

CHESAPEAKE SHERIFF'S OFFICE

JIM O'SULLIVAN, SHERIFF



2023 STRATEGIC PLAN

CHESAPEAKE SHERIFF'S OFFICE
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MISSION STATEMENT

The Mission of the Chesapeake Sheriff's Office is to deliver effective law enforcement services through transparency, integrity, innovation, enthusiasm, and community partnerships. We identify and meet the challenges of our community by building dynamic partnerships which enhance the quality of life of those we serve.

VISION STATEMENT

"To be a mission oriented, criminal justice agency that achieves excellence and a position of leadership through progressive criminal justice practices, public safety, and service. To act with integrity and professionalism while always maintaining an environment responsive to the needs of our personnel and the communities that we serve."

VALUE STATEMENT

Values are the foundation for obtaining the Sheriff's Office mission. The employees of the Chesapeake Sheriff's Office, individually and collectively, stand committed to: *Professionalism, Loyalty, Dedication, Accountability, Excellence, Respect, and Trust.*

It is recognized by the Sheriff's Office that its greatest resources are found within the personnel of the Sheriff's Office and the citizens that we serve. Through committed leadership, supervision, training, and discipline, the Chesapeake Sheriff's Office Mission will be fulfilled.

INTRODUCTION

The development of a strategic plan is a significant step to plan for the future of the Chesapeake Sheriff's Office. The Chesapeake Sheriff's Office – Strategic Plan is formulated into several broad areas that the Sheriff and his command staff feel should be addressed.

While these goals present the desired direction in which the Sheriff wishes to move, they must be viewed in the context of ongoing manpower and budgetary restraints that hamper the efforts of categorizing these goals into three (3), five (5), and ten (10) year benchmarks. These budgetary restraints represent a substantial challenge to several goals described below. However, this plan represents some progressive ideas that will help the Sheriff's Office remain focused on its mission to make great strides in the effort to provide the best level of service to the community and citizens of Chesapeake.

The Chesapeake Sheriff's Office is charged with the primary responsibilities of operating the Chesapeake Correctional Center, maintaining court security in courts, service of civil process, and fugitive apprehension. The Chesapeake Sheriff's Office also has the responsibility to provide law enforcement services when necessary.

The City of Chesapeake is the 2nd largest city in Virginia and comprises of approximately 350 square miles with an estimated population of over 254,288 persons. The Chesapeake Sheriff's Office employs a total sworn compliment of 386 and a civilian compliment of 59.

In 2022, the Chesapeake Sheriff's Office managed an average daily inmate population of 791 inmates, received 88,080 civil and criminal papers (including 829 evictions).

GOALS AND OBJECTIVES

Goal #1: Enhance/further efforts for increasing training and education of Sheriff's Office staff.

1. **Objective:** Implement mandatory supervisory and command staff training through in-house and City training along with external sources such as the FBI National Academy, Southern Police Institute's Administrative Officers Course (AOC), and North Carolina State University's Administrative Officers Management Program (AOMP).

Rationale: Currently all new supervisors are required to complete the City of Chesapeake's Supervisory Certificate Program within two (2) years of becoming a supervisor. There are several supervisory classes that are offered through the city which although not necessary to complete the certificate program would be beneficial to the supervisory staff of the Sheriff's Office. Likewise, the external sources listed above would provide excellent training for mid-level supervisors and command staff.

2. **Objective:** Require forty (40) hours on in-service training for all Sheriff's Office sworn personnel on an annual basis.

Rationale: Currently sworn staff members are required to attend mandatory in-service based on the requirements of the Virginia Department of Criminal Justice Services. Sworn staff only needs to complete a minimum of 24 to 40 hours every two (2) years based upon their certifications. Increasing in-service training would allow the Sheriff's Office to provide valuable information to assist staff in performing their assigned tasks.

3. **Objective:** Provide Virginia Department of Criminal Justice Services - law enforcement certification to all sworn personnel of the Sheriff's Office.

Rationale: Currently 14.5% of sworn staff members carry law enforcement certification. By Virginia State Code, all sworn deputy sheriffs have law enforcement authority. This training would provide deputy sheriffs with the knowledge and skills to effectively deal with situations they may come upon as well as assist the police department in an effective manner when needed.

4. Objective: Enhance efforts to encourage staff members to further their education.

Rationale: It is recognized by the Sheriff's Office that education is important not only to the Sheriff's Office but the individual as well and benefit both with their increase in knowledge.

Goal #2: Enhance/further the use of modern technology to improve the effective and efficient operation of the Sheriff's Office.

Objective: Extend data communications between outside agencies.

Rationale: The progress of technology allows for the Sheriff's Office to access useful information from other agencies within the City of Chesapeake and the surrounding areas and vice versa. Extending data communications should be considered between the Sheriff's Office and the Courts, police department, Department of Child Support Enforcement, etc...

Goal #3: Enhance the Sheriff's Office functions through effective changes in operational goals.

1. Objective: Increase levels of sworn and non-sworn personnel to serve the growing inmate and City populations.

Rationale: An increase in the population of inmates and the City of Chesapeake increases the need for additional staff members. The Sheriff's Office in its efforts to reduce the amount of money needed for hiring staff looks for innovative ways to fund these positions through the use of grants, etc...

2. Objective: Increase the number of inmate work crews in the City of Chesapeake.

Rationale: The Sheriff's Office currently operates fifteen inmate work crews in the city. Each crew provides a substantial amount of savings to the city. The Sheriff's Office is looking to provide more crews to assist the City maintenance of City property and responsibilities such as grass mowing, painting, etc...

Goal #4: Enhance the operations of the Sheriff's Office through capital improvements.

Objective: Construction of a new training facility.

Rationale: As the demands of the criminal justice increases so do the needs for training. The Sheriff's Office recognizes that training its staff is one of the most important tasks to be completed. The Chesapeake Sheriff's Office Training Academy currently utilizes space in conjunction with the Chesapeake Police Academy. The current site was originally constructed in 1950 and in need of major repair. One study by an outside consultant stated that the physical building was one of the worst he had seen.

Objective: Physical plant modification

Rationale: Due to the Mental health and medical inmates returning to us from HRRJ.

Goal #5: Enhance the relationship and community involvement between the citizens of the City of Chesapeake and the Sheriff's Office.

1. Objective: Enhancement of the Elderly Victim's Assistance Program (EVAP).

Rationale: The Sheriff's Office prides itself on programs which benefit and assist the citizens of the City of Chesapeake. By enhancing this program, the Sheriff's Office is able to assist more citizens.

2. Objective: Increase involvement with outside agencies.

Rationale: It is understood that the citizens of Chesapeake benefit when agencies are able to form partnerships within the community. These partnerships usually lead to an ability to better serve with a reduction in the amount of monies needed. The Sheriff's Office is a proactive agency which seeks and encourages these partnerships to be formed.

3. Objective: Improve communication and cooperation between the youth of Chesapeake and members of the law enforcement community.

Rationale: Better communication and understanding between youth and law and enforcement are essential to a safe community. Currently the Sheriff's Office oversees two new programs that accomplish this. The Children Today Leaders Tomorrow Program along with Aspire Program team law enforcement and youth together in this mentoring program. Plans are to expand both program and increase the number of participants to further impact the community.