

Stafford County Sheriff's Office

STRATEGIC PLAN 2024-2027

2026 Update

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



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Schedule for 2026

2026 Planning Schedule				
Timeframe	Frequency	Activity	Responsible Party	Deliverables
November 2025	Annual	Annual Planning Retreat	Planning Team	- Review progress and updates - Key Issues - Preview next year
December 2025	Annual	Retreat Follow-up	Staff Team	- Finalize recommendations - Complete Retreat Report - Identification of Strategic Focus Teams—2024
January 2026 – December 2026	Monthly	Implementation Status Reports	Assigned Staff and Strategic Planning Staff Team	Status updates on each of the accepted recommendations
January 2024	Annual	Focus Groups and objectives developed	Leadership Team/Staff Team	Finalize strategic focus groups and teams—2024
February 2026-March 2026	Annual	Training of Focus Groups	Staff Team and Strategic Focus Group	Organization of New Focus Groups
April 2026	Annual	Focus Groups start work on objectives	Strategic Focus Group	Work on new Focus Groups launches
June 2026 September 2026 December 2026	Quarterly	Focus Groups turn in Quarterly Reports to Staff Team	Staff Team/Leadership Team/Focus Teams	1st Quarterly Report 2nd Quarterly Report 3rd Quarterly Report
November 2026	Annual	Strategic Planning Retreat Takes Place	Staff Team/Leadership Team/ Strategic Planning Team	Annual Review of Strategic Planning efforts
January 2027	Annual	Focus Groups turn in Final Reports for presentation to Leadership Team	Staff Team/Leadership Team/ Focus Teams/ Strategic Planning Team	Accept recommendations

Message from the Sheriff

Developing a Strategic Plan was an important goal for our agency and our initial plan was developed in 2017. As a result, we have implemented more than 100 recommendations from our Strategic Focus Groups that are aimed at serving and protecting Stafford County using the best tools and technology available. Our Strategic Plan has continued to grow each year through new focus areas, focus groups, or committees as additional strategic initiatives have been developed. This Strategic Plan document will bring you up to date on the progress of these groups and about our strategic planning efforts in 2023. I am proud of the work conducted by the men and women of our agency regarding our strategic planning process.

The Sheriff's Office held its most recent Strategic Planning Retreat in November 2023. The Strategic Planning Team reviewed strategic work from divisional focus groups, considered the future state of Stafford County, and spoke about leadership at all levels within the agency. A trendspotting exercise was completed by the Strategic Planning Team. This trendspotting exercise led to the development of focus groups that will be continuing their strategic work throughout 2024.

To learn more about our strategic planning efforts, please visit our website at www.staffordsheriff.com. Click on the "About Us" link and then the "Strategic Plan" link.

I am honored to work with an amazing staff, whose dedication to our to our strategic planning efforts inspires all of us at the Sheriff's Office to build a Stafford County that is as safe as possible for all who live, work and raise their families here. Thank you for your continued support.

Sincerely,

Sheriff David P. Decatur



Stafford County 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 297 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 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.



QUICK FACTS

165,184.....	Population
277.....	Square Miles
254.....	Deputies (Authorized)
17.....	Elementary Schools
8.....	Middle Schools
5.....	High Schools

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.

Sharing a vision, mission and values helps to inspire us to coordinate our actions toward 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 • Partners in the Community • Effective Community Preparedness	Organization • 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	People • 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 Efforts

Each year since 2017, the Stafford County Sheriff's Office holds a Strategic Planning Retreat to build on its strategic planning progress and to plan for the next four years. The only time a retreat was not held was in 2020, when the retreat was canceled due to Covid safety concerns. During the other retreats, the Strategic Planning Team discussed progress, accomplishments, and plans for the future and reviews organizational information from within the Sheriff's Office as well as from County staff.

The most recent retreat was held in November 2023. The Planning Team reviewed events and accomplishments from 2022 and discussed the status of the current focus areas. The group conducted a trendspotting exercise to develop new focus groups for the next year.

As with all Focus Areas, the divisional focus groups contained members of varying ranks and experiences. The divisional focus groups were tasked with meeting with all members of their division to receive feedback on the goals and objectives that were developed.

The Sheriff engaged the Strategic Planning Team in a conversation about leadership principles and developing our future leaders.

Based on the results from the trendspotting exercise and feedback from the retreat, new focus groups were developed to address those topics.

A Status of Recommendations report for the Focus Groups is updated each month. This report tracks and monitors the implementation of Focus Group recommendations that were approved by the Sheriff's Office Leadership Team. New recommendations are added 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 About Us link. Then click on the Strategic Plan link.

Quarterly reports are also completed and shared with the SCSO organization. These reports 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.

