



Stafford County Sheriff's Office Strategic Plan 2020-2023 **2021 UPDATE**

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

Message from the Sheriff

Although Covid-19 wreaked global havoc, it failed to stop the world from moving forward. Such was the state of our strategic planning efforts in 2020. While the pandemic forced us to cancel our annual Strategic Planning meeting to keep our staff healthy and safe, we still made great progress on our roadmap to capitalize on our strengths and develop thoughtful solutions to our challenges.

The purpose of this report is to provide an update on that progress. Despite some delays due to responding to Covid-19, our Focus Groups worked through many of the objectives you'll see later in this document and developed recommendations to meet those goals. In addition, implementations of those recommendations from the 2019 Focus Groups that were approved by the Leadership Team continued throughout 2020.

We also wanted to recognize the impacts that Covid-19 had on us, both organizationally and personally, so we sent out a survey to each employee. The response rate was very high. The Strategic Planning Leadership Team analyzed the results and compiled the findings. You will find a summary of those findings on page 12.

All of this information would have been shared with our Strategic Planning team members during our annual meeting. But because that was canceled, we rolled out the information to our team virtually in January 2021 using emails and videos.

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.

My thanks goes out to our staff for their commitment to our strategic planning progress and to our community for your continued support.

Sincerely,
Sheriff David P. Decatur



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Strategic Planning Team Members

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

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

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

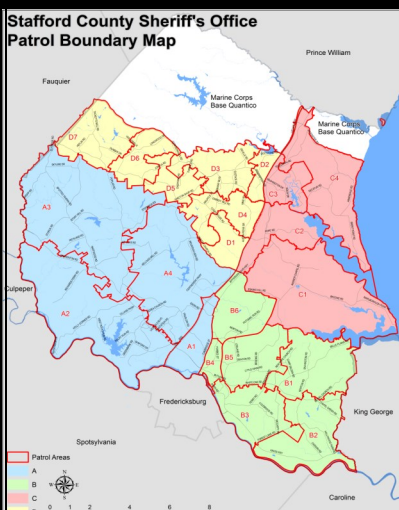
At a Glance

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



Quick Facts

Population	153,392
Area	277 sq. miles
# of Deputies	220
# of K9s	6
Elementary Schools	17
Middle Schools	8
High Schools	5

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

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

Update of Strategic Planning Efforts

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 Strategic Planning Team, which includes members of the Sheriff's Office Command Staff and a cross-section of employees from different divisions, discusses progress, accomplishments, and plans for the future and to review organizational information from within the Sheriff's Office as well as from County staff.

The annual Strategic Planning Retreat that was to take place in November 2020 was canceled to keep the Stafford County Sheriff's Office staff safe and healthy during the Coronavirus pandemic. A virtual rollout of the informational materials was provided via emails and videos to the full Strategic Planning Team and will also be shared with the full organization.

As a result of the 2019 retreat, two new Focus Areas were defined: Traffic Safety and Supporting Our

People. Focus Groups were assigned to work on these areas. In addition, implementations of those recommendations from the 2019 Focus Groups that were approved by the Leadership Team continued throughout 2020.

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 Senior Law Enforcement Analysts Michael P. Neuhard and 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.

Vision, Mission & Values

Vision

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

Mission

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

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

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

Values

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

Integrity

We will earn and maintain the trust of our citizens by being personally and professionally accountable to the highest ethical and moral standards. We will conduct ourselves above reproach, mindful of justice, with the courage to uphold these convictions.

Compassion

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

Fairness

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

Professionalism

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

Vision, Mission & Values

Why are Vision, Mission and Values work important?

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

Why Do We Need a Vision, Mission and Values?

