



2020 Work Plan

and

2019 Accomplishments



**STAFFORD COUNTY
SHERIFF'S OFFICE**

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 Stafford 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.

Values

As a team we are "Committed to Excellence" through:

Integrity

We will earn and maintain the trust of our citizens by being personally and professionally accountable to the highest ethical and moral standards. We will conduct ourselves above reproach, mindful of justice, with the courage to uphold these convictions.

Compassion

We will treat everyone with dignity, respect and understanding. We will be responsive to the community and each other by being caring, sensitive and conscientious.

Fairness

We will maintain a standard of what is right and proper, free from self-interest, prejudice or favoritism. We will be consistent, objective and just in all our actions.

Professionalism

We will provide quality service through motivated, dedicated and well-trained employees. Our actions, attitudes and appearance will demonstrate self-discipline, attention to duty and service to our community.

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Introduction

In November 2019, the Stafford Sheriff's Office held its third annual Strategic Planning Retreat to continue building on its strategic planning progress over the last three years and to plan for the next four years. The Strategic Planning Team, which includes members of the Sheriff's Office Command Staff and a cross-section of employees from different divisions, met to discuss progress, accomplishments, and plans for the future and to review organizational information from within the Sheriff's Office as well as from County staff.

As a result of the 2019 retreat, two new Focus Areas were defined: Traffic Safety and Taking Care of Our People. Focus Groups will be assigned to work on these areas. In addition, in 2020, recommendations from the 2019 Focus Groups will be shared with the rest of the Sheriff's Office and feedback from employees will be encouraged. Implementation of those recommendations that are approved by the Leadership Team will begin in 2020. Please note that the Sheriff's Office's response to the Covid-19 pandemic as well as other unplanned events has delayed some of this work. In light of this, adjustments have been made to the schedule and further adjustments may be made if required.

A Status of Recommendations document for the eight Focus Groups that met throughout 2018 was created to track and monitor the implementation of Focus Group recommendations that were approved by the Sheriff's Office Leadership Team. Recommendations from the 2019 Focus Groups will be added to the document once they are approved by the Leadership Team.

To see all of the Focus Areas that were set since the Sheriff's Office's Strategic Planning efforts began in 2017, please visit www.staffordsheriff.com and click on the News link. Then click on the Strategic Plan link.

As with past Strategic Planning efforts, quarterly reports will be shared with the organization to provide updates on the progress of the Focus Groups.



Focus Group Charters

After each Strategic Planning Retreat, Focus Groups are formed to work the objectives set in each Focus Area. Charters for each group are set to clarify the group's direction and to educate others about the work of the group. The charters also include the group's sponsor, team leader, team members, project timeframe, deliverables and reporting schedule.

Each year's Work Plan document includes the charters for the Focus Groups that will be working during that year. For 2020, these include the following groups:

- **Recruiting and Retention of Personnel (Opportunity for Professional Growth at all Positions)**
- **Recruiting and Retention (Competitive Pay and Benefits)**
- **Homeland Security and Crime Prevention**
- **Traffic Safety**

To see all of the Focus Areas that were set since the Sheriff's Office's Strategic Planning efforts began in 2017, please visit www.staffordsheriff.com and click on the News link. Then click on the Strategic Plan link. The Work Plan and Accomplishments documents are at the bottom of the page.



Focus Area 2: Recruiting and Retention of Personnel

Opportunity for Professional Growth at All Positions 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	
2.4.1.	Identify and document current opportunities for employee growth for all levels of the department to include the use of temporary jobs, details, job rotations and other diverse experiences available to each level of the department.
2.4.2	Research and document best practices used by other law enforcement agencies to provide professional growth and experiences to employees.
2.4.3.	Survey the Sheriff's employees for ideas related to diverse training and experience opportunities, especially as it relates to providing a challenging and productive work environment.
2.4.4.	Provide a report and recommendations to the Sheriff outlining opportunities for increasing organizational effectiveness and retaining employees through implementation of new approaches to professional growth within the agency, including recommended formal goals, cost and any required resources.
2.2.5.	Provide executive direction to appropriate divisions to implement accepted recommendations.
2.2.6.	Implementation of accepted recommendations underway.

Sponsor: Major Jason Dembowski

Team Leader: Captain Michelle Gibbons

Team Members: Lt. Christopher Neuhard, Lt. Dimas Pinzon, Lt. Christopher Cameron, Lt. Joseph Bice, 1st Sgt. Robert Parsons, 1st Sgt. Eric Chinault, 1st Sgt Jeremiah Rakoczy, Sgt. Derek Fetterolf, Ms. Suzanne Stanley

Project Timeframe: July 2020—January 2021

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 July 15, 2020, September 30, 2020 and December 31, 2020
- 2) Final report by January 31, 2021

Focus Area 2: Recruiting and Retention of Personnel

Competitive Pay and Benefits Strategic Focus Team Charter

Strategic Goal: Goal 2

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	
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.
2.5.5.	Implementation of accepted recommendations underway.

Sponsor: Sheriff David Decatur

Team Leader: Captain Michelle Gibbons

Team Members: Mr. Michael Neuhard, Ms. Carol Matson and Ms. Beth Hall.

Project Timeframe: Continuous

Deliverable(s): Quarterly status reports and an annual report and recommendations to the Sheriff

Reporting Schedule:

- 1) Quarterly report of progress due to Strategic Planning Staff Team by March 30, 2020, June 30, 2020 and September 30, 2020
- 2) Final report by August 30, 2020

Focus Area 8: Homeland Security and Crime Prevention

Homeland Security and Crime Prevention Strategic Focus Team Charter

Strategic Goal: Goal 8

To strengthen the Homeland Security and Crime Prevention Programs to ensure a strong, secure, safe and resilient Stafford community.

Strategic Objectives To Be Addressed	
8.1.1.	Identify and document current intelligence and information sharing capabilities used by the Sheriff's Office.
8.1.2.	Identify and document current counter-terrorism programs administered by the Sheriff's Office.
8.1.3.	Identify and document current community crime prevention and counter-terrorism programs administered by the Sheriff's Office.
8.1.4.	Identify and document current special events planning and response protocols used by the Sheriff's Office.
8.1.5.	Identify and document best practices for law enforcement agencies of similar size regarding special event planning and response, intelligence gathering and dissemination, crime prevention programs and counter-terrorism activities.
8.1.6.	Provide a report with findings and recommendations to the Sheriff that will strengthen our Homeland Security and Crime Prevention Programs. Include estimated cost for implementation.
8.1.7.	Leadership team to provide executive direction on recommendations and appropriate division assignments for implementation.
8.1.8.	Implement accepted recommendations.

Sponsor: Major Shawn Kimmitz

Team Leader: 1st Sgt. Robert Parsons

Team Members: Lt. Christopher Cameron, Lt. Joseph Bice, Sgt. Carol Burgess, Master Detective Sean Danyluk, Senior Deputy Ryan Weatherholtz, Master Detective Kurt McBride

Project Timeframe: July 2020—January 2021

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 July 15, 2020, September 30, 2020 and December 31, 2020
- 2) Final report by January 31, 2021

Focus Area 9: Traffic Safety

Traffic Safety Strategic Focus Team Charter

Strategic Goal: Goal 9

To strengthen the Sheriff's Office law enforcement traffic safety programs to address the needs of a growing community where traffic safety and movement have become a significant issue.

Strategic Objectives To Be Addressed	
9.1.1.	Identify and document best practices of law enforcement traffic safety programs and units in current or previous fast growing communities in Virginia.
9.1.2.	Identify employee recommendations for strengthening traffic safety programs within the Department.
9.1.3.	Identify additional law enforcement traffic safety techniques that should be employed to improve service delivery.
9.1.4.	Identify additional technology and equipment that is needed to enhance service delivery of traffic safety programs.
9.1.5.	Identify organizations and operations that the Sheriff's Office should partner or integrate with to better provide traffic safety services.
9.1.6.	Identify the number and potential configuration of law enforcement personnel that will enhance traffic safety service delivery. Include the utilization of volunteers.
9.1.7.	Combine the information from objectives 1 through 6 into a cohesive plan with estimated cost and specific recommendations for implementation. Include short and long range actions.
9.1.8.	Leadership Team to provide executive decisions on recommendations and appropriate assignments for follow-up and implementation.
9.1.9.	Implementation of accepted recommendations.

Sponsor: Sheriff David Decatur

Team Leader: Captain Ben Worcester

Team Members: Lt. Deuntay Diggs, 1st Sgt. Craig Cain, Master Deputy Kevin Lytle, Deputy Shawn Martin.

