OGDEN POLICE DEPARTMENT STRATEGIC PLAN

Purpose of Discussion

To discuss the strategic plan for the Ogden Police Department.

Executive Summary

The Ogden Police Department will provide information about its newly developed strategic plan.

Background

The Ogden Police Department recently developed a strategic plan to address the mission, goals, objectives, priorities, methods and effectiveness of the department.

A presentation of this plan is being provided as context to the Police Management Study that is being pursued by the City Council, as a coordinated effort with the Administration and Police Department. This study initially included a strategic planning component. However, because the Police Department has already been working to complete this, the scope of the study has been modified to focus primarily on staffing levels.

The strategic plan focuses on the organizational structure and mission of the Police Department. Based on changes included in the FY2018 budget, the leadership structure of the Police Department was modified to have one deputy chief and two captain positions.

Questions

1. Please provide an overview of Ogden Police Department's strategic plan and describe how this differs from past plans and goals.
2. Please provide the anticipated timeline for implementation.
3. Please describe the steps used to create and develop this plan. How were officers throughout the organization involved in this process?
4. Please describe elements within the plan that promote officer recruitment and retention.

Attachment

1. PowerPoint Presentation

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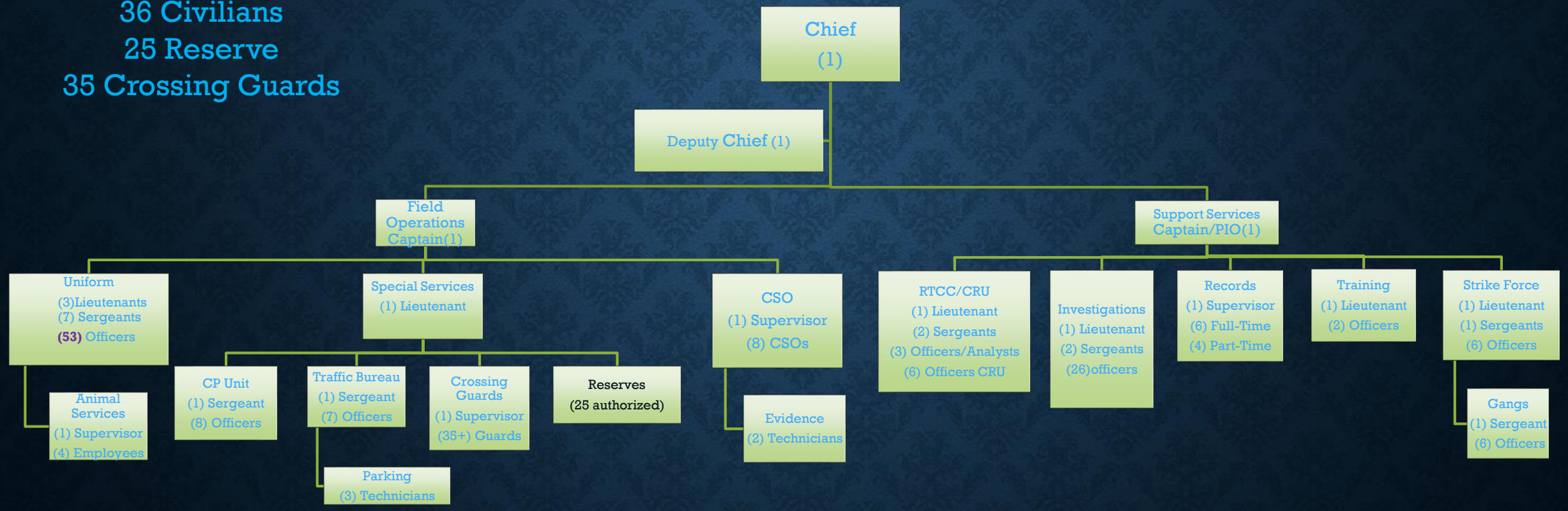
OGDEN POLICE DEPARTMENT STRATEGIC PLAN

MISSION, GOALS, OBJECTIVES, METHODS, MEASURES OF EFFECT.

Ogden Police Department Organization Chart

(as of July 2017)

249 Total Personnel +/-
144 Sworn
9 CSO
36 Civilians
25 Reserve
35 Crossing Guards



CURRENT MANNING - SWORN

- OPD is allocated 144 full time **sworn** positions.
- 137 current full time sworn Police Officers
- 4 (141) candidates have accepted offers to begin in August 2017.
- 1 (142) Full time sworn position is currently being filled by a civilian analyst in the RTCC.
- 17 of the 137 full time employees are in either POST or Field Training.
- 17 vacant specialty positions in support bureau's throughout the department.
- Testing process to fill the 2 vacant positions will begin the end of September.

