



STAFFORD COUNTY SHERIFF'S OFFICE

Strategic Plan Update

2018-2021

Updated January 23, 2019

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



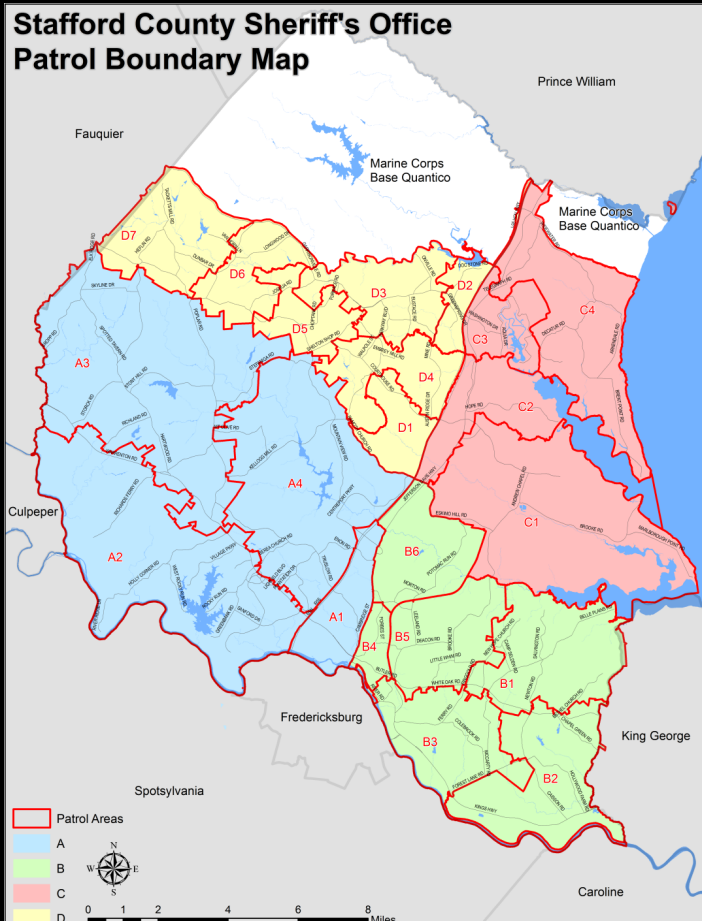


At a Glance

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 284 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

- Population: 149,110
- Area: 277 square miles
- 207 Deputies
- 77 Civilians
- 4 K-9s
- 17 Elementary Schools
- 8 Middle Schools
- 5 High Schools



As part of our efforts to continuously improve and prepare for the future, I am pleased to present our Strategic Plan. We have worked on this plan for the last several years and we look forward to using this document as our roadmap to capitalize on our strengths and address the challenges to our organization's progress.

When we began our Strategic Planning Process in the Fall of 2017, 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. 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. All of these will be outlined in this document.

I would like to point out that although we have accomplished much during this process, our work is not over. Strategic planning requires regular evaluation and adjustment. As we achieve our goals, new challenges will undoubtedly arise and we will use our Strategic Planning Process to direct us toward workable solutions.

As we move forward, there will be many opportunities for you to directly participate in our Strategic Planning efforts. I encourage you to take advantage of these opportunities and help us set the path toward a successful and sustainable future.

It is an honor and a privilege to serve our community with you.

Sincerely,

Sheriff David P. Decatur





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In its efforts to continuously improve and prepare for the future, the Stafford County Sheriff's Office embarked on a strategic planning process in 2017. A Leadership Team was appointed to guide the organization through the process. A Strategic Planning Team was also appointed to work through the process. The Sheriff's Office Command Staff serves on the Strategic Planning Team along with other personnel from their respective divisions. A detailed description of these groups is on page 10.

In addition, a Staff Support Team performs administrative tasks and assists the Leadership Team and Planning Team in moving the Strategic Planning Process forward.

The Leadership Team, Strategic Planning Team and Staff Support Team met October 12-13, 2017 at Mt. Ararat Baptist Church in Stafford, Virginia for a Strategic Planning Retreat. The retreat was facilitated by Consultant Tom Davidson of Leadership Nature and included members from all divisions of the Sheriff's Office. The retreat served as a launching pad for the Sheriff's Office Strategic Planning Process.



