

## STRATEGIC PLAN 2010-2015

### OVERVIEW

Developed to help law enforcement agencies meet their training needs, the University of Tennessee Law Enforcement Innovation Center (UT LEIC) is building on that challenge to meet increasing demands and requests. As an agency of the UT Institute for Public Service, LEIC works with other UT service providers to supply specialized training and technical assistance to public safety personnel and community members across the United States.

In alignment with the strategic plan of the UT Institute for Public Service, LEIC aims to expand the university's outreach nationally while continuing to support agencies within Tennessee. These efforts contribute to the Institute's goals to:

1. Promote good government in Tennessee
2. Improve the quality of life in Tennessee
3. Ensure the effectiveness and efficiency of IPS services

### VISION

Provide law enforcement with tools that enhance the delivery of services to their communities.

### MISSION

Provide innovative and technology-based training and technical assistance (services) to law enforcement agencies and communities, meeting their ever-changing needs

### VALUES

- Innovation
- Creativity
- Technology-incorporated and technology-driven strategies
- Adult learning principles
- Integrity
- Customer service
- Leadership development

**Goal One: Promote good government by providing quality training and technical assistance to public safety professionals and communities.**

**OBJECTIVES**

1. Deliver quality services, technical assistance and training to help elected and appointed state and local government officials and their staffs understand issues, trends and priorities.
2. Provide timely and accurate information that promotes dialogue and engagement among elected and appointed officials, community members and stakeholders.
3. Work with agencies, associations and other partners to provide relevant information, assist their efforts, and receive feedback about issues of interest to their stakeholders.

**INITIATIVES**

- Continue to provide quality training and technical assistance to state, municipal and local agencies and employees, evaluating and modifying as necessary and appropriate to achieve objectives (on-going).
- Expand joint training sessions with IPS agencies (Municipal Technical Advisory Service, Center for Industrial Services and County Technical Assistance Service), along with other potential partners. (FY2010)
- Expand online courses. (FY2010)
- Develop new training programs. (FY2010)
- Expand management and specialized training. (FY2011)
- Further the use and involvement of LEIC advisory board (FY 2010)

**DASHBOARD/PERFORMANCE METRICS**

- Number of projects and activities completed
- Number of training programs, customers trained and Peace Officer Standards and Training (POST) hours awarded
- Number of contacts or touches recorded
- Percentage of targeted customers assisted
- Number, type and distribution of publications, newsletters and bulletins
- Level of customer satisfaction as measured in biennial customer survey

**Goal Two: Improve the quality of life through outreach, impacting the public safety profession and communities through delivery of superior programs.**

**OBJECTIVES**

1. Deliver enhanced consulting services, technical assistance and training in specific areas of public interest to help elected and appointed state and local government officials, their staffs, and the public better understand issues, trends and priorities.
2. Provide timely and accurate information that promotes dialogue and engagement among elected and appointed officials, community members, and stakeholders about issues affecting the quality of life of communities.
3. Work with agencies, associations and other partners to provide relevant information; assist their efforts; and receive feedback about issues affecting the quality of life of our customers.
4. Help local municipalities and jurisdictions improve service deliveries with professional law enforcement and reduce crime rates.

**INITIATIVES**

- Public Safety—Support and inform practitioners and policymakers in areas such as (CY2012):
  - Community policing
  - Criminal investigation
  - Management practices
  - Workplace issues
  - Fire and emergency response
- Leadership Development—Enhance knowledge, skills and abilities of public, business and community leaders by:
  - Continuing and expanding leadership development for elected and appointed officials and their staffs (CY2012)
  - Improving the relevant skills of community leaders in dealing with matters of public interest (CY2012)
  - Creating ways to identify and develop future leaders (CY2013)

**PERFORMANCE METRICS**

- Number of projects and activities completed, meeting annual milestones in multi-year projects
- Number of contacts or touches
- Percentage of targeted customers assisted
- Number, type and distribution of publications, newsletters and bulletins
- Increase variety of training sites among states and municipalities
- Number of staff (internal and associate)
- Number of external partners in collaboration on new or potential projects
- Number of technical assistance and research projects completed
- Number of training programs, customers trained and POST hours awarded
- Level of customer satisfaction as measured in biennial customer survey

## **Goal Three: Ensure the effectiveness and efficiency of LEIC services to customers by integrating and partnering with university entities.**

### **OBJECTIVES**

1. Secure, retain and enhance the human, financial, infrastructure, political/relational, institutional, and other resources necessary to provide LEIC services.
2. Maximize the quality, quantity, effectiveness and value of services available to LEIC customers.
3. Uphold legal, ethical and performance standards of the state of Tennessee, The University of Tennessee, and relevant professional associations.
4. Sustain a high quality work environment for LEIC staff.
5. Look for opportunities to hire additional training staff or support the American Recovery and Reinvestment Act using university resources.

### **INITIATIVES**

- Ensure adequate and stable support by engaging leaders in higher education, state and federal government, associations and key stakeholders. (CY2012)
- Diversify funding among local, state, federal, sponsored, donor and revenue-producing sources. (CY2013)
- Hire, develop and retain skilled professionals with diverse backgrounds and skill sets. (on-going)
- Increase collaborations with other IPS agencies and the university. (CY2011)
- Promote and demonstrate the value LEIC brings to its customers. (CY2010)
- Develop and implement a method to evaluate the effectiveness and impact of LEIC services. (CY2010)
- Monitor progress in implementing strategic planning goals by using feedback from customers and by continuing strategic planning teams as strategic implementation teams. (on-going)
- Use the annual performance review process to align annual work objectives with university, Institute and agency strategic plans. (CY2010)
- Improve processes to ensure uniform, reliable fiscal management of LEIC. (CY2010)
- Ensure LEIC information technology networks, platforms, systems, work products and support tools meet the needs of customers and staff. (CY2011)
- Provide training in a variety of national sites to increase financial revenue through attendee spending. (FY 2010)

### **PERFORMANCE METRICS**

- Number of available funds
- Diversify funding
- Number of donors
- Maintain value of cost sharing provided by IPS partners
- Maintain employee retention rates, using LEIC or IPS historical data as baseline
- Increase employee satisfaction

- Percentage of employees fulfilling professional development goals
- Diversity of LEIC staff
- Number of internal and external collaborations
- Level of customer satisfaction as measured in biennial customer survey
- Increase scores on effectiveness measures
- Reduce number of financial and IT audit exceptions