Strategic Plan Staff Team — Comprised of Major Jason Dembowski, Senior Law Enforcement Analyst Cathy L. Vollbrecht and Administrative Assistant to the Sheriff Rita Kooiman. Responsibilities include spearheading the Strategic Planning process by planning Annual Retreat and other meetings; tracking Focus Group work and implementation of recommendations; creating and updating the Strategic Plan document, Work Plan, Accomplishments, Implementation of Recommendations and Quarterly Reports; and providing administrative support.

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. It ends with an action plan for a specified period of time. It involves assessing where the organization is, where it's going and it produces a roadmap for addressing the barriers to organizational progress and capitalizing on the organization's strengths. Strategic Planning is a circular process requiring regular evaluation and adjustment.

The Strategic Plan is Positioned at the Top and Drives Department Plans and Projects. These include the Strategic Plan, General Fund Budget Plan, Capital Improvement Plan, Cash Capital Infrastructure Plan, Vehicle Replacement Plan, Training Plan, Operational, Incident, and Special Events Plans, and other planning efforts.

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
- 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.
- 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 who 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

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 Focus Areas

Much work goes into the development of Strategic Focus Areas including a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis. To date, there are a total of 12 Focus Areas (see below). Details on the Focus Areas and Objectives that have been completed since the first groups began their work in 2018 are on pages 13-15. Information on the Focus Areas that have been addressed and that are currently being worked on are contained on pages 17-42.

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 
11	12			
Infrastructure 	Legislative and Regulatory Influences 			

Strategic Focus Areas Status

Since the first Strategic Planning Retreat in 2017, objectives have been met in all 12 Focus Areas, including Sub Focus Areas. Recommendations from the Focus Groups that worked on these areas are still being implemented.

Year Added	Strategic Focus Area	Goal Addressed	Status	Key Achievements
2018	Effective and Comprehensive Community Engagement	Maintain and deliver 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.	Completed	- Community Engagement Team established - Hiring process incorporates community engagement questions. - Two additional deputy positions (from a COPS grant) were added to the Crime Prevention Unit on January 1, 2020 to assist in educational programs, community engagement and homeland security.
2018	Recruiting and Retention of Personnel	Operate a progressive recruitment and retention program to ensure high quality law enforcement and related services.	Ongoing	- Obtained two additional positions to strengthen recruiting outreach and tracking. - Additional positions also approved by the Board of Supervisors to enhance services in Traffic Safety, Crime Prevention, Homeland Security and Community Engagement - Formal Career Development programs to help personnel advance in their careers and lay the foundation for succession planning being created. - Compensation package was updated and is more competitive with other jurisdictions.
2018	Effective Contemporary Policies	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.	Completed	- A new process that calls for every SCSO policy and General Orders to be reviewed and/or modified on a recurring basis every two years was established. - General Order defining the use of Standard Operating Procedures was completed and the policy was reorganized.

Strategic Focus Areas Status

Year Added	Strategic Focus Area	Goal Addressed	Status	Key Achievements
2018	Effective Career Training and Development	Operate 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.	On-Going	Foundation for a high-quality training program for new recruits and employees with checks and balances that ensures that the SCSO's training standards and philosophy are promoted and understood by employees has been established.
2018	Effective and Comprehensive Employee Communications	Achieve effective communications between all personnel and divisions of the Stafford County Sheriff's Office to increase cohesiveness, improve productivity, and enhance service delivery.	Completed	- Employee Advisory Committee established. - Monthly employee newsletter began distribution in 2021.
2018	Effective Use of Current and Emerging Technologies	Identify, research, test, and acquire emerging equipment and technology that ensure the efficient and effective delivery of law enforcement and related services.	Completed	A formal policy that provides guidance to departments for their technology needs established.
2018	Filling Funding Gaps	Identify and address strategic funding gaps.	Completed	5 new deputy positions for Field Ops were approved mid-year in FY22 Budget. - Full-time IT Programmer/Analyst (additional position) was also approved in FY22 Budget. 3 Court Services deputies are being sought (a temporary part-time position was authorized and the employee started work in February 2021).

Strategic Focus Areas Status

Year Added	Strategic Focus Area	Goal Addressed	Status	Key Achievements
2018	Homeland Security and Crime Prevention	Operate Homeland Security and Crime Prevention Programs to ensure a strong, secure, safe and resilient Stafford community.	Completed	- Added two new deputies to the Homeland Security and Crime Prevention Unit. - Rebooted the Text-a-Tip and the SHIELD programs. - Partnered with Empowerhouse to utilize the Crime Prevention Unit and its existing community contacts, including Stafford County Public Schools, to assist the Domestic Violence Unit in facilitating educational programs on domestic violence. - Identified Homeland Security, Crime Prevention, Intel Gathering, and Special Event Planning protocols for the SCSO.
2019	Traffic Safety	Deliver modern, effective 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	Completed	- Four new deputy positions added. - Analysis of traffic safety trends in the community, use of new software, purchase of new vehicles, enhancing local and regional partnerships, launching educational and enforcement campaigns, improving training initiatives and alternative sources of funding are all being explored.
2019	Taking Care of Our People	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.	Completed	- Development of uniform committee to study outer-vests. - Revitalization of the Wellness Program including a wellness app, physical trainer program, and additional wellness classes to be offered to employees.