The 2017 retreat also led to the Sheriff's Office's first Strategic Plan (this document), which included a new Vision developed by the retreat participants:

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

Other efforts that developed based on work from the 2017 Retreat include the establishment of seven (7) Strategic Focus Areas and Groups; 1st Year Work Plan and Accomplishments; and four (4) Quarterly Reports on Strategic Initiatives. The Strategic Planning Staff Support Group also established a Strategic Planning Library on the SCSO Employee Intranet.

* UPDATE *

In 2018, the Leadership Team consisted of Sheriff David Decatur, Major Don Lenhart, Major Shawn Kimmitz, Captain Mike Null and Captain Jason Dembowski. A second Strategic Planning Retreat was held on October 12, 2018 at the Stafford Hospital. The meeting was facilitated by Senior Law Enforcement Analyst Mike Neuhard. The purpose of this retreat was to review first-year progress and plan for 2019 goals, activities and objectives.

We also added an additional sub focus area titled "Standard Operating Procedures" for Focus Area 3 *Effective Contemporary Policies* with seven (7) objectives as well as an eighth Focus Area titled *Strengthening Homeland Security and Emergency Management*. All of the Focus Areas and their objectives can be found starting on page 12.

Over the next several months, the Strategic Planning Leadership Team and Planning Team will update the Strategic Plan and review all of the Focus Groups' recommendations. These recommendations will be shared with the rest of the Sheriff's Office and feedback from employees will be encouraged. Implementation of those recommendations that are approved by the Leadership Team will begin this year. A detailed description of Next Steps and a Strategic Planning Cycle Year 2 Table can be found on page 25. The Strategic Planning Leadership Team and Planning Team plan to keep the rest of the Sheriff's Office organization informed of their progress during this process through regular reports.

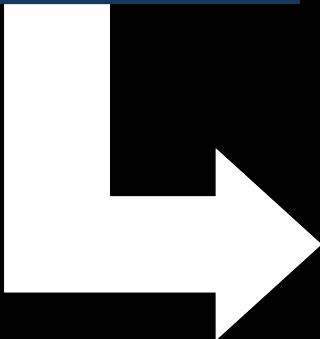


Vision, Mission and Values



Vision

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

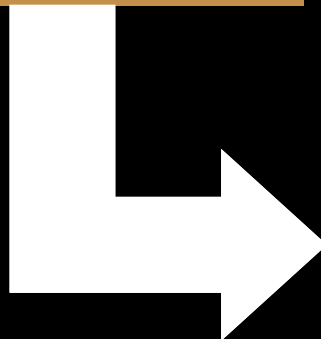


Mission

We, the men and women of the Stafford County Sheriff's Office, in partnership with our community, are dedicated to enhancing the quality of life by maintaining order, protecting life and property, and reducing the fear of crime.

We will ensure the peace and safety of all citizens by upholding the Constitution of the United States and the Commonwealth of Virginia.

As leaders of the community, we will embrace our core beliefs: Integrity, Compassion, Fairness, and Professionalism.



Values

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

Integrity

We will earn and maintain the trust of our citizens by being personally and professionally accountable to the highest ethical and moral standards.

We will conduct ourselves above reproach, mindful of justice, with the courage to uphold these convictions.

Compassion

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

Fairness

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

Professionalism

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



Why are Vision, Mission and Values work important?

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

Why Do We Need a Vision, Mission and Values?

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

Vision Principles

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

VISION PRINCIPLES

| Community | Organization | People |
|---|---|--|
| <ul style="list-style-type: none"> Partners in the Community Effective Community Preparedness | <ul style="list-style-type: none"> 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 | <ul style="list-style-type: none"> Recruitment and Retention of Exceptional Personnel Employees are Pioneers in their Jobs, Taking the Initiative To Develop Creative Solutions A Workforce that reflects the Community Continuously Trained and Developed Personnel Competitive Compensation |



