University of Tennessee
Police Department

Strategic Plan

2018-2022

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.

VOL Vision 2020 (and beyond)

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 nearly 29,000 students attending UT. 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 of Tennessee hosts hundreds of special events each year ranging from challenged based academic contests such as Engineering Day Competition 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. Multiple residence halls opened from 2016-2018 with new residence halls under construction to replace older facilities in 2019. A new dining facility is scheduled to open within the next three years. In addition, the new Student Union Phase 2 is scheduled to open in 2019.

The University of Tennessee is proposing a growth in the student population with steady increases 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 2018 enrollment increased by approximately 3%. This increase is higher than the 2017 increase. The addition of the new residence halls has brought campus housing capacity to over 7500 residents. 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. UTPD frequently utilizes technology to supplement a physical security presence, which results in additional duties for support staff. A continued emphasis on activities such as "video patrol" will require additional staff to more actively perform this type of duty.

Calls for service include any incident where an officer is dispatched to a scene. This data does not include administrative entries such as thousands of property checks. The increase in calls for service may partially be the result of us switching to a new computer aided dispatch system, but we anticipate an increasing student population will result in increases of calls for service. This graph includes data from 2015 to 2017.

Calls for Service

■ Calls for Service

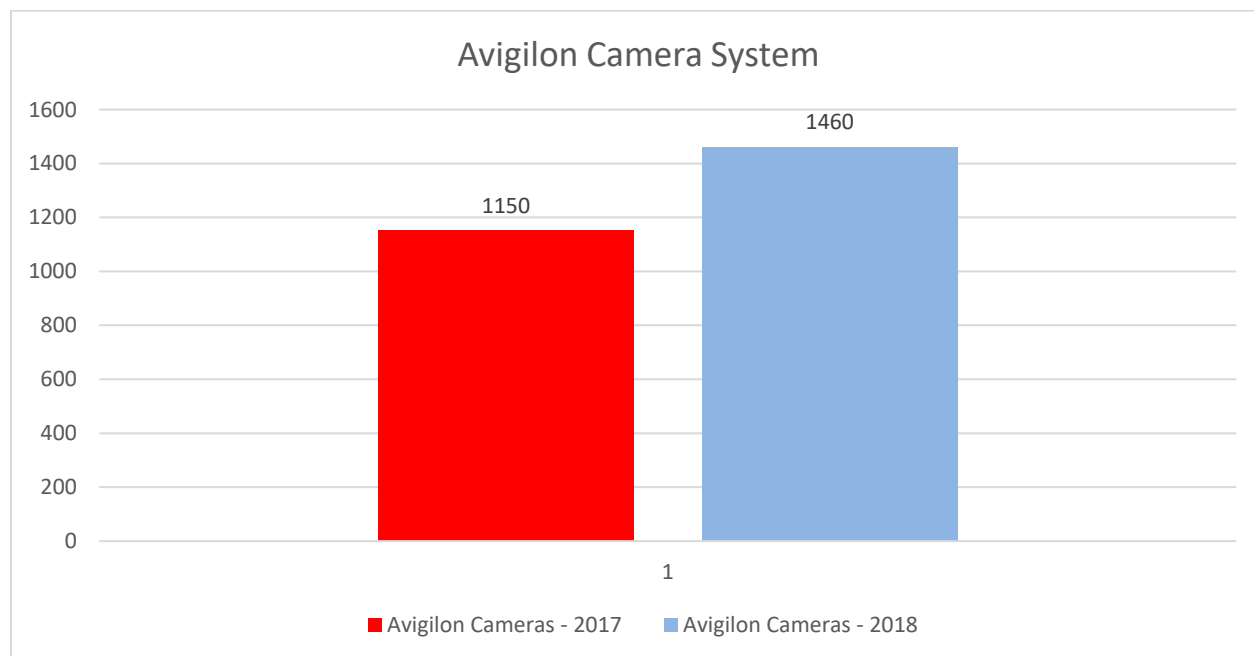| Year	Calls for Service
Y2015	16472
Y2016	11617
Y2017	12939
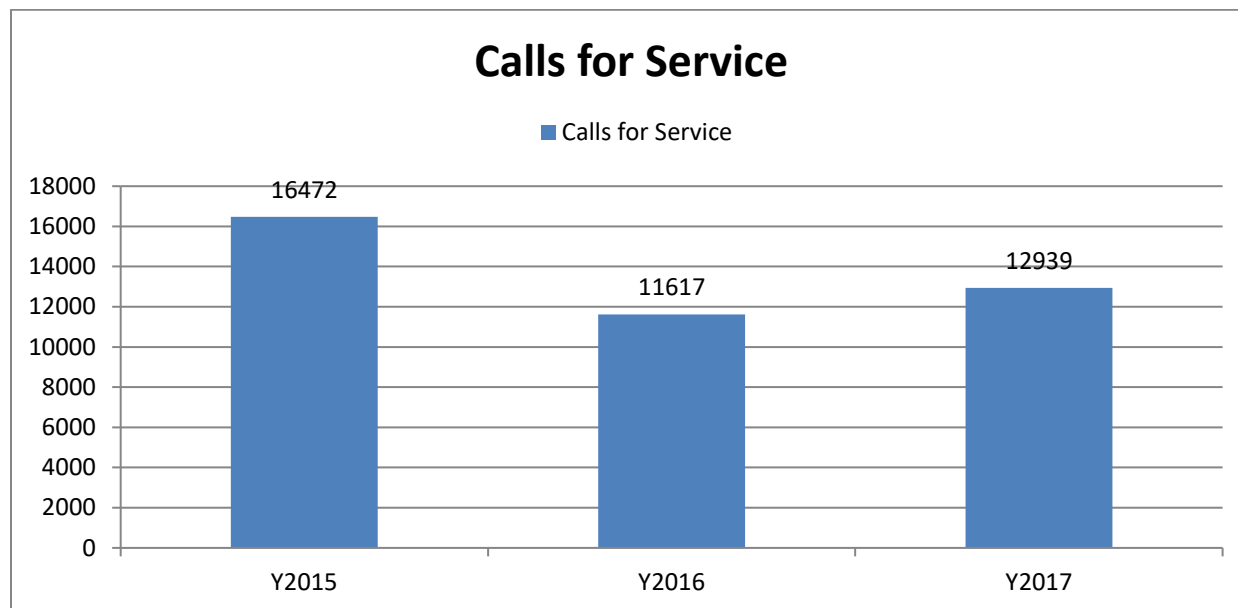
Cases indicate an incident where a report was generated based on what occurred. Any criminal incident, confiscation, or some university administrative incident would result in a report. The statistics for 2017 will be the first full year using our new records management system. We attribute the increase to our student population increase. This graph includes data from 2015 to 2017.

