

# *University of Delaware Police*

## Department of Public Safety



## Strategic Business and Performance Plan

Effective FY 2014



# Chief's Message



*It is with great pleasure that I present the University of Delaware Police, Department of Public Safety Strategic Plan for Fiscal Year 2014 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.*



## **Mission**

The University of Delaware Police, Department of Public Safety is committed to working with members of the university community and other law enforcement agencies in providing a collaborative approach to crime prevention and the safeguarding of life and property.

## **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 and pledge 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 Department of Public Safety an integral part of our prominent campus community.



## **Guiding Principles**

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

**Provide A Safe Campus Environment**  
**Stellar Customer Service**  
**Enhanced Community Engagement**  
**Address Community Concerns**  
**Core Values**

### **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**  
**Manpower**  
**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**

**AS = Administrative Services**

**CIU = Criminal Investigations Unit**

**CO = Chief's Office**

**CRU = Community Resource Unit**

**CTS = Computer and Technology Services**

**PS = Police Services**

**PSAP = Communications Room**

**SS = Support Services**



# 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) | 14        | OP            | CIU                |
| Strategy 1-A-2 High Visibility Patrols (proactive patrol targeting identified suspicious/criminal activity or designated areas of concern)  | 14        | OP            | PATROL/CRU/SS      |
| Strategy 1-A-3 Crime mapping software   | 15        | OP            | CIU                |
| Strategy 1-A-4 Evidence Collection; all sworn personnel will identify, collect, and process criminal evidence per agency policy   | 14        | OP            | ALL                |
| <b>Objective 1-B Decrease the University Community's perceptions/fears of crime</b>   |           |               |                    |
| Strategy 1-B-1 Crime prevention strategy for the University   | 14        | OP            | ALL                |
| Strategy 1-B-2 Create safety messages   | 14        | OP            | CRU                |
| Strategy 1-B-3 Provide community information  | 14        | OP            | ALL                |
| Strategy 1-B-4 Bicycle Patrol personnel will engage in proactive patrols focusing on community interaction and suspicious activity.   | 14        | OP            | PATROL/CRU         |
| Strategy 1-B-5 K-9 Units will engage in patrol, tracking, and bomb detection services per agency policy   | 14        | OP            | CRU                |
| <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   | 14        | OP            | CRU                |
| Strategy 1-C-2 Alcohol Awareness Taskforce (issue an alcohol abuse prevention PSA)  | 14        | OP            | CRU                |

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|--|-----------|---------------|--------------------|
| <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  | 14        | OP            | ALL UNIFORMED      |
| Strategy 2-A-2 Expand and enhance safety education efforts via social media, website, etc.   | 14        | OP            | CRU/CIU            |
| Strategy 2-A-3 Respond appropriately to University and community concerns  | 14        | OP            | ALL                |
| Strategy 2-A-4 Engage in proactive self-initiated traffic enforcement activities   | 14        | OP            | PATROL/CRU         |
| <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  | 15        | OP            | PATROL/SS          |
| <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.) | 14        | OP            | SS                 |



