



# Chief's Message



It is with great pleasure that I present the University of Delaware Police Department Strategic Plan for Fiscal Year 2024 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 strategic plan

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 Police 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 to decrease 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** – maintain 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**



# Pending 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 Collaborate with School Resource Officers at local grade, middle and high schools to discuss crime reduction strategies related to graffiti and theft	24	OP	SOD
<b>Objective 1-B Decrease the University Community's perceptions/fears of crime and Enhance Community Outreach</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 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		
<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
Strategy 1-C-3 Take delivery of and implement the Evolv Weapons Detection System for large scale events on campus (Note: this includes personnel training, as well as policy protocols)	ACCOMPLISHED & ONGOING – FY 2023		
Strategy 1-C-4 Develop and maintain a drone program for site security, special events, high risk incident surveillance and search /rescue missions (proposal forthcoming)	ACCOMPLISHED & ONGOING – FY 2024		
Strategy 1-C-5 Revamp operational orders for all special events to list at least 2 points of emergency contact for the school or other host	ACCOMPLISHED & ONGOING – FY 2024		
<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	ACCOMPLISHED & ONGOING – FY		
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



# Pending Goals, Objectives & Strategies

Goals, Objectives & Strategies	FY	Budget	Accountable
Strategy 2-A-5 Conduct educational outreach and enforcement of the University Bike Safety Policy to be used in conjunction with the Office of Student Conduct for bicycle safety violations Walk Safe/Bike Safe	ACCOMPLISHED & Ongoing - FY 2021		
Strategy 2-A-6 Install traffic control bollards at strategic locations on campus	TABLED - AOD		
Strategy 2-A-7 Conduct an educational seatbelt checkpoint during the Office of Highway Safety Click It or Ticket Campaign. CRU members hold these stops on a regular basis with literature distributed, positive feedback and no violations observed -plan other similar event with NPD in the future	ACCOMPLISHED & ONGOING – FY 2018		
<b>Objective 2-B Decrease the number of traffic safety complaints in University jurisdiction</b>			
Strategy 2-B-1 Implement strategic multi-unit mobilizations designed to target unsafe driving behaviors, including speeding, distracted driving, and violations of traffic control devices	Ongoing	OP	POD/SOD
<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
<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	AOD
Strategy 3-A-2 Provide additional training opportunities for sworn personnel	Ongoing	OP	SOD
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	ASD
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 Establish a Police EMT program. (5 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-7 Enhance lighting throughout campus– Coordinate and assist facilities with a contracted lighting survey and subsequent implementation	ACCOMPLISHED & ONGOING FY 2024		
Strategy 3-A-8 Enhance Safety Escort Program – establish designated phone number to call for a safety escort 24/7. Provide safety escorts using Cadets and UD Transportation during evening hours. Obtain additional Gators for Cadets to use to provide this service. Increase Cadet staffing to allow for drivers and operators to answer the phone. Provide safety escorts 24/7 utilizing police officers when needed	ACCOMPLISHED & ONGOING – FY 2022		
<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



