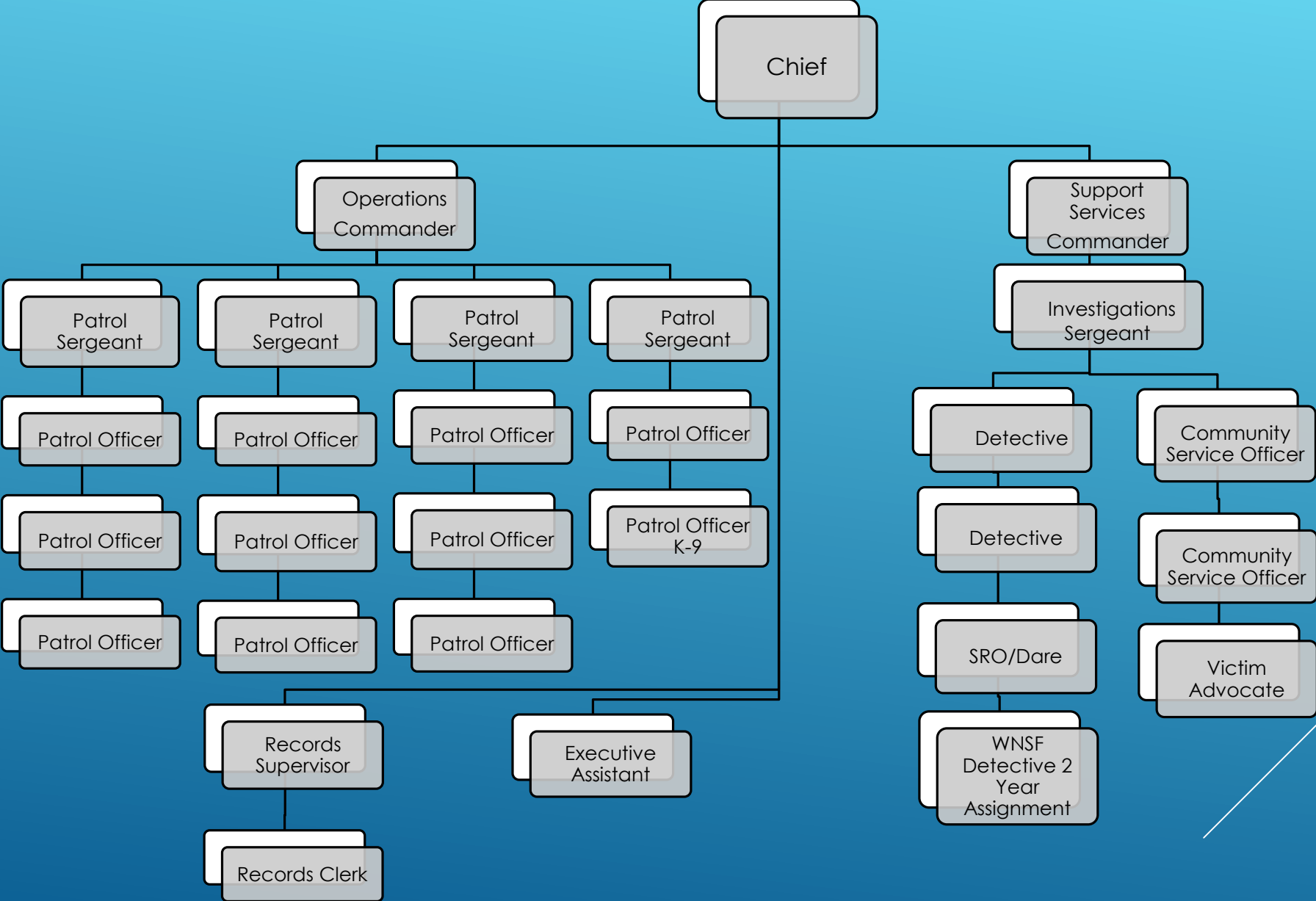




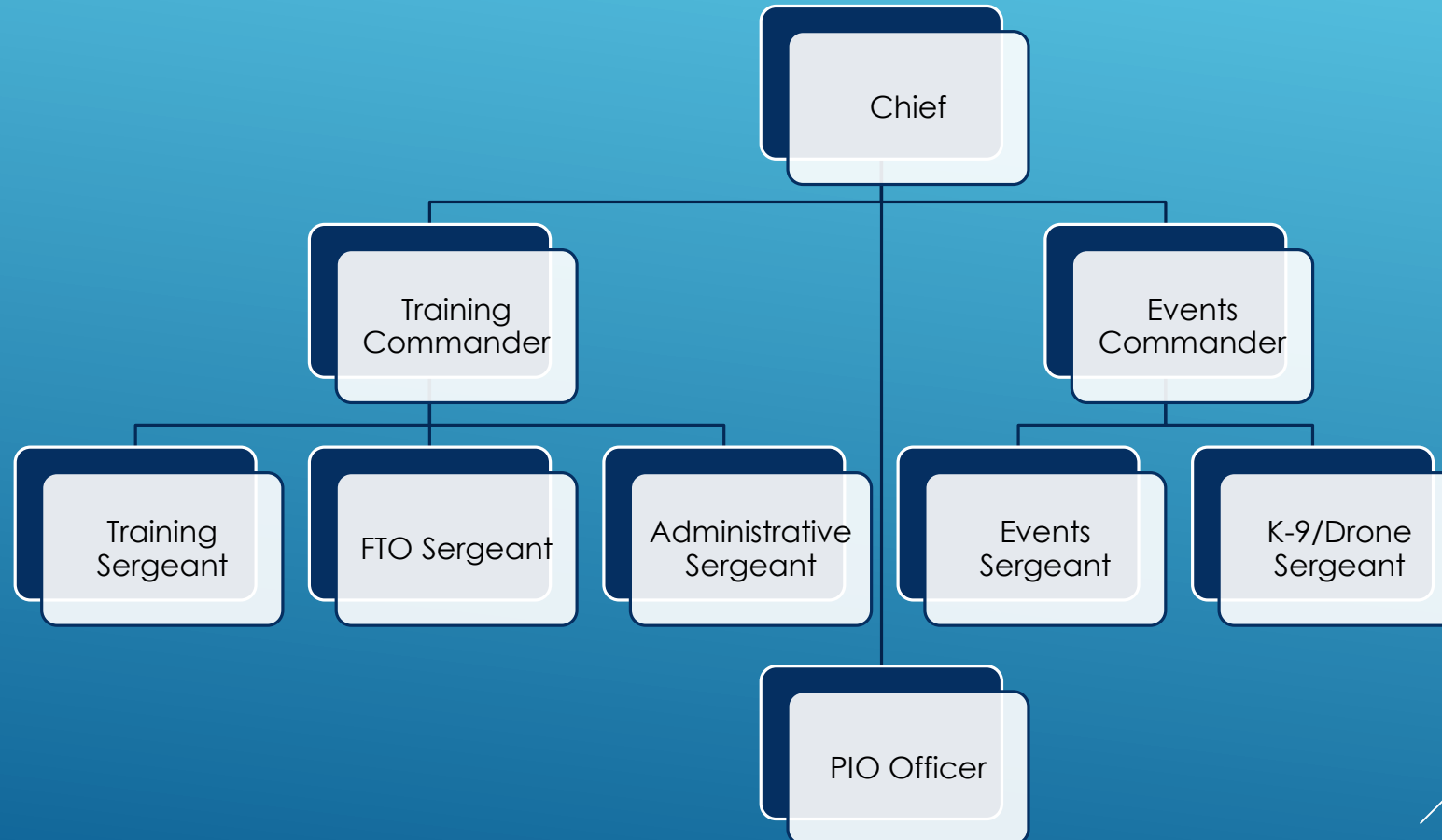
NORTH OGDEN POLICE DEPARTMENT 2024 STRATEGIC PLAN

MISSION, GOALS, OBJECTIVES,
METHODS, MEASURES OF EFFECT

DEPARTMENTAL ORGANIZATIONAL CHART



COLLATERAL DUTIES ORGANIZATIONAL CHART



PURPOSE

To obtain concurrence from the North Ogden City Mayor, the City Council, and City Manager on the Strategic Effort, Goals/Objectives, Methods, Priority Tasks, and Measures of Effect.

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 (NIBRS) Crime Rate below the Top 5 for the State of Utah. Group A NIBRS crime rate below 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.

