LINCOLN POLICE DEPARTMENT

Strategic Plan

2017-2021

Contents

Welcome	3
Mission, Values & Goals	4
Focus Areas	5
Community Policing	6
Staffing & Facilities	8
Technology	13
Training	17
Progress	20

The Lincoln Police Department is a nationally accredited agency through the Commission on Accreditation for Law Enforcement Agencies (CALEA). In 1989, the Lincoln Police department was the first agency in the State of Nebraska to be accredited. In an effort to track advancements in our department, the Lincoln Police Department produced a five–year strategic plan. Our vision for the Lincoln Police Department is to continually offer our community consistent, fair and professional services and our employees a progressive and innovative workplace.

Captain Joy Citta and Sergeant Randy Clark were assigned in 2016 to create the department's Strategic Plan for 2017 through 2021. The plan encompasses four focus areas: Community Policing; Staffing & Facilities; Technology; and Training. Committees for each area were formed and consisted of commissioned and civilian personnel from LPD, representatives from local and state government as well as students from University of Nebraska–Lincoln. The committees met for several months to discuss, research, and create the Lincoln Police Department Strategic Plan.

The Lincoln Police Department is comprised of 328 commissioned and 144 civilian personnel. We continue as a leader within the law enforcement community in the areas of technology and innovative problem solving strategies. The Lincoln Police Department maintains a strong commitment to community and intelligence–led policing.

The City of Lincoln continues to grow, not only in population but in square miles, and the Strategic Plan will play a key role to ensure the Lincoln Police Department grows along with the community we serve.

Welcome

COLLABORATION

I am proud to present the Lincoln Police Department's latest five year strategic plan. This publication is the result of input from members of our community, government leaders, University of Nebraska students and Lincoln Police employees. It is important for our organization to hear the voices of our employees and those we are sworn to serve.

I want to thank everyone committed to the development of this plan for their dedication and willingness to create a pathway for the future success of our department.

The Lincoln Police Department is accredited by The Commission on Accreditation for Law Enforcement (CALEA). We take pride in recognizing best police practices, striving for continuous improvement, and building on accomplishments from our past.

This plan focuses on enhancing trust through community policing, building sustainable infrastructure, effectively applying technology for efficiency in our practices, and providing our employees with the latest relevant training.

As we proceed with the implementation of this strategic plan we will continuously measure our progress, evaluate outcomes, and hold ourselves accountable to ensure we are meeting the goals and needs of the citizens of Lincoln. The strategic plan is our pledge to provide outstanding service to our community now and in the future.

Jeff Bliemeister, Chief of Police

Mission

VALUES & GOALS

"We, the members of the Lincoln Police Department, working with all people, are committed to providing quality services that promote a safe and secure community."

Life
We are committed to preserving life and enhancing the quality of life.

Empowerment
We are committed to an environment that encourages problem solving, both by ourselves and the community.

Accountability
We are committed to being responsible for our actions and taking ownership of our work.

Dedication
We are committed to our community, our profession and to each other.

Education
We are committed to educating ourselves and our community about the causes, resolution, and prevention of crime and disorder.

Respect
We are committed to human dignity and the worth of all individuals.

- Ensure that all persons may pursue their lawful activities without fear or impediment by maintaining public order.
- Reduce the impact of crime, fear of crime, and public disorder on the daily lives of Lincoln residents through patrol, crime prevention, criminal investigation, and law enforcement.
- Respond to calls for service and other public needs promptly in order to provide services which resolve problems and protect persons and property.
- Manage the fiscal, capital, information, and personnel resources of the department with efficiency and care.
- Develop and maintain open relationships and communications with other agencies, organizations, and the public at large.
- Protect safe and orderly transportation through traffic direction, law enforcement, and accident Investigation.
- Recruit and retain the best possible employees, reflecting the diversity of our population.
- Provide employees with opportunities for meaningful work, challenging goals and growth throughout their career.

Focus Areas

The forty three members of the strategic planning committee were assigned to one of four subcommittees. Each group was comprised of sworn personnel, civilian staff, government employees and members of our community. Their charge was to develop attainable goals in their assigned focus area. Together they developed a common vision and course to aid the Lincoln Police Department for its future success.

1 Community Policing

Committee Members: Sergeant Brian Agnew (Chair); Captain Genelle Moore; Sergeant Jeff Sorensen; Sergeant Justin Armstrong; Officer Cassie Nissen; Jon Carlson, Mayoral Aide; Mike Dekalb, UPCO President; Benny Chavez, UNL student; and Natasha Riggleman, UNL student.