# Pending Goals, Objectives & Strategies

<b>Goals, Objectives &amp; Strategies</b>	<b>FY</b>	<b>Budget</b>	<b>Accountable</b>
Strategy 3-B-2 Implement "Stop the Bleed" campaign	ACCOMPLISHED & ONGOING – FY 2019		
Strategy 3-B-3 Establish a committee with Environmental Health and Safety (EHS) that will meet on a regular basis, to review departmental response to safety incidents and make recommendations for training, updated protocols and / or policies	ACCOMPLISHED & ONGOING – FY 2023		
Strategy 3-B-4 Host regular active shooter seminars each semester that will publicized and open to the entire community	Ongoing	OP	SOD
<b>Objective 3-C Provide full police and public safety support services to other law enforcement agencies upon request</b>			
Strategy 3-C-1 Maintain existing and expand new partnerships with outside entities, including (SWHP, OPT4, SHS, DATE, OHS and Residence Life etc.)	Ongoing	OP	POD/SOD
<b>Objective 3-D Provide aggressive approach to community outreach to all University stakeholders</b>			
Strategy 3-D-1 Enhance community connection and transparency through various SocialMedia, 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 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-5 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-6 Maintain an enhanced stock of giveaway items (Giveaway items were purchased in March 2018)	ACCOMPLISHED & ONGOING – FY 2018		
Strategy 3-D-7 Purchase, train and implement an emotional support K9 team to be utilized for victim services and community outreach (proposal forthcoming)	25	OP	SO
<b>Goal #4 Organizational Development and Performance</b>			
<b>Objective 4-A Identify any new staffing requirements</b>			
Strategy 4-A-1 Maintain full authorized strength	ACCOMPLISHED & ONGOING – FY 2018		
Strategy 4-A-2 Designate eligible agency supervisors for attendance to the FBI National Academy – Lt. Lenhoff graduated 2018, Lt. Battle 2023	ACCOMPLISHED & ONGOING – FY 2019		
Strategy 4-A-3 Research and implement best practices for recruitment and retention of police, security and dispatchers to maintain full staffing levels and/or fill vacancies	FY25	OP	AOD
Strategy 4-A-4 Increase authorized police staffing by 1 officer per year for the next 5 years, in response to increase of businesses and future development of residences on STAR Campus and to ensure autonomy between dispatch and patrol staffing	FY26	OP	ASD
Strategy 4-A-5 Following academy graduation and successful FTO training of our new police officers, increase CRU staffing to at least 5 officers to allow for two officers to be assigned to work the A/B patrol rotation and two officers to work a rotating day and evening schedule	FY25	OP	SOD





# Pending Goals, Objectives & Strategies

<b>Goals, Objectives &amp; Strategies</b>	<b>FY</b>	<b>Budget</b>	<b>Accountable</b>
Strategy 4-A-6 Create an additional Security Supervisor position on STAR Campus to ensure proper span of control for STAR Campus Security Operations	FY26	OP	AOD
Strategy 4-A-8 Create an additional civilian position by FY25 (F/T or P/T) to assist with UDECU administrative responsibilities and initiatives	FY26	OP	AOD
Strategy 4-A-8 Increase staffing within the Security Division, to include a second STAR Campus Security Supervisor, along with a Security Services Manager to manage all Security Operations	FY26	OP	AOD
Strategy 4-A-9 Hire and integrate a civilian PSAP manager with specific technical knowledge of Communications Center systems.	FY26	OP	AOD
<b>Objective 4-B Provide for all employee growth and development activities (Enhanced Training)</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	ACCOMPLISHED & ONGOING - FY 2024		
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 Maintain training for less lethal weapons to include defensive tactics, use of force, Active Shooter, Hostage / Barricade, Crowd Control and BolaWrap	ACCOMPLISHED & ONGOING - FY 2022		
Strategy 4-B-6 Develop and maintain new employee orientation process for sworn and non-sworn employees	ACCOMPLISHED & ONGOING – FY 2018		
Strategy 4-B-7 Train all Detectives, Supervisors and Dispatchers in the use of the LPR system	ACCOMPLISHED & ONGOING – FY 2017		
Strategy 4-B-8 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-9 Hire an outside consultant to review use of force protocols and provide training for high risk / low frequency incidents, to include report writing procedures	FY25	OP	CMD
Strategy 4-B-10 Expand social media investigations training for all detectives on an annual basis	FY25	OP	SOD
Strategy 4-B-11 Implement quarterly training on the UD Alert system for all police supervisors and dispatchers	FY24	OP	AOD
<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 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	ACCOMPLISHED FY2021 & ONGOING		



