

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

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)