

# Table of Contents

Letter from the Sheriff.....	2
Introduction.....	4
About the Hanover County Sheriff's Office .....	4
Executive Staff.....	5
Administrative Division .....	6
Uniform Patrol Division .....	7
Investigative Division .....	7
Personnel Summary .....	8
Growth.....	9
Crime Rates .....	11
Traffic Measures .....	12
Citizen Feedback.....	12
Accreditation .....	13
Vision, Mission and Values .....	14
Key Customers.....	15
Key Services .....	15
Environmental Scan .....	21
Goals, Objectives, Initiatives and Tasks .....	21
Conclusion and Implementation of Plan.....	25

## Letter from the Sheriff

Law enforcement agencies throughout the United States face a remarkable array of challenges as they strive to fulfill their mission of serving their communities through public safety and crime prevention. The environment in which they operate is ever changing, the crimes they investigate are growing in complexity, and the threats they face are constantly evolving.



At the same time, law enforcement's responsibilities continue to increase along with the need for innovations in technology, training, and peer and community partnerships abroad. To that end, every five years the Hanover Sheriff's Office develops a strategic plan designed to guide integrated public safety efforts, working with both Sheriff's Office and community leaders. As a result, I am pleased to present the Hanover County Sheriff's Office five-year strategic plan.

This plan provides a framework for our personnel working closely with community partners to achieve our mission consistent with the highest standards of professionalism and the values of our office and community. It represents a multi-faceted analysis of the current needs of our community along with resources and capabilities of the Sheriff's Office, while strategically examining future trends and expectations.

The plan incorporates the suggestions of our personnel and community leaders while maintaining our strategy that strong partnerships create safe communities. With transparent and tangible engagement, our efforts will continue to be multi-faceted and focus on actions and enhanced outcomes. It presents a clear vision, mission, core values, goals and measurable objectives developed in collaboration with our many partners.

This plan finds its foundation in a history of strong professional standards and best practices. The Hanover Sheriff's Office is accredited by both the Commission on Accreditation for Law Enforcement Agencies (CALEA) and the Virginia Law Enforcement Professional Standards Commission (VLEPSC). We work closely with numerous professional organizations such as the International Association of Chiefs of Police (IACP), the Virginia Association of Chiefs of Police (VACP), the National Sheriffs' Association (NSA), the Virginia Sheriffs' Association (VSA), the National Organization of Black Law Enforcement Executives (NOBLE), the Virginia Law Enforcement Sheriffs Association (VLESA), the Global SHIELD Network and many more in a joint effort to both share and capture best practices in serving our community.

Innovation and forward thinking are operational norms for the personnel of this office, leading to many best practices adopted by peers abroad. They set the groundwork for the manner in which we operate to meet or exceed the federal recommendations developed as a result of the "Final Report of the President's Task Force on 21<sup>st</sup> Century Policing" and the Commonwealth of Virginia's *ONE Virginia* Plan. They led to being recognized by IACP as second in the world in our

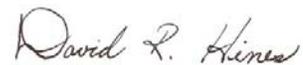
category for "Creating a Culture of Community Partnerships," *Homeland Security Today* for "Excellence in Outreach," the American Society for Industrial Security (ASIS) for "Excellence in Public-Private Partnerships," and the Virginia Association of Counties (VACo) for "Excellence in Community Partnerships" and the SHIELD program.

In addition, in the last five years, the Sheriff's Office had over 1.6 million citizen contacts, 3,323 written commendations for excellent service, and the lowest crime rate recorded in 46 years. We implemented the use of body cameras for patrol personnel, instituted Crisis Intervention Training (CIT) and were one of the first agencies in central Virginia to require Fair and Impartial Policing (FIP) training for all personnel.

This plan builds on a history of success and trust through community policing, effectively applying innovations in technology and equipment and providing our personnel with effective training and leadership development. It is not designed to be static, but through our annual goals and objectives process, will remain an active strategy consistently implemented into our overall operations.

The following is our five-year strategic plan, which includes an agency overview and various resources including the goals, objectives, initiatives and tasks. The plan is intentionally ambitious and challenging as together we continue to work to keep Hanover County a great place to live, work and raise a family.

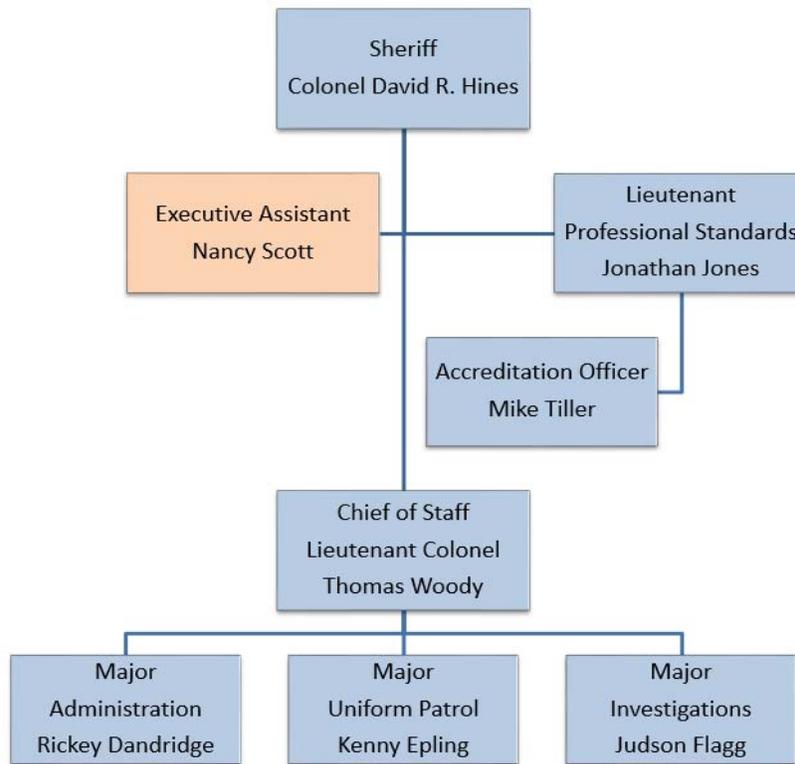
Sincerely,

A handwritten signature in cursive script that reads "David R. Hines".

