



# Chief's Message



It is with great pleasure that I present the University of Delaware Police Department Strategic Plan for Fiscal Year 2020 and beyond. This plan is forward thinking and was developed in an effort to position our agency for maximum performance and effectiveness as we move further into the 21<sup>st</sup> century. This blueprint clearly articulates, for all members of the department and for all of our many stakeholders, both the direction and strategies we will utilize to achieve our organizational goals. We understand, both as individuals and as an agency, the critical role we play in the University's overall success as a leading academic institution. We believe our strategic plan will guide us in an exemplary fashion as we strive to ensure the safety of our community and establish credibility as a premiere University law enforcement agency.

*Chief Patrick A. Ogden*

**Chief Patrick A. Ogden**  
**University of Delaware Police**



## Mission

The University of Delaware Police Department is committed to working with members of the University community and other law enforcement agencies in providing a collaborative approach to prevent crime, enhance safety and build trust with our stakeholders.

## Vision

In order to accomplish our mission, members of the department will deploy innovative crime reduction strategies and community policing initiatives that are focused on the safety and welfare of the public we serve. We are committed to delivering quality service, maintaining high ethical standards and fostering an atmosphere of P.R.I.D.E. in our quest to become a dynamic leader in campus law enforcement.

## Core Values - PRIDE

**Professionalism** – We encourage teamwork, innovation, and constant evaluation in order to adopt best practices in service to the community.

**Responsibility** – We will be accountable for our actions to earn trust and respect from the public.

**Integrity** – We consider ethical behavior to be the cornerstone of public trust.

**Dedication** – We are committed to allegiance and devotion in the execution of our duties.

**Excellence** – We believe the quality and distinction of our actions will make the UD Police Department an integral part of our prominent campus community.



## Guiding Principles

### **Departments' actions will be Value based:**

Deliver Stellar Customer Service  
Provide a Safe Campus Environment  
Address Community Concerns  
Promote Core Values  
Enhance Community Engagement

### **Department will be Accountable:**

Leadership at every level within organization  
Professional unbiased demeanor from all department members  
High and measureable performance standards  
Problem solving and solutions

### **Department will use resources efficiently and effectively:**

Technology  
Staffing  
Training  
Equipment  
Partnerships



## Goals

**Goal #1 Prevention and Suppression of Crime** – reduces crime and victimization and decreases the fear of, or perception of, crime within the University community

**Goal #2 Safe Roadways and Movement** - for all vehicular, bicycle and pedestrian traffic within the University community

**Goal #3 Effective, Comprehensive Public Safety services to all UD stakeholders and community based entities**– including all required non-law enforcement, security, emergency management, and non-emergency based services

**Goal #4 Organizational Performance and Development** – for a proper organizational structure, an ethical working environment, employee growth and performance, developing community partnerships and support and ensuring the effective implementation of the strategic planning process

**Goal #5 Comprehensive Business Planning** – includes developing an appropriate budgetary and funding process, grants administration, facilities management, equipment purchasing and replacement, technology advancement and effective human resources management practices



