



Chief's Message



It is with great pleasure that I present the University of Delaware Police Department Strategic Plan for Fiscal Year 2026 and beyond. This plan is forward-thinking and was developed to position our agency for maximum performance and effectiveness as we move further into the 21st century. This strategic plan blueprint clearly articulates, for all members of the department and 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 premier University Police agency.

Chief Patrick A. Ogden

Chief Patrick A. Ogden
Associate Vice President
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.



Goals

Goal #1 Prevent and Suppress Crime - reduce crime and victimization to decrease the fear of, or perception of, crime within the University community.

Goal #2 Enhance Campus Safety Initiatives – in all aspects of campus life to include vehicle, bicycle, and pedestrian traffic.

Goal #3 Build Trust Through Effective Community Policing Services - including all required non-law enforcement, dispatch communications, security, emergency management, and non-emergency-based services for all University stakeholders and community-based entities.

Goal #4 Provide Organizational Development and Performance Enhancement Opportunities - for a proper organizational structure, an ethical working environment, employee growth and performance, develop community partnerships and support, and ensure the effective implementation of the strategic planning process.

Goal #5 Ensure 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

ASU = Administrative Services Unit

AOU = Auxiliary Operations Unit

CO = Chief's Office

IT IS = IT Infrastructure Security

PO = Patrol Operations Unit

SOU = Special Operations Unit



Pending Goals, Objectives & Strategies

Goals, Objectives & Strategies	FY	Budget	Accountable
Goal #1 Prevent and Suppress Crime			
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	SOU
Strategy 1-A-2 High Visibility Patrols (proactive patrol targeting identified suspicious/criminal activity or designated areas of concern); Have officers on each shift on foot or bike whose priority is community-oriented deterrence and enforcement	Ongoing	OP	PO/SOU
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	26	OP	SOU
Objective 1-B Decrease the University Community's perceptions/fears of crime and Enhance Community Outreach			
Strategy 1-B-1 Create safety messages	Ongoing	OP	SOU
Strategy 1-B-2 Provide community information	Ongoing	OP	ALL
Strategy 1-B-3 Personnel assigned to Bicycle, Foot and Gator operations will engage in proactive patrols focusing on community interaction and suspicious activity	Ongoing	OP	PO/SOU
Strategy 1-B-4 K-9 Units will engage in bomb detection services per agency policy	Ongoing	OP	SOU
Strategy 1-B-5 Increase transparency with the public by increasing press releases and social media posts	Ongoing	OP	SOU/CO
Objective 1-C Decrease the number of crimes and public safety incidents at university-sanctioned events			
Strategy 1-C-1 Provide crime prevention education	Ongoing	OP	SOU
Strategy 1-C-2 Continue to collaborate with NPD, DATE, and CSCR to address quality of life/alcohol-related issues	Ongoing	OP	SOU
Goal #2 Enhance Campus Safety Initiatives			
Objective 2-A Decrease the total number of university-related pedestrian and vehicular accidents			
Strategy 2-A-1 Expand and enhance safety education efforts via social media, website, etc.	Ongoing	OP	SOU
Strategy 2-A-2 Respond appropriately to university and community concerns	Ongoing	OP	ALL
Strategy 2-A-3 Engage in proactive self-initiated traffic enforcement activities	Ongoing	OP	PO/SOU
Strategy 2-A-4 Conduct educational outreach and enforcement of the University E-Bike Safety Policy to be used in conjunction with CSCR for bicycle safety violations	Ongoing	OP	PO
Strategy 2-A-5 Seek a Delaware Office of Highway Safety (DOHS) grant for pedestrian enforcement and the creation of an educational video	Accomplished FY 26 and Ongoing	OP	SOU
Strategy 2-A-6 Conduct educational outreach and enforcement of pedestrian laws in conjunction with the Office of Highway Safety and the University of Delaware's Office of Community Standards and Conflict Resolution	Ongoing	OP	PO / SOU



