe Harbor Child Advocacy Center.
- Animal Shelter received a donation from partnership with Coldwell Banker Elite Give back team.
- Homeland Security/Emergency Management staff held first Citizens Homeland Security Course for community members on October 27.
- Homeland Security video created and posted on SCSO website and social media.
- Homeland Security article written and published by staff appeared on Homeland Security Today website.
- Established Stafford County Operation Public Eye (S.C.O.P.E.) program to partner with citizens on using video camera footage to help solve crimes
- Raised funds for D.A.R.E. during annual D.A.R.E. Pizza night fundraiser.
- Participated in Trunk or Treat at the Government Center, conducted patrols throughout neighborhoods and scanned candy at the Courthouse for a safe and fun Halloween in the community.
- Sheriff's Shopping Spree held Dec. 15 for dozens of underprivileged children and seniors allowing them to buy gifts for family members and friends.
- Enhanced public information efforts:
 - Promoted positive news stories including one on SCSO's partnership with Delegate Bob Thomas to revise the law for accident investigations as well as one on the SCSO's 13th bald eagle rescue stories.
 - Encouraged citizens to take on a more proactive role in keeping their personal property and their homes safe through the 9 PM Routine social media campaign.
 - Daily Incident Report
 - 9 pm Campaign

2018 Accomplishments

- 12 Days of Christmas Safety Effort
- Added staff pictures to member's area of website to enhance communications among employees.
- Enhanced winter storm preparedness by participating in the County's Winter Storm Leadership and Emergency Management table top exercise.
- Deputy Dominguez won the Charles E. Murray Top Performance Achievement Award at his academy graduation.
- Awarded 1st Place in the Virginia Association of Chiefs of Police for best traffic safety program
- Received Officer Wellness Grant for Peer Support Team
- Awarded JAG grant to purchase new ballistic vests for SWAT Team
- Received grant to deliver Junior Deputy Program
- Streamlined training of new staff in ECC
- Conducted Cultural Diversity Training with focus on terrorism
- Initiated training and technology acquisition for software and hardware that will be used for enhanced reconstruction of crime scenes and crashes
- Completed Cybersecurity Training
- Conducted recertifications for staff on state-of-the-art Use of Force Training Simulator
- Completed County Proper Workplace Conduct Training
- Established new contracts with vendors to explore deeper discounts for equipment, supplies and practices
- Analyzed Stafford County Government campus security measures which led to a planned improved camera system at the Public Safety Building and Courthouse
 - Greatly enhanced security of judges parking area and prisoner drop off area. Both areas are fenced off and have separate vehicle security gates.
 - Secure pedestrian gates between the areas require an employee access card to gain entry.
- Implemented new Emergency Communications Center employee testing software that tests dispatcher and call taker job applicants in job-related skills (Criticall)
- Enhanced quality of protective gear for deputies such as armor vests
- Purchased 10 Tasers for deputy safety
- Increased number of ballistic shields on patrol for active shooter response
- Acquired new software and hardware for enhanced reconstruction of crime scenes and crashes
- Upgraded garage door opening and closing system for improved security at Public Safety Building



2018 Accomplishments

- Prepared for Text to 911, which will allow individuals who are unable to make phone calls to text Emergency Communications Center for assistance
- Began using SyncArena software which allows tracking of data from multiple mobile devices (cell phones, iphone watches, etc.) within minutes

Reprogramming Purchases:

- Additional drone equipment
 - Night vision equipment for K-9 Deputies
 - Additional funds for IT needs
 - New magnetometer
 - Teenage driver license handouts
 - New bicycle for Bike Team
 - Overcoats for Honor Guard Team
 - Equipment for Boat Team
 - New SWAT helmets
 - Replacement of Bearcat windows
 - New GPS Devices and computer upgrades for Search and Rescue
 - New equipment for Traffic Safety Unit
 - Chemical Munitions for CDU
 - Router for Command bus
 - Router for Homeland Security vehicle
 - New McGruff costume
 - Additional Project Lifesaver locator receivers
 - Training for Personnel to be Certified in RAD For Kids
 - Tourniquets and Holsters for all sworn personnel
- Enhanced partnerships with the FBI and the Department of State allow for proactive intelligence gathering and information sharing, especially within Homeland Security arena
 - Continued heavy presence in the Unmanned Aerial System area across the nation enables our staff to share expertise and learn new information
 - Strengthened ongoing partnership with U.S. Immigrations and Customs Enforcement on criminal investigations
 - Strengthened partnerships with other public safety agencies including the Stafford Fire and Rescue Department for homeland security
 - Mutual aid to King George, Spotsylvania, Fredericksburg and Fauquier supports search and rescue efforts as well as special law enforcement tactical operations (via drone and ground search and rescue assistance)
 - Partnered with Virginia Information Technologies Agencies (VITA) and Northern Virginia localities



