



University of Maryland, Baltimore Police Department
2019-2022 STRATEGIC PLAN

MESSAGE FROM THE CHIEF



I am proud to present the University of Maryland, Baltimore Police Department's three-year strategic plan. This document represents the collaboration and input from all divisions of our department and all who contributed to the final product.

I would like to thank everyone involved in the development of this plan for their dedication and willingness to help create a strategic plan for the future of our organization.

Chief Alice K. Cary, MS

INTRODUCTION

The University of Maryland, Baltimore Police Department (UMBPD) is a full service police agency providing a wide variety of services for the community, including:

- 24-hour uniformed patrols by sworn police staff and supported by non-sworn security staff
- Vehicle, Segway, bicycle, and foot patrols to deter and prevent criminal activity, and to increase responsiveness and readiness during routine calls for service or in the event of an emergency
- An on-campus Communications Center that dispatches emergency and non-emergency calls 24-hours a day
- Police Records services
- A Community Outreach and Support Team (COAST)

HISTORICAL BACKGROUND

The UMBPD's history goes back to 1948, where security officers were designated to keep the campus safe. In 1975, the first police officers were sworn-in.

Originally, UMBPD's jurisdiction extended only to University-owned buildings and grounds. In June of 1984, an agreement was signed with the Baltimore Police Department that granted concurrent jurisdiction within the University boundaries, to include streets and sidewalks.

In June of 1993, a new concurrent jurisdiction agreement was signed with the Baltimore Police Department that still holds today. This agreement granted the UMBPD the same authority and power as the Baltimore Police Department within the immediate area including UMB's campus.

The UMBPD currently operates out of Pine Street Station, Pine Street Annex, the BioPark Substation, and the Community Outreach Police Station (COPS).

Pine Street Police Station was built in 1878 as the Western District Police Station and originally housed the Baltimore Police Department.



OVERVIEW

The UMBPD serves approximately 6,700 students and 7,400 faculty and staff at the University of Maryland, Baltimore. As of September 2019, the Department is funded to employ 60 police officers, 83 security personnel, nine police communications operators, and eight administrative employees.

The Department continues to build and strengthen community and public safety partnerships in order to assist in accomplishing the mission of promoting a safe and secure environment. Police and security conduct patrol, traffic enforcement, criminal investigations, and community policing with both on-campus and off-campus stakeholders. With increased threats to campus safety across the country, the UMBPD practices security both on a macro and micro level. The Department has focused on a heightened state of readiness and responsiveness to large scale incidents, including seeking out and providing specialized training, obtaining specialized equipment, and partnering with regional groups to share intelligence.

GOALS

1. Create and maintain a safe and secure environment
2. Enhance UMB's reputation for safety
3. Be prepared to respond to and recover from crisis
4. Avoid liability
5. Enhance situational awareness on campus
6. Enhance professionalism of the department through innovative training and technology

MISSION STATEMENT

The University of Maryland, Baltimore Police Department's mission is to promote a safe and secure campus environment for students, faculty, staff, and visitors. We will provide professional public safety services ethically and fairly through education, engagement, and collaboration. We will adhere to the Core Values of the University of Maryland, Baltimore.

VISION STATEMENT

The University of Maryland, Baltimore Police Department is committed to adhering to the highest standards of practice while engaging in continuous learning in order to serve our community. We are dedicated to the principle of community policing and to becoming one of the most progressive, innovative, and professional police departments in the nation.

CORE VALUES

UNIVERSITY

Excellence

The University is guided by a constant pursuit of excellence.

Diversity

The University is committed to a culture that is enriched by diversity and inclusion, in the broadest sense, in its thoughts, actions, and leadership.

Accountability

The University is committed to being responsible and transparent.

Civility

The University expects interactions to be professional, ethical, respectful, and courteous.

Collaboration

The University promotes teamwork that fosters insightful and excellent solutions and advancement.

Knowledge

The University's industry is to create, disseminate, and apply knowledge.

Leadership

The University strives continuously to be leader and to develop leaders.

UMBPD

Excellence

There is always room for improvement, and the never-ending search for improvement leads to excellence. We aim for excellence in everything we do.

Inclusion

We seek opportunities to engage with individuals who have varied experiences, ideas and viewpoints knowing that diverse perspectives make us stronger and smarter.

Integrity

We are committed, at all times to maintain the public trust with behavior that is honest and ethical.

Professionalism

Our conduct and demeanor displays the highest standard of personal and organizational excellence.

Compassion

We make decisions and act with empathy and considerations of others.

Respect

We recognize the authority we hold and will treat others as we would like to be treated. We will faithfully and without bias, honor our obligations to the community.

Dedication

We are dedicated to the organization, each other, our families, and the community.

Communication

We value open communication and timely responses.

Work/Life Balance

We prioritize a healthy balance of our work and home commitments.

STRATEGIC INITIATIVE: COMMUNITY ENGAGEMENT

The UMBPD will establish and maintain positive relationships with the campus community through meetings, presentations, social events, and frequent non-enforcement interactions.

