University of Tennessee

Police Department

Strategic Plan

2016-2020

The University of Tennessee Police Department's Vision

The mission of the University of Tennessee Police Department is to provide professional police services, while working with faculty, staff and students to reduce criminal opportunity and community anxiety.

Our department is committed to treating all people fairly while supporting an environment where diverse social, cultural, and academic values are allowed to develop.

We embrace the values of professionalism, respect, integrity, dedication, and excellence.

The University of Tennessee Police Department's Strategic Plan is developed and implemented to support the University of Tennessee.

Our continuing goal is to promote the strategic priorities defined in Vol Vision 2015 (includes subsequent revisions). The overall safety of our community is conducive to promoting the educational environment. Our mission provides the foundation of security to our community.

Core Values

Our officers strive to promote these values in their actions at all times. These values provide guidance and direction for the fair treatment of everyone in the University community.

Professionalism

Our conduct and demeanor display the highest standard of personal and organizational excellence. As a professional organization, we are guided by the "Law Enforcement Code of Conduct".

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.

Integrity

We are committed to the highest standards of honesty and ethical conduct, which are the cornerstones of our profession. We will uphold the public trust and our commitment to our core values.

Dedication

To the organization, each other, our families, and the citizens we serve and having an unquestionable work ethic.

Excellence

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

VOL Vision 2020

University of Tennessee Knoxville embraces a three-part vision: Value Creation, Original Ideas, and Leadership:

Value creation through economic, social, and environmental development targeted to an increasing global and multicultural world

Original ideas that advance society through discovery, inquiry, innovation, research, scholarship, and creative activities

Leadership through the preparation of capable and ethical leaders

The University of Tennessee Vision is achieved through the implementation of six strategic priorities:

Priority One: Undergraduate Education
Recruit enrich, and graduate undergraduate students who are prepared to enter the global community as lifelong learners and authentic leaders.

Priority Two: Graduate Education
Strengthen graduate education through an emphasis on excellence and improvement of the graduate student experience

Priority Three: Research, Scholarship, Creative Activity, and Engagement
Strengthen our capacity, productivity, and recognition across our total portfolio of research, scholarship, creative activity, and engagement

Priority Four: Faculty and Staff
Attract, retain, and recognize stellar faculty and staff who strive for excellence and proudly embody Volunteer values

Priority Five: Resources and Infrastructure
Develop a resource base for the future; continue transformation of campus infrastructure

Priority Six: Diversity and Inclusion
Enhance diversity and inclusion to benefit our campus

UT Police Impact on VOL Vision 2020

The University of Tennessee is dedicated to providing the best education possible to students and this provides the foundational mission for why the University exists. The UT Police Department is dedicated to providing the safest campus possible. Our department does set goals both for the department overall and individual staff members. These goals are designed and implemented to promote the mission of the University of Tennessee.

We contribute directly to recruitment and retention by continually promoting campus safety. A safe campus encourages both students and parents to consider attending the University of Tennessee. Our security assessments promote safe areas for research and meet mandated requirements which many researchers have for their projects. We work with campus partners to maximize the security impact during both master planning and individual projects. Our core values and recruitment promote diversity and an ongoing collaboration of all campus groups.

Our Community

The University of Tennessee, Knoxville is the flagship institution for the University of Tennessee System. UT Knoxville is comprised of nine undergraduate colleges and eleven graduate colleges. There are slightly more than 28,000 students attending UTK. Approximately 26% of these students reside in residence halls located on campus. The UT Police Department has a continuing patrol presence in the Fort Sanders neighbor which is adjacent to campus and is primarily composed of students. The University hosts hundreds of special events each year ranging from challenged based academic contests such as Destination Imagination to Southeastern Conference Football. These events result in over 1 million visitors per year to the campus. There are multiple construction projects being conducted and planned projects for the future. Several new residence halls are under construction to replace older facilities with two new halls opening this year. A new University Center student union is being constructed in two phases with phase 1 completed and phase 2 projected to be completed in 2018.

