“Those who trust to chance must abide by the results of chance.”

-Calvin Coolidge
Extraordinary challenges and accountabilities are demanded of our first responders and public officials; challenges and accountabilities that entrust lifesaving abilities, transparency, and protecting public safety, all while protecting the innocence and safety of men, woman and children. These substantial responsibilities can only be met by providing our first responders, public officials, and citizens with the most advanced, evolving training and educational delivery methods available.

As the future changes our lives daily and delivers complex challenges which threaten our personal, national and international safety and security, we at LSU-NCBRT/ACE will instill a devotion of excellence in our work toward a culture of resilience, preparedness, and response capabilities to which are second to none. We will continue to develop new and innovative approaches to new world problems capitalizing on our successes, failures we observe, and ever-evolving complexities that seem to envelop our day-to-day lives. Whether it is protecting our children in schools, training responders in new and advanced approaches, or lending our expertise to foreign allies, we will grow, expand, influence and deliver the best training and educational practices to maintain our values and freedoms.

The ability to deliver advanced national standards of training to state, local, tribal and territorial jurisdictions is the building block of successful integrated responses to high consequence events, preventing and deterring plots of terror, and maintaining a safe and resilient society. As these events ever change so must the tactics we develop to foil and lessen their impact on the world. We must not live in terror, nor should we give up our freedoms to be safe.

We will work together, challenge ourselves daily, and do the best we can as we impact human safety, security and resilience.

It is with great pleasure we present this living strategic plan, which was developed by each individual here at LSU-NCBRT/ACE. The plan represents and reflects the professional effort, expertise, and work of the employees who work tirelessly to achieve our vision, mission, and goals.

Jeff Mayne
LSU-NCBRT/ACE Director
“By failing to prepare, you are preparing to fail.”

-Benjamin Franklin
Introduction:

In the development of this strategic plan, we have identified LSU-NCBRT/ACE’s many strengths and envisioned numerous opportunities to grow and influence the preparedness training and education landscape. We have also recognized the obstacles we must address to fulfill our potential as an innovative leader in timely training program research, development, and delivery. The goals, objectives, and strategies rendered in this plan are a tool to help overcome these obstacles. Additionally, this strategic plan reflects LSU-NCBRT/ACE’s unique ability to be a global asset, and it sets forth a proactive approach to attaining excellence and maximizing our potential.
“I alone cannot change the world, but I can cast a stone across the waters to create many ripples.”

-Mother Theresa
Vision:

Reduce threats to human safety, security, and critical infrastructure globally.
“In Iroquois society, leaders are encouraged to remember seven generations in the past and consider seven generations in the future when making decisions that affect the people.”

-Wilma Mankiller
Mission:

Influence, develop, and deliver specialized training and education, providing the skills necessary to prepare for, respond to, and recover from complex threats and high-consequence events.
Diversify our portfolio.

Currently, the majority of LSU-NCBRT/ACE’s funding is appropriated annually by the U.S. Department of Homeland Security. LSU-NCBRT/ACE also receives funding for international training through the U.S. Department of State. Additionally, we receive other funding from public and private sectors. We will continue to seek these funding sources. They have allowed us to have an enormous impact on preparedness training development and delivery over the last 20 years. LSU-NCBRT/ACE seeks to branch out and expand our portfolio. To accomplish this task, we must obtain additional funding sources for new projects. Current funds entrusted to LSU-NCBRT/ACE are specifically awarded for our present programs. Our current programs are second to none, and we see immense opportunity to use our knowledge, skills, and resource capital to further impact global safety and security.
GOAL 1
Diversify our portfolio

OBJECTIVES:

• Secure additional funding.
• Secure new funding sources.
• Develop new product lines beyond training and/or outside of our existing subject matter expertise.
• Seek partnerships within the academic community.
• Seek partnerships within the response community, including government agencies, professional associations, and the private sector.

