



# Strategic Plan

## 2017 Accomplishments and 2018 Work Plan

March 28, 2018

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

Since that time, we have reaffirmed our Mission Statement and developed a Vision, Vision Principles, Strategic Focus Areas and Strategic Goals that will guide our work as an organization over the next three to five years. In February 2018, we presented a draft Strategic Plan to the organization and it was approved in March.

We also formed employee Focus Groups to work on our Strategic Focus Areas and Strategic Goals.

This Work Plan highlights 2017 accomplishments in our Strategic Planning efforts as well as throughout our organization. The work plan for the coming year is also included. Additional work plans will be sent out each year to provide similar updates to the organization.







# Accomplishments for 2017

## Strategic Plan

- Formed the Strategic Planning Leadership, Planning and Staff Support Teams
- Coordinated a 2-day Strategic Planning Retreat to launch the Strategic Planning process
- Reaffirmed Mission and Organizational Values
- Developed a Vision Statement and supporting Vision Principles
- Identified seven Focus Areas and organized staff member for groups to work on each area
- Developed Draft Strategic Plan document and First Year Work Plan

## Selected Organization-Wide Accomplishments

- Awarded 1<sup>st</sup> Place in Chief's Challenge for Traffic Safety initiatives
- Received numerous grants for various programs and equipment including Narcan, vest, radars, etc.
- Improved Homeland Security training/efforts
- Gained four (4) new deputy positions to enhance community safety
- Established and trained Clandestine Lab Operation Group
- Adjusted compression pay 50% to market
- Upgraded Emergency Communications Center position to sworn position
- Updated uniforms for Emergency Communications Center
- Established Drug Take Back Box at Ford T. Humphrey Public Safety Building in partnership with local businesses
- Established Peer Support Group for organization
- Participated in Courthouse Security assessment
- Enhanced Chaplain Program to provide additional spiritual fellowship/guidance for staff
- Launched Strategic Planning initiative to provide a roadmap for the organization's future
- Implemented a Retention Supplement for dispatchers
- Enhanced social media presence:
  - Increased Facebook followers from 12,930 in 2016 to 17,841 in 2017 (38% increase)
  - Increased Twitter followers from 2,465 in 2016 to 3,514 in 2017 (43% increase)
  - Increased Instagram followers from 0 in 2016 to 75 in 2017
  - Relaunched the Sheriff's Office YouTube channel
- Enhanced media relationships which led to several positive news stories to include Drone, Year in Review, Crime Rate/Community Policing, Drug Box, Clandestine Lab Team, etc.



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

Date/Time Frame	Frequency	Activity	Responsible	Deliverables
January 2018	QTRLY Report	Teams Begin Goal/ Objective Work.	Leadership Team/ Strategic Focus Teams	Training Begins of Focus Teams/ Focus Teams Go to Work Leadership Team Evaluates Planning Retreat
April 2018	QTRLY Report	Work Continues. Monitoring of Activities Continue	Strategic Focus Teams/ Leadership/Staff Team	Focus Teams Working Qtrly. Progress Assessment/ Report
July 2018	QTRLY Report		Staff Team/ Leadership Team/ Focus Teams	Begin Budget Integration Access Qtrly. Progress/Report Focus Teams Continue Work
October 2018	Annual	Annual Planning Meeting	Planning Team	Annual Review/ Evaluation SWOT Goals and Objectives
October –December 2018		Realign Process with other Organizational Processes	Leadership/Staff Teams	





# Focus Area 1: Community Engagement Work Plan

## Community Engagement Strategic Focus Team

### **Strategic Goal:** Goal 1

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

### **Strategic Objectives to be Addressed:**

1.1.1-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.

1.1.2-Research and document community engagement practices for law enforcement best practices from the region, state and nation.

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.

1.1.4-Solicit and compile engagement ideas from community stakeholders.

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.

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**Sponsor:** Sheriff David Decatur

**Team Leader:** Captain Steve Carey

**Team Members:** 2<sup>nd</sup> Lieutenant Deuntay Diggs, 1<sup>st</sup> Sergeant Michelle Gibbons, Deputy 1<sup>st</sup> Class Justin Howell, Master Detective Angelo Irizarry, Master Deputy Johnny Kyle, Chaplain Leonard Lacey and Ms. Amanda Vicinanza.

**Project Timeframe:** March 1, 2018 – September 30, 2018

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

### **Reporting Schedule:**

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



### Recruitment Strategic Focus Team

**Strategic Goal:** Goal 2

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

**Strategic Objectives to be Addressed:**

- 2.1.1-Inventory and document current recruitment plans and activities including schedules and outcomes for the past year.
- 2.1.2-Research and document law enforcement recruitment best practices from the region, state and nation.
- 2.1.3-Solicit and compile recruitment ideas from the SCSO staff.
- 2.1.4-Construct a recommended SCSO recruitment plan, based on the research findings, including cost, schedules, locations and resources required.
- 2.1.5-Prepare a report summarizing the above information and any additional recommendations for consideration by the Sheriff and his command staff.

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**Sponsor:** Major John McAlister

**Team Leader:** Captain Robert J. Dembowski

**Team Members:** Deputy 1<sup>st</sup> Class Lucas Burgess, Ms. Elena Crisp, 1<sup>st</sup> Sergeant George Hernandez, Master Detective Ed McCullough, Senior Detective Bob Parsons, 1<sup>st</sup> Sergeant Dimas Pinzon, and Master Communications Officer Tammy Tolson

**Project Timeframe:** March 1, 2018 – September 30, 2018

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

**Reporting Schedule:**

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



## Focus Area 2: Competitive Pay and Benefits Work Plan

### Competitive Pay and Benefits Strategic Focus Team

**Strategic Goal:** Goal 2

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

**Strategic Objectives to be Addressed:**

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

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

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

2.5.4-Establish formal compensation goals for the agency.