Pending Goals, Objectives & Strategies

Goals, Objectives & Strategies	FY	Budget	Accountable
Objective 2-B Decrease the number of traffic safety complaints in university jurisdiction			
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	PO/SOU
Objective 2-C Enhance traffic management at university special events			
Strategy 2-C-1 Strive for zero defects in event management via effective planning, customer service, foreseeability, and collaboration with other agencies including OHS, DeIDOT, TMC, etc.	Ongoing	OP	SOU
Objective 2-D Purchase or Lease and Implement Drone Defense System			
Strategy 2-D-1 Purchase and implement a drone defense system to detect, track and identify unmanned aerial vehicles (UAVs) to enhance the safety of the University of Delaware and surrounding community. (Possible Grant Opportunity)	Ongoing	OP / GR	SOU
Goal #3 Build Trust Through Effective Community Policing			
Objective 3-A Provide comprehensive non-sworn public safety services			
Strategy 3-A-1 Enhance Cadet Program	Ongoing	OP	AOU
Strategy 3-A-2 PSAP personnel will triage, and dispatch calls for service per department policy with zero defects	Ongoing	OP	IT IS
Strategy 3-A-3 Provide bicycle training and create a new program for cadets assigned to dorm and building patrols to increase efficiency and high visibility patrols (Note: motorcycles have replaced bicycle patrols for police officers at this point)	FY27	OP	SOU
Objective 3-B Evaluate and enhance comprehensive emergency management services			
Strategy 3-B-1 Utilize NIMS ICS up to and including 400 to develop enhanced events management practices including preventing, responding to, recovering from, and mitigating effects	Ongoing	OP	SOU
Strategy 3-B-2 Establish a committee with Environmental Health and Safety (EHS) that will meet regularly to review departmental responses to safety incidents and make recommendations for training, updated protocols, and policies	Ongoing	OP	PO
Strategy 3-B-3 Host active shooter seminars each semester that are publicized and open to the entire community	Ongoing	OP	SOU
Objective 3-C Provide full police and public safety support services to other law enforcement agencies upon request			
Strategy 3-C-1 Maintain existing and expand new partnerships with outside entities, including SWHP, OPT4, SHS, DATE, OHS, Residence Life, etc.	Ongoing	OP	ALL
Objective 3-D Provide an aggressive approach to community outreach to all University stakeholders and the University community			
Strategy 3-D-1 Continually update and enhance the UD Police website	Ongoing	OP	ASU/IT
Strategy 3-D-2 Continually update the Community Police Academy; Establish CPA as a credit course- Critical Issues in Policing CJJU467	Ongoing	OP	ASU
Strategy 3-D-3 Maintain a professional and rewarding University of Delaware approved criminal justice class hosted and taught by UDPD officers and police experts; Critical Issues in Policing	Ongoing	OP	ASU