- *Intelligence from our reporting systems drives the enforcement efforts of the Department.*
- *Requires detailed and high-quality reporting to capture maximum data and information for use in analysis.*
- *Requires Department focus on **Prioritized Activities** in keeping with the **Strategic Effort**.*
- *Requires Divisions accomplish their Goals and Objectives; all Department members know and fulfill their roles.*

STRATEGIC PLAN

Critical to Success:

Prioritization of Tasks

The North Ogden Police

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

MISSION AND VISION

MISSION STATEMENT

WE STRIVE TO PROVIDE A SAFE AND SECURE COMMUNITY FOR ALL THAT VISIT, WORK, AND LIVE IN NORTH OGDEN CITY.

VISION STATEMENT

THE NORTH OGDEN POLICE DEPARTMENT MAINTAINS PUBLIC SAFETY BY REDUCING CRIME, DESTROYING THE PERCEPTION OF CRIMINALITY, AND WORKING WITH THE COMMUNITY TO CREATE AN ATMOSPHERE IN WHICH ALL PEOPLE MAY LIVE, THRIVE, AND FIND CONTENTMENT, SAFELY AND WITHOUT TREPIDATION.

NOPD VALUES



Integrity - A sound moral and ethical compass is necessary to steer us towards the right decisions. We adhere to what is right, and we hold ourselves to the highest ethical standard.



Compassion – We treat all individuals with empathy, respect, and dignity. We respect and value the sanctity of human life.

NOPD VALUES



Excellence - We strive for excellence through continuous improvement in all aspects of our performance.



Loyalty – We are loyal to the community having taken an oath to serve, protect and uphold the laws of the land.

NOPD VALUES



Courage– A commitment to accept responsibility and accountability for our actions and decisions as well as possess a quality of spirit that enables us to confront danger, fear, or difficulty with resolve.



Innovation- We challenge expectations by seeking out creative solutions to problems, and by embracing innovation to transform our community and profession.

DEPARTMENT-WIDE PRIMARY GOALS

In Order of Priority:

1. Reduce Group A NIBRS Crimes and other Criminal Behaviors within the boundaries of North Ogden City.
2. Maintain a sense of Order and Security throughout North Ogden City.
3. Destroy the perception of crime and criminality in North Ogden City.

SUPPORTING OBJECTIVES

Goal 1: Reduce NIBRS Group A Crimes and Criminal Behavior

- Pursue career criminals and habitual offenders for criminal prosecution using intelligence-based policing.
- Limit opportunities for the commission of crimes through active patrolling of high incident areas, focused utilization of technology, and the employment of CPTED concepts.
- Employ directed efforts in support of community activities and events.
- Employ high-visibility and proactive patrolling and citizen contact/enforcement 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.
- Use a Modified CompStat Model for holding Commanders and Supervisors accountable for positive results.

SUPPORTING OBJECTIVES

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

- Locate, investigate, and abate environmental conditions and locations leading to, or causing, a diminished sense of security and order in North Ogden City and/or creating an appearance of crime and criminality.
- Regularly interact with the various constituencies in the Community to obtain their feedback and spread the Department's narrative.
- Engage the community using social media, press, information bulletins, and other media to generate a favorable narrative of North Ogden City.
- Develop key talking points on a variety of subjects for officers to use to ensure unity of information released.
- Use technology and data to identify negative trends and use the problem-solving process to implement solutions.
- Use a Modified CompStat Model for holding Commanders and Supervisors accountable for positive results.

SUPPORTING OBJECTIVES

- **Goal 3: Create a sense of order throughout the City**
- Use the high visibility of Contacts/Enforcement to demonstrate commitment to order in the City.
- Use the high visibility of vehicle, and foot patrol to demonstrate commitment to order in the City.
- Use the visibility of special enforcement activities to demonstrate commitment to order in the City.
- Use the placement of identifiable camera platforms and supporting technology to demonstrate a commitment to order in the City.


MEASURES OF EFFECT

- Part One Crime Rate (UCR)/Part A NIBRS: exceed the rate of reduction of National and State crime levels.
- Reduced the number of Calls for Service.
- Monitoring of FB and other social media with positive/negative “scoring.”
- **Increase in tax revenues.**


DIVISION ROLE IN MISSION ACCOMPLISHMENT

Operations Division: the Operations Division supports the accomplishment of the Department's Mission using **Directed Policing** efforts addressing high crime incidence areas and the perception of crime, as well as **Directed Efforts** at creating and maintaining a visible sense of order throughout the City.