Strategic Planning Process



Strategic Plan Definition

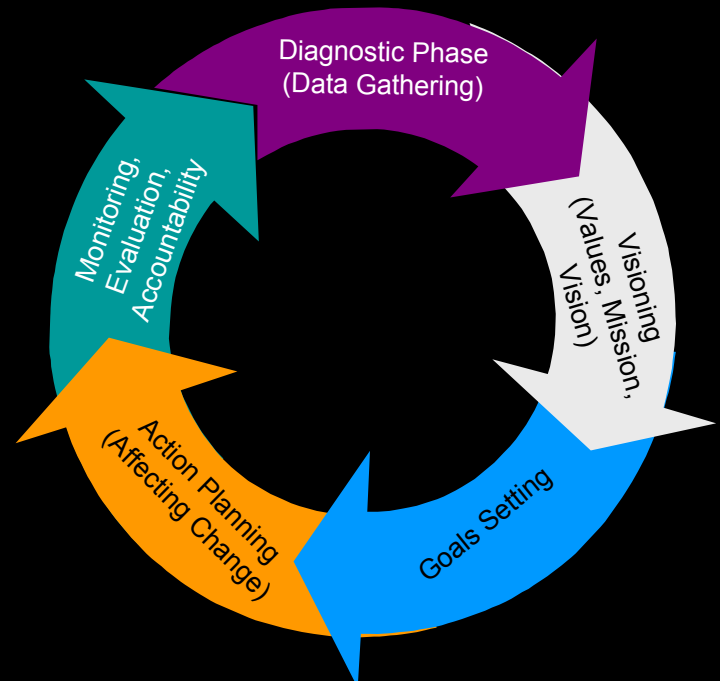
Strategic Planning is a process of planning that leads to thoughtful solutions to challenges an organization faces through deliberative decisions and actions, ending with an action plan for a specified period of time. It is a comprehensive process and strategic way of thinking. It involves assessing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

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

- Strategic Plan
- General Fund Budget Plan
- Capital Improvement Plan
- Cash Capital Infrastructure Plan
- Vehicle Replacement Plan
- Training Plan

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.





Why Do Strategic Planning?

- Strategic Planning is a major component of the High Performance Organization model and allows us to implement the HPO approach to managing and improving the organization
- Reaffirms/changes our mission, vision and values
- Establishes realistic goals, objectives and strategies that are understood and communicated to the agency at large
- Increases the effective use of resources
- Provides a basis to measure progress going forward
- Develops consensus on future direction and action
- Builds a stronger organizational team
- Solves complex organizational issues or problems
- Increases communications up, down and across the organization
- Strengthens employee engagement and involvement in organizational issues
- Leads to increased effectiveness, increased efficiency, improved understanding, better learning and better decision making

Stafford County Sheriff's Office Expectations

- Reaffirms our organizational mission
- Establishes a collective contemporary Vision
- Promotes understanding of the organization's strengths, weaknesses, opportunities and threats (SWOT)
- Identifies key strategic issues for the agency for the next 3 to 5 years
- Establishes strategic goals
- Expands the number of personnel across the agency that understand our strategic position, challenges and goals
- Initiates a regular strategic planning process including cross divisional working teams, regular follow-up and an annual planning cycle
- Provides a written plan
- Improves internal communications

The Strategic Plan identifies Strategic Goals, Objectives and Key Focus Areas that will make us **more efficient, effective and accountable.**



Strategic Planning Structure

Strategic Planning Leadership Team

Senior Level Executives

1. Plans strategic planning process
2. Monitors progress
3. Evaluates and corrects process issues and activities
4. Continuously guides process

Strategic Planning Team

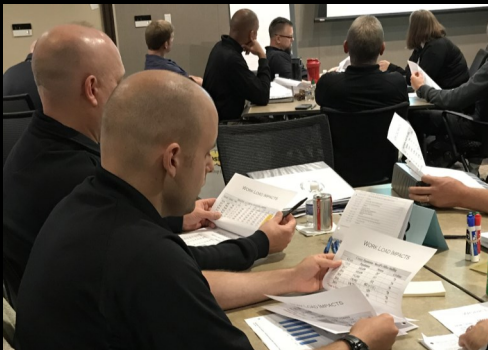
Command Staff + multiple ranks from throughout the organization + cross divisional

1. Identifies and monitors the strategic planning environment
2. Confirms values and missions
3. Sets the vision
4. Evaluates the organizational SWOT
5. Sets broad goals
6. Identifies goals' objectives
7. Identifies implementation teams

Strategic Focus Team

Executive level sponsor + appropriate level project leaders + cross divisional members

1. Refines and adjusts objectives as needed
2. Attacks the problem/issue
3. Develops recommendations
4. Supports implementation
5. Provides periodic status reports





After a joint effort by the Strategic Planning Leadership Team and the Strategic Planning Team on a SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis, Focus Areas and corresponding Strategic Goals and Objectives were developed. These provide a roadmap for the organization over the next three to five years.

