

The Oxford Police Department Strategic Plan

2014-2019



Mission

The Oxford Police Department, in partnership with our community, is dedicated to:

Preventing crime
Enforcing laws
Arresting offenders
Resolving community problems
Improving the quality of life in Oxford

We will identify and prepare resources for successful response to local, regional, and national public safety needs by working to:

Identify and leverage new technologies to address emerging issues
Update, implement, and train emergency preparedness plans
Maintain and develop partnerships to address criminal justice needs

Goals

Maximize department effectiveness by targeting the reduction of crime.

Focused deployment of resources
Target crime analysis strategies toward frequent offenses
Resolve chronic nuisances and criminal activity using code enforcement, education, training, community, and economic development tools

Provide outstanding service to our community.

Recruit and retain a highly qualified, diverse workforce
Emphasize customer service internally and externally
Recognize excellent performance and service
Maintain professional standards through training, leadership, and mentoring

Table of Contents

Executive Summary	page 4
Goals and Objectives	page 5
Goal 1 - Reduce Crime and the Perception of Crime	page 6-7
Goal 2 - Become the Law Enforcement Employer of Choice	page 8-10
Goal 3 - Prepare for Future Growth and Potential Annexations	page 11-12

Executive Summary

Over the next five years, the City of Oxford will see many exciting changes, both within the community and within the Oxford Police Department. This Strategic Plan provides an outline of goals, objectives, and strategies to help the Oxford Police Department move forward and meet the needs of our community during the transitional period ahead.

Line-level staff from all divisions helped to compile this working document by advising the Administration on incorporating the various needs of the Department and its members into one cohesive strategy.

This administration focused on maintaining professionalism, increasing levels of service, encouraging teamwork, and preserving a sense of family within the Department; all of this was done in conjunction with addressing the needs of our rapidly changing community.

Three main goals evolved from those discussions. These goals are supported by specific strategies and objectives that will help department divisions meet the goals relating to their area of focus. The Strategic Plan stresses the importance of department-wide cooperation to successfully accomplish each goal, and demonstrates how deeply committed the Oxford Police Department is to its citizens, employees, and to providing a high level of service.

Oxford Police Department Strategic Plan: Goals and Objectives

GOAL 1 – Reduce Crime and the Perception of Crime

Objectives:

- Continue to improve the quality of life in Oxford
- Increase community outreach and education

GOAL 2 – Become the Law Enforcement Employer of Choice

Objectives:

- Attract, hire, and retain a diverse, well-qualified and effective Police Department
- Become a recognized leader in the law enforcement community
- Design and promote career development of Oxford Police Department employees
- Foster a culture of teamwork and partnership among employees

GOAL 3 – Prepare for Future Growth and Increasing Population Density

Objectives:

- Determine staffing and resource requests based on demand
- Develop an efficient plan to recruit and train a large number of high-quality personnel
- Develop an efficient method of delivering service to newly developed areas

Goal 1: Reduce Crime and the Perception of Crime

As the City of Oxford expands in both population and diversity, one thing remains constant: citizens expect their law enforcement agency to keep them safe as they lead their daily lives. To fulfill our responsibility and commitment to the community, the Oxford Police Department needs to implement effective crime control measures aimed at reducing crime and the perception of crime. Doing so ensures the quality of life we as citizens of Oxford and Lafayette County have come to know and expect. Maintaining an informed and educated citizenry strengthens what we as a department are trying to accomplish.

Within Oxford's diverse neighborhoods, crime rates and patterns tend to vary over time. By analyzing statistical data, the Oxford Police Department can effectively concentrate its resources in specific areas that are experiencing higher crime rates, and even target known repeat offenders.

Local business owners, community leaders, and citizens play a vital role in reducing crime and its impact on our city. Increased communication between the Oxford Police Department and community members will allow all divisions to concentrate resources in areas where increased Police presence will truly make a difference in improving the overall quality of life inside the city limits of Oxford, MS.

Objective: Continue to improve the quality of life in Oxford

Strategy: Focus resources on areas of elevated concern

- Ensure crime reports are completed and entered into the records management system in a timely manner (Record Services Division)
- Implement the Crime Analysis process which will prepare and distribute up-to-date information on crime trends, patterns, and targeted repeat offenders (Record Services Division)
- Utilize Crime Analysis data to focus patrol efforts in problem areas (Patrol Division)
- Deploy undercover personnel to target and conduct surveillance on specific known offenders and problem areas (All Investigative Units)
- Increase the number of positive police contacts in areas of heightened concern (Patrol, Investigations, and Housing)
- Implement customer service training for office staff (Training Division)

Objective: Increase community outreach and education

Strategy: Develop a Housing Compliance Program

- Develop incentives for voluntary compliance with Code Enforcement on rental properties (Police Administration and City Administration)
- Work with City Administration to refine and adopt ordinances strengthening requirements for rental property (Police Administration, City Administration & Code Enforcement)
- Take action against negligent property owners and properties generating high calls for service and neighborhood complaints (Patrol Division, and Code Enforcement)
- Educate private security forces on rental properties regarding how to best assist police (Training Division)

Strategy: Implement and expand the number of Citizen's Academy classes and involvement with neighborhood groups

- Increase Officer attendance at community meetings, presentations and events (All Divisions)
- Conduct a needs assessment for additional Community Programs (Administrative Services Division and Training Division)
- Accomplish rapid intervention in community issues through meetings and dissemination of information to affected groups (All Divisions)

Strategy: Utilize the media as an avenue to improve communications citywide

- Publicize Department successes and good performance (Police Administration)
- Promote and recognize citizen involvement in crime prevention efforts and reporting (Patrol Operations and Administrative Services Division)
- Research and implement a monthly communication piece for the Oxford Eagle and Daily Mississippian (Police Administration)
- Utilize the radio stations in the community to provide short clips on crime prevention and police news (Police Administration)
- Develop a user friendly web site along with other social networking sites

Goal 2: Become the Law Enforcement Employer of Choice

With its CALEA certification and dedication to providing high-quality service to the community, the Oxford Police Department works hard to maintain its reputation as one of the most highly regarded law enforcement agencies in the region. The Department has experienced rapid growth within the City limits over the past five years, and anticipates another 25% increase in population over the next five years. This type of growth directly impacts the Department's culture and work environment. Instilling core values and pride in the workforce has never been more important as the Department strives to recruit and retain the best candidates and employees.