Colonel David R. Hines  
Sheriff



## HANOVER COUNTY SHERIFF'S OFFICE ORGANIZATIONAL CHART



### STAFFING

The Sheriff's Office, at present, has 268 sworn full-time positions to facilitate its law enforcement and court security/civil process functions. Law enforcement functions account for 237 of the sworn positions. Court security/civil process functions account for 31 of the sworn positions. These personnel are supported by 26 non-sworn personnel across the various disciplines. The Sheriff's Office also fields 17 reserve law enforcement officers.

### EXECUTIVE STAFF

The Executive Staff includes the Command Staff, Professional Standards/Risk Management and Accreditation sections.

#### ➤ Command Staff

The Command Staff includes the Sheriff, Colonel David R. Hines, Lieutenant Colonel Thomas M. Woody Sr. (Chief of Staff), Major Rickey R. Dandridge (Administrative Division), Major Kenny B. Epling (Uniform Patrol Division), and Major Judson H. Flagg (Investigative Division). They are supported by one non-sworn position, the Sheriff's executive assistant.

➤ Professional Standards/Risk Management and Accreditation

Professional Standards and Accreditation comprises one lieutenant and one sworn law enforcement deputy. This unit is responsible for managing internal complaints, information requests and accreditation.

### Administrative Division

The Administrative Division, headed by Major Rickey R. Dandridge, is the second largest division of the Sheriff's Office and is commanded by three captains. Captain Bryant T. Mallory commands the Court Services Unit, Captain Terry L. Sullivan commands the community engagement sections to include Crime Prevention, Public Information, Records and Intelligence units, and Captain Gregory W. Six commands the business and operations sections to include Training, Personnel, and Finance units and the evidence room.

➤ Court Services

The Court Services unit includes a lieutenant, three sergeants, and 26 court services deputies. They are charged with the protection and security of court buildings, transportation of prisoners and the execution of civil process. These sworn officers are supported by five part-time, non-sworn court aide personnel and one full-time administrative assistant. Court Services operations are funded separately from law enforcement operations.

➤ Community Engagement

The community engagement sections include a public information lieutenant, intelligence sergeant, crime prevention sergeant, three intelligence investigators, two crime prevention deputies, one non-sworn office manager, three non-sworn crime analysts and four non-sworn administrative assistants. This unit is responsible for teaching community outreach programs, internal and external communication, records management and crime trends analysis.

The Intelligence Unit is also responsible for managing all communications through SHIELD, which is a global information-sharing program through public and private partnerships. Captain Terry L. Sullivan is the current president of the Global SHIELD Network.

➤ Business and Operations

The business and operations sections include a training lieutenant, personnel lieutenant, personnel sergeant, training sergeant, administrative sergeant, budget & planning sergeant, and four training officers. Non-sworn members include an IT systems engineer, evidence custodian, five administrative assistants, one part-time administrative assistant, and one part-time fleet support coordinator. These units are responsible for all recruiting,

hiring and retention duties, the Hanover County Criminal Justice Training Academy, all financial matters pertaining to taxpayer dollars and grant funding, and the evidence room.

### Uniform Patrol Division

The Uniform Patrol Division is headed by Major Kenny B. Epling and is the largest and most visible operation in the agency with 168 sworn positions. The division is commanded by Platoon Captains Lonnie A. Carter and J. Kirk Shaffier, and Special Operations Captain James S. Sizemore. Each patrol platoon has a lieutenant and two sergeants assigned to each shift. Personnel occupying these positions are assigned to three permanent patrol shifts. A sergeant and five deputies are assigned to the Safe Streets Unit, and a lieutenant, two sergeants and twenty Youth Services deputies are assigned to public schools throughout the county. In addition, one civilian is assigned to provide administrative support duties to this operation. Uniform Patrol personnel account for over 63% of sworn positions.

Patrol deputies primarily provide first responder duties for calls for service. Their duties also include the following:

- Perform traffic stops
- Issue traffic summonses
- Conduct DUI checkpoints
- Work motor vehicle accidents
- Make arrests
- Practice crime prevention techniques

The Youth Services Unit consists of school resource officers and deputies who instruct the D.A.R.E. Program. These officers' duties include the following:

- Provide classroom instructional programs to students on topics such as drug and alcohol prevention
- Protect students

The Hanover County Sheriff's Office also has a Reserve Deputy program. This is a team of business professionals that serve our community in a volunteer capacity. The Reserve Deputy program consists of a captain, lieutenant, and 15 deputies. Each of these officers has been certified as a basic law enforcement officer and serves alongside their Sheriff's Office employee counterparts. The lieutenant of the Reserve Program also manages the volunteer Motorist Assist program, which is a volunteer group that assists with traffic direction, property checks, Project Lifesaver clients, etc.

### Investigative Division

The Investigative Division is headed by Major Judson H. Flagg and is the third largest operation of the Sheriff's Office with a complement of 42 sworn investigative positions and one non-sworn administrative assistant who provides administrative support. The division is

commanded by the General Investigations Captain R. Brian Lecarpentier and the Special Investigations Captain Charles R. Hale. Investigative personnel account for approximately 16% of sworn positions. The Investigative Division is divided into three distinct units:

➤ General Investigations

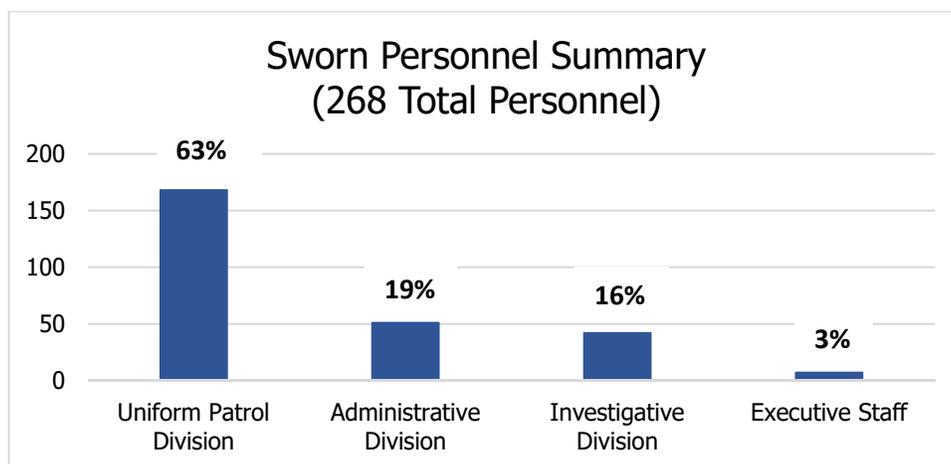
General Investigations consists of a lieutenant, two sergeants and a team of 17 investigators who are extensively trained in all aspects of criminal investigations. Some of the investigators have received special training involving computer crimes, domestic assaults and sexual assaults on children. Criminal activities that are assigned to investigators involve crimes against persons and property, commercial and residential breaking and entering, larcenies, robberies, rapes, murders, white collar crimes, computer crimes and child abuse.