- 1 Effective and Comprehensive Community Engagement
- 2 Recruiting and Retention of Personnel
- 3 Effective Contemporary Policies
- 4 Effective Career Training and Development
- 5 Effective and Comprehensive Employee Communications
- 6 Effective Use of Current and Emerging Technologies
- 7 Filling Funding Gaps
- 8 Strengthening Homeland Security and Emergency Management





Strategic Goals and Objectives

The Strategic Plan provides a vision that calls for the Stafford County Sheriff's Office to work with the community and serve and protect Stafford while using the best tools and technology available. The Strategic Planning Leadership Team has developed eight strategic goals and accompanying objectives that define the priorities on which we will focus to achieve this vision. NOTE: The Completed column was added to indicate whether the objective had been met by the Focus Group in the 2018 work year. The N/A designation means that the objective has not yet been met or was not part of the 2018 work year plan.

| <div>Focus Area 1</div> <div>Effective and Comprehensive Community Engagement</div> <div>Sub Focus Area: Community Engagement</div> | | | |
|--|---|---|------------|
| Goal 1 | Why is this Important? | Objectives | Completed? |
| To update and implement a comprehensive community engagement strategy and plan to strengthen relationships between the agency and the diverse communities in Stafford County to ensure police legitimacy, a safe community and prevention of, or preparedness for future community challenges. | Law enforcement officers personnel alone are not enough to keep the community that they serve safe and peaceful. We must collaborate with our community groups to devise solutions to challenges that impact our well-being as a whole. To do that, we must gain the community's trust, obtain their input, and conduct an ongoing conversation with members so that we can work toward a common goal of making Stafford the best place to live, work and raise a family. | 1.1.1.—Identify and document all current community engagement opportunities to include date of event, partners, audiences, role of Sheriff's Office, costs and goals of events and/or partnerships. Documentation should also include gaps, i.e. areas where community engagement is missing. | ✓ |
| | | 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. | ✓ |
| | | 1.1.7.—Provide executive direction and training to appropriate divisions to implement accepted recommendations. | ✓ |
| | | 1.1.8.—Implementation of accepted recommendations underway. | |



Focus Area 1

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

| Goal 1 (continued) | Why is this Important? | Objectives | Completed? |
|--|---|--|------------|
| To update and implement a comprehensive community engagement strategy and plan to strengthen relationships between the agency and the diverse communities in Stafford County to ensure police legitimacy, a safe community and prevention of, or preparedness for future community challenges. | Building strong relationships with community members is critical for community engagement to take place. Ensuring that we have strong relationships with community members can lead to proactive communication, support for each other's initiatives and successful programs that benefit the community as a whole. | 1.2.1.—Identify and document all current community relationship building opportunities and gaps between SCSO and members of the community. | |
| | | 1.2.2.—Research and document best practices for relationship building for law enforcement from the region, state and nation. | |
| | | 1.2.3.—Solicit and compile relationship building ideas from the SCSO staff. | |
| | | 1.2.4.—Solicit and compile relationship ideas from community stakeholders. | |
| | | 1.2.5.—Construct a recommended SCSO community relationship building plan, based on the research findings. The plan should address law enforcement involvement in a non-law enforcement capacity. | |
| | | 1.2.6.—Prepare a report summarizing the above information and any additional recommendations for consideration by the Sheriff and his command staff. | |
| | | 1.2.7.—Provide executive direction and training to appropriate divisions to implement accepted recommendations. | |
| | | 1.2.8.—Implementation of accepted recommendations underway. | |





Strategic Goals and Objectives

Focus Area 2

Recruiting and Retention of Personnel Sub Focus Area: Recruitment

| Goal 2 | Why is this Important? | Objectives | Completed? |
|---|---|---|------------|
| To update and continue a progressive recruitment and retention program to ensure high quality law enforcement and related services. | As the nation grapples with changing attitudes toward law enforcement, we must focus on recruiting individuals who have more than just basic police skills. They must also be versed in community engagement, leadership and relationship building. Honing our recruitment efforts will ensure that we remain competitive in the law enforcement arena. | 2.1.1.— Inventory and document current recruitment plans and activities including schedules and outcomes for the past year. | ✓ |
| | | 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 additional recommendations for consideration by the Sheriff and his command staff. | ✓ |
| | | 2.1.6.— Provide executive direction to appropriate divisions to implement accepted recommendations. | ✓ |
| | | 2.1.7.— Implementation of accepted recommendations underway. | |