# Pending Goals, Objectives & Strategies

<b>Goals, Objectives &amp; Strategies</b>	<b>FY</b>	<b>Budget</b>	<b>Accountable</b>
Strategy 4-C-4 Establish the Agency as a leader in assisting other agencies in the state accreditation process			
Strategy 4-C-5 Obtain APCO Telecommunications Specialist certification for full-time UComm personnel within 1 year of release from field training.	Ongoing	OP	CTS
Strategy 4-C-6 Establish and Create a digital forensic policy.	ACCOMPLISHED FY2021 & ONGOING		
4-C-7 Establish a new Random Drug Testing policy as required by the Fraternal Order of Police Collective Bargaining Agreement (July 2019 – June 2022)	ACCOMPLISHED - FY 2024 & ONGOING		
<b>Objective 4-D Ensure effective implementation of the strategic planning and management process</b>	Ongoing	OP	CO/ASD
Strategy 4-D-1 Engage in a comprehensive agency-wide annual strategic planning process	Ongoing	OP	ALL
Strategy 4-D-2 Engage in daily implementation and execution of the agency's strategic plan	Ongoing	OP	CO/ASD
Strategy 4-D-3 Evaluate and maintain a comprehensive Succession Plan			
<b>Objective 4-E Ensure appropriate Human Resources Management practices are in use throughout the organization</b>	Ongoing	OP	ASD
Strategy 4-E-1 Develop and maintain COPT in-service training schedule	ACCOMPLISHED & ONGOING – FY 2018		
Strategy 4-E-2 Crosstrain Administrative Services employees to achieve redundancy in each position			
<b>Goal #5 Comprehensive Business Planning</b>			
<b>Objective 5-A Develop effective organizational budgeting and funding processes</b>	Ongoing	OP	CO/ASD
Strategy 5-A-1 Develop a set of Strategic Budget Objectives to include all capital, operational, administrative, one-time purchases and replacement schedules	Ongoing	GR	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	OP	ASD
<b>Objective 5-B Ensure required physical facilities, equipment &amp; supplies are utilized in an effective manner</b>	Ongoing	OP	POD/CTS
Strategy 5-B-1 Utilize the VMR to its fullest potential as a crime reduction tool	TABLED		
Strategy 5-B-2 Provide new UDPD signage for all campuses (Accomplished for Newark campus in FY16) Note, 03/2018: Lewes and Wilmington for FY-2019	PARTIALLY ACCOMPLISHED – FY 2024		
Strategy 5-B-3: Implement a capital improvement project to enhance locker rooms to include a gender neutral locker room, break room, fitness center, emergency operations and training center, evidence locker overflow, soft interview room, wellness room, as well as storage space for training equipment, part-time special units equipment and weapons storage / cleaning room.	ACCOMPLISHED & ONGOING – FY 2022		
Strategy 5-B-4 Explore adding Blue light phones to the Delaware Technology Park and STAR Campus	TABLED		
Strategy 5-B-5 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)	TABLED		
Strategy 5-B-6 Increase testing of exterior Blue Light phones to 2x per month. Establish a schedule utilizing Cadets to test the phones	ACCOMPLISHED & ONGOING – FY 2023		
Strategy 5-B-8 Launch a fundraising campaign to plan and finance a new building for the Emergency Care Unit with garage space for 2 ambulances and 2 chase vehicles (proposal forthcoming)	FY25	OP	CMD