BRIEFING PURPOSE

To inform the Ogden City Council on the Strategic Plan, Mission/Goals/Objectives, and Priority Tasks of the Ogden Police Department.

STRATEGIC PLAN

End State:

- Vibrant, healthy, economically-sound City enjoyed by residents, visitors, tourists.
- High favorability of City Administration and, specifically, the Police Department by residents and business owners.
- Part 1 (UCR) Crime Rate below the Top 5 for the State of Utah.
- Reputation as a highly-competent, well-trained, friendly yet professional Police Department.

STRATEGIC PLAN

Pathway to Success:

Intelligence-Based Policing: the use of information and data analysis to direct priority policing activities, thus causing the greatest impact on crime, criminal activity, and related conditions in the City.

- *RTCC becomes the "brain" of the Department.*
- *Requires detailed and high-quality reporting in order to capture maximum data and information for use in analysis.*
- *Requires Department focus on Prioritized Activities in keeping with the Strategic Plan.*

STRATEGIC PLAN

Critical to Success:

Prioritization of Tasks

The Ogden Police Department can do *Anything,* but it can't do *Everything.*

MISSION STATEMENT

New Mission Statement: *"The Ogden Police Department maintains public safety and order throughout the City of Ogden by reducing crime, destroying the perception of criminality, harnessing the power of the community and its members in accomplishing our mission, and creating an environment whereby all persons may feel secure in their persons and property while exercising their Constitutional Rights to Life, Liberty, and the Pursuit of Happiness."*

DEPARTMENT-WIDE PRIMARY GOALS

<u>In Order of Priority:</u>

1. Reduce Part 1 Crimes and other Criminal Behaviors within the boundaries of Ogden City.
2. Destroy the perception of High Crime and Criminality in Ogden City.
3. Maintain a sense of Order and Security throughout Ogden City.

SUPPORTING OBJECTIVES

Goal 1: Reduce Part 1 Crimes and Criminal Behavior

- Remove career criminals and habitual offenders from the community through the use of intelligence-based policing.
- Limit opportunities for the commission of crimes through active patrolling of high data areas, use surveillance technology to identify enforcement needs, and employ CPTED concepts.
- Employ directed efforts in support of Community Policing activities and events.
- Employ high-visibility and proactive patrolling and traffic enforcement in order to maintain a sense of order throughout the City.
- Generate increased amounts of data for analysis, dissemination, and deployment through active policing efforts in support of the Department's mission.

SUPPORTING OBJECTIVES

Goal 2: Destroy the Perception of High Crime and Criminality in Ogden City

- Locate, investigate, and abate environmental conditions and locations leading to, or causing, a diminished sense of security and order in Ogden City and/or creating an appearance of crime and criminality.
- Regularly interact with the various constituencies in the Community in order to obtain their feedback and spread the Department's narrative.
- Conduct Information Operations (IO) using social media, press, information bulletins, and other media to generate a favorable narrative of Ogden City.
- Use technology and data to identify negative trends and use the problem-solving process to implement solutions.

SUPPORTING OBJECTIVES

Goal 3: Create a sense of order throughout the City

- Use high visibility Traffic Enforcement to demonstrate commitment to order in the City.
- Use high visibility vehicle, bike, and foot patrol to demonstrate commitment to order in the City.
- Use special enforcement activities to demonstrate commitment to order in the City.
- Use the placement of identifiable camera platforms and speed sleds to demonstrate a commitment to order in the City.

MEASURES OF EFFECT

1. Part One Crime Rate (Uniform Crime Report): exceed the rate of reduction of National and State crime levels.
2. Annual Survey (WSU) on perception of crime/criminality in Ogden; monitoring of FB and other social media with positive/negative "scoring."
3. Ogden "usage" rate data (RAMP, Visitor's Bureau, other data).
4. Increase in tax revenues.

DIVISION ROLE IN MISSION ACCOMPLISHMENT

Field Operations Division: the Field Operations Division supports the accomplishment of the Department's Mission through the use of Directed Policing efforts targeting crime and the perception of crime, as well as Directed Efforts at creating and maintaining a visible sense of order throughout the City.

METHOD

Patrol Bureau: Patrol Officers reduce crime by, in order of priority; **Responding** to calls for service in a timely and efficient manner; **Conducting** preventive patrols during uncommitted time; **Engaging** in Community Policing projects within the assigned patrol area; and **Entering** data into the Record Management System (RMS) whenever an opportunity arises and when legally authorized to do so.

METHOD

Patrol Bureau: Priority Tasks:

1. Exceed personal and unit performance standards.
2. Timely and efficient response to calls for service.
3. Preventive patrol.
4. CP-related activities.

