

University of Delaware Police Department



Strategic Business and Performance Plan

Effective FY 2017



Chief's Message



It is with great pleasure that I present the University of Delaware Police Department Strategic Plan for Fiscal Year 2017 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 21st 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 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:

Stellar Customer Service

Provide a Safe Campus Environment

Address Community Concerns

Core Values

Enhanced 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

AS = Administrative Services

CIU = Criminal Investigations Unit

CO = Chief's Office

CRU = Community Resource Unit

CTS = Computer and Technology Services

PTL = Patrol

PSAP = Communications Room

SO = Special Operations

SS = Security Services



Goals, Objectives & Strategies

Goals, Objectives & Strategies	FY	Budget	Accountable
Goal #1 Crime Prevention and Suppression			
Objective 1-A Decrease University related crime			
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	CIU
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	PATROL/CRU
Strategy 1-A-3 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-4 CNT Officers will be cross trained in domestic violence and victim services	17	OP	SO
Objective 1-B Decrease the University Community's perceptions/fears of crime			
Strategy 1-B-1 Create safety messages	Ongoing	OP	CRU
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. – Bike Book	Ongoing	OP	PTL/CRU
Strategy 1-B-4 K-9 Units will engage in patrol, tracking, and bomb detection services per agency policy	Ongoing	OP	CRU
Strategy 1-B-5 Increase transparency with the public by increasing press releases and social media posts	Ongoing	OP	CRU/CO
Strategy 1-B-6 Create satellite office on north campus	18	OP	CRU/CO
Strategy 1-B-7 Increase K-9 Unit from 2 to 3. Add a single discipline explosive detection dog that will be assigned to the Community Resource Unit.	18	GR/SF	CRU/CO
Strategy 1-B-8 Cross train select Security Officers to assist Dispatchers	16	OP	CRU/CO
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.	18	OP	CO
Objective 1-C Decrease number of crimes and public safety incidents at University sanctioned events			
Strategy 1-C-1 Provide crime prevention education	Ongoing	OP	CRU
Strategy 1-C-2 Alcohol Awareness Coalition (issue an alcohol abuse prevention PSA)	Ongoing	OP	CRU
Goal #2 Enhance Roadway and Traffic Safety			
Objective 2-A Decrease total number of University related pedestrian and vehicular accidents			
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	CRU/CIU



Goals, Objectives & Strategies

Goals, Objectives & Strategies	FY	Budget	Accountable
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	PTL/CRU
Strategy 2-A-5 Expand Community Outreach - Walk Safe / Bike Safe	Ongoing	OP	PTL/CRU
Objective 2-B Decrease the number of traffic safety complaints in University jurisdiction			
Strategy 2-B-1 Purchase and utilize a traffic display board to educate and communicate traffic concerns	18	OP	CO
Objective 2-C Enhance traffic management at University special events			
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	AS
Goal #3 Provide effective comprehensive public safety services to all University stakeholders and community based entities			
Objective 3-A Provide comprehensive non-sworn public safety services			
Strategy 3-A-1 Enhance Cadet Program	Ongoing	OP	CRU
Strategy 3-A-2 Provide additional training opportunities for sworn personnel	Ongoing	OP	AS
Strategy 3-A-3 Provide additional training opportunities for non-sworn personnel	Ongoing	OP	AS
Strategy 3-A-4 Enhanced Building Security – provide for input regarding weekend scheduling including (securing building, escorts, VMR, front desk, transports etc.)	Ongoing	OP	SS
Strategy 3-A-5 PSAP personnel will triage and dispatch calls for service per agency policy with zero defects	Ongoing	OP	PSAP
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	ACCOMPLISHED – FY 2016		
Strategy 3-A-8 Enhance UDECU Program. Evaluate the feasibility of making the program financially self-supporting.	Ongoing	OP	CRU
Strategy 3-A-9 Establish a Police EMT program. (2 officers already certified, 2 officers trained in FY17, 2 more projected for FY18)	Ongoing	OP	CO
Strategy 3-A-10 Explore Creating a Joint 911 Center with NPD	18	OP	CO
Objective 3-B Evaluate and enhance comprehensive emergency management services			
Strategy 3-B-1 Develop enhanced events management practices including (NIMS, ICS through 400, prevent, respond to, recover from and mitigate effects)	Ongoing	OP	SO
Strategy 3-B-2 UDECU will provide comprehensive medical services at the highest level of professionalism for the campus community – HeartSafe	ACCOMPLISHED – FY 2016		