The Community Outreach unit, COAST, will utilize social media, networking, and community-oriented policing with the campus community and local neighborhoods. The UMBPD will promote and expand the Drug Abuse Resistance and Education (DARE) and Police Athletic/Activities League (PAL) programs by positively engaging the youth and partnering with the surrounding Baltimore City Public Schools.

The UMBPD will receive additional training, including positive engagement with the community, de-escalation techniques, understanding youth brain development, the impact of trauma and/or mental health issues, cultural differences among populations, brain injuries, developmental disabilities, and more.

OBJECTIVES

SUCCESS INDICATORS

Routinely interact with the campus community.	<ul style="list-style-type: none"> Positive feedback from event surveys to measure alignment of campus community expectations with UMBPD's delivery of service excellence
Maintain and enhance public outreach with its programs.	<ul style="list-style-type: none"> Reduce complaint rate by 10 percent Increase commendation rate from the public and first line supervisors by 10 percent
Participate in activities and opportunities throughout the year to meet and engage campus community members.	<ul style="list-style-type: none"> Meet with the campus community for safety awareness and orientations at least once per quarter or as needed based on formal requests and engagement feedback
Implement Crisis Intervention Team (CIT) Training for all UMBPD Officers that focuses on handling incidents involving persons with mental illness, developmental disabilities, co-occurring disorders, and brain injuries.	<ul style="list-style-type: none"> All officers will complete CIT training by the end of the strategic plan period
Host 60-90 minute self-defense classes for men and women.	<ul style="list-style-type: none"> Implement a 60-90 minute self-defense class for men and women, with a goal of training at least 50 people per year
Host Rape Aggression Defense (RAD) trainings for men and women.	<ul style="list-style-type: none"> Offer RAD classes three times per year
Utilize social media as an effective means of communication and interaction with the campus community.	<ul style="list-style-type: none"> Increase following and engagement on social media pages by 10 percent or more each year using social media metrics
Increase involvement of officers with PAL, DARE, and COAST.	<ul style="list-style-type: none"> Increase requests for meetings with Comfort K-9 and Comfort K-9 Officer from one to three requests per week Increase number of officers involved in PAL, DARE, and COAST from six full-time police and security officers to nine
Create student and neighborhood liaisons made up of civilian staff to positively interact with the student population, collect honest feedback, and listen to concerns in a peer-to-peer manner.	<ul style="list-style-type: none"> Receive 90 percent positive feedback from electronic and paper surveys gathered by student and neighborhood liaisons
Conduct presentations at student orientations and staff on-boardings with Human Resources to proactively keep incoming staff, faculty, and students safe.	<ul style="list-style-type: none"> Receive 90 percent positive feedback from electronic and paper surveys distributed following presentations
Host meetings with student groups, community groups, neighborhood groups, and staff and faculty groups, introducing them to the UMBPD and its initiatives.	<ul style="list-style-type: none"> Increase attendance of the Community Engagement Academy from 5-6 attendees per class to 10-15 attendees per class

STRATEGIC INITIATIVE: COMMUNICATION

The UMBPD will communicate on a regular basis to the campus community, Baltimore community, and external agencies. All pertinent information will be disseminated in a timely manner reflecting accurate and detailed information without compromising the integrity of an investigation.

OBJECTIVES

SUCCESS INDICATORS

Institute a quarterly UMBPD newsletter that will include educational information, recognize achievements, highlight upcoming events, and promote outreach.	<ul style="list-style-type: none"> Improve the ability to successfully communicate internally and externally regarding departmental changes and advancements by issuing a quarterly UMBPD newsletter
Re-brand to University of Maryland, Baltimore Police Department (from Police Force).	<ul style="list-style-type: none"> Implement UMBPD re-branding across the entire university and in policy through a consistent usage on all flyers, posters, eboards, and police fleet wrap
Educate campus community on Clery requirements. Set expectations for communications regarding emergency notifications, timely warnings, and information the community would like to know, which may not be required by Clery.	<ul style="list-style-type: none"> Create a crisis communication plan Evaluate the plan through training and/or exercise between the UMBPD PIO and Office of Communications and Public Affairs (OCPA) annually
Conduct routine meetings with regional law enforcement agencies and community partners.	<ul style="list-style-type: none"> Meet once per quarter with regional partners
Establish a regional training hub for police communications operators at partnering area universities.	<ul style="list-style-type: none"> Annually conduct regional training for police communications operators at partnering area universities.
Recognize UMBPD employees for outstanding service or achievements.	<ul style="list-style-type: none"> Highlight one police officer, one security officer, and one administrator each month using an online “officer spotlight” Chief will write commendations for officers, as appropriate

STRATEGIC INITIATIVE: EMPLOYEE DEVELOPMENT

The UMBPD will establish and maintain best practices for employee development, such as training, succession planning, and developing subject matter expertise.

The UMBPD will be recognized as the subject matter expert on campus for RAD, crime prevention/asset protections, sexual and domestic violence, Clery reporting, the legal aspects of substance abuse, and more. Department employees will attend professional development opportunities and follow the six pillars of the 21st Century Policing when developing training for employees. The UMBPD will be recognized for designing and providing high-quality, consistent training.