Focus Area 2

Recruiting and Retention of Personnel Sub Focus Area: Selection

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

Focus Area 2

Recruiting and Retention of Personnel Sub Focus Area: Staffing

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



Strategic Goals and Objectives

Focus Area 2

Recruiting and Retention of Personnel

Sub Focus Area: Opportunity for Professional Growth at All Positions

| Goal 2 (continued) | Why is this Important? | Objectives | Completed? |
|---|---|---|------------|
| To update and continue a progressive recruitment and retention program to ensure high quality law enforcement and related services. | Helping our staff members grow beyond their job descriptions through ongoing training, leadership opportunities and professional development will ensure that our employees are constantly learning, improving and enhancing the services that they provide to our community. | 2.4.1.—Identify and document current opportunities for employee growth for all levels of the department to include the use of temporary jobs, details, job rotations and other diverse experiences available to each level of the department. | |
| | | 2.4.2.—Research and document best practices used by other law enforcement agencies to provide professional growth and experiences to employees. | |
| | | 2.4.3—Survey the Sheriff's employees for ideas related to diverse training and experience opportunities, especially as it relates to providing a challenging and productive work environment. | |
| | | 2.4.4—Provide a report and recommendations to the Sheriff outlining opportunities for increasing organizational effectiveness and retaining employees through implementation of new approaches to professional growth within the agency, including recommended formal goals, cost and any required resources. | |
| | | 2.4.5.—Implementation of accepted recommendations underway. | |



Focus Area 2

Focus Area: Recruiting and Retention of Personnel Sub Focus Area: Competitive Pay and Benefits

| Goal 2 (continued) | Why is this Important? | Objectives | |
|---|---|---|---------|
| To update and continue a progressive recruitment and retention program to ensure high quality law enforcement and related services. | Competitive pay and benefits will help attract a diverse and high quality workforce whose experiences and talents will enhance the services we provide to our citizens. | 2.5.1.—Continue to work with the County Administrator and the Board of Supervisors to strengthen pay and benefits and to improve recruitment and retention, including the completion of a public safety compensation study. | ✓ |
| | | 2.5.2.—Collect and document, on an annual basis, regional and comparison jurisdiction pay and benefit structures, rates, methods and techniques. | Ongoing |
| | | 2.5.3—Provide a report annually to the sheriff outlining information collected in 2.5.2. | Ongoing |
| | | 2.5.4—Establish formal compensation goals for the agency. | ✓ |
| | | 2.5.5.—Implementation of accepted recommendations underway. | |





Strategic Goals and Objectives

Focus Area 3

Effective Contemporary Policies Sub Focus Area : General Orders

| Goal 3 | Why is this Important? | Objectives | Completed? |
|---|--|--|------------|
| To strengthen and maintain contemporary law enforcement policies that ensure safe and effective use of current human, operational and capital resources for efficient and effective delivery of law enforcement and related services. | Ensuring that we are using best practices and modern policies will help us become more efficient and effective in our services as well as remain competitive among law enforcement agencies. It will also help us take on a leadership position as we continue to research the most successful practices and policies. | 3.1.1.—Continue current efforts to update and modernize the agency's General Orders. | ✓ |
| | | 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 resources required to implement the recommendations, if any. | ✓ |
| | | 3.1.5.—Provide executive direction to appropriate divisions to implement accepted recommendations. | ✓ |
| | | 3.1.6.—Implementation of accepted recommendations underway. | ✓ |