Strategic Focus Areas Status

Year Added	Strategic Focus Area	Goal Addressed	Status	Key Achievements
2022	Infrastructure	Determine and prioritize infrastructure needs that ensure adequate, resilient, and sustainable resources are available for law enforcement officers to respond to the community's safety and security needs in a fiscally responsible manner.	Ongoing	• Look at future budgeting fiscal years for Capital Improvement Plan funding to address construction needs. • Make minor construction changes to the Animal Shelter. • Perform a cybersecurity study on Sheriff's Office systems.
2022	Legislative and Regulatory Influences	Develop expertise on current and future national, state, regional, and local legislative and regulatory issues affecting the Stafford County Sheriff's Office so that staff can effectively influence policymakers on laws and policies that will keep both law enforcement personnel and Stafford County citizens safe.	Completed	• Obtain a general counsel position for the Sheriff's Office. • Form a standing committee to identify legislation impacting the Sheriff's Office and provide guidance on the Sheriff's Office position on proposed legislation to executive staff.

Strategic Focus Areas Update

Focus Area 1 Effective and Comprehensive Community Engagement Sub Focus Area: Community Engagement	
Goal: 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.	
Why is this Important? 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.	
Objectives	Progress
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.	Completed
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.	Completed

Strategic Focus Areas Update

Focus Area 1

Effective and Comprehensive Community Engagement Sub Focus Area: Strengthening Community Relationships

Goal: 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.

Why is this Important? 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.

Objectives	Progress
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.	Completed
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.	Completed
1.2.8 — Implementation of accepted recommendations underway	Completed



Strategic Focus Areas Update

Focus Area 1

Effective and Comprehensive Community Engagement Committee: Enhanced Community Engagement

Goal: Cultivate the current community engagement strategy both internally and externally so that every Sheriff's Office member looks at his/her interaction with the public as an opportunity for positive engagement and relationships between the agency and the diverse communities in Stafford County grow stronger to ensure police legitimacy, a safe community and prevention of, or preparedness for future community challenges.

Why is this Important? A continued focus on enhancing the Sheriff's Office community engagement efforts will help build a participatory law enforcement group that will ensure agency representation at community events throughout the year. This focus will also strengthen the collaborations between the Sheriff's Office and different groups throughout the community so that they can work together on solutions to current and future challenges.

Objectives	Progress
1.3.1 — Continue to develop partnerships with different community groups in Stafford that will result in enhanced relationships with these groups. Consider assigning a liaison(s) with worship groups, businesses, neighborhoods and schools that will help with scheduling Sheriff's Office members at events, discussing issues or concerns and working collaboratively on solutions. Ensure that partnerships are built with groups that are active in the community as well as those that are not as engaged or may feel disconnected from law enforcement or distrust of the Sheriff's Office. Consider adding community members to the Community Engagement Team so that engagement issues can be addressed from a community wide perspective.	Completed
1.3.2 — Develop a strategy to grow the Sheriff's Office Community Engagement Team and determine ways to recruit more members from across all levels of the agency to participate. Consider the role that the Public Information Officer could play on the team.	Completed
1.3.3 — Prepare a report summarizing the information collected in Objectives 1.1.5, 1.3.1. and 1.3.2. and additional recommendations for consideration by the Sheriff and Command Staff.	Completed
1.3.4 — Leadership Team to provide executive direction on implementation of recommendations.	Completed
1.3.5 — Implementation of approved recommendations underway.	Completed

Strategic Focus Areas Update

Focus Area 2 Recruiting and Retention of Personnel Sub Focus Area: Recruitment	
Goal: To update and continue a progressive recruitment and retention program to ensure high quality law enforcement and related services.	
Why is this Important? 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.	
Objectives	Progress
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 — Implementation of accepted recommendations underway.	Completed



Strategic Focus Areas Update

Focus Area 2 Recruiting and Retention of Personnel Sub Focus Area: Selection	
Goal: To update and continue a progressive recruitment and retention program to ensure high quality law enforcement and related services.	
Why is this Important? 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.	
Objectives	Progress
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.	Completed
2.2.7 — Implementation of accepted recommendations underway.	Completed

Strategic Focus Areas Update

Focus Area 2 Recruiting and Retention of Personnel Sub Focus Area: Staffing

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

Why is this Important? 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.

