I. PURPOSE

The purpose of this General Order is to delineate the Sheriff’s Office planning and research function, assign responsibility, and define relationships and performance guidelines.

II. POLICY

The Loudoun County Sheriff’s Office performs a variety of planning and research functions. These functions include organizational transformation, efficiency improvements, analysis of reported crimes and requests for service, agency planning and budgeting, developing operational procedures and policy guidelines, and liaising with other criminal justice planning groups. The Sheriff’s Office will continually conduct strategic planning by Bureau Commanders and Division Commanders, under the direction of the Sheriff.

III. PROCEDURE

A. Strategic Planning will include the fields of business transformation, strategic planning, project management, organizational change, workforce planning, business process reengineering, and strategic communications to bring the organization’s vision to reality.

B. Strategic Planning will incorporate accurate studies of Sheriff’s Office service utilization, traffic patterns, and conditions, residential and commercial business workforce population shifts, and other conditions impacting current and future law enforcement service delivery. It also compiles information from various sources and coordinates with county planning staff to prepare forecasts that will assist in mission definition and deployment strategies.

C. Strategic planning should occur at all levels of the Sheriff’s Office on a regular and reoccurring basis. At a minimum, each unit, section, and division should annually evaluate its needs, mission, responsibilities, and expectations. These evaluations should be used to assist with annual budget development and performance measure tracking.

IV. RESPONSIBILITIES

A. Bureau Commanders and Division Commanders accomplish planning and research activities as a part of their regular staff activities and according to the functions within their respective divisions.
B. The Bureau Commanders ensure the goals and objectives for the Sheriff’s Office are well planned and documented in order to provide adequate staffing and operational funding for future years. Multi-year considerations should include:

1. Anticipated workload and population trends
2. Anticipated personnel levels
3. Anticipated capital improvements and equipment needs
4. Long term goals and operational objectives
5. Provisions for review and revision as needed
6. Changes in technology that are specific to service delivery
7. Collaboration with outside agencies and organizations that share common interests and promote community services

C. The Sheriff’s Office Policy Manager assists Bureau and Division Commanders with the development and revision of agency policy and procedure. In addition, it coordinates with the County Attorney’s Office to ensure directives are fair and compliant with federal and state laws, county ordinances, and agency policies.

D. The Sheriff’s Office Training Section keeps Bureau and Division Commanders informed on new concepts, theories, equipment, and programs applicable to law enforcement planning methods and administration. Personnel attend conferences, conventions, and other educational and professional meetings to update planning methods and administration.

E. The Sheriff’s Office Accreditation Manager keeps Bureau and Division Commanders informed of new requirements and changes to accreditation standards.

F. Crime analysts are responsible for preparing documents for Bureau and Division Commanders related to crime stats, trends, patterns, or supporting agency staff with requests relating to crime.

G. Traffic analysts are responsible for preparing documents for Bureau and Division Commanders related to traffic-related issues and support agency staff with requests relating to traffic issues.

H. All units, sections, and divisions shall be responsible for accurately tracking and collecting performance measure data on a quarterly basis.