Stafford County Sheriff's Office Strategic Plan 2020-2023

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

Message from the Sheriff

I am pleased to present the Stafford County Sheriff's Office Strategic Plan for 2020—2023. The purpose of this report is to provide an update on our strategic planning journey that we began in 2017. Since then, we have held three strategic planning retreats, formed 12 focus groups that reviewed numerous strategic objectives and developed more than 50 recommendations to enable the Sheriff's Office to provide the best services possible to our community.

To learn more about how we've turned our efforts into action, please see the Strategic Plan Achievements on page 10. Additional information can be found on www.staffordsheriff.com. Click on the News link and then the Strategic Plan link.

In addition to discussing where we've been, this report will show you where we are going. As a result of our 2019 retreat, we have added two new Focus Areas: Traffic Safety and Supporting Our People. Using this plan as a guide for the future, we will work on these new areas and continue our efforts in our previously set goals and objectives—all to help move us closer to our vision of "Dedicated, innovative people, working with the community, to serve and protect Stafford County while using the best tools and technology available."

I would like to extend my gratitude to our staff for their commitment to our strategic planning efforts and to our community for your support. Stafford County will be a safer place because of you.

Sincerely,

Sheriff David P. Decatur

Table of Contents

Strategic Planning Team Members

The following employees of the Stafford County Sheriff's Office are members of the Sheriff's Strategic Planning Team.

Asst. Manager	Nicole	Bates	Sergeant	Anthony	McCall
1st Lieutenant	Joseph	Bice	Prog. Analyst	Wendy	Micke
Sergeant	Carol	Burgess	1st Sergeant	Christian	Mireles
Lieutenant	Christopher	Cameron	Senior ACO	Aaron	Morelli
Captain	Steven	Carey	1st Sergeant	Christopher	Neuhard
1st Sergeant	Eric	Chinault	Captain	Michael	Null
Admin Spec.	Elena	Crisp	Asst. Sup.	Sara	Palau
Captain	Ray	Davis, II	Sergeant	Robert	Parsons
Sheriff	David	Decatur	Master Deputy	Mark	Persson
Major	R. Jason	Dembowski	Capt.	Lee	Peters, III
2nd Lieutenant	Deuntay	Diggs	1st Lieutenant	Dimas	Pinzon
Master Deputy	Michael	Ellington	1st Sergeant	Robert	Pomeroy
Sergeant	Derek	Fetterolf	1st Sergeant	Daniel	Purcell, Jr.
1st Sergeant	James	Fouts	Capt.	Eric	Quinn
Captain	Michelle	Gibbons	1st Sergeant	Jeremiah	Rakoczy
1st Sergeant	Robert	Grella, Jr.	Sergeant	Daniel	Reed
HR Senior Analyst	Beth	Hall	Radio Sys. Spec.	Todd	Roller
Sergeant	Gregory	Haney	Comm. Officer	Karen	Roy
1st Sergeant	George	Hernandez	Policy Manager	Andrew	Sentipal
Office Manager	Gail	Horton-Larkin	Sergeant	Christopher	Smith
Deputy 1st Class	Matthew	Jacobeen	Training Coord.	Suzanne	Stanley
Lieutenant	Brian	Jacobs	Capt.	David	Stout, Jr.
Asst. Supervisor	Jamie	Johnson	Lieutenant	D. Wayne	Sullivan
Aux. Deputy	Michael	Keyes	Senior Deputy	Brandon	Talbot
Major	C. Shawn	Kimmitz	Chaplain	Ron	Thayer
Sergeant	Jason	Kreider	Master Deputy	Joshua	Truslow
Master Deputy	Johnny	Kyle	PIO	Amanda	Vicinanzo
Major	Donald	Lenhart	Deputy	Erin	West
Master Detective	Joseph	Massine	Deputy First Class	Samantha	Whitt
Finance Manager	Carol	Matson	Captain	Benjamin	Worcester

Staff support for the Stafford County Sheriff's Office Strategic Planning efforts provided by Michael P. Neuhard, Rita Kooiman and Cathy L. Vollbrecht.

At a Glance

In 1664, Stafford County became one of the first counties in Colonial Virginia to appoint a sheriff. Since then, a long line of sheriffs have served the county, including many who influenced the direction of our young nation, such as George Mason and William Fitzhugh. Sheriff David P. Decatur became Stafford's 108th Sheriff in 2016. Today, the Stafford County Sheriff's Office has 275 members and is responsible for law enforcement, court operations, emergency communications and community engagement.