Pending Goals, Objectives & Strategies

Goals, Objectives & Strategies	FY	Budget	Accountable
Goal #4 Provide Organizational Development and Performance Enhancement Opportunities			
Objective 4-A Identify any new staffing requirements			
Strategy 4-A-1 Maintain full authorized strength	Ongoing	OP	ALL
Strategy 4-A-2 Designate Lieutenant Dan Garibaldi for attendance at the FBI National Academy	27	OP	CO
Strategy 4-A-3 Research and implement best practices for recruitment and retention of police, security, dispatchers, and Cadets/UDECU to maintain full staffing levels and fill vacancies	25	OP	AOU
Strategy 4-A-4 Increase authorized police staffing by 1 officer per year for the next 5 years, in response to the increase of businesses and future development of residences on STAR Campus and to ensure autonomy between dispatch and patrol staffing	TABLED Due to Budget		
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 each patrol rotation and two officers to work a rotating day and evening schedule	26	OP	PO/SOU
Strategy 4-A-6 Create an additional civilian position by FY25 (F/T or P/T) to assist with UDECU administrative responsibilities and initiatives	27	OP	AOU
Strategy 4-A-7 Hire two (2) auxiliary security officers to assist with security operations across main campus, in addition to the Newark Regional Transportation Center contract	27	OP	AOU
Strategy 4-A-8 Expand requirements for department personnel to staff special events	27	OP	SOU
Strategy 4-A-9 Establish an Integrated Unit Operations plan to strengthen relationships and improve operational effectiveness by intentionally integrating administrative officers and patrol officers through shared duties, structured interaction, and reciprocal support	27	OP	ALL
Strategy 4-A-10 Test and implement a dispatcher rotation system that rotates each dispatch position every four hours. This will allow dispatchers to rotate between main dispatch channel (UD1), call-taking, alarm monitoring and tertiary channels, and the secondary channel (UD2). This will allow for wellness by moving dispatchers from higher stress dispatch positions to positions of lower radio volume and reduced stress positions	26	OP	AOU
Strategy 4-A-11 Build upon recent reorganization by hiring a civilian PSAP Manager for FY27 (July 1, 2026) and civilian Accreditation Manager for FY28 (July 1, 2027)	27/28	OP	AOU/ASU
Objective 4-B Provide opportunities for growth and development for all employees			
Strategy 4-B-1 Institute additional in-service training programs (Ex.-basic required annual in-service, advanced specific in-service, "Tip of the Day", Lexipol risk management, certified instructor)	Ongoing	OP	CO
Strategy 4-B-2 Leadership Training (LEEDA, DSP, Organizational development) for sworn and non-sworn employees	Ongoing	OP	ALL
Strategy 4-B-3 Host an annual law enforcement seminar funded by SLEAF	Ongoing	OP	ASU
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	ASU



Pending Goals, Objectives & Strategies

Goals, Objectives & Strategies	FY	Budget	Accountable
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	Ongoing	OP/SF	ALL
Strategy 4-B-6 Train all Dispatchers and sworn officers in the new Flock LPR system and update policy regarding new system	Ongoing	OP	ASU
Strategy 4-B-7 Expand social media investigations training for all detectives on an annual basis	26	OP	ASU
Strategy 4-B-8 Implement quarterly training on the UD Alert system for all police supervisors (done) and dispatchers	Ongoing	OP	SOU
Strategy 4-B-9 Provide leadership/supervisor training for identified Cadets/UDECU members	Ongoing	OP	SOU
Strategy 4-B-10 Create and implement a policy requiring a detailed individualized officer training program for any employee who is returning from administrative duty related to critical incidents or extended leave	27	OP	ASU
Strategy 4-B-11 Update the Organizational Development and Succession Management Plan formalize its succession management strategies in adequately prepare for future human resources, talent and leadership needs	27	OP	ASU
Strategy 4-B-12 Develop a supervisor guide to include critical incident response, one page policy guides, contact information and timely warning notification guidelines	27	OP	ASU
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	ASU
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	CO
Strategy 4-C-3 Obtain APCO Telecommunications Specialist certification for full-time UComm personnel within 1 year of release from field training	Ongoing	OP	ALL
Strategy 4-C-4 Complete a full policy revision of all UDPD General Orders, in collaboration with Daigle Law Group	27	OP	ASU
Strategy 4-C-5 Write and implement a comprehensive Clery policy for the University of Delaware	26	OP	ASU
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	ALL
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	ALL
Strategy 4-D-4 Meet on a weekly basis with all squads and units to allow all employees to engage in the strategic planning process	27	OP	CO/ASU
Objective 4-E Ensure appropriate Human Resources Management practices are in use throughout the organization			
Strategy 4-E-1 Develop and maintain POST in-service training schedule	Ongoing	OP	CO



