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# UTPD 2021-2026 Strategic Plan

Protecting those who will change the world.

**July • 2021**

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# 2021-2026 Strategic Plan

## MESSAGE FROM THE CHIEF OF POLICE

Successful universities attempt to portray a welcoming environment that encourages learning and discovery via the primary mission of teaching and research. The security posture in college or university settings generally considers both human and naturally occurring threats. A significant amount of effort is applied to infrastructure as well as information technology-related threats. Security professionals must recognize and acknowledge the current reality any institution of higher learning finds itself in. Generally speaking, universities do not wish to portray themselves as gated communities in which access to the campus is strictly controlled.

All police or security services must recognize that the security landscape is ever-changing and evolving. There should be no “status quo” within policing or on the security front. Threats to institutions evolve over time, and the event horizon must be continually scanned for new and emerging threats.

Through the development of a [Threat Matrix](#), the University of Texas at Austin Police Department is able to focus the police organization’s attention on the human threats as opposed to natural threats (i.e. weather or environmental which falls under the auspices of the independent Office of Campus Safety).

The threat matrix includes those incidents in which the institution has previously experienced, as well as incidents and trends occurring at the national level. The Threat Matrix includes a scale of incidents of low probability that could have catastrophic outcomes such as a terroristic or active shooter situation, and more likely incidents that cause alarm to our community such as mental health concerns involving students, or sexual assault. The Threat Matrix is tailored to the institution and serves as a guide for the police and administration to continually plan, train toward, and evaluate.

The next level of emphasis is the concept of an incident timeline in which the institution can act to prevent, disrupt, mitigate, recover and investigate. From a historical perspective, most police agencies find that they respond to an act as it is occurring or has been completed. Restructuring the organization allows us to seek ways to actively prevent events from occurring in the first place. This is accomplished by looking at the event timeline with a clear understanding that there are three distinct phases: 1. Pre-Incident or “left of boom,” 2. Incident, or “boom,” and 3. Post-Incident “right of boom.” “Left of boom” is that point where actors are planning and preparing to take criminal action against the institution, others, or even themselves if in mental health crisis. The concept of “boom” is relative and should be viewed as a range of incidents that have a negative outcome for the institution, whether real or perceived. The police must always concern themselves with both the reality and perception of security.

Redesigning the University Police Department with the Threat Matrix and threat timeline in mind has resulted in the development of a three-division department as opposed to the traditional organization with patrol and investigations divisions. Aligning the Threat Matrix with the three aspects of the threat timeline results in an organization which includes:

- Community Engagement Division- A field-based team of officers, ostensibly to focus on the area “left of boom.” They engage our community to share with us any pre-indicators of possible threats listed on the Threat Matrix, or new undetected threats;
- Public Order Division- A field-based division, focused on responding to active threats, ranging from an active shooter, or violent civil unrest; and finally
- Investigations and Mitigation Division- A division whose task is to actively investigate all aspects of an incident, whether criminal or non-criminal. This provides both accountability and information to prevent reoccurrence of any given incident.

The third and final premise is the vital importance of relationships with the community. This era of polarized communities—some of which do not trust the police or institutions—calls for continual renewal of trust. It's not an easy task, but one we must consistently try to rebuild. There are more than 18,000 different police departments across our nation, each with its own unique organizational culture. A negative police action in one part of the country affects the perception of us all. To combat this, we must strive to be transparent and honest in all dealings with those diverse communities we serve.

The relationships with local, state, and federal law enforcement agencies are also necessary and must be ongoing. No single law enforcement entity can handle it alone, but must be prepared to go at it alone for some period of time before greater support arrives.

We can manage our new reality via policy, police, and security culture review; ensuring alignment where possible to include an evolving Threat Matrix, understanding the threat timeline, creating energy on the “left of boom” phase, and finally recognizing success in the arena is not possible without solid relationships with our diverse community and those who will support us in time of crisis.

Sincerely,

A handwritten signature in black ink, appearing to read 'D. Carter', with a stylized flourish at the end.

David Carter  
Assistant Vice President of Campus Security & Chief of Police

## POLICE DEPARTMENT VISION, MISSION, AND VALUES

### Vision

To be respected and trusted by all segments of UT Austin's diverse community.