Project Timeframe: July 2020—January 2021

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 July 15, 2020, September 30, 2020 and December 31, 2020
- 2) Final report by January 31, 2021

Schedule for 2020

The Strategic Planning Leadership Team and the Strategic Planning Team developed a tentative timeline for Year 3 for implementation of this Strategic Plan. The timeline also includes a plan for the implementation of recommendations of the Focus Groups from Year 2. In 2020, this work was delayed due to the Sheriff's Office's response to the Covid-19 pandemic as well as its later response to unplanned events. In light of this, adjustments have been made to the schedule and further adjustments may be made if required.

Date	Frequency	Activity	Responsible	Deliverables
January 2020	Annual	Retreat Follow-up	Leadership Team/Staff Team	<ul style="list-style-type: none"> Finalize Retreat Report and distribute to agency
February 2020	Annual	Retreat Follow-Up	Leadership Team/Staff Team	<ul style="list-style-type: none"> Begin draft of Strategic Plan Update and 2020 Work Plan
March—June 2020	Annual	Retreat Follow-Up	Leadership Team/Staff Team	<ul style="list-style-type: none"> Finalize Strategic Plan Update and 2020 Work Plan Distribute both documents to organization and solicit feedback Begin selection of members for Focus Groups
July 2020	Annual	Teams Begin Goal/Objective Work.	Leadership Team/Strategic Focus Teams	<ul style="list-style-type: none"> Training Begins of Focus Teams/Focus Teams Go to Work
July 2020	Quarterly	Work Continues. Monitoring of Activities Continue.	Strategic Focus Teams/Leadership/Staff Team	<ul style="list-style-type: none"> Focus Teams Working Qtrly. Progress Report
July—August 2020	Quarterly	Work Continues. Monitoring of Activities Continue. Planning Begins for Annual Strategic Plan Retreat	Staff Team/Leadership Team/ Focus Teams	<ul style="list-style-type: none"> Begin Budget Integration Focus Teams Continue Work
September 2020	Quarterly	Work Continues. Monitoring of Activities Continue. Planning Continues for Annual Strategic Plan Retreat	Staff Team/Leadership Team/ Focus Teams	<ul style="list-style-type: none"> Focus Teams Working Qtrly. Progress Report Final Reports Due
October 2020	Annual	Finalize Plans for Annual Strategic Plan Meeting	Planning Team	<ul style="list-style-type: none"> Annual Review/Evaluation SWOT Goals and Objectives
October – December 2020	Annual	Realign Process with other Organizational Processes	Leadership/Staff Teams	<ul style="list-style-type: none"> Qtrly. Progress Report Focus Groups develop recommendations for implementation of objectives.

2019 Organizational Accomplishments

Each quarter, division commanders are asked to provide a summary of their most significant accomplishments to the Strategic Plan Staff Team for inclusion in the current Quarterly Report on Strategic Plan Initiatives. The following section is a listing of those accomplishments from 2019 broken down by each of the two major bureaus in the Sheriff's Office (Operations and Support Services). They are further categorized by the divisions in each of those bureaus and then by unit.

Sharing these accomplishments helps to inform other employees about what is happening throughout the organization. In addition, they help to celebrate the organization's successes, let employees know their work is valued, and provides ideas for employees to either try something similar or take on a completely new initiative with the goal to achieve another success for the organization.

Previous years' accomplishments can be found in the Strategic Plan link on the Stafford Sheriff's website at www.staffordsheriff.com. Click on the News link and then the Strategic Plan link. The Work Plan and Accomplishments documents are at the bottom of the page.



2019 Selected Organization-Wide Accomplishments

Strategic Plan

- Implementation of 2018 Focus Group work recommendations began.
- Updated Strategic Plan 2018-2021 and provided to organization.
- Assigned staff to Focus Groups, held orientation meetings and groups began meeting regularly.
- Third annual Strategic Planning Retreat held at Stafford Hospital.

Selected Organization-Wide Accomplishments

- 1st Sergeant Rob Grella presented at the Human Trafficking Forum and Panel Discussion hosted by members of The General Federation of Women's Clubs of Virginia in the Fredericksburg, King George, Spotsylvania and Stafford region.
- Developed new SCSO Podcast studio to include station setup, equipment installation and content planning.
- Sheriff Decatur participated and spoke at the NAACP new president's installation.
- Opening ceremony for Special Olympics basketball game held at Colonial Forge High School
- SCSO Team participated in DARE program annual fundraiser basketball game.
- New recruits graduated from Rappahannock Regional Law Enforcement Academy on February 5th.
- Department members participated in the Special Olympics Polar Plunge Team and raised more than \$7K.
- Homeland Security & Emergency Management Team conducted quarterly training for community members.
- SCSO recognized two citizens for their assistance to include a Papa John's Pizza employee who returned more than \$6,000 in lost money and a citizen for assisting with a hit and run case.
- Staff continued working with the School Safety Task Force and Superintendent on Task Force recommendations and objectives to enhance safety of Stafford schools, teachers and students.
- Staff participated in Community Outreach meeting with Augustine HOA.
- Homeland Security and Emergency Management team created and released new video titled, "See Something, Say Something" to educate viewers on how to identify and report suspicious activity.
- Staff hosted AG Wright Middle School Film Club.
- PIO and staff filmed and released several "Happening Now" videos to inform the community of "real time" crime situations (Aquia Town Center, Giant Food White Oak, River Road).
- Crime Prevention team held Triad End of Life Workshop series.
- Staff participated in H.H. Poole Middle School mock trial.
- Crime Prevention hosted Rocky Run Elementary School 3rd graders for a tour of the Public Safety Building.

2019 Selected Organization-Wide Accomplishments

- Crime Prevention staff film and released videos on social media focusing on “Mulch Madness” and “Safe Space.”
- Crime Prevention held a Neighborhood Watch networking event on March 8th.
- Detective Christopher Smith participated an interview with Fox 5 on how to spot counterfeit money.
- Cathy Vollbrecht created “2018 Year in Review” video which was released to the public.
- SCSO Recruitment Team traveled to Pennsylvania to recruit potential members.
- PIO Amanda Vicinanzo and staff have recorded seven public information videos that have been released on social media. They include the following:
 - “Happening Now” videos of homicide investigation off River Road, stolen vehicle incident and robbery at Aquia Town Center
 - DARE Basketball Game Clip
 - Work Zone Safety Video for Traffic Tip Tuesday
 - Safe Exchange Zone Video with Crime Prevention Office
 - IRS Scam Video with Crime Prevention Office
- The Traffic Safety Unit recorded a video for the National Highway Traffic Safety Administration for their Law Enforcement Appreciation video.
- Worked with lawmakers in Richmond to get School Protection Officer bill passed.
- Assisted Stafford County Government staff with a cadaver dog to search human remains at Civil War Park.
- Increased starting pay for deputies from \$43,000 to \$48,000 annually with no experience. Also implemented 1.5% additional starting pay for each year of Virginia law enforcement experience for deputy candidates. Starting pay for a Deputy Sheriff – Courts increased to \$44,512.
- A 5% pay raise for all employees went into effect as part of the FY 2020 Budget approved by the Board of Supervisors.
- The County established a new pay scale with more grade levels and wider pay bands. The scale was moved an additional 2% higher in each pay grade since the study was published.
- Career development compensation system for sworn and Emergency Communications Officers was engineered into the new pay structure. Pay increases for each career development level are now at least a 5% pay increase for each designation.
- Badges to Baseball Camp was held for youth from community-based organizations to teach them the fundamentals of baseball as well as to help expand their life skills.
- RAD Kids, a personal empowerment safety education program, was held to teach participants the skills and knowledge needed to protect



2019 Selected Organization-Wide Accomplishments

themselves from violence and harm.