2018 Accomplishments

on a grant to implement Next Generation 911

Serve as a backup Emergency Communications Center for the City of Fredericksburg

Animal Control

- Opened New Animal Shelter with more space to house animals and provide veterinary care
- "Clear the Shelters" event resulted in placement of 42 animals in homes
- Created livestock registry to allow owners to track their animals during emergencies

October 2018

- Deputy Morelli attended VACA and was an instructor for Cultural Diversity. He also participated in Trunk or Treat event (Halloween).
- New Hire Animal Control Officer Katherine Busch.
- Attended Strategic Planning Committee meeting.

November 2018

- Sergeant McCall educated the Cubs Scouts on the Animal Control jobs and Bite Prevention.

December 2018

- Participated in the Stafford Christmas Parade.
- Deputy Brooks and Animal Control Officer Hepperle participated in the Stafford Shop with a Cop.
- Received donation from Lowe's to build and design the shelter's first Christmas float.

Animal Shelter

October 2018

- Increase in cat and dog adoptions, redemptions and transfers (158 left the shelter out of 174).
- Denise Spicer participated for the first time at the Community Partnership, speaking with juveniles about shelter operations.
- Dr. Farthing trained the staff how to properly draw blood from cats so that we can start testing them in the shelter for FIV/FELV.
- Designed a layout for the small animal/reptile enclosure area.
- Increased partnerships with rescues across the country.
- Asta and Nicole assisted in our very first "Trunk or Treat."
- Partnered with White Oak Animal hospital to spay and neuter shelter animals at no cost.

November 2018

- Out of 136 animals that came into the shelter we adopted, transferred and/or redeemed 111.
- Higher number of visitors and tour requests.
- Partnered with local businesses to have our cat apartments sponsored. One room is currently being sponsored by "Give Back" team.
- Increased partnerships with rescues across the country.
- Sent a caretaker to state mandatory training.

2018 Accomplishments

- Helped the public with animal supplies and medical treatment.
- Worked closer with rescues and sanctuaries with problematic/harder to adopt animals to avoid euthanasia.
- Experienced a quicker turnover rate with animals being turned in and adopted within the month.

December 2018

- Experienced a significant increase on shelter social media.
 - Conducted “Home for the Holidays” (fourth year).
 - White Oak Animal Hospital vaccinated all the adoptable animals in the shelter.
 - More local businesses participated in our “Angel Tree.”
 - Increased partnerships with rescues across the country.
 - New hire Kyle Roberson.
 - Two Girl Scout troops donated homemade items to the shelter and toured the building.
 - Assisted in building a new float for the Christmas parade.
 - Helped the public with animal supplies and medical treatment.
 - Worked closer with “Friends of Stafford County Animal Shelter.” We have received an increase in donations of animal supplies.
 - Adoption fees covered from donations made by the public and/or businesses.
- Increased volunteer hours for the quarter: **268**



Schedule for 2019

The Strategic Planning Leadership Team and the Strategic Planning Team developed a tentative timeline for Year 2 for implementation of this Strategic Plan. The timeline also includes a plan for the implementation of recommendations of the Focus Groups from Year 1. It is important to note that this timeline is a guide only and we will make adjustments as necessary. In addition, we will be providing addendums for the annual work plans and changes as supplements to the original Strategic Plan.