### Mission

To keep you and our UT community safe.

### Values "I CARE"

Integrity - the cornerstone of police work-without it public trust is lost

Courage - to make the right professional decision

Accountable - to the community, department and superiors

Respect - of the whole community, the department and most importantly... oneself

Ethical - in terms of professional actions and decision making

### Motto

Protecting those who will change the world

## THE CAMPUS COMMUNITY

UT Austin averages 51-thousand students, more than three-thousand faculty members, and more than 14-thousand staff members for a total campus population of 70 thousand individuals.

### Student Profile, Fall 2020

#### Gender

Women: 54.4%

Men: 45.6%

#### Ethnicity/Race

American Indian or Alaskan Native: 0.1%

Asian: 20.2%

Black: 5.3%

Hispanic: 23.4%

International: 10.0%

Multiracial (excl. Black or Hispanic): 2.7%

Native Hawaiian / Pacific Islander: 0.1%

Unknown or Blank: 1.2%

White: 38.9%

#### Housing Data

The campus hosts fourteen residence halls, the newest of which opened in the spring of 2007. On-campus housing can accommodate more than 7,100 students. The Beauford W. Jester Center is the largest residence hall with its capacity to house 2,945 people. Academic enrollment exceeds the on-campus housing capacity; as a result, most students must live in private residence halls, housing cooperatives, apartments, or with Greek organizations and other off-campus residences. The Division of Housing and Food Service, which already has the largest market share of 7,000 of the estimated 27,000 beds in the campus area, plans to expand to 9,000 beds in the future.

#### Student Organizations

The University recognizes more than one thousand student organizations. In addition, it supports three official student governance organizations that represent student interests to faculty, administrators, and the Texas

Legislature. Student Government, established in 1902, is the oldest governance organization and represents student interests in general. The Senate of College Councils represents students in academic affairs and coordinates the college councils, while the Graduate Student Assembly represents graduate student interests. The University Unions Student Activity Center serves as the hub for student activities on-campus. The University is also home to seven museums and seventeen libraries, including the Lyndon Baines Johnson Presidential Library and Museum and the Blanton Museum of Art. The University also operates various auxiliary research facilities, such as the J. J. Pickle Research Campus and the McDonald Observatory.

## **POLICE DEPARTMENT DEMOGRAPHICS OVERVIEW**

The police department is currently authorized for a maximum of 100 commissioned personnel positions and 52 non-commissioned personnel. As of Summer 2021, UTPD currently employs 81 commissioned peace officers. Civilian employees include 29 guards, 12 dispatchers, and 8 administrative personnel.

### UTPD Sworn Personnel, Summer 2021

#### Gender

Women: 13.6%

Men: 86.4%

#### Ethnicity/Race

Asian: 1.2%

Black: 11.1%

Hispanic: 22.2%

White: 87.7%

### UTPD Leadership Personnel (Sergeant and above), Summer 2021

#### Gender

Women: 20%

Men: 80%

#### Ethnicity/Race

Black: 19%

Hispanic: 12%

White: 69%

### UTPD Civilian Employees, Summer 2021

#### Gender

Women: 48.9%

Men: 51%

#### Ethnicity/Race

Black: 18.3%

Hispanic: 26.5%

White: 77.5%

## **POLICE DEPARTMENT ORGANIZATIONAL STRUCTURE**

The police department re-organized during the 2019-2020 academic year into three specialized operational divisions and a staff component. The change in organizational structure was implemented to align strategies, capabilities, resources, and management systems in support of the department's purpose and vision. Our organizational alignment encompasses managed values that connect the organization's purpose (what we do and why we do it) to our business strategy (what we are trying to succeed at to fulfill our purpose), organizational capability (what skill sets we need to be good at in order to succeed), resource architecture (what makes us successful), and leadership systems (what delivers the successful performance).

[View the UTPD Organizational Chart \(PDF\)](#)

The operational components are grouped by purpose and function into three separate divisions: Community Engagement, Public Order, and Investigations & Mitigation. Each division assumes roles for specific activities to address pre-incident, incident, and post-incident responsibilities.