Stafford continues to be one of the fastest growing communities in the nation. We also have a large transient population due to the military service members who come and go at nearby installations such as Quantico Marine Corps Base, Fort A.P. Hill and Dahlgren Naval Base. Our residents enjoy many amenities including beautiful parks and trails, high quality public schools, and many shopping and dining venues. More businesses – many of them known worldwide - have made their home in Stafford, including Lockheed Martin, Intuit and Geico. Families find Stafford an appealing location to make a home and many parents either work from home or commute to

Stafford County Sheriff's Office Patrol Boundary Map
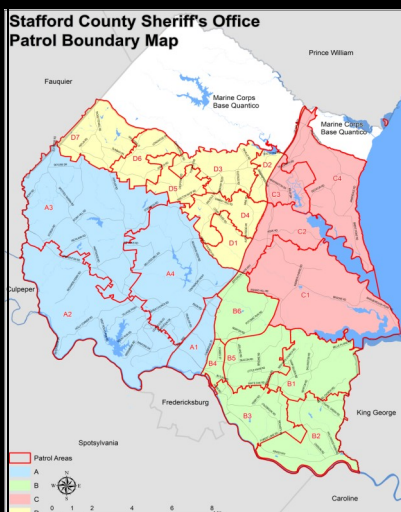
Quick Facts	
Population	151,689
Area	277 sq. miles
# of Deputies	207
# of K9s	4
Elementary Schools	17
Middle Schools	8
High Schools	5

Washington, D.C., Northern Virginia and Richmond. These highly educated individuals count on us to keep them safe and they want to play an active role in that effort. The spirit of volunteerism is strong in our community and these volunteers assist in many law enforcement tasks. We are fortunate to have their support.

Such partnerships help us to enhance the safety of our county, build for the future, and preserve our historical treasures, environmental assets and strong community bonds.

Update of Strategic Planning Efforts

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 Supporting 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.

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.

Work is still underway on some Focus Areas that were defined at the 2017 and 2018 Strategic Planning Retreats. These can be found in the Focus Area section later in this report.

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

Strategic Planning Group Structure

Strategic Planning Leadership Team—Comprised of senior level executives. Responsibilities include: planning strategic planning process; monitoring progress; evaluating and correcting process issues and activities; and continuously guiding the process.

Strategic Planning Team—Comprised of Command staff, multiple ranks from throughout the organization and cross divisional. Responsibilities include: identifying and monitoring the strategic planning environment; confirming values and missions; setting the vision; evaluating the organizational SWOT; setting broad goals; identifying goals' objectives; and identifying implementation teams.

Strategic Focus Team—Comprised of executive level sponsor, appropriate level project leaders and cross divisional members. Responsibilities include: refining and adjusting objectives as needed; attacking the problem/issue; developing recommendations; supporting implementation; and providing periodic status reports.

Vision, Mission & Values

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.

Vision, Mission & Values

Why are Vision, Mission and Values work important?

Our vision, mission and values provide a roadmap for our organization for the future. Our vision is an aspiration that describes what we would like to achieve for its future. Our mission describes how we can fulfill our vision. Values provides guidance for how we should behave in carrying out our mission and fulfilling our vision.

Why Do We Need a Vision, Mission and Values?

Sharing a vision, mission and values helps to inspire us to coordinate our actions toward a common future. During our Strategic Planning Process, members of the Sheriff's Office Strategic Planning Team reaffirmed our Mission and organizational values. They were also asked to envision their desired future state as a department. Common elements of these statements were culled to develop the Vision and Vision Principles.

Vision Principles

Like organizational values, vision principles help to define our vision and guide our behaviors.

VISION PRINCIPLES		
Community	**Organization**	**People**
• Partners in the Community • Effective Community Preparedness	• Collaborative and Cross Functional Effective Communication • Systematic, Cutting-Edge Training Programs • Flexible Personnel Deployment • Streamlined Administrative processes — Time for Mission Focus • Employ the Best Law Enforcement Technologies and Equipment • Culture and Practices that are a National Model	• Recruitment and Retention of Exceptional Personnel • Employees are Pioneers in their Jobs, Taking the Initiative To Develop Creative Solutions • A Workforce that reflects the Community • Continuously Trained and Developed Personnel • Competitive Compensation

Strategic Planning Process
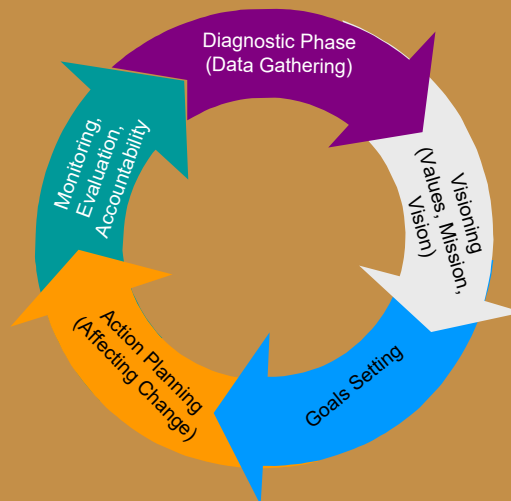
Strategic Plan Definition

Strategic Planning is a process of planning that leads to thoughtful solutions to challenges an organization faces through deliberative decisions and actions, ending with an action plan for a specified period of time. It is a comprehensive process and strategic way of thinking. It involves assessing where the organization is, and where it is going, producing a roadmap for addressing the barriers to organizational progress and capitalizing on the organization's strengths. It is a circular process requiring regular evaluation and adjustment.