➤ Street Crimes

The Street Crimes Unit consists of a lieutenant that supervises the Narcotics Unit as well, one sergeant and eight investigators. They are responsible for conducting covert surveillance and intelligence gathering operations in a variety of environments. Their primary function is to support the investigative efforts of the General Investigations Unit in order to bring cases to a positive and swift resolution, thereby solving crime more intelligently and effectively. Additionally, the unit is responsible for locating and apprehending some of the agency’s most elusive fugitives, as well as repeat offenders.

➤ Vice/Narcotics

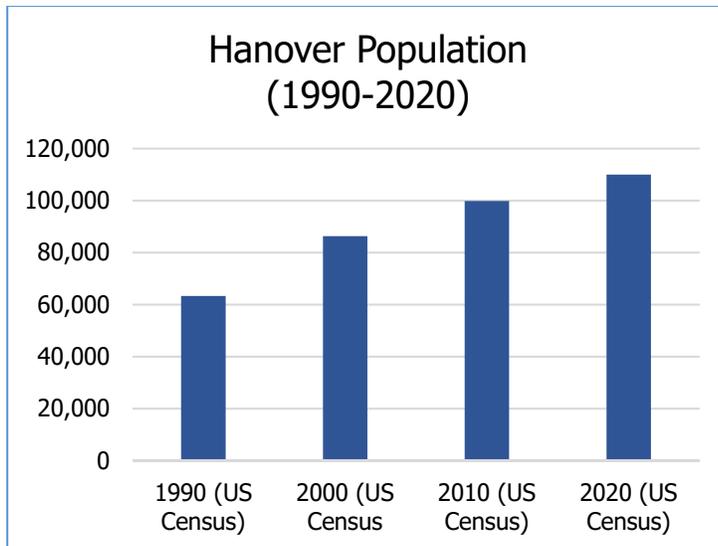
The Vice/Narcotics Unit consists of a sergeant and eight investigators. They identify and investigate those persons who are involved with illegal gambling or other vice offenses and those persons who are involved in illegal narcotics trafficking within the county. The unit also works in conjunction with other departmental investigative units as well as units in surrounding agencies. Suspects are targeted and investigated, resulting in a greatly improved arrest rate. The utilization of a computerized database tracking system and other technical equipment has proven to be invaluable to the Vice/Narcotics investigators.



## GROWTH

In the last 40 years, the population in Hanover County has increased by almost 47,000 citizens (+42%) and according to the 2020 U.S. Census, the current population is 109,979 citizens. During the last decade, population growth has slowed tremendously compared to previous years. During the 1990s, the population grew by over 23,000 citizens, or 36 percent. From the period 2000 through 2010, the population grew by approximately 13,000 citizens, or 14 percent. During the last ten years, the population has grown a little over 10,000, or nine percent. The average yearly increase over the last 40 years is a little over 1,000 new citizens per year, or one percent.

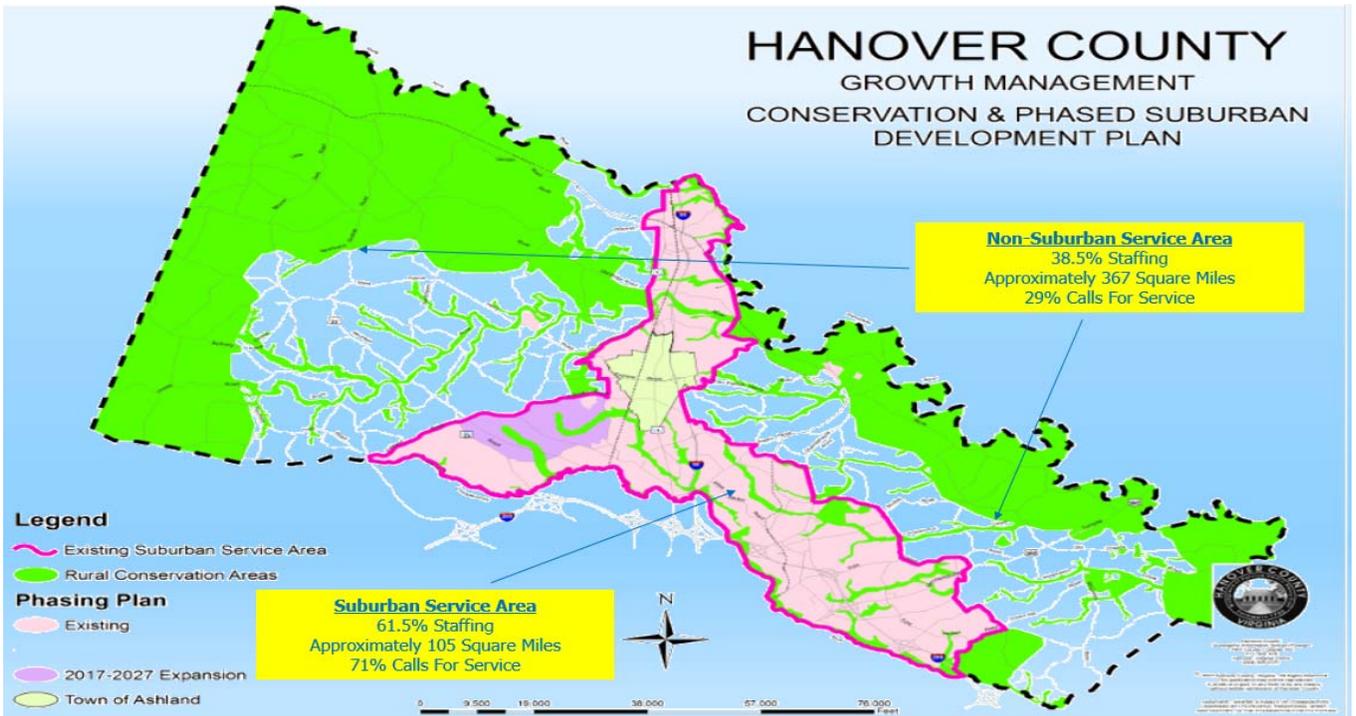
Hanover’s population at the end of 2020, as reported by Hanover County Planning, was estimated to be 113,359. The graphs below show an aggregate of U.S. census data and estimated population data for the last ten years as compiled from published annual Hanover County budget documents.