Focus Area 3

Effective Contemporary Policies Sub Focus Area: Standard Operating Procedures

| Goal 3 | Why is this Important? | Objectives | Completed? |
|---|--|---|------------|
| To strengthen and maintain contemporary law enforcement policies that ensure safe and effective use of current human, operational and capital resources for efficient and effective delivery of law enforcement and related services. | Ensuring that we are using best practices and modern policies will help us become more efficient and effective in our services as well as remain competitive among law enforcement agencies. It will also help us take on a leadership position as we continue to research the most successful practices and policies. | 3.2.1.—Identify and document best practices for law enforcement agencies for defining in policy Standard Operating Procedures, including, but not limited to, format, numbering, types of subjects to be addressed, methods of documentation and accessibility. | |
| | | 3.2.2.—Review and identify the current General Order defining the use of Standard Operating Procedures and recommend changes to the policy, | |
| | | 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. | |
| | | 3.2.4.—Identify and recommend, as a part of objective 3.2.1, a process for continual updating of divisional standard operating procedures. | |
| | | 3.2.5.—Provide a report to the Sheriff which includes findings and recommendations, cost and additional resources required to implement the recommendations. | |
| | | 3.2.6.—Provide executive direction to appropriate divisions to implement accepted recommendations. | |
| | | 3.2.7.—Implementation of accepted recommendations underway. | |



Strategic Goals and Objectives

Focus Area 4

Effective Career Training and Development

| Goal 4 | Why is this Important? | Objectives | Completed? |
|---|---|--|------------|
| To update and strengthen a training program which ensures entry level certification, recertification, best practices, position based, supervisory development and succession training to provide safe, effective and consistent law enforcement and related services. | Cultivating staff from within our agency through training opportunities, leadership positions and professional development will contribute to institutional knowledge, promote consistent application of best practices and policies. Such a high quality training program can also help to inspire employees and enhance their performance as they strive for continuous improvement both professionally and personally. | 4.1.1.—Inventory and document all law enforcement, animal control, civilian and emergency communications related training conducted or supported by the agency including topics, frequency, basis/requirement, numbers attending, and level (basic, technical continuing education/certification, supervisory, management, administration, leadership, specialty). | ✓ |
| | | 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. | ✓ |
| | | 4.1.6.—Implementation of accepted recommendations underway. | |



| <div>Focus Area 5</div> Effective and Comprehensive Employee Communications | | | |
|--|---|---|------------|
| Goal 5 | Why is this Important? | Objectives | Completed? |
| <p>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.</p> | <p>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.</p> | 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. | ✓ |
| | | 5.1.6.— Provide executive direction and training to appropriate divisions to implement accepted recommendations. | ✓ |
| | | 5.1.7.— Implementation of accepted recommendations underway. | |



Strategic Goals and Objectives

Focus Area 6

Effective Use of Current and Emerging Technologies

| Goal 6 | Why is this Important? | Objectives | Completed? |
|--|---|--|------------|
| To design an approach to identify, research, test, and acquire emerging equipment and technology that ensure the efficient and effective delivery of law enforcement and related services. | Researching the latest technology and adapting it for the good of the organization and the community could lead to cost efficiencies, better practices and more streamlined processes. Our efforts could also establish the Sheriff's Office as a leader in the use of technology, allowing us to engage in joint training on the state, national and international levels. | 6.1.1.—Identify and document the agency's current process of identifying, testing, evaluating and recommending the use, or change in use, of technology. | ✓ |
| | | 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. | ✓ |
| | | 6.1.5.—Provide executive direction to appropriate divisions to implement accepted recommendations. | ✓ |
| | | 6.1.6.—Implementation of accepted recommendations underway. | |





Focus Area 7

Filling Funding Gaps

| Goal 7 | Why is this Important? | Objectives | Completed? |
|---|--|--|------------|
| To identify and address strategic funding gaps. | Maintaining appropriate funding will help us continue to deliver high quality services to our community. Also, keeping track of unfunded projects as well as the continued need for those projects could help garner support from decision makers for funding. | 7.1.1.—Construct a consolidated list of current budget request that have not been funded, including projected cost and timing. | ✓ |
| | | 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 advancement priority projects. | ✓ |
| | | 7.1.5.—Produce a report with recommendations to the Sheriff addressing each unfunded program or issue. | ✓ |
| | | 7.1.6.—Provide executive direction to the appropriate personnel to implement the adopted unfunded mandate strategy. | ✓ |
| | | 7.1.7.—Pursue funding for priority projects through the county budget and political process. | Ongoing |
| | | 7.1.8.—Implementation of accepted recommendations underway. | |