2 Staffing & facilities

Committee Members: Sergeant Jake Dilsaver (Chair); Sergeant Ben Seeman; Officer Max Hubka; Officer Tyler Dean; Fleet Superintendent Pat Wenzl; Communications Center Supervisor Brent Molthan; Forensics Manager Erin Sims; Roy Christensen, City Council Person; Kellon Johnson, UNL student; and MacKenzie Ehrenfried, UNL student.

3 Technology

Committee Members: Systems Manager Josh Meyer (Chair); Sergeant Shannon Karl; Sergeant Craig Price; Officer Andrew Vocasek; Crime Analysis Manager Jeff Peterson; Property Technician Dianne Campbell; Dan Schneider, Nebraska State Patrol IT Supervisor; Layne Sup, Binary Net CEO; Leirion Gaylor Baird, City Council Person; Morgan Padrnos, UNL student; and Mason Gregurich, UNL student.

4 Training

Committee Members: Sergeant Ryan Dale (Chair); Officer P.J. Lensing (Co–Chair); Sergeant Destry Jaeger; Sergeant Todd Kocian; Sergeant Ryan Witzel; Officer Dave Wunderlich; Officer Matt Stegman; Officer Chris Weber; Records Manager Heather Baker; Carl Eskridge, City Council Person; Kasey Moyer, Mental Health Association Associate Director; Ryan Duden, UNL student; and Tristan Kretsch, UNL student.

1 Community POLICING

SOCIAL MEDIA

Lincoln Police routinely utilize various types of social media to provide information to the Lincoln community. Social Media allows the department to reach a wide range of citizens with information on relevant events, activities, and recruitment. We recognize the impact this tool has and will continue to increase its use in our efforts to communicate with our community.

Recommendations

- Expand social media technologies to communicate and educate the public we serve. Examples:
  - Twitter – Continue utilizing Twitter with recruits during Academy and FTO phases as a recruitment tool. Select a group of veteran officers to utilize Twitter as a virtual ride along.
  - Facebook – Fully utilize Facebook as a means of informing the public of our social events, officer commendations, recruitment cycles/video, and other information as deemed appropriate.
    Including:
    - An event calendar listing to inform the public where they can meet and interact with officers.
    - Continue the Lincoln Emergency Communications Center Facebook page of recognition and information about their employees.
- Conduct virtual Town Hall Community Steering Meetings with the uniformed policing teams.

RECRUITMENT

Recruit the best people from the Lincoln com–munity to be police officers and support staff so we have employees who are invested in our city. The Police Department must utilize creative recruitment practices to attract competent and committed new employees.

Recommendations

- Explore the possibility of offering a competitive starting salary for experienced officers wanting to transfer to LPD from other agencies.
- Consider offering incentives to current staff who successfully recruit new employees.
- Create a professional recruitment video to be posted on our website, Facebook, and Twitter accounts.
- Create an account with Husker Hire at UNL to post job opportunities and internships. Review resumes posted on Husker Hire and target potential candidates for contact.
- Increase the number of internship opportunities within the department.
- Reach out to volunteers and retirees from LPD to assist in recruiting efforts.
- Identify and work with high school students as prospective future applicants.
- Consider an additional commissioned staff position dedicated solely towards recruitment.

1 Community POLICING

COMMUNITY OUTREACH/RELATIONS

Forming and maintaining strong relationships with community members is paramount to the success of a police department's ability to impact crime rates and crime trends. The promotion of a public safety partnership with the community helps build trust with those we serve and will enhance opportunities to prevent crime, resulting in a safer, more secure community.

Recommendations

- Host Open Houses at the department to let the community and potential applicants learn more about their police department.
- Continue to expand the department's efforts of engagement with the community. Consider Town Hall community meetings as well as interactions with other community groups to broaden our understanding of different cultures and beliefs.
- Maintain a list of community events and encourage employees of all ranks to attend and interact with citizens.
- Develop a selective to track attendance at community activities. Create a publicly posted Dashboard detailing opportunities to interact with personnel.
- Encourage additional officer involvement with homeless adults and children, Drug and Veteran Court participants, and High School Police Clubs.
- Continue hosting a Citizens Academy at least annually.
- Continue transparency with the community by providing information regarding our daily functions and activities in a timely fashion.
- Reinforce with employees the importance of their interactions with the community and the perceptions they leave with the community.

2 Staffing & AND FACILITIES

POLICE/CITY GARAGE

The LPD police garage, built in 1930, is near the end of its life expectancy as needed repairs mount. In addition, the workload on garage personnel has expanded as all small city vehicles are now serviced by the police garage.

Recommendations

- Research alternate locations for a new city garage that meet current and future needs.
- Create a plan to fund the new facility.