Population Data Hanover County Budget Documents		
Year	Population	% Change
2011	100,974	N/A
2012	101,586	0.61%
2013	102,623	1.02%
2014	104,124	1.46%
2015	105,456	1.28%
2016	107,152	1.61%
2017	108,706	1.45%
2018	110,250	1.42%
2019	111,325	0.98%
2020	113,359	1.83%

In the county, there are approximately 241 miles of primary highways, 710 miles of secondary roadways, and over 65 miles of non-hard surface roads to be patrolled on a regular basis. Interstates 95 and 295 are heavily traveled thoroughfares which cross through the county.

As Hanover has continued to transition from a rural to a suburban county, the majority of residential, commercial and retail growth has been heavily clustered along the interstate corridors. Current and future infrastructure plans continue to funnel growth to this “Suburban Service Area,” with particular attention being paid to the U.S. Route 1 and I-95 corridor. Although Hanover covers 472 square miles, 71.3% of the Sheriff’s Office calls for service take place within 105 square miles. This necessitates approximately two-thirds of personnel strength being assigned to cover a little over 20% of the county. This unequal distribution of personnel creates significant challenges in handling calls or proactively patrolling the areas that fall outside of the “Suburban Service Area.”



During the Great Recession of 2008 and the following years, the Sheriff’s Office contracted slightly and had several years of no personnel growth. Staffing began to increase in our Court Services Unit in 2014 due to staffing requirements for the new courthouse, which opened in 2017. We began to see increases in our law enforcement complement in 2015 and have maintained an average of approximately five new law enforcement positions per year, with the exception of 2021 due to the COVID-19 global pandemic. The chart below is a detailed analysis of Sheriff’s Office sworn and non-sworn staffing for the law enforcement and court services operations.

<b>Law Enforcement Historical County Staffing Plan</b>											
Category	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	10-YEAR TOTALS
Sworn	0	0	6	4	4	6	5	7	0	4	36
Non-Sworn	0	0	0	0	1	0	0	0	0	0	1

<b>Court Services Historical County Staffing Plan</b>											
Category	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	10-YEAR TOTALS
Sworn	0	2	2	4	2	0	1	1	0	0	12
Non-Sworn	0	0	0	0	0	1	0	0	0	0	1

From the date of hire, it takes approximately ten to twelve months for a sworn officer to be trained and become effective. During the last five years, we have increased our hiring efforts, focusing on minority college and military recruiting events, as well as our lateral entry program for pre-certified law enforcement officers. The national narrative on policing continues to portray

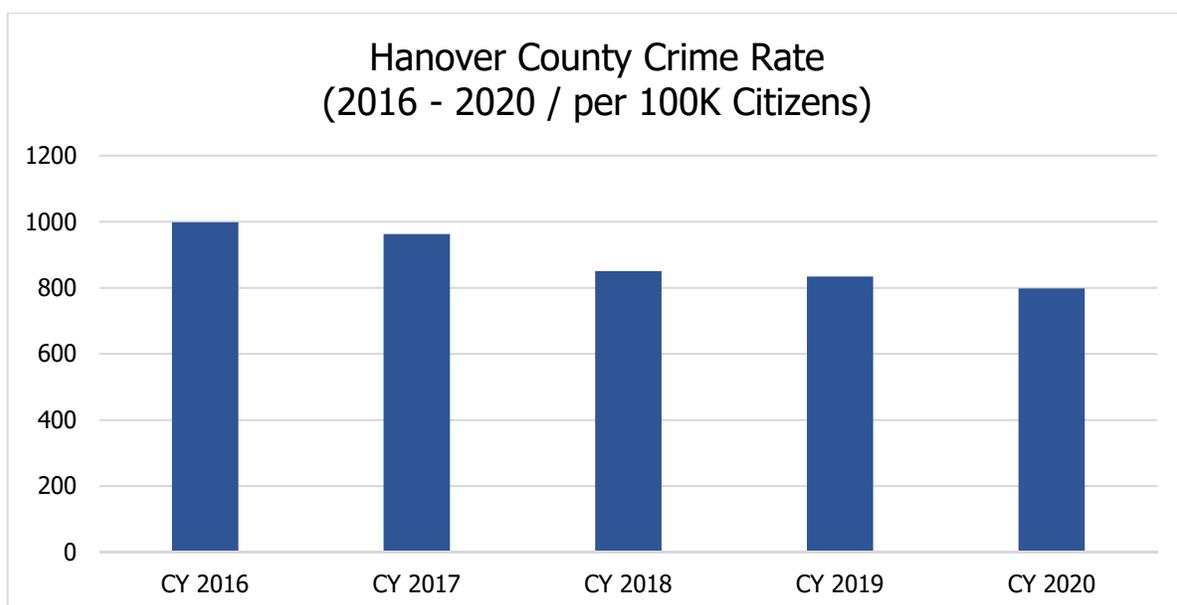
law enforcement in a negative light and has had a negative effect on our recruiting efforts, as the number of applicants seeking employment with our agency has decreased. Total applications received between calendar year 2019 and 2020 were down over 12 percent (-85) and our hiring totals for that same year were down over 37 percent (-9).

