



University of Maryland, Baltimore Police Department
2023-2026 STRATEGIC PLAN

MESSAGE FROM THE CHIEF



At the University of Maryland, Baltimore Police Department (UMBPD), our focus is the safety of our community and the culture of our organization. That culture starts with our UMB Core Values and Administration and Finance Guiding Principles (*see page 3*). As your chief, I strive each day to weave these values into the very fabric of our organization.

These values are at the heart of all we do. We have won state, national, and even international awards for our progressive, community-oriented approach to policing. Awards are great, but we're not done. We can always do better.

In this document, you will find our strategic initiatives for the next three years at the UMBPD. These initiatives are based on the six pillars of 21st Century Policing, which focuses on establishing and growing positive relationships between police departments and the communities we serve. Everything in this document, and everything we do, is in service of our department's goals: the safety of our community and the culture of our organization. With this focus in mind, we look forward to the next three years of building an even happier, healthier, and safer UMB.

Sincerely,

Thomas Leone, MSL
UMB Chief of Police

OVERVIEW

GOALS

1. Create and maintain a safe environment through collaboration and outreach.
2. Develop and provide training to promote safety awareness.
3. Build trust and legitimacy through community engagement.
4. Maintain agency integrity and transparency through policy and oversight.
5. Expand use of technology and social media.
6. Ensure officer safety and wellness.

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 will exemplify the highest standards in customer service, professionalism, training, and innovation. We are dedicated to excellence in service through community engagement and to becoming one of the safest campuses in the nation.

CORE VALUES

UNIVERSITY CORE VALUES

ADMINISTRATION & FINANCE GUIDING PRINCIPLES

Respect and Integrity

We value each other and hold ourselves accountable for acting ethically and transparently using compassion and empathy.

I will treat everyone in a dignified and civil manner. I will listen to, value, and consider the opinions of others. I will strive to do the right thing, even in the face of adversity.

Well-Being and Sustainability

We care about the welfare of our people, planet, communities, and University.

I will ensure that I am a good steward of resources by promoting the health and well-being of myself, society, and the environment. I want to meet the needs of the present without compromising the future.

Equity and Justice

We embrace and are committed to diversity, and we value inclusive and just communities. We oppose racism and oppression in all their forms.

I will strive to foster a culture of inclusiveness, diversity, and fairness. I am committed to growing my knowledge of inequities and injustices. I will support equitable opportunities across our community.

Innovation and Discovery

We imagine and explore new and improved ways to accomplish our mission through education, research, clinical care, and service.

I will learn, adapt, and re-imagine processes that will drive creative change. I will take prudent risks to continuously discover more effective and efficient solutions to meet university goals. I am committed to communication and collaboration to break down silos.

Service Excellence and Accountability

(an Administration and Finance Guiding Principle)

I will provide reliable and professional services to meet the needs of our University community. I will embrace a solutions-oriented approach one customer interaction at a time. I will take ownership of my mistakes and their implications.

STRATEGIC INITIATIVE:

Community Engagement; Trust and Legitimacy; Crime Reduction

The UMBPD and its Community Outreach and Support Team (COAST) will continue to establish and maintain positive relationships with the University community through meetings, presentations, social events, and frequent non-enforcement interactions. The UMBPD will continue to work with our community to identify opportunities for improvement and collaborate on implementing solutions that produce meaningful results. We will continue to develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety.

The UMBPD will establish a safe campus environment using a three-pronged approach -- education and awareness, crime prevention through environmental design, and community-based and data-driven policing. The UMBPD will maintain a close working relationship with regional and national law enforcement and maintain compliance with all policies and statutes unique to campus law enforcement.