The University of Tennessee is proposing to seek a growth in the student population with some increase already taking place. Also, the University's long-term goal stresses increasing the retention of current students and promoting graduation within a four year timeframe. The 2016 enrollment increased by approximately 1%. These are strategic initiatives outlined in the VOL Vision 2020 plan. The continued growth with residential and academic facilities will result in additional building areas requiring police/security patrol. Technology is frequently used to supplement a physical security presence and this results in additional duties for support staff. A continued emphasis on activities such as "video patrol" will require additional staff to actively perform this type of duty. The integration of the new integrated alarm system has begun with the replacement of software supporting the system and hardware across campus.

Calls for service include any incident where an officer is dispatched to a scene. This data does not include administrative entries such as beginning/end of shift, meal breaks, or refueling. As the campus community population increases we anticipate an increase in calls for service. This graph includes data from 2013 to 2015.

Calls for Service

■ Calls for Service

	Y2013	Y2014	Y2015
Calls for Service	19323	17034	16472
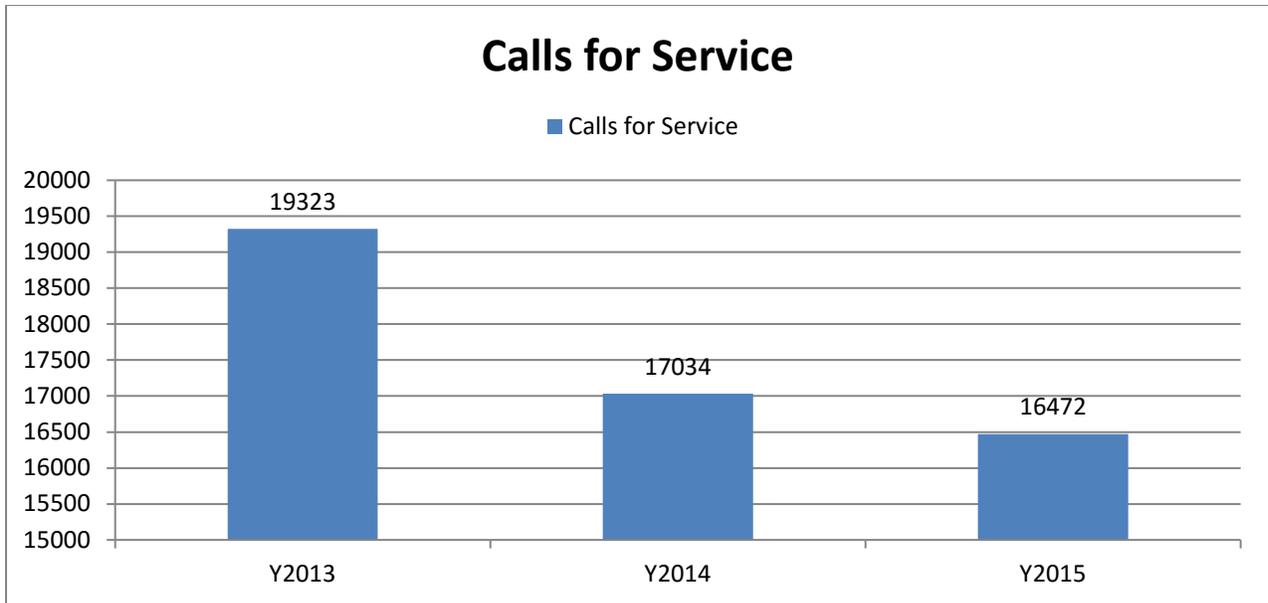
Cases indicate an incident where a report was generated based on what occurred. Any criminal incident, confiscation, or some University administrative incident would result in a report. The decline in reports since 2013 may partially be impacted by a reduction in some administrative actions no longer requiring a police report. As the campus community population increases we anticipate an increase in calls for service. This graph includes data from 2013 to 2015.

