PUBLIC SAFETY

To be a safe community

Hanover County strives to be a community where residents and visitors feel safe. In a safe community, residents have a sense of pride and happiness in the community and a belief that their community can accomplish anything. Public Safety includes the areas of law enforcement, fire and emergency services, emergency communications, animal control, and judicial and court services.

The County prides itself on having the lowest crime rates in the Richmond Metropolitan area, making it an attractive place for both residents and businesses. In the 2017 National Citizen Survey, Hanover's public safety services were highly rated with the Sheriff's Office, Fire Prevention and Animal Control rated higher than our benchmark of other localities across the U.S. Crime prevention services and had a good or excellent rating from 90% of survey respondents, and emergency preparedness had a good or excellent rating from 70% of survey respondents.

The safety of the community is impacted by the overall crime rate, public perception of safety, emergency response times, quality of emergency medical care, and fire prevention and suppression capabilities. The Sheriff's office and the Hanover Fire-EMS departments must continue to recruit and maintain a professional and highly-trained workforce to ensure positive outcomes and high survival rates. To build and maintain strong partnerships with the community it is imperative to have trust, transparency, and accountability with the public.

Proactive community engagement by public safety departments is important in building positive relationships and keeping neighborhoods safe. Citizens have opportunities to participate in outreach programs such as the Neighborhood Watch program, Citizens Police Academy, Youth Police Academy and volunteer programs. Public safety departments hold community events throughout the year, including National Night Out, an annual event developed to encourage strong relationships across the community and with local law enforcement. Hanover Alert, which operates in conjunction with Code Red, is an emergency notification system that citizens can sign up for to receive alerts related to emergency situations such as evacuation notices, missing child alerts, and contaminated water alerts.

PUBLIC SAFETY

Summary of Strategic Priority Area Strategies and Objectives

Strategies

- Utilize planning standards, engagement and enforcement to ensure a safe community and provide consistent, effective, and efficient delivery of safety services
- Respond rapidly to calls for public safety services in order to maximize survivability
- Effectively build and maintain public trust by engaging in community relations and community engagement efforts

Objectives

- Meet public safety response time goals
- Provide public safety, community education and prevention related programs and services to meet safety needs
- Help residents mitigate risk from a disaster by providing preparedness training and effective disaster response services
- Provide state of the art facilities, equipment, and training that will improve the readiness and response of public safety staff

PUBLIC SAFETY

Key Initiatives

Timeline – Next 6 - 12 Months

3.1 Develop a Countywide Continuity of Operations Plan (COOP)

3.2 Conduct a Review of New Marijuana Law

3.3 Update County Burn Ordinance

3.4 Invest in Aging Public Safety Infrastructure – Burn Building Construction

Timeline – 12 – 24 Months

3.5 Conduct a Threat and Hazard Identification and Risk Assessment (THIRA) for the County and update County's Emergency Operations Plan (EOP) based on information obtained from the THIRA

3.6 Annual Review of School Safety

3.7 Evaluate Need For and Use of Special Event Permit and/or Standard Operating Procedures

Timeline – 24 – 48 Months

3.8 Invest in Aging Public Safety Infrastructure – Construction of New Fire Station

3.9 Examine Fire and EMS Response Goals

Timeline – 48 Months or More

3.10 Enhanced Public Safety Technology and Increased Efficiencies – Next Generation 911 and CAD to CAD Interface

3.11 Invest in Aging Public Safety Infrastructure – Explore Replacement of a New Animal Shelter

3.12 Computer Aided Dispatch/Mobile Data/Records Management System Replacement

PUBLIC SAFETY

3.1 DEVELOP A COUNTYWIDE CONTINUITY OF OPERATIONS PLAN (COOP)

The Continuity of Operations Plan (COOP) provides a framework for Hanover County to accomplish its mission with minimal disruption, especially during an emergency event. The COOP provides planning and program guidance for the efficient performance of the organization's essential functions under all threats and conditions. The development of the County's operational COOP should reference and/or incorporate the County's Information Technology COOP.