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**Sponsor:** Sheriff David Decatur

**Team Leader:** Captain Robert J. Dembowski

**Team Members:** Ms. Carol Matson and Michael Neuhard

**Project Timeframe:** Continuous

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

**Reporting Schedule:**

- 1) Quarterly Status reports by March 30, 2018, June 30, 2018, August 30, 2018 and November 30, 2018
- 2) Annual Report by July 1 of each year





### Effective Policy Strategic Focus Team

**Strategic Goal:** Goal 3

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

**Strategic Objectives to be Addressed:**

3.1.2-Identify and document best practices for law enforcement agencies reference reviewing and maintaining general orders and other policies on a regular basis.

3.1.3-Identify and recommend enhancements to the process of reviewing and updating policies on a reoccurring basis.

3.1.4-Provide a report to the Sheriff which includes findings and recommendations, cost and additional required to implement the recommendations, if any.

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**Sponsor:** Major Donald Lenhart

**Team Leader:** Lieutenant Christopher Cameron

**Team Members:** Ms. Cathy Henderson, Inspector Tom Lawn, 1<sup>st</sup> Sergeant Rob Pomeroy, 1<sup>st</sup> Sergeant Dan Purcell and Mr. Andy Sentipal

**Project Timeframe:** March 1, 2018 – September 30, 2018

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

**Reporting Schedule:**

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



## Focus Area 5: Training & Development Work Plan

### Training and Development Strategic Focus Team

**Strategic Goal:** Goal 4

To update and strengthen a t training program which ensures entry level certification, best practices, position based, supervisory development and succession training to provide safe, effective and consistent law enforcement and related services.

**Strategic Objectives to be Addressed:**

- 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)
- 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.
- 4.1.3-Research and document current best practices and options for comprehensive agency sponsored training for agencies of similar size.
- 4.1.4-Construct recommendations for improving and expanding training and intensifying an agency learning culture including formal training goals for all levels.
- 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.
- 4.1.6-Provide executive direction to the agency Training Committee and appropriate divisions to implement accepted recommendations.

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**Sponsor:** Major John McAlister

**Team Leader:** Captain Shawn Kimmitz

**Team Members:** 1<sup>st</sup> Sergeant Joe Bice, Master Detective Ben Woodson, Deputy 1<sup>st</sup> Class Jenna Wojciechowski, Deputy 1<sup>st</sup> Class Brandon Boyle, Sergeant Derek Fetterolf, Ms. Donna Wright-Sheldrick

**Project Timeframe:** March 1, 2018 – October 30, 2018

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

**Reporting Schedule:**

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



### Communications Strategic Focus Team

**Strategic Goal:** Goal 5

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.

**Strategic Objectives to be Addressed:**

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.

5.1.2 - Research and document communication best practices for both law enforcement and non-law enforcement organizations from the region, state and nation.

5.1.3 - Solicit and compile communication ideas from the SCSO staff.

5.1.4 - Construct a recommended SCSO internal communications plan, based on the research findings, including cost, schedules and resources required.

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

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**Sponsor:** Major Don Lenhart

**Team Leader:** Lieutenant Eric Quinn

**Team Members:** Sergeant Carol Burgess, Master Detective Sean Danyluk, Ms. Susan LaFollette, Senior Communications Officer Hayley Luttrell, Master Deputy C. W. Reed, Ms. Amanda Vicinanzo and Ms. Sabina Villarreal

**Project Timeframe:** March 1, 2018 – September 30, 2018

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

**Reporting Schedule:**

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





## Focus Area 5: Technology Work Plan

### Technology Strategic Focus Team

**Strategic Goal:** Goal 6

To design an approach to identify, research, test, and acquire state of the art and emerging equipment and technology that ensure the efficient and effective delivery of law enforcement and related services.

**Strategic Objectives to be Addressed:**

- 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.
  - 6.1.2-Map three different recent agency technology projects processes and compare to our stated approach.
  - 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.
  - 6.1.4-Produce a report on current practices and recommended improvements to improve current practices, including cost and additional resources. needed, if any.
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**Sponsor:** Major Donald Lenhart

**Team Leader:** Captain Ben Worcester

**Team Members:** Ms. Nicole Allen, Master Detective Tim Martin, Ms. Wendy Micke, Sergeant Jeremiah Rakoczy and 1<sup>st</sup> Lieutenant David Stout

**Project Timeframe:** March 1, 2018 – September 30, 2018

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

**Reporting Schedule:**

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



## Strategic Funding Gaps Strategic Focus Team

### **Strategic Goal:** Goal 7

To identify and address strategic funding gaps.

### **Strategic Objectives to be Addressed:**

7.1.1—Construct a consolidated list of current budget requests that have not been funded, including projected cost and timing.

7.1.2—Prioritize unfunded projects by category (personnel, operating, cash capital, CIP, grants and other).

7.1.3—Update inventory information as new projects are identified.

7.1.4—Identify and document options and strategies to advance priority projects.

7.1.5—Produce a report with recommendations to the Sheriff addressing each unfunded program or issue.

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**Sponsor:** Major Don Lenhart

**Team Leader:** Captain Robert J. Dembowski

**Team Members:** 1<sup>st</sup> Sergeant Eric Chinault, Ms. Peggy Cropper, Ms. Gail Horton-Larkin, Ms. Carol Matson and Sergeant Christopher Neuhard

**Project Timeframe:** April 1, 2018 through October 30, 2018

**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, 2018 and September 30, 2018
- 2) Final report by October 30, 2018



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.