Cases

■ Cases

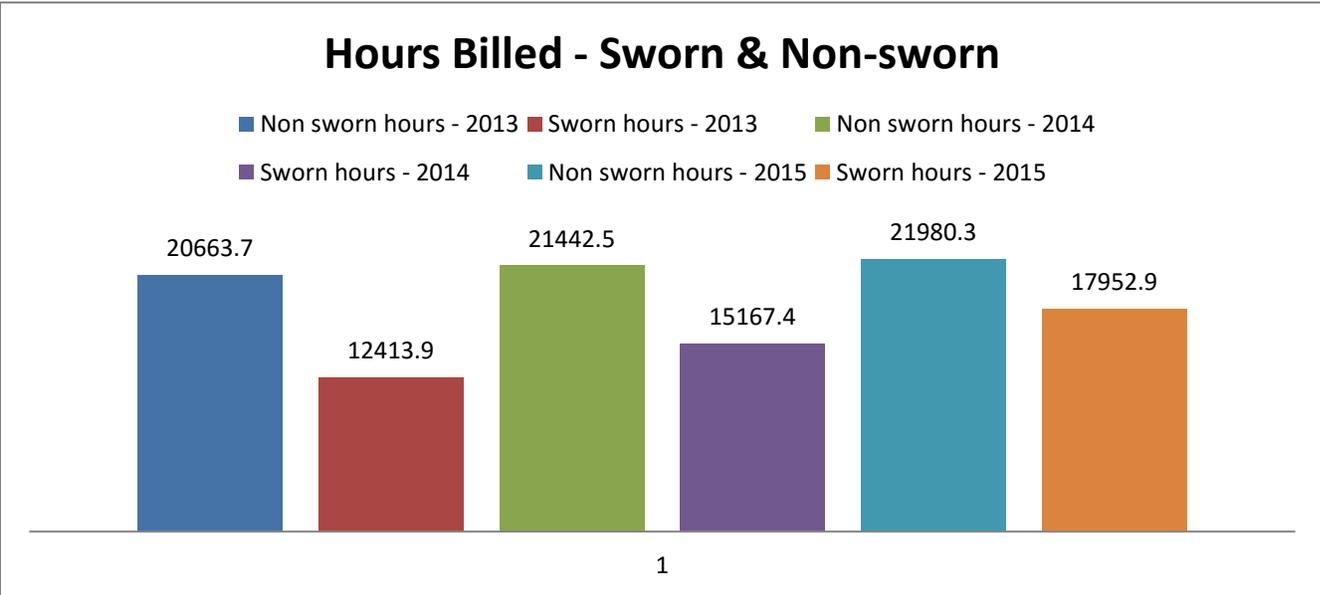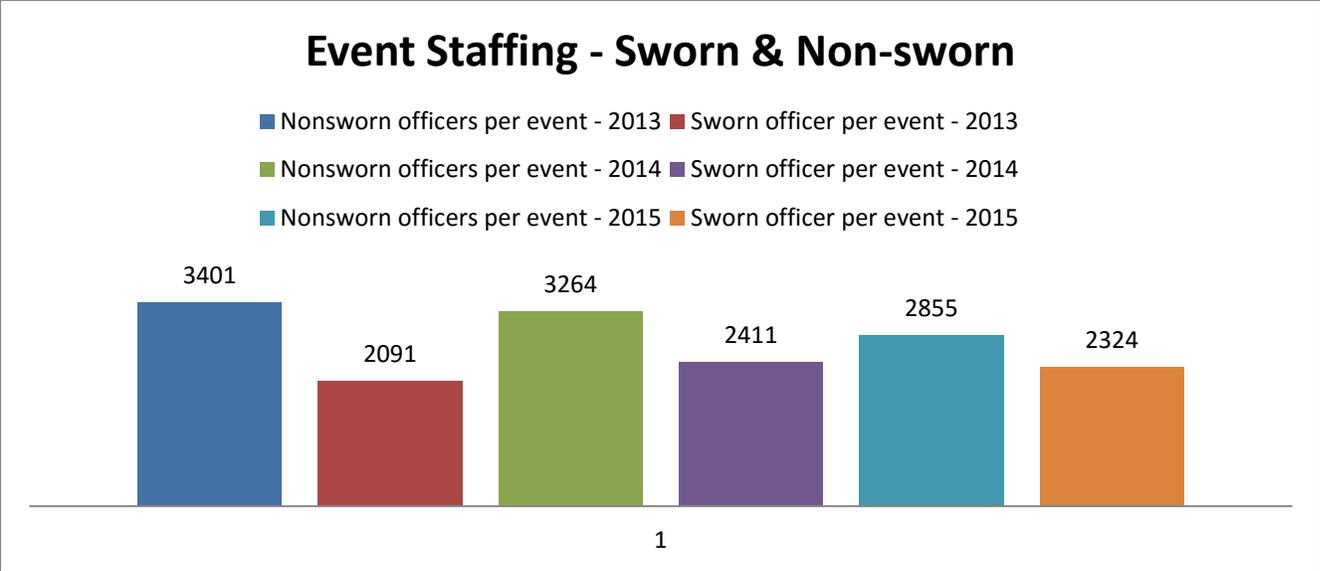|	Y2013	Y2014	Y2015
Cases	1314	1120	860
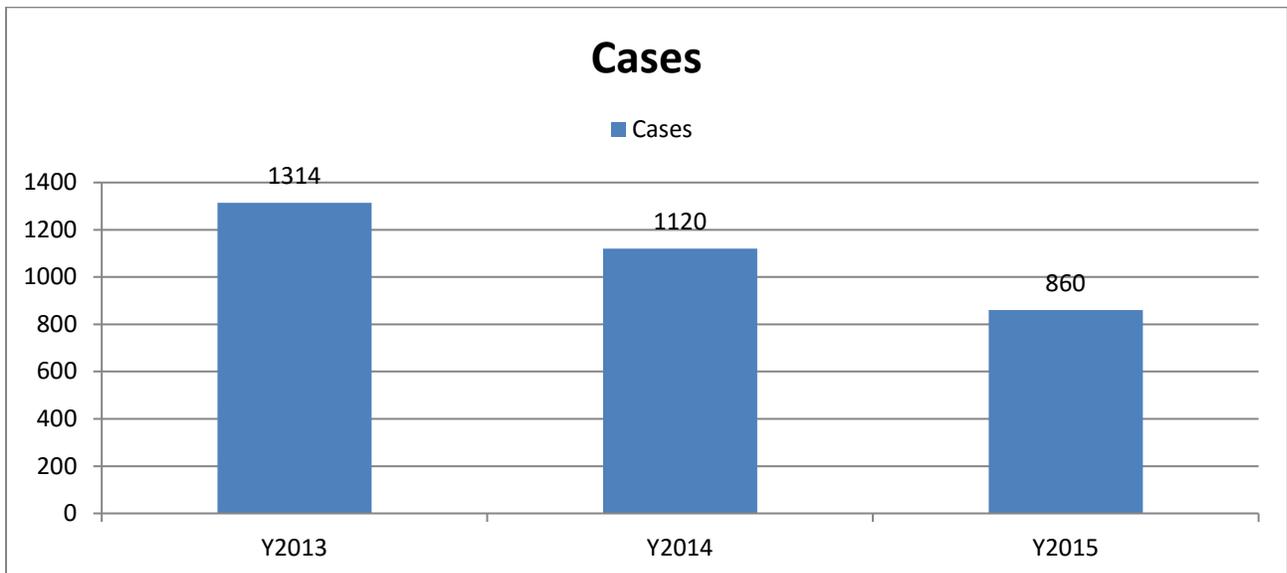
The University of Tennessee continues to grow in both a diverse student population and new buildings/renovations. This growth contributes numerous increases placed on the workload of our staff. There are multiple new buildings or renovations scheduled for the next five years including the residence halls mentioned previously. Also, student enroll continues to increase as the University advances toward being a top-tier public research institution and the previously implemented Tennessee Promise Initiative. This statewide initiative has resulted in plans to increase student enrollment which will require additional staff and faculty. There is a continuing emphasis on retention of current students and improving graduation rates.