- Annual DARE Day celebration was held at Pratt Park to commemorate the completion of the DARE program by Stafford's 5th grade students.
- PIO worked with staff to create and post various safety videos on social media including Bus Stop Safety,
- Two juvenile suspects were apprehended by the SCSO after robbing the 7-Eleven on Solomon Drive. One of the suspects was identified on the store's security video and with the assistance of K9 Steele, both suspects were found and taken into custody.
- Provided safety and security for Stafford's high school graduations.
- Responded to microburst on Longwood Drive/ Garrisonville Rd where multiple homes were damaged
- Participated in annual Torch Run for Virginia Special Olympics.
- Responded to May 16 fatality of 17-year-old student killed on Kellogg Mill Rd.
- Honored Jackson Payne, a fourth grade student at Conway Elem School, who helped save his mother's life while she was having a heart attack by running to a neighbor's house and calling 911, and who also helped his younger brother who was having an allergic reaction by retrieving his epi-pen.
- Sgt. Mireles used a tourniquet to save a young person who attempted suicide
- Conducted Active Shooter Training for county employees to improve safety in government facilities and ensure that employees are fully prepared for emergencies
- Recognized outstanding service to the community of law enforcement staff during annual Awards ceremony in May.
- Graduated citizen attendees of 19th annual Citizens Police Academy.
- Joined the Neighbors app by Ring to provide the community with real-time, local crime and safety information.
- Located missing and endangered Alzheimer's patient using K9s and drones and partnerships with the public, the Fauquier County Sheriff's Office and the Fairfax County Police Department.
- Sponsored Worship Watch networking event to provide information to places of worship about safety, security and crime prevention.
- Completed Law Enforcement Unity Ride of over 20 miles from Chesapeake, VA to Washington, DC to honor fallen officers and remember survivors.
- Completed three "In the Know with the Stafford S.O." podcasts on Community Appreciation, Recruitment and Community Engagement.
- Hosted two sets of college interns.
- Sheriff's Office volunteers recognized at Board of Supervisors meeting
- Progress continued on the development of a new Public Safety Pay Scale



2019 Selected Organization-Wide Accomplishments

- Deputy Brown saves choking student at Ferry Farm Elementary
- Coffee with a Cop at numerous locations 10/2
- Promotion of First Sgt., Sergeants and Detectives 10/01
- 2019 Promotional Testing completed for the ranks of Sergeant and First Sergeant
- Back to School Supply Drive with SCPS 8/7
- Participate in Vision and Values with County
- Located missing 11-year-old at Wal Mart 9/27
- Arrest in fast food/Chinese restaurant burglaries 9/27
- Located missing Alzheimer patient 9/27
- Blood Drive 9/23
- MADD Award Fulford and Ahern 9/27
- Located missing dementia patient 9/18
- Honor Walk for K-9 Steel passing 9/16
- Successfully resolve barricade for domestic suspect 9/12
- Arrest at Valero Robbery 8/31
- Arrest at Attempted Rape at Vape Store 8/31
- Participate in Operation Saturation with MADD 8/23
- Emergency Custody of mental health subject at Stafford High 8/15
- Active Shooter Training Landfill/New Teachers 7/31-8/1
- Shooting incident on New Hope Church Rd, still active investigation
- Arrest in Fredericksburg Motor Sports Burglary 7/29
- AED Save at Formosa 19-6275 7/25
- YMCA Back to School Shopping 7/23-24
- Days Inn Shooting- two apprehended after 2 hour manhunt 7/27
- Carjacking suspect arrested near Richmond after chase there 7/25
- School Bus Driver Violence Training 7/25
- Murder Arrest at Clearview MHP
- Murder at 5-12 Mart happened 7/3, solved same quarter
- National Day Out
- Recognition Coin to Conway student for calling 911 for dad 12/19
- Implemented Emergency Fire Dispatch Program in ECC 12/11
- Upgrade to VIRTRA Use of Force Simulator/new scenarios 12/11
- DARE Christmas Party 12/14
- Sheriff Shopping Spree 12/14
- Christmas Parade 12/14
- Warrant Service/Barricade/Suicide/Shots Fired Magnolia Apts. 12/7
- Fatal Accident VMI Student on Sanford Rd 11/30
- Father/Step Daughter Sex at hospital case 12/1
- Pedestrian Fatality US 1/Hidden Valley 11/18
- Lt. Diggs pursuit impaired driver rollover River Rd 11/20
- Infant death case investigated 11/12

2019 Selected Organization-Wide Accomplishments

- Suicide by knife on Galt Way investigated 11/12
- Shooting Arrest at Mr. B's 11/4
- Shooting Arrest Thomas Jefferson Place 11/5
- Coin to citizen that assisted Purple Heart Recipient that had flat tire 11/8
- Breaking and entering suspect in Foxwood Area arrested 11/9
- Award presented to student that alerted deputy to choking child 11/1
- Deputy Pearce pursuit for hit and run. Guns and heroin recovered 10/25
- Solved MS 13 murder of male teenager whose body was left on River Road.
- Purchased new K-9 Gunner for Deputy Scott Myers and both to training school.
- Successfully located missing endangered mom and baby on 2/5/19.
- Successfully ended standoff/barricade on Walnut Drive.
- Conducted Simulator demonstration for Mission BBQ staff.
- Tyler Williamson receives Rookie of the Year Award.

Courts Division

- Recognized County employee and Maintenance Mechanic II Roger Gatewood for partnering with the Sheriff's Office for over 15 years to keep the Stafford Courthouse safe and open for business.



Additional 2019 Accomplishments — Operations Bureau

- Partnered with the Juvenile & Domestic Relations Court judges for drivers' license ceremonies and discussed safe driving for teenage drivers and parents (approximately 1,000 total parents & teenage drivers).
- Attended the Spaghetti Law Enforcement Appreciation Lunch for Police Week at St. Matthias United Methodists Church.
- Taught a two-hour Leadership workshop and The Role Of Law Enforcement to the 'Restorative Justice Class' through the Office on Youth.
- Coordinated the completion of additional parking spaces (gravel lot) added to judges secure parking area.
- Presented departing Judge John E. Franklin with an appreciation plaque for his many years of service to the citizens of Stafford County, and for partnering with Stafford Sheriff's Office in helping to keep our roadways safe for teen drivers.
- Taught leadership workshops to SCSO summer interns and coordinated a "Leadership Blitz Tour" which included lessons on Stafford's current system of government, a campus tour, and leadership advice from department directors, county administrative staff and constitutional officers.
- Celebrated the retirement of Deputy Arnie Lipson and presented him with a County chair, lamp and cake.
- Safely screened approximately 42,000 people entering the courthouse (this includes the Courtroom when operating in the Board Chambers.)
- Individual employee accomplishments include: Rishawn Allen graduated with Bachelor's Degree in Criminal Justice; Geraldine Placke has been approved to attend General Instructor & FTO school; and CW has been doing an exceptional job in civil process and has been assisting with patrol cases (he took command when an elderly man went missing by assisting Fairfax 1 and the drone team in safely locating the man).



Additional 2019 Accomplishments — Operations Bureau

- Hosted two County high school classes and provided additional information on the Sheriff's Office:
 - April 5 – Provided an overview of the Sheriff's Office functions and role in the community to the North Stafford High School Criminal Justice Class at the PSB
 - April 11 – Provided tours, courtroom observation and a Q&A with a general district court judge to another Criminal Justice Class from North Stafford High School.
 - May 1 – Hosted the Brooke Point High School Criminal Justice Class at the Courthouse and Government Campus and coordinated tours, courtroom observation and a Q&A meeting with a general district court judge.
- Created and implemented a safety and security plan for the government campus after the Virginia Beach shooting to ensure County employees felt comfortable and safe at work.

Animal Control Division

- Assisted Eagle Scout with project and helped several Boy Scouts earn their badges
- Capt. Mike Null served as an expert adviser for Colonial Forge Senior AP Research Class, academic paper.
- Deputies Aaron Morelli and Ed Brooks participated in the Wellness Fair at Dixon Smith Middle School
- Deputy Olivia Hepperle graduated from the Law Enforcement Basic class
- Deputy Ed Brooks located missing and endangered child
- Deputy Adam Wolford completed Animal Control basic
- Ruth Ivers started employment at the Animal Shelter as an Animal Caretaker.
- Increased volunteers
- Partnered with local businesses to set up adoption events
- Increased partnerships with rescue agencies
- Decreased feral cat and problematic dog euthanasia due to a more thoughtful approach to caring for these animals (i.e. sending feral cats to rescue organizations that work with feral cats and allowing dogs that bite to be adopted after staff has worked with them).
- Increased donations to assist with spay/neuter
- Saw an increase in monetary assistance from the Friends of Stafford Animal Shelter for animals in need of high cost medical attention
- Increased number of scout troops inquiring about donations, activities and tours