Related Strategy: Utilizing planning standards, engagement, and enforcement to ensure a safe community and provide consistent, effective, and efficient delivery of safety services

Related Objective: Help residents mitigate risk from a disaster by providing preparedness training and effective disaster response services

Initiative Timeline: Next 6 - 12 Months (with annual reviews)

	ACTIONS
FY2022	• Develop a Countywide Continuity of Operations Plan (COOP)

	ACTIONS
FY2023	• Present COOP to County Administration for review and comment by March 2023

	ACTIONS
FY2024	• Implement County COOP – July 2023

	ACTIONS
FY2025	• Annual review of COOP and implement updates as appropriate

	ACTIONS
FY2026	• Annual review of COOP and implement updates as appropriate

KEY PERFORMANCE MEASURE	TARGET
Implementation of COOP	July 2023

3.2 CONDUCT A REVIEW OF NEW MARIJUANA LAW

The Sheriff's Office will review, in partnership with the Commonwealth's Attorney and County Attorney, the recently approved General Assembly laws on marijuana. The review will help with future awareness and training for public safety staff.

Related Strategy: Utilize planning standards, engagement and enforcement to ensure a safe community and provide consistent, effective, and efficient delivery of safety services

Related Objective: Provide public safety, community education, and prevention related programs and services to meet safety needs

Initiative Timeline: Next 6 - 12 Months

	ACTIONS
FY2023	• Hold (internal) training on new state marijuana laws for public safety personnel • Identify additional needs and resources associated with new state law • Review and update new state regulations with the Hanover County Safety and Security committee

KEY PERFORMANCE MEASURE	TARGET
Internal training sessions held with Sheriff staff on new state marijuana laws	tbd
Presentation on new state laws and implications at Hanover County Safety and Security committee	Tbd – FY23

3.3   UPDATE COUNTY BURN ORDINANCE

This initiative seeks to update the County's existing burn ordinance. The focus will be to review and update the ordinance in order to achieve a level of air quality that promotes social and economic development while also protecting the public's health, safety, and welfare.

Related Strategy: Utilize planning standards, engagement and enforcement to ensure a safe community and provide consistent, effective, and efficient delivery of safety services

Related Objective: Provide public safety, community education and prevention related programs and services to meet safety needs

Initiative Timeline: Next 6 - 12 months

	ACTIONS
FY2022	• Present proposed ordinance changes to the Safety and Security Committee • Send proposed ordinance to DEQ for approval

	ACTIONS
FY2023	• Present proposed ordinance to Board of Supervisors for approval – date to be determined based on DEQ approval

	ACTIONS
FY2024	• Implement ordinance and conduct an annual review process for statutory changes

	ACTIONS
FY2025	• Conduct an annual review process for statutory changes

	ACTIONS
FY2026	• Conduct an annual review process for statutory changes

KEY PERFORMANCE MEASURE	TARGET
Adoption of updated ordinance by Board of Supervisors	tbd

3.4 INVEST IN AGING PUBLIC SAFETY FACILITIES - BURN BUILDING CONSTRUCTION

This initiative will replace the aging live fire training structure. Improvements will seek to address all key competencies of firefighting and rescue related services and will provide the County with a modern, state of the art training facility that can be used by Hanover Fire/EMS as well as support training opportunities within the region. Funding has also been included in the FY23 capital budget to fully equip the new facility.

Related Strategy: Utilize planning standards, engagement and enforcement to ensure a safe community and provide consistent, effective, and efficient delivery of safety services

Related Objective: Provide state of the art facilities, equipment, and training that will improve the readiness and response of public safety staff

Initiative Timeline: Next 6 - 12 Months

	ACTIONS
FY2023	• Substation construction projected completion by February 2023 • Final construction projected completion by April 2023 to include all training props • Obtain certificate of occupancy • Hold ribbon cutting and open facility for training (projected) May 2023

	ACTIONS
FY2024	• Demolish and repurpose existing burn building site

KEY PERFORMANCE MEASURE	TARGET
Inspection of building and training props in accordance with NFPA 1402, 1403, and Virginia Department of Fire Program standards	Annually pass inspections
Conduct structural integrity inspection	Every 5 years