Objectives	Progress
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.	Completed
2.3.3 — Complete a comprehensive update of the Sheriff's Staffing Study including recommendations and cost.	Completed
2.3.4 — Implementation of accepted recommendations underway.	Completed



Strategic Focus Areas Update

Focus Area 2 Recruiting and Retention of Personnel Sub Focus Area: Opportunity for Professional Growth at all Positions	
Goal: To update and continue a progressive recruitment and retention program to ensure high quality law enforcement and related services.	
Why is this Important? 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.	
Objectives	Progress
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.	Completed
2.4.2 — Research and document best practices used by other law enforcement agencies to provide professional growth and experiences to employees.	Completed
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.	Completed
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.	Completed
2.4.5 — Implementation of accepted recommendations underway.	Completed

Strategic Focus Areas Update

Focus Area 2 Recruiting and Retention of Personnel Sub Focus Area: Competitive Pay and Benefits	
Goal: To update and continue a progressive recruitment and retention program to ensure high quality law enforcement and related services.	
Why is this Important? 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.	
Objectives	Progress
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.	Completed
2.5.3 — Provide a report annually to the Sheriff outlining information collected in 2.5.2.	Completed
2.5.4 — Establish formal compensation goals for the agency.	Completed
2.5.5 — Implementation of accepted recommendations underway.	Completed



Strategic Focus Areas Update

Focus Area 2 Recruiting and Retention of Personnel Sub Focus Area: Recruitment Marketing	
Goal: Operate a progressive and vigorous recruitment and retention program that attracts diverse and superior talented individuals whose behavior and values are consistent with the Sheriff's Office and who are committed to providing high quality law enforcement and related services.	
Why is this Important? A strong recruitment and retention campaign that targets individuals who are the right fit for the organization and who understand that law enforcement goes beyond policing skills and involves a high level of community engagement, leadership skills and relationship building, will help us remain competitive in the law enforcement arena, retain high performing personnel and allow us to continue enhancing the quality of life for those who live and work in Stafford County. The "right fit" employees will flourish in their roles, rise to leadership positions and help the Sheriff's Office be successful.	
Objectives	Progress
2.6.1 — Develop a Recruitment Marketing Strategy based on best practices in the business world as well as law enforcement. The strategy should detail what the Sheriff's Office needs and what the ideal candidate looks like. Include how we will target these individuals and where and when we will target them.	Completed
2.6.2 — Build the Stafford Sheriff's Office brand, highlighting our culture, values, vision and mission. Showcase why we are a great place to work. Include photos and video. Be sure to include a strategy to manage the brand once the foundation is built. This will help attract the best and brightest talented individuals who can help take the Sheriff's Office to the next level.	Completed
2.6.3 — Develop an Internal Recruitment Strategy as part of the Recruitment Marketing Strategy developed in Objective 2.6.1. that leverages current employees' qualifications, institutional knowledge and organizational culture fit.	Completed
2.6.4 — Draft a Recruitment Content Strategy that reflects the Sheriff's Office brand including our culture, values, vision and mission. Review job descriptions, advertisements, and all marketing materials to ensure they accurately and comprehensively depict our agency's culture and use consistent themes.	Completed
2.6.5 — Prepare a report summarizing the information collected in the above objectives and additional recommendations for consideration by the Sheriff and Command Staff.	Completed
2.6.6 — Merge the Recruitment Marketing Strategy (to include the Internal Recruitment Strategy) with the SCSO Recruitment Plan developed in Objective 2.1.4 (found in the Strategic Plan 2020-2023; 2021 Update).	Completed
2.6.7 — Develop a campaign to promote a culture of enrichment during the recruitment process, in training, in communication materials and in employee meetings. Look for other opportunities for promotion.	Completed
2.6.8 — Provide executive direction to appropriate divisions to implement accepted recommendations.	Completed
2.6.9 — Implementation of accepted recommendations underway.	Completed

Strategic Focus Areas Update

Focus Area 2 Recruiting and Retention of Personnel Sub Focus Area: Paid Cadet Program	
Goal: Develop a program for Cadets to be employed on a full-time basis to further enhance recruitment efforts.	
Why is this Important? This would allow for the recruitment of individuals between the ages of 18 and 20 that could be employed as a full-time Cadet performing certain duties for the organization. This would allow for a more seamless transition for this employee into a full-time Deputy position.	
Objectives	Progress
2.7.1 — Research and document best practices amongst other law enforcement agencies on the implementation of a full-time cadet program.	Completed
2.7.2 — Develop a job description for the position to include minimum qualifications, hiring process requirements, and job duties.	Completed
2.7.3 — Provide cost analysis for implementation of the program	Completed
2.7.4 — Provide executive direction to appropriate divisions to implement accepted recommendations.	Completed
2.7.5— Implementation of accepted recommendations underway.	On-Going

Strategic Focus Areas Update

Focus Area 2 Recruiting and Retention of Personnel Sub Focus Area: Opportunities for Growth within the SCSO	
Goal: To research, evaluate, and develop recommendations on providing opportunities for growth within the Sheriff's Office.	
Why is this Important? Movement within the organization is vital to prevent burnout and job fatigue. Developing opportunities for members to further develop their skills and enhance their knowledge will better prepare them to be successful in future roles or positions.	
Objectives	Progress
2.8.1 — Research best practices (small, medium, and large law enforcement agencies) for developing opportunities for growth to include specialty positions, specialty training, and career development.	
2.8.2 — Develop recommendations on mentorships, training, programs, and any other ways to facilitate career growth within our current staffing models.	
2.8.3 — Prepare a report summarizing the information collected in Objectives 2.8.1 and 2.8.2, with any additional recommendations for consideration by the Sheriff and Command Staff.	
2.8.4 — Leadership Team to provide executive direction on implementation of recommendations.	
2.8.5 — Implementation of accepted recommendations underway.	