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| <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 Public Safety Aide Program   | 14        | OP            | SS                 |
| Strategy 3-A-2 Provide additional training opportunities for sworn personnel  | 14        | OP            | SS                 |
| Strategy 3-A-3 Provide additional training opportunities for non-sworn personnel  | 14        | OP            | SS                 |
| Strategy 3-A-4 Enhanced Building Security – provide for input regarding weekend scheduling including (securing building, escorts, VMR, front desk, transports etc.) | 14        | OP            | SS                 |
| Strategy 3-A-5 PSAP personnel will triage and dispatch calls for service per agency policy with zero defects  | 14        | OP            | PSAP               |
| Strategy 3-A-6 Explore options for courier service  | 14        | OP            | SS                 |
| <b>Objective 3-B Evaluate and enhance comprehensive emergency management services</b>   |           |               |                    |
| Strategy 3-B-1 Develop enhanced events management practices including (NIMS, ICS, prevent, respond to, recover from and mitigate effects)                           | 14        | OP            | SS                 |
| Strategy 3-B-2 UDECU will provide comprehensive medical services at the highest level of professionalism for the campus community                                   | 14        | SF            | SS                 |
| <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  | 14        | OP            | CO/AS              |
| Strategy 3-C-2 Maintain existing and expand new partnerships with outside entities, including (Wellspring, OPT4, SHS, DATE, OHS and Residence Life etc.)            | 14        | OP            | PATROL/CRU         |
| <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, “text a tip”, Raids online crime mapping, branding UD Alert (via Twitter/Facebook etc.)   | 14        | OP            | CIU/CRU            |
| Strategy 3-D-2 Continually update and enhance UD Public Safety website  | 14        | OP            | CO/AS              |
| Strategy 3-D-3 Continue to provide various safety educational programs including (alcohol awareness campaigns, RAD, CRU educational programs, etc.)                 | 14        | OP            | CRU                |
| Strategy 3-D-4 Develop an internet portal site  | 15        | OP            | CTS                |
| Strategy 3-D-5 Create a Citizens Police Academy   | 15        | OP            | CRU                |





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| <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, etc.)  | 15        | OP/SF         | CO/AS                    |
| Strategy 4-A-2 Civilianize Technical Support position  | 14        | OP/SF         | CO/AS - <b>COMPLETED</b> |
| Strategy 4-A-3 Initiate and develop Departmental Liaison position  | 14        | OP/SF         | PS                       |
| Strategy 4-A-4 Reach full authorized strength  | 16        | OP            | ALL                      |
| Strategy 4-A-5 Explore feasibility of a mounted unit   | 16        | SF            | PS                       |
| Strategy 4-A-6 Explore feasibility of a motorcycle unit  | 16        | SF            | PS                       |
| Strategy 4-A-7 Designate an agency supervisor for attendance to the FBI National Academy   | 16        | OP            | CO/AS                    |
| <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.) | 14        | OP            | SS                       |
| Strategy 4-B-2 Training (LEEDA, DSP, Organizational development)   | 14        | OP            | PS                       |
| Strategy 4-B-3 Develop and host an annual law enforcement seminar  | 16        | SF/GR         | SS                       |
| Strategy 4-B-4 Professional Development (all personnel will continue to engage in personal and professional development activities via agency sanctioned training opportunities)                                       | 14        | OP/SF         | All                      |
| <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.  | 14        | OP            | ALL                      |
| Strategy 4-C-2 Improve departmental personnel’s command presence and professionalism   | 14        | OP            | ALL                      |
| Strategy 4-C-3 Enhance the IA Pro System to streamline the process, accountability, impartiality etc.  | 14        | OP            | SS                       |
| Strategy 4-C-4 Develop Communications accreditation standards compliance and pursue same   | 17        | OP            | ALL                      |
| Strategy 4-C-5 Establish the Agency as a leader in training other agencies in the state accreditation process  | 14        | OP            | SS                       |
| Strategy 4-C-6 Adopt Power Standards for next accreditation process  | 17        | SF            | SS                       |
| Strategy 4-C-7 Obtain APCO Telecommunications Specialist certification for full-time UComm personnel   | 14        | OP            | CTS                      |
| Strategy 4-C-8 Achieve ASIS Certified Protection Professional (CPP) designation for a UD PS employee   | 14        | OP            | SS - <b>COMPLETED</b>    |



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| <b>Goal #4 Organizational Development and Performance</b>  |           |               |                    |
| <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   | 14        | OP            | CO/AS              |
| Strategy 4-D-2 Engage in daily implementation and execution of the agency's strategic plan   | 14        | OP            | ALL                |
| Strategy 4-D-3 Develop a comprehensive Succession Plan   | 15        | OP            | CO/AS              |
| <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   | 14        | SF            | CO                 |
| 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 | 14        | OP            | CO/AS              |
| Strategy 4-E-3 Update training records which are in Power DMS  | 14        | OP            | SS                 |
| Strategy 4-E-4 Create FTO forms for dispatchers and security officers in Power DMS   | 14        | OP            | SS                 |
| Strategy 4-E-5 Develop and maintain COPT in-service training schedule  | 14        | OP            | SS                 |
| Strategy 4-E-6 Continue to enhance performance appraisal which is specific to UD Department of Public Safety   | 14        | OP            | CO/AS              |
| Strategy 4-E-7 Explore a career ladder for non-sworn uniformed employees   | 15        | SF            | CO/AS              |
| Strategy 4-E-8 Conduct a review of the non-sworn administrative position classifications   | 14        | OP            | CO/AS              |
| Strategy 4-E-9 Conduct Workload Analysis   | 14        | OP            | CO/AS              |