**Budget Key:**

**OP = Operating Budget**

**SF = Special Funding**

**GR = Grant**

**REV = Revenue Generated**

**Division Key:**

**ALL = All Divisions**

**ASD = Administrative Services Division**

**AOD = Auxiliary Operations Division**

**CO = Chief's Office**

**IT IS = IT Infrastructure Security**

**POD = Patrol Operations Division**

**SOD = Special Operations Division**



# Goals, Objectives & Strategies

<b>Goals, Objectives &amp; Strategies</b>	<b>FY</b>	<b>Budget</b>	<b>Accountable</b>
<b>Goal #1 Crime Prevention and Suppression</b>			
<b>Objective 1-A Decrease University related crime</b>			
Strategy 1-A-1 Intelligence Led Policing (review all crime reports for accurate classification; share information with all personnel for timely and accurate facilitation of critical criminal activity information/intelligence)	Ongoing	OP	SOD
Strategy 1-A-2 High Visibility Patrols (proactive patrol targeting identified suspicious/criminal activity or designated areas of concern) Have two officers on each shift on foot or bike whose priority is community oriented deterrence and enforcement	Ongoing	OP	POD /SOD
Strategy 1-A-3 Crime mapping software – RAIDS Note, 06/01/2018: Updated to Crimemapping.com in May 2018	ACCOMPLISHED – FY 2014		
Strategy 1-A-4 Evidence Collection; all sworn personnel will identify, collect, and process criminal evidence per agency policy One officer per squad will attend advanced training and be designated/certified as the Shift Investigator This officer will also attend advanced training in evidence detection.	ACCOMPLISHED – FY 2016		
Strategy 1-A-5 CNT Officers will be cross trained in domestic violence and victim services	ACCOMPLISHED & ONGOING – FY 2018		
Strategy 1-A-6 Have all of patrol generate FSR's for all dispatched calls, and all self-initiated activity that does not otherwise generate a police report or other trackable electronic form This will create a broader range of available data for both internal RMS, and external databases such as Patriarch and LEISS Create a web based access point for university stakeholders to view people banned from UD	ACCOMPLISHED FY 2020		
<b>Objective 1-B Decrease the University Community's perceptions/fears of crime</b>			
Strategy 1-B-1 Create safety messages	Ongoing	OP	SOD
Strategy 1-B-2 Provide community information	Ongoing	OP	ALL
Strategy 1-B-3 Bicycle Patrol personnel will engage in proactive patrols focusing on community interaction and suspicious activity	Ongoing	OP	POD/SOD
Strategy 1-B-4 K-9 Units will engage in patrol, tracking, and bomb detection services per agency policy	Ongoing	OP	SOD
Strategy 1-B-5 Increase transparency with the public by increasing press releases and social media posts	Ongoing	OP	SOD/CO
Strategy 1-B-6 Create satellite office on north campus – Accomplished on 6/01/2018: Add an additional officer to the Community Resource Unit to staff the satellite office on a more frequent basis	ACCOMPLISHED – FY 2018		
Strategy 1-B-7 Replace our two aging canines with two new dogs As part of this process, we will replace our current K9 handlers and train two new K9 teams In addition, we will work toward increasing our K9 teams from two to four, so we can have coverage 24 hours a day 2 new single-purpose K-9's were purchased and began training September 2019 and we plan to purchase 2 more K-9's in FY21	Partially Accomplished FY 2020 - to be fully Accomplished FY 2021		
Strategy 1-B-8 Cross train select Security Officers to assist Dispatchers	ABANDONED		



# Goals, Objectives & Strategies

Goals, Objectives & Strategies	FY	Budget	Accountable
Strategy 1-B-9 In order to fulfill our primary mission of preventing crime, enhancing safety and building trust, the Department will implement and adopt the six pillars identified in the President's Task Force on 21st Century Policing, including the Police Data Initiative	ACCOMPLISHED & ONGOING – FY 2018		
Strategy 1-B-10 Partner with the Delaware Transportation Corporation to establish a UDPD satellite office on the STAR Campus for police and security officers at the Newark Regional Transportation Center – Accomplished: The MOA was signed on May 17, 2018 and personnel assigned on June 1, 2018 (the ground breaking for the new train station was held on May 30, 2018 and is currently under construction)	ACCOMPLISHED – FY 2018		
Strategy 1-B-11 Partner with Chemours Discovery Hub to establish and execute a Memorandum of Agreement to provide security and police services at the Chemours Discovery Hub, located on the STAR campus This agreement will provide funding for UDPD to hire, train and equip seven new security officer who will staff the site 7 days per week, 24 hours per day, and 365 days per year	ACCOMPLISHED July 2109– FY 2020		
Strategy 1-B-12 Prepare for the acquisition of the University Courtyard Apartment Complex by enhancing safety related protocols at the new property to include enhance police and student cadet patrols, technology improvements and identifying space for a Community Engagement Team satellite office	ACCOMPLISHED FY 2020		
Strategy 1-B-13 Prepare for the acquisition of the University Courtyard Apartment Complex by enhancing safety related protocols at the new property to include enhance police and student cadet patrols, technology improvements and identifying space for a Community Engagement Team satellite office	2021	OP	AOD
<b>Objective 1-C Decrease number of crimes and public safety incidents at University sanctioned events</b>			
Strategy 1-C-1 Provide crime prevention education	Ongoing	OP	SOD
Strategy 1-C-2 Continue to collaborate with NPD, DATE, and UD OSC to address quality of life/alcohol related issues	Ongoing	OP	SOD
<b>Goal #2 Enhance Roadway and Traffic Safety</b>			
<b>Objective 2-A Decrease total number of University related pedestrian and vehicular accidents</b>			
Strategy 2-A-1 Ensure pedestrian safety / partner with OHS	Ongoing	OP	ALL UNIFORMED
Strategy 2-A-2 Expand and enhance safety education efforts via social media, website, etc.	Ongoing	OP	SOD
Strategy 2-A-3 Respond appropriately to University and community concerns	Ongoing	OP	ALL
Strategy 2-A-4 Engage in proactive self-initiated traffic enforcement activities	Ongoing	OP	POD/SOD
Strategy 2-A-5 Expand Community Outreach - Walk Safe / Bike Safe	Accomplished and Ongoing –SOD		
Strategy 2-A-6 Conduct educational outreach and enforcement of the new University Bike Safety Policy to be used in conjunction with the Office of Student Conduct for bicycle safety violations	21	SF	POD/SOD
Strategy 2-A-7 Install traffic control bollards at strategic locations on campus	22	OP	POD/SOD/CO