Cases

■ Cases

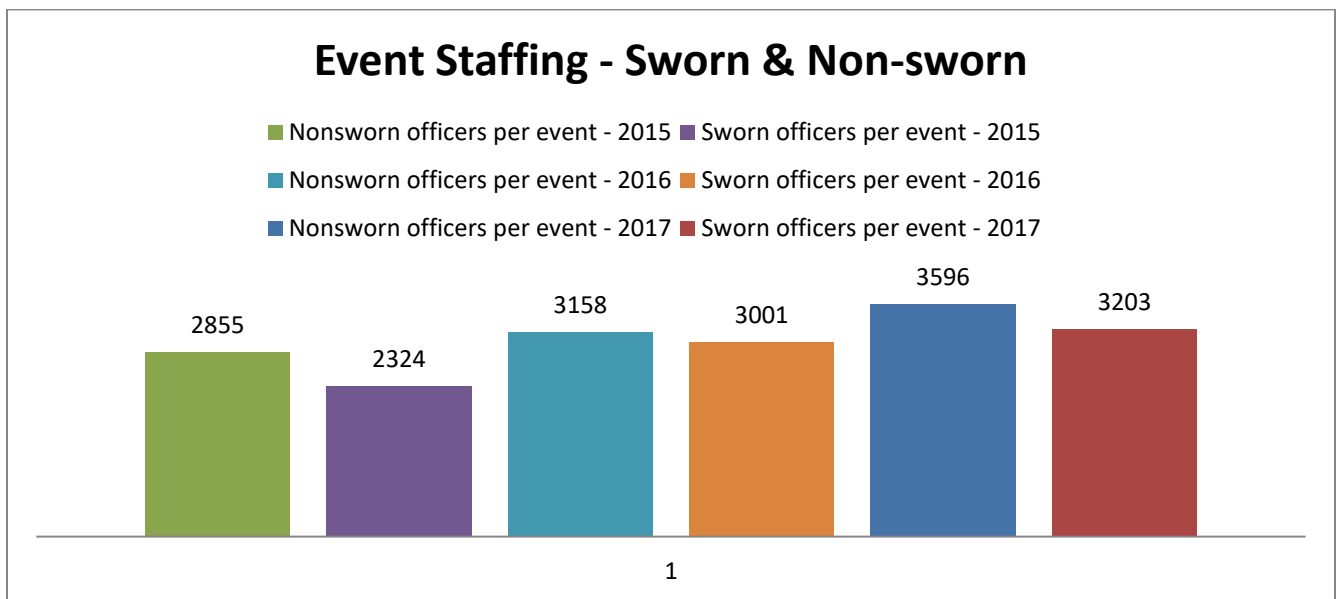| Year	Cases
Y2015	860
Y2016	703
Y2017	705
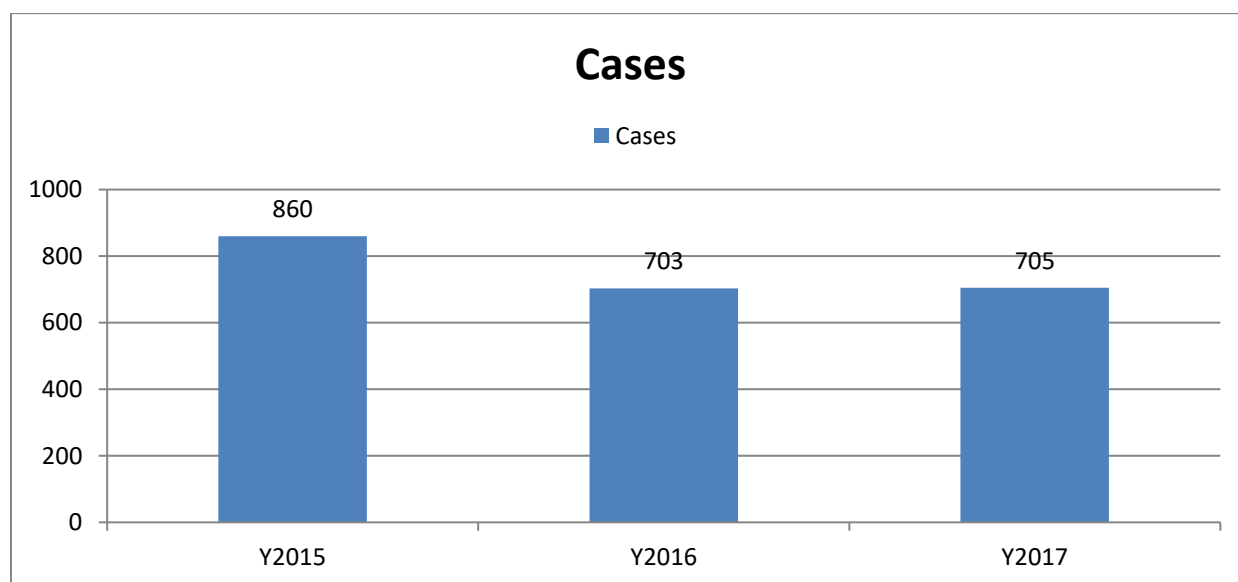
The University of Tennessee continues to grow in both a diverse student population and new buildings/renovations. This growth contributes numerous increases placed on the workload of our staff. Multiple new buildings or renovations are scheduled for the next five years including the residence halls mentioned 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 original projected student growth rate was 1%. However, this year showed almost a 3% gain in enrolled with an increase of over 800 students. There is a continuing emphasis on retention of current students and improving graduation rates.
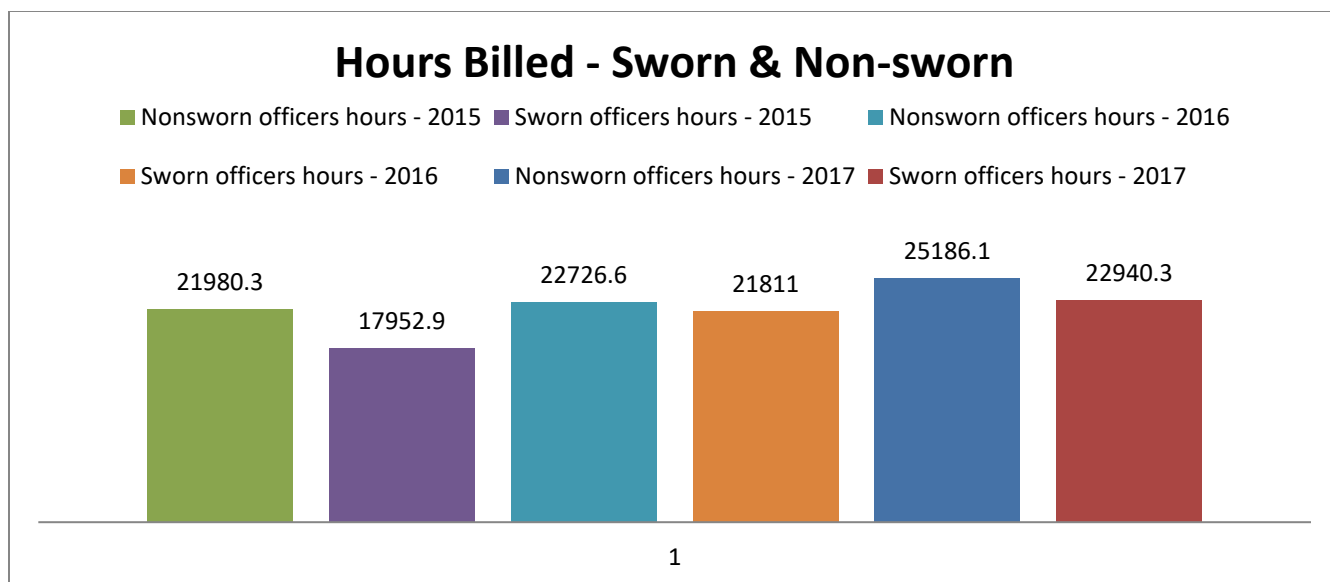
We continue to see an increased emphasis on security requests. These requests may be something as simple as a community service officer for overnight security of a building. However, some requests require multiple people and may be required for an entire semester or longer. Physical security along with increase expectations will place additional requirements on the department in the future. Even with the move of community service officers (non-sworn) to full-time benefited positions, we still see an unacceptable level of turnover. We continue to look for innovative technology to support patrol functions. A new safety app (LiveSafe) has been deployed this year. Our video coordinator continues to identify new efficiencies for surveillance cameras. The data below shows the number of cameras on the Avigilon system. The number of cameras on the system has increased by 27% from 2017 to 2018.