Sharing a vision, mission and values helps to inspire us to coordinate our actions toward a

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

Vision Principles

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

VISION PRINCIPLES

Community

- 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 Process

Strategic Plan Definition

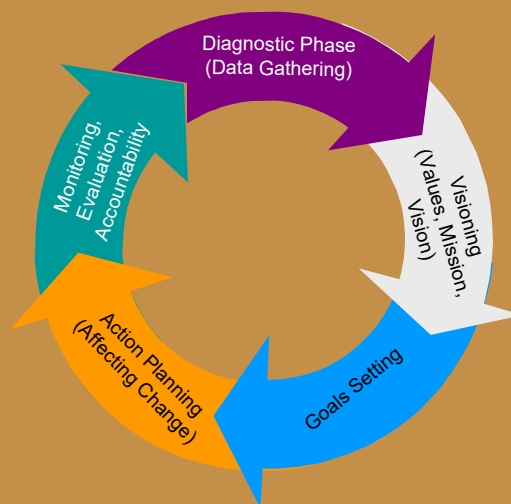
Strategic Planning is a process of planning that leads to thoughtful solutions to challenges an organization faces through deliberative decisions and actions, ending with an action plan for a specified period of time. It is a comprehensive process and strategic way of thinking. It involves assessing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

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

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

The Strategic Plan is Continuous

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



Strategic Planning Process

Why Do Strategic Planning?

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

Stafford County Sheriff's Office Expectations

- Reaffirms our organizational mission
- Establishes a collective contemporary Vision

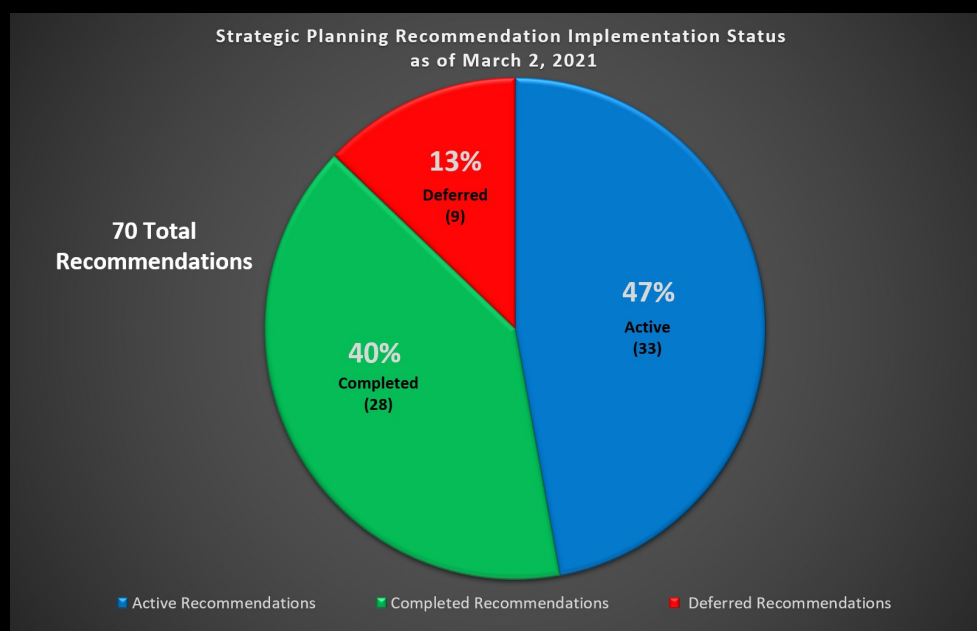


- Promotes understanding of the organization's strengths, weaknesses, opportunities and threats (SWOT). See the Addendum on page 26-27 for the SWOT Analysis.
- Identifies key strategic issues for the agency for the next 3 to 5 years
- Establishes strategic goals
- Expands the number of personnel across the agency that understand our strategic position, challenges and goals
- Initiates a regular strategic planning process including cross divisional working teams, regular follow-up and an annual planning cycle
- Provides a written plan
- Improves internal communications

Strategic Plan Achievements

Implementation of Recommendations

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



Selected Focus Group Achievements

The Strategic Planning Focus Groups developed numerous recommendations since the Stafford Sheriff's Office began its strategic planning efforts in 2017. Selected strategic accomplishments in each Focus Area are provided below.