The previous five years have consistently shown an increased emphasis on security requests. These requests may be something as simple as a community service officer for overnight security of a building. However, some requests require multiple people and may be required for an entire semester or longer. Physical security along with increase expectations will place additional requirements on the department in the future. We have added officers and moved community service officers (non-sworn) to benefited positions to improve retention. We continue to look for technology to support patrol functions. A video coordinator is now on staff to manage the various facets of surveillance and department cameras.

The graphs represent statistical information regarding calls for service, cases, and special events. The goal of maintaining statistical information such as this is to utilize it for projecting future needs. We will continue to move forward with using a combination of sworn officers, video patrol, and non-sworn security staff to address security needs. Additional sworn staffing will be provided through other contracted law enforcement agencies to address immediate needs such as special event staffing. Consistent demands would dictate an increase in sworn staffing for the department and this is continually evaluated.

University population growth would also contribute to special events numbers/staffing increases. Our department provides both sworn and non-sworn staffing for over 300 events annually. The number of staff members assigned varies depending on the specific security needs and anticipated attendance levels. As the campus community population increases we anticipate an increase in staffing needs for special events. These graphs include events staff assigned to events and billed hours from 2013 to 2015. The graphs do not include football staffing.

Event Staffing - Sworn & Non-sworn

Legend:
- Nonsworn officers per event - 2013
- Sworn officer per event - 2013
- Nonsworn officers per event - 2014
- Sworn officer per event - 2014
- Nonsworn officers per event - 2015
- Sworn officer per event - 2015

Series	Value
Nonsworn officers per event - 2013	3401
Sworn officer per event - 2013	2091
Nonsworn officers per event - 2014	3264
Sworn officer per event - 2014	2411
Nonsworn officers per event - 2015	2855
Sworn officer per event - 2015	2324

Hours Billed - Sworn & Non-sworn

Legend:
- Non sworn hours - 2013
- Sworn hours - 2013
- Non sworn hours - 2014
- Sworn hours - 2014
- Non sworn hours - 2015
- Sworn hours - 2015

Series	Value
Non sworn hours - 2013	20663.7
Sworn hours - 2013	12413.9
Non sworn hours - 2014	21442.5
Sworn hours - 2014	15167.4
Non sworn hours - 2015	21980.3
Sworn hours - 2015	17952.9

*Does not include football or non-recoverable events

Department SWOT Analysis

Community members and academic or support departments were encouraged to provide forthright opinions of the department's strengths, weaknesses, opportunities and threats. The development of a strategic plan should reflect the overall objectives of the entire department not just the command staff. Input was solicited from everyone inside UTPD through their individual supervisors. Each supervisor in the department has the opportunity to submit input for this process. The input from the University community is also included in the process. Community members have numerous opportunities for providing input about UTPD including UTPD Facebook, Twitter, email account, or anonymous texting. Information was directly submitted

during programs provided through the Community Relations Unit (customer service survey http://utpolice.utk.edu/contact-us/) and open forum meetings with community members.

Strengths

Workforce: The department is currently composed of a diverse group representing the different groups of people we serve. We have a wide range of officers with varying levels of experience and background. Our smaller size promotes a more personal atmosphere within the department which translates to better community service. The addition of specialized assignments such as motorcycle patrol or K9 also provides unique opportunities for officers. Additional officer positions have been approved bringing the sworn personnel staffing to fifty-four.

Community Relations: Community relations have been a directed outreach for the campus community including neighborhoods near campus. Employees participate in outreach to provide risk reduction strategies, solicit feedback for improving our services, and identify resources to combat higher crime areas.