Strategic Goals and Objectives

Focus Area 8

Strengthening Homeland Security and Emergency Management

| Goal 8 | Why is this Important? | Objectives | Completed? |
|--|--|---|------------|
| To implement a homeland security and emergency management program that ensures a strong, secure and resilient Stafford County that is recognized as a regional leader in h homeland security and emergency management both in the law enforcement field and the public safety sector as a whole. | A strong homeland security and emergency management program provides a comprehensive framework to guide, organize, focus emergency and law enforcement resources and strengthen operations that could mitigate terrorist attacks and keep the community safe during natural disasters. | 8.1.1.—Strengthen intelligence and information sharing capabilities. | |
| | | 8.1.2.—Strengthen counter-terrorism and law enforcement capabilities. | |
| | | 8.1.3.—Protect critical infrastructure and key resources. | |
| | | 8.1.4.—Enhance cyber security capabilities. | |
| | | 8.1.5.—Enhance citizen and community preparedness. | |
| | | 8.1.6.—Enhance emergency management and response capabilities. | |
| | | 8.1.7. —Strengthen chemical, biological, radiological, nuclear and explosives preparedness and response capabilities. | |
| | | 8.1.8.—Advance interoperable and emergency communications. | |
| | | 8.1.9.—Become more resilient against future events. | |
| | | 8.1.10.—Implementation of accepted recommendations underway. | |



Strategic Plan Timeline for Year 2 (2018-2019)



The Strategic Planning Leadership Team and the Strategic Planning Team have developed a tentative timeline for Year 2 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 |
|------------------------|--------------|---|---|--|
| October 12, 2018 | Annual | Annual Planning Retreat | Planning Team | <ul style="list-style-type: none"> Review Progress and Updates SWOT Key Issues Preview Next Year |
| November 2018 | Annual | Retreat Follow-up | Leadership Team/Staff Team | <ul style="list-style-type: none"> Finalize Recommendations Retreat Report Identification of Strategic Focus Teams for 2019 |
| December 2018 | Annual | Retreat Follow-up | Leadership Team/Staff Team | <ul style="list-style-type: none"> Written Strategic Plan Update and 2019 Work Plan Distribution to Agency |
| January 2019 | QTRLY Report | Teams Begin Goal/Objective Work. | Leadership Team/Strategic Focus Teams | <ul style="list-style-type: none"> Training Begins of Focus Teams/ Focus Teams Go to Work |
| April 2019 | QTRLY Report | Work Continues. Monitoring of Activities Continue | Strategic Focus Teams/Leadership/Staff Team | <ul style="list-style-type: none"> Focus Teams Working Qtrly. Progress Assessment/Report |
| July 2019 | QTRLY Report | | Staff Team/Leadership Team/ Focus Teams | <ul style="list-style-type: none"> Begin Budget Integration Access Qtrly. Progress/Report Focus Teams Continue Work |
| October 2019 | Annual | Annual Planning Meeting | Planning Team | <ul style="list-style-type: none"> Annual Review/Evaluation SWOT Goals and Objectives |
| October –December 2019 | | Realign Process with other Organizational Processes | Leadership/Staff Teams | |



Strategic Outcomes

A Strategic Plan is not meant to be left on a shelf. The Stafford Sheriff's Office developed this Strategic Plan to provide a roadmap for our future—a map that includes an ambitious vision and goals and strategies to help us achieve that vision. Throughout this process, we will be able to better access the changing environment and be prepared to respond to these challenges in a consistent, comprehensive and thoughtful way.

Legacy of Excellence

The Stafford County Sheriff's Office has fostered a legacy of excellence to our community since 1664. Through the implementation of this Strategic Plan, we will be able to continue building on that legacy.

By gathering information; revisiting our vision, mission and mission on a regular basis; checking on our goals and refining them if needed; planning actions to affect change; and constant monitoring and evaluating our efforts and remaining accountable to each other and those we serve, we will be able to sustain our legacy for generations to come.