Additional 2019 Accomplishments — Operations Bureau

- Sgt. Anthony McCall and Asst. Shelter Manager Nicole Bates attended OSHA training.
- Added 22 new volunteers
- Built new relationships with two more North Carolina Animal Shelters in need of help
- Received a grant with Loving Touch Animal Hospital to help spay and neuter our animals and also committed to fix two dogs and two cats per month for free.
- Employees implemented safer workplace practices.
- Reached 21,250 followers on the Shelter Social Media page
- Placed 44 feral cats into rescue
- White Oak Animal Hospital committed to visiting the Animal Shelter at least once a month to vaccinate the animals.
- New shelter successfully passed its first inspection by the Virginia. Dept. of Agriculture (no deficiencies were noted).
- Started the animal food pantry for residents who have fallen on hard times.
- Adopted 423 dogs and 911 cats.
- Shelter Manager Denise Spicer took an Excel course in Financial and Statistical Functions.
- White Oak Animal Hospital volunteered their time to vaccinate all adoptable animals within the shelter.
- Assisted with area pets being spayed and neutered.
- To assist other area facilities with the overabundance of animals, the shelter transferred in 12 animals saving them from euthanasia.
- Clear the Shelter August 17th- We adopted out 34 animals in total (24 cats and 10 dogs).
- After weeks of training, the shelter finally started accepting credit cards on the Clover system. This system keeps track of all donations whether they are monetary or physical items.
- White Oak Animal Hospital volunteered their time to vaccinate all adoptable animals within the shelter.
- September 21st and 22nd was Pet Expo weekend. During that event the shelter adopted 37 animals from both the physical shelter and the event location.
- The SAFE Program was implemented to screen adopters on high valued animals.
- Animal Caretaker Ruth Ivers being her series of rabies vaccines.
- Olivia Hepperle released from Field Training to independent Patrol.
- Katherine Busch graduated LEO Basic, receiving the Academic Award
- Completed two Eagle Scout projects
- Provided a Disaster Preparedness for Companion Animals presentation to Stafford citizens.



Additional 2019 Accomplishments — Operations Bureau

- Completed the annual Rabies Clinic with approx. 300 animals being vaccinated.
- Deputy Morelli provided a presentation on Animal Laws and Behavior at Falmouth Post Office and also conducted Roll Call Training for the sheriff's Office on rabies signs and recognition. He also spoke at the Colonial Forge HOA and the Brentsmill Estates HOA meetings.
- SGT. McCall participated in the Special Star Cadet program with the SCSO and gave the cadets a tour of the Shelter. He also provided instruction to the SCSO's Citizens Police Academy
- Sgt. McCall also provided instruction on animal behavior with cooperation from the Aquia Police Department.
- Loaned out the Disaster Trailer to Spotsylvania Animal Control and Fredericksburg SPCA to address a hoarding situation.
- Conducted Rabies Clinic
- Dep Morelli participated in the Foxwood MHP public service event
- Sgt. McCall/ Dep. Hepperle/ Dep Brooks attended the Nat Night Out Event
- Dep Busch completed FTO with the road
- Dep Busch completed FTO with Animal Control
- Dep Brooks attended the EAC meeting
- Stafford Animal Control Assisted Fauquier County Animal Control with a hoarding case. (80+ dogs)
- Sgt McCall attended the Stafford Dog Club Event to recognize Semper k-9, a service animal group
- Sgt. McCall/ Dep. Brooks and Dep. Hepperle attended the VACA Conference in Virginia Beach
- Sgt McCall and Deputy Hepperle were invited to Anthony Burns Elementary School to discuss they're careers.
- Sgt McCall and Deputy Busch attended the X-Mas Parade
- Deputy Busch rescued an Eagle from Widewater. It was sent to Blue Ridge Wildlife Rescue for rehabilitation.
- Deputy Morelli was invited to a meeting at the mothers of homeschoolers organization
- All staff took the security awareness training
- The SAFE program application was added to our website and the public can now submit applications directly online to the animal shelter.
- We received over \$1500.00 in monetary donations for "Home for the Holidays" adoption fees.
- We received \$500.00 from Weis Markets for "National Day of Giving".
- We formed a new relationship with a Texas shelter in need. So far we have transferred over 46 animals from this high kill shelter and placed them all into homes.
- We have adoption inquiries from across the country and even into Canada.
- We participated in two different "Trunk or Treats" this year. One of them we have attended in the



Additional 2019 Accomplishments — Operations Bureau

past and another was a first time participation.

- We participated in our 4th annual “Home for the Holidays” and the majority of the shelter was cleared (with exceptions of strays, court holding, etc.) out between Christmas and New Year.
- We participated in the 2019 Christmas Parade and built and oversized dog house for our float using donated materials.
- We have obtained a mascot named “Scruffy” to represent the animal shelter at future events and for public relations.
- On our Facebook page, we have 25,396 likes and 26,178 follow our page.
- The small mammal, avian and reptile cages were constructed, shipped and installed at the shelter. This project was solely funded by donations.

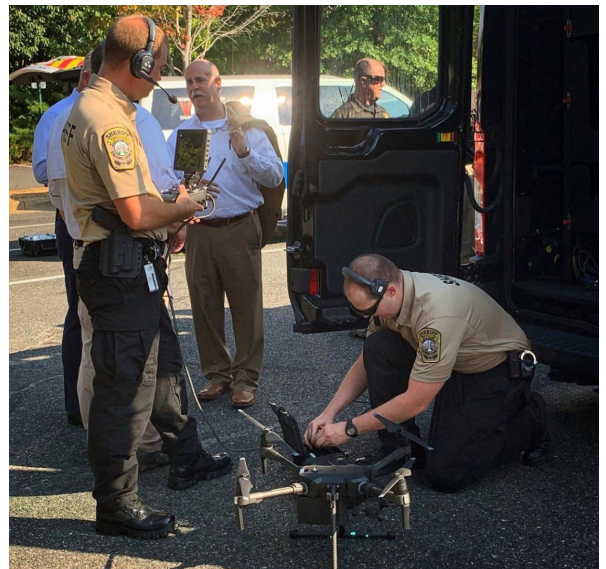


Special Operations Division

- First Sergeant Neuhard has developed a curriculum to train new remote pilots at our own facility. This will help us avoid more than \$10,000 in costs per student to send them to a community college that will train and prepare them for the FAA test. The SCSO course will be DCJS accredited.
- SCSO's Certificate of Authorization to conduct flights in the National Airspace as a public entity was successfully renewed.
- Staffed TSU with an employee that will attend Motor School, which will enable him to ride the Harley Davidson (Motor) Police Motorcycle and focus on traffic enforcement.
- First planning meeting held for this year's Junior Deputy Academy as well as DARE Day.
- School Safety Task Force presented recommendations to the Superintendent of Schools.
- Search and Rescue held its first training session at Widewater State Park.
- The Ring MOU and Terms and Conditions have been reviewed by legal and given green light. Ring is a home security company now owned by Amazon. This will allow for the sharing of videographic evidence from homeowners to law enforcement in a streamlined fashion.
- UAS Team members attended the third annual UAS conference during which they learned and networked with people from across the country on latest technologies and best practices.
- Homeland Security is active and held its first quarterly training sessions for citizens in March. Team members also continue to closely monitor threats to the county, region and the state.
- Crime Prevention reported the no-suspect larcenies from Stafford's Walmart stores to lessen the load on Patrol.
- UAS documented its first major crime scene with the mapping and 3D technology at the scene of the MS-13 murder case.
- Multiple podcasts produced
- UAS Regional Workshop planned and hosted
- Met with School Administrators to set success for year

Additional 2019 Accomplishments — Operations Bureau

- Dive recovered gun from Abel Lake
- Dive took delivery of the new dive truck
- Junior Deputy Academy (elem and middle)
- SRO Basic- Curtis, Hammond, Murch
- SROs attended VA School Safety Conference
- SPO added to Ferry Farm Elem
- SPO hired for Moncure
- Back to school campaign with school watch and school zones
- Traffic assessment at FES with arrival/departure (worked with SCPS, VDOT, SB and BOS members)
- Community helper at 5 elementary schools
- Worked with FES, SCPS, VDOT, SB and BOS traffic assessment and redesigned student arrival and departure
- New Cadet Advisor
- Presented School Safety Task Force recommendations to SB
- Attended Restorative Justice Training with SCPS
- Multiple Community Helper presentations to Elem schools
- Community on the Court at FES
- We successfully used up all of our grant overtime for the 2019 Alcohol, Speed, and Occupant Protection Grants. (Finally not “returning” any funds to DMV).
- Assessed, remedied traffic problem at Mine and Austin Ridge with technology
- Discover your Future event in Fredericksburg
- Stafford Fair
- 2a Sanctuary Meeting
- Purchased new K9
- New Coordinator for CNT
- New Coordinator for TacMed
- Security for Delegate elect Josh Cole town hall meeting
- Completed UAS Truck
- Transitioned JDA to a new leader (Sgt. Hammond) with success
- Fully staffed Traffic Section
- Selected new K9 coordinator through multi-faceted process
- Graduated K9 Gunner and Myers, who already have hit the streets with great success
- Continued work on the Technology Acquisition policy