The staff component carries functions and tasks assigned based on critical incident management roles and responsibilities. The staff organization reflects incident command functions (command, operations, planning, logistics, and finance) as established by the Federal Emergency Management Administration (FEMA). The staff component was also tasked with drafting contingency plans to address each of the high-risk, low-frequency incidents identified in the Threat Matrix.

The department's principal policing strategy is based on the precision policing model which combines predictive policing analysis with increased community coordination to predict crime and then implements interventions to prevent crimes altogether.

The department also adopted a mission-centered leadership model as the primary management system component. When grounded in the mission, all members of an organization are both leaders and followers. They lead in that their individual efforts are explicitly connected to the broader aims of the organization. They are responsible for an acknowledged share of achieving those aims. They follow in that all members of the organization serve a broader purpose, a valued set of ideals, and a mutual sense of purpose. Mission-centered leadership is directive guidance in the service of transcendent aims. Successful mission-centered leadership is achieved when subordinate leaders understand the intent of their orders, are given proper guidance, and are trained to act independently.

The details of this reorganization and restructuring will be discussed in greater detail under the 2019-2020 Police Department accomplishments section contained within this strategic plan.

## **2019-2020 POLICE DEPARTMENT ACHIEVEMENTS**

### **Community Engagement Division**

**Purpose:** In a pre-incident environment, to identify and address community concerns. Success is defined as rapidly identifying and addressing community concerns, and in doing so, preventing issues from culminating as critical incidents.

In a post-incident environment, the role of Community Engagement officers is to initiate the short-term recovery process. Success is defined as assisting the community in re-establishing a sense of safety and mitigating the physical, psychological, and emotional impacts from a critical incident.

**Strategy:** In a pre-incident environment, the Community Engagement Division utilizes a community-oriented policing strategy and embraces a philosophy which promotes the systematic use of partnerships and problem-solving techniques to proactively address conditions that give rise to public safety issues such as crime, social disorder, and fear of crime. Within this strategy there is a focus on the long-term assignment of officers to specific geographic areas; these officers are recognized as district representatives. Geographic deployment enhances customer service and facilitates increased positive contact between district officers and community members, which aides in establishing strong relationships and mutual accountability. Rather than reacting to incidents only after they occur, community policing encourages proactively developing solutions to the immediate underlying conditions that contribute to public security concerns. Problem-solving is infused into all Community Engagement operations and guides decision-making efforts. Community Engagement officers are encouraged to think innovatively about their responses and view making arrests as only one of a wide-array of potential solutions.

In a post-incident environment, the Community Engagement Division utilizes a strategy that focuses on the short-term recovery process; which begins immediately after an active incident concludes. The goal is to re-establish safety and mitigate the physical, psychological, and emotional impacts from the incident.

Managing the incident aftermath involves tasks which need to be implemented quickly to ensure that those affected are safe, accounted for, are able to retrieve their personal possessions, get proper medical and mental health care if required, and are able to receive timely information from an authoritative source about the incident and its resolution.

Resource Architecture: The police technical skills group (PTSG) training required for the Community Engagement Division to deliver a successful pre-incident and post-incident response capability are:

- De-escalation Training: provides skills to diffuse tense situations, reducing the necessity to use higher levels of force beyond officer presence and verbal skills.
- Mental Health Peace Officer Training: provides an understanding of mental illness including indicators of decompensation in order to safely intervene and assist subjects in accessing appropriate assistance; avoiding the reliance on the criminal justice system.
- Crisis Negotiations Training: provides skills in active listening, verbal containment, and engagement to resolve incidents in a safe manner while minimizing the use of force.
- Crisis Intervention Training: provides skills to safely intervene and assist individuals in crisis with mental health services; reducing the reliance on the criminal justice system.
- Mental Health First Aid Training: provides skills to identify, understand, and respond to signs of mental illness and substance use disorders. Officers are able to reach out and provide support to someone who may develop a mental health or substance use problem and connect them to the appropriate care; diverting individuals from the criminal justice system.