Date/Time Frame	Frequency	Activity	Responsible	Deliverables
January 2019	QTRLY Report	Teams Begin Goal/Objective Work.	Leadership Team/ Strategic Focus Teams	Training Begins of Focus Teams/Focus Teams Go to Work Leadership Team Evaluates Planning Retreat
April 2019	QTRLY Report	Work Continues. Monitoring of Activities Continue	Strategic Focus Teams/ Leadership/Staff Team	Focus Teams Working Qtrly. Progress Assessment/ Report
July 2019	QTRLY Report		Staff Team/ Leadership Team/ Focus Teams	Begin Budget Integration Access Qtrly. Progress/ Report Focus Teams Continue Work
October 2019	Annual	Annual Planning Meeting	Planning Team	Annual Review/ Evaluation SWOT Goals and Objectives
October – December 2019		Realign Process with other Organizational Processes	Leadership/Staff Teams	

Focus Group Activities

All of the Focus Groups (Communications, Community Engagement, Competitive Pay and Benefits, Law Enforcement Policies, Recruitment, Strategic Funding Gaps, Technology and Training) met during the Fourth Quarter to complete their work and finalize their recommendations for the Leadership Team's consideration. Each Focus Group prepared and submitted a Final Report. Over the past year, they have worked on a total of 31 objectives and developed 53 recommendations.

Each of the Focus Groups met with the Leadership Team in December to present their recommendations. The recommendations will be provided to the rest of the organization for their review and comment. After this public comment period, the Sheriff, in consultation with other members of the Leadership Team, will decide whether to implement the recommendations.

A progress report of the groups' recommendations and latest actions are included on the following pages.



Implementation of Recommendations from Year 1

Communications Strategic Focus Team

The goal of the Communications Strategic Focus Team is to enhance effective communications between all personnel and divisions of the Stafford County Sheriff's Office to increase cohesiveness, improve productivity, and enhance service delivery.

Recommendation 5.1.1. Encourage cross-departmental communication and collaboration. This can be done by holding regular meetings or Q&A sessions between different divisions. Cross-departmental communication can keep divisions from feeling isolated from one another.

Implementation Progress: Accepted. Assigned to Major Lenhart.

Recommendation 5.1.2. Increase opportunities for face-to-face communication between command staff and non-supervisory employees. This can be accomplished by regularly checking in with employees and making appearances in roll calls and other forums.

Implementation Progress: Accepted. Assigned to Major Lenhart. The Stafford Sheriff's Office will form an Employee Advisory Committee that will meet with the Chief Deputy and/or Major on a bi-monthly basis to discuss matters of importance.

Recommendation 5.1.3. Use of digital signage placed in strategic locations around the PSB. This signage can be used to display and notify employees of important department announcements such as policy updates, directives, job openings and HR information as well as birth announcements. The digital signage display would be ever-changing and updated as often as daily. An aesthetically pleasing interface and ease of access to this information will provide a strong outlet for communicating information to the department and solving the email overload problem.

Implementation Progress: Deferred.

Recommendation 5.1.4. Update and better utilize the employee area of the Sheriff's Office website. This area can be used to post announcements, an area that is currently available but has never been used. The discussion area is also underutilized and can be used by employees to post important information. For example, a deputy from A3 shift could post about a wanted subject seen at a local hotel. The oncoming shifts would know to keep eyes out for the subject.

Implementation Progress: Accepted. Assigned to Major Lenhart.

Recommendation 5.1.5. Form an employee advisory committee consisting of non-supervisory employees to meet quarterly with chief deputy to give employees an opportunity to voice their suggestions and/or concerns.

Implementation Progress: Accepted. Assigned to Major Lenhart.

Recommendation 5.1.6. Monthly employee newsletter featuring stories about new and innovative Sheriff's Office programs, employee accomplishments, birth announcements, promotions and

Implementation of Recommendations from Year 1

other areas of interest.

Implementation Progress: Deferred.

Recommendation 5.1.7. Explore the feasibility of a Sheriff's Department App containing an employee section

Implementation Progress: Further study needed. Assigned to Capt. Worcester.

Community Engagement Strategic Focus Team

Recommendation 1.1.1. We need to make sure that every event is staffed appropriately with deputies who will engage and represent the Sheriff's Office by our mission and core values.

Implementation Progress: Accepted. Assigned to 1st Sgt Forman/Sgt. Burgess.

Recommendation 1.1.2. We need to find engagement opportunities in low income and high crime areas.

Implementation Progress: Deferred to Strengthening Community Relationships Focus Group

Recommendation 1.1.3. Develop partnerships with leaders of businesses, places of worship, organizational groups and solicit feedback from them, such as a citizen advisory board

Implementation Progress: Accepted. Assigned to 1st Sgt. Forman.