# Goals, Objectives & Strategies

Goals, Objectives & Strategies	FY	Budget	Accountable
Strategy 2-A-8 Conduct an educational seatbelt checkpoint during the Office of Highway Safety Click It or Ticket Campaign. CRU members held this checkpoint on May 14, 2018 (103 contacts were made with literature distributed, positive feedback and no violations observed - plan another similar event with NPD in the fall 2018)	ACCOMPLISHED & ONGOING – FY 2018		
Strategy 2-A-9 Partner with OSC for education based enforcement program regarding student jaywalking	ACCOMPLISHED – FY 2019		
<b>Objective 2-B Decrease the number of traffic safety complaints in University jurisdiction</b>			
Strategy 2-B-1 Purchase and utilize a traffic display board to educate and communicate traffic concerns (Request OHS Grant Funding)	ACCOMPLISHED – FY 2019		
<b>Objective 2-C Enhance traffic management at University special events</b>			
Strategy 2-C-1 Pursue distinction in event management (zero defects) via effective planning, customer service, foreseeability, and collaboration (other agencies including OHS, Del DOT, TMC etc.)	Ongoing	OP	SOD
Strategy 2-C-2 Identify and secure space in Whitney Center (new FB stadium) for UDPD command post	21		CO
<b>Goal #3 Provide effective comprehensive public safety services to all University stakeholders and community based entities</b>			
<b>Objective 3-A Provide comprehensive non-sworn public safety services</b>			
Strategy 3-A-1 Enhance Cadet Program	Ongoing	OP	SOD
Strategy 3-A-2 Provide additional training opportunities for sworn personnel	Ongoing	OP	ASD
Strategy 3-A-3 Provide additional training opportunities for non-sworn personnel	Ongoing	OP	ASD
Strategy 3-A-4 Enhanced Building Security – provide for input regarding weekend scheduling including (securing building, escorts, VMR, front desk, transports etc.)	Ongoing	OP	IT IS
Strategy 3-A-5 PSAP personnel will triage and dispatch calls for service per agency policy with zero defects	Ongoing	OP	IT IS
Strategy 3-A-6 Explore options for courier service – Explore Banking Service	ACCOMPLISHED – FY 2016		
Strategy 3-A-7 Enhance safety and security at the Hugh Morris Library by staffing a new welcome desk FY16 – Position transitioned to Full Time Security Officer (March 2018)	ACCOMPLISHED – FY 2016		
Strategy 3-A-8 Enhance UDECU Program. Evaluate the feasibility of making the program financially self-supporting	ACCOMPLISHED & ONGOING – FY 2018		
Strategy 3-A-9 Establish a Police EMT program. (2 officers already certified, 2 officers trained in FY17, 2 more projected for FY18) Note, 6/01/2018: one is assigned to supervise the UDECU program, assign all to work with NCC Paramedics during the summer months	ACCOMPLISHED & ONGOING – FY 2018		
Strategy 3-A-10 Explore Creating a Joint 911 Center with NPD & Aetna HHL	Ongoing	OP	CO
Strategy 3-A-11 Enhance Communication - Add CAD to second floor TV monitors, Roll Call or Shift Briefing Pass-on Book (Accomplished – May, 2018)/ and Create new FERPA Request Form Develop a more standardized format for Security Assessments requested by University partners	ACCOMPLISHED FY 2020		



