

LINCOLN
POLICE



Strategic Plan

2022-2026

Leadership

Performance

Dedication

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A Letter from the Chief



I am pleased to present the Lincoln Police Department's most current 5-year strategic plan. This document provides details of recommendations submitted by both our staff and members of the community.

The Lincoln Police Department was the first law enforcement agency in Nebraska, and one of the first in the country, to achieve CALEA certification. The Commission on Accreditation for Law Enforcement Agencies, CALEA, is the premier credentialing body for law enforcement agencies in the United States. The Lincoln Police Department was first accredited in 1989 and we continue to maintain our certification. A CALEA review is completed annually to ensure we remain current as to best police practices. It is through this annual review, and strategic planning, that we demonstrate our dedication to the continuous improvement of the agency.

This strategic plan spans the years 2022-2026 with the goal of continued employee development and wellness, improving partnerships within the community and overall advancement and improvement of the agency. The Lincoln Police Department has a longstanding history of including community partners in many aspects of agency operations to include training, technological improvements, and procedural updates.

This plan provides a roadmap from where we are today to where we hope to be tomorrow. It is our mission to always hold ourselves accountable to the community we serve and always work to improve the quality of service we provide.

Teresa Ewins, Chief of Police

Training

Commissioned Employee Training

The Lincoln Police Department must continue to provide quality training to Officers that are relevant to current legal, medical, and tactical standards, trends, and practices. This must be done while maintaining appropriate staffing levels on the street.

- The training unit should continue to pursue available courses to satisfy the forty-hour annual training requirement.
- Evaluate training schedules to make training(s) the most efficient for street staffing while maintaining high levels of attendance, instructor staffing availability, and training value.
- Continue to provide training options for Officers, hosted in-house and regionally, to maintain certifications and foster personal and professional growth of Officers.
- Provide up-to-date training for use of force, including legal updates, de-escalation tactics, and any other arrest control tactics needed.
- The training unit should continue to focus on the development, growth, and improvement of each training discipline brought to the Lincoln Police Department and its Officers. The unit shall conduct needs assessments every 1-2 years to ensure that all training meets or exceeds Officer and Department needs.

The title card features a grey background with a faint, repeating pattern of the Lincoln Police Department badge. The word "Training" is written in a large, elegant, black cursive font at the top. Below it, the words "Non-Commissioned Employee Training" are written in a smaller, black cursive font.

Training

Non-Commissioned Employee Training

- It is important for the Lincoln Police Department to focus on the professional growth and development of its non-commissioned staff who often have different training needs than commissioned employees. Efforts to provide high quality training opportunities for civilian staff are equally essential to the success of the Lincoln Police Department.
 - Consider requiring civilian employees to obtain a minimum of five hours of continued education annually. Non-commissioned employees would be given opportunities to attend many of the trainings offered to commissioned staff at in-service training.
 - Offer a 4-hour ride along to all civilian employees as a part of their new employee orientation.
 - The training unit will make an effort to provide more specific training to specialized staff and unit(s).
 - Provide de-escalation training for non-commissioned staff to better communicate with patrons in person and on the phone.
 - Provide active threat response training for all non-commissioned staff.
 - Review and amend training budgets for each unit to reflect current training needs specific to each unit.
 - Ensure each specialized unit/position receives and maintains adequate training and certifications to meet industry standards and legal requirements.



Training

Supervisor Training

Supervisors must be afforded effective training on all aspects of their new job as soon as possible after promotion. Training should continue throughout their career to maintain a high level of performance. Properly trained supervisors will promote growth and productivity in the employee they supervise.

- Continue to hold semi-annual sergeant/supervisor meetings with the Chief(s), or Legal Advisor pertaining to their leadership responsibilities.
- Continue to hold in-house training at a minimum of once per year for all supervisors. Training should cover various topics chosen by the Chief, Assistant Chief(s), or Legal Advisor pertaining to their leadership responsibilities.
- Recommend supervisors consider other courses beneficial to them that will pertain to their role and/or unit.
- Maintain LPS as a supervisor training requirement or research and implement a similar superior alternative. An LPO facilitator development course is necessary to perpetuate the existing success of the current LPO supervisor training program.
- Create and/or maintain a current training checklist for each supervisor position based upon specific job task(s). Require completion of the supervisor training checklist upon promotion.