Recommendation 1.1.4. Identify people for the citizens police academy to really get a better understanding of the Sheriff's Office so they can help be the voice in the community.

Implementation Progress: Accepted. Assigned to Capt. Dembowski.

Recommendation 1.1.5. Open House/Safety Day-allow citizens to get to know us and see what we have to offer them.

Implementation Progress: Deferred. Reconsider at a later time.

Recommendation 1.1.6. Invite citizens to speak to us about their interactions with us and see if we are on the same page.

Implementation Progress: Deferred to Strengthening Community Relationships Focus Group.

Recommendation 1.1.7. Hire individuals who have a desire and belief for community engagement.

Implementation Progress: Accepted. Assigned to Capt. Dembowski.

Recommendation 1.1.8. Select a group of community engagement/crime prevention deputies and civilian employees who have a desire to interact with the community at various events. These

Implementation of Recommendations from Year 1

individuals can be called upon if available when the need arises. While community engagement is everyone's duty and responsibility, utilizing deputies from this group will provide better quality of service because they have a desire and passion to be there.

Implementation Progress: Accepted. Assigned to 1st Sgt. Forman. Combine with Recommendation 1.1.1.

Recommendation 1.1.9. Provide opportunities for citizens to interact with the Sheriff such as town hall meetings, meet the Sheriff, etc.

Implementation Progress: Deferred to Strengthening Community Relations Focus Group.

Recruitment and Retention Focus Team

The goal of the Recruitment and Retention Strategic Focus Team is to update and continue a progressive recruitment and retention program to ensure high quality law enforcement and related services.

Recommendation 2.1.1. Implement a two to four person full-time recruitment team.

Implementation Progress: Accepted. Assigned to Capt. Dembowski.

Recommendation 2.1.2. The group's recommendation is to attend recruitment events hosted by Reliant Hiring Solutions throughout the east coast to include West Virginia.

Implementation Progress: Accepted. Assigned to Capt. Dembowski.

Recommendation 2.1.3. The group recommends adding an additional week of the Junior Deputy Academy for a second session of middle school aged children

Implementation Progress: Accepted. Assigned to Sgt. Hammond.

Recommendation 2.1.4. It is also recommended to utilize our School Resource Officers as recruiters in the high school for viable candidates for the Cadet Program, Communications Officers and future Law Enforcement.

Implementation Progress: Further study required. Assigned to Capt. Dembowski.

Recommendation 2.1.5. The focus group recommends more focus on recruiting through the use of social media.

Implementation Progress: Accepted. Assigned to Capt. Dembowski.

Implementation of Recommendations from Year 1

Recommendation 2.1.6. An open house to commemorate the 10th anniversary of the Public Safety Building

Implementation Progress: Deferred to explore joint Public Safety recruiting event. Assigned to Capt. Dembowski.

Technologies Focus Team

The goal of the Technologies Strategic Focus Team is to design an approach to identify, research, test and acquire emerging equipment and technology that ensure the efficient and effective delivery of law enforcement and related services.

Recommendation 6.1.1. Create SCSO IT acquisition guidance or policy. Ensure adherence to the process. Form -indicating a tech want that has an impact of ten personnel or more than \$1,000 (these numbers are suggestions).

Implementation Progress: Accepted. Assigned to Capt. Worcester.

Recommendation 6.1.2. Update current RFP form

Implementation Progress: Accepted. Assigned to Capt. Peters.

Recommendation 6.1.3. Send personnel to trade shows, conferences, and learning opportunities consistently. Send people that are serious about bringing the information back to the agency for the well being of the agency. Send people that will attend classes that are important to the agency and not necessarily important to the person attending the class. Send people that will share the information upon return (through presentation or documentation).

Implementation Progress: Accepted. Assigned to Major Lenhart.

Recommendation 6.1.4. Put the technology in the hands of the end users (always)

Implementation Progress: Accepted. Assigned to Capt. Peters.

Recommendation 6.1.5. Test 3 products, not just the one we like.

Implementation Progress: Accepted. Assigned to Capt. Peters.

Recommendation 6.1.6. Take personalities and favorites out of the equation. Vendors have different "hooks," personnel looking at technology or talking about acquiring technology with vendors should be savvy.