Additional 2019 Accomplishments — Operations Bureau

Homeland Security/Crime Prevention Unit

- Sgt. Burgess and Deputy Hamilton certified/recertified to use project Lifesaver equipment. Deputy Hamilton also certified as an instructor so we can begin in-service training with members of search and rescue to expand the number of individuals properly trained to use the equipment
- Reestablished contact with multiple agencies responsible for Homeland Security Operations including the Virginia Fusion Center, Northern Virginia Regional Intelligence Center, Virginia State Police, Prince William Police Intelligence, CSX and Amtrak Police, FBI Richmond, University of Mary Washington Police Department, and the Fredericksburg Police Department
- 1st Sgt. Neuhard attended training for his new position including a Bureau of Justice Assistance Course concerning the operation of intelligence networks, Special Event training through FEMA, ICS 300, Tactical Community Policing for Homeland Security through the Virginia Center for Policing Innovation, IS 2200 Basic EOC function.
- The unit successfully planned and executed National Night Out 2019 both in Stafford Marketplace and at neighborhoods throughout the community.
- Drafted a new monthly report to be implemented and used in Q4.
- Drafted a standard operating procedure for the unit to be implemented in Q4
- Responded to a BE series involving Asian food restaurants and the Chatham Car Wash/Laundromat meeting with the owners to offer free security surveys. One business requested a survey.
- Met with members of Beth Shalom, scheduling active shooter training at their request to be held in Q4. A safety assessment of the building was also conducted by Deputy Hamilton
- Partnering with G3 to hand out turkeys to needy families on Thanksgiving and matched a G3 donation of \$625.00 to provide Giant Food Gift cards to needy families in our community before Christmas
- Successfully planning and executing the Sheriff's Office's Shop with a Deputy Program benefiting almost 100 less fortunate children and seniors allowing them to buy their families gifts for the holidays
- Conducting several LE cultural awareness training for Catholic Refugee Services
- Putting on a Hidden in Plain sight display at Stafford Hospital
- Attending multiple "Truck or Treats" and Fall Festivals with Church Groups, Schools and the Community including participating in our Project 365 Foxwood Halloween Party
- Ensuring HOA meetings at Potomac Hill, Berea Knolls, Windsor Forest, and Thomas Jefferson Place were staffed



Additional 2019 Accomplishments — Operations Bureau

- Attending multiple Triad meetings
- Assisting with hosting the DARE Christmas Party, and Cadet Christmas Party
- Participating in Aquia Harbour's Blue Christmas Charity which donated collected canned goods, clothing, and feminine hygiene products to Empowerhouse
- Participating in this year's Greenridge Santa Escort
- Continuing to provide timely information to over 2,600 county residents through our weekly crime alerts
- Regularly attending TRIAD meetings and participating in their "Stuff the Cruiser" event to gather supplies for needy seniors
- Operation Medicine Cabinet
 - Continued to help our community combat drug addiction by facilitating the safe disposal of prescriptions by participating in the annual Fall Drug take back at Stafford Hospital.
- Continuing to operate our drug take back box in the lobby of the Sheriff's Office
- Planning Commission Reviews
 - Strengthened our community's capacity to reduce the likelihood of crime by conducting 11 separate planning commission site reviews and attending meetings to ensure follow through on recommendations
- Worship Watch/Business Watch/Neighborhood Watch
 - Strengthened our community's ability to respond to emergencies and acts of violence by:
 - Conducting active violence training with Beth Shalom Temple and the Fredericksburg area Virginia Department of Health
 - Conducting a security and safety assessment for Horizon's Church
 - Participating in the Emergency Preparedness Expo at North Stafford High School with Sgt. Burgess running a Hidden in Plain Sight Display and the UAS Team displaying their equipment
 - By attending and participating in the inaugural meeting of the Greater Fredericksburg House of Worship Safety and Security Coalition
- Special Event Planning
 - Enhanced the unit's ability to plan for and execute special events by:
 - Completing courses in crowd management, explosives awareness, suspicious activity reporting, and a sixteen hour Event Security Planning for Public Safety Professionals Course for FEMA/DHS's partnership with Eastern Kentucky University.
 - Partnering with the United State Park Police to witness their execution of the U.S. Marine Corps Marathon in D.C. and learn about their planning tools and processes.



Additional 2019 Accomplishments — Operations Bureau

- Creating a new tracking sheet, utilizing a new free software program to do special events mapping, and adopting several best practices obtained from other agencies
 - Insured the safety of the public by planning and executing incident action plans for the Stafford County Agricultural Fair, Halloween 5K, Halloween, State Election, Frosty 5K, Christmas in Stafford, Stafford Christmas Parade
 - Strengthened ties with allied law enforcement agencies by supporting the City of Fredericksburg with personnel for the annual Christmas Parade in downtown Fredericksburg
- 
- Intelligence
 - Enhanced our agency's situational awareness and officer safety by screening over 167 events to determine the potential impact to the Sheriff's Office which was shared with our Fire and Rescue and regional partners
 - Reviewing 97 separate intelligence documents for relevance and forwarding information appropriately throughout the department
 - Reestablished or extended our intelligence capacity by contacting the Baltimore County Police Department and physically visiting the NYPD's Counterterrorism Unit.
 - GETs/WPS
 - Revalidated and updated our agency's access to GETS and WPS giving our agency the capacity to access phone services in complete calls during emergencies when others cannot.

Juvenile Services Unit

- October- Dare officers participated in the Parks and Rec Trunk or Treat
- November- DARE March at Ferry Farm Elem
- Hosted DARE Fun Run
- December- DARE Graduations- Garrisonville ES, Rockhill ES, Margaret Brent Moncure ES, Park Ridge ES
- Hosted Virginia DARE Association Christmas/holiday party (17 families in need)
- Coordinated chess tournament with KWBES & SCSO

Additional 2019 Accomplishments — Operations Bureau

Traffic Safety Unit

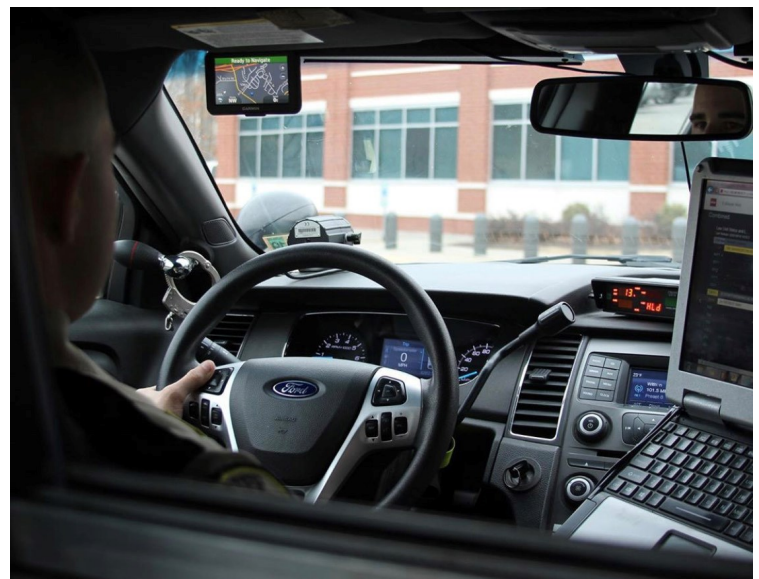
- Two members completed CMV Inspection School. They must complete 32 FTO Inspections and then 32 Individual Inspections for 2020.
- Attended 2 Safe Driving Seminars for Teen Drivers in the state using our Rollover Simulator.
- Attended 2 Safe Driving Media Kick-off events in DC and Richmond.
- We were able to use up all Grant Funds in each category of Alcohol, Speed, and Belt.
- Started using the Drone for pics and measurements on major crashes.
- Began using the old robot trailer as a quick response crash investigation/traffic direction tool.
- TSU placed 2nd in the State for our Traffic Safety Program, and 1st for our technology use in crash investigations.
- TSU worked 2 Fatals this quarter, 5 overall with one TOT VSP.
- TSU/VTSU assisted with Multiple Public Service/Traffic Direction/School events for Halloween, Christmas, etc.