Training Procedural Justice

To maintain the trust of the public we serve, the Lincoln Police Department must remain transparent. Our employees must act professionally and fairly

- Ensure that actions or non-actions by Officers on the street are consistent and fair. Employees should have training and information on proper and best practices while performing job duties.
- Continue to review cruiser and body camera footage to ensure consistent, fair and appropriate practices by Officers.
- Continue the review of motor vehicle pursuits by command staff and safety committee as a check and balance. These reviews should also provide recommendations for potential policy change and/or training needs.
- Continue hosting the Citizens Academy, allowing citizens to interact with staff and learn about the Lincoln Police Department.
- Continue to be as transparent as practically possible with the public and news media by publicly providing statistics, including traffic stop data through the City's open data portal.
- Encourage employees to participate as board members for community centers, organizations, and community programs.
- Continue to work with the Citizens Police Advisory Board (CPAB) to address issues brought forth by members of the community and annually release data from CPAB meetings.



Training

Communication and Physical Interaction

Physical and verbal de-escalation techniques are critical tools for all employees who encounter high-risk situations during their workday. It is important to keep these topics at the forefront of employees' minds to resolve conflicts without any greater force than what is reasonable and necessary.

- Continue to keep de-escalation training as part of all aspects of training including defensive tactics, firearms, Taser, ethics, mental health, etc. Document this inclusion of de-escalation training in lesson plans and training aids.
- Address the topic of de-escalation training at least once annually in discussions at department wide in-service training.
- Continue to offer and encourage employees to attend Behavioral Evaluation and Threat Assessment (BETA) Training. Include scenario-based training using role players.
- Make training available to all employees (commissioned or non-commissioned) on verbal, physical, and phone de-escalation techniques.



Training

Inclusion, Diversity, and Equity

The Lincoln Police Department needs continue to monitor Officer/Employee and civilian contacts and interactions to ensure that the concepts of inclusion, equity and diversity are being fostered. The continued attention to our interactions with the public is critical to our efforts to be a fair Police Department. All employees must receive continuing education in this area to help foster personal and professional growth and development in this area. Employees will be encouraged to keep an open mind to the possibility and impacts of all biases.

- Establish and maintain an inclusion, diversity, and equity committee to assist in developing and maintaining a training curriculum specific to the Lincoln Police Department's needs in this area.
- To inclusion, diversity, and equity committee will make an effort to work with City HR to promote training concepts amenable to the needs of both City HR and the Lincoln Police Department.
- All staff will be encouraged to attend community engagement events throughout the city. Because these events foster education and personal growth relative to inclusion, diversity, and equity, attendance will be eligible for training credit in this arena.



Staffing and Wellness Planning Facility and Equipment Needs

The facility and equipment needs of the Lincoln Police Department are an integral part of the implementation and success of training(s). Adequate facilities and equipment for current and future needs should be a focal point for the Lincoln Police Department to provide the most well-trained employees for the public's needs.

- Continue to assess and promote the acquisition of new equipment for the training unit to provide cutting-edge training to the entire department. Part of this assessment should also include the need for additional training or workspaces and buildings, to include upgrading of existing spaces.
- Ensure that each unit or specialized unit received adequate equipment that meets or exceeds industry standards to complete job tasks effectively and efficiently.
- Conduct an annual review of each unit's equipment and facility needs to more effectively equip each unit/employee moving forward.
- Explore and assess the viability to implement some or several forms of virtual reality based training platforms for all employees and units.



Staffing and Wellness Planning

Staffing Goals

It is essential that Officers care for their physical and mental wellbeing and that those efforts be directly supported by the Lincoln Police Department. Intentional and proactive self-care will not only increase an Officer's quality of life, but also positively impact their professional productivity, and the longevity of their career.

- To establish a private non-profit "Law Enforcement Wellness" organization to offer confidential services and comprehensive wellness programming for law enforcement, as well as to act as advisors and make recommendations to policymakers on behalf of the Lincoln Police Department Employees,
- To receive a budget appropriation from the City of Lincoln to the Wellness Program as a source of financial support and steady commitment to the mission of the Lincoln Police Department.
- To advocate for the appointment of a full-time, non-commissioned Wellness Coordinator position within the Lincoln Police Department.
- To draft and implement a policy allowing for on-duty exercise time, as determined by the Unit Commander, to help officers maintain their physical fitness, mental acuity and overall ability to perform job-related responsibilities.
- To implement a three-year graduated approach to eliminate 8-hour shifts for patrol officers and sergeants. Implementation:
 - Year 1: 3rd Shift
 - Year 2: 2nd Shift
 - Year 3: 1st Shift

Staffing and Wellness Planning

Staffing Goals


The recommended and targeted staffing increase goal is an additional 10 Uniformed Officers, 5 Investigators, 3 Civilian Staff, and 2 Dispatchers added to the Lincoln Police Department authorized strength annually.