Successful Community Engagement Division interactions reflect a community caretaking mindset, mental health crisis awareness, and the utilization of community partners for triage and follow-up. This will result in less frequent need for the use of force, less punitive solutions, more proactive engagement with the community, higher customer satisfaction, and less traumatic interaction with the police.

## **Public Order Division**

Purpose: During a critical incident, to prevent or disrupt acts of violence. Success is defined as rapidly responding to incidents of violence and by swiftly ending them, preventing the continued loss of life.

Strategy: The Public Order Division is comprised of team members who are recruited, selected, trained, and equipped to resolve critical incidents involving threats to public safety which would otherwise exceed the capabilities of traditional law enforcement officers. Public Order officers work in conjunction with the Community Engagement Division and the Investigations & Mitigation Division to identify situations which present an immediate threat to community safety. Public Order Division officers utilized several high visibility methods to patrol the campus on a daily basis; such as walking, bicycling, all-terrain vehicles, and marked police vehicles. The Public Order Division also employs explosive detection canine teams who are present on campus and respond to threats of and the presence of explosive devices. The Public Order Division focuses on threats of violence and acts of violence that affect the community and react immediately to stop illegal activity with life safety being their priority.

Resource Architecture: The police technical skills group (PTSG) training necessary to deliver a successful incident resolution capability are:

- Active Threat Training: provides skills to diffuse tense situations; reducing the necessity to use higher levels of force beyond officer presence and verbal skills.
- Emotionally Disturbed Person - Suicidal Subject Training: provides an understanding of mental illness including indicators of decompensation in order to safely intervene through de-escalation

- tactics. Specialized training occurs to minimize violence against one's self and others during these times of violent psychosis.
- Explosive Detection Training: provides the ability to respond to suspected explosive devices, confirm the validity of that device with a detection canine, and secure a stand-off distance to ensure the safety of our community.
- Crowd Control Training: provides skills in maintaining a peaceful environment for constitutionally protected speech. In the event that a violent protest erupts; officers are trained to quell the disruption with the minimum amount of force necessary.

Public Order Division responds to calls for service where a violent incident may occur such as: mental health crisis where violence or the threat of violence is possible, and incidents where criminal behavior has increased compromising the safety of the community. Public Order officers actively patrol areas of community concern and maintain the ability to respond rapidly to incidents of violence.

## **Investigations & Mitigation Division**

Purpose: In a pre-incident environment: to assess threats and devise mitigation strategies. Success is defined as the disruption of potentially life-threatening behavior directed against individuals or groups. By interrupting such incidents, they minimize the negative impact for involved individuals and the University; and guide potentially high-risk incidents towards a peaceful resolution.

In a post-incident environment: to conduct criminal investigations. Success is defined as identifying, and appropriately charging individuals or groups responsible for serious criminal activity within or against the University of Texas at Austin community; while actively pursuing diversion and restorative justice opportunities.

Strategy: Addressing critical incidents before they materialize, and proper investigation of incidents that have already occurred requires a two-prong approach. These incidents range from criminal to non-criminal, and therefore require both law enforcement responses as well as mental health evaluation. This dynamic and flexible response capability allows us to maximize effectiveness of any and all resolutions.

Pre-incident mitigation is carried out through the multi-faceted mission of identifying, interrupting and preventing life-endangering criminal events, conducting threat assessments on individuals and groups of concern, vetting information provided by concerned community members, gathering information and analyzing intelligence, developing mitigation plans for both individuals and organizations. Working with both affiliated community partners and outside law enforcement agencies, the pre-event mitigation process looks to identify and assess threats, and upon understanding the nature of the threat or problem, exercise myriad tools and resources to extinguish a situation before it begins. When appropriate, the diversion of an individual into mental health avenues allows not only this incident to be addressed, but provides assistance and monitoring from mental health professionals to navigate away from future crises.

A quality post-incident investigation is the hallmark of a professional police agency and helps to engender trust and respect with the community. Thorough documentation of all facets of the incident is instrumental and essential to determine the who, what, where, when, how, and if possible; why something took place. The quality of investigations is not solely gauged on traditional means such as clearance and conviction rates. Measures of success include our level of partnership with other entities such as Student Emergency Services, prosecution authorities, as well as victim participation and satisfaction.