# Pending Goals, Objectives & Strategies

<b>Goals, Objectives &amp; Strategies</b>	<b>FY</b>	<b>Budget</b>	<b>Accountable</b>
Strategy 5-B-9 Improve functionality and officer safety within the Arrest processing room and hallway by adding a security bar in the hallway and establishing best practices for prisoner control	FY24	OP	ASD
<b>Objective 5-C Advance all necessary and desired technology initiatives</b>			
Strategy 5-C-1 Provide for CCTV monitoring for the CP at Ray Street	Abandoned		
Strategy 5-C-2 CAD and CCTV monitoring capabilities from patrol vehicles	Tabled	SF	CTS
Strategy 5-C-3 Purchase and implement a new video analysis software system (iINPUT-ACE) with training and access for all detectives	26	OP	SOD
Strategy 5-C-4 Populate and begin utilizing Clery Edge software to its fullest extent to better streamline all applicable Clery Act functions	ACCOMPLISHED & ONGOING – FY 2023		
Strategy 5-C-5 Purchase and install a secondary computer station for initial evidence intake in the processing room to streamline the process of barcoding and eliminate the need for the manual intake log	26	OP	IT
Strategy 5-C-6 Purchase and install a secondary computer station for initial evidence intake in the processing room to streamline the process of barcoding and eliminate the need for the manual intake log STRATEGY: Collaborate with Central IT, FREAS and other stakeholders to complete card access, with fixed cameras, projects at Willard Hall and the Center for Composites in 2023 and Spencer Lab, Drake Lab, Colburn Lab, Lammont DuPont Lab, Evans Hall and DuPont Hall in 2024	26	OP	SOD
Strategy 5-C-7 Replace the entire original fleet of the 10 LPR cameras, as soon as possible, with new 4G LTE LPR cameras and budget for additional 4G LTE LPR cameras for the STAR Campus (10) and Laird Campus (3) and University Courtyard Apartments (2)	25	OP	IT
Strategy 5-C-8 Work with the Department of Safety and Homeland Security for transition to Axon Body Worn Cameras and begin storing digital evidence on the new statewide video evidence repository platform, as our current BWC's are nearing end of life	25	OP	IT
<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
Strategy 5-D-2 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-3 Provide patrol with familiarization training with CIU capabilities with digital forensics	21	OP	SOD
Strategy 5-D-4 Migrate all digital evidence, in-car recordings, and body worn cameras to a State of Delaware recommended cloud hosted solution This would eliminate the need for storing evidence on physical media and allow for instant retrieval by the AG's office, defense attorneys, and other outside agencies via web link.	25	OP	POD
Strategy 5-D-5 Implement a police sergeant take home vehicle program to allow all sergeants to maintain a take home vehicle (note: funding has already been acquired to purchase two additional vehicles in 2024 to initiate this process for our 4 patrol sergeants (budget for 2 additions to the fleet in FY25 to provide take home vehicles of the other 4 sergeants)	26	SF	CMD
Strategy 5-D-6 Purchase an enclosed trailer to allow CRU to transport equipment and allow for additional advertisement space	26	SF	SOD
Strategy 5-D-7 Increase the vehicle fleet by one security vehicle designated for STAR campus, by FY25	26	SF	ASD
Strategy 5-D-8 Identify and implement an alternate exterior vest carrier based on Uniform Committee recommendations and Department approval	In Progress	OP	ASD



# COMPLETED Goals, Objectives & Strategies

## COMPLETED:

Goals, Objectives & Strategies	YEAR ACCOMPLISHED
<b>Goal #1 Crime Prevention and Suppression</b>	
<b>Objective 1-A Decrease University related crime</b>	
Strategy 1-A Crime mapping software – RAIDS Note, 06/01/2018: Updated to Crimemapping.com in May 2018	ACCOMPLISHED – FY 2014
Strategy 1-A 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 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 and Enhance Community Outreach</b>	
Strategy 1-B 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 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	Accomplished FY 2022
Strategy 1-B 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 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 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



# COMPLETED Goals, Objectives & Strategies

Goals, Objectives & Strategies	YEAR ACCOMPLISHED
<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 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 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 Identify and secure space in Whitney Center (new FB stadium) for UDPD command post and in addition, obtain the Carpenter Club space for a permanent Command Post	ACCOMPLISHED FY 2021 & ONGOING 2023
<b>Objective 3-A Provide comprehensive non-sworn public safety services</b>	
Strategy 3-A 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
Strategy 3-A Creation of PBOP Request Form	ACCOMPLISHED FY 2022
Strategy 3-A Enhance UDECU Program. Evaluate the feasibility of making the program financially self-supporting	ACCOMPLISHED– FY 2022
Strategy 3-A Partner with Bloom Energy to establish and execute a Memorandum of Agreement to provide security and police services at the Bloom Energy Plant, located on the STAR campus	ACCOMPLISHED FY2023
<b>Objective 3-B Evaluate and enhance comprehensive emergency management services</b>	
Strategy 3-B UDECU will provide comprehensive medical services at the highest level of professionalism for the campus community – HeartSafe and named National Collegiate Emergency Medical Services Foundation Collegiate EMS Organization of the Year	ACCOMPLISHED – FY 2016 & 2022
Strategy 3-B Host a Large Scale and Function Exercise for a violent intruder incident	ACCOMPLISHED FY2023
<b>Objective 3-D Provide aggressive approach to community outreach to all University stakeholders</b>	
Strategy 3-D 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 Create stoles for cadets to wear during Commencement	ACCOMPLISHED– FY2020
Strategy 3-D Obtain an electric vehicle and marking with a public service announcement or as a recruitment vehicle –Jeep4Xe	ACCOMPLISHED– FY 2023
Strategy 3-D Establish a Police Liaison Program to partner with Student Organizations and Clubs	ACCOMPLISHED– FY 2023