Pending Goals, Objectives & Strategies

Goals, Objectives & Strategies	FY	Budget	Accountable
Strategy 4-E-2 Establish a Recruitment/Retention Committee to meet quarterly to discuss and implement recruitment and retention strategies	27	OP	ASU
Strategy 4-E-3 Add Peer/360 evaluations as a scored and weighted aspect of the promotional process	27	OP	ASU
Strategy 4-E-4 Explore Potential Rebranding: Dispatch to Emergency Communications Unit / Dispatchers to Telecommunicators and Security to Campus Safety Unit / Security Officers to Campus Safety Officers	27	OP	ASU
Strategy 4-E-5 Utilize Power DMS and the Google Drive to restructure the dissemination of agency wide information to allow it to be more accessible and to track receipt (i.e. training schedules, memos, directives, so on)	27	OP	CO / ASU
Strategy 4-E-6 Expand on our existing officer wellness program to include mental and financial components that will complement our current physical fitness requirements (NOTE – Mental Fitness is likely be a CBA item)	27	GF	ASU
Goal #5 Ensure 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	Ongoing	OP	CO
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	CO
Strategy 5-A-3 Implement an amortization schedule as a chart for vehicle replacement	27	GR	CO/ASU
Strategy 5-A-4 Incorporate firearms into the amortization budget, so firearms are replaced incrementally every 6 years	Ongoing	OP	ASU
Objective 5-B Ensure required physical facilities, equipment & supplies are utilized in an effective manner			
Strategy 5-B-1 Provide new UDPD signage for Lewes and Wilmington campuses	27	OP	CO
Strategy 5-B-2 Implement a capital improvement project to enhance several areas of the department, including locker rooms (men's, women's, and new gender-neutral), break room, fitness center, emergency operations/training center, evidence locker overflow, soft interview room, wellness room, storage spaces for training equipment and part-time special units' equipment and weapons storage/cleaning room	Ongoing	OP	CO
Strategy 5-B-3 Explore adding Blue light phones to the Delaware Technology Park and STAR Campus – Partially Accomplished – added Phones to STAR Campus	Ongoing	SF	ASU
Strategy 5-B-4 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- FY 2022	OP	AOU
Objective 5-C Advance all necessary and desired technology initiatives			
Strategy 5-C-1 Purchase and implement a new video analysis software system (INPUT-ACE) with training and access for all detectives	27	OP	IT IS/SOU



Pending Goals, Objectives & Strategies

Goals, Objectives & Strategies	FY	Budget	Accountable
Strategy 5-C-2 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	27	OP	IT IS/SOU
Strategy 5-C-3 Continue to build upon our existing ProWatch access control project for all academic buildings located on the Newark Campus (HML Special Collections, Building X, Lammont DuPont, Drake Hall, Lasher Lab (Georgetown), SABRE Building, McDowell Hall, Alumni Hall) Collaborate with Central IT, FREAS, and other stakeholders to complete card access and fixed cameras projects at Drake Lab (In Progress, Construction phase), Lammont DuPont Lab (In Progress, Design phase), Colburn Lab (No funding source identified), Spencer Lab, Evans Hall, and DuPont Hall completed. Continue access control projects for other academic and administrative buildings	27	OP	IT IS/SOU
Strategy 5-C-4 Card Access / Genetec Video Surveillance System for Lewes Campus (highlight Wilmington and Georgetown)	27	OP	IT IS
Objective 5-D Purchase equipment, supplies, and materials required for effective police operations and administration			
Strategy 5-D-1 Replace and add the required number of patrol vehicles in the fleet	Ongoing	OP	IT IS
Strategy 5-D-2 Outfit patrol vehicles with updated ballistic shields	26		
Strategy 5-D-3 Identify and implement vest carrier options based on uniform committee recommendations; Purchase exterior vest carriers with pouches for all Police	In Progress	OP	ASU
Strategy 5-D-4 Regularly provide patrol with familiarization training of CIU capabilities with digital forensics	Ongoing	OP	ASU
Strategy 5-D-5 Purchase an enclosed trailer to allow CRU to transport equipment and allow for additional advertisement space	27	OP	IT IS
Strategy 5-D-6 Increase the vehicle fleet by one security vehicle designated for the STAR campus	27	SF	SOU
Strategy 5-D-7 Purchase Order placed for a new ambulance for UDECU	27	SF	ASU
Strategy 5-D-8 Add one police vehicle to the fleet annually, to incorporate Master Corporals and / or Emergency Medical Technicians into the take-home vehicle program enhance the fleet by trading 141 and command post for new patrol vehicles	27	SF	CO
Strategy 5-D-9 Launch a fundraising campaign to plan and finance a new building for the Emergency Care Unit with garage space for 2 ambulances, vehicles and other equipment	27	OP	ASU
Strategy 5-D-10 Identify potential funding sources to add Flock Automated License Plate Readers to the STAR and Laird Campuses	27	OP	ASU