OBJECTIVES

SUCCESS INDICATORS

Work collaboratively with the University of Maryland School of Social Work, and other local and state partners, from Fall 2021 through 2026 and beyond to provide a safe and healthy environment to the Eutaw Street corridor through community outreach and healing centered policing initiatives. <i>A Public Safety goal in the 2022-2026 Administration and Finance Strategic Plan</i>	• Crime statistics and crime maps • Referrals and engagement statistics • Referral follow-ups • Surveys
Continuously participate in activities and opportunities to meet and engage campus community members.	• 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 Citizen's Engagement Academy to include University and surrounding communities (in-person and virtual option).	• Increase attendance by 10 percent each session • Conduct exit surveys to determine if content is engaging and relevant to community
Host safety presentations and respond to safety questions from community members.	• Offer courses for departments/schools upon request • Increase number of safety presentations by 10 percent each year
Increase UMBPD employee involvement with Police Athletics/ Activities League (PAL), DARE, and COAST.	• Increase number of comfort K9 visit requested through the website by 5 percent • Increase number of PAL mentors to five
Attend new employee on-boarding and new student orientation to provide public safety information and respond to community questions.	• Attend at least one new student orientation at each school • Attend all new employee on-boarding sessions
Maintain appropriate staffing levels for all UMBPD sections.	• Reduce scheduling conflicts • Maintain at least 90 percent positions filled
Maintain data-driven police deployment.	• Use Zuercher public safety software to measure deployment success through reduction in crime
Utilize the BioPark, Community Outreach Police Station (COPS), and 100 N. Greene St. substations.	• Ensure presence of police and security officers in and around substations during peak hours
Ensure community members receive excellent Safe Ride service.	• Monitor ride times through the software application and reduce wait time to approximately 10 minutes

STRATEGIC INITIATIVE:

Technology and 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.

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

OBJECTIVES

SUCCESS INDICATORS

Develop and sustain consistent public safety communications with the University community to build resiliency and increase knowledge of departmental initiatives and resources by 15 percent based on public safety survey responses by December 2024. <i>A Public Safety goal in the 2022-2026 Administration and Finance Strategic Plan</i>	• Social media analytics • Public information output (number of digital displays, Elm articles, Elm announcements, public safety newsletters, social media posts, fliers, letters from the Chief, etc.) • Surveys • Identification and recognition of special projects in smaller units
Utilize technology effectively and transparently to ensure community safety; proactively seek to modernize technologies, such as body cameras, CAD, and CCTV to be current with industry standards; and work with partners to ensure interconnectivity of disparate campus technology. <i>A Public Safety goal in the 2022-2026 Administration and Finance Strategic Plan</i>	• Implement the identified technology and, in collaboration with the Office of Emergency Management (OEM), gauge how often it is used to resolve crimes on campus
Educate the University community on Clery requirements. Set expectations for communications regarding emergency notifications, timely warnings, campus security authorities (CSAs), and information the community would like to know.	• In collaboration with OEM, evaluate the Emergency Communications Plan through training and/or exercise between the UMBPD Public Information Officer (PIO) and Office of Communications and Public Affairs (OCPA) annually
Upgrade Emergency Blue Light phones.	• Upgrade Emergency Blue Light phones by December 2025
Utilize full span of features of radio system.	• Upgrade to recognize officers' unit numbers and GPS locations for the 700 Mhz radios • Upgrade 400 Mhz radios for security officers
Implement scheduling software to increase efficiency in staffing.	• Implement scheduling software by May 2023

STRATEGIC INITIATIVE:

Training and Education

The UMBPD will establish and maintain best practices for employee development, such as training, mentoring, and developing subject matter expertise. We will be recognized as the subject matter expert at UMB for Rape Aggression Defense (RAD) training as well as self-defense training.

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 for our employees, as well as for the communities we serve.