METHOD

Animal Services: Animal Services Officers (ASOs) create a sense of order through the **Enforcement** of animal ordinances as a problem-solving method IN ORDER TO negate the appearance of disorder by unruly, unsafe, or disorderly animals, or unkempt conditions as a result of animals.

METHOD

Animal Services Priority Tasks:

1. Exceed personal and unit performance standards.
2. Timely and efficient response to calls for service.
3. Effective performance-related patrol.
4. Community Policing (CP)-related activities.

METHOD

Special Services Bureau:

Traffic Unit: Traffic Officers maintain a sense of order throughout the City by: **Responding** to accident calls and **Conducting** investigations in a timely and efficient manner; **Performing** high-visibility Traffic Enforcement efforts at locations directed by data and trend analyses; **Utilizing** Traffic Enforcement skills, knowledge and expertise in support of Community Policing projects; and **Entering** data into the RMS whenever an opportunity arises and when legally authorized to do so. Traffic Officers also support Patrol Officers in the handling of high-risk calls for service as necessary.

Parking Enforcement Unit: Parking Enforcement Technicians, through a **Highly Visible Presence**, create order through the uniform **Enforcement** of parking rules and regulations.

METHOD

Special Services Bureau: Priority Tasks

Traffic Unit:

1. Exceed personal and unit performance standards.
2. Timely and efficient priority vehicle accident investigations.
3. High-volume selective enforcement.
4. Effective traffic-related special enforcement details.
5. Support to special events.

Parking Enforcement Unit:

1. Exceed personal and unit performance standards.
2. High-volume parking enforcement.
3. Support to Traffic and Uniform officers.

METHOD

Community Policing Unit: Community Police Officers support the reduction of crime and order in the City by: **Identifying** and **Abating** high-crime activities, events, and areas; and by **Alleviating** environmental conditions and/or activities leading to the appearance of crime and disorder. CPOs are **Experts** in the philosophies and concepts of Crime Prevention Through Environmental Design (CPTED). CPOs also **Conduct** investigations in support of City licensing, zoning, and other regulatory functions, along with crimes of vice when they arise.

METHOD

Community Policing Unit: Priority Tasks

1. Exceed personal and unit performance standards.
2. Effective high-visibility Downtown Foot Patrol and Central City Bicycle Patrol.
3. Effective Transient/Vagrant problem solving and liaison with Lantern House.
4. Rapid and effective abatement of problem locations.
5. Development and execution of CP projects.

METHOD

Crossing Guard Unit: Crossing Guards create a **Visible** sense of order through their **Presence** and **Protection** of vulnerable children moving to and from school.

Priority Tasks:

1. Keep the kids safe.
2. Report unsafe conditions and situations.

METHOD

Reserve Corps: Reserve Police Officer **Support** all operations of the Department by **Providing** a certified and qualified pool of manpower for force enhancement and multiplication.

Priority Tasks:

1. Recruit, train, and retain quality Reserve Officers to 80% of authorized strength (20 of 25).
2. Provide support to:
    - Special Events
    - CP Unit
    - Patrol

METHOD

Community Services Officers: prevent crime by being a **Visible Presence** on the streets of the City, by **Supporting** the Field Operations Division and the Patrol Bureau through the handling of calls for service which do not require a full-service officer and freeing full-service officers for higher priority tasks and assignments. CSOs **Support** a sense of order by **Providing** timely and effective desk and phone reporting, as well as **Supporting** on-line reporting of crimes and issues.

METHOD

<u>Community Services Officers:</u> Priority of Tasks

1. Support to desk, phone, and on-line reporting.
2. Support to backlogged calls for service.
3. Support to admin details.

METHOD

Evidence Detail: Evidence Custodians **Support** crime reduction by ensuring the sanctity of evidence and its availability for effective prosecution.

Priority of Tasks:

1. Efficient and effective evidence and property management.

METHOD

Division Role in Mission Accomplishment:

Support Services Division: the Support Services Division supports the accomplishment of the Department's Mission by **Providing Resources** in the form of intelligence, data, training, and follow up investigations designed to support the efforts of the Field Operations Division.

METHOD

Real Time Crime Center (RTCC): the RTCC **Supports** the Department's mission, goals, and objectives by **Providing** real-time critical information directly to responding officers on high-priority calls for service; **Providing** data analysis to support Measures of Effect and Officer/Unit performance; **Providing** historical and predictive analysis for directing the deployment of resources to obtain maximum impact on crime and the perception of crime; **Interacts** and **Liaises** with other agency intelligence and information activities for the purpose of gaining additional knowledge directly applicable to crime reduction. The RTCC is also **Responsible** for oversight of the Department's interoperability with Weber Dispatch and the Spillman RMS.