COMPLETED Goals, Objectives & Strategies

Goals, Objectives & Strategies	YEAR ACCOMPLISHED
Objective 1-A Decrease University related crime	
Strategy 1-A Have all of patrol generate FSRs 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
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 Crime mapping software – RAIDS Note, 06/01/2018: Updated to Crimemapping.com in May 2018	ACCOMPLISHED - FY 2014
Objective 1-B Decrease the University Community's perceptions/fears of crime and Enhance Community Outreach	
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-9s were purchased and began training in September 2019 and we plan to purchase 2 more K-9s in FY21	ACCOMPLISHED - FY 2022
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 officers who will staff the site 7 days per week, 24hours per day, and 365 days per year	ACCOMPLISHED - FY 2020
Strategy 1-B Prepare for the acquisition of the University Courtyard Apartment Complex by enhancing safety-related protocols at the new property including enhancing police and student cadet patrols, technology improvements, and identifying space for a Community Engagement Team satellite office	ACCOMPLISHED - FY 2020
Strategy 1-B 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 - FY 2018
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 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 groundbreaking for the new train station was held on May 30, 2018, and is currently under construction)	ACCOMPLISHED - FY 2018
Objective 1-C Decrease the number of crimes and public safety incidents at university sanctioned events	
Strategy 1-C Revamp operational orders for all special events to list a minimum of two emergency contacts for the school or other host	ACCOMPLISHED - FY 2024
Strategy 1-C 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 - FY 2023



COMPLETED Goals, Objectives & Strategies

Goals, Objectives & Strategies	YEAR ACCOMPLISHED
Objective 2-A Decrease total number of university-related pedestrian and vehicular accidents	
Strategy 2-A Ensure pedestrian safety/partner with OHS	ACCOMPLISHED - FY 2024
Strategy 2-A Partner with OSC for an education-based enforcement program regarding student jaywalking	ACCOMPLISHED - FY 2019
Strategy 2-A Conduct an educational seatbelt checkpoint during the Office of Highway Safety Click It or Ticket Campaign CRU members hold these stops regularly with literature distributed, positive feedback and no violations observed -plan other similar event with NPD in the future	ACCOMPLISHED - FY 2018
Objective 2-B Decrease the number of traffic safety complaints in University jurisdiction	
Strategy 2-B Purchase and utilize a traffic display board to educate and communicate traffic concerns (Request OHS Grant Funding)	ACCOMPLISHED - FY 2019
Objective 2-C Enhance traffic management at university special events	
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
Objective 3-A Provide comprehensive non-sworn public safety services	
Strategy 3-A Enhance lighting throughout campus– Coordinate and assist facilities with a contracted lighting survey and subsequent implementation	ACCOMPLISHED - FY 2024
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 - FY 2023
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 Enhance Safety Escort Program – establish a designated phone number 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 drivers and operators to answer the phone. Provide safety escorts 24/7 utilizing police officers when needed	ACCOMPLISHED - FY 2022
Strategy 3-A Enhanced Building Security- ensure that our building is always secured; Packages are delivered only in the lobby, a push button is required to exit sensitive areas, and cameras monitor exterior doors, etc.	ACCOMPLISHED - FY 2021
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 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 - FY 2018
Objective 3-B Evaluate and enhance comprehensive emergency management services	
Strategy 3-B Host a Large Scale and Function Exercise for a violent intruder incident	ACCOMPLISHED - FY 2023
Strategy 3-B Implement “Stop the Bleed” campaign	ACCOMPLISHED - FY 2019
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