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 2015 to 2017. The graphs do not include football staffing.

Event Staffing - Sworn & Non-sworn

- Nonsworn officers per event - 2015
- Sworn officers per event - 2015
- Nonsworn officers per event - 2016
- Sworn officers per event - 2016
- Nonsworn officers per event - 2017
- Sworn officers per event - 2017

2855	2324	3158	3001	3596	3203

1

Hours Billed - Sworn & Non-sworn

- Nonsworn officers hours - 2015
- Sworn officers hours - 2015
- Nonsworn officers hours - 2016
- Sworn officers hours - 2016
- Nonsworn officers hours - 2017
- Sworn officers hours - 2017

Nonsworn 2015	Sworn 2015	Nonsworn 2016	Sworn 2016	Nonsworn 2017	Sworn 2017
21980.3	17952.9	22726.6	21811	25186.1	22940.3

*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 our strategic plan should reflect the overall objectives of the entire department not just the command staff. Input was solicited from all staff members 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. 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 diverse community 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.

UTPD added five new sworn police positions this year in an effort to reach adequate staffing levels. In addition, two new supervisor positions were created for Communications.

Community Relations Unit: Community relations has 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. We also offer a variety of education and outreach programs to the community as an invitation to collaborate with us in keeping campus safe. 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. Training focused on changing technology continues to be emphasized. Some in-service training has transitioned to PowerDMS rather than classroom training to provide additional shift staffing and roll call training.

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. CALEA provides a nationally recognized standard for all law enforcement agencies. IACLEA works in conjunction with CALEA with a distinct focus on university specific polices. The addition of the State of Tennessee accreditation places UTPD in the unique position of being one of two universities in the state with three separate accreditations. These accreditations allow us to implement policies and procedures recognized as law enforcement best practices.

Canine Program: The department has placed an emphasis on utilizing working dogs. UTPD added two dogs during 2018 with an additional explosive detection dog and the other a drug/apprehension dog. These canines are invaluable for searches conducted prior to special events and other functions occurring on campus.

Weaknesses

Police Officer Retention/Recruitment: Officer retention has been a continually evolving concern. Our voluntary turnover rate fluctuates with an average loss of four officers per year over the previous three years. The most often cited issue during exits interviews has been entry-level salaries. These losses represent a significant budgetary impact to the department. 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. Multiple strategies have been implemented or are being considered to address the issues associated with officer retention and recruitment.

Retention initiatives include consideration of revamping pay to a competitive level. This process could include changes to the Career Path and a shift differential for those assigned to late shifts. The addition of new units also provides new opportunities for lateral moves. The department has begun evaluating a mentoring program and changes to the onboarding process.

Recruitment efforts continue to be continually evaluated for effectiveness. A perpetual position has been created to allow applications year-round. Streamlining the hiring process through quarterly fitness and written testing. The adjustments to the Career Path mentioned in the retention section would also provide competitive changes to entry-level salaries and advancements. UTPD has begun a direct outreach to attendees of area police academies. We continue to solicit underrepresented community groups to maintain department diversity.

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. Additional supervisors are added to maintain an acceptable span of control when adding staff positions.

Opportunities

Technology enhancements: The department continues to implement technological systems designed to improve overall campus safety. A primary addition currently being deployed is a phone-based safety app called LiveSafe. This application provides those affiliated with UT a method of texting tips to multiple campus department or a safety timer when they are traveling.

Multiple areas of campus have been identified for additional camera surveillance systems. Many of these locations either have had additional coverage added or are projected to get cameras as part new construction/renovations. A new mobile camera trailer is now available for deployment. All patrol vehicles currently have an AED with these units soon reaching their end of service date. Replacement of these units would provide quick access to a lifesaving tool.

The department has also added internal systems for improved efficiency. Guardian Tracking provides a format for supervisor to provide feedback on staff performance. PowerDetails has provided an electronic method of posting overtime assignments and streamlined the billing process. Inventory tracking software is being reviewed to provide more efficiency with tracking department equipment.

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 new residence halls and other college buildings. Development of the Cherokee Farm property is projected to add multiple buildings to that 450-acre area.

Additional police officers, communication supervisors and a public information officer were added this year. These positions provide a short-term solution to staffing. The projected campus growth will require at least eight new police officers.

Multiple support positions will be necessary to provide an adequate level of services. An administrative position may be needed to supplement accounting functions and the Records Unit. New constructions and renovations require security recommendation, which are specific to the new building and overall campus security. A physical security specialist could focus specifically on these projects and ongoing campus security assessments.