# COMPLETED Goals, Objectives & Strategies

Goals, Objectives & Strategies	YEAR ACCOMPLISHED
<b>Objective 4-A Identify any new staffing requirements</b>	
Strategy 4-A 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>ASU</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 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
Strategy 4-A Purchase of a small fleet of Zero Motorcycles, DualSport (DSP) model (2 in FY 18, 2 projected for FY19) – 2 Officers certified in April, 2 certified in FY 19	ACCOMPLISHED– FY 2023
Strategy 4-A-7 Hire and integrate a part time administrative assistant by FY25 to assist with Human Resources, Records, and Clery compliance duties as needed	ACCOMPLISHED FY 2024
<b>Objective 4-B Provide for all employee growth and development activities</b>	
Strategy 4-B Weekly meetings with special units	ACCOMPLISHED – FY 2016
Strategy 4-B 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 Enhance the IA Pro System to streamline the process, accountability, impartiality etc.	ACCOMPLISHED – FY 2014
Strategy 4-C Adopt Power Standards for next accreditation process ProQA	ACCOMPLISHED– FY 2022
Strategy 4-C Host Security Assessment Certification Course – provided funding through SLEAF.	ACCOMPLISHED – FY 2018
<b>Objective 4-E Ensure appropriate Human Resources Management practices are in use throughout the organization</b>	
Strategy 4-E 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 Update training records which are in Power DMS	ACCOMPLISHED – FY 2016
Strategy 4-E 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 Continue to enhance performance appraisal which is specific to UDPD Note, 03/2018: Abandoned	ACCOMPLISHED – FY 2016
Strategy 4-E Conduct Workload Analysis for ASD	ACCOMPLISHED – FY 2018
Strategy 4-E Explore a career development program for Dispatcher	ACCOMPLISHED – FY 2019
Strategy 4-E Ratify new FOP contract	ACCOMPLISHED – FY 2023
Strategy 4-E Establish a Career Development Program for Security Officers to mirror what we currently have in place for our Dispatchers	ACCOMPLISHED & ONGOING – FY 2022
Strategy 4-E Conduct a review of the non-sworn administrative position classifications – 1 remaining 2023	ACCOMPLISHED & ONGOING – FY 2022



# COMPLETED Goals, Objectives & Strategies

Goals, Objectives & Strategies	YEAR ACCOMPLISHED
<b>Goal #5 Comprehensive Business Planning</b>	
<b>Objective 5-B Ensure required physical facilities, equipment and supplies are utilized in an effective manner</b>	
Strategy 5-B 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 Designate a secure area for conducting interviews with audio/video capabilities	ACCOMPLISHED – FY 2016
Strategy 5-B Ensure accreditation standards are consulted for compliance with any future public safety construction or renovations	ACCOMPLISHED – FY 2014
Strategy 5-B Complete a comprehensive study on both current and future physical facility needs	ACCOMPLISHED – FY 2017
Strategy 5-B Identify a secure location to hold training equipment for RAD and defensive tactics training	ACCOMPLISHED FY 2020
Strategy 5-B Create and implement security access policy for UDPD HQ	ACCOMPLISHED FY 2020
Strategy 5-B 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 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 Redesign UDPD cell block/interview room to increase the ability to temporarily house offenders	ACCOMPLISHED – FY 2020
Strategy 5-B Install new video monitor in the UDPD outside lobby to enhance safety messaging	ACCOMPLISHED – FY 2023
<b>Objective 5-C Advance all necessary and desired technology initiatives</b>	
Strategy 5-C Implement an electronic key dispersal program for UD employees and after hours facilities employees	ACCOMPLISHED – FY 2014
Strategy 5-C Install video cameras on Lewes campus which could be monitored remotely from Newark	ACCOMPLISHED – FY 2017
Strategy 5-C Install video cameras on Wilmington campus which could be monitored remotely from Newark	ACCOMPLISHED FY 2020
Strategy 5-C NWS upgrade, add mobile capabilities to include messaging options / Plan and implement new statewide CAD platform	ACCOMPLISHED – FY 2018
Strategy 5-C Purchase handheld computer units for all motorcycle, bicycle, and unmarked units to use for NCIC/DELJIS etc.	ACCOMPLISHED – FY 2019
Strategy 5-C Plan and implement Next Generation compliant 911 systems	ACCOMPLISHED – FY 2018
Strategy 5-C Plan and implement ProQA Emergency Police Dispatch (EPD) protocol – State Funding for all PSAP Centers was approved	ACCOMPLISHED FY 2020
Strategy 5-C Plan/implement Phase 6 of the campus-wide surveillance System	ACCOMPLISHED FY 2020
Strategy 5-C Upgrade POSS - Police Officer Scheduling Software	ACCOMPLISHED – FY 2018
Strategy 5-C Plan and implement replacement of portable radios	ACCOMPLISHED – FY 2017
Strategy 5-C Plan and implement body worn cameras	ACCOMPLISHED – FY 2017
Strategy 5-C Update covert surveillance equipment	ACCOMPLISHED – FY 2023