The Strategic Plan is Positioned at the Top and Drives Department Plans and Projects

- Strategic Plan
- General Fund Budget Plan
- Capital Improvement Plan
- Cash Capital Infrastructure Plan
- Vehicle Replacement Plan
- Training Plan
- Operational, Incident, and Special Events Plans
- Other Planning Efforts

The Strategic Plan is Continuous

Strategic Planning does not stop. It is a continuous process that involves gathering of information, checking to see if our organization's Vision, Mission and Values are still relevant, setting goals, action planning, and monitoring and evaluating our efforts each year.

Strategic Planning Process

Why Do Strategic Planning?

- Strategic Planning is a major component of the High Performance Organization model and allows us to implement the HPO approach to managing and improving the organization

- Reaffirms/changes our mission, vision and values (current are > 10 years old)

- Establishes realistic goals, objectives and strategies that are understood and communicated to the agency at large

- Increases the effective use of resources

- Provides a basis to measure progress going forward

- Develops consensus on future direction and action

- Builds a stronger organizational team

- Solves complex organizational issues or problems

- Increases communications up, down and across the organization

- Strengthens employee engagement and involvement in organizational issues

- Leads to increased effectiveness, increased efficiency, improved understanding, better learning and better decision making

Stafford County Sheriff's Office Expectations

- Reaffirms our organizational mission

- Establishes a collective contemporary Vision

- Promotes understanding of the organization's strengths, weaknesses, opportunities and threats (SWOT). See the Addendum on page 26-27 for the SWOT Analysis.

- Identifies key strategic issues for the agency for the next 3 to 5 years

- Establishes strategic goals

- Expands the number of personnel across the agency that understand our strategic position, challenges and goals

- Initiates a regular strategic planning process including cross divisional working teams, regular follow-up and an annual planning cycle

- Provides a written plan

- Improves internal communications

Strategic Plan Achievements

As a result of the work of the Focus Groups that were developed after the 2017 and 2018 Strategic Planning Retreats, more than 44 recommendations were developed to meet the first eight Focus Areas and their corresponding Strategic Goals and Objectives. The last two Focus Areas on Traffic Safety and Taking Care of Our People resulted from the latest Strategic Plan Retreat in 2019. Selected strategic accomplishments in each Focus Area are provided below. For details on the recommendations for each completed objective, please refer to the Implementation of Recommendations section on page 29.

Focus Area 1: Effective and Comprehensive Community Engagement

- Implemented "In the Know with the Stafford S.O. Podcast."
- Recorded regular "Happening Now" videos and other short public information videos (Work Zone Safety, Safe Exchange, etc.)
- Continued work on School Safety Task Force

- Conducted Active Shooter Training for school personnel
- Continued strengthening SCSO legacy programs such as Neighborhood Watch, DARE, National Night Out, Worship Watch, and Crime Solvers through enhanced information sharing, training, and a cooperative strategy for SCSO participation in special events in the community.

Focus Area 2: Recruiting and Retention of Personnel

- Increased starting pay for new deputies
- Designed and received approval from Board of Supervisors for new public safety pay scale
- Obtained two new positions for recruiting
- Redefined interview process for job candidates as well as agility testing
- Completed first round of recruitment advertisements

Strategic Plan Achievements

Focus Area 3: Effective Contemporary Policies

- Completed a Policy Review Plan
- Approved new Policy Manual Review Form
- Approved amendment to General Order 2-01 "Written Directive Process" to reflect new policy changes

Focus Area 4: Effective Career Training and Development

- Added Defensive Tactics training time and PIT for approx. 50% of patrol
- Established a Training Information link on Intranet for employees to view training opportunities
- Added information on Intranet for employees to view selected acts of the General Assembly

Focus Area 5: Effective and Comprehensive Employee Communications

- Organized and held first meeting of Employee Advisory Committee

Focus Area 6: Effective Use of Current and Emerging Technologies

- A draft of an Information Technology acquisition policy is under development. This policy would provide a consistent process for the acquisition of technological advancements within the Sheriff's Office.

Focus Area 7: Filling Funding Gaps

- Comprehensive funding requests are vetted through a documented transparent and cooperative budget strategy for internal and external budget development consisting of 11 principles.
- Upgraded one part time position to full-time (Admin Associate in CID) and other positions, including Field Operation Deputies, Grant Writer, IT Programmer/Analyst and Court Services Deputies will be requested in the FY20 Budget).

Focus Area 8: Strengthening Homeland Security and Crime Prevention

- Organized and trained first Homeland Security Citizen Group (SHIELD)
- Re-engaging with regional and national partners to provide information to SHIELD group
- Rebooted Business Watch program
- Reinstituted monthly meetings with religious organizations for Worship Watch program

Strategic Focus Areas

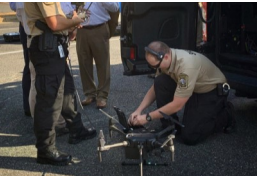After a joint effort by the Strategic Planning Leadership Team and the Strategic Planning Team on a SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis, Focus Areas and corresponding Strategic Goals and Objectives were developed. During the first Strategic Planning retreat in 2017, seven 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.