Training: The department continues to place an emphasis on training. Our officers are provided over the required 40 hours POST requirement for training annually. Specialized training is offered based on specific department needs. Additionally, officers have an opportunity to obtain instructor level certification providing the department with internal resources for specialized training- firearms, defensive tactics, emergency vehicle operations, etc. Training must be ongoing to address changing needs. We will continue to attend training focused on changing technology. Some training has transitioned to PowerDMS rather than classroom training to provide additional shift staffing and roll call training.

Communication: Staff meetings involving supervisors and department administration are held biweekly. A weekly Operations Bulletin has information submitted by any department member and then shared with everyone. Supervisors have direct access to their specific section commander and information flows fluidly in both directions. This type of close communication filters information more clearly to line staff and supervisors improving overall efficiency.

Planning: Short-term planning is developed as needed to address continuing or emerging problems. Long-term planning is done in conjunction with goals set by the University and continually evaluated to stay consistent with institutional goals. As the UTPD command staff are updated on University goals, our staff are briefed and long-term plans adjusted as needed.

Low volume of serious crimes: More serious crimes against person seldom occur on campus while the neighboring areas not controlled by the University see a higher crime rate. The combination of structured campus patrolling and administrative oversight promotes a safer campus area.

Accreditation: The University of Tennessee is one of only twenty universities to be accredited by both CALEA and IACLEA. This distinction allows us to continually implement policies and procedures recognized as best practices for both law enforcement in general and campus law

enforcement specifically. Also, we recently received our third accreditation certification from the State of Tennessee.

Weaknesses

Police and Communication Officer Retention/Recruitment: Officer Retention has been a continuing issue. Voluntary turnover rates have fluctuated over the last three years. The turnover rate has increased during the previous year. A lack of retention has resulted in increased costs for the department for training, an increased workload for officers, and fewer officers with advanced specialized training. The entry level salary for police and communication officers has recently changed to reflect the current market rate. The impact of this change will be compared to future turnover rates.

Officer recruitment and retention are evaluated on a continuing basis for effectiveness. The recruitment plan seeks to maintain adequate staffing while bringing in officers who represent the diversity of our community. The department's Career Path has been revised to include additional career tracks. The additional tracks provide opportunity for officer growth in more fields and advancement when supervisor positions are not available.

Police Officer recruitment has proven more difficult. The number of candidates making it to the interview stage of the hiring process represent a very small percentage of applicants. Recruitment challenges are based on multiple factors including considerations such as candidates who represent our diverse community, a lack of qualified applicants applying, and negative portrayals of law enforcement.

Communication Officer staffing and recruitment have continued to present unique challenges. The expectation for communication officers has continued to grow and the current regional job market for these positions has made recruitment more difficult. An adjustment was made for the position pay level. A market adjustment was made this year in an effort to bring staff's pay within a competitive margin for the region.

CSO Retention: Community Service Officers (CSO) provide physical security for various areas on campus including fixed-post security and on-campus residential areas. The CSO are broken down into full-time and term positions. The majority of CSO positions have been moved to full-time benefited positions. We continue to have some voluntary turnover in these positions with a lower rate since the changing these to full-time positions.

Supervisor development: Succession planning will continue to be an issue as more supervisors retire or move to other positions. Developing supervisors to advance into more task specific positions allows ready movement into these positions with little impact on efficiency and effectiveness. It is projected that 4-8% of the supervisors will transfer to another position, retire, or resign within the next 3 to 5 years. This process requires supervisor specific training and documentation. We do not project adding any supervisor level positions.

Opportunities

Technology enhancements: The department implemented a new records management system with computer aided dispatch included. We continue working to fully utilize all the functionality of the new system. The ability to conduct crime analysis will be a future focus from the system along with the department recently hiring a crime analyst. Analyzing current trends allow us to more accurately adjust patrol zones and use directed patrols to address higher volume criminal activity.