# Goals, Objectives & Strategies

<b>Goals, Objectives &amp; Strategies</b>	<b>FY</b>	<b>Budget</b>	<b>Accountable</b>
<b>Objective 3-B Evaluate and enhance comprehensive emergency management services</b>			
Strategy 3-B-1 Develop enhanced events management practices including (NIMS, ICS up through 400, prevent, respond to, recover from and mitigate effects)	Ongoing	OP	SOD
Strategy 3-B-2 UDECU will provide comprehensive medical services at the highest level of professionalism for the campus community – HeartSafe	ACCOMPLISHED – FY 2016		
Strategy 3-B-3 Establish a Crisis Negotiations Team to serve as primary communicators during critical incidents and aid in victim service follow up	ACCOMPLISHED – FY 2016		
Strategy 3-B-4 Implement “Stop the Bleed” campaign	20	OP	POD
<b>Objective 3-C Provide full police and public safety support services to other law enforcement agencies upon request</b>			
Strategy 3-C-1 Update jurisdictional and mutual aid agreements with Newark Police Department	ACCOMPLISHED – FY 2016		
Strategy 3-C-2 Maintain existing and expand new partnerships with outside entities, including (SWHP, OPT4, SHS, DATE, OHS and Residence Life etc.)	Ongoing	OP	POD/SOD
Strategy 3-C-3 Explore New Castle County Regional SWAT Partnership. Note, 6/01/2018: UDPD SWAT mission changed and will train all members of the department in 3 areas (Active Shooter, Hostage / Barricade and Crowd Control)	ABANDONED		
<b>Objective 3-D Provide aggressive approach to community outreach to all University stakeholders</b>			
Strategy 3-D-1 Enhance community connection through various Social Media, LiveSafe, crimemapping.com, branding UD Alert (via Twitter/Facebook etc.)	ACCOMPLISHED & ONGOING – FY 2019		
Strategy 3-D-2 Continually update and enhance UD Police website	Ongoing	OP	CO/ASD
Strategy 3-D-3 Continue to provide various safety educational programs including (alcohol awareness campaigns, RAD, CRU educational programs: FYE, Criminal Justice Program, RSO, ELC initiatives, De-Escalation training, Creating a new and improved active shooter video to share with all University stakeholders)	ACCOMPLISHED & ONGOING – FY 2018		
Strategy 3-D-4 Develop an internet portal site	Tabled	OP	CTS
Strategy 3-D-5 Continually update the Community Police Academy Note, 6/01/2018: Establish CPA as a credit course or internship - Critical Issues in Policing CJJU467	ACCOMPLISHED & ONGOING – FY 2019		
Strategy 3-D-6 Explore remarking a vehicle with a public service announcement or as a recruitment vehicle – explore electric vehicle	Tabled	SF/GR	SOD
Strategy 3-D-7 Document all community outreach efforts (like RSO events) by officers in CAD to tracking for the Police Data Initiative	ACCOMPLISHED & ONGOING – FY 2018		
Strategy 3-D-8 Create Community Engagement Teams that will conduct high visibility patrols in the areas of campus that are not accessible by vehicle, make daily contact with residence life staff, and make daily interior property checks of various buildings	ACCOMPLISHED – FY 2018		
Strategy 3-D-9 Maintain an enhanced stock of giveaway items (Giveaway items were purchased in March 2018)	ACCOMPLISHED & ONGOING – FY 2018		