METHOD

<u>Real Time Crime Center (RTCC):</u> Priority of Tasks

1. Delivery of real-time critical information to Officers and Sergeants responding to Priority 1 calls for service.
2. On-going and continuous data analysis for prediction of criminal activity changes and trends for dissemination to units and supervisors in order to cause effective resource deployment.
3. Data analysis and report production to support Measures of Effect and Personal Performance Standards.

METHOD

Crime Reduction Unit (CRU): the Crime Reduction Unit (CRU) reduces crime by **Actively Focusing** on career criminals and habitual offenders, **Conducting** directed enforcement aimed at specific persons and locations, **Conducting** limited investigations into immediate crime and criminal activities, and **Entering** data into the RMS whenever an opportunity arises and when legally authorized to do so. The CRU works directly with the RTCC to develop tactical plans. The CRU **Utilizes** a variety of investigative techniques, technology applications, and works in conjunction with the Gang Enforcement Unit, as well as the Weber-Morgan Narcotics Strike Force. The CRU diminishes the perception of crime through **Highly Visible** uniformed patrol and enforcement activities.

METHOD

<u>Crime Reduction Unit (CRU):</u> Priority of Tasks

1. Exceed personal and unit performance standards.
2. Highly visible uniform activities focusing on career criminals and habitual offenders, and based on intelligence supplied by the RTCC.
3. High-visibility presence patrols and enforcement to alleviate perception of crime.
4. Support to Gang Enforcement Unit (GEU), Patrol Bureau, CP, and Traffic for saturation activities.

METHOD

Gang Enforcement Unit (GEU): the GEU reduces crime by **Actively Focusing** on career gang members and habitual gang offenders, **Conducting** directed enforcement aimed at specific gangs, members, and locations, **Conducting** investigations into gang crime and criminal activities, and **Entering** data into the RMS whenever an opportunity arises and when legally authorized to do so. The GEU **Utilizes** a variety of investigative techniques, technology applications, and works in conjunction with the CRU, as well as the Weber-Morgan Narcotics Strike Force. The GEU diminishes the perception of crime through **Highly Visible** uniformed patrol and enforcement activities.

METHOD

<u>Gang Enforcement Unit (GEU):</u> Priority Tasks

1. Exceed personal and unit performance standards.
2. Highly visible activities focusing on career gang members and gang offenses.
3. High-visibility presence patrols and enforcement to alleviate perception of gang and serious crime.
4. Support to CRU, Patrol Bureau, and CP for saturation activities.

METHOD

Weber/Morgan Narcotics Strike Force (SF): the Strike Force reduces crime through the investigation and identification of narcotics trafficking and its nexus to crime, and by effectively prosecuting career criminals and habitual offenders. The SF utilizes its partnerships with Federal, State, and Local agencies to best address its efforts across jurisdictional and prosecutorial boundaries.

METHOD

<u>Weber/Morgan Narcotics Strike Force (SF):</u> Priority of Tasks

1. Exceed personal and unit performance standards.
2. Effective identification, investigation, and prosecution of narcotics traffickers and related career criminals.
3. Effective liaison with Federal, State, and Local agencies in furthering goals and objectives.
4. Community liaison and special activities.

METHOD

<u>Investigations Bureau:</u> the Detectives support crime reduction by conducting high-quality effective investigations into crimes to ensure identification of criminals and their successful prosecution.

METHOD

Investigations Bureau: Priority of Tasks:

1. Exceed personal and unit performance standards.
2. Rapid and effective investigation of crimes, resulting in identification and successful prosecution of criminals.
3. Support to the RTCC in the development and analysis of crimes and criminals.
4. Support to CP projects and activities.

METHOD

Training Bureau: the Training Bureau supports the mission, goals and objectives of the Department by ensuring all personnel receive high quality and effective training in support of their assignments, that all officers are highly trained in Officer Safety and Risk Mitigation, and that all personnel are properly equipped with vehicles and other items necessary for the performance of their functions.

METHOD

Training Bureau: Priority of Tasks

1. Officer Safety and related training.
2. Career development and enhancement training.
3. Effective documentation and records keeping of all training.
4. Training Management Processes.
5. Equipment and vehicle management.

METHOD

Records Bureau (RECORDS): The Records Bureau supports the Department's mission, goals, and objectives by ensuring complete, accurate data entry supporting effective historical analysis, case reach-back supporting investigations, and oversight of the Records Management System (RMS).

Priority of Tasks:

1. Exceed personal and unit performance standards.
2. Rapid and efficient data entry.

CONSTRAINTS TO PERFORMANCE

- Spillman issues
- Adjustments to Culture
- Training $$$

GREATEST THREAT TO MISSION ACCOMPLISHMENT?

Mission Creep creating Crisis Management

DISCUSSION/REVIEW

QUESTIONS?

COMMENTS?