Focus Area 1: Effective and Comprehensive Community Engagement

- Community Engagement Team officially formed with members participating in numerous community events.
- SHIELD/Crime Prevention email communication project underway with Sheriff's Office and County IT.
- Conducted first ever "Holly Jolly Christmas"

which delivered \$12,500 worth of gift cards to needy kids and seniors in Stafford and provided bags of toys as well as approximately 20 bicycles for over 200 children in the community, to include 65 children who are currently housed at various Empowerhouse safe houses in Stafford, Spotsylvania and Fredericksburg.

Focus Area 2: Recruiting and Retention of Personnel

- New public safety pay scale implemented with all sworn and ECC employees being placed on the scale.
- Meeting with Fire/Rescue to conduct joint analysis of pay scale and ensure we are re-

Strategic Plan Achievements

maintaining competitive with our comparable jurisdictions.

- Board of Supervisors approved the COPS grant application which provided for six new deputy positions (4 Traffic/2 Crime Prevention)
- Began interviews of Sergeant Recruiter positions
- Conducted Opportunity for Professional Growth Survey to solicit input from SCSO employees.

Focus Area 3: Effective Contemporary Policies

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

Focus Area 4: Effective Career Training and Development

- Partnered with the Commonwealth’s Attorney’s Office on a legal updates video for all personnel.

Focus Area 5: Effective and Comprehensive Employee Communications

- A Patrol Information Sharing Tab was created in the employee area of the Stafford Sheriff’s Website so deputies and detectives can share information working in the same Patrol Zone.

Focus Area 6: Effective Use of Current and Emerging Technologies

- Installed fiber to both the ECC and the County building for NG911.

Focus Area 7: Filling Funding Gaps

- The Board of Supervisors granted four

deputy positions from the Public Safety Staffing Plan.

Focus Area 8: Strengthening Homeland Security and Crime Prevention

- Added two new deputies on January 1, 2020 (from COPS grant)
- Rebooted Text-a-Tip Program
- Partnered with Empowerhouse to utilize the Crime Prevention Unit, and its existing community contacts, to assist the Domestic Violence Unit in facilitating educational programs on domestic violence. A further plan was developed to implement a domestic violence related education curriculum in Stafford County Schools to teach the importance of healthy relationships.
- Identified Homeland Security, Crime Prevention, Intel Gathering, and Special Event Planning protocols for the SCSO.

Focus Area 9: Traffic Safety

- Added four new deputies on January 1, 2020 (from COPS grant)



Organizational Impacts Questionnaire Results

The Stafford County Sheriff's Office Strategic Planning Leadership Team conducted a survey of the organization to determine the effects that the significant events of 2020 had on employees individually as well as the organization as a whole. Two surveys were issued: an Organizational Impacts Questionnaire and a Personnel Impacts Questionnaire. The Leadership Team analyzed the results of both surveys. Following is the summary of the Organizational Impacts Questionnaire, which was completed by 153 employees.

1. *What do you see as the Sheriff's Office's challenges in 2020.*

- The majority of respondents said that changes in Virginia laws, social protests and Covid-19 impacts were their top challenges in 2020.

2. *What do you consider to be the Sheriff's Office most important success in 2020?*

- More than half of respondents said that "Pay and Benefits" was the most important success with a small percentage (less than 1/4) of respondents citing "Response to Protests" as the most important success of 2020.

3. *What is the most important thing you learned from the challenges in 2020?*

- The community's support of the SCSO and the building of community relations was cited as the most important lesson learned. A quarter of respondents said



that the importance of being adaptable and flexible stood out to them. The comradery within the Sheriff's Office also garnered attention as an important lesson.

4. *What are the most important challenges facing the Sheriff's Office going forward? Please place in rank order with #1 being most important and #8 being least important.*

- Most respondents cited "Social Unrest" followed by "Changes in VA Laws" as the most important challenges. Just over half of respondents mentioned "Pay and Benefits" as a top challenge.

5. *Which of the following will most change policing? Please pick the three most important.*

- "Changes in VA Laws" continued to rank as an important factor that would impact future policing. "Politics" was also mentioned as a change factor.