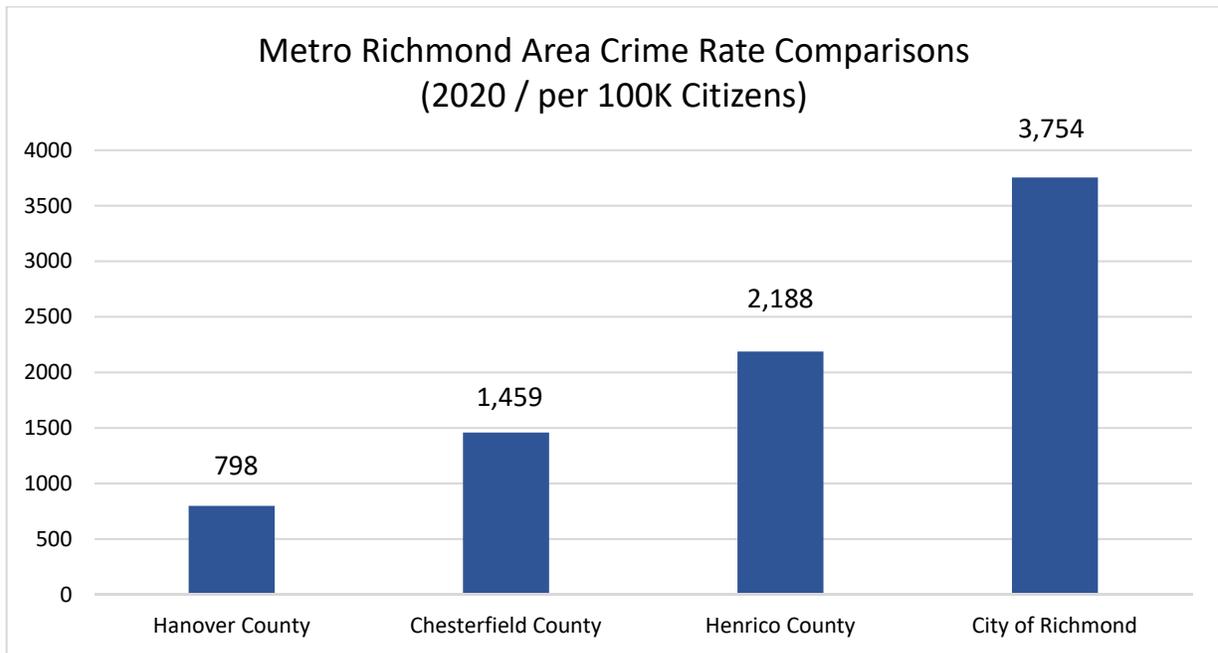
Our career development program is a leader among Metro Richmond law enforcement agencies and our starting salary remains competitive. In 2021, the Sheriff’s Office worked to enact a new Public Safety Pay Plan to address compression. This new plan was developed in coordination with Hanover County Administration to reward tenure among current employees, increase our starting salary and eliminate salary compression. The new plan also provides for continual growth to our starting salary each fiscal year when a merit raise is approved. The following chart is a snapshot of our hiring efforts versus resignations and retirements for the last five years.

<b>Hanover Sheriff's Office Sworn Attrition Numbers (Through October 2021)</b>							
<b>Category</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>Totals</b>	<b>Net Gain</b>
<b>Total Sworn Hired</b>	<b>21</b>	<b>23</b>	<b>33</b>	<b>26</b>	<b>28</b>	<b>131</b>	<b>+16</b>
<b>Total Sworn Retired/Resigned</b>	<b>16</b>	<b>23</b>	<b>25</b>	<b>29</b>	<b>22</b>	<b>115</b>	

In terms of growth, the crime rate in Hanover remains the lowest in the Richmond Metropolitan area and has declined steadily over the last five years. In 2020, 62% of arrests were of persons who live outside of Hanover County, which shows we are not only policing our population of 110,000 citizens, but also those citizens throughout the region who commute through the county. Continued emphasis on proactive policing strategies is imperative to ensuring a safe environment to live and work.

The following graphs represent the five-year crime rate trend for Hanover County, as well as how we compare to our regional partners.





## TRAFFIC MEASURES

As a county, Hanover experienced a significant 19% decrease in overall reported crashes in 2020. There were 1,266 reportable crashes in 2019 versus 1,119 reportable crashes in 2020. Injuries resulting from crashes also decreased dramatically by 23% as compared with 2019 (587 in 2019 versus 450 in 2020). The number of crashes investigated by the Hanover Sheriff’s Office resulting in death in 2020 was 10 versus 9 such fatal crashes in 2019. Unfortunately, this resulted in a 11% increase over the last year.

Alcohol-related crashes increased 21% in 2020 (61 in 2019 versus 74 in 2020). This occurred even with the increase in DUI arrests from the numbers reported in 2019. Combined traffic safety initiatives of the Sheriff’s Office resulted in 255 impaired-driving arrests. This indicates a 7% increase from 2019 (239 in 2019 versus 255 in 2020). The number of persons injured in alcohol-related crashes also increased 29% in 2020 (34 in 2019 versus 44 in 2020).

## CITIZEN FEEDBACK

The Hanover County Sheriff’s Office conducted a citizen survey in 2020. The surveys were distributed at community events throughout the county between January 2020 and December 2020 by members of the Crime Prevention Unit. Ninety-seven percent (97%) of the responding citizens described Hanover County as a safe or very safe place to live. Ninety-seven percent (97%) indicated they felt safe or very safe within their neighborhood or community. Ninety-seven percent (97%) rated the overall competence of the Sheriff’s Office employees as excellent or good, and ninety-seven percent (97%) rated the overall performance of the Sheriff’s Office as excellent or good. Ninety-seven percent (97%) of the respondents rated the attitude and behavior of Sheriff’s Office deputies as excellent or good. Of the citizens that responded, 90%

indicated that the Sheriff's Office provides the services they want in their neighborhoods. Based on all responses, personal experience and observation were the most frequent variables on which respondents based their opinions in this survey.

While crime rates are given a lot of attention within the field of law enforcement, it is also vital to recognize the importance of citizens' perceptions of crime and the quality of policing within their community. The responses in all categories during the 2020 survey were overwhelmingly positive.

## ACCREDITATION

The Hanover County Sheriff's Office is internationally accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) and state accredited by the Virginia Law Enforcement and Professional Standards Commission (VLEPSC). The Sheriff's Office partners with and maintains membership in many professional organizations, among them the FBI National Academy Associates (FBINAA), Professional Executive Leadership School (PELS), Virginia Association of Chiefs of Police (VACP), International Association of Chiefs of Police (IACP), National Sheriffs' Association (NSA), the Virginia Sheriffs' Association (VSA), and the National Organization of Black Law Enforcement Executives (NOBLE). Under the leadership of Colonel David R. Hines, the Sheriff's Office continues to be one of the most respected and professional law enforcement agencies in the Commonwealth and the nation.