Continuous Improvement

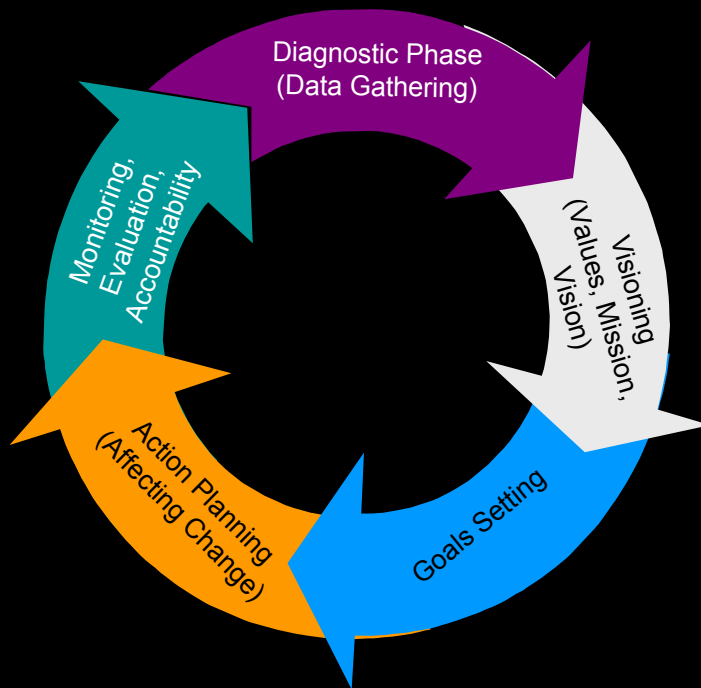
By researching and adapting best practices, we will ensure that we employ the most efficient and effective ways to provide the best services to our community, conduct business internally and externally, and promote positive employee relationships.

Focusing on our employees' development will also help us retain high quality individuals and prepare them for leadership positions within the organization.

Enhanced Community Partnerships

Working closely with our community partners and strengthening these relationships will help us

better respond to our diverse and dynamic environment. These efforts will also open lines of communication so that we are providing information to each other proactively instead of reactively. These collaborations will help us devise solutions to the challenges that impact our well being as a whole and will help create a high quality of life for those who live and work in Stafford.



Strategic Planning Team Members



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

Nicole Bates Animal Control
Joseph Bice Professional Standards Unit
George Bond, Jr. Criminal Investigations Division
Carol Burgess Field Operations Division
Christopher Cameron Criminal Investigations Division
Steven Carey Court Services Division
Eric Chinault Field Operations Division
Elena Crisp Professional Standards Unit
Ray Davis, II Emergency Communications Center
David Decatur Sheriff
Jason Dembowski Professional Standards Unit
Deuntay Diggs Field Operations Division
Michael Ellington Court Services Division
Derek Fetterolf Field Operations Division
Jason Forman Field Operations Division
James Fouts Criminal Investigations Division
Michelle Gibbons Field Operations Division
Robert Grella, Jr. Criminal Investigations Division
Beth Hall Professional Standards Unit
Gregory Haney Field Operations Division
George Hernandez Field Operations Division
Gail Horton-Larkin Administrative Services Division
Matthew Jacobeen Field Operations Division
Brian Jacobs Emergency Communications Division
Jamie Johnson Emergency Communications Center
C. Shawn Kimmitz Field Operations Division
Jason Kreider Field Operations Division
Johnny Kyle Field Operations Division
Donald Lenhart Office of the Sheriff

Carol Matson Professional Standards Unit
Anthony McCall Animal Control Division
Wendy Micke Administrative Services Division
Christian Mireles Field Operations Division
Aaron Morelli Animal Control Division
Nancy Morin Field Operations Division
Christopher Neuhard Field Operations Division
Michael Null Animal Control Division
Sara Palau Emergency Communications Center
Robert Parsons Criminal Investigations Division
Mark Persson Court Services Division
Lee Peters, III Administrative Services Division
Robert Pomeroy Field Operations Division
Daniel Purcell, Jr. Field Operations Division
Eric Quinn Criminal Investigations Division
Jeremiah Rakoczy Field Operations Division
Daniel Reed Operations Division
Todd Roller Emergency Communications Center
Karen Roy Emergency Communications Center
Andrew Sentipal Administrative Services Division
Christopher Smith Field Operations Division
Suzanne Stanley Emergency Communications Center
David Stout, Jr. Field Operations Division
D. Wayne Sullivan Court Services Division
Ron Thayer Office of the Sheriff
Christopher Truslow Field Operations Division
Joshua Truslow Field Operations Division
Benjamin Worcester Special Operations Division