METHOD – PATROL

1. Timely and efficient response to calls for service.
 - a. Effective use of officers at a Sgt level
 2. Complete investigation and documentation of all calls for service.
 - a. Officers use proper investigative tools to investigate cases as far as possible
 - b. Officers complete thorough and detailed reports
 3. Proactive patrol.
 - a. Proactive patrol during their uncommitted patrol time
 - b. These activities should be directed by the Patrol Sergeants based on data.
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MEASURES OF EFFECT – PATROL

1. Reduction of Response Times. (5%)
 2. Reduction in overall Crime Rate. (5%)
 3. Increase in Self-Initiated Activity. (2% increase in SIFA)
 4. Decrease of declinations and reports returned for corrections. (10%)
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METHOD - TRAINING

TRAINING UNIT:

The Training Unit 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. The Training Bureau will conduct thorough hiring processes to facilitate the hiring of top-quality police officers.

TRAINING UNIT: PRIORITY OF TASKS

1. Officer Safety and related training.
2. Career development and leadership training.
3. Effective provision and documentation of all training.
4. Equipment and vehicle management.
5. Recruitment of a highly qualified and diverse candidate pool.
6. Conduct a professional and efficient hiring process.

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, proactive SRO and CSO investigations, Code Enforcement, Animal Control, Crossing Guards, Evidence and Detective follow up investigations designed to support the efforts of the Operations Division which reduce calls for service.

METHOD – SCHOOL RESOURCE OFFICER

SCHOOL RESOURCE OFFICER (SRO):

The SRO supports the Department's mission, goals, and objectives by ensuring that the communities' children are safe while at school. The SRO also educates the children in safety, risk management and police relations, while working with each school's administration in the identification and resolution of problems and students that require law enforcement attention.

PRIORITY OF TASKS:

1. Thorough and accurate reports.
2. Safety plans for each school.
3. Maintain an open and productive relationship with each school's administration.

MEASURES OF EFFECT – SRO'S

SCHOOL RESOURCE OFFICERS:

1. Reduction in school related offenses through school visits and enforcement.
2. Increased education of students through programs such as DARE, and tabletop exercises related to safety.
3. A decrease in parental complaints by communicating regularly with administration regarding policy, procedure and police responsibilities as it pertains to enforcement.

METHOD – COMMUNITY SERVICES OFFICERS

COMMUNITY SERVICE OFFICERS (CSO's):

Prevent crime by being a **Visible Presence** on the streets of the City, by **Supporting** the Operations Division 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** Code Enforcement and Animal Control activities. CSO's also manage Evidence needs and requirements.

COMMUNITY SERVICE OFFICERS: PRIORITY OF TASKS

1. Support to desk, and phone reporting.
2. Support to reduced backlogged calls for service.
3. Respond to Code Enforcement complaints.
4. Respond to and solve Animal complaints.
5. Process and manage Evidence, ensuring that it is properly stored per state code.
6. Build positive relationships with the community by answering questions and providing other resources to resolve their concerns when applicable.

MEASURES OF EFFECT – CSO’S

COMMUNITY SERVICE OFFICERS:

1. Reduced response times for CSOs on field, desk, and phone reports.
2. Reduction in “board” time for backlogged CSO calls for service.
3. An organized and efficient evidence facility and process.
4. A reduction in Animal related CFS, increase in animal licensing, and a reduction in sheltered animals.
5. A Reduction in Code Enforcement CFS through enforcement.

METHOD/MOE'S – EVIDENCE (CSO'S)

EVIDENCE:

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.

MEASURES OF EFFECT:

1. No failed prosecutions due to lost or mishandled evidence.
2. Timely and efficient delivery of physical and digital evidence to the lab and prosecutors.

METHOD/MOE'S – CROSSING GUARDS

METHOD:

1. No accidents involving children at manned crossings by reporting unsafe conditions and situations.
2. Department support from the crossing guard CSO Coordinator.
3. Continual Hiring Process to overcome turnover.

MEASURES OF EFFECT:

1. Proper reporting of damage, non-working equipment to responsible entity. No complaints for unsafe conditions or situations at manned crossings. Increased training to look for areas of concern.
2. CSO Crossing Guard Coordinator will be involved in the hiring process to stay on top of turnover.

METHOD - INVESTIGATIONS

INVESTIGATIONS (DETECTIVES):

The Detectives support crime reduction by conducting high quality effective investigations into crimes to ensure identification of criminals and their successful prosecution. Detectives should facilitate the return of stolen property and assets to victims whenever possible.