Increased Staffing: Responsibilities will continue to increase for our department based on projections made by the University administration in the five-year plan. These projections include the opening of a new residence hall and replacement of seven others. A new building opened this year on the developing Cherokee Farm site. Another construction project is ongoing with future growth projecting the 450 acre site to be fully developed including over twelve new buildings.

As the University grows the department should look for innovative means of increasing our presence in the community. Some considerations are satellite offices, regular meetings with community stakeholders, increased utilization of social media, and realignment of patrol zones reflecting sector growth.

Capital improvements: Chief Lane was promoted this year to Associate Vice Chancellor of Public Safety. This new position consolidated the police department, Office of Emergency Management, and Environment Health & Safety. These three department are currently housed in different buildings. Moving all departments to one "public safety" building would allow for of a closer working relationship, streamlining accounting processes, and more efficient staffing usage.

The new consolidated alarm monitoring system (software & hardware) is being implemented. The previous system was antiquated and the new system should provide an overall more reliable system with the added ability to individually program access areas rather than grouping areas.

There is continued growth of surveillance cameras on campus. Scheduled renovations of the Communication Center will allow a more robust ability to monitor cameras as needed while addressing structural issues with the area.

Public Safety Growth: A new approval process is being implemented for the alarm access and Key Shop approval. These two areas comprise the foundations for access to virtually the entire campus. The other portion of access control is the role Vol Card has with access control. Consideration should be given to consolidating these areas. Risk management would provide overall oversight of multiple initiatives specific to campus with potential for compliance actions.

Career Path Restructuring: The initial model for the department's career path plan provided direct movement in a single path for our police officers. This structure provided a foundation to

begin the program. A revised model has been implemented with multiple advancement paths including Investigations, CRU, or other specialized areas. We continue to monitor market salaries along with the Career Path. This effectiveness of the restructuring is still being evaluated.

Threats

Career Path Funding: Career path funding or market salary adjustment has a correlation to our police officer retention. The first year the career path was implemented our turnover rate went down to one officer and the following year was also below average. As the disparity in local law enforcement salaries have increased at a higher rate than the career path allotted, our turnover rate has returned to the previous average levels. A changing revenue base for the University potentially impacts all facets of salary adjustment including market competitive salaries.

Legislative: Past bills submitted through the state legislature could have serious consequences for campus police departments. Examples: (1) a bill attempted to tie the ability of an institution to have a police department to administrative policies at the campus regarding student group inclusion/exclusion. (2) Bills removing restrictions on allowing guns on campus by allowing staff, faculty, ROTC, handgun carry permit holders, and/or others to be armed on campus. A campus carry law went into effect this year for staff members to conceal carry on campus. Several states have already implemented legislation to allow concealed carry on campus for any carry permit holder.

Large venue event security: UT hosts some of the largest sporting events in the country. These large venue events provide a desirable target for anyone contemplating a terrorist attack. The planning, infrastructure development, buffer zone, and physical security provide a daunting task of providing a safe environment on an annual basis.

Strategic Objectives

These strategic objectives are designed as goals for the department during the next five year cycle. The goals will be evaluated annually to determine both progress and needed adjustments. The department sets goals for employees annually in conjunction with their performance reviews. These goals are designed to meet the department goals.

Coordinated response to reduce crime

Various internal units have worked on portions of overall crime reduction strategies. Records compiles statistical data on crimes, Patrol makes general recommendation, and the Community Relations Unit provides risk reduction programs. The department will begin a consolidated approach using CA+ (crime analysis software) along with a crime analyst to generate a summary report of incidents and any predictive data. This report will be provided to appropriate division commanders to assign specific staff to coordinate short-term and long-term responses.

Community-oriented public forums

The department has periodically provided open forum discussions to solicit direct input from the community about current campus safety issues. These open discussion should be offered on a regularly scheduled to basis for us to obtain timely information. The information will be used as a foundation for improving the department's response to community needs.