- To gradually increase Team 3 staff over the next 5 years in the following ways:
 - Create additional specialty units within Team 3 consistent with the organizational structure of prosecution dockets in the County Attorney's Office
 - Establish a full-time CSI Team comprised primarily of civilian professional staff
 - Increase EEU with civilian professional staff.
- Add an Officer Instructor and an Administrative Assistant to the Training Unit.
- Expand the Lincoln Police Departments Audio/Visual Unit to facilitate the proper collection and processing of video evidence.
- The assignment of an Administrative Assistant to each Team Commander
- An annual review of calls for service identified as "Community Caretaking." This review will aid in determining if the continued response of a uniformed officer is appropriate.
- Online reporting for misdemeanor incidents with no suspects and no evidence to be collected.
- To contract with an outside organization to conduct an internal staffing audit. This audit will help provide an outside perspective on department-wide staffing needs and best practices to implement organizational or resource recommendations. An audit would also be helpful to identify positions within the Lincoln police Department that do not require a police commission.



Community Policing and Engagement Town Hall Meetings

The department needs to maintain an open line of communication with the community to build relationships, identify the needs of our citizens and identify areas of potential improvement.

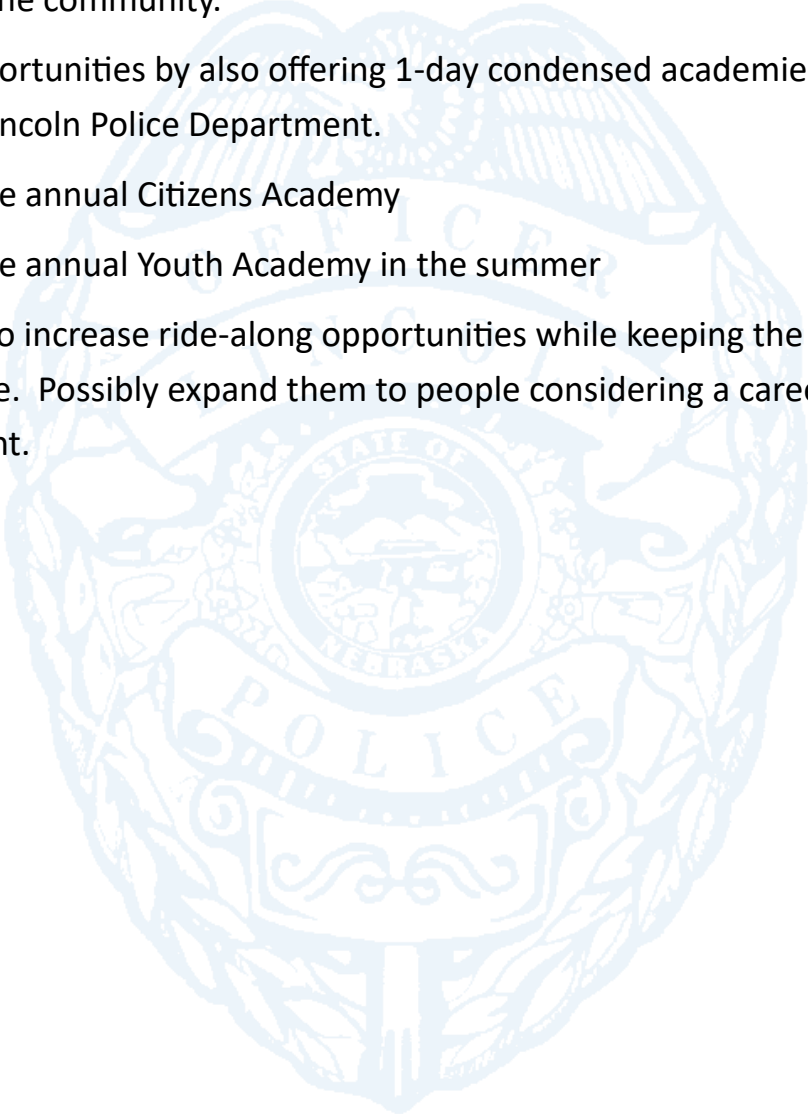
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- Each uniformed team should conduct periodic town hall meetings. These meetings could be held either quarterly, bi-annually, or annually depending on current events or when other circumstances arise.
 - These meetings should be offered both in-person and virtually to reach people with varying levels of internet access, transportation, etc. Offering some form of public transportation to the meetings could be considered.
 - Crime trends and crime prevention tips should be shared specific to the team each specific town hall team area.
 - Different means should be offered for citizens to submit questions or concerns in advance that can be answered during each meeting.