# Goals, Objectives & Strategies

Goals, Objectives & Strategies	FY	Budget	Accountable
Strategy 3-D-10 Complete a comprehensive raise proposal for the Cadet Program during FY20 in order to remain competitive with other miscellaneous wage employment opportunities for students (ACCOMPLISHED - July 2018. Cadets received a raise of 50 cents per hour and cadet supervisors received a raise of one dollar per hour - Eliminate the senior cadet position and reclassify them as part-time security officers with same hourly rate but no benefits)	ACCOMPLISHED – FY 2018		
Strategy 3-D-11 Create stoles for cadets to wear during commencement	ACCOMPLISHED– FY2020		
<b>Goal #4 Organizational Development and Performance</b>			
<b>Objective 4-A Identify any new staffing requirements</b>			
Strategy 4-A-1 Increase staffing as growth and needs dictate (STAR, University Courtyard Apartments) 6/01/2018: Increase police staffing by at least four officers so the new officers are in place prior to some of the new projects scheduled to open in January 2020 Fill the administrative assistant position with a focus on the following <b>ASD</b> responsibilities: POSS management, Calendar/Conference Room management, Website management, Events, Departmental Awards, Business Communications (Department line, Christmas Cards, etc...)	ACCOMPLISHED– FY2020		
Strategy 4-A-2 Civilianize Technical Support position	ACCOMPLISHED – FY 2014		
Strategy 4-A-3 Initiate and develop Departmental Liaison position	ACCOMPLISHED – FY 2014		
Strategy 4-A-4 Maintain full authorized strength	ACCOMPLISHED & ONGOING – FY 2018		
Strategy 4-A-5 Explore feasibility of a mounted unit	Tabled	SF	POD
Strategy 4-A-6 Purchase of a small fleet of Zero Motorcycles, Dual Sport (DSP) model (2 in FY 18, 2 projected for FY19) – 2 Officers certified in April, 2 projected for FY 19	ACCOMPLISHED & ONGOING – FY 2018		
Strategy 4-A-7 Designate an agency supervisor for attendance to the FBI National Academy – Lt. Lenhoff graduated 6/08/2018	ACCOMPLISHED & ONGOING – FY 2017		
Strategy 4-A-8 Increase size of Command staff – Chief, Major, Captain, three Lieutenants	ACCOMPLISHED – FY 2016		
Strategy 4-A-9 Increase Patrol Squads from 6 officers to 7 officers by reassigning Specialized Patrol officers to patrol squads (ACCOMPLISHED July 2018 - each squad has a Sergeant, M/Corporal, EMT, 2 CET, 1 shift investigator, and hopefully a K9 team)	ACCOMPLISHED – FY 2018		
<b>Objective 4-B Provide for all employee growth and development activities</b>			
Strategy 4-B-1 Institute additional in-service training programs where required (basic required annual in-service, advanced specific in-service, “Tip of the Day”, Lexipol risk management, certified instructor etc.)	Ongoing	OP	ASD
Strategy 4-B-2 Training (LEEDA, DSP, Organizational development)	Ongoing	OP	ASD
Strategy 4-B-3 Host an annual law enforcement seminar funded by SLEAF	Ongoing	SF/GR	ASD
Strategy 4-B-4 Professional Development (all personnel will continue to engage in personal and professional development activities via agency sanctioned training opportunities)	Ongoing	OP/SF	All
Strategy 4-B-5 Weekly meetings with special units	ACCOMPLISHED – FY 2016		
Strategy 4-B-6 Maintain training for less lethal weapons to include defensive tactics, use of force, Active Shooter, Hostage / Barricade and Crowd Control	ACCOMPLISHED & ONGOING – FY 2018		
Strategy 4-B-7 Develop and maintain new employee orientation	ACCOMPLISHED & ONGOING – FY 2018		