Special Problems Unit

- The shoplifting detail got 19 reports, 16 suspects arrested, 63 criminal charges obtained or served and recovered \$2780 in property.
- In addition arrest made of wanted subject tracked down on I95 had 50 caps of heroin/fentanyl
- Three cigarette traffickers arrested and 64 cartons of cigs recovered along with \$1300 cash seized

Administrative Services Division

- Tested new vests in three divisions
- Instituted new boot program that allows deputies to select their own brand and model of boot
- Reaching completion on Security study
- Joined the Virginia State Police License Plate Reader program, which provides automatic updates and access to more than 4 million hits a day
- Pending: Carfax for Police and Gun Busters
- Updated Courts/Civil Process fleet with four new vehicles.
- Training room upgrade process finalized, contract awarded and work completed.
- Received new tablet MDT's and distributed to Patrol staff for testing.
- Ordered replacement in-car cameras.



Additional 2019 Accomplishments — Operations Bureau

ECC Division

- Hired new staff and moved 14 members through various phases of training.
- Upgraded the emergency communications radio system with new microwave radio links that will ensure the radio system stays operational at peak capacity.
- Traded in outdated legacy radio equipment for \$40K credit on new radio equipment for Command Bus
- Began discussions with King George to be their back up 911 center.
- Continued work to become Fredericksburg's backup 911 center in emergency situations.
- Began phone study to determine best practices on billing to save money.
- Priority Dispatch training began in April for Emergency Medical Dispatcher and Emergency Fire Dispatcher.
- Began Accreditation process for EMD/EFD to become internationally accredited.
- Updated the CAD to the latest version.
- Went live with Emergency Medical Dispatching through Priority Dispatch. Began training for Emergency Fire Dispatching.
- Connected three of King George's four channels to our radio, working on the fourth for interoperability.
- Obtained and began deployment of Over the Air Programming of radios and Automatic Vehicle Locating for Sheriff's Office.
- Rearranged the ECC training room to accommodate The City of Fredericksburg as a backup center.
- Upgraded the Motorola Radio system to the latest version 7.18.
- Began Quality Assurance



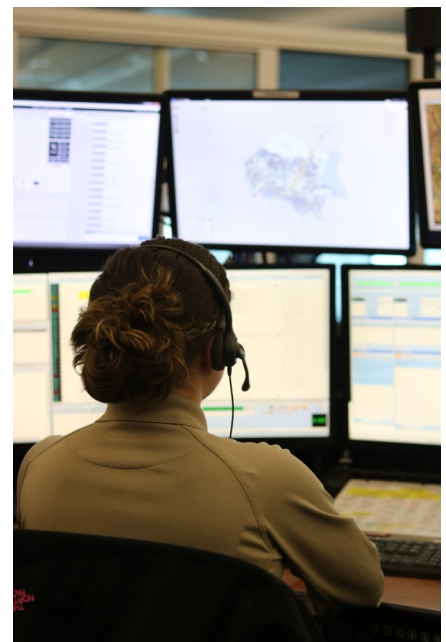
Additional 2019 Accomplishments — Support Services Bureau

Company checking our calls for compliance and customer service.

- New hire dispatchers moving through training and have cleared various phases of training.
- Completed sixth months with EMD and found to be on track for Quality Assurance.
- Implemented and went live with Emergency Fire Dispatching December 11th.
- Mapped 911 system and was able to turn off 22 phone lines for a \$700 per month savings.
- Installed conduit for fiber connection for NG911 through grant funding.
- Ordered towable diesel generator for emergency power to radio towers.
- Programed Automatic Vehicle Locating onto Radio System.
- Three dispatchers released in Call Taking with one now in S/O Radio training and one in Fire Radio training.
- Three dispatchers released in VCIN with two now in Call Taking training.
- One dispatcher released in F/R radio getting ready to start S/O Radio training.

Criminal Investigations Division

- Stafford County Sheriff's Office entered into a partnership with Empowerhouse
- Empowerhouse is a non-profit organization providing confidential domestic violence assistance to victims of intimate partner abuse. These services include a free and confidential 24-hour hotline, a temporary emergency shelter, referrals, and advocacy.
- Empowerhouse is an accredited Virginia domestic violence program funded by state and federal grants.
- Empowerhouse Advocate Susan Sigmon is now assigned to the Stafford County Sheriff's Office full time and has a desk/work area in the Major Crimes Unit of CID.
- Polygraph Examiner
 - In February 2019, Detective R.E. Firkin completed his apprenticeship and passed the final testing process in Richmond, VA.
 - Detective Firkin is now one of three State Licensed Polygraph Examiners employed at the Stafford County Sheriff's Office.
- Ms. Pam Garrett – Stafford County Sheriff's Office Domestic Violence and Child Advocate
 - Ms. Garrett attended training in Alabama and passed the written and practical exercise tests to become a Nationally Certified Child Forensic Interviewer.
 - In addition to her work on cases of domestic violence, the new certification allows her to interview children who have been the victims of sexual and/or physical abuse or children who may have witnessed other serious crimes.
- Covert Electronic Surveillance Training
 - 1st Sergeant J.R. Fouts and Detective J.S. Massine
 - Obtained a variety of free surveillance equipment



Additional 2019 Accomplishments — Support Services Bureau

- (cameras, connectors, tools)
- Detectives were trained on how to create and install covert cameras for surveillance and covert operations.
- SyncArena Software Purchased
 - Investigative software purchased that has the unique ability to concurrently view multiple types of data, such as but not limited to, cell phone data, GPS data, and Fit Bit data for a particular suspect—even multiple sets of data for several suspects—even multiple sets of data for several suspects simultaneously.
 - Additionally, SyncArena has the ability to simultaneously visualize the behaviors of multiple suspects through real time and historical tracking and then automatically time aligns that data through synchronization.
- Stafford County Sheriff's Office joins another FBI Task Force
 - Detective S.M. Danyluk is now a part of the Joint Terrorism Task Force (JTTF)
 - Federal, State, and Local law enforcement officers who are tasked to monitor Homeland Security and investigate/compile intelligence on potential threats or targets of terrorism.
- Stafford County Sheriff's Office joins a DEA Task Force
 - Detective R.D. Haney was selected to join the Group 44 Task Force, with the Washington Field Office (WFO).
 - Federal, state, and local law enforcement officers who investigate cases involving the illicit manufacturing, distribution, and use of illegal narcotics in the area.
- Sexual Assault Kit Initiative (1st Sergeant E.D. Chinault)
 - Recent Virginia legislation required that all untested Physical Evidence Recovery Kits (PERK) were to be analyzed by DNA labs and the victims to be notified of the testing results.
 - Stafford County had 32 PERK that were tested and attempts to contact all the victims were completed in accordance with new state law.
 - All 32 investigations were updated in RMS with a supplement and the results of the testing.



Professional Standards Division

- Implemented new Physical Abilities Testing for deputy candidates.
- Conducted 2 Patrol Rifle Basic Schools to gain more trained Rifle Operators among staff
- Graduated five recruits from Rappahannock Regional Criminal Justice Academy in February
- Deputy Erin West won the Top Physical Fitness award in February graduating class of Rappahannock Regional Criminal Justice Academy
- Conducted training for USMC members on Virtra-300 Simulator
- Graduated three recruits from Law Enforcement Basic 149 at RRCJA

Additional 2019 Accomplishments — Support Services Bureau

- Two SCSO deputies were award recipients: Deputy Millard received the Charles E. Murray Jr. - Top Performance Achievement Award and Brandon Boyle received the Molly Gill Award.
- Three recruits graduated from RRCJA LE Basic 150 on September 5th.
- Deputy Hurt won the Top Skills Award for LE Basic 150.
- Seven recruits started RRCJA LE Basic 151 (Will graduate in December)
- Implemented new Compensation and Classification system on July 1st
- Completed Promotional Written Testing and Assessment Centers for the ranks of First Sergeant and Sergeant
- Hosted Regional Accreditation Meeting
- Awarded 2 Recruiting Positions (1 Sergeant / 1 Deputy) and 1 PT-FT Conversion through implementation of FY20 Budget on July 1st
- Awarded one-time funding for various programs (SWAT Equipment / Boat Team Equipment / CID Equipment / In-Car Cameras / IT Equipment / ECC Equipment) through implementation of FY20 Budget on July 1st
- Six recruits graduated from the Rappahannock Regional Criminal Justice Academy's Law Enforcement Basic Class #151 (Five Deputies for Field Operations and One Deputy for Courts)
- Deputy Earp won the Tops Skills Achievement Award and the Charles E. Murray Jr. Top Performance Achievement Award in Class #151
- Deputy Jones won the Top Academic Achievement Award and the Top Overall Achievement Award in Class #151.
- Sergeant Fetterolf was awarded the Paul Harris Fellow Award from the Rotarians for his dedication to training
- Six new Firearm Instructors completed the Firearms Instructor Course
- The SWAT Team received new Glock 17 firearms with RMR (Red Dot) optics
- The Special Investigations Unit received new Glock 26 firearms for duty use
- The Board of Supervisors approved and adopted the new Public Safety Pay Scale
- All personnel were re-sworn for Sheriff Decatur's second term
- Six new Deputy Sheriff recruits started employment to begin their Law Enforcement Basic Academy training in January 2020



Focus Group Recommendations Status

After a joint effort by the Strategic Planning Leadership Team and the Strategic Planning Team on a SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis, Focus Areas and corresponding Strategic Goals and Objectives were developed after the 2017 retreat. Additional Focus Areas were added after the 2018 and 2019 retreats. During the first Strategic Planning retreat in 2017, seven focus areas were developed. In 2018, an eighth focus area on Homeland Security was added and in 2019, two more focus areas were added: Traffic Safety and Taking Care of Our People.