Community Policing and Engagement

Citizens Academy



Helping citizens understand our department is one of the best ways to build trust and expand Collaboration with the community.

- Expand opportunities by also offering 1-day condensed academies for people to learn about the Lincoln Police Department.
 - Continue the annual Citizens Academy
 - Continue the annual Youth Academy in the summer
 - Seek ways to increase ride-along opportunities while keeping the number manageable. Possibly expand them to people considering a career in law enforcement.
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Community Policing and Engagement

Social Media and Technology

The ways that citizens communicate and gather information are constantly changing. The department must constantly adapt to these changes and find new ways to reach community members and build relationships.

- Develop a podcast or video series available to the public that covers law enforcement topics. Some of the questions submitted for town hall meetings could also be addressed in this format.
- Utilize social media for the application where citizens can upload pictures, videos, and/or police stories of a police officer that “catch” doing something good.

Community Policing and Engagement

Police Athletics

The department recognizes the need to build relationships with youth and help provide opportunities for everyone to be successful. Not every child has access to the same resources, and the department wants to play a role in increasing opportunities.

- Develop a youth sports league (baseball, soccer, etc)
- Partner with businesses to raise funds to offer scholarships to those who wouldn't otherwise be able to afford to participate in organized sports.
- Explore transportation possibilities for families who don't have the means to get their children to practice or games.
- This could be an entirely new league or leagues, or it could start with partnering with another organization such as the YMCA or Junior Saltdogs by offering scholarships, coaching, etc to some of the teams.

Community Policing and Engagement

Community Events



Holding and participating in community events provides officers and citizens the opportunity to better understand and relate with one another. The department must continue seeking new opportunities to grow relationships through such events.

- Continue the plethora of existing community events that the Lincoln Police Department already participates in, while also exploring new events.
- Explore opportunities to expand or rotate venues where these events take place to ensure people from all backgrounds and situations have opportunities to participate.
- Explore the possibility of the Lincoln Police Department being involved in the half time of high school sporting activities. (Kickball, Dodgeball, etc)