In addition to sworn officers and civilian employees, the Hanover County Sheriff's Office employs a number of volunteers who assist the office in logistics support as well as operations. The fiscal year 2022 law enforcement budget is \$29,101,942. The fiscal year 2022 budget for court services is \$3,231,081.

To learn more about the Hanover County Sheriff's Office please visit <http://www.hanoversheriff.com/>

# Vision, Mission and Values

## VISION

A vision is defined as “a stated aim or objective of a business or other organization.” The vision of the Hanover County Sheriff’s Office is:

*To make Hanover County an environment where crime cannot flourish.*

## MISSION

A mission statement is defined as a “statement of purpose; the fundamental reason for an organization’s existence.” The mission statement of the Hanover County Sheriff’s Office is:

*Continuing the partnership with our community, we, the members of the Sheriff’s Office, promise to provide all citizens with the highest degree of protection for their lives and property and to develop community responsibility directed at reducing crime and enhancing safety through problem-solving tactics.*

## VALUES

Shared values communicate to everyone involved the expectations and important considerations in making a decision. Since personal and organizational values may often be different, a defined set of values helps bring consistency to the decision-making process.

## COMMITMENT

To the proactive prevention of crime in our county by achieving a close working association with all citizens and businesses in eliminating the opportunities for crime and serving as the catalyst for solving problems, thereby reducing fear within the community.

## PROFESSIONALISM

In our response to the needs of the citizens and community, professionalism is achieved through training, education, commitment, and acting within the rule of law.

## COMPASSION

In our response to victims and others in need. We care about the needs of our community and strive to understand and appreciate the point of view of each citizen and merchant by treating everyone with fairness, respect and sincerity.

## HONOR

As it is displayed in the integrity of our employees, the trust we place in each other, and the respect we earn from and give to our citizens.

## ACCOUNTABILITY

As we hold ourselves to the highest standards of conduct in performing our service to the community, embracing the ideals of our Constitution and a democratic society.

## OUR MOTTO

***CONTINUING TO BE A PART OF, NOT APART FROM, THE COMMUNITY***

## Key Customers

To ensure the agency is successful, we recognize the need to identify and partner with our key customers. The Hanover County Sheriff's Office identified three key customer groups:

1. The community at large
  - Citizens
  - Civic organizations
  - Motorists
  - Students
  - Volunteer organizations
2. Business community
  - Business organizations
  - Business owners
  - Consumers
  - Shoppers
  - Visitors
3. Other government entities
  - County administration
  - School system
  - Social service agencies
  - State judicial agencies
  - Virginia State Police
  - Other regional, state and federal law enforcement agencies

These groups are the primary customers that benefit from the services provided by the Sheriff's Office.

## Key Services

The Hanover County Sheriff's Office exists to protect our citizens and preserve order. Supporting this are the following key services:

1. Prevention of Crime – Delivers crime prevention programs covering an array of topics for all ages, including security inspections (Crime Prevention Through Environmental Design/CPTED), SHIELD Program, Business Watch, Neighborhood Watch, Worship Watch, and the Adopt-A-Senior program.
2. Emergency Response – Provides first call response to all citizens and visitors of the county during natural and manmade emergencies.

3. Enforcement of Laws – Responsible for the implementation and enforcement of state laws and county ordinances.
4. Judicial Security and Civil Process – Provides courtroom security and the processing and serving of civil papers.
5. Uniform Patrol Operations – The largest and most recognizable division of the Sheriff’s Office is responsible for the protection of life and property and is Hanover County’s emergency and non-emergency first responder.
6. Administrative Operations – The business component of the Hanover County Sheriff’s Office, to include the Volunteers in Police Service (VIPS) program.

## KEY SERVICE

### Prevention of Crime

## SUPPORTING PROGRAMS

**Park, Walk and Talk:** Develops a personal relationship between officers and the community, breaking down barriers and creating partnerships.

**Adopt-A-Senior:** Maximizes the use of available resources by providing supplemental support for vulnerable seniors in order to reduce the chance that they will become victims of crime.

**Night Eyes:** Prevents crime by providing businesses with information related to after-hours activity.

**Citizens Police Academies:** Programs that instruct citizens on how the Sheriff’s Office operates in all facets of the organization. These events are held yearly as the CPA, Youth CPA and Senior CPA.

**Citizen Ride-Along:** Residents or those who work within the county may participate in the program, which allows citizens to ride with a deputy for the day and observe the daily duties of a sheriff’s deputy.

**House Watch:** Deters criminal activity by conducting periodic residence checks when homeowners are away for an extended period of time.

**The Business Watch Program:** Encourages the free exchange of information and crime prevention technique between the Hanover County Sheriff’s Office and area businesses.

**Lunch Buddy:** Increases officers' presence in schools during peak periods, e.g. lunchtime, in order to provide positive role models for youth and to minimize crime in schools.

**Crime Prevention Unit:** Works with businesses and neighborhoods to prevent criminal activity by assessing vulnerability and making recommendations to reduce the chances of being victimized (CPTED).

**The Neighborhood Watch Program:** Serves as additional "eyes and ears" for the reporting of suspicious activity or crimes in progress; falls under the Crime Prevention Unit.

**The Worship Watch Program:** Encourages the free exchange of information regarding crime trends, crime prevention techniques and emergency preparedness between the Sheriff's Office and faith communities.

**The SHIELD Program:** Provides a confluence of Business Watch, Neighborhood Watch and Worship Watch programs for citizens with an intentional focus on keeping ahead of crimes that transcend jurisdictional boundaries and the emerging threats of terrorism. This program is in cooperation with the New York City Police Department and with other communities across the country and the world at large.

## KEY SERVICE

### Emergency Response

## SUPPORTING PROGRAMS

**High Risk Entry Team:** Responds to high-risk law enforcement circumstances such as hostage situations, barricaded suspects, service of high-risk search warrants and traffic stops.

**Traffic Safety Unit:** Investigates and analyzes serious injury and fatal motor vehicle crashes.

**Search and Rescue Team:** Responds to emergency situations involving lost citizens, including children and elderly citizens with dementia. *Project Lifesaver* supports this team by providing GPS tracking devices for those needing additional care.

**Crisis Negotiation Team:** Handles all types of hostage situations with the goal of peaceful resolution. Team members are trained by the Federal Bureau of Investigation in hostage negotiation.

**Tactical Field Force:** Takes action to restore order in the event of civil unrest, including riot situations or natural disasters.