OBJECTIVES

SUCCESS INDICATORS

Disseminate training opportunities from Support Services to UMBPD employees. Opportunities for administrative training will be sent to administrative management for distribution.	<ul style="list-style-type: none"> • Conduct annual in-service, active threat, irradiation, and lab response training • Increase internal training and certification by five percent to provide higher-level service for our stakeholders
Establish the following specialized teams: <ul style="list-style-type: none"> • HazMat team • Tactical Team • Driving Under the Influence (DUI) Team • Traffic Team 	<ul style="list-style-type: none"> • Establish specialized teams by Dec. 2022 • Complete training for officers joining specialized teams by Dec. 2022
Institute the Officer Radiation Safety Custom Alarm Response Training program, coordinate with area partners, and provide training.	<ul style="list-style-type: none"> • Conduct annual Radiation Safety trainings for UMBPD officers and area partners
Expand the RAD training by four officers.	<ul style="list-style-type: none"> • Train four new officers to teach RAD training by Dec. 2020
Prepare, practice, and implement emergency response procedures to protect the campus community.	<ul style="list-style-type: none"> • Practice quarterly emergency response drills across UMBPD
Provide career ladders for employees with realistic expectations.	<ul style="list-style-type: none"> • Provide annual executive leadership and succession plan training to all UMBPD employees
Train and certify subject matter experts in physical readiness, defensive tactics, driver's training, and firearms training.	<ul style="list-style-type: none"> • Evaluate lessons learned from training attended by UMBPD officers through departmental presentations
Enhance online eLearning via migration to Learning Management System.	<ul style="list-style-type: none"> • Migrate to learning management system online by Dec. 2022
Provide a training plan and conduct an annual training survey for feedback.	<ul style="list-style-type: none"> • Receive 80 percent or higher positive feedback from the annual training plan survey
Restructure UMBPD hiring and policy practices with Human Resources. Update the police rank promotion process to reflect unbiased and realistic testing methods.	<ul style="list-style-type: none"> • Restructure UMBPD hiring and policy practices by Dec. 2020
Reduce overtime costs by restructuring posts and bringing staffing levels to full capacity.	<ul style="list-style-type: none"> • Reduce overtime costs by 20 percent as reflected by financial statements.
Establish mental and physical health and wellness programs and activities for all employees.	<ul style="list-style-type: none"> • Increase attendance at mental and physical health and wellness programs by five percent.

STRATEGIC INITIATIVE: TECHNOLOGY

The UMBPD will use technology to maximize efficiency, accuracy, and timeliness of operations. Technology spans the breath of what we do from community collaboration with the department, regional law enforcement agencies, security protocols, alarm systems to collection of evidence and writing accurate reports.

OBJECTIVES

SUCCESS INDICATORS

Deploy a Computer Aided Dispatch/Records Management System (CAD/RMS) system that interfaces directly with regional law enforcement agencies to maintain officer safety and campus situational awareness.	<ul style="list-style-type: none"> Purchase and implement the new CAD/RMS system-data feed from regional law enforcement agencies by May 2020.
Effectively report and map all crimes on and around campus to identify crime trends and patterns.	<ul style="list-style-type: none"> Utilize crime mapping to deploy appropriate personnel consistently throughout the year
Establish a visitor management system to increase campus security, reduce unauthorized visitors, and improve access control. This can include temporary visitor badges, keeping records of visitors' identification badges, and more.	<ul style="list-style-type: none"> Implement a visitor management system campus-wide within the next three years.
Establish foot patrols in areas of recent crime and high pedestrian traffic.	<ul style="list-style-type: none"> Establish foot patrols in areas of recent crime and high pedestrian traffic by Dec. 2019
Establish a campus security master plan that defines security technology requirements.	<ul style="list-style-type: none"> Establish a campus security master plan by Dec. 2022
Upgrade "Blue Light" phones.	<ul style="list-style-type: none"> Upgrade Blue Light phones by Dec. 2022
Implement 700 mhz. radios in order to enable rapid communication with regional law enforcement agencies, including the Baltimore Police Department and Fire Department.	<ul style="list-style-type: none"> Deploy new radios by January 2020 to maintain real-time communication with other surrounding police agencies.
Implement police firearms simulator training system.	<ul style="list-style-type: none"> Implement police firearms simulator training by Dec. 2019 UMBPD will use simulator training quarterly
Deploy the body-worn camera system and tasers, as well as dash cameras in patrol vehicles, on every shift.	<ul style="list-style-type: none"> Implement body-worn cameras, tasers, and dash cameras on all shifts by Dec. 2019
Deploy Everbridge Emergency Alerting system.	<ul style="list-style-type: none"> Utilize the Everbridge Emergency Alerting system to send emergency notifications for critical incidents within 30 minutes.
Obtain and implement shot spotter.	<ul style="list-style-type: none"> Implement shot spotter campus-wide by Dec. 2020



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