Implementation Progress: Accepted. Assigned to Capt. Worcester.

Recommendation 6.1.7. Include stakeholders in the process.

Implementation Progress: Accepted. Assigned to Capt. Peters.

Implementation of Recommendations from Year 1

Recommendation 6.1.8. Ensure end users have the bulk of the authority. Explain importance of testing, formalize process. Closed door meeting confidentiality

Implementation Progress: Accepted. Assigned to Capt. Peters.

Recommendation 6.1.9. Develop culture of enlisting the tech ideas from everyone

Implementation Progress: Accepted. Assigned to Capt. Peters.

Training Focus Team

The goal of the Training Strategic Focus Team is to update and strengthen a training program which ensures entry level certification, recertification, best practices, position based, supervisory development and succession training to provide safe, effective and consistent law enforcement and related services.

Recommendation 4.1.1. Stay with the RRCJA, but ensure the quality of instruction is consistent with our standards.

Implementation Progress: Accepted. Assigned to Capt. Dembowski.

Recommendation 4.1.2. Provide ample instructors to ensure our training philosophy is established. Specifically in the core competencies of Officer Survival, Patrol Techniques, Defensive Tactics, Driving, DUI and Firearms

Implementation Progress: Accepted. Assigned to 1st Sgt. Bice.

Recommendation 4.1.3. Provide links on the Sheriff's Office Member's Area for all employees to see training opportunities and requirements. (DOS will accomplish this soon, we will just need a link).

Implementation Progress: Accepted. Assigned to Donna Wright-Sheldrick.

Recommendation 4.1.4. Provide link in Sheriff's Office Member's Area for all employees to access their training history records. (records are coming to us from DCJS)

Implementation Progress: Accepted. Assigned to Donna Wright-Sheldrick.

Recommendation 4.1.5. Review Internal Affairs complaints for trends that could be mitigated through training

Implementation Progress: Accepted. Assigned to Capt. Dembowski.

Recommendation 4.1.6. Provide more hands on defensive tactics training. Utilize the Use of Force Simulator in conjunction with hands on training

Implementation Progress: Accepted, but further study required. Assigned to 1st Sgt. Bice.

Implementation of Recommendations from Year 1

Recommendation 4.1.7. Consider the time of training to accommodate evenings/nights (within reason, 1000 hrs start time)

Implementation Progress: Accepted. Assigned to Capt. Stout.

Recommendation 4.1.8. Establish a committee to develop training requirements throughout career progression.

Implementation Progress: Deferred to the Opportunities for Professional Development Focus Group in 2020.

Recommendation 4.1.9. Allow "job shadowing" opportunities that is standardized. Use the committee to develop the program and a formal request process with achievable targets.

Implementation Progress: Deferred to the Opportunities for Professional Development Focus Group in 2020.

Recommendation 4.1.10. Incorporate annual civilian training activities (Active Shooter, CPR) and include civilians on teams.

Implementation Progress: Accepted. Assigned to 1st Sgt. Bice.

Recommendation 4.1.11. Set standards for General Instructors and list their specialties in the Sheriff's Office Member's Area.

Implementation Progress: Accepted. Assigned to 1st Sgt. Bice.

Recommendation 4.1.12. Incorporate more training on work days instead of OT/day off (Field Ops is currently working on this trying to make all types of training on one day (CPR/VCIN etc. instead of spreading it out across several days)

Implementation Progress: Accepted. Assigned to Capt. Stout.

Recommendation 4.1.13. Add Full Time instructor to training that can be assigned on an annual basis to teach the core classes at RRCJA. This person would also assist with in house in service classes, including the Special Police Officer Class.

Implementation Progress: Accepted. Assigned to Capt. Dembowski for budget placement.

Recommendation 4.1.14. Create a "power squad" in patrol which could cover for a training date or adjust squad hours once a month to accommodate a training date.

Implementation Progress: Deferred.

Implementation of Recommendations from Year 1

Effective Policies Focus Team

The goal of the Effective Policies Strategic Focus Team is to strengthen and maintain contemporary law enforcement policies that ensure safe and effective use of current human, operational and capital resources for efficient and effective delivery of law enforcement and related services.

Recommendation 3.1.1. Policy Review Plan

Implementation Progress: Accepted and completed.