The Investigations & Mitigation Division works in tandem with the other police department divisions, community members, University of Texas at Austin partners, and outside law enforcement agencies to ensure the most recent and up-to-date information is being shared and incorporated into the analysis of the criminal activity. The post-incident investigation has roots in traditional police work, but within precision policing takes on a dynamic response while integrating prosecutorial direction and guidance from the onset.

- Resource Architecture: the technical skills to successfully deliver pre-incident mitigation and post-incident investigations area.
- Crime Scene and Investigator Training: provides the overview of a full investigations process to include the initial arrival to a scene, through the collection of evidence and appropriate documentation and charging procedures.
- Interview and Interrogation Training: intended to hone an investigator's listening and analysis skills to be able to determine what information and insights can be gained through speaking with victims, witnesses and suspects.
- Threat Assessment Training: provides the necessary evaluative skills and knowledge to utilize the SIVRA 35 risk assessment tool used and recognized by the National Behavioral Intervention Team Association to determine the risk level of persons in crisis.
- Sexual Assault and Trauma Informed Investigation Training: provides additional training in empathy-based approaches to survivors of violent incidents without exacerbating the trauma inflicted from the incident.
- Open Source Intelligence Training: highlights investigative steps to navigate through publicly available information found throughout various websites and platforms.
- Dignitary Protection: teaches and trains detectives to conduct risk assessments ahead of high-level visitations to the University. Additionally, highlights pre-cursor behaviors indicating an imminent violent incident.

## Staff Component

The staff component structure follows a structure established under the National Incident Management System (NIMS) and the Incident Command System (ICS). This standardized structure allows for a cooperative response by multiple agencies, both within and outside of the university, to organize and coordinate response activities without compromising decision-making authority. The primary role of the staff component is to establish planning and management functions for all responding partners to work in a coordinated and systematic approach.

The staff component is organized around a command section responsible for developing, directing, and maintaining communication and collaboration with the multiple entities on site, and working with university officials, the community, and the media to provide up-to-date information regarding the incident. An Operations Section which manages tactical operations, coordinates the command objectives, and organizes and directs resources to the incident location. A Planning Section provides the necessary information to the Operations Center to develop the action plan that will accomplish the objectives and to collect and evaluate information as it becomes available. A Logistics Section provides personnel, equipment, and support for the Operations Center and coordinates all services involved in the response. A Finance Section which is responsible for accounting for funds expended during the incident response and recovery of the incident. They monitor costs related to the incident and provide accounting analyses.

## Threat Matrix

The Threat Matrix is an intelligence-based measure developed after extensive research of police calls for service and assessment of critical incidents facing the police profession nationally. It identifies the department's operational priorities and both existential and non-existential threats to the community. It is viewed to become a permanent fixture of the security policy of the department and was the impetus to examine the department's mission and organizational structure.

[View the UTPD Threat Matrix \(PDF\)](#)

### Threat Matrix

		Probability Level			
		Very Likely	Likely	Unlikely	Very Unlikely
Risk Level	High	Mental Health Crisis	Sexual Assault	Active Shooter	Terrorist Event
	Med	Criminal Transient Population	Civil Unrest	Homicide	Violent Suicide
	Low	Protests & Demonstrations	Organized Criminal Activity	Interpersonal Violence	Explosive Ordinance
	Very Low	Theft of Property	Alcohol Offenses	Burglary	Dangerous Operation of Vehicles

Figure 1 – Threat Matrix

## Contingency Plans

In an effort to more effectively manage and coordinate the police department’s and partner law enforcement agencies’ responses to critical incidents a series of contingency plans were developed. These contingency plans focus on those low probability but high-risk incidents identified in the Threat Matrix. Each contingency plan was developed as a risk management tool for exceptional circumstances which present catastrophic consequences if not appropriately addressed. The department conducts annual training at the individual and unit level to maintain the capability to respond to these critical incidents. In support of this individual and unit level training the department exercises operational level leadership and management during planned large events on campus. This event management experience serves to reinforce the functions and responsibilities identified in the various contingency plans. Additionally, the department schedules and conducts tabletop exercises to rehearse the various contingency plans in order to build experience and expand incident response capabilities.