1	2	3	4	5
Effective and Comprehensive Community Engagement	Recruiting and Retention of Personnel	Effective Contemporary Policies	Effective Career Training and Development	Effective and Comprehensive Employee Communications

6	7	8	9	10
Effective Use of Current and Emerging Technologies	Filling Funding Gaps	Homeland Security and Crime Prevention	Traffic Safety	Taking Care of Our People

Focus Area 1	Effective and Comprehensive Community Engagement Sub Focus Area: Community Engagement		
Goal 1	**Why is this Important?**	**Objectives**	**Status**
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.	Law enforcement officers personnel alone are not enough to keep the community that they serve safe and peaceful. We must collaborate with our community groups to devise solutions to challenges that impact our well-being as a whole. To do that, we must gain the community's trust, obtain their input, and conduct an ongoing conversation with members so that we can work toward a common goal of making Stafford the best place to live, work and raise a family.	1.1.1. Identify and document all current community engagement opportunities to include date of event, partners, audiences, role of Sheriff's Office, costs and goals of events and/or partnerships. Documentation should also include gaps, i.e. areas where community engagement is missing.	Completed
		1.1.2. Research and document community engagement practices for law enforcement best practices from the region, state and nation.	Completed
		1.1.3. Solicit and compile engagement ideas from the SCSO staff to include a plan to involve key community stakeholders in a community engagement plan.	Completed
		1.1.4. Solicit and compile engagement ideas from community stakeholders.	Completed
		1.1.5. Construct a recommended SCSO community engagement plan, based on the research findings, including cost, schedules, locations and resources required. The plan should address law enforcement involvement in a non-law enforcement capacity	
		1.1.6. Prepare a report summarizing the above information and any additional recommendations for consideration by the Sheriff and his command staff.	Completed
		1.1.7. Provide executive direction and training to appropriate divisions to implement accepted recommendations.	Completed
		1.1.8. Implementation of accepted recommendations underway.	

Strategic Focus Areas

Focus Area 1	Effective and Comprehensive Community Engagement Sub Focus Area: Strengthening Community Relationships		
Goal 1	**Why is this Important?**	**Objectives**	**Status**
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.	Building strong relationships with community members is critical for community engagement to take place. Ensuring that we have strong relationships with community members can lead to proactive communication, support for each other's initiatives and successful programs that benefit the community as a whole.	1.2.1. Identify and document all current community relationship building opportunities and gaps between SCSO and members of the community.	Completed
		1.2.2. Research and document best practices for relationship building for law enforcement from the region, state and nation.	Completed
		1.2.3. Solicit and compile relationship building ideas from the SCSO staff.	Completed
		1.2.4. Solicit and compile relationship ideas from community stakeholders.	Completed
		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.	Completed
		1.2.7. Provide executive direction and training to appropriate divisions to implement accepted recommendations.	
		1.2.8. Implementation of accepted recommendations underway.	

Strategic Focus Areas

Focus Area 2	Recruiting and Retention of Personnel Sub Focus Area: Recruitment			
Goal 2	**Why is this Important?**	**Objectives**		**Status**
To update and continue a progressive recruitment and retention program to ensure high quality law enforcement and related services.	As the nation grapples with changing attitudes toward law enforcement, we must focus on recruiting individuals who have more than just basic police skills. They must also be versed in community engagement, leadership and relationship building. Honing our recruitment efforts will ensure that we remain competitive in the law enforcement arena.	2.1.1.	Inventory and document current recruitment plans and activities including schedules and outcomes for the past year.	Completed
		2.1.2.	Research and document law enforcement recruitment best practices from the region, state and nation.	Completed
		2.1.3.	Solicit and compile recruitment ideas from the SCSO staff.	Completed
		2.1.4.	Construct a recommended SCSO recruitment plan, based on the research findings, including cost, schedules, locations and resources required.	Completed
		2.1.5.	Prepare a report summarizing the above information and additional recommendations for consideration by the Sheriff and his command staff.	Completed
		2.1.6.	Provide executive direction to appropriate divisions to implement accepted recommendations.	Completed
		2.1.7.	Implementation of accepted recommendations underway.	

Strategic Focus Areas

Focus Area 2	Recruiting and Retention of Personnel Sub Focus Area: Selection		
Goal 2	**Why is this Important?**	**Objectives**	**Status**
To update and continue a progressive recruitment and retention program to ensure high quality law enforcement and related services.	Ensuring that we use best practices and the most comprehensive selection processes will help us become more efficient, focused and thoughtful as we search for the highest quality individuals to become members of the Stafford Sheriff's Office.	2.2.1. Inventory and document the current selection process including details of each step in the process.	Completed
		2.2.2 Research and document law enforcement recruit selection best practices in the region, state and nation.	Completed
		2.2.3. Solicit and compile recruit selection ideas from SCSO staff.	Completed
		2.2.4. Construct recommendations for changes to the current process based on research findings.	Completed
		2.2.5. Prepare a report which summarizes the recommendations including cost and resources required to implement the recommendations.	Completed
		2.2.6. Provide executive direction to appropriate divisions to implement accepted recommendations.	
		2.2.7. Implementation of accepted recommendations underway.	