OBJECTIVES

SUCCESS INDICATORS

Recruit and retain a diverse workforce committed to UMB's Core Values by ensuring competitive salary and benefits, providing opportunities for training and advancement, and promoting a positive workplace culture, with a fully staffed department by December 2022. <i>A Public Safety goal in the 2022-2026 Administration and Finance Strategic Plan</i>	- Staffing numbers - Number of eligible candidates applying for positions at UMB - Attrition - Salary studies to ensure parity in pay and benefits - Exit interviews
Create and provide Virtual Reality (VR) training for UMB Public Safety personnel.	- Develop curriculum for VR training - Provide annual VR training to UMBPD employees beginning in December 2023
Host and educate Irradiator Response Training and Irradiator Safety Monitoring for regional partners.	Host annual training for irradiator response
Provide self-defense training at least bi-annually for community members.	Conduct a minimum of two self-defense classes per year
Train and certify subject matter experts in a variety of public safety areas.	Provide at least five public safety employees with advanced public safety training
Provide training for all UMBPD personnel on mental health and well-being.	Provide at least 10 hours of mental health first aid, trauma-informed policing, and other well-being trainings for all UMB public safety employees
Provide executive-level leadership training for UMBPD managers.	Send three UMBPD managers through FBI-LEEDA Senior Leadership Institute training annually
Establish professional development and growth opportunities for all UMBPD employees.	Post professional development training, conference, and other opportunities for UMBPD employees throughout the year
Develop a training plan and conduct training surveys for feedback following each training.	Receive positive feedback from at least 90 percent of returned training surveys
Increase the number of university employees and students that obtain fire safety training.	- Hold at least 12 classes per year - Train at least 100 individuals per year
Create an Office of the Fire Marshal (OFM) professional development program that aligns with the National Fire Protection Association (NFPA) 1030 – Standard for Professional Qualifications for Fire Prevention Program Positions (<i>this standard is currently under development and should be published in 2024</i>).	- Certifications held/obtained by OFM staff - Compliance with the NFPA standard

STRATEGIC INITIATIVE:

Policy and Oversight

The UMBPD will exemplify the highest standards in policing by ensuring department policies and procedures support the UMB Core Values and Office of Administration and Finance (A&F) Guiding Principles.

OBJECTIVES

SUCCESS INDICATORS

Review policies and procedures to ensure they incorporate the A&F guiding principles of WISER (Well-being and Sustainability; Innovation and Discovery; Service Excellence and Accountability; Equity and Justice; and Respect and Integrity).	All policies and procedures will be reviewed with revisions implemented by July 2023
Maintain accreditation and compliance with the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) and International Association of Campus Law Enforcement Administrators (IACLEA).	- Successfully complete an annual web-based assessment administered by CALEA, culminating with an on-site assessment conducted by CALEA in 2024 - Successfully complete a four-year web-based assessment conducted by IACLEA in 2025
Maintain employee integrity and accountability by promptly and thoroughly investigating internal and external complaints.	- Complete employee misconduct investigations within 90 days, when possible - Promote transparency by notifying complainants of receiving their complaints within 24 hours of receiving their complaint - Notify the complainant and accused member of the final disposition of the investigation within 48 hours after the completion of the investigation
Develop and implement an efficient and effective records management system by transitioning from retaining written documents to an electronic or online format.	Successfully complete the transition from written documents to an electronic or online format by January 2024
Develop and implement new University policies and procedures related to fire safety in order to improve compliance with the Maryland Fire Prevention Code and to increase occupant and building safety.	- Update all five current policies/procedures related to fire safety - Create at least one new policy or procedure per year - For policies/procedures related to inspections, perform at least 12 inspections per year

STRATEGIC INITIATIVE:

Safety and Wellness

The UMBPD values the wellness and safety of all police officers, security officers, police communications operators, and administrative professionals. We recognize that there are many complex issues, concerns, and trends that law enforcement officers may face, and we strive to integrate the latest research and practices to address all aspects of officer safety, wellness, resilience, and performance for the good of our employees and our community.

OBJECTIVES

SUCCESS INDICATORS

Implement the U.S. Department of Justice's VALOR program for officer wellness.	• Increase number of UMBPD employees participating in the VALOR program by 5 percent annually
Implement the Law Enforcement Agency and Officer Resilience Training Program through the International Association of Chiefs of Police (IACP).	• Increase officer participation in IACP resilience training by 5 percent annually
Provide mental health, physical health, and wellness activities and programs for all employees.	• Increase attendance at mental health, physical health, and wellness activities and programs by 5 percent
Create, train, and implement the Peer Support Team.	• Deploy program with at least three peer support mentors • Ensure all mentors receive appropriate training • Communicate team availability to UMBPD employees