## West Campus Neighborhood Initiative (Provisional Patrol District 7)

As a result of community concerns, the department’s off-campus patrol districts were reconfigured. Six districts remain on the main campus and a third district was introduced in support of off campus initiatives. The three off-campus districts serve the off-campus properties of the Pickle Research Center, Colorado & Brackenridge Apartments, the Wildflower Center, and the newly-created District 7 supporting the City of Austin’s West Campus Neighborhood.

In the spring of 2020, the University of Texas System Board of Regents approved and funded a safety plan for the West Campus Neighborhood. The funds, to be spread out over the course of four years, allowed for the hiring of 14 additional officers, a security camera network, and a satellite office located in Walter Webb Hall on the corner of Guadalupe and 25<sup>th</sup> Street.

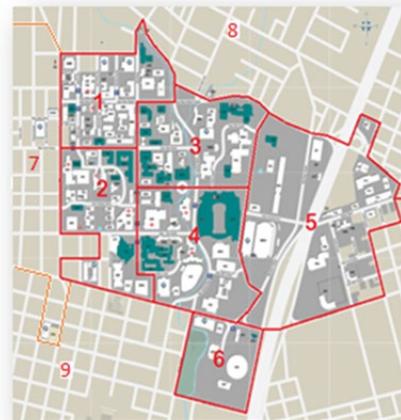


Figure 2 – Patrol District Map

The department will have presence in West Campus where thousands of students reside and even more students, faculty, and staff walk to and from the main campus. The new patrol district extends from the main UT campus border along Guadalupe Street to Rio Grande Street with the northern border of 27th Street and a southern border of Martin Luther King, Junior Boulevard.

Police presence matters; as a Department we do not want to be reactive and wait until an increase in violent crime emerges within areas close to our campus.

## **PLANNING PROCESS**

This strategic plan is a proactive instrument that provides guidance in accomplishing our department's mission to maximize efficiency and efficacy. The purpose of the strategic plan is to provide direction and continuity for the police department to enhance its service to the campus community. It focuses on six primary goals.

The guiding principles of this strategic plan include:

- Encompassing of the department's vision, mission, and values,
- Accomplished with a high degree of professionalism,
- Open to partnerships to maximize resources and improve service to the community,
- Inclusive of all stakeholders and considerate of their input,
- Designed and implemented with consideration to best practices, and
- Evaluated and reported on an annual basis.

Derived from the department's vision and mission statements, the goals are broad, measurable categories that will each have a responsible agent assigned to execute them and move the department closer to its identified vision. Under each strategic goal are objectives that more clearly define the intent of the strategic goal. Objectives set forth specific and measurable targets, which are adaptable and may adjust over time. Each objective has action items; which are specific activities required in order to accomplish the objective. The number of objectives and action items will vary depending upon the strategic goal.

An essential part of formulating this strategic plan was obtaining input from both campus community members and department employees. The data from each was gathered and analyzed. A thorough review of the responses indicated that there were many common themes present. While respondents may have worded their individual answers differently, the points were similar. These common themes were identified along with the number of responses associated with each theme. These themes were then used to assist in developing strategic objectives that serve as the core of this multi-year strategic plan.

Community input was obtained through the 2021 campus-wide survey. The purpose of the effort was to gather information from the community on the department's response to crime, communication effectiveness, customer service, and recommendations for safety improvements. Approximately 4,515 responses were completed and returned. The affirmative results of this survey were as follows.

- Perceptions of UTPD were very positive—more than half (64%) said they felt confident UTPD would effectively handle a public safety crisis and (78%) said they felt comfortable coming to UTPD to report a crime. 62% of respondents, or 2,797 persons, indicated they felt UTPD officers treat people with dignity and respect.
- 87% of respondents indicated Parking Garages and Parking Lots were the location they were most concerned about their safety on campus, with the top crime of concern (57%) being crimes against people or assault. When asked what UTPD could do to increase their sense of safety in those areas, 38% indicated UTPD could have a more visible presence, followed by adding or removing infrastructure to include lighting, emergency phones and brush.