Each Focus Group meets throughout the year and then compiles a list of recommendations for review by the Leadership Team. The recommendations are provided to the rest of the organization for review and comment. After this public comment period, the Sheriff, in consultation with other members of the Leadership Team, decides whether to implement the recommendations.

In 2018, the groups worked on a total of 31 objectives and developed 53 recommendations. Recommendations from the 2019 Focus Groups are currently under review by the Leadership Team. A progress report of the groups' recommendations and latest actions are included on the following pages.



Implementation of Recommendations

Community Engagement Strategic Focus Team

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.

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. Parsons. A cloud based Google Document has been created listing all HSCP events. The link for the above document has been provided to all Field Ops, Spec Ops, and Courts leadership to provide for their personnel. The document allows interested individuals to see all listed events and sign up for those that have been listed for their skill set (All boxes are designed whether they can be filled by a Dep. Or require a specialist like an ALERRT instructor). The event sign up is live. This document allows us to plan for events in advance, screen those wishing to participate, and allow those interested to assist HSCP on a voluntary basis.

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. Neuhard.

Shield—We have reengaged with our regional and national level partners to begin providing information to citizens who participated in this training last year. Agencies we are currently receiving information from and have contact with include: Northern Virginia Regional Intelligence, Virginia Fusion Center, NYPD, FBI—Fredericksburg, D.C. Metro Police, Prince William Police, Hanover Sheriff's Office, CSX and Amtrak Police, and University of Mary Washington Police. Efforts are currently being made through the NYPD to establish contacts in the area surrounding Baltimore as well.

Business Watch—This program has been rebooted within the last two months and we are holding monthly meetings again with business at our building exchanging trend information and providing training. We are currently working to boost attendance by direct reaching out to businesses in person through Sergeant Burgess and Deputy Hamilton as well as advertising our meeting online and via our email list. We are working to update our contact list and hope to grow the program.

Implementation of Recommendations

Community Engagement Strategic Focus Team (continued)

- Recommendation 1.1.3.** (continued) Worship Watch—This program is currently being planned to be rebooted in early 2020. Sgt. Burgess has been given the project and we are planning to begin hosting quarterly meetings to facilitate information exchange and provide training. We have continued to provide support to places of worship, most recently providing active shooter training to Beth Shalom Synagogue and helped to schedule stop the bleed training with them through the Fire Department. A security assessment was also conducted by Deputy Hamilton. In addition, we worked with the congregation at Hartwood Presbyterian Church to mitigate security risks during a Civil War event at which a small protest was held. The church has recently become the subject of some controversy and has had several disturbances after the church declined to have the confederate flag posted on the grave of a confederate soldier buried at the location.
- 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. Gibbons. Already being conducted and will be an on-going process.
- 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. We have not begun to plan this yet.
- 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. Gibbons. UPDATE (2/15/2019) – Interview questions were changed to incorporate a question revolving around community engagement.
- 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 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. Parsons. See objective 1.1.1 sign in sheet response. We specify specialty skills when needed and screen all personnel participating in events for suitability.

Implementation of Recommendations

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

Implementation Progress: Accepted. Assigned to Sheriff Decatur. Events already underway: DARE graduations, coffee with a cop/sheriff, CPA, active shooter, library reading day, Sheriff's Shopping Spree, meeting with various community groups.

Strengthening Community Relationships Strategic Focus Group

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.

Recommendation 1.2.1. Identify a community engagement deputy on each squad. This deputy would get an inside view (training) of how crime prevention operates to include the programs and resources available. This could also be a person that crime prevention could count on to help with events when available.

Implementation Progress: Accepted. Assigned to 1st Sgt. Parsons and Sgt. Burgess.

Recommendation 1.2.2. Additional staffing to this division (Crime Prevention) for the future and need to start budgeting it now.

Implementation Progress: Accepted. Assigned to Capt. Gibbons and 1st Sgt. Parsons.

Recommendation 1.2.3 Consult with a professional regarding our website and social media platforms to ensure we are staying current and marketing the sheriff's office in a user friendly way.

Implementation Progress: Accepted. Assigned to Amanda Vicinanzo.

Recommendation 1.2.4 Have the Traffic unit in charge of funeral escorts present the family with a card from the sheriff and let them know we are there to provide their escort.

Implementation Progress: Accepted. Assigned to Capt. Worcester. **Completed 3.18.20.**

Recommendation 1.2.5 Educate all staff on sharing information with PIO (day and night shifts) to showcase our work.

Implementation Progress: Accepted. Assigned to Major Kimmitz.

Recommendation 1.2.6 Continue with podcasts and publicize our work with various groups to show we do work with our diversified community.

Implementation Progress: Accepted. Assigned to Cathy Vollbrecht.

Implementation of Recommendations

Strengthening Community Relationships Strategic Focus Group (continued)

- Recommendation 1.2.7** Communicate our organizational diversity through our public reports and media.
Implementation Progress: Accepted. Assigned to Amanda Vicinanza.
- Recommendation 1.2.8.** Proactively deliver program information and educate the community groups on available Homeland Security, Crime Prevention and Community Engagement programs.
Implementation Progress: Accepted. Assigned to 1st Sgt. Parsons.

Recruitment and Retention Strategic Focus Group

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. Gibbons. 2 full-time recruiters approved in FY20 Budget.
- 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. Gibbons. Some events are already being attended. Additional funding was not awarded in FY20 Budget. We will continue to absorb costs as best as possible, but will be asking for additional funding again in FY21 Budget.
- 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. We met today to discuss the leadership of the JDA for this year and determined we will transition the program from Sgt. Burgess to Sgt. Hammond. Sgt. Burgess will still be heavily involved in the planning of the program this year to ensure Sgt. Hammond stays on track. We also discussed the additional week for Middle School and determined it will not be feasible this year. School is scheduled to end June 14th, Baseball Camp is the week of 6/24, July 4th is the following week, then we will plug in 2 weeks of JDA, leaving just 2 weeks to get training and vacations before orientation the week of August 5th and school starts August 12th. With school now scheduled to end in May, we will aim for three sessions next summer (Summer of 2020).

Implementation of Recommendations

Recruitment and Retention Strategic Focus Group (continued)

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 Lt Diggs and 1st Sgt. Pomeroy. **UPDATE 5.14.20:** We will hopefully begin the school year on time and we can begin some plans for engaging students at the middle school and high school levels interested in a potential career in law enforcement. Middle School SRO's will have limited opportunity but I would recommend using the course "Pathways to Success" to develop interest in a career with the Sheriff's Office

"This course is designed to provide experiences to help students explore career pathways, investigate through self-discovery and project-based learning. Self-assessments will allow students to discover their interests, strengths, and select pathways for developing an "Academic and Career Plan." Through observation, project-based learning, and possibly job shadowing, students will explore high school programs, post-secondary options, and begin investigating career opportunities in business and industry. This course will help students identify and demonstrate the workplace skills that employers desire in their future employees.

Activities could include guest speakers, visits to local businesses and industries and participation in college and career fairs. This is a VDOE required elective for 7th and 8th graders

- Junior Deputy Academies were scheduled for 3 different sessions this summer, (one elementary, two middle school sessions) that were cancelled due to COVID-19

- Detective Powell (Cadet Coordinator) was working on a "Cadet Academy" that would involve course recognition from Germanna Community College, and potential of allowing Germanna students currently enrolled in ADJ classes to attend, this has also been cancelled due to COVID-19

- Ensure that our SRO's have a availability of recruitment materials, and maybe provide recruitment posters for the various opportunities within the SO. This can be displayed at/near the SRO's office and maybe guidance department.