The department will continue to evaluate innovative methods of increasing our presence in the community. A restructuring of the bike officer program will provide additional opportunities for officers to have direct contact with community members. Some considerations are satellite offices, regular meetings with community stakeholders, increased utilization of social media, and realignment of patrol staffing to reflect sector growth. While these innovations may temporarily offset population increases, ultimately increased staffing will be required.

Capital improvements: Associate Vice Chancellor of Public Safety and Chief of Police Troy 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 of a closer working relationship, streamlined accounting processes, and efficient use of division staff.

We are currently in the design phase for renovating a newly acquired building. This building is near campus without affecting limited campus space. The current proposal is for multiple Public Safety departments to move into this building.

Critical Incident Response Team: The department has added response options over the previous five years to address possible threats to our community. The CIRT team is currently in the early development phase with a policy approved, members selected and foundational training started. A CIRT will allow us to provide additional training and supplemental tools to address more potential threats. The team has been training 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 affects 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.

There was a significant increase in these type of events during 2018. One of the largest events required support from multiple agencies with over 100 officers providing security. University administrators have been supportive of multiple procedural changes to aide with the police response to these incidents.

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.

Projected future requirements for security include vehicle barricades and magnetometers. A proposed stadium renovation project would require multiple levels of security upgrades to meet current best practices for large venue security.

Canines: The department currently has multiple explosive ordinance canines, which are reaching the midpoint of the service expectancy. These are currently used for numerous special events with projections of even more usage in the future. Transition planning for replacement of older canines should be planned to eliminate any gap in coverage.

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 overall department goals.

Develop a short-term and long-term response to reduce crimes on campus

Various UTPD units have an assigned role in crime reduction. Some of the units focus more on risk reduction, while some are more reactive. Our new records management system is moving into the third year of deployment. This system has a robust crime analysis platform designed to

identify crime patterns and generate "heat" maps showing higher crime areas. Supervisors have recently been provided access to the data along with the ability to generate reports as needed. An updated crime trends spreadsheet is disseminated weekly with strategies from all units included. These strategies need to be coordinated to maximize results. This coordination will include short-term and long-term goals.

Community-oriented activities

Community outreach continues to be a departmental strength. However, our constantly changing student population requires adaptive methods of conducting outreach. Direct contact limits us to reaching a smaller number of students, but this method is generally more effective in building community relationships. Safety applications such as LiveSafe potentially reach more people, but this type of outreach lacks directly building relationships. Using safety application and resources currently in place will be incorporated into most direct contacts. New programs being considered for implementation include a citizen's police academy and increases in active shooter/personal safety response.

The department relies on numerous methods to receive 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 and in the implementation of new risk reduction initiatives.

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

Our strategic plan is a roadmap for future endeavors. We realize a direct route would be the fastest and incorporate flexibility to understand when it is time to take an alternate route. The University of Tennessee has consistently adapted to changing educational needs. As previously mentioned, the UT Police Department must match these changes. Using outdated processes, which are more reactive, or not providing relevant risk reduction strategies are ineffective strategies.

An ongoing critical review of the plan allows changes to be implemented in a timely manner. 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

The staff of the University of Tennessee Police Department is our most valuable resource. Hiring, retention and development strategies must evolve for us to provide the highest level of service. Multiple initiatives are needed to necessary to address each strategy.

Hiring is impacted by generalized mischaracterization of law enforcement careers. The process starts with job announcements through the onboarding process. While many aspects have been streamlined during the previous year, more simplification of the process will be required. The background process continues to be one of the slowest portions of the hiring process.

Retention and development are two strategies, which overlap. The onboarding process provides staff with an overview of departmental operations. The process transitions to a Career Path overview with multiple advancement tracks available in the police officer section. Ongoing training is provided during annual in-service along with multiple specialized classes for Career Path advancement. Completion of the training and other requirements equates to a salary increase. The department has been evaluating a mentoring program for new police officers.

The department needs to remain competitive with other local law enforcement agencies. The area to consider include starting salary, Career Path steps, training opportunities, and officer development. Developmental training includes succession planning for anticipated supervisor attrition over the next five year.

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 along with 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.