Maintaining a well-trained and well-equipped workforce not only ensures the highest level of community service, it also attracts the highest-quality candidates for future employment as the Department expands. With such growth comes the opportunity for career advancement and promotion, and the responsibility to train the next generation of supervisory staff.

Objective: Attract, hire, and retain a diverse, well-qualified, and effective Police Department

Strategy: Actively seek out and recruit quality candidates

- Develop a recruitment team reflecting the qualities and characteristics we desire of department employees (Administrative Services Division and Training Division)
- Create recruitment collateral, utilize videos and tailor a common message for the recruitment team
- Participate in job fairs that attract a diverse group of potential candidates from which to recruit (Training Division)
- Explore ways to increase recruitment incentives for lateral Officer Candidates (Administrative Services Division)

Objective: Achieve status as a regional leader in the law enforcement community

Strategy: Host regional training classes and meetings

- Continue to operate a functional training facility of which the Department can continue to be proud of (Administrative Services Division and Training Division)
- Capitalize on opportunities to bring outside training instructors to Oxford, and open registration to surrounding agencies (Training Division)
- Partner with the University of Mississippi to enhance the training and quality of instructors

Strategy: Increase Departmental visibility in regional endeavors

- Work cooperatively with regional players in official and unofficial groups (Police Administration)
- Proactively take leadership roles in regional issues and collaborative efforts (Police Administration)
- Increase number of Department members who have instructor certification to assist with outside agencies and Academies (Training Division and Administration Services)

Strategy: Maintain and utilize the latest in technology and equipment

- Evaluate and select new technology on a cost/benefit/efficiency basis for in office and patrol use (All Divisions)

Objective: Design and promote career development of department employees

Strategy: Provide opportunities for all employees to increase experience and seek promotions

- Institute a supervisory course of instruction open to all employees (Training Division)
- Develop a formal mentorship program (All Divisions)
- Formalize the Officer in Charge position (Police Administration)
- Encourage short term loans of personnel between divisions to provide cross-training opportunities (All Divisions)
- Develop a job specific evaluation form (Training Division)

Objective: Encourage a culture of teamwork and partnership among employees

Strategy: Promote excellence throughout the Department

- Use a more formal recognition structure to acknowledge superior performance as outlined in the recently purchased Guardian Tracking program (Police Administration)
- Publicly recognize career milestones (Police Administration)

Strategy: *Encourage Department member events that foster camaraderie and employee wellness*

- Administratively show support for Department members' social functions (Police Administration and Training Division, Supervisors when practical)
- Facilitate personal education and enrichment programs addressing topics such as fitness, balanced living, and work related stress (Police Administration, Administrative Services Division, and Human Resources)
- Support community oriented projects such as charity fundraisers and community projects (Police Administration)

Goal 3: Prepare for Future Growth and Increasing Population Density

The Oxford Police Department's jurisdiction has expanded substantially in the past five years. With ever increasing enrollment, the completion of three large apartment developments, and continued new construction the City's population may rapidly grow from 19,500 people to over 26,000 people within the next five years. This population count does not include the current regional enrollment of 19,431 for the University of Mississippi; who in recent meetings estimated a 4% growth in undergraduates alone. This could bring the estimated combined population to over 48,000. To effectively provide service to such a densely populated area, the Department will need to grow by at least 30%. Such a quick expansion necessitates rapidly hiring personnel and acquiring physical resources, as well as developing strategies and methods for providing quality services to the entire community.

Objective: Determine annexation staffing and resource requests based upon need rather than per-population ratio

Strategy: Analyze crime rate and calls for service in areas of increased population density

- Work with Lafayette County to determine accurate statistical data and develop a valid projection of anticipated police activity (Police Administration)

Strategy: Establish communications with neighborhood stakeholders to better understand Community issues and needs

- Meet with neighborhood groups and community leaders to discuss their expectations and perceptions of crime in their area (Administrative Services Division, Operation Division and Police Administration)
- Meet with members of the business community and provide crime reduction recommendations based on potential growth areas (Administrative Services Division and Police Administration)
- Partner with apartment complexes and have an officer assigned to each development as a point of contact and community liaison

Strategy: Develop a budget funding priority list

- Evaluate all data collected to determine needed resources, then prioritize a budget request for resources with a validated timeline for funding (Police Administration)

Objective: Develop an efficient method of providing service to newly developed areas

Strategy: Evaluate patrol district boundaries and staffing to maximize service and flexibility

- Analyze calls for service, natural and manmade barriers, roadways and property use to divide areas into districts, or re-district existing areas for efficiency (Police Administration)

Strategy: Evaluate internal practices and division of work to maximize efficiency

- Develop estimates of projected work increases and determine if other staffing schedules or formulas would be more effective (All Divisions)
- Examine current division workload and determine if a reorganization of workload distribution would be more effective (All Divisions)
- Develop and utilize a “predictive policing” method for adapting day to day operations as well as plan for future changes