Focus Area 2	Recruiting and Retention of Personnel Sub Focus Area: Staffing		
Goal 2	**Why is this Important?**	**Objectives**	**Status**
To update and continue a progressive recruitment and retention program to ensure high quality law enforcement and related services.	Focusing on staffing needs indicates that we are aware of changes in our community as well as potential areas for improvements. Proactively communicating these needs to County staff and elected leaders will enable us to better plan for future staffing increases.	2.3.1. Continue to work with the County Administrator and Board of Supervisors to implement the Sheriff's Comprehensive Staffing Study recommendations.	Completed
		2.3.2. Review and confirm strategic staffing goals such as response time goals, proactive policing goals and case management goals.	
		2.3.3. Complete a comprehensive update of the Sheriff's Staffing Study including recommendations and cost.	
		2.3.4. Implementation of accepted recommendations underway.	

Strategic Focus Areas

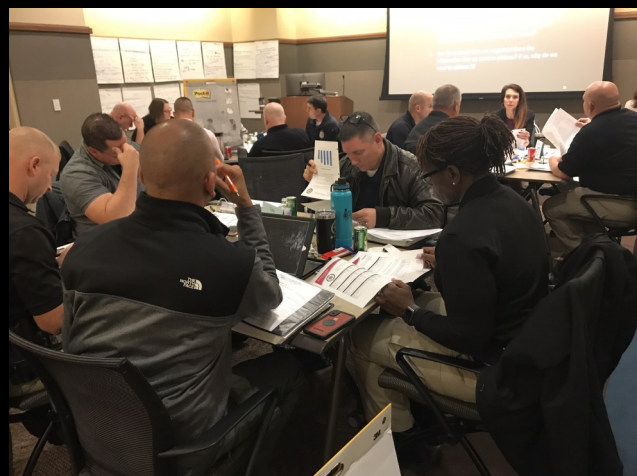| Focus Area 2	Recruiting and Retention of Personnel Sub Focus Area: Opportunity for Professional Growth at all Positions		
Goal 2	**Why is this Important?**	**Objectives**	**Status**
To update and continue a progressive recruitment and retention program to ensure high quality law enforcement and related services.	Helping our staff members grow beyond their job descriptions through ongoing training, leadership opportunities and professional development will ensure that our employees are constantly learning, improving and enhancing the services that they provide to our community.	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 ad any required resources.	
		2.4.5. Implementation of accepted recommendations underway.	

Focus Area 2	Recruiting and Retention of Personnel Sub Focus Area: Competitive Pay and Benefits			
Goal 2	**Why is this Important?**	**Objectives**		**Status**
To update and continue a progressive recruitment and retention program to ensure high quality law enforcement and related services.	Competitive pay and benefits will help attract a diverse and high quality workforce whose experiences and talents will enhance the services we provide to our citizens	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.	Completed
		2.5.2	Collect and document, on an annual basis, regional and comparison jurisdiction pay and benefit structures, rates, methods and techniques.	Ongoing
		2.5.3.	Provide a report annually to the sheriff outlining information collected in 2.5.2.	Ongoing
		2.5.4.	Establish formal compensation goals for the agency.	Completed
		2.5.5.	Implementation of accepted recommendations underway.	

Strategic Focus Areas

Focus Area 3	Effective Contemporary Policies Sub Focus Area: General Orders		
Goal 1	**Why is this Important?**	**Objectives**	**Status**
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.	Ensuring that we are using best practices and modern policies will help us become more efficient and effective in our services as well as remain competitive among law enforcement agencies. It will also help us take on a leadership position as we continue to research the most successful practices and policies.	3.1.1. Continue current efforts to update and modernize the agency's General Orders.	Completed
		3.1.2. Identify and document best practices for law enforcement agencies reference reviewing and maintaining general orders and other policies on a regular basis.	Completed
		3.1.3. Identify and recommend enhancements to the process of reviewing and updating policies on a recurring basis.	Completed
		3.1.4. Provide a report to the Sheriff which includes findings and recommendations, cost and additional resources required to implement the recommendations, if any.	Completed
		3.1.5. Provide executive direction to appropriate divisions to implement accepted recommendations.	Completed
		3.1.6. Implementation of accepted recommendations underway.	Completed

Focus Area 3	Effective Contemporary Policies Sub Focus Area: Standard Operating Procedures			
Goal 3	**Why is this Important?**	**Objectives**		**Status**
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.	Ensuring that we are using best practices and modern policies will help us become more efficient and effective in our services as well as remain competitive among law enforcement agencies. It will also help us take on a leadership position as we continue to research the most successful practices and policies.	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.	Completed
		3.2.2.	Review and identify the current General Order defining the use of Standard Operating Procedures and recommend changes to the policy.	Completed
		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.	Completed
		3.2.4.	Identify and recommend, as a part of objective 3.2.1, a process for continual updating of divisional standard operating procedures.	Completed
		3.2.5.	Provide a report to the Sheriff which includes findings and recommendations, cost and additional resources required to implement the recommendations.	Completed
		3.2.6.	Provide executive direction to appropriate divisions to implement accepted recommendations.	
		3.2.7.	Implementation of accepted recommendations underway.	