Recommendation 3.1.2. Approve new form called the “Police Manual Review Form.”

Implementation Progress: Accepted and completed.

Recommendation 3.1.3. Approve amendment to the current Stafford County Sheriff’s Office policy, specifically, General Order 2-01 “Written Directive Process.” The group suggests that additional language is added to reflect the new changes if the Policy Review Plan is ultimately approved. The language is in the group’s Final Report.

Implementation Progress: Accepted and completed.



Focus Area 1: Community Engagement Work Plan

Strengthening Community Relationships Strategic Focus Team Charter

Strategic Goal: Goal 1

To update and implement a comprehensive community engagement strategy and plan to strengthen relationships between the agency and the diverse communities in Stafford County to ensure police legitimacy, a safe community and prevention of, or preparedness for future community challenges.

Strategic Objectives to be Addressed:

1.2.1 — Identify and document all current community relationship building opportunities and gaps between SCSO and members of the community.

1.2.2 — Research and document best practices for relationship building for law enforcement from the region, state and nation.

1.2.3 — Solicit and compile relationship building ideas from the SCSO staff.

1.2.4 — Solicit and compile relationship ideas from community stakeholders.

1.2.5 — Construct a recommended SCSO community relationship building plan, based on the research findings. The plan should address law enforcement involvement in a non-law enforcement capacity.

1.2.6 — Prepare a report summarizing the above information and any additional recommendations for consideration by the Sheriff and his command staff.

1.2.7 — Provide executive direction and training to appropriate divisions to implement accepted recommendations.

Sponsor: Major Shawn Kimmitz

Team Leader: Captain Michael Null

Team Members: 1st Lieutenant Michelle Gibbons, Sergeant Carol Burgess, 2nd Lieutenant Deuntay Diggs, Master Deputy Heather Scanlon, Chaplain Lacy, Deputy 1st Class Carolyn Gale, Deputy 1st Class Brandon Talbot

Project Timeframe: February 1, 2019 – September 30, 2019

Deliverable(s): Quarterly Status reports and a Final Report and Recommendations to the Sheriff

Reporting Schedule:

- 1) Quarterly report of progress due to Strategic Planning Staff Team by March 30, 2019, June 30, 2019 and September 30, 2019
- 2) Final report by August 30, 2019

Focus Area 2: Recruitment Work Plan

Recruit Selection Strategic Focus Team

Strategic Goal: Goal 2

To update and continue a progressive recruitment and retention program to ensure high quality law enforcement and related services.

Strategic Objectives to be Addressed:

- 2.2.1. - Inventory and document the current selection process including details of each step in the process.
- 2.2.2. - Research and document law enforcement recruit selection best practices in the region, state and nation.
- 2.2.3 - Solicit and compile recruit selection ideas from SCSO staff.
- 2.2.4 - Construct recommendations for changes to the current process based on research findings.
- 2.2.5 - Prepare a report which summarizes the recommendations including cost and resources required to implement the recommendations.

Sponsor: Major Shawn Kimmitz

Team Leader: Captain Robert J. Dembowski

Team Members: 1st Sergeant Joe Bice, 1st Sergeant Dimas Pinzon, Ms. Beth Hall, Sergeant Chris Smith, Sergeant Lucas Burgess, Sergeant Derek Fetterolf

Project Timeframe: February 1, 2019 – August 30, 2019

Deliverable(s): Quarterly Status reports and a Final Report and Recommendations to the Sheriff

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Focus Area 2: Competitive Pay and Benefits Work Plan

Competitive Pay and Benefits Strategic Focus Team Charter

Strategic Goal: Goal 2

To update and continue a progressive recruitment and retention program to ensure high quality law enforcement and related services.

Strategic Objectives to be Addressed:

2.5.1-Continue to work with the County Administrator and the Board of Supervisors to strengthen pay and benefits and to improve recruitment and retention, including the completion of a public safety compensation study.

2.5.2-Collect and document, on an annual basis, regional and comparison jurisdiction pay and benefit structures, rates, methods and techniques.

2.5.3-Provide a report annually to the sheriff outlining information collected in 2.5.2.

2.5.4-Establish formal compensation goals for the agency.

