



2021 Work Plan

Vision, Mission and 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.

Table of Contents

Introduction4

Implementation of Recommendations4

Focus Group Charters for 20215

Staffing Focus Group Charter6

Taking Care of Our People Focus Group Charter7

Schedule for 20218

Outcomes9



Introduction

In 2020, the Coronavirus pandemic impacted every aspect of our services, including our strategic planning efforts. To keep our staff healthy and safe, we had to cancel our annual 2020 Strategic Planning Retreat. The retreat allows members of our Planning Team to provide input on new strategic focus areas. Although we did not develop new Focus Areas for this year, there is still work to be done with two of our existing Focus Groups: *Staffing* and *Taking Care of Our People*.

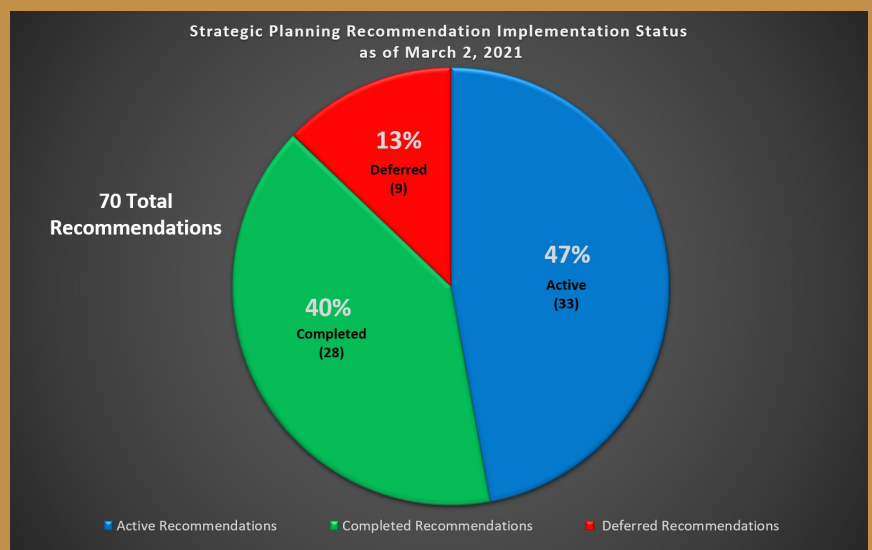
These two groups will be working throughout 2021 to meet the goals and objectives of our Strategic Plan. They will provide Quarterly Reports that will be shared with the rest of the organization as well as a Final Report, which will be provided to all members of the Sheriff's Office. Every employee will have an opportunity to review the report and send their feedback to members of the Strategic Planning Staff Support Team.

Focus Groups were first set in place at the beginning of 2018 when the Strategic Planning Leadership Team appointed members of the Sheriff's Office to participate in the groups to work on selected goals and objectives from our Strategic Plan. There are currently 10 Focus Groups with work already completed in many of the groups.

To read more about our Strategic Plan's Focus Areas, visit www.staffordsheriff.com and click on the About Us link. Then click on the Strategic Plan link.

Implementation of Recommendations

In 2018, the Sheriff's Office Leadership Team appointed staff to various Focus Groups to work on selected goals and objectives from our Strategic Plan. Approximately 11 Focus Groups completed work in 2018 and 2019. Their recommendations were first vetted through the Leadership Team and then shared with the rest of the organization for feedback. Approved recommendations are then implemented. The graphic to the right reflects the status of the recommendations that have been brought forth by 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 2021, these include the following groups:

- **Recruiting and Retention (Staffing)**
- **Taking Care of Our People**

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 About Us link. Then click on the Strategic Plan link. The Work Plan documents are at the bottom of the page.



Focus Area 2: Recruiting and Retention of Personnel

Staffing 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	
2.3.1.	Continue to work with the County Administrator and Board of Supervisors to implement the Sheriff's Comprehensive Staffing Study recommendations.
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.

Sponsor: Sheriff David Decatur

Team Leader: Michael Neuhard

Team Members: Sheriff David Decatur, Major Shawn Kimmitz, Major R. Dembowski, Capt. Michelle Gibbons

Project Timeframe: Continuous

Deliverable(s): Quarterly status reports

Reporting Schedule:

- 1) Quarterly report of progress due to Strategic Planning Staff Team by June 30, 2021, September 30, 2021 and December 31, 2021

Focus Area 10: Taking Care of Our People

Taking Care of Our People Strategic Focus Team Charter

Strategic Goal: Goal 10

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.

Strategic Objectives To Be Addressed	
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

Sponsor: Sheriff David Decatur

Team Leader: Major R. Jason Dembowski

Team Members: Sgt. Carol Burgess, Lt. Chris Cameron, Lt. Deuntay Diggs, Capt. Michelle Gibbons, Beth Hall, Animal Control Officer Olivia Hepperle, Deputy Chris Lee, Sarah Nicely, Sgt. Brandon Reed.

Project Timeframe: May 4, 2021—January 31, 2022

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 June 30, 2021, September 30, 2021 and December 31, 2021
- 2) Final report by January 31, 2022

2021 Schedule

Date	Frequency	Activity	Responsible	Deliverables
January — February 2021	One-time	<ul style="list-style-type: none"> Retreat Information distributed virtually 	Staff Team	<ul style="list-style-type: none"> Update Strategic Plan Update Work Plan & Accomplishments
January 2021 — December 2021	Monthly	<ul style="list-style-type: none"> Implementation Status Reports 	Assigned Staff and Strategic Planning Staff Team	<ul style="list-style-type: none"> Status Updates on each of the accepted recommendations
January 2021	Quarterly	<ul style="list-style-type: none"> Teams Begin Goal/ Objective Work. 	Leadership Team/ Strategic Focus Teams	<ul style="list-style-type: none"> 4th Quarter Report (2020)
February— March 2021	Annually	<ul style="list-style-type: none"> 2020 Focus Groups making final reports & recommendations. 	Leadership Team/ Strategic Focus Teams	<ul style="list-style-type: none"> Final Reports from 2020 Focus Groups/Decisions on recommendations from Leadership Team
April 2021	Quarterly	<ul style="list-style-type: none"> Work Continues. Monitoring of activities continues Begin planning Annual SP Retreat 	Strategic Focus Teams/ Leadership/Staff Team	<ul style="list-style-type: none"> 1st Quarter Report Focus Teams Working
July 2021	Quarterly	<ul style="list-style-type: none"> Work Continues. Monitoring of Activities Continue 	Staff Team/Leadership Team/ Focus Teams	<ul style="list-style-type: none"> 2nd Quarter Report Begin Budget Integration Focus Teams Continue Work
October 2021	Quarterly	<ul style="list-style-type: none"> Work Continues. Monitoring of Activities Continue 	Leadership/Staff Teams	<ul style="list-style-type: none"> 3rd Quarter Report Focus Groups develop recommendations for implementation of objectives.
November 2021	Annually	<ul style="list-style-type: none"> Strategic Planning Retreat 	Leadership Team, Staff Team/Planning Team	<ul style="list-style-type: none"> 3rd Quarter Report Annual Review/Evaluation SWOT Goals and Objectives
December 2021	Annually	<ul style="list-style-type: none"> Debrief on Strategic Planning Retreat. Begin work on Retreat Report 	Planning Team	<ul style="list-style-type: none"> Review Progress and Updates Key Issues Preview Next Year

Outcomes

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

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