Strategic Focus Areas Update

Focus Area 3 Effective Contemporary Policies Sub Focus Area: General Orders

Goal: 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.

Why is this Important? 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.

Objectives	Progress
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



Strategic Focus Areas Update

Focus Area 3 Effective Contemporary Policies Sub Focus Area: Standard Operating Procedures

Goal: 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.

Why is this Important? 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.

Objectives	Progress
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.	Completed
3.2.7 — Implementation of accepted recommendations underway.	Completed

Strategic Focus Areas Update

Focus Area 4 Effective Career Training and Development

Goal: 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.

Why is this Important? 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.

Objectives	Progress
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.	Completed

Strategic Focus Areas Update

Focus Area 4 Effective Career Training and Development Sub Focus Area: Leadership Training and Development

Goal: To develop a training and mentoring program for cultivating and further developing leaders within the agency.

Why is this Important? 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.

Objectives	Progress
4.2.1— Research best practices (public and private sector) for developing leaders at all levels within the agency.	Completed
4.2.2 — Develop training programs or recommend training programs for leadership progression.	Completed
4.2.3 — Develop a mentorship program for the development of current and future leaders.	Completed
4.2.5 — Provide executive direction to appropriate divisions to implement accepted recommendations.	Completed
4.2.6 — Implementation of accepted recommendations underway.	Completed



Strategic Focus Areas Update

Focus Area 4 Effective Career Training and Development Sub Focus Area Committee: Performance Review Process	
Goal: To develop a thorough and comprehensive evaluation program for all job functions within the Sheriff's Office.	
Why is this Important? Providing our employees with a fair and structured evaluation process is essential to further develop the workforce through coaching, counseling, and constructive feedback. Additionally, it is imperative that employees are being evaluated on their actual job functions and key job responsibilities.	
Objectives	Progress
4.3.1 — Research best practices (public and private sector) for evaluation forms and templates that could be implemented.	
4.3.2 — Evaluate the Key Job Responsibilities (KJR's) and Job Competencies for each position within the Sheriff's Office.	
4.3.3 — Develop a final evaluation form, with updated Key Job Responsibilities and Job Competencies for each position within the Sheriff's Office.	
4.3.4 — Provide a comprehensive report summarizing the information collected in Objectives 4.3.1, 4.3.2, and 4.3.3 while including any additional recommendations for consideration by the Sheriff and Command Staff.	
4.3.5 — Leadership Team to provide executive direction on implementation of recommendations.	
4.3.6 —Implementation of accepted recommendations underway.	

Strategic Focus Areas Update

Focus Area 4

Effective Career Training and Development

Sub Focus Area Committee: Mentorship Program for Deputies in the Academy

Goal: To develop a mentorship program for newly hired deputies and deputies in the basic law enforcement academy.

Why is this Important? This will provide newly hired deputies and deputies attending the training academy to have a direct point-of-contact for any questions or concerns that can be handled at the peer level. This will allow for a welcoming environment and an immediate sense of belonging for newly-hired deputies. Additionally, this model may be utilized for those individuals interested in progressing to specialty positions within the Sheriff's Office.

Objectives	Progress
4.4.1— Research best practices within the law enforcement community on the development of a mentorship program.	
4.4.2 — Develop recommendations on assignment and responsibility of mentors.	
4.4.3 — Develop recommendations on other divisional mentorship opportunities (i.e. Traffic Safety, Criminal Investigations, School Resource, and female personnel).	
4.4.4 — Provide a comprehensive report summarizing the information collected in Objectives 4.4.1, 4.4.2, and 4.4.3 while including any additional recommendations for consideration by the Sheriff and Command Staff.	
4.4.5 — Leadership Team to provide executive direction on implementation of recommendations.	
4.4.6—Implementation of accepted recommendations underway.	

Strategic Focus Areas Update

Focus Area 5 Effective and Comprehensive Employee Communications

Goal: 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.

Why is this Important? 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.