There are numerous methods of receiving feedback on the department's performance including webpage customer service form, department Facebook page, or department e-mail. All information provided is considered within the development of this strategic plan.

Incorporate VOL Vision 2020 and Campus Master Plan

Our department provides direct contributions to these three strategic plans for the University of Tennessee. VOL Vision 2020 is designed to bring the University into the ranks of the top research institutions group. The Campus Master Plan provides general development of facilities, housing, parking, and pedestrian areas. The University Five-Year Plan previously provided through the Faculty Senate has been included in Vol Vision. These objectives for UT Police are identified to support each plan and there is overlap between the three.

VOL Vision 2020:

- Promote safe campus area conducive to a positive learning environment.
- Hire and retain a diverse staff to represent our community. Retention of stellar staff allows for advanced training and development of future leaders.
- Promote a diverse and inclusive environment throughout the department and the campus community.
- Promote and encourage campus units to participate in and utilize crime prevention programs sponsored by UTPD
- Foster the understanding that safety is both an institutional and personal responsibility.

Campus Master Plan:

- Provide direct input during plan phase for new building constructions. This is accomplished through direct input on new constructions regarding physical security, alarms, and cameras. These contributions provide the foundations for future security growth.
- Adjust patrol patterns to accommodate more pedestrian and/or bicycle restricted areas. This may include incorporating walking beats or bicycle patrols into squad assignment.
- Use projected growth information to ensure adequate security staffing is available.

Continually evaluate strategic plan

The University is constantly changing to adapt to projected needs. The police department must provide a mechanism to not only provide foundational services, but adapt to these changing needs. The primary goal is for the police department's goals to be consistent with the goals of the University and adapt as those goals change. The strategic plan must be evaluated annually to determine if strategic goals are being met and to implement new goals as needed.

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Our evaluation process includes community input from various community meeting which promote diversity and inclusion. Community interaction allows us to obtain direct feedback regarding our effectiveness and alterations to provide more effective community service.

Staff development and succession planning

Our staff is our most valuable resource. Department turnover dictates a need to continually develop new staff so they are able to transition into supervisory positions. Succession planning requires adaption of foundational requirements in the Career Path, in-house training dedicated toward specific areas of responsibility, and outsourced training provided through certified instructors/institutions. This process is currently being included in performance review goals.

Command staff members will be assigned to responsibilities as designated by the Chief based upon specific department needs.

Maintain current levels of training and Career Path

Budgetary restraints have the potential to impact department functions. Training time away from shift is being reduced, but actual training will remain at over 60 hours. The Career Path has been restructured to provide variations of tracks for officers to advance. Training provides us with the tools necessary stay proficient. The Career Path funding is evaluated annually. Providing for officer advancement when supervisory positions are not available is critical to improving officer retention.

Evaluation of Strategic Objectives

Strategic objectives have been identified to provide a "roadmap" for the future direction of the department. These objects are determined in effort to promote the effective and efficient usage of our resources. The department must remain in touch with the changing needs of our community and the University of Tennessee. The following steps are included evaluate our progress in meeting objectives, having a forum to change objectives as needs dictate, and identify new objectives based on changing community needs.

A full review of the Strategic Plan will be conducted annually. Budgetary allotments should be in line with the objects and resources needed to complete or further the completion of these objectives.

A continual process of soliciting input from the community allows for a timely response from the department address current crime trends or issues. Department supervisors should submit information at least quarterly to determine the progress of objectives. Finally, feedback from the University administration and staff provides a baseline of the effectiveness of the services provided by the police department.

Several strategic recommendations from the previous years' strategic plan were implemented this year. Each of these recommendations has improved the quality of service we offer and addressing projected needs.

The University of Tennessee Police Department is committed to providing a safe campus community and supporting the University of Tennessee's goals to become a top 25 research institution. We accomplish these goals through collaboration between the UT Police Department and all stakeholders. The strategic plan will be available to anyone for review by posting the plan on the department's webpage.