METHOD:

The North Ogden Police Department Investigations Bureau **INTENDS TO BE THE PREMIER INVESTIGATIVE AGENCY IN WEBER COUNTY.** NOPD Detectives will set the standard in knowledge, Professionalism, and Skill. Customer Service is our top priority, and we commit to achieving a reduction in crime through the relentless identification and prosecution of criminal offenders in North Ogden City.

MEASURES OF EFFECT - INVESTIGATIONS

1. **NOPD Investigations will adopt and maintain a culture of professionalism and unit Pride**
 - Positive partner-agency satisfaction surveys (Measuring customer service performance)
 - Exceed average number of applicants for open positions (Indication of culture health)
2. **Investigate rather than Just manage case loads**
 - Achieve 10% increase in cases resolved by arrest, citation, summons, or warrant
3. **Constantly pursue personal and organizational progress**
 - Unit-specific trainings will be conducted in addition to those mandated by the city and or department.
 - Trainings will be tailored to an NOPD Investigator
4. **Resourcefulness over resources**
 - Exceed 2023 utilization figures of rapid DNA, and HTF Employees.

METHOD - RECORDS

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. Thorough, accurate and efficient management of records that regularly exceed personal performance standards.
2. Timely and accurate response to GRAMA requests.
3. Maintain an exceptionally low error rate, for NIBRS reporting.

METHOD/MOE'S – VICTIM ADVOCATE

VICTIM ADVOCATE:

The Victim Advocate **Supports** crime reduction by ensuring that victims of crimes receive the services and emotional support they require to assist in successfully prosecuting criminals and positively moving forward in their respective lives.

PRIORITY OF TASKS:

1. Efficient and effective victim management management
2. Provide essential victim services

MEASURES OF EFFECT:

1. Reduced failed prosecutions due to victim refusals.
2. A reduction in repeat victimization of victim by suspect(s).

METHOD – PUBLIC INFORMATION OFFICER

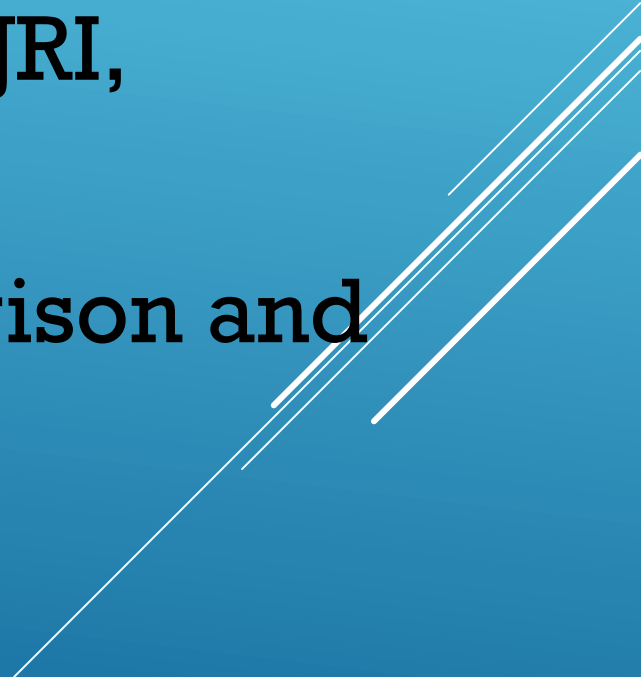
PUBLIC INFORMATION OFFICER (PIO):

The Public Information Officer (PIO), supports the department's mission, goals, and objectives by collecting, assessing and sharing verified information with the public and the media via press briefings, press releases and Social Media management. The PIO facilitates interaction between the public and NOPD through Social Media.

PRIORITY OF TASKS:

1. Continue to build and maintain relationships with news media.
2. Utilize Social Media to rapidly disseminate accurate information to the public and build positive opinions of the PD through social media.
3. Monitor Social Media sites and be aware of emerging Social media platforms.

CONSTRAINTS TO PERFORMANCE

- Staffing .vs. demand for services (burnout).
 - Impediments from legislative efforts (JRI, limiting use of technology)
 - Inability to keep career criminals in prison and jail (Bail reform).
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**GREATEST THREAT TO MISSION
ACCOMPLISHMENT**

Mission Creep

Creating

Crisis Management

DISCUSSION/REVIEW

QUESTIONS?
COMMENTS?

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