# Goals, Objectives & Strategies

Goals, Objectives & Strategies	FY	Budget	Accountable
process for sworn and non-sworn employees			
Strategy 4-B-8 Train all Detectives, Supervisors and Dispatchers in the use of the LPR system	ACCOMPLISHED & ONGOING – FY 2017		
Strategy 4-B-9 Train all police officers in crowd control techniques while protecting civil rights (Accomplished June 11, 2018 SLEAF course and through In-Service Training) Finalize and implement In-Service De-Escalation training using already certified de-escalation instructors (Tsang and Slater)	ACCOMPLISHED – FY 2018 ACCOMPLISHED FY2020 & ONGOING		
Strategy 4-B-10 Establish a temporary detective position for officers to rotate through in 6-month intervals to enhance investigative skills, knowledge and experience (1 <sup>st</sup> Officer assigned 05/2018 - 12/2018)	ACCOMPLISHED – FY 2018		
<b>Objective 4-C Ensuring both individual and organizational ethics, corporate social responsibility and professionalism are adhered to</b>			
Strategy 4-C-1 Empower and hold accountable individual employee and supervisory management decisions ensuring individual ethical behavior and current performance measures	Ongoing	OP	ALL
Strategy 4-C-2 Improve departmental personnel’s command presence and professionalism Note, 4/12/18: Command Staff will meet with all squads quarterly	Ongoing	OP	ALL
Strategy 4-C-3 Enhance the IA Pro System to streamline the process, accountability, impartiality etc.	ACCOMPLISHED – FY 2014		
Strategy 4-C-4 Develop Communications accreditation standards to be in compliance with the Public Safety Communications Accreditation Program, through the Commission on Accreditation for Law Enforcement Agencies and pursue same Signed CALEA Agreement 8/2019 Fill PSAP Manager July Position 2020	21	OP	ALL
Strategy 4-C-5 Establish the Agency as a leader in assisting other agencies in the state accreditation process	ACCOMPLISHED & ONGOING – FY 2018		
Strategy 4-C-6 Adopt Power Standards for next accreditation process	20	OP	ASD
Strategy 4-C-7 Obtain APCO Telecommunications Specialist certification for full-time UComm personnel within 1 year of release from field training.	Ongoing	OP	CTS
Strategy 4-C-8 Host Security Assessment Certification Course – provided funding through SLEAF.	ACCOMPLISHED – FY 2018		
Strategy 4-C-9 Establish and Create a digital forensic policy.	21	OP	SOD
4-C10 Establish a new Random Drug Testing policy as required by the Fraternal Order of Police Collective Bargaining Agreement (July 2019 – June 2022)	21	OP	AOD
<b>Objective 4-D Ensure effective implementation of the strategic planning and management process</b>			
Strategy 4-D-1 Engage in a comprehensive agency-wide annual strategic planning process	Ongoing	OP	CO/ASD
Strategy 4-D-2 Engage in daily implementation and execution of the agency’s strategic plan	Ongoing	OP	ALL
Strategy 4-D-3 Evaluate and maintain a comprehensive Succession Plan	Ongoing	OP	CO/ASD
<b>Objective 4-E Ensure appropriate Human Resources Management practices are in use throughout the organization</b>			
Strategy 4-E-1 Ratify new FOP contract	ACCOMPLISHED – FY 2017		