3.5 CONDUCT A THREAT AND HAZARD IDENTIFICATION AND RISK ASSESSMENT (THIRA) FOR THE COUNTY AND UPDATE COUNTY'S EMERGENCY OPERATION PLAN (EOP) BASED ON INFORMATION OBTAINED FROM THIRA

The Threat and Hazard Identification & Risk Assessments (THIRA) was developed by FEMA to help prepare communities for the greatest security risks. This framework will provide an in-depth assessment of the county's capabilities, gaps, and anticipated needs within FEMA's 32 core capabilities that span across five mission areas of Prevention, Protection, Mitigation, Response, and Recovery. This information will be used to update and revise the current Emergency Operation Plan for adoption by the Board of Supervisors. Primary and supporting agencies will be identified for roles and responsibilities.

Related Strategy: Utilizing planning standards, engagement, and enforcement to ensure a safe community and consistent, effective, and efficient delivery of safety services

Related Objective: Help residents mitigate risk from a disaster by providing preparedness training and effective disaster response services

Initiative Timeline: Next 12 – 60 Months

	ACTIONS
FY2022	• Complete the Mission Areas of Response and Recovery worksheets and conduct tabletop scenarios – moved to FY23 • Identify Annex plans that need to be produced such as Hazard Mitigation and Family Assistance, etc.

	ACTIONS
FY2023	• Identify Annex plans that need to be produced such as HazMat and Communications, etc. • Complete the Mission Area of Response and Recovery worksheets and conduct tabletop scenarios • Complete the Mission Areas of Prevention, Preparedness, and Mitigation • Submit the Local Capabilities Assessment Report (LCAR) to VDEM (Virginia Department of Emergency Management) by July 1st annually

	ACTIONS
FY2024	• Work group with internal and external stakeholders to review Emergency Operations Plan (EOP) • Compile the Data and Information for the completed THIRA • Conduct Stakeholder Preparedness Review (SPR) annually to update capabilities and gaps • Submit the Local Capabilities Assessment Report (LCAR) to VDEM by July 1st annually

	ACTIONS
FY2025	• Revise/update Emergency Operations Plan (EOP) based on information gathered by the THIRA • Conduct Stakeholder Preparedness Review (SPR) annually to update capabilities and gaps • Submit the Local Capabilities Assessment Report (LCAR) to VDEM by July 1st annually

	ACTIONS
FY2026	• Present revised EOP to be adopted by Board of Supervisors (May 2026) • Implement revision and update THIRA to re-evaluate capabilities and gaps assessment • Conduct Stakeholder Preparedness Review (SPR) annually to update capabilities and gaps • Submit the Local Capabilities Assessment Report (LCAR) to VDEM by July 1st annually

KEY PERFORMANCE MEASURE	TARGET
Submission of Local Capabilities Assessment Report (LCAR) to VDEM	Annually July 1st
Stakeholder Preparedness Review (SPR)	Complete – annually
THIRA review and update	Complete every 3 years by May

3.6 ANNUAL REVIEW OF SCHOOL SAFETY

School systems stand at risk from a variety of acts of violence, as well as from natural and manmade disasters. To help address these threats, the Sheriff's Office in partnership with Hanover County Public will focus on continuing existing efforts to school readiness and preparedness. Currently, and by State code, there is a MOU between the Sheriff's Office and the School relative to the scope of support to be provided by the Sheriff's Office to the School division. The last MOU was signed in April of 2021 and is scheduled for a review and update in 2023. The MOU must be updated every two years. HCPS seeks public input prior to it being finalized with the Sheriff's Office.

Additionally, the Sheriff's Office crime prevention unit conducts safety assessments at every HCPS on an annual basis, which is part of the Crime Prevention Through Environmental Design (CPTED) method. The Sheriff's Office assesses both internal and external concerns for a holistic approach to overall school safety. Those results are given to each school principal, as well as school staff in Central Office – as well as provides additional information that can assist in updating the MOU.

This initiative seeks to continue the annual review of school safety by the Sheriff's office crime prevention unit and to biannually review and update, as needed, the school safety MOU based on trends and information obtained from annual safety reviews.