Strategic Focus Areas

Focus Area 4	Effective Career Training and Development		
Goal 4	**Why is this Important?**	**Objectives**	**Status**
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.	Cultivating staff from within our agency through training opportunities, leadership positions and professional development will contribute to institutional knowledge, promote consistent application of best practices and policies. Such a high quality training program can also help to inspire employees and enhance their performance as they strive for continuous improvement both professionally and personally.	4.1.1. Inventory and document all law enforcement, animal control, civilian and emergency communications related training conducted or supported by the agency including topics, frequency, basis/requirement, numbers attending, and level (basic, technical continuing education/certification, supervisory, management, administration, leadership, specialty).	Completed
		4.1.2. Review the past and current years training plan to determine program focus and goals including topics, hours, levels of training and projected numbers of personnel impacted, including offsite attendance.	Completed
		4.1.3. Research and document current best practices and options for comprehensive agency sponsored training for agencies of similar size.	Completed
		4.1.4. Construct recommendations for improving and expanding training and intensifying an agency learning culture including formal training goals for all levels.	Completed
		4.1.5. Provide a report to the Sheriff summarizing the results of the objectives above and including a vision and road map to future training sponsored by the agency, including cost and any additional resources needed.	Completed
		4.1.6. Provide executive direction to the agency Training Committee and appropriate divisions to implement accepted recommendations.	Completed
		4.1.7. Implementation of accepted recommendations underway.	

Focus Area 5	Effective and Comprehensive Employee Communications		
Goal 5	**Why is this Important?**	**Objectives**	**Status**
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.	Proactive and timely communication will keep all employees informed and engaged in the latest developments of the Sheriff's Office. It will also decrease "surprises" since communication will be ongoing. A strong communications plan will also help ensure that the correct "message" for any situation is being disseminated by leadership and understood by employees and will allow all employees to repeat that message if needed, further promoting the image of a cohesive, efficient and effective agency.	5.1.1. Identify and document all current internal communication practices to include type of communication, purpose, goals, method for distribution, audiences and responsible party for communication. Documentation should also include gaps of communication.	Completed
		5.1.2. Research and document communication best practices for both law enforcement and non-law enforcement organizations from the region, state and nation.	Completed
		5.1.3. Solicit and compile communication ideas from the SCSO staff.	Completed
		5.1.4. Construct a recommended SCSO internal communications plan, based on the research findings, including cost, schedules and resources required.	Completed
		5.1.5. Prepare a report summarizing the above information and any additional recommendations for consideration by the Sheriff and his command staff.	Completed
		5.1.6. Provide executive direction and training to appropriate divisions to implement accepted recommendations.	Completed
		5.1.7. Implementation of accepted recommendations underway.	

Strategic Focus Areas

Focus Area 6	Effective Use of Current and Emerging Technologies			
Goal 6	**Why is this Important?**	**Objectives**		**Status**
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.	Researching the latest technology and adapting it for the good of the organization and the community could lead to cost efficiencies, better practices and more streamlined processes. Our efforts could also establish the Sheriff's Office as a leader in the use of technology, allowing us to engage in joint training on the state, national and international levels.	6.1.1.	Identify and document the agency's current process of identifying, testing, evaluating and recommending the use, or change in use, of technology.	Completed
		6.1.2.	Map three different recent agency technology projects processes and compare to our stated approach.	Completed
		6.1.3.	Research and document best practices from general business and law enforcement organizations on processes and methods for effective identification, testing and evaluating technology and its potential uses.	Completed
		6.1.4.	Produce a report on current practices and recommended improvements to improve current practices, including cost and additional resources needed, if any.	Completed
		6.1.5.	Provide executive direction to appropriate divisions to implement accepted recommendations.	Completed
		6.1.6.	Implementation of accepted recommendations underway.	Completed

Focus Area 7	Filling Funding Gaps		
Goal 7	**Why is this Important?**	**Objectives**	**Status**
To identify and address strategic funding gaps.	Maintaining appropriate funding will help us continue to deliver high quality services to our community. Also, keeping track of unfunded projects as well as the continued need for those projects could help garner support from decision makers for funding.	7.1.1. Construct a consolidated list of current budget request that have not been funded, including projected cost and timing.	Completed
		7.1.2. Prioritize unfunded projects by category (personnel, operating, cash capital, CIP, grants and other).	Completed
		7.1.3. Update inventory information as new projects are identified.	Completed
		7.1.4. Identify and document options and strategies to advancement priority projects.	Completed
		7.1.5. Produce a report with recommendations to the Sheriff addressing each unfunded program or issue.	Completed
		7.1.6. Provide executive direction to the appropriate personnel to implement the adopted unfunded mandate strategy.	Completed
		7.1.7. Pursue funding for priority projects through the county budget and political process.	Ongoing
		7.1.8. Implementation of accepted recommendations underway.	Ongoing