STRATEGIES:

• Identify liability exposures within private sectors that training would mitigate.
• Coordinate, create, and host workshops and exercises.
• Provide technical assistance in drafting emergency plans.
• Create versions of courses that can be used at professional conferences.
• Leverage all areas of our expertise.
• Identify new participant populations.
• Engage with other departments at LSU to advance the mission of the University.
• Partner with other academic institutions to develop the academic credibility of LSU-NCBRT/ACE.

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Making a positive impact on a state, national, and global level | 9
Develop and deliver innovative and dynamic training to counter evolving threats to human safety, security, and critical infrastructure.

LSU-NCBRT/ACE provides up-to-date, relevant training for the responder community. We continually update courses, work with the top subject-matter experts to develop courses that address new threats, customize training to meet the needs of various participants, respond to training challenges, and meet many other training goals. We seek to take this, not just steps, but leaps further, to keep up with the ever-changing threats, technology, pace of society, and global nature of our current environment. In doing so, we anticipate finding a broader audience in which to share our training, further enhancing our global impact.
OBJECTIVES:

• Provide courses that are fluid and can adapt to the changing world in a timely manner.
• Provide courses with appropriate content and instructional methodologies for global audiences.
• Implement emerging technologies to keep our training relevant.
• Maintain market relevance to emerging threats.
• Develop the capacity to create and deliver “Just-In-Time-Training.”

STRATEGIES:

• Adapt course materials to accommodate cultural diversities.
• Recognize the evolving needs of the responder community.
• Increase the number of data sources used to identify training gaps and needs.
• Update existing courses with relevant, timely examples and case studies.
• Incorporate the ability for courses to adapt to a broad scale of audiences.
Expand and strengthen critical assets to advance our mission.

Two decades of investments in LSU-NCBRT/ACE’s program have allowed us to obtain a vast amount of critical assets. We have grown from a small task to develop and deliver one law enforcement course with a staff of approximately five working out of just a couple offices, to a staff of over 50 expanding across an entire floor of offices on the LSU campus; over 260 subject-matter experts located across the U.S.; a materials warehouse at LSU Innovation Park; 24 current courses; and mobile training delivered throughout the world. This presents us with a unique opportunity to capitalize on our existing resources to seek out and achieve even higher goals. It also presents us with the responsibility to be good stewards of these resources and strengthen them to reach our full potential.
OBJECTIVES:

• Maximize the value of our human capital.
• Maximize the value of our infrastructure.

STRATEGIES:

• Seek out and hire the best subject-matter experts.
• Increase collaboration and engagement within the organization.
• Maximize workforce retention.
• Acquire and maintain high quality equipment.
• Strengthen information technology resources.
• Continuously work to improve efficiencies.
• Utilize individual relationships to expand business relationships.
“Men make history and not the other way around. In periods where there is no leadership, society stands still. Progress occurs when courageous, skillful leaders seize the opportunity to change things for the better.”

-Harry S. Truman
Conclusion:

By influencing preparedness training development and delivery, we will impact global safety and security. We will also inspire a culture of preparedness and increase community resilience. Our impact and success will be measured in both tangible and intangible ways. LSU-NCBRT/ACE implements extensive participant evaluations during and after training, proactively seeks input from local, state and national leaders, and maintains a course recertification process. Our greatest measure of success, however, is in the results we see through thwarted attacks, impeccable disaster response, increased collaboration among responding agencies, implementation of new policies and procedures that positively affect safety and security, and the public responsibilities and opportunities entrusted in us.
“I don’t mind if I have to sit on the floor at school. All I want is an education. And I’m afraid of no one.”

-Malala Yousafzai
Expertise:

LSU-NCBRT/ACE has expertise in research, development and delivery of training in the areas of law enforcement; biological incidents; food and agriculture safety and security; and instructional design and technique. We also have diverse experience in technical assistance, project development, and program evaluation. We work with both public and private sectors around the world, providing customized training to suit individual needs.
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