Related Strategy: Utilize planning standards, engagement and enforcement to ensure a safe community and provide consistent, effective, and efficient delivery of safety services

Related Objective: Provide public safety, community education and prevention related programs and services to meet safety needs

Initiative Timeline: Next 12 – 24 Months

	ACTIONS
FY2023	- Sheriff's Office to meet with School officials to review and update, as appropriate, the school safety MOU - Obtain public input on MOU - Draft MOU reviewed with the Joint Education Committee - School Board to approve MOU - Sheriff's Office complete school safety review

	ACTIONS
FY2024	Sheriff's Office complete school safety review

	ACTIONS
FY2025	- Sheriff's Office to meet with School officials to review and update, as appropriate, the school safety MOU - Obtain public input on MOU - Draft MOU reviewed with the Joint Education Committee - School Board to approve MOU - Sheriff's Office complete school safety review

	ACTIONS
FY2026	Sheriff's Office complete school safety review

KEY PERFORMANCE MEASURE	TARGET
Approval of school safety MOU	By June 30, 2023
Completion of school safety review (FY23)	All school reviews completed and results submitted to School officials – in FY23

3.7 EVALUATE NEED FOR AND USE OF SPECIAL EVENT PERMITS AND/OR STANDARD OPERATING PROCEDURES

Hanover County is committed to ensuring that special events held within the County are done so in a safe manner where County services are available to assist if needed and requested. Currently, all special events, tournaments, shelters, etc. held inside parks are permitted through the Parks and Recreation Department's standard permitting process. Parks and Recreation also has standard operating procedures (SOPs) for large scale events that would monopolize an entire park. Each week, Parks and Recreation sends a listing of activities to the County's Fire/EMS and Sheriff's Office to understand the scale and scope of events in County parks and to plan for potential allocation of resources. This process is to help provide

departments of an awareness of activities and events while also helping to ensure the safety and well-being of citizens and visitors attending events in parks. However, the County does not have a special event permit or process for activities held outside of public parks.

An internal workgroup of staff from multiple departments will assess the merits of having a special event permit/process and/or SOPs for activities held in the County not on public park property. This group will include staff from the County Administration, Sheriff's, Fire-EMS, Planning, Parks and Recreation, County Attorney, and Building Inspections Departments. They will research other localities special event processes and SOPs, determine if Hanover County should have a special event permit and/or SOPs, and based on the recommendation to implement a special event permit process and/or SOPs, will draft a process and policy/SOP for the County Administrator and Board of Supervisors' consideration. This evaluation will assess the County's current capacity to oversee this new process and any additional resources that may be needed for successful implementation.

Related Strategy: Utilize planning standards, engagement and enforcement to ensure a safe community and provide consistent, effective, and efficient delivery of safety services

Related Objective: Provide public safety, community education and prevention related programs and services to meet safety needs

Initiative Timeline: Next 12 Months

	ACTIONS
FY2023	• Identification and selection of key departmental staff members on work group • Work group meets and performs research and assessment on merits of having a special event permit • Draft recommendations are developed and presented to County Administration • Recommendations are presented to Board of Supervisors.

KEY PERFORMANCE MEASURE	TARGET
Development of a recommendation	Late Spring 2023

3.8   INVEST IN AGING PUBLIC SAFETY FACILITIES – CONSTRUCTION OF NEW FIRE STATION

Funding was included in the FY23 budget for the construction of a new Fire Station (#17) in the Laurel Meadow area of Pole Green and Lee Davis corridor. This new station will provide a modern facility to support 24/7 staffing for more reliable coverage to the central part of the County, particularly within the Mechanicsville and Henry Districts. This investment will ensure quick response times necessary to optimize the survivability of public safety hazards.