Strategic Focus Areas

| Focus Area 8	Homeland Security and Crime Prevention		
Goal 8	**Why is this Important?**	**Objectives**	**Status**
To strengthen the Homeland Security and Crime Prevention Programs to ensure a strong, secure, safe and resilient Stafford community.	A strong homeland security and emergency management program provides a comprehensive framework to guide, organize, focus emergency and law enforcement resources and strengthen operations that could mitigate terrorist attacks and keep the community safe during natural disasters.	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.	

Focus Area 9	Traffic Safety			
Goal 9	**Why is this Important?**	**Objectives**		**Status**
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.	A thoughtful, comprehensive and proactive traffic safety program will help shape the attitudes and behaviors of individuals so that they become responsible drivers, ensure the safe and efficient flow of traffic, and help to reduce road-related crashes, injuries and fatalities.	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.	

Strategic Focus Areas

Focus Area 10	Taking Care of Our People		
Goal 10	**Why is this Important?**	**Objectives**	**Status**
To ensure the Stafford County Sheriff's Office is addressing contemporary law enforcement wellness issues, including addressing the best interest of the employees as it relates to employee physical, mental and emotional well - being, creating the sense that our employees and their families are being cared for.	Employees who feel valued, empowered, nurtured and challenged will be motivated to perform at their highest level, exhibit loyalty to the organization and help their colleagues grow and be successful in their careers.	10.1.1. Identify and document the best practices of law enforcement programs to address the physical, mental and emotional well- being of law enforcement officers and their families.	
		10.1.2. Identify and document programs currently administered by the Stafford County Sheriff's Office that address the physical, mental and emotional well-being of incumbent deputies and their families. Include the status of each program, along with current dedicated resources.	
		10.1.3. Solicit input from the members of the Sheriff's Office on perceived needs in the areas of physical, mental and emotional well-being.	
		10.1.4. Formulate recommendations to add, alter, or strengthen programs to support the physical, mental and emotional well-being of the sheriff's Office personnel.	
		10.1.5. Provide a report to the Sheriff that identifies recommendations, cost and a plan to improve support to Sheriff's Office personnel.	
		10.1.6. Leadership to provide executive direction on implementation of recommendations.	
		10.1.7. Implementation of accepted recommendations	

Implementation of Recommendations

The following pages comprise a progress report of the recommendations developed by the Strategic Planning Focus Groups in 2018 and 2019. Each Focus Group worked throughout the year and then compiled their recommendations for review by the Leadership Team. The recommendations were 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, makes the final decision on implementation of the recommendations.
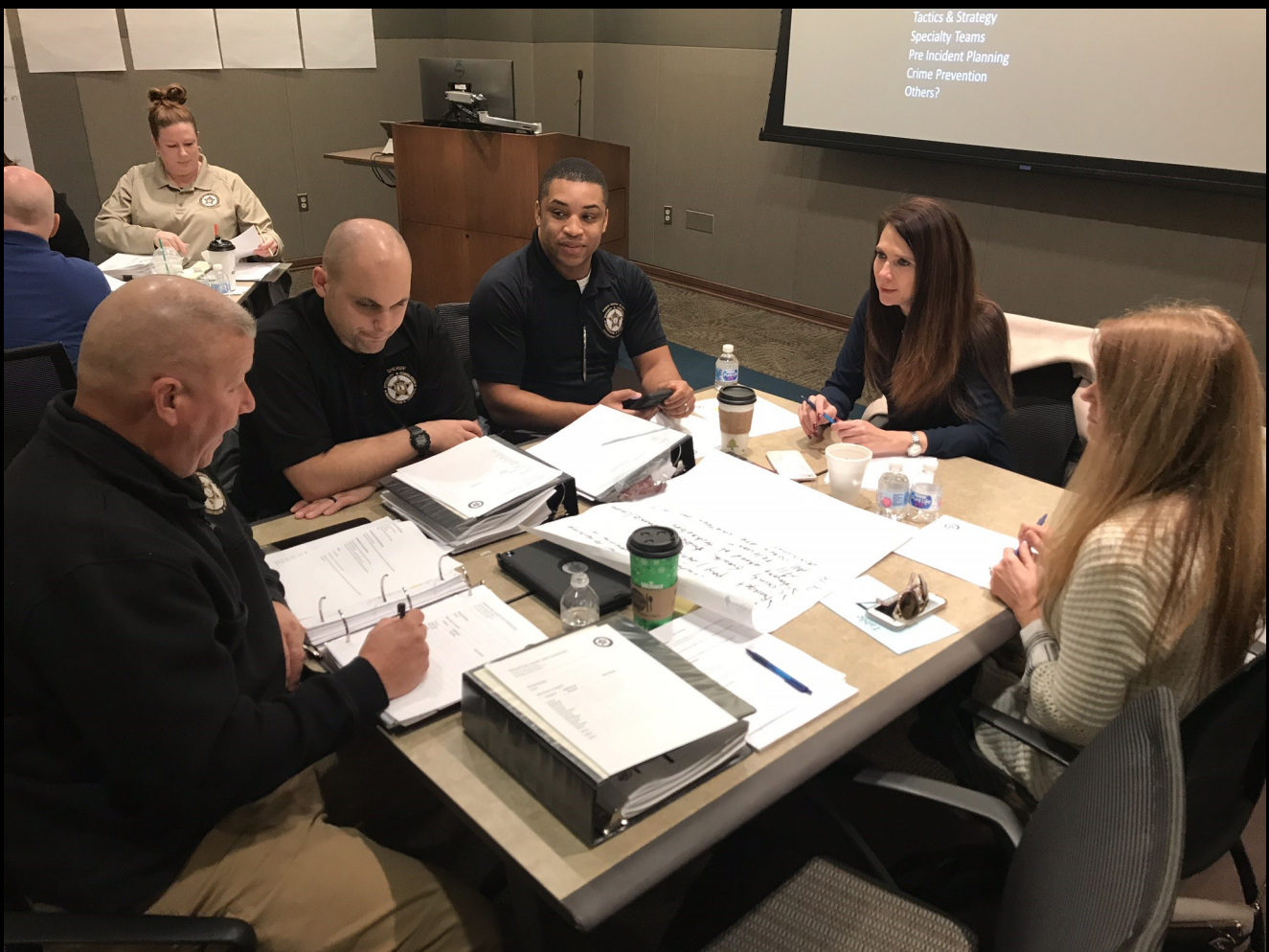
Implementation of Recommendations