COMPLETED Goals, Objectives & Strategies

Objective 3-D Provide aggressive approach to community outreach to all University stakeholders	
Strategy 3-D Purchase, train, and implement a Facility Dog community outreach (proposal forthcoming)	ACCOMPLISHED– FY 2026
Strategy 3-D Include Dispatch and Security in the Community Engagement dining plan initiative	ACCOMPLISHED– FY 2026
Strategy 3-D Complete full implementation of our Police Accountability Committee to ensure a forum for the exchange of ideas and discuss issues impacting the UD community, while implementing all requirements of the new state law	ACCOMPLISHED– FY 25
Strategy 3-D Complete full implementation of the IACP Trust Building Campaign representing our commitment to enhancing trust and collaboration through Bias-Free Policing, Use of Force, Leadership & Culture, Recruitment, Hiring & Retention, Victim Services and Community Relations	ACCOMPLISHED– FY 2026
Strategy 3-D Complete full implementation of the IACP One Mind Campaign to ensure successful interactions between law enforcement and individuals suffering with mental health conditions	ACCOMPLISHED– FY 2026
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
Strategy 3-D Create stoles for cadets to wear during Commencement	ACCOMPLISHED– FY2020
Strategy 3-D Enhance community connection and transparency through various social media, LiveSafe, and crimemapping.com. Brand UD Alert through social media	ACCOMPLISHED FY 2019
Strategy 3-D 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– FY 2018
Strategy 3-D Document all community outreach efforts (like RSO events) by officers in CAD to tracking for the Police Data Initiative	ACCOMPLISHED– FY 2018
Strategy 3-D Maintain an enhanced stock of giveaway items (Giveaway items were purchased in March 2018)	ACCOMPLISHED– FY 2018
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
Objective 4-A Identify new staffing requirements	
Strategy 4-A The reporting structure to our two security supervisors have changed to ensure proper span of control for management of all security operations (main, STAR, Wilmington and Lewes campuses)	ACCOMPLISHED - FY 2026
Strategy 4-A Identify a candidate to attend the United States Department of Homeland Security Leadership Academy (Captain Maier)	ACCOMPLISHED - FY 2026
Strategy 4-A Have all non-contracted security officers switch to an A/B or C/D rotation. Assign both security supervisors to A/B, C/D rotation. This will streamline security services and maximize existing resources for better security operations	ACCOMPLISHED - FY 2026
Strategy 4-A Complete peer institution staffing, structure and salary assessment in preparation of university wide organizational assessment	ACCOMPLISHED - FY 2026
Strategy 4-A Hire a part-time quartermaster and fleet coordinator to	



COMPLETED Goals, Objectives & Strategies

take over the responsibilities currently being handled by a police officer, as the officer can be reassigned to operational responsibilities	ACCOMPLISHED - FY 2026
Strategy 4-A Hire a part-time Intelligence Analyst to track crime trends, clearances, and gather intelligence for large-scale planned events	ACCOMPLISHED - FY 2026
Strategy 4-A Hire a part-time Social Media coordinator to improve messaging by including student and community member participation through internship programs or community police academy engagement (create job description and hiring flier)	ACCOMPLISHED - FY 2026
Strategy 4-A 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
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 and 2 certified in FY 19	ACCOMPLISHED - FY 2023
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 ASU Responsibilities: POSS management, Calendar/Conference Room management, Website management, Events, Departmental Awards, Business Communications (Department line, Christmas Cards, etc...)	ACCOMPLISHED– FY2020
Strategy 4-A Designate eligible agency supervisors for attendance at the FBI National Academy – Lt. Lenhoff graduated in 2018, Lt. Battle graduated in 2023	ACCOMPLISHED - 2018 & 2023
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
Objective 4-B Provide for all employee growth and development activities	
Strategy 4-B Host the 1st UDPD Professional Staff Instructor Certificate 40-hour course, utilizing the Police Officer Standards and Training (POST) certified instructor curriculum	ACCOMPLISHED - FY 2025
Strategy 4-B Hire an outside consultant to review use of force protocols and provide training for high-risk / low-frequency incidents, including report writing procedures	ACCOMPLISHED - FY 2024
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 st Officer assigned 05/2018 - 12/2018)	ACCOMPLISHED - FY 2018
Strategy 4-B Develop and maintain new employee orientation process for sworn and non-sworn employees	ACCOMPLISHED - FY 2018
Strategy 4-B Train all Detectives, Supervisors and Dispatchers in the use of the LPR system	ACCOMPLISHED - FY 2018
Strategy 4-B 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	ACCOMPLISHED - FY 2018
Strategy 4-B Develop and maintain a new employee orientation process for sworn and non-sworn employees	ACCOMPLISHED - FY 2018
Strategy 4-B 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 current certified instructors	ACCOMPLISHED - FY 2018
Strategy 4-B Weekly meetings with special units	ACCOMPLISHED - FY 2016