EXAMPLE: LPD vs. Students

LPD vs. LFR

Community Policing and Engagement Relationships and Collaborations



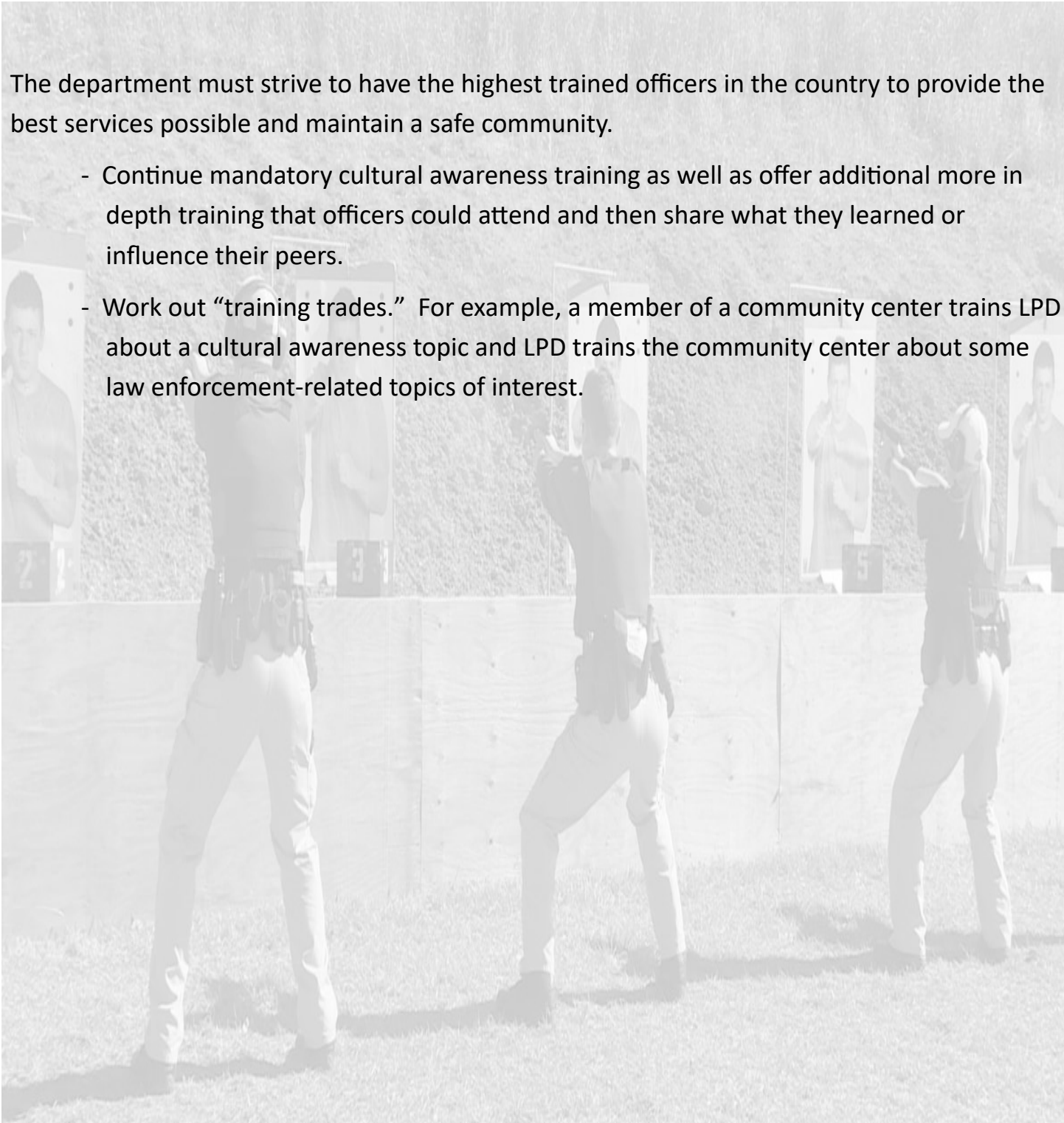
Building relationships and collaborating with the community helps in countless ways. It helps build trust, helps citizens feel safe, and helps clear crime and prevent crime from happening to name a few.

- Continue and seek out new opportunities to proactively work with community members.
 - Continue developing working relationships with local pastors, business owners and other leaders who can share the “pulse” of the community and provide input on the best way for the Lincoln Police Department to better connect with citizens.
 - Expand LPD’s involvement in mentorship programs such as the Teammates Mentoring Program, Big Brothers Big Sisters etc
 - Stress to staff on a regular basis the importance of building relationships with employees of local businesses and organizations. This could be incentivized by adding it to patrol officers annual performance evaluations.
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Community Policing and Engagement Training



The department must strive to have the highest trained officers in the country to provide the best services possible and maintain a safe community.

