

# Virginia Department of Criminal Justice Services: Licensure & Regulatory Services (LRS) Strategic Plan (2023-2026)



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## VISION

To be a premier regulator of the private security services industries by focusing on people, including staff and constituents, and providing exemplary public service.

## MISSION

We regulate the private security industries that contribute to public safety in Virginia by providing supportive public service, communicating with constituents, enforcing regulations, and ensuring compliance.

## VALUES

PEOPLE FIRST	PUBLIC SAFETY	DATA	INTEGRITY	CONSISTENCY
CONSTITUENT SUPPORT	PUBLIC SERVICE	PROFESSIONALISM	ACCOUNTABILITY	COMMUNICATION

## OBJECTIVES

Key: • Not yet begun ○ In progress ✓ Complete

### INVEST IN LRS STAFF

- Conduct a needs assessment of staff
- Create and/or modify positions for future state of work
- Seek appropriate training for staff
- Develop and implement a succession plan
- Seek opportunities for staff to gain experience outside day-to-day functions
- Review and update all job descriptions

### PROPOSE UPDATES TO THE CODE OF VIRGINIA AND VIRGINIA ADMINISTRATIVE CODE

- Use the appropriate mechanisms to propose updates to the *Code of Virginia* and *Virginia Administrative Code* to improve consistency of our programs and modernize our operations

### COMMUNICATE

- Develop a communication plan that targets employees, our regulated population, those interested in our programs, consumers, and the public
- Scale implementation of the plan based on available resources
- Make it easier for constituents to communicate with us

### FOSTER AN ENVIRONMENT OF CONTINUOUS IMPROVEMENT

- Use best practices to evaluate existing processes to continuously improve efficiency, economy, and effectiveness of our operations
- Better use our data to inform our decisions and improve processes

## SWOT ANALYSIS

### STRENGTHS

- Customer service
- Knowledge
- Teamwork
- Other (diversity, relationships, resiliency, positivity)

### WEAKNESSES

- Technology
- Staffing
- Communication
- Work processes
- Other (lack outreach, isolation, documentation, need for forecasting)

### OPPORTUNITIES

- Teamwork
- Technology
- Constituents
- Communication
- Growth
- Work processes
- Other (be proactive, new funding)

### THREATS

- Staffing/resources
- Technology
- Work processes
- Other (communication, heavy workload with large constituency and small staff)