COMPLETED Goals, Objectives & Strategies

Objective 4-C Ensuring both individual and organizational ethics, corporate social responsibility and professionalism are adhered to	
Strategy 4-C 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
Strategy 4-C Adopt Power Standards for next accreditation process ProQA	ACCOMPLISHED - FY 2022
Strategy 4-C Establish and Create a digital forensic policy.	ACCOMPLISHED - FY2021
Strategy 4-C Develop Communications accreditation standards to comply with the Public Safety Communications Accreditation Program, through the Commission on Accreditation for Law Enforcement Agencies and pursue same Signed CALEA Agreement 08/2019. Fill PSAP Manager July Position 2020	ACCOMPLISHED - FY2021
Strategy 4-C Establish the Agency as a leader in assisting other agencies in the state accreditation process	ACCOMPLISHED - FY 2018
Strategy 4-C Host Security Assessment Certification Course –provided funding through SLEAF	ACCOMPLISHED - FY 2018
Strategy 4-C Enhance the IA Pro System to streamline the process, accountability, impartiality etc.	ACCOMPLISHED - FY 2014
Objective 4-E Ensure appropriate Human Resources Management practices are in use throughout the organization	
Strategy 4-E Seek a State Law Enforcement Assistance Fund (SLEAF) grant to host a National Tactical Officers Association (NTOA) Public Order Certification Course	ACCOMPLISHED - FY 2026
Strategy 4-E Seek a Delaware Emergency Management Agency (DEMA) / WMD law enforcement grant for two officers to attend the National Tactical Officers Association Crisis Negotiation Conference	ACCOMPLISHED - FY 2026
Strategy 4-E Implement remote work policy for non-sworn administrative staff	ACCOMPLISHED - FY 2025
Strategy 4-E Ratify new FOP contract	ACCOMPLISHED - FY 2023
Strategy 4-E Conduct a review of the non-sworn administrative position classifications – 1 remaining 2023	ACCOMPLISHED - FY 2022
Strategy 4-E Establish a Career Development Program for Security Officers to mirror what we currently have in place for our Dispatchers	ACCOMPLISHED - FY 2022
Strategy 4-E Explore a career development program for Dispatcher	ACCOMPLISHED - FY 2019
Strategy 4-E Conduct Workload Analysis for ASD	ACCOMPLISHED - FY 2018
Strategy 4-E Crosstrain Administrative Services employees to achieve redundancy in each position	ACCOMPLISHED - FY 2018
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 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 Update training records which are in 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
Goals, Objectives & Strategies	YEAR ACCOMPLISHED
Objective 5-B Ensure required physical facilities, equipment and supplies are utilized in an effective manner	