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 pre-

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. Neuhard. A cloud-based Google document was 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). This document allows staff 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.

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.

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. Assigned to 1st Sgt. Neuhard. We have not begun to plan this.

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. Neuhard. See objective 1.1.1 sign in sheet response. We specify specialty skills when needed and screen all personnel participating in events for suitability.

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. Neuhard 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. Neuhard.

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 1st Sgt. Cain.

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

Implementation Progress: Accepted.

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.

Strengthening Community Relationships Strategic Focus Group (continued)

Recommendation 1.2.7   Communicate our organizational diversity through our public reports and media.

       Implementation Progress: Accepted.

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. Neuhard.

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).

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.

Implementation of Recommendations

Recruitment and Retention Strategic Focus Group (continued)

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.

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 rubic 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.

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

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

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:

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:

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

Implementation Progress:

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 Lieutenant Bice. 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

Training Focus Team (continued)

**Recommendation 4.1.4.
(continued)**

TREX. They hope to have it online later this year, possibly. 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.

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

Recommendation 4.1.6.

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

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 Lieutenant Bice. 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 Lieutenant Bice. 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.

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.

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. Capt. Worcester has started typing a draft of the policy for the focus group which is the main idea coming out of our efforts.

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.

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.

Schedule for 2020

Date	Frequency	Activity	Responsible	Deliverables
January 2020	Annual	Retreat Follow-up	Leadership Team/ Staff Team	• Finalize Retreat Report and distribute to agency
February 2020	Annual	Retreat Follow-Up	Leadership Team/ Staff Team	• Begin draft of Strategic Plan Update and 2020 Work Plan
March 2020	Annual	Retreat Follow-Up	Leadership Team/ Staff Team	• Finalize Strategic Plan Update and 2020 Work Plan • Distribute both documents to organization and solicit feedback • Begin selection of members for Focus Groups
April 2020	Annual	Teams Begin Goal/ Objective Work.	Leadership Team/ Strategic Focus Teams	• Training Begins of Focus Teams/ Focus Teams Go to Work
June 2020	Quarterly	Work Continues. Monitoring of Activities Continue.	Strategic Focus Teams/ Leadership/Staff Team	• Focus Teams Working • Qtrly. Progress Report
July 2020	Quarterly	Work Continues. Monitoring of Activities Continue.	Staff Team/ Leadership Team/ Focus Teams	• Begin Budget Integration • Focus Teams Continue Work
September 2020	Quarterly	Work Continues. Monitoring of Activities Continue.	Staff Team/ Leadership Team/ Focus Teams	• Focus Teams Working • Qtrly. Progress Report • Final Reports Due
October 2020	Annual	Annual Strategic Planning Meeting	Planning Team	• Annual Review/Evaluation • SWOT • Goals and Objectives
October – December 2020	Annual	Realign Process with other Organizational Processes	Leadership/Staff Teams	• Qtrly. Progress Report • Focus Groups develop recommendations for implementation of objectives.