Objectives	Progress
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.	Completed

Strategic Focus Areas Update

Focus Area 5 Effective and Comprehensive Employee Communications Sub Focus Area: Internal Communication	
Goal: To research and evaluate existing internal communication methods and develop recommendations to enhance communication throughout the Stafford County Sheriff's Office.	
Why is this Important? 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.	
Objectives	Progress
5.2.1 — Research best practices for developing effective communication methods—such as television broadcasts, emails, newsletters, and similar tools—within small, medium, and large law enforcement agencies, ensuring clear, consistent information flow both from Command Staff to Deputies and from Deputies back to Command Staff.	
5.2.2 — Use research findings to identify and recommend practical strategies for improving department-wide communication.	
5.2.3 — Prepare a report summarizing the information collected in Objectives 5.2.1 and 5.2.2, with any additional recommendations for consideration by the Sheriff and Command Staff.	
5.2.4 — Leadership Team to provide executive direction on implementation of recommendations.	
5.2.5 — Implementation of accepted recommendations underway.	

Strategic Focus Areas Update

Focus Area 6 Effective Use of Current and Emerging Technologies	
Goal: 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.	
Why is this Important? 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.	
Objectives	Progress
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

Strategic Focus Areas Update

Focus Area 6 Effective Use of Current and Emerging Technologies Committee: Crime Analytics and Intelligence-Lead Policing	
Goal: To develop and implement an investigative and operational plan for conducting intelligence-lead policing.	
Why is this Important? 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.	
Objectives	Progress
6.2.1— Research other local, state, and federal agencies on best practices for intelligence gathering and monitoring.	Completed
6.2.2 — Research software systems or programs to gather and organize intelligence for predictive analytics.	Completed
6.2.3 — Develop an implementation strategy to include personnel needs for proper analysis, dissemination, and follow-up on law enforcement intelligence.	Completed
6.2.4 — Provide executive direction to appropriate divisions to implement accepted recommendations.	Completed
6.2.5 — Implementation of accepted recommendations underway.	On-Going



Strategic Focus Areas Update

Focus Area 6 Effective Use of Current and Emerging Technologies Committee: Crime Analytics Intelligence

Goal: To research and evaluate processes to be put in place to enhance Crime Prevention and address high crime areas in Stafford County.

Why is this Important? 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. By leveraging technology, intelligence can be gathered, assessed, and analyzed to focus efforts in combating crime and deterring criminal activity. 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.

Objectives	Progress
6.3.1 — Research best practices for developing an information process that flows across Divisions to combat crime. Develop a process for problem solving, technology use, and an accountability method to ensure information is shared and crime issues are addressed by working together with the PIO, Traffic Safety, Crime Prevention, Patrol, Investigations, etc. Develop a monthly reporting process to keep the Majors current on the status of crime prevention initiatives. Provide a training outline for supervisors involved to ensure understanding of processes.	
6.3.2 — Use research findings to identify and recommend practical strategies for improving department-wide communication as it applies to crime prevention and setting goals in problem areas.	
6.3.3 — Prepare a report summarizing the information collected in Objectives 6.3.1 and 6.3.2, with any additional recommendations for consideration by the Sheriff and Command Staff.	
6.3.4 — Leadership Team to provide executive direction on implementation of recommendations.	
6.3.5 — Implementation of accepted recommendations underway.	



Strategic Focus Areas Update

Focus Area 7 Filling Funding Gaps

Goal: To identify and address strategic funding gaps.

Why is This Important? 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.

Objectives	Progress
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.	Completed
7.1.8 — Implementation of accepted recommendations underway.	Completed

Strategic Focus Areas Update

Focus Area 8 Homeland Security and Crime Prevention	
Goal: To strengthen the Homeland Security and Crime Prevention Programs to ensure a strong, secure, safe and resilient Stafford community.	
Why is This Important? 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.	
Objectives	Progress
8.1.1 — Identify and document current intelligence and information sharing capabilities used by the Sheriff's Office.	Completed
8.1.2 — Prioritize unfunded projects by category (personnel, operating, cash capital, CIP, grants and other).	Completed
8.1.3 — Identify and document current community crime prevention and counter-terrorism programs administered by the Sheriff's Office.	Completed
8.1.4 — Identify and document current special events planning and response protocols used by the Sheriff's Office.	Completed
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.	Completed
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.	Completed
8.1.7 — Leadership team to provide executive direction on recommendations and appropriate division assignments for implementation.	Completed
8.1.8 — Implement accepted recommendations.	Completed