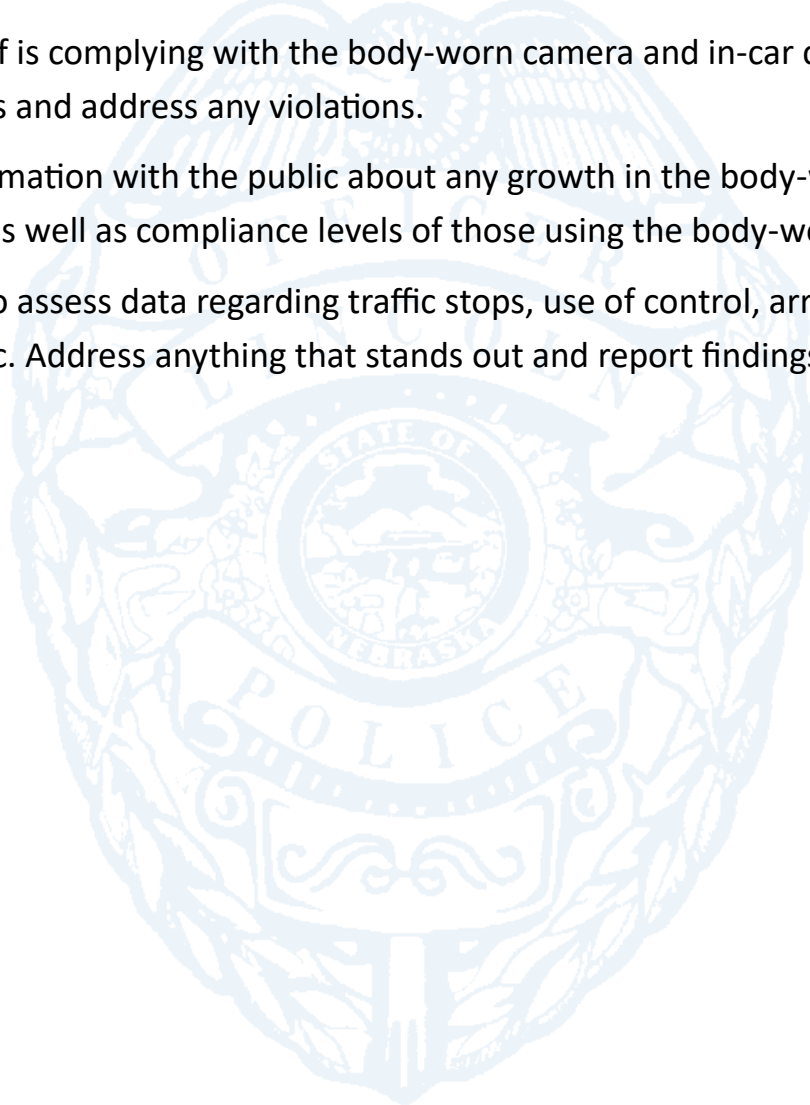
- Continue mandatory cultural awareness training as well as offer additional more in depth training that officers could attend and then share what they learned or influence their peers.
 - Work out “training trades.” For example, a member of a community center trains LPD about a cultural awareness topic and LPD trains the community center about some law enforcement-related topics of interest.
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Community Policing and Engagement Accountability



The department has built robust policies and procedures and must ensure they are followed. Transparency is also critical to maintain the trust of the community.

- Ensure staff is complying with the body-worn camera and in-car camera policies and procedures and address any violations.
- Share information with the public about any growth in the body-worn camera program, as well as compliance levels of those using the body-worn cameras.
- Continue to assess data regarding traffic stops, use of control, arrests, search and seizure, etc. Address anything that stands out and report findings to the community.



Facilities and Technology

Expansion, Renovation, and Innovation

Most police facilities continue to operate well past their planned lifespans. Funding for new police facilities is not always available or remains at the bottom of the community's long-term capital improvement plan. Changes in technology, current building code requirements, security issues, as well as outdated building systems, such as HVAC (heating, ventilation, and air-conditioning) and electrical, require significant expenditures to update, and these improvements often lack funding. Making the community aware of these issues and developing a plan of action to fix them takes significant planning.