## KEY SERVICE

### Enforcement of Laws

**K-9 Team:** Assists patrol officers and investigators in the tracking and apprehension of individuals and recovery of articles through the use of trained team members and canines.

**Underwater Dive Team:** Assists with locating, recovering and preserving evidence from an underwater environment during the course of a criminal investigation.

## SUPPORTING PROGRAMS

**Investigative Division:** Divided into three distinct units: General Investigations, Street Crimes & Vice/Narcotics. This section comprises approximately 16% of sworn personnel. Responsibilities include the investigation of crimes such as homicide, robbery, grand larceny, felonious assault, drug distribution, prostitution, and gambling.

**Uniform Patrol Division:** Operates 24 hours a day, 365 days a year and includes approximately 63% of all sworn personnel. This division conducts the vast majority of enforcement activities. Officers investigate motor vehicle crashes, provide initial and follow-up reporting of crimes, enforce traffic laws, and conduct on-scene arrests for criminal violations, as well as a myriad of additional enforcement services including issuance of protective orders and arrests for domestic assault. Additionally, the Youth Services Unit is responsible for law enforcement and prevention programming in all elementary, middle and high schools in the county.

**Crime Management Initiative (CMI):** In conjunction with the resources of the SHIELD initiative, this program actively engages members of Patrol, Investigations, and the Crime Prevention Unit and analyzes crime trends in order to develop solutions to current or projected issues in Hanover County as well as surrounding geographic areas.

## KEY SERVICE

### Judicial Security and Civil Process

## SUPPORTING PROGRAMS

**Court Security:** The Court Services Unit provides essential security functions that provide for the personal safety and security of judicial personnel, attorneys, jurors and the public who enter the courthouses and the complex. Deputies are responsible for care, control and

movement of jurors during all jury trials. They also provide security for all six Hanover courtrooms: Circuit, General District and Juvenile and Domestic Relations.

**Civil Process:** The Court Services Unit is responsible for all civil process. Duties for civil process services include, but are not limited to, warrants in debt, warrants in detinue, subpoenas, criminal and civil show causes, levies, enforcement of court orders, legal papers, documents and the execution of judgments as well as protective orders when the parties are present in court. The unit also serves DMV notices, bills of complaint and other notices. Deputies are also responsible for the execution of evictions as well as the safety of all involved.

#### KEY SERVICE

### Uniform Patrol Operations

#### SUPPORTING PROGRAMS

**Uniform Patrol:** The Uniform Operations Division is the most visible entity of the Sheriff's Office. Uniform Operations consists of three patrol shifts (day, evening, midnight), the Safe Streets Unit, Youth Services Unit, and a warrant officer. The Reserve Unit and all special teams also fall within this division. Uniform Operations is the largest division within the agency.

**Safe Streets Unit:** Conducts high visibility criminal interdiction as a means to deter, identify, and/or apprehend individuals engaged in or seeking opportunities to engage in criminal activity within the jurisdictional boundaries of Hanover County. All identifications will be used to pattern potential criminal activity.

**Youth Services:** Divided into School Resource and D.A.R.E. School Resource is responsible for law enforcement services at all county middle and high schools and works closely with patrol officers and investigators. D.A.R.E. is responsible for drug abuse education at all county elementary schools.

**Reserve Unit:** The Sheriff's Office benefits from 17 citizens who are willing to donate their time to serve the county as sworn law enforcement officers. They receive the same training as paid deputies and monthly in-service training. They work closely with patrol officers on each shift and also perform crowd control and traffic functions during parades and other large events.

#### KEY SERVICE

### Administrative Operations

#### SUPPORTING PROGRAMS

**Finance/Purchasing:** Duties encompass management of law enforcement and court services budgets, accounts payable, accounts receivable, procurement and purchasing, accurate maintenance of the Sheriff's Office property room inventory, distribution of required equipment in order to properly outfit sworn personnel for duty and managing the evidence room.

**Records:** Responsible for processing of civil papers and all reported events with associated paperwork, to include entry into the Sheriff's Office automated records management systems, internal filing, and accurate reporting to local, state and federal designations as mandated. A vital function carried out by this section of the Sheriff's Office is the management, maintenance, accountability, proper storage, and safekeeping of all evidence recovered, to include chain of custody, verification, destruction per court allowance, and dissemination of recovered property to its respective owner once approval is obtained, to include impounded vehicles.

**Systems Administration:** An information conduit for all other divisions within the Sheriff's Office in regard to automation needs and assessments; offers solutions and support to departmental users. Provides front line support for all hardware and software systems used by Sheriff's Office personnel.

**Personnel:** Maintains all human resource documents such as personnel files, supplemental/secondary employment records, background investigations, and medical documents. Manages all sworn and civilian hiring processes to include the management of background investigators on an as-needed basis. Coordinates all recruiting efforts on behalf of the Sheriff's Office.

**Training:** Responsible for all basic, in-service and specialized training through the Hanover County Criminal Justice Academy.

**Fleet Management:** Responsible for the management of the Sheriff's Office vehicle fleet.

**Volunteers** (Motorist Assistance program, Sheriff's Office chaplains, fleet and office volunteers): Provide valuable support in multiple areas from enforcement to administrative support at minimal cost.

## Environmental Scan

An environmental scan takes a realistic look at internal and external factors impacting the organization in order to gain a clear picture of how to plan for the future.

As a part of the strategic planning process, input was gathered from the Sheriff's Office internal staff and performance data, the Hanover County Public Schools Long-Range Plan, the Hanover County Strategic Plan, the Hanover County Public Safety Strategic Plan, and Hanover County Economic Development data.

Key observations included the following:

- Slowing population growth – average increase of just over 1% for the last ten years (2010-2020 U.S. census data)
- Crime rates – 62% of people arrested for crimes reside outside of Hanover County (2020)
- Between 2010 and 2020, the average age of people living in Hanover has increased from 41 years to 42.7 years of age. The population of people 65 and older increased from 13.2% of the population to 18.4%.
- Projected staffing needs - Increased staffing needs due to increases in demand for services.
- Continued elevated risk of international and domestic terrorism resulting in mass casualty incidents.
- Increase in line-of-duty deaths for law enforcement – Nationwide, 2020 saw a total of 374 line-of-duty deaths for law enforcement. This was a 183% increase compared to deaths in 2019. Of these, 65.5% were COVID-related, and 13.6% were a result of firearms or assault on law enforcement.