Strategic Focus Areas Update

Focus Area 8 Homeland Security and Crime Prevention Sub Focus Area: Building a Culture of Community Awareness	
Goal: Homeland Security starts with Hometown Security, and building a culture of preparedness within Stafford County through strong Homeland Security programs that partner with citizens and businesses, local, state and federal public safety agencies and key lawmakers will move us closer to a secure, safe and resilient community with fewer disruptions and less destruction during emergencies and natural disasters.	
Why is This Important? 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 emergencies and natural disasters.	
Objectives	Progress
8.2.1— Review current unit and division organization and determine best way to use current Homeland Security and Crime Prevention staffing and resources and whether additional resources are needed.	Completed
8.2.2 — Leverage the Sheriff’s Office’s community outreach programs (i.e. the Community Engagement Team, Crime Prevention Unit, Business Watch, Worship Watch, etc.) to educate and train members regularly on Homeland Security component. Training should include how to recognize threats, mitigate risks and reduce disaster recovery costs.	Completed
8.2.3 — Consider development of a program that builds upon relationships with critical departments of the Stafford County Government that would manage the community’s recovery during emergencies and natural disasters. Address how to strengthen partnerships, integrate processes, enhance communication, and improve practical skills to respond to emergencies and disasters.	Completed
8.2.4 — Develop a communication program for the community that regularly educates members on homeland security awareness and preparedness. Implement the same program with community groups that regularly interact with the Sheriff’s Community Engagement Team as well as other groups such as Worship Watch, Business Watch, etc. Ensure that the different components of the communication program share common themes.	Completed
8.2.5 — Prepare a report summarizing the information collected in above objectives and additional recommendations for consideration by the Sheriff and Command Staff.	Completed
8.2.6 — Provide executive direction to appropriate divisions to implement accepted recommendations.	Completed
8.2.7 — Implementation of accepted recommendations underway.	Completed

Strategic Focus Areas Update

Focus Area 9 Traffic Safety	
Goal: 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.	
Why is This Important? 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.	
Objectives	Progress
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.	Completed
9.1.2 — Identify employee recommendations for strengthening traffic safety programs within the Department.	Completed
9.1.3 — Identify additional law enforcement traffic safety techniques that should be employed to improve service delivery.	Completed
9.1.4 — Identify additional technology and equipment that is needed to enhance service delivery of traffic safety programs.	Completed
9.1.5 — Identify organizations and operations that the Sheriff's Office should partner or integrate with to better provide traffic safety services.	Completed
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.	Completed
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.	Completed
9.1.8 — Leadership Team to provide executive decisions on recommendations and appropriate assignments for follow-up and implementation.	Completed
9.1.9 — Implementation of accepted recommendations.	Completed

Strategic Focus Areas Update

Focus Area 10 Taking Care of Our People

Goal: 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.

Why is This Important? 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.

Objectives	Progress
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.	Completed
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.	Completed
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.	Completed
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.	Completed
10.1.5 — Provide a report to the Sheriff that identifies recommendations, cost and a plan to improve support to Sheriff's Office personnel.	Completed
10.1.6 — Leadership Team to provide executive direction on implementation of recommendations.	Completed
10.1.7 — Implementation of accepted recommendations	Completed

Strategic Focus Areas Update

Focus Area 10 Taking Care of Our People Sub Focus Area: Court Schedules

Goal: To develop a court schedule to minimize the number of court appearances needed by members of the agency.

Why is This Important? Based off of exit interviews and feedback throughout the department, this has been and remains a strategic issue. Developing a court schedule that can minimize the number of court appearances and number of days in court by a deputy will allow for a greater work-life balance and a reduction in off-duty days being consumed by court appearances.

Objectives	Progress
10.2.1 — Research best practices within the law enforcement community on the development of a court schedule.	
10.2.2 — Engage with Judges and the Commonwealth Attorney’s Office regarding court scheduling.	
10.2.3 — Develop a recommended court schedule to minimize the number of court appearances needed by members of our agency, to include on the member’s scheduled day off.	
10.2.4 — Provide a comprehensive report summarizing the information collected in Objectives 10.2.1, 10.2..2, and 10.2.3 while including any additional recommendations for consideration by the Sheriff and Command Staff.	
10.2.5 — Leadership Team to provide executive direction on implementation of recommendations.	
10.2.6 — Implementation of accepted recommendations underway.	

Strategic Focus Areas Update

Focus Area 11 Infrastructure Sub Focus Area: Physical Current and Future Needs	
Goal: Determine and prioritize infrastructure needs that ensure adequate, resilient and sustainable resources are available for law enforcement officers to respond to the community's safety and security needs in a fiscally responsible manner.	
Why is this Important? As Stafford County continues to change, ensuring that the Stafford Sheriff's Office has comprehensive and modern assets, systems and networks – both physical and cyber – so that it can proactively address the community's challenges in both ordinary times and during emergencies, including natural and manmade incidents and events.	
Objectives	Progress
11.1.1 — Conduct a review of current Sheriff's Office facilities to include location, square footage, age of building, whether it's outfitted for technology, challenges and any other appropriate factors.	Completed
11.1.2 — Use the review in 11.1.1 to determine space needed for growth and staffing needs to include a backup regional center for the Emergency Communications Center and Emergency Operations Center. Incorporate the most recent Capital Improvement Program (CIP) to determine if space needs will be addressed. Include budget estimates for needs.	Completed
11.1.3 — Examine County locations, especially in the southern and western areas of Stafford, where a Sheriff's Office substation would improve response times for deputies.	Completed
11.1.4 — Create a plan to that would use grant money that the Sheriff's Office might receive from disasters to rebuild, enhance or add new infrastructure.	Completed
11.1.5 — Partner with County staff in development agencies (i.e. Capital Projects, Development Services and Economic Development to ensure that the Sheriff's Office is included in smart growth planning and our needs are met.	Completed
11.1.6 — Provide a report to the Sheriff's Office Leadership Team outlining information collected in all of the above objectives.	Completed
11.1.7 — Leadership Team to provide executive direction on implementation of recommendations.	Completed
11.1.8 — Implementation of approved recommendations underway.	On-Going