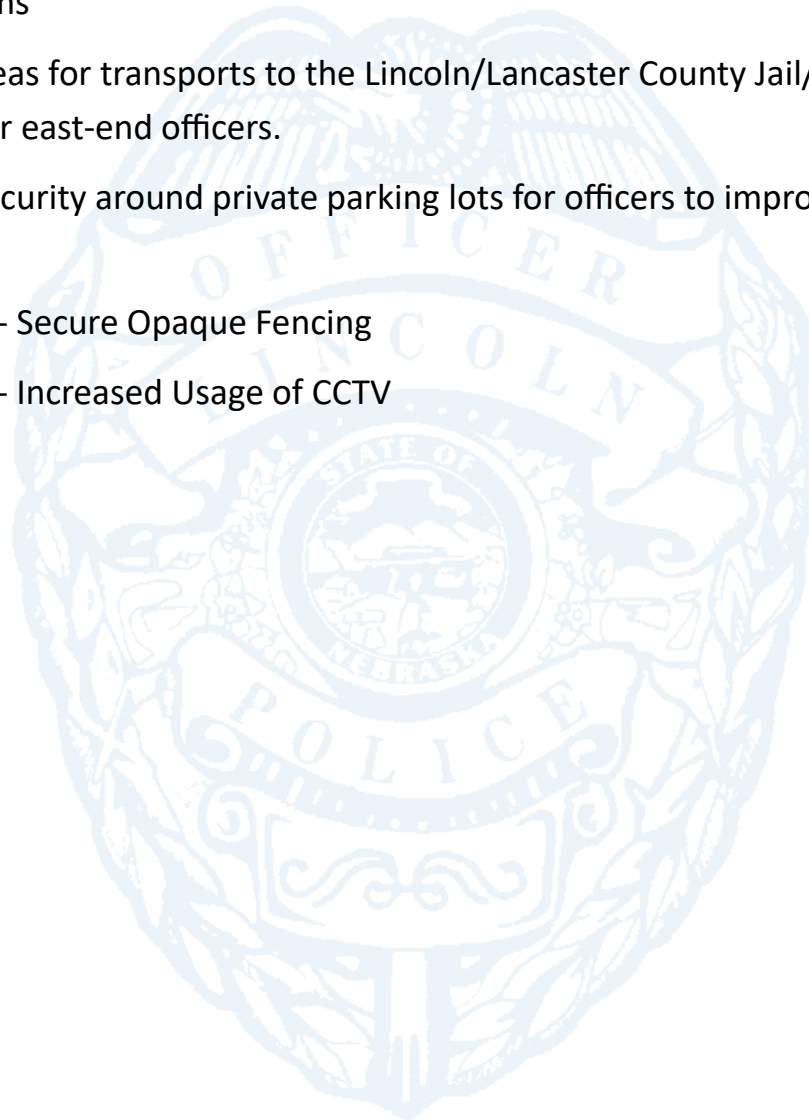
- Purchase land for the Northwest and Southwest Satellite Police Stations
- Renovate vacated spaces at the Hall of Justice—Consider the redesign of Unit locations
- Renovate/Improve the Northwest Team (old Center Team) Satellite Station
- Improve space and storage capabilities of the LPD Property Unit
- Improvements to the LPD Range to include: Full Training Campus, Improved landscaping (artificial turf), Interactive Training Technology
- Identify the need for an off-site command center with security protections to move operations in case of a full city emergency.
- Incorporate green space that is secluded/secure from the public for officer wellness.
- Incorporate wellness/rest/parents rooms at new and renovated stations (option for k-9 therapy program)
- Design/Identify space for 24/7 childcare as options for LPD employees is severely limited:
 - Providing childcare to employees can reduce stress and improve morale and retention.



Facilities and Technology

Officer Security and Training

- Design areas on-site for repetitive micro-burst training focused on defensive tactics and firearms
- Holding areas for transports to the Lincoln/Lancaster County Jail/Civil Protective Custody for east-end officers.
- Improve security around private parking lots for officers to improve safety and well-being.
 - Secure Opaque Fencing
 - Increased Usage of CCTV





Facilities and Technology

Technology

As technology and society continues to evolve, adapting and staying up to date requires action to establish and retain public support and for law enforcement practitioners to effectively meet technology-based challenges.

To achieve our mission, we will need to utilize advanced technologies. The committee's goals for the next five years focused on improving our ability to efficiently investigate and combat crime, utilizing technology to reduce individual workload and increase information sharing. But like any technology, it is only useful if the operator knows how to use it while also understanding its implications and possible threats. Officers must be provided significant training in new technology to succeed.

- Implement an Online Reporting System
- Increase digital evidence storage and streamline the automatic connection between body-worn camera video with its associated case number.
- Increase the Usage of CCTV
- Increase the proliferation of Biometric Technology (Additional Mobile AFIS Units)
- Increase staffing within the Electronic Evidence Unit (EEU) and Forensic Unit
- Research and purchase possible covert camera platforms to be used inside of unmarked vehicles.
- Purchase additional small GPS units that can be used to track stolen items.
- Utilize Department-wide digital signage to post updates rapidly to allow for an easier flow of communication around the department.
- Issue department cellular telephones to every officer
- Implement NextGen911
- Research the implementation of an Interactive Voice Response System.
- Research and implement the use of Cobwebs Technology

Progress



The Lincoln Police Department is committed to continuously working towards the goals suggested by our Strategic Planning Committee. It's our hope they become realizations over the next five years. Goals and objectives set forth by the committees as the department moves forward cannot always become realizations. Despite our best efforts, this often is due to factors outside our control. As we look towards the future, we will always do our best to try and meet these goals and recommendations. Our progress will be documented in this section.