- While the majority of respondents have favorable perceptions of UTPD, it should be noted that 506 respondents indicated they did not feel comfortable reporting a concern or crime to UTPD. Out of those who indicated they would not feel comfortable contacting UTPD, the majority selected past unfavorable encounters by other individuals known to them as the biggest barrier to reporting. Those who wrote in answers described a lack of trust in police and suggested less police presence would make them feel safer.

[View Full Survey Report \(PDF\)](#)

Other methods of obtaining community input include, but are not limited to, community meetings which are held at various times throughout the year and the annual National Night Out events.

Employee input was obtained through both command, staff, and line-level meetings. A thorough review of the responses indicated that there were many common themes present. While respondents may have worded their individual answers differently, the salient points were strikingly similar. These common themes were identified and used to assist in developing strategic objectives that also serve as a key component of this strategic plan.

Most employees felt that the regular staff meetings were held often enough and that the information from those meetings was made available to them. Employees also felt that their supervisor provided them with effective performance feedback and the necessary direction for them to be successful. A significant portion felt that their chain of command made themselves available and nearly all respondents felt that their command staff conveyed a professional image. The nature of the questions asked by employees demonstrated the need for improvement in the level of employee awareness of the specific goals and objectives of their units, which were taken into consideration in the development of this plan.

## **STRENGTHS, WEAKNESSES, OPPORTUNITIES, & THREATS**

Strengths:

- Clearly defined, communicated, and understood vision, mission, & values
- Innovative strategies for each division, reinforced through daily execution
- Well-developed leadership and management systems

Weaknesses:

- Restricted resources which affect staffing levels and service levels
- Application of strategies hindered by pandemic and societal factors
- Relative inexperience of line level officers and first-line supervisors

Opportunities:

- Enhancing direct communication with the community
- Increased collaboration with law enforcement partners
- Developing inexperienced and unbiased employee workforce
- Creating and implementing a first-line supervisor development course

Threats:

- Improper police behaviors nationally, negatively affecting community opinion of the UTPD locally
- Reduction in City of Austin services potentially resulting in increased demand on University of Texas at Austin services

## IMPLEMENTATION AND ASSESSMENT

This strategic plan is a flexible document that will guide the thinking and direction of the department over the next several years. To ensure that this document serves as a critical instrument rather than a planning exercise, it will be assessed and updated annually by gathering input from employees and campus community members. The department's mission and values serve as the basis for the strategic goals set forth in this plan. Each of the objectives will be assigned a responsible party and an anticipated timeline for completion.

Limited resources demand that the department focus its energy and direction on these strategic goals and objectives for maximum efficacy in accomplishing our mission. This plan is not all inclusive of the needs to be accomplished within the agency, but instead focuses on the critical priorities. In order for the strategic plan to be successful, it requires full commitment, participation, and input from all members of the department. The goals and objectives of the strategic plan will be communicated to all department members.

To ensure continuing progress and success in implementing the strategic plan, the plan will be evaluated on an annual basis by the Professional Standards Unit. An updated report will be published and the status of goals will be presented by each assigned responsible party.

## CONCLUSION

This strategic plan outlines the police department's service efforts, accomplishments, and future challenges. Our strategic goals and associated objectives are intended to serve as a guide to aid us in focusing on the long-term and short-term needs of both the department and the campus community. The Strategic Plan is not merely a plan, but a process that will evolve each year through an annual review, allowing us to modify the plan as challenges and opportunities arise.

Due to economic factors, the department's budget has historically been significantly restricted and funding for additional resources has been limited. As a result, the Department continues to lose up to 16% of its workforce annually, with many of the vacant positions remaining unstaffed, yet the department continually works to maintain its high standard level of service to the campus community. As the department begins to make progress toward expansion over the next several years, we will face several challenges. Some of the future challenges we face as a department are as follows.

- Reclaiming a competitive position for employee compensation
- Maintaining adequate staffing levels to meet increased demands for service
- Modernizing equipment and technology to improve efficiency and effectiveness

Moving forward we look to updating our current staffing model, remaining on the forefront of emerging technologies, and building upon innovative strategies such as intelligence-driven and threat assessment policing. Providing excellence in service remains our ultimate priority as we advance toward the future.