Recommendation 2.1.5.

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

Implementation Progress: Accepted. Assigned to Capt. Gibbons. Already completed (2/8/2019). Spoke with recruiters and PIO to set up a plan for advertisement prior and up to the date of the events. This has been done on one evolution, but the PIO needs to be more engaged and proactive with efforts regarding this.

Recommendation 2.1.6.

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

Implementation Progress: Deferred. Assigned to Major Dembowski. Missed anniversary - Look into combined public safety recruitment event/open house @ HB.

Implementation of Recommendations

Recruitment and Retention Strategic Focus Group (continued)

Recruitment Selection Strategic Focus Group

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

Recommendation 2.2.1. The Recruit Selection Focus group recommends staying with our current practice of applicant screening. Those steps include a Written Examination, Personal History Statement, Physical Abilities Testing, Interview Panel, Polygraph Examination, Background Investigation, Medical Examination, and Psychological Examination. PAT was updated during committee deliberations.

Implementation Progress: Accepted. Assigned to Capt. Gibbons.

Recommendation 2.2.2. Utilize new interview panel questions for non-certified candidates that have a standardized scoring rubric to ensure fairness and equality in scoring for all candidates. Questions and rubric provided by focus group.

Implementation Progress: Accepted. Assigned to Capt. Gibbons.

Recommendation 2.2.3. Changing medical provider to Reese Medical Associates for our candidate's medical examinations.

Implementation Progress: Accepted. Assigned to Capt. Gibbons. Update 5/9/20: Starting

Implementation of Recommendations

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. Assigned to Andy Sentipal. Completed.

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

Implementation Progress: Accepted. Assigned to Andy Sentipal. 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. Assigned to Andy Sentipal. Completed.

Effective Policies (SOPs) Strategic Focus Team

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 3.2.1. Policy Change 02-01, redefining SOP, combine directive and special order, new formats to GO and SOP.

Implementation Progress: Accepted and assigned to Capt. Stout. Captain Stout and Andy Sentipal will begin working on this after accreditation. The goal start date is September 1, 2020.

Recommendation 3.2.2. Reorganize policy with the new policy numbers divided into 8 sections (Organization, Regulations, Personnel Administration, General Administration, Operational, Enforcement, ECC, Court Security/Civil Process.

Implementation Progress: Accepted. Assigned to Capt. Stout.

Recommendation 3.2.3. Extracting all current procedures (SOP’s) and placing them into the new format and numbering system.

Implementation Progress: Accepted. Assigned to Capt. Stout.

Recommendation 3.2.4. Adding Policy and Accreditation as the manager for SOP. They are responsible for routing, filing of old SOP’s, along with dissemination.

Implementation Progress: Accepted and assigned to Andy Sentipal.

Implementation of Recommendations

Effective Policies (SOPs) Strategic Focus Team (continued)

Recommendation 3.2.5. Recommend a central location (employee section) for all SOP's, there should be no surprise SOPs floating around the agency.

Implementation Progress: Accepted and assigned to Andy Sentipal.

Recommendation 3.2.6. Recommend SOP review date with GO review date.

Implementation Progress: Accepted and assigned to Andy Sentipal.

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. Gibbons. UPDATE: The process is on-going, but we are consistently approving our instructors to teach at RRCJA to ensure standards are being met.

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. Rakcozy. Our instructor cadre is growing slightly with the biggest growth in General Instruction and Driver instructors. The 2019 Training Schedule included added DT training time and for the first time PIT training for approx. 50% of patrol.

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. On March 13, 2019 a tab was created in the user menu just for Training and five links were added: Fairfax County Criminal Justice Academy, Northern VA Criminal Justice Academy, Prince William Co. Criminal Justice Academy, Rappahannock Reg. Criminal Justice Academy, and Skyline Regional Criminal Justice Academy.

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. David Hewes, of DCJS, reports that they are still working out problems with the new computer system that will replace TREX. They hope to have it online later this year, possibly.

(continued on next page)

Implementation of Recommendations

Training Focus Team (continued)

- Recommendation 4.1.4.**
(continued) The new system will allow the individual deputy/telecommunicator to view their training history and due dates. Update on 6.27.19 - Have been advised by DCJS that they are experiencing software issues and currently working with vendor to correct. Date of new system going live is yet to be determined. **UPDATE - May 7, 2020 - Nothing new to report from DCJS, they have no current news regarding this topic. The issue has been placed on hold.**
- Recommendation 4.1.5.** Review Internal Affairs complaints for trends that could be mitigated through training.
Implementation Progress: Accepted. Assigned to Capt. Gibbons. UPDATE – already being done, but process will remain a continual endeavor.
- 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. Assigned to 1st Sgt. Rakcozy.
- 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: Defer to Focus group Retaining and Retention— Opportunity for Professional growth at all positions.
- 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. Rakcozy. CPR classes hosted this quarter for civilian volunteers.
- 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. Rakcozy. Established a training information location on the Sheriff's Office website. Work is continuing in this area.
- 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.

Implementation of Recommendations

Training Focus Team (continued)

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: Deferred. Assigned to Capt. Gibbons. Ask for in next year's budget.

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

Implementation Progress: Deferred.

Communication 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 Kimmitz/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 Kimmitz/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. The committee will consist of non-supervisory employees from each of the divisions. It will be a collection of individuals that will have a say concerning issues that affect our agency. They will bring with them their knowledge, skills and experience with the goal to increase employee morale and make recommendations that will further the mission of the Stafford County Sheriff's Office.

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.

Implementation of Recommendations

Communication Strategic Focus Team (continued)

- 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 Kimmitz/Major Lenhart. This recommendation concerns better utilization of the employee area of the Stafford Sheriff's Office website. In particular, the area where deputies and detectives can pass along pertinent information that would be valuable to others working the same patrol zone. To simplify the process, a tab in the User Area of the Menu (Patrol Information Sharing) was created. A deputy or detective can simply click on that and either review information or add new information to the site. The goal of this recommendation is to have a central informational site that deputies and detectives can easily access prior to the start of their shifts to either add or review such things as criminal intelligence and officer safety issues. This site offers that access. The Majors will attend Patrol, Animal Control and CID roll calls to discuss the site with all who will benefit from it. The site is operational at the time of this writing.
- Recommendation 5.1.5.** Form an employee advisory committee consisting of non-supervisory employees to meet quarterly with the chief deputy to give employees an opportunity to voice their suggestions and/or concerns.
- Implementation Progress:** Accepted. Assigned to Major Kimmitz/Major Lenhart. Major Lenhart sent an email out to command staff on 3.15.19 requesting names for committee. Committee has met a couple of times.
- Recommendation 5.1.6.** Monthly employee newsletter featuring stories about new and innovative Sheriff's Office programs, employee accomplishments, birth announcements, promotions and 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.

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. **Update 5/8/20: Capt. Worcester has started typing a draft of the policy for the focus group which is the main idea coming out of our efforts. Draft of policy sent to command staff for feedback on 5/8/20.**

Implementation of Recommendations

Technologies Focus Team (continued)

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 Kimmitz.

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. Peters.

Recommendation 6.1.7. Include stakeholders in the process.

Implementation Progress: Accepted. Assigned to Capt. Peters.

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.

Implementation of Recommendations

Funding Gaps Focus Team

The goal of the Funding Gaps Focus Team is to identify and address strategic funding gaps.

- Recommendation 7.1.1.** Field Operation Deputies (Seventeen Remaining from Staffing Plan)
Implementation Progress: Accepted. Assigned to Capt. Gibbons and team. Deferred until FY21 Budget.
- Recommendation 7.1.2** Full-Time Grant Position
Implementation Progress: Accepted. Assigned to Capt. Gibbons and team. Not included in FY20 budget, will ask again for FY21 budget.
- Recommendation 7.1.3.** Full-Time IT Programmer/Analyst (Additional Position)
Implementation Progress: Accepted. Assigned to Capt. Gibbons and team. Not included in FY20 budget, will ask again for FY21 budget.
- Recommendation 7.1.4.** Upgrade 6 Part-Time Positions to Full-Time Positions
Implementation Progress: Accepted. Assigned to Assigned to Capt. Gibbons and team. **One position upgraded in FY20 Budget – (Administrative Associate in CID), remaining positions will be asked for again in FY21 Budget.**
- Recommendation 7.1.5.** Court Services Deputies (Three Remaining from Staffing Plan).
Implementation Progress: Accepted. Assigned to Assigned to Capt. Gibbons and team. Deferred until FY21. Budget.

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.