COMPLETED Goals, Objectives & Strategies

Strategy 5-B 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	ACCOMPLISHED - FY 2024
Strategy 5-B Utilize video monitoring to its fullest potential as a force multiplier and crime reduction tool	ACCOMPLISHED - FY 2024
Strategy 5-B Provide new UDPD signage for Newark campus	ACCOMPLISHED - FY 2024
Strategy 5-B Increase testing of exterior Blue Light phones to twice per month, by establishing a schedule utilizing Cadets to test the phones	ACCOMPLISHED - FY 2023
Strategy 5-B Install new video monitor in the UDPD outside lobby to enhance safety messaging	ACCOMPLISHED - FY 2023
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 Redesign UDPD cell block/interview room to increase the ability to temporarily house offenders	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 Complete a comprehensive study on both current and future physical facility needs	ACCOMPLISHED - FY 2017
Strategy 5-B Redesign departmental workspace 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
Objective 5-C Advance all necessary and desired technology initiatives	
Strategy 5-C Migrate all UDPD phone numbers and mobile data terminals off Verizon and onto AT&T FirstNet for prioritization of Law Enforcement communications	ACCOMPLISHED - FY 2026
Strategy 5-C Continue to install cameras at the ingress and egress points of all Residential Halls with Thompson, and Lane Halls as the priority, continue video surveillance camera projects for residential buildings	ACCOMPLISHED - FY 2026
Strategy 5-C Complete Flock License Plate Reader replacement project and installation of a 10th LPR for westbound Wyoming Road	ACCOMPLISHED - FY 2025
Strategy 5-C Complete Video Surveillance Camera project at the ingress and egress points for James Smith and George Reed	ACCOMPLISHED - FY 2024
Strategy 5-C Collaborate with Central IT, FREAS, and other stakeholders to complete card access and fixed cameras projects for Brown, Center For Composites, and Willard Hall	ACCOMPLISHED - FY 2024
Strategy 5-C 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)	ACCOMPLISHED - FY 2024
Strategy 5-C Update covert surveillance equipment	ACCOMPLISHED - FY 2023
Strategy 5-C Populate and begin utilizing Clery Edge software to its fullest extent to better streamline all applicable Clery Act functions	ACCOMPLISHED - FY 2023



COMPLETED Goals, Objectives & Strategies

Strategy 5-C CAD monitoring capabilities from patrol vehicles	ACCOMPLISHED - FY 2020
Strategy 5-C Install video cameras on Wilmington campus which could be monitored remotely from Newark	ACCOMPLISHED - FY 2020
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 Purchase handheld computer units for all motorcycle, bicycle, and unmarked units to use for NCIC/DELJIS etc.	ACCOMPLISHED - FY 2019
Strategy 5-C Upgrade POSS - Police Officer Scheduling Software	ACCOMPLISHED - FY 2018
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 Plan and implement Next Generation compliant 911 systems	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 Install video cameras on Lewes campus which could be monitored remotely from Newark	ACCOMPLISHED - FY 2017
Strategy 5-C Implement an electronic key dispersal program for UD employees and after hours facilities employees	ACCOMPLISHED - FY 2014
Objective 5-D Purchase equipment, supplies, and materials required for effective police operations and administration	
Strategy 5-D 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 a web link	ACCOMPLISHED - FY 2026
Strategy 5-D Work with the Delaware Department of Safety and Homeland Security to purchase and deploy 60 new Axon Body Worn Cameras and begin storing digital evidence on the new statewide video evidence repository platform, as our current Motorola BWCs are approaching end of life	ACCOMPLISHED - FY 2026
Strategy 5-D Purchase new Conducted Energy Weapons (CEWs) and replace the currently issued CEWs after police personnel complete the required training	ACCOMPLISHED - FY 2026
Strategy 5-D Purchase and deploy an Unmanned Aircraft System for use by authorized police personnel to assist with the department's mission of protecting lives and property when other resources are not available or are less effective	ACCOMPLISHED - FY 2026
Strategy 5-D 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 for the other 4 sergeants)	ACCOMPLISHED - FY 2026
Strategy 5-D Purchase and deploy 60 new Conducted Energy Weapons (CEW – TASER) to replace the original models after all police personnel successfully complete required training	ACCOMPLISHED - FY 2025
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 – FY 2019



COMPLETED Goals, Objectives & Strategies

Strategy 5-D Replace current service pistol with Sig Sauer P320, and include weapons lights and holsters	ACCOMPLISHED - FY 2018
Strategy 5-D Obtain document imaging solution to reduce/eliminate the need to retain paperwork associated with LEISS reports, such as trespass warnings, search warrants and so on	ACCOMPLISHED - FY 2018
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 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 Purchase winter coats/jackets for both police and security	ACCOMPLISHED - FY 2016
Strategy 5-D Fixed LPRs around campus perimeter	ACCOMPLISHED - FY 2016
Strategy 5-D Update markings on current patrol fleet	ACCOMPLISHED - FY 2014



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.