Organizational Impacts Questionnaire Results

6. *What do you see as the number one issue impacting your ability to do your job?*

- New legislation was mentioned as a top issue followed by staffing and manpower, politics, negative perceptions of law enforcement, and COVID-19. The deputy's uniform or equipment was also mentioned by a small group of respondents.

7. *How do we do a better job of educating the community about the challenges we are having providing law enforcement services during these unique times and what are the solutions to those challenges?*

- Most respondents mentioned increasing community outreach and transparency with a social media presence cited most often. Other suggestions included Q&A sessions, civilian ride-alongs, and simulation experiences for the public.

8. *What can we do to be more creative and innovative with our community outreach programs without face-to-face interaction? (i.e. National Night Out, Badges for Baseball, Junior Deputy Academy, Worship Watch, etc.)*

- Increasing social media platforms was a top choice followed by holding virtual events for Junior Deputies, creating a YouTube channel, increasing the number of SCSO videos, deputy introductions, and more positive Facebook updates were among suggestions. Live Stream Q&A's through online platforms or local radio stations were also mentioned as options.



Personal Impacts Questionnaire Results

The Stafford County Sheriff's Office Strategic Planning Leadership Team conducted a survey of the organization to determine the effects that the significant events of 2020 had on employees individually as well as the organization as a whole. Two surveys were issued: an Organizational Impacts Questionnaire and a Personnel Impacts Questionnaire. The Leadership Team analyzed the results of both surveys. Following is the summary of the Personnel Impacts Questionnaire, which was completed by 130 employees.

1. *How has your employment status changed in 2020?*

- Most respondents said that they are still going to their workplace for the same number of hours with only a small percentage (less than 5%) stated that they were working from home.

2. *Have your daily routines changed in 2020? (i.e. your work, school, social, and religious activities, or other ways you normally spend your time.)*

- Almost half of respondents said that they

had moderate changes across several of their routines with others saying that they had mild changes to a few of their routines. Some people (less than 20%) reported having severe changes across most or all of their routines while others (also less than 20%) claimed to have no changes to their routines.

3. *Have you experienced additional stress in 2020?*

- Just over half of the respondents claimed to experience mild stress while a smaller group of people claimed to experience moderate stress and an even smaller group of people claimed to experience no stress at all. Only a small group of people said they suffered from severe stress.

4. *Overall, considering all the possible ways your life may have been impacted by the events of 2020, how much of your day-to-day life has been impacted?*

- Most respondents stated that the events of 2020 impacted their lives in some way with less than 5% stating that the year's



Personal Impacts Questionnaire Results

events had no impact on their day-to-day lives.

5. *The events of 2020 have impacted our lives in different ways. This includes both what happens outside and inside our home. The impacts can be felt in your neighborhood and your home. How safe do you feel in your neighborhood?*

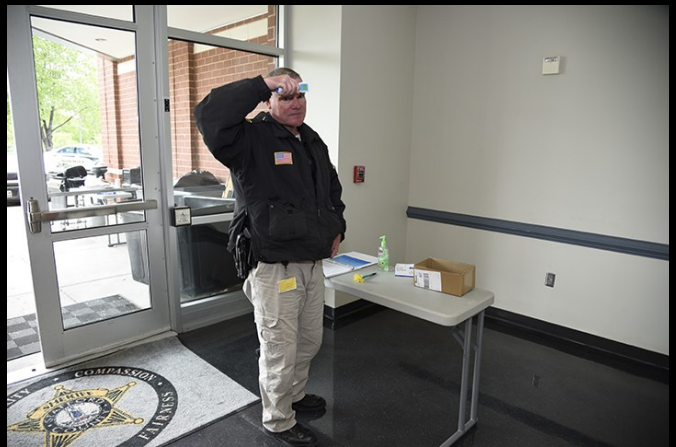
- Most respondents stated that they feel very safe or somewhat safe in their neighborhoods.