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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		
Objective 3-C Provide full police and public safety support services to other law enforcement agencies upon request			
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	PTL/CRU
Strategy 3-C-3 Explore New Castle County Regional SWAT Partnership	18	SF	CO
Objective 3-D Provide aggressive approach to community outreach to all University stakeholders			
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.) – Live Safe	Ongoing	OP	CIU/CRU
Strategy 3-D-2 Continually update and enhance UD Police website	Ongoing	OP	CO/AS
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)	17	OP	CRU
Strategy 3-D-4 Develop an internet portal site	18	OP	CTS
Strategy 3-D-5 Continually update the Community Police Academy	Ongoing	OP	CRU
Strategy 3-D-6 Explore remarking a vehicle with a public service announcement or as a recruitment vehicle – explore electric vehicle	18	SF/GR	CRU
Strategy 3-D-7 Document all community outreach efforts (like RSO events) by officers in CAD to tracking for the Police Data Initiative	17	OP	PTL/AS
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.	17	OP	PTL
Goal #4 Organizational Development and Performance			
Objective 4-A Identify any new staffing requirements			
Strategy 4-A-1 Increase staffing as growth and needs dictate (STAR, etc.)	18	OP/SF	CO/AS
Strategy 4-A-2 Reach full authorized strength	ACCOMPLISHED – FY 2016		
Strategy 4-A-3 Explore feasibility of a mounted unit	Tabled	SF	PTL
Strategy 4-A-4 Purchase of a small fleet of Zero Motorcycles, Dual Sport (DSP) model. (2 projected for FY 17, 2 for FY18) – 2 Officers scheduled to be certified at Dover PD in April.	17/18	SF	AS
Strategy 4-A-5 Designate an agency supervisor for attendance to the FBI National Academy – Lt. Lenhoff	ACCOMPLISHED – FY 2017		
Strategy 4-A-6 Increase size of Command staff – Chief, Major, Captain, three Lieutenants	ACCOMPLISHED – FY 2016		
Objective 4-B Provide for all employee growth and development activities			



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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	AS
Strategy 4-B-2 Training (LEEDA, DSP, Organizational development)	Ongoing	OP	PS
Strategy 4-B-3 Develop and host an annual law enforcement conference	Tabled	SF/GR	AS
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 Increase training for less lethal weapons to include defensive tactics, and use of force.	Ongoing	OP	All
Strategy 4-B-7 Develop and maintain new employee orientation process for sworn and non-sworn employees	17	OP	AS
Strategy 4-B-8 Train all Detectives, Supervisors and Dispatchers in the use of the LPR system.	17	OP	SO
Objective 4-C Ensuring both individual and organizational ethics, corporate social responsibility and professionalism are adhered to			
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	Ongoing	OP	ALL
Strategy 4-C-3 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.	20	OP	ALL
Strategy 4-C-4 Establish the Agency as a leader in assisting other agencies in the state accreditation process	17	OP	AS
Strategy 4-C-5 Adopt Power Standards for next accreditation process	20	SF	AS
Strategy 4-C-6 Obtain APCO Telecommunications Specialist certification for full-time UComm personnel within 1 year of release from field training.	Ongoing	OP	CTS
Strategy 4-C-7 Host Community Policing through Environmental Design Course – pursue funding through SLEAF	18	GR	AS
Objective 4-D Ensure effective implementation of the strategic planning and management process			
Strategy 4-D-1 Engage in a comprehensive agency-wide annual strategic planning process	Ongoing	OP	CO/AS
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/AS
Objective 4-E Ensure appropriate Human Resources Management practices are in use throughout the organization			
Strategy 4-E-1 Ratify new FOP contract	ACCOMPLISHED – FY 2017		
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		