Related Strategy: Utilize planning standards, engagement and enforcement to ensure a safe community and provide consistent, effective, and efficient delivery of safety services

Related Objective: Provide state of the art facilities, equipment, and training that will improve the readiness and response of public safety staff

Initiative Timeline: Next 24 - 48 Months

	ACTIONS
FY2022	• Hold Community Meeting on project to obtain citizen feedback • Present plans to the School Board

	ACTIONS
FY2023	• Obtain Conditional Use Permit from the Planning Commission and Board of Supervisors – Planning Commission meeting scheduled for Oct. 2022 and Board meeting scheduled for November 2022 • Design facility • Advertise and receive bids • Issue Notice to Proceed and obtain necessary permits • Begin construction of facility

	ACTIONS
FY2024	• Continue construction of facility • Complete construction early Summer of 2024

	ACTIONS
FY2025	• Project complete – Issue Certificate of Occupancy

KEY PERFORMANCE MEASURE	TARGET
Inform citizens of project	Hold at least one community project meeting

3.9 EXAMINE FIRE AND EMS RESPONSE GOALS

This initiative will identify and document the nature and magnitude of the Fire and EMS service and deployment demands within Hanover County. This effort will seek to document response measurements that consider overall response, consistency, reliability, resiliency, and outcomes through all service areas.

Related Strategy: Respond rapidly to calls for public safety services in order to maximize survivability

Related Objective: Meet public safety response time goals

Initiative Timeline: Next 24 - 48 months

	ACTIONS
FY2023	• Evaluate the impact of improving response goals to a consistent standard Countywide • Conduct Standards of Cover Review

	ACTIONS
FY2024	• Continue Standards of Cover Review and implementation • Evaluate response time goals in comparison to NFPA 1710 and 1720 • Align future budget request with Standards of Cover report, economic development, and population growth

	ACTIONS
FY2025	• Implement standard response goals County wide • Align response time goals with budget requests for resource allocation and facility determination to match growth, risk level and call volume.

	ACTIONS
FY2026	• Monitor response time performance measures in comparison to growth and service demand. • Align response time goals with budget requests for resource allocation and facility determination to match growth, risk level and call volume. • Implement strategies to reduce service demand to decrease response time

KEY PERFORMANCE MEASURE	TARGET
Evaluation of response time goals	Perform annually
Align facility development with community growth and strategic land use plans	Perform annually
Analyze response districts and response data to identify where improvements can be made	Perform annually

3.10   ENHANCED PUBLIC SAFETY TECHNOLOGY AND INCREASED EFFICIENCIES – NEXT GENERATION 911 AND CAD to CAD INTERFACE

Maximizing the use of newer technology is key for more effective call handling and reduction in response times. Station alerting will allow for quicker dispatch time and reduce time between calls. Next Generation 911 (NG911) will replace analog systems with digital, creating a more reliable 911 system and allowing for the transmission of data. Additionally, Computer Aided Dispatch (CAD) to CAD interfacing is also an advancing technology that will allow the County to better and more quickly interface with neighboring jurisdictions for prompt dispatch of calls by entering the data directly into those agencies' CAD systems - thus allowing for data sharing and streamline services. As an efficiency and effectiveness measure, CAD to CAD interface is a feature that the County will be looking to implement as part of the move to a new CAD system.

Related Strategy: Utilize planning standards, engagement and enforcement to ensure a safe community and provide consistent, effective, and efficient delivery of safety services

Related Objective: Meet public safety response time goals

Initiative Timeline: Next 48 Months

	ACTIONS
FY2022	• Install new station alerting technology in all stations • Test system and implement cutover • Work with vendors to update applications and to install fiber with redundant capabilities for NG911 • Train staff

	ACTIONS
FY2023	• Install new station alerting technology in all stations • Test system and implement cutover • Work with vendors to update applications and to install fiber with redundant capabilities for NG911 (Phase 1) • Train staff

	ACTIONS
FY2024	• Begin to review potential impacts of new system capabilities • Coordinate with vendors/VDEM as NG911 Phase 2 continues to move forward • Investigate CAD to CAD data sharing with surrounding localities • Investigate incorporation of CAD to CAD interface feature with new CAD system upgrade project

KEY PERFORMANCE MEASURE	TARGET
% of calls transferred to other localities through the CAD interface (instead of manually transferred)	Tbd
% improvement in response times	Tbd

3.11   INVEST IN AGING PUBLIC SAFETY INFRASTRUCTURE - EXPLORE REPLACEMENT OF A NEW ANIMAL SHELTER

The County is currently engaged in a countywide facility study to identify and prioritize construction and renovation needs over the next 10 to 25 years. This study will examine many previously requested capital projects, including the construction of a new animal shelter. Currently funds are earmarked in future years of the County's capital budget. Construction approval will be contingent upon funding availability, priority and project selection, and approval by the Board of Supervisors.

