University of Tennessee
Police Department

Strategic Plan
2017-2021
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 2020 (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.
Transition from Vol Vision 2015 to VOL Vision 2020

University of Tennessee Knoxville embraced a three-part vision: Value Creation, Original Ideas, and Leadership in Vol Vision 2015:

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 outlined in Vol Vision 2020:

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 as well as for 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 across the campus community focusing on areas with high concentrations 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. Two new residence halls are under construction to replace older facilities with new halls opening in 2019. 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 a slight increase already taking place. In addition, the University’s long-term goal stresses increasing the retention of current students and promoting graduation within a four-year timeframe. The 2017 enrollment increased by approximately 1%. This increase is consistent with the 2016 increase. The addition of the new residence halls will bring campus housing to the 7500 student range. 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 should be completed 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. The decrease in calls for service since 2015 may partially be due to a new computer aided dispatch system with more robust reporting capabilities. As the campus community population increases, we anticipate an increase in calls for service. This graph includes data from 2014 to 2016.

![Calls for Service Graph](image)

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 decrease in reports since 2015 may partially be due to a new records management system with more robust reporting capabilities. As the campus community population increases, we anticipate an increase in calls for service. This graph includes data from 2014 to 2016.

![Cases Graph](image)
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. In addition, 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. The controlled enrollment growth has been approximately 1% for the previous two years resulting in over 500 new students. There is a continuing emphasis on retention of current students and improving graduation rates.

The previous three 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. Community service officers (non-sworn) have been moved to benefited positions in an effort to improve retention. We continue to look for innovative technology to support patrol functions. A video coordinator is now on staff to manage the various facets of surveillance and University 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. Consistently increasing 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 2014 to 2016. The graphs do not include football staffing.
**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 our 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. In addition, input from the University community is also included in the process.

*Does not include football or non-recoverable events*
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, K9, or investigations also provides unique opportunities for officers. In addition, the department has assigned officers to federal task forces through the FBI.

*Community Relations Unit:* 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. In addition, the Community Relations Unit is dedicated to facilitating numerous crime prevention programs to thousands of community members annually.

*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 placing an emphasis on training focused on changing technology. Some in-service 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 command staff 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:* Serious crimes against person seldom occur on campus while the neighboring areas not controlled by the University see a higher rate of these crimes. 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. In addition, we received State of Tennessee accreditation in 2016 becoming one of only two universities in Tennessee to be awarded accredited status with three distinct accrediting organizations.

Weaknesses

Police Officer Retention/Recruitment: Officer Retention has been a continuing issue. Voluntary turnover rates have fluctuated over the last five years. Based upon exit interviews, market adjustments to entry-level salaries during the last two years has positively influenced retention. Officers leaving have not given salary as contributing factor. Consideration should be given to a shift differential for officers assigned to overnight duties.

Officer recruitment is 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. In addition, 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. UTPD has established a perpetual police position post with Human Resources and moving toward quarterly testing/interviews.

CSO Retention: Community Service Officers (CSO) provide physical security for various areas on campus including fixed-post security and on-campus residential areas. The majority of CSO positions have been moved to full-time benefited positions. Voluntary turnover continues to be an issue. These positions offer limited possibility of upward movement and require shift work.

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 unless staffing increase occur.

Opportunities

Technology enhancements: The department implemented a new records management system with computer aided dispatch included. This system provides us with opportunities to accurately monitor current crime trends, compare previous the year’s crime rates, and then quickly adjust
patrol activities in an effort to reduce future criminal activity. The effectiveness of this program is currently being evaluated.

*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. While these innovations may temporarily offset population increases, ultimately increased staffing will be required.

*Capital improvements:* As Associate Vice Chancellor of Public Safety, Chief Lane is responsible for four departments- UT Police, Office of Emergency Management, Environment Health & Safety, and Clery Compliance. Two of these are housed within the UT Police Department building and the other two are in separate buildings. Moving all departments to one “public safety” building would allow for a closer working relationship, streamlined accounting processes, and more efficient staffing usage.

The new consolidated alarm monitoring system (software & hardware) has been 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. Renovations of the Communication Center will allow a more robust ability to monitor cameras as needed while addressing structural issues within the area. The renovations are being continually evaluated.

*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.

*Critical Incident Response Team:* The department has added response options over the previous five years to address possible threats to our community. A CIRT would allow us to provide additional training and supplemental tools to address more potential threats. The team could train with other local specialized teams to provide a more coordinated response.
**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 it remained 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.

**Unfunded mandates:** The University is committed to providing a diverse forum for speakers with differing opinions. Our department supports the right each citizen has for First Amendment protected speech. Some speakers attract a more radical crowd or generate substantial community response requiring special security. The costs associated with police/security staffing for these events is not funded. Funding for other priorities must be utilized to cover these unfunded events.

**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.

**Canines:** The department currently has explosive ordinance canines, which are reaching the midpoint of the service expectancy. These are used for numerous special events and are projected to be utilized more heavily in the future. Consideration for adding another explosive ordinance canine to bridge the gap should be given.

Patrol currently must rely on canines from other agencies for drug searches or tracking. Consideration should be given adding a patrol canine.

**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 through crime analysis**

Various UTPD units have an assigned role in crime reduction. This process has historically been compartmentalized and data for a response has been from multiple internal sources. A dedicated crime analyst compiles all crime analysis information weekly. This data compares weekly, quarterly, and annual data. The information is disseminated to all sworn sections of the department for those sections to make recommendations on crime reduction. Strategies are coordinated between sections to influence short-term and long-term responses. The strategies are evaluated weekly for effectiveness and modified as necessary. This process should be further adjusted during 2018 since that will be the first year where all data comparisons are from a single records management system.

**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 into UTPD objectives**

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 and adjust as necessary

The University is constantly changing to adapt to projected needs. The police department must provide a mechanism to not only provide foundational services, but also 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.

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 impact of restructuring the Career Path is being evaluated. Training provides us with the tools necessary to 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.