# Goals, Objectives & Strategies

Goals, Objectives & Strategies	FY	Budget	Accountable
Strategy 4-E-2 Review current PT test requirements to ensure they are meeting the goal of healthy employees who can perform all essential job requirements effectively every three years	ACCOMPLISHED – FY 2017		
Strategy 4-E-3 Update training records which are in Power DMS	ACCOMPLISHED – FY 2016		
Strategy 4-E-4 Create FTO forms for dispatchers and security officers in Power DMS (forms are scanned and uploaded into Power DMS)	ACCOMPLISHED – FY 2016		
Strategy 4-E-5 Develop and maintain COPT in-service training schedule	Ongoing	OP	ASD
Strategy 4-E-6 Continue to enhance performance appraisal which is specific to UDPD Note, 03/2018: Abandoned	ACCOMPLISHED – FY 2016		
Strategy 4-E-7 Explore a career development program for Dispatcher	ACCOMPLISHED – FY 2019		
Strategy 4-E-8 Establish a Career Development Program for Security Officers to mirror what we currently have in place for our Dispatchers	21	OP	CO/ASD
Strategy 4-E-9 Conduct Workload Analysis for ASD	ACCOMPLISHED – FY 2018		
Strategy 4-E-10 Conduct a review of the non-sworn administrative position classifications	20	OP	ASD
Strategy 4-E-11 Crosstrain Administrative Services employees to achieve redundancy in each position	ACCOMPLISHED & ONGOING – FY 2018		
<b>Goal #5 Comprehensive Business Planning</b>			
<b>Objective 5-A Develop effective organizational budgeting and funding processes</b>			
Strategy 5-A-1 Develop a set of Strategic Budget Objectives to include all capital, operational, administrative, one-time purchases and replacement schedules	Ongoing	OP	CO/ASD
Strategy 5-A-2 Research, identify and apply for available federal, state, and local grants suitable to increase resources in support of various initiatives within the UD Police Department	Ongoing	GR	CO/ASD
<b>Objective 5-B Ensure required physical facilities, equipment and supplies are utilized in an effective manner</b>			
Strategy 5-B-1 Redesign departmental work space in order to make most efficient use of space (sergeant’s office, CRU, CIU, report writing room, security officer space, PSA, UDECU, evidence, storage, front desk) Some accomplished – FY 14	ACCOMPLISHED – FY 2016		
Strategy 5-B-2 Utilize the VMR to its fullest potential as a crime reduction tool	Ongoing	OP	POD/CTS
Strategy 5-B-3 Designate a secure area for conducting interviews with audio/video capabilities	ACCOMPLISHED – FY 2016		
Strategy 5-B-4 Ensure accreditation standards are consulted for compliance with any future public safety construction or renovations	ACCOMPLISHED – FY 2014		
Strategy 5-B-5 Provide new UDPD signage for all campuses (Accomplished for Newark campus in FY16) Note, 03/2018: Lewes and Wilmington for FY-2019	16/19	OP	ASD
Strategy 5-B-6 Redesign or expand various physical facilities (i.e. gear and weapons storage, locker facilities)	ACCOMPLISHED – FY 2016		
Strategy 5-B-7 Complete a comprehensive study on both current and future physical facility needs	ACCOMPLISHED – FY 2017		
Strategy 5-B-8 Provide a dedicated training/assembly room	20	SF	ALL
Strategy 5-B-9 Explore adding Blue light phones to the Delaware Technology Park and STAR Campus	20	OP	CTS