Related Strategy: Utilize planning standards, engagement and enforcement to ensure a safe community and provide consistent, effective, and efficient delivery of safety services

Related Objective: Provide state of the art facilities, equipment, and training that will improve the readiness and response of public safety staff

Initiative Timeline: Next 48+ months

FY2023	ACTIONS
	• Review facilities study for identification and prioritization of project • Based on facilities study results – Make future budget request for facility

FY2024	ACTIONS
	If project is identified for future funding in budget • Explore design options for a new shelter • Explore site locations for construction of a building

FY2025	ACTIONS
	If project is identified for future funding in budget • Design engineered drawings/plans • Obtain construction costs for building • Explore options for grants to assist with funding project • Work with other County Department for site approval

FY2026	ACTIONS
	If project is identified for future funding in budget • Award construction contract • Finalize construction plans • Start construction

KEY PERFORMANCE MEASURE	TARGET
Tbd	tbd

3.12 COMPUTER AIDED DISPATCH/MOBILE DATA/RECORDS MANAGEMENT SYSTEM REPLACEMENT

This initiative is to replace the existing CAD and records management system to enhance information and data sharing. Call processing for public safety services is reliant on a sound and robust CAD system. Responders in the field are reliant on mobile data for their response and field records are reliant on an effective records management system for data collection and analysis.

Related Strategy: Utilize planning standards, engagement and enforcement to ensure a safe community and provide consistent, effective, and efficient delivery of safety services

Related Objective: Provide state of the art facilities, equipment, and training that will improve the readiness and response of public safety staff

Initiative Timeline: Next 48 Months

FY2022	ACTIONS
	• Beginning stages of developing RFP for consultant for the CAD/RMS/Mobile Data replacement project

FY2023	ACTIONS
	• Once consultant is on board developing RFP and Scope of Work on all three applications

FY2023	ACTIONS
	• RFP to go out to bid by CAD/RMS/Mobile Vendors
	• Plan for top bids to set up labs on site at County to evaluate all bids for acceptance
	• Engage vendor for replacement of RMS and CAD system

FY2024	ACTIONS
	• RMS implementation complete
	• Test new system
	• Train staff on new RMS
	• CAD replacement implementation ongoing – Investigate incorporation of CAD to CAD interface

FY2025	ACTIONS
	• CAD replacement implementation complete
	• Select/implement CAD to CAD data sharing/interface option
	• Test new system
	• Train staff on new system

KEY PERFORMANCE MEASURE	TARGET
Replacement of CAD system	Complete in FY24
Replacement of current RMS	Complete in FY25

Appendix A: Key Performance Measures

The following key performance measures are currently used to track and measure the success in achieving the goal within each of the strategic priority areas. These performance measures track the actual performance of each metric over time using quantitative data and will be reviewed regularly against applicable target levels to check the County's progress.

PUBLIC SAFETY

KEY PERFORMANCE MEASURE	TARGET
Crime rate per 100k citizens	889.04
Overall crime clearance rate	70.08%
Public safety fleet availability	95% of public safety fleet availability
Public safety responders to arrive on scene based on service level goals – Priority 1 EMS	80% within 9 minutes
Public Safety Responders to arrive on scene based on service level goals – Fire Inside Suburban Service Area	80% within 9 minutes
Public Safety Responders to arrive on scene based on service level goals – Fire Outside Suburban Service Area	80% within 15 minutes
Sheriff's Office to arrive on scene for Priority 1 calls	Average of 9 minutes or less
Dispatched high priority calls based on established service level goals for Sheriff, Fire & EMS, Ashland police, and Animal control	80% or more in less than 90 seconds
Compliance on emergency response plans and documents for radiological response, readiness, and local emergency response plan	Compliance with North Anna After Action Report