Sponsor: Sheriff David Decatur

Team Leader: Captain Robert J. Dembowski

Team Members: Ms. Carol Matson and Michael Neuhard

Project Timeframe: Continuous

Deliverable(s): Quarterly Status reports and an annual report

Reporting Schedule:

- 1) Quarterly Status reports by March 30, 2019, June 30, 2019, August 30, 2019 and November 30, 2019
- 2) Annual Report by July 1 of each year

Focus Area 3: Effective Policies Work Plan

Effective Policies — Standard Operating Procedures Strategic Focus Team Charter

Strategic Goal: Goal 3

To strengthen and maintain contemporary law enforcement policies that ensure safe and effective use of current human, operational and capital resources for efficient and effective delivery of law enforcement and related services.

Strategic Objectives to be Addressed:

3.2.1 — Identify and document best practices for law enforcement agencies for defining in policy Standard Operating Procedures, including, but not limited to, format, numbering, types of subjects to be addressed, methods of documentation and accessibility.

3.2.2 — Review and identify the current General Order defining the use of Standard Operating Procedures and recommend changes to the policy,

3.2.3 — Assess the current status of Standard Operating Procedures used by the agency, by division, and recommend updates, including additional specific topics that should be addressed by Standard Operating Procedure. Include input by each division.

3.2.4 — Identify and recommend, as a part of objective 3.2.1, a process for continual updating of divisional standard operating procedures.

3.2.5 — Provide a report to the Sheriff which includes findings and recommendations, cost and additional resources required to implement the recommendations.

3.2.6 — Provide executive direction to appropriate divisions to implement accepted recommendations.

Sponsor: Major Donald Lenhart

Team Leader: Captain David Stout

Team Members: Mr. Andy Sentipal, Ms. Cathy Henderson, 1st Lieutenant Brian Jacobs, Inspector Tom Lawn, 1st Sergeant James Fouts, 1st Lieutenant Wayne Sullivan, Animal Control Officer 1st Class Ed Brooks

Project Timeframe: February 1, 2019 – September 30, 2019

Deliverable(s): Quarterly Status reports and a Final Report and Recommendations to the Sheriff

Reporting Schedule:

- 1) Quarterly report of progress due to Strategic Planning Staff Team by March 30, 2018, and June 30, 2018
- 2) Final report by September 30, 2018

Focus Area 8: Strengthening Homeland Security & Emergency Management

Homeland Security & Emergency Management Strategic Focus Team Charter

Strategic Goal: Goal 8

To implement a homeland security and emergency management program that ensures a strong, secure and resilient Stafford County that is recognized as a regional leader in h homeland security and emergency management both in the law enforcement field and the public safety sector as a whole.

Strategic Objectives to be Addressed:

- 8.1.1. — Strengthen intelligence and information sharing capabilities.
- 8.1.2. — Strengthen counter-terrorism and law enforcement capabilities.
- 8.1.3. — Protect critical infrastructure and key resources.
- 8.1.7. — Strengthen chemical, biological, radiological, nuclear and explosives preparedness and response capabilities.

Sponsor: Sheriff David Decatur

Team Leader: 1st Sergeant Jason Forman

Team Members: Ms. Rita Kooiman, Ms. Cathy Vollbrecht, Captain Robert Dembowski, Master Detective Sean Danyluk, Mr. Jerome O'Brien, Deputy 1st Class Ryan Weatherholtz

Project Timeframe: Continuous

Deliverable(s): Quarterly Status reports

Reporting Schedule:

- 1) Quarterly reports by March 30, 2019, June 30, 2019, August 30, 2019 and December 30, 2019
- 2) Annual Report by December 30 of each year

Outcomes

Our Strategic Plan is a living document that is being constantly worked on by our staff members throughout the year. It is not meant to sit inactive on a shelf. Through research and analysis, this Work Plan will enable us to begin addressing each of our Focus Areas in the following ways:

- Provide a comprehensive review and catalog of our current practices, documents, requests and needs in all of the Focus Areas.
- Research and document best practices for law enforcement in all the Focus Areas from the region, state and nation.
- Solicit and compile ideas for the Focus Areas from the SCSO staff.
- Solicit and compile ideas from community stakeholders in some Focus Areas.
- Develop plans for the Focus Areas, based on the research findings, including cost, schedules, locations and resources required.
- Prepare recommendations for the Focus Areas by the Sheriff and his command staff.