6. *Have you experienced retaliation towards you or your family that you perceive to be due to your position at the Sheriff's Office?*

- The majority of respondents stated that they had not experienced retaliation while a small group said that they had seen retaliation.






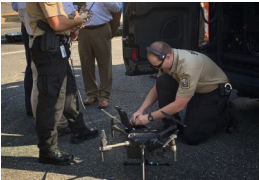




7. *In 2020, have you noticed an increase in crime in your neighborhood?*

- About three quarters of respondent said that they have not seen an increase in crime while a much smaller group stated that they had seen an increase.



Strategic Focus Areas

After a joint effort by the Strategic Planning Leadership Team and the Strategic Planning Team on a SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis, Focus Areas and corresponding Strategic Goals and Objectives were developed. During the first Strategic Planning retreat in 2017, seven focus areas were developed. In 2018, an eighth focus area on Homeland Security was added and in 2019, two more focus areas were added: Traffic Safety and Taking Care of Our People.

1	2	3	4	5
Effective and Comprehensive Community Engagement	Recruiting and Retention of Personnel	Effective Contemporary Policies	Effective Career Training and Development	Effective and Comprehensive Employee Communications
				
6	7	8	9	10
Effective Use of Current and Emerging Technologies	Filling Funding Gaps	Homeland Security and Crime Prevention	Traffic Safety	Taking Care of Our People
				

Strategic Focus Areas

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

Strategic Focus Areas

Focus Area 1	Effective and Comprehensive Community Engagement Sub Focus Area: Strengthening Community Relationships			
Goal 1	Why is this Important?	Objectives		Status
To update and implement a comprehensive community engagement strategy and plan to strengthen relationships between the agency and the diverse communities in Stafford County to ensure police legitimacy, a safe community and prevention of, or preparedness for future community challenges.	Building strong relationships with community members is critical for community engagement to take place. Ensuring that we have strong relationships with community members can lead to proactive communication, support for each other's initiatives and successful programs that benefit the community as a whole.	1.2.1.	Identify and document all current community relationship building opportunities and gaps between SCSO and members of the community.	Ongoing
		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.	Ongoing
		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.	Ongoing
		1.2.6.	Prepare a report summarizing the above information and any additional recommendations for consideration by the Sheriff and his command staff.	Ongoing
		1.2.7.	Provide executive direction and training to appropriate divisions to implement accepted recommendations.	Ongoing
		1.2.8.	Implementation of accepted recommendations underway.	Completed

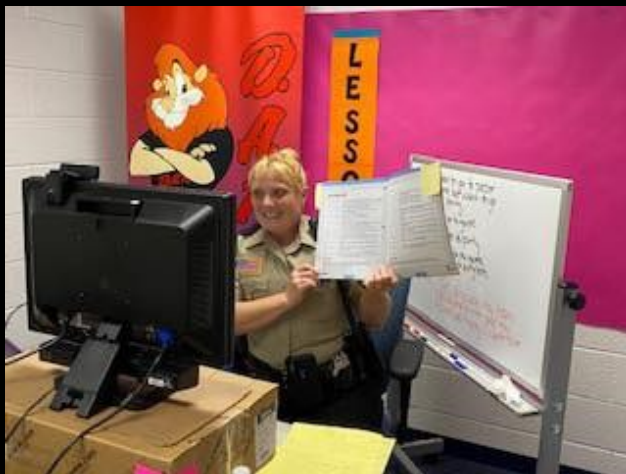
Strategic Focus Areas

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



Strategic Focus Areas

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



Strategic Focus Areas

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



Strategic Focus Areas

Focus Area 2	Recruiting and Retention of Personnel Sub Focus Area: Opportunity for Professional Growth at all Positions		
Goal 2	Why is this Important?	Objectives	Status
To update and continue a progressive recruitment and retention program to ensure high quality law enforcement and related services.	Helping our staff members grow beyond their job descriptions through ongoing training, leadership opportunities and professional development will ensure that our employees are constantly learning, improving and enhancing the services that they provide to our community.	2.4.1. Identify and document current opportunities for employee growth for all levels of the department to include the use of temporary jobs, details, job rotations and other diverse experiences available to each level of the department.	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