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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	AS
Strategy 4-E-6 Continue to enhance performance appraisal which is specific to UD Department of Public Safety	ACCOMPLISHED – FY 2016		
Strategy 4-E-7 Explore a career ladder for non-sworn uniformed employees	18	SF	CO/AS
Strategy 4-E-8 Conduct a review of the non-sworn administrative position classifications	17	OP	CO/AS
Strategy 4-E-9 Conduct Workload Analysis	17	OP	CO/AS
Strategy 4-E-10 Crosstrain Administrative Services employees to achieve redundancy in each position	18	OP	AS
Goal #5 Comprehensive Business Planning			
Objective 5-A Develop effective organizational budgeting and funding processes			
Strategy 5-A-1 Develop a set of Strategic Budget Objectives to include all capital, operational, administrative, one-time purchases and replacement schedules	17	OP	CO/AS
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 Department of Public Safety	Ongoing	GR	CO/AS
Objective 5-B Ensure required physical facilities, equipment and supplies are utilized in an effective manner			
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	PTL/CTS
Strategy 5-B-3 Designate a secure area for conducting interviews with audio/video capabilities	ACCOMPLISHED – FY 2016		
Strategy 5-B-4 Provide new Public Safety signage for all campuses (Accomplished for Newark campus in FY16)	18	OP	AS
Strategy 5-B-5 Redesign or expand various physical facilities (i.e. gear and weapons storage, locker facilities) Some accomplished – FY 14	ACCOMPLISHED – FY 2016		
Strategy 5-B-6 Complete a comprehensive study on both current and future physical facility needs	ACCOMPLISHED – FY 2017		
Strategy 5-B-7 Provide a dedicated training/assembly room	18	SF	ALL
Strategy 5-B-8 Explore adding Blue light phones to the Delaware Technology Park	18	OP	CTS
Objective 5-C Advance all necessary and desired technology initiatives			
Strategy 5-C-1 Install video cameras on campus which could be monitored remotely from Newark (Wilmington/Lewes/Newark facilities)	18	SF	CTS
Strategy 5-C-2 Provide for CCTV monitoring for the CP at Ray Street	Tabled	SF	CTS/PTL
Strategy 5-C-3 NWS upgrade, add mobile capabilities to include messaging options / Plan and implement new statewide CAD platform – In Progress	18	SF	CTS/PTL



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Strategy 5-C-4 CAD and CCTV monitoring capabilities from patrol vehicles	18	SF	CTS
Strategy 5-C-5 Research handheld computer units for all mobile units to use for NCIC/DELJIS etc.	18	SF	CTS
Strategy 5-C-6 Plan and implement Next Generation compliant 911 systems	17	SF	CTS
Strategy 5-C-7 Plan and implement ProQA Emergency Police Dispatch (EPD) protocol – SLEAF Grant not approved, seeking other funding	17	GR/SF	CTS
Strategy 5-C-8 Plan/implement Phase IV of the campus-wide surveillance System	ACCOMPLISHED – FY 2017		
Strategy 5-C-9 Upgrade POSS - Police Officer Scheduling Software	18	OP	AS
Strategy 5-C-10 Plan and implement replacement of portable radios	ACCOMPLISHED – FY 2017		
Strategy 5-C-11 Plan and implement body worn cameras	ACCOMPLISHED – FY 2017		
Strategy 5-C-12 Update covert surveillance equipment	Ongoing	SF/OP	CIU
Objective 5-D Purchase equipment, supplies and materials required for effective police operations and administration			
Strategy 5-D-1 Replace and add required number of patrol vehicles in the fleet	Ongoing	SF	AS
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 Fixed LPRs around campus perimeter	ACCOMPLISHED – FY 2016		
Strategy 5-D-5 Explore Specialty all-terrain vehicle	ACCOMPLISHED – FY 2016		
Strategy 5-D-6 Replace current service pistol with Sig Sauer P320, and include weapons lights and holsters.	17	OP	AS
Strategy 5-D-7 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 son on.	18	OP	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.