## COMPLETED Goals, Objectives & Strategies

<b>Objective 5-D Purchase equipment, supplies and materials required for effective police operations and administration</b>	
Strategy 5-D Replace older or non-matching equipment i.e. leather/web gear, badges, name tags, special unit insignias etc	ACCOMPLISHED – FY 2017
Strategy 5-D Purchase winter coats/jackets for both police and security	ACCOMPLISHED – FY 2016
Strategy 5-D Update markings on current patrol fleet	ACCOMPLISHED – FY 2014
Strategy 5-D Fixed LPRs around campus perimeter	ACCOMPLISHED – FY 2016
Strategy 5-D 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 Replace current service pistol with Sig Sauer P320, and include weapons lights and holsters	ACCOMPLISHED – FY 2018
Strategy 5-D Explore adding a vehicle to the fleet for CRU Outreach Cadet programs use Gators as designated vehicles Add one additional vehicle to the Command fleet	ACCOMPLISHED – FY 2022 ACCOMPLISHED – FY 2021
Strategy 5-D 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





## **CONCLUSION**

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.



# CONCLUSION

<b>Goals, Objectives &amp; Strategies</b>	<b>FY</b>	<b>Budget</b>	<b>Accountable</b>
Strategy 4-A-6 Create an additional Security Supervisor position on STAR Campus to ensure proper span of control for STAR Campus Security Operations	FY26	OP	AOD
Strategy 4-A-8 Create an additional civilian position by FY25 (F/T or P/T) to assist with UDECU administrative responsibilities and initiatives	FY26	OP	AOD
Strategy 4-A-8 Increase staffing within the Security Division, to include a second STAR Campus Security Supervisor, along with a Security Services Manager to manage all Security Operations	FY26	OP	AOD
Strategy 4-A-9 Hire and integrate a civilian PSAP manager with specific technical knowledge of Communications Center systems.	FY26	OP	AOD
<b>Objective 4-B Provide for all employee growth and development activities (Enhanced Training)</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	ACCOMPLISHED & ONGOING - FY 2024		
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 Maintain training for less lethal weapons to include defensive tactics, use of force, Active Shooter, Hostage / Barricade, Crowd Control and BolaWrap	ACCOMPLISHED & ONGOING - FY 2022		
Strategy 4-B-6 Develop and maintain new employee orientation process for sworn and non-sworn employees	ACCOMPLISHED & ONGOING – FY 2018		
Strategy 4-B-7 Train all Detectives, Supervisors and Dispatchers in the use of the LPR system	ACCOMPLISHED & ONGOING – FY 2017		
Strategy 4-B-8 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-9 Hire an outside consultant to review use of force protocols and provide training for high risk / low frequency incidents, to include report writing procedures	FY25	OP	CMD
Strategy 4-B-10 Expand social media investigations training for all detectives on an annual basis	FY25	OP	SOD
Strategy 4-B-11 Implement quarterly training on the UD Alert system for all police supervisors and dispatchers	FY24	OP	AOD
<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



## CONCLUSION

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 Signed CALEA Agreement 8/2019 Fill PSAP Manager July Position 2020

ACCOMPLISHED FY2021 & ONGOING