# Goals, Objectives & Strategies

Goals, Objectives & Strategies	FY	Budget	Accountable
Strategy 5-B-10 Identify a secure location to hold training equipment for RAD and defensive tactics training	ACCOMPLISHED FY 2020		
Strategy 5-B-11 Create and implement security access policy for UDPD HQ	ACCOMPLISHED FY 2020		
Strategy 5-B-12 Install an audible and visual alarm in the first and second floor hallways that can be activated from the processing area in the event of an officer emergency	ACCOMPLISHED FY 2020		
Strategy 5-B-13 Establish a remote office on North Campus Note, 6/08/2018: Room in Christiana Commons added in FY 18	ACCOMPLISHED FY 2018		
Strategy 5-B-14 Redesign UDPD cell block/interview room to increase the ability to temporarily house offenders	ACCOMPLISHED – FY 2020		
Strategy 5-B-15 : Research and implement a capital improvement project to increase storage space in both of our locker rooms (Note – when UDPD moved into the current location, the department had less personnel and our mission has changed, resulting in increased responsibilities and requirements for equipment storage)	21	SP	ASD
5-B-16 Explore opportunities to create a joint 911 center with NPD to improve operation efficiencies (This could include a partnership with Aetna Hose, Hook and Ladder Company)	21	OP	ASD
<b>Objective 5-C Advance all necessary and desired technology initiatives</b>			
Strategy 5-C-1 Implement an electronic key dispersal program for UD employees and after hours facilities employees	ACCOMPLISHED – FY 2014		
Strategy 5-C-2 Install video cameras on Lewes campus which could be monitored remotely from Newark	ACCOMPLISHED – FY 2017		
Strategy 5-C-3 Install video cameras on Wilmington campus which could be monitored remotely from Newark	ACCOMPLISHED FY 2020		
Strategy 5-C-4 Provide for CCTV monitoring for the CP at Ray Street	Tabled	SF	CTS/POD
Strategy 5-C-5 NWS upgrade, add mobile capabilities to include messaging options / Plan and implement new statewide CAD platform	ACCOMPLISHED – FY 2018		
Strategy 5-C-6 CAD and CCTV monitoring capabilities from patrol vehicles	Tabled	SF	CTS
Strategy 5-C-7 Purchase handheld computer units for all motorcycle, bicycle, and unmarked units to use for NCIC/DELJIS etc.	ACCOMPLISHED – FY 2019		
Strategy 5-C-8 Plan and implement Next Generation compliant 911 systems	ACCOMPLISHED – FY 2018		
Strategy 5-C-9 Plan and implement ProQA Emergency Police Dispatch (EPD) protocol – State Funding for all PSAP Centers was approved	ACCOMPLISHED FY 2020		
Strategy 5-C-10 Plan/implement Phase 6 of the campus-wide surveillance System	ACCOMPLISHED FY 2020		
Strategy 5-C-11 Upgrade POSS - Police Officer Scheduling Software	ACCOMPLISHED – FY 2018		
Strategy 5-C-12 Plan and implement replacement of portable radios	ACCOMPLISHED – FY 2017		
Strategy 5-C-13 Plan and implement body worn cameras	ACCOMPLISHED – FY 2017		
Strategy 5-C-14 Update covert surveillance equipment	Ongoing	SF/OP	SOD
<b>Objective 5-D Purchase equipment, supplies and materials required for effective police operations and administration</b>			
Strategy 5-D-1 Replace and add required number of patrol vehicles in the fleet	Ongoing	SF	ASD



## Goals, Objectives & Strategies

Goals, Objectives & Strategies	FY	Budget	Accountable
Strategy 5-D-2 Replace older or non-matching equipment i.e. leather/web gear, badges, name tags, special unit insignias tec	ACCOMPLISHED – FY 2017		
Strategy 5-D-3 Purchase winter coats/jackets for both police and security	ACCOMPLISHED – FY 2016		
Strategy 5-D-4 Update markings on current patrol fleet	ACCOMPLISHED – FY 2014		
Strategy 5-D-5 Fixed LPRs around campus perimeter	ACCOMPLISHED – FY 2016		
Strategy 5-D-6 Explore Specialty all-terrain vehicle Note, 03/28/2018: Accomplished FY-16 (1 electric gator), add 2 gas powered gators 6/4/18	ACCOMPLISHED – FY 2016 & 2018		
Strategy 5-D-7 Replace current service pistol with Sig Sauer P320, and include weapons lights and holsters	ACCOMPLISHED – FY 2018		
Strategy 5-D-8 Obtain document imaging solution in an effort to reduce/eliminate the need to retain paperwork associated with LEISS reports, such as trespass warnings, search warrants and so on	ACCOMPLISHED & ONGOING – FY 2018		
Strategy 5-D-9 Provide patrol with familiarization training with CIU capabilities with digital forensics	21	OP	SOD
Strategy 5-D-10 Evaluate the feasibility of adding a vehicle to the fleet for CRU Outreach / Cadet programs officers Add one additional vehicle to the Command fleet	20	OP	SOD
	21	OP	ASD
Strategy 5-D-10 Trade an older vehicle assigned to the Criminal Investigative Unit for a new Chevrolet Tahoe that could also be used for executive class transport for dignitary protection and Special Operations	ACCOMPLISHED FY19		
Strategy 5-D-12 Have a cloud (in house server) storage for BWC video and Genetec video This video can be provided to the AG’s office, defense attorneys (per subpoena request or discovery), and outside agencies by way of an emailed web link This will reduce the amount or personnel hours spent creating DVDs and eliminate the cost of DVD’s	21	OP	POD



## **Goals, Objectives & Strategies**

In conclusion, we will make every effort to accomplish the goals presented in this document in accordance with the timeline indicated. The plan will be reviewed and modified as necessary, and will be republished when adjustments are made.