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| <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   | 14        | OP            | CO/AS              |
| Strategy 5-A-2 Create a streamlined budget process  | 14        | OP            | CO/AS              |
| Strategy 5-A-3 Research, identify and apply for available federal, state, and local grants suitable to increase resources in support of various initiatives within the UD Department of Public Safety | 16        | GR            | CO/AS              |
| <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)                   | 14        | OP/SF         | ALL                |
| Strategy 5-B-2 Utilize the VMR to its fullest potential as a crime reduction tool   | 14        | OP            | PS/CTS             |
| Strategy 5-B-3 Designate a secure area for conducting interviews with audio/video capabilities  | 15        | OP            | PS/SS              |
| Strategy 5-B-4 Ensure accreditation standards are consulted for compliance with any future public safety construction or renovations  | 14        | OP            | SS                 |
| Strategy 5-B 5 Provide new Public Safety signage for all campuses   | 14        | OP            | SS                 |
| Strategy 5-B-6 Redesign or expand various physical facilities (i.e. gear and weapons storage, locker facilities)  | 14        | OP/SF         | ALL                |
| Strategy 5-B-7 Complete a comprehensive study on both current and future physical facility needs  | 15        | OP            | ALL                |
| Strategy 5-B-8 Provide a dedicated training/assembly room   | 15        | SF            | ALL                |
| <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  | 14        | SF            | CO/AS              |
| Strategy 5-C-2 Install video cameras on campus which could be monitored remotely from Newark (Wilmington/Lewes/Newark facilities)   | 14        | SF            | CTS                |
| Strategy 5-C-3 Provide for CCTV monitoring for the CP at Ray Street   | 14        | SF            | CTS/PS             |
| Strategy 5-C-4 NWS upgrade, add mobile capabilities to include messaging options  | 14        | SF            | CTS/PS             |
| Strategy 5-C-5 CAD and CCTV monitoring capabilities from patrol vehicles  | 15        | SF            | CTS/PS             |
| Strategy 5-C-6 Research handheld computer units for CRU use for NCIC/DELJIS etc.  | 15        | SF            | CTS/PS             |
| Strategy 5-C-7 Plan and implement Next Generation compliant 911 systems   | 14        | SF            | CTS                |
| Strategy 5-C-8 Plan and implement new statewide CAD platform  | 14        | SF            | CTS                |
| Strategy 5-C-9 Plan and implement ProQA Emergency Police Dispatch (EPD) protocol  | 15        | SF/OP         | CTS/PS             |
| Strategy 5-C-10 Plan/implement Phase III of the campus-wide surveillance System   | 14        | SF            | CTS                |
| Strategy 5-C-11 Upgrade POSS  | 14        | OP            | AS                 |



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| <b>Goal #5 Comprehensive Business Planning</b>  |           |               |                    |
| <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  | 15        | SF            | AS                 |
| Strategy 5-D-2 Replace older or non-matching equipment i.e. leather gear, badges, name tags, special unit insignias tec.    | 15        | OP            | AS                 |
| Strategy 5-D-3 Purchase winter coats/jackets for both police and security   | 15        | OP            | AS                 |
| Strategy 5-D-4 Update markings on current patrol fleet  | 14        | SF            | AS                 |
| Strategy 5-D-5 Fixed ALPRs around campus perimeter  | 15        | SF            | CTS                |
| Strategy 5-D-6 Explore Specialty all-terrain vehicle  | 16        | SF            | AS                 |

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.