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



Strategic Focus Areas

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



Strategic Focus Areas

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

Strategic Focus Areas

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

Strategic Focus Areas

Focus Area 5	Effective and Comprehensive Employee Communications		
Goal 5	Why is this Important?	Objectives	Status
To enhance effective communications between all personnel and divisions of the Stafford County Sheriff's Office to increase cohesiveness, improve productivity, and enhance service delivery.	Proactive and timely communication will keep all employees informed and engaged in the latest developments of the Sheriff's Office. It will also decrease "surprises" since communication will be ongoing. A strong communications plan will also help ensure that the correct "message" for any situation is being disseminated by leadership and understood by employees and will allow all employees to repeat that message if needed, further promoting the image of a cohesive, efficient and effective agency.	5.1.1. Identify and document all current internal communication practices to include type of communication, purpose, goals, method for distribution, audiences and responsible party for communication. Documentation should also include gaps of communication.	Completed
		5.1.2. Research and document communication best practices for both law enforcement and non-law enforcement organizations from the region, state and nation.	Completed
		5.1.3. Solicit and compile communication ideas from the SCSO staff.	Deferred
		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



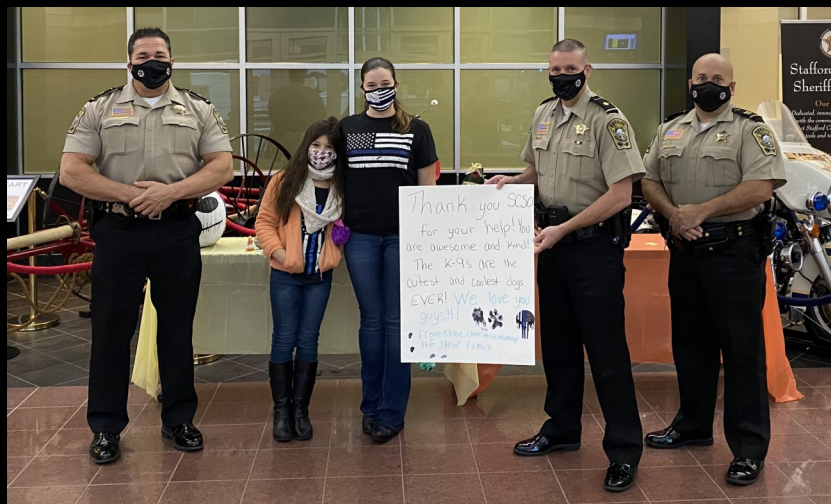
Strategic Focus Areas

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



Strategic Focus Areas

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



Strategic Focus Areas

Focus Area 8	Homeland Security and Crime Prevention		
Goal 8	Why is this Important?	Objectives	Status
To strengthen the Homeland Security and Crime Prevention Programs to ensure a strong, secure, safe and resilient Stafford community.	A strong homeland security and emergency management program provides a comprehensive framework to guide, organize, focus emergency and law enforcement resources and strengthen operations that could mitigate terrorist attacks and keep the community safe during natural disasters.	8.1.1. Identify and document current intelligence and information sharing capabilities used by the Sheriff's Office.	Completed
		8.1.2. Identify and document current counter-terrorism programs administered by the Sheriff's Office.	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.	

Strategic Focus Areas

Focus Area 9	Traffic Safety			
Goal 9	Why is this Important?	Objectives		Status
To strengthen the Sheriff's Office law enforcement traffic safety programs to address the needs of a growing community where traffic safety and movement have become a significant issue.	A thoughtful, comprehensive and proactive traffic safety program will help shape the attitudes and behaviors of individuals so that they become responsible drivers, ensure the safe and efficient flow of traffic, and help to reduce road-related crashes, injuries and fatalities.	9.1.1.	Identify and document best practices of law enforcement traffic safety programs and units in current or previous fast growing communities in Virginia.	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.	

Strategic Focus Areas

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

Schedule for 2021

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