Strategic Focus Areas Update

Focus Area 11 Infrastructure Sub Focus Area: Cyber Needs

Goal: Determine and prioritize infrastructure needs that ensure adequate, resilient and sustainable resources are available for law enforcement officers to respond to the community's safety and security needs in a fiscally responsible manner.

Why is this Important? As Stafford County continues to change, ensuring that the Stafford Sheriff's Office has comprehensive and modern assets, systems and networks – both physical and cyber – so that it can proactively address the community's challenges in both ordinary times and during emergencies, including natural and manmade incidents and events.

Objectives	Progress
11.2.1 — Examine current IT infrastructure (assets, systems and network) and determine future needs. Include needs during ordinary times and in emergencies. Determine whether the Sheriff's Office needs its own IT department to address these needs. If so, develop a plan for creating, staffing and budgeting that department.	Completed
11.2.2 — Conduct a feasibility study to determine whether the Sheriff's Office should build its own radio towers instead of renting them. Include possible locations, costs and timeline. Examine whether other law enforcement agencies have done this and their results.	Completed
11.2.3 — Provide a report to the Sheriff's Office Leadership Team outlining information collected in the above objectives.	Completed
11.2.4 — Leadership Team to provide executive direction on implementation of recommendations.	Completed
11.2.5 — Implementation of approved recommendations underway.	Completed

Strategic Focus Areas Update

Focus Area 11 Infrastructure Sub Focus Area: Prioritization of IT and Infrastructure Needs	
Goal: To identify and prioritize future IT and infrastructure needs for the agency	
Why is this Important? As Stafford County continues to change, ensuring that the Stafford Sheriff's Office has comprehensive and modern assets, systems and networks – both physical and cyber – so that it can proactively address the community's challenges in both ordinary times and during emergencies, including natural and manmade incidents and events.	
Objectives	Progress
11.3.1 — Review prior strategic work to compile a comprehensive listing of all IT and infrastructure future needs.	Completed
11.3.2 — Prioritize all future IT and infrastructure needs in order of need for the agency.	Completed
11.3.3— To provide executive direction to appropriate divisions to implement accepted recommendations.	Completed
11.3.4 — Implementation of approved recommendations underway.	Completed

Strategic Focus Areas Update

Focus Area 12 Legislative and Regulatory Influences

Goal: Develop expertise on current and future national, state, regional and local legislative and regulatory issues affecting the Stafford County Sheriff's Office so that staff can effectively influence policymakers on laws and policies that will keep both law enforcement personnel and Stafford County citizens safe.

Why is this Important? Stafford Sheriff's Office personnel need to stay informed on legislative and regulatory issues to ensure that policymakers have comprehensive and accurate information so they can help make the most educated decisions that will benefit the Sheriff's Office and Stafford County. Strong partnerships with key policymakers will help build the Sheriff's Office's influence and enable it to make a positive impact on legislation.

Objectives	Progress
12.1.1 — Form an internal committee that will include the Commonwealth's Attorney Office and the County's Constituent and Legislative Affairs Officer to regularly stay informed on current and future legislative and regulatory issues and where they stand at various levels of government to include the General Assembly. Determine whether there is an outside group that lobbies for law enforcement agencies in the region and consider partnering with this group. If such a group does not exist, examine whether one can be formed with other regional law enforcement agencies.	Completed
12.1.2 — Develop an ongoing list of current legislation being considered by the General Assembly session and the impact those laws will have on the Sheriff's Office and Stafford County. Also develop a list of potential legislation that will be considered by policymakers and begin lobbying for or against that legislation.	Completed
12.1.3 — Develop and execute a lobbying strategy with key policymakers to accomplish Sheriff's Office legislative goals.	Completed
12.1.4 — Research the costs and benefits of hiring an attorney to assist with legal opinions and keep the Sheriff's Office informed of legal matters coming up before the General Assembly.	Completed
12.1.5 — Prepare a report summarizing the information from the above objectives and present to the Sheriff's Office Leadership Team. Prepare recommendations for the Team's consideration.	Completed
12.1.6 — Leadership Team to provide executive direction on implementation of recommendations.	Completed
12.1.7 — Implementation of approved recommendations underway.	Completed