Armed with this information, the strategic planning team developed goals and initiatives to enhance current services, adjust allocation of resources and plan for future needs.

## Goals, Objectives, and Initiatives

The Hanover County Sheriff's Office enjoys a high degree of public trust and has an excellent reputation for protecting the public. With that in mind, the Sheriff's Office strategic planning team was challenged to consider ways to improve Sheriff's Office services to our customers. The team identified four goals:

1. Create, foster, and maintain safe communities through delivery of high quality law enforcement services, partnerships, and community engagement
2. Recruit, hire and retain skilled professionals committed to our agency and its core values
3. Support and continually evaluate operational efficiencies
4. Ensure fiscal responsibility

All of the goals listed have specific objectives and initiatives that will assist in accomplishing the goals. For clarity, these terms are defined below:

- Goals: Broad statements of measurable outcome to be achieved on behalf of our customers
- Objectives: Statements of what we must do well, or barriers that we must overcome to achieve a specific goal
- Initiatives: Specific programs, strategies and activities required to meet the targeted performance levels

**GOAL I: CREATE, FOSTER, AND MAINTAIN SAFE COMMUNITIES THROUGH DELIVERY OF HIGH QUALITY LAW ENFORCEMENT SERVICES, PARTNERSHIPS AND COMMUNITY ENGAGEMENT**

- 1.1 Forecast opportunities and challenges to our community
  - 1.1.1 Fully understand and communicate threats to our community
  - 1.1.2 Expand information sharing between school, citizen, civic, and commercial organizations to better educate and engage the community
  - 1.1.3 Identify key issues and/or trends facing law enforcement and the community
- 1.2 Develop and implement response strategies to become more efficient and effective
  - 1.2.1 Prevent, detect and solve criminal activity
  - 1.2.2 Minimize traffic-related injuries, loss of life and property damage
  - 1.2.3 Effectively develop and deploy staff throughout the county
- 1.3 Build upon and create new partnerships with community, government and law enforcement agencies
  - 1.3.1 Partner with other county departments and community entities to address community challenges and better utilize Hanover County Sheriff's Office resources
  - 1.3.2 Develop new programs and assess existing programs, evaluate effectiveness, and identify opportunities for enhancing partnerships
  - 1.3.3 Partner with metro, state and federal law enforcement agencies in order to share information and develop regional response strategies

- 1.3.4 Partner with key neighborhood organizations throughout the county to promote Neighborhood Watch programs
- 1.3.5 Explore opportunities to better partner with businesses and promote key programs such as the Hanover County Business Watch program
- 1.3.6 Partner with the faith community throughout the county to promote the Worship Watch program
- 1.3.7 Continue to educate and recruit community members for departmental volunteer programs

## GOAL 2: RECRUIT, HIRE AND RETAIN SKILLED PROFESSIONALS COMMITTED TO OUR AGENCY AND ITS CORE VALUES

- 2.1 Ensure workforce is prepared to meet current and future needs
  - 2.1.1 Implement human resource programs that ensure leadership continuity
  - 2.1.2 Develop a dynamic plan to recruit and retain a diverse, committed, and high-performing workforce
  - 2.1.3 Provide applicable training opportunities for existing personnel
  - 2.1.4 Promote wellness programs for officer mental and physical health support
  - 2.1.5 Evaluate employee compensation and benefits
- 2.2 Promote an innovative, collaborative and positive work environment
  - 2.2.1 Foster a system to encourage employee recommendations to enhance problem-solving
  - 2.2.2 Enhance existing environment where excellence is recognized and rewarded
- 2.3 Provide tools to enable personnel to be more effective
  - 2.3.1 Keep abreast of and provide personnel with latest methodologies and technologies to better serve the community
  - 2.3.2 Cross train personnel to increase efficiency and promote professional growth
  - 2.3.3 Promote a positive work-life balance to restore employee wellbeing and achieve sustainable performance

## GOAL 3: SUPPORT AND CONTINUALLY EVALUATE OPERATIONAL EFFICIENCIES

- 3.1 Assess existing processes and programs to determine their efficiency
  - 3.1.1 Identify and schedule evaluation of key processes
  - 3.1.2 Develop new and enhance existing protocols to reduce time spent by sworn officers on administrative and other processes in areas such as leveraging use of technology and volunteers
  - 3.1.3 Standardize processes and programs to enhance consistency and efficiency
- 3.2 Research, evaluate and implement best practices
  - 3.2.1 Ensure compliance with federal, state and local guidelines
  - 3.2.2 Leverage technology and provide necessary training to maximize the efficiency of all staff, resources, and work processes. Integrate technology to provide consistency throughout department
  - 3.2.3 Support innovative research techniques

#### GOAL 4: ENSURE FISCAL RESPONSIBILITY

- 4.1 Ensure funding for critical law enforcement services
  - 4.1.1 Continue to implement best purchasing practices
  - 4.1.2 Provide for continual monitoring of expenses and available balance through best management practices
  - 4.1.3 Conduct monthly analysis of expenditures to ensure actual outlays are in line with developed budget
- 4.2 Align new purchases with priorities as identified through strategic planning
  - 4.2.1 Provide agency-wide input into budget requests
- 4.3 Continue to pursue funding from non-local sources
  - 4.3.1 Pursue alternative sources of funding for projects or purchases
  - 4.3.2 Pursue increases in grant funding

## Conclusion and Implementation of Plan

In support of these goals, we recognize that, as the population and landscape of Hanover County develop in a fluctuating economic environment, the complexity, needs and expectations of the community will change. These trends compel us to enhance efficiencies and secure resources necessary to support the level of service citizens deserve to keep the community safe.

Our Strategic Plan underscores the continuing efforts of our office as we move forward in accomplishing these goals, objectives and initiatives as stated in this plan. We will continue to face existing and new challenges as the county and country are impacted by crime on a national and international level. It is crucial to our safety that we remain flexible and receive the support needed to procure additional resources, such as equipment, staffing and training, to fully protect the community.

The population in our community as well as others in the Richmond Metropolitan Area has continued to increase over the past decade. The Sheriff's Office Strategic Plan is regarded as a living document and serves as a roadmap to help guide decisions related to budget, programs and operations within this agency during the next five years. Review and assessment of this plan will be ongoing to meet the changing needs of the community and those of its citizens.