EMERGENCY COMMUNICATIONS CENTER

While the Lincoln Emergency Communications Center (LECC) will go through extensive renovation in 2017 this will not meet all the future needs of the department, user agencies, and the community. While calls for service have trended down in recent years, actual calls to the LECC have continued to increase. It is believed this will be compounded with the introduction of Next Generation 911 into the Communications Center.

Recommendations

- Continue plans to include the LECC in the City budget Capital Improvement Plan to fund a new co-located facility with another City or County agency.
- Continue the implementation of the new radio system, new phone system and research future impacts and the introduction of Next Generation 911 and First Net.
- Research the sustainability of and needed improvements to our current Computer Aided Dispatch (CAD) system.

2 Staffing & AND FACILITIES

SOUTHEAST TEAM STATION

The citizens of Lincoln passed a bond initiative in 2015 for a co–located Police/Fire Station. Land has been purchased and funding is being acquired through the bond. This project will give the city its third team police station in the community by 2019.

Recommendations

- Determine which architectural firm will design the building.
- Initiate a bid process to identify a contractor to build the facility.
- Plan for the facility to be built and operational by 2019.

TRAINING CAMPUS

The Lincoln Police Department has recently completed a range/training facility. There are continuing plans to build a new K–9 training area on the same site.

Recommendations

- Begin construction on the K–9 training facility located on the Training Campus with a goal of being operational by 2018.

ELECTRONIC EVIDENCE UNIT

The Electronic Evidence Unit (EEU) processes electronic evidence for criminal cases. The unit is currently co–located with the Lancaster County Sheriffs Office EEU in the Hall of Justice. The unit will move to a large work area located inside 605 S. 10th Street after the remodeling of that building is completed.

Recommendations

- Monitor the EEU workload as technology advancements are introduced. Additional staffing beyond an investigator and sergeant may become necessary in the future.

FORENSICS LAB

The LPD Forensics lab is responsible for the analysis of video, fingerprints, handwriting and various other physical evidence. The demands on the forensics lab continue to increase, particularly in the area of video evidence as more property owners have begun to utilize video surveillance cameras. In 2008, only 100 video requests were received; in 2015 there were 889 requests.

Recommendations

- Monitor the workload of the Forensics Lab annually to determine if additional staffing is necessary to meet the demands of the Lincoln Police Department.

2 Staffing AND FACILITIES

MEASURING COMMUNITY INVOLVEMENT

Officers calls for service can be a measure of each officer's activity. However, not all officer activity is tracked each day. The absence of communication between the officer and dispatch makes it difficult to track how much down time an officer has each year.

Recommendations

- Track officer's time spent outside of calls for service by developing a selective number list to identify time used for follow up investigations, report writing, etc., yet allow the officers to remain available for calls.
- Modify the yearly Workload Analysis to reflect the amount of time officers are available. This process should be reviewed annually and the amount of time needed for other activities adjusted, if necessary.

TRACKING COMMUNITY OUTREACH

All employees receive an annual performance evaluation. These evaluations should reflect and encourage community engagement activities by employees.

Recommendations

- Encourage officers to visit community recreation centers and other locations frequented by youth.
- Urge officers to interact with citizens whenever possible to enhance community relations.
- Continue support of our Boy Scout Explorers program where officers and high school youth participate in a structured introduction to the law enforcement profession.
- Consider revisiting the Lincoln Police Cadet program. Under this program, young adults age 18 to 21 were employed by LPD until they were eligible to apply to be a police officer.
- Work with other youth groups in the community in hopes of instilling a desire for young adults to consider a career in law enforcement.

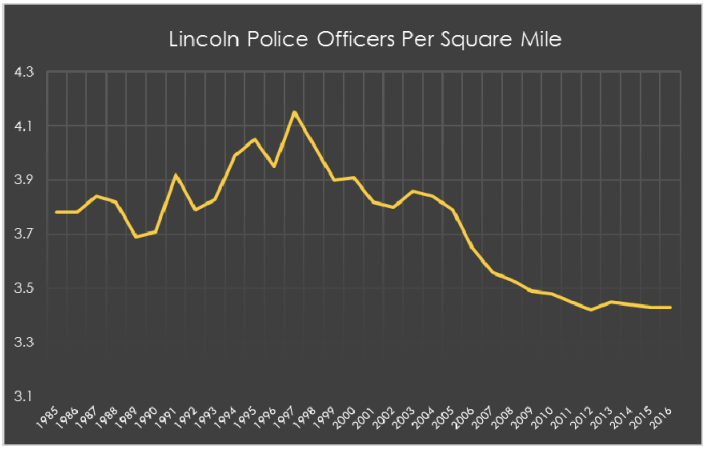
2 Staffing & AND FACILITIES

STAFFING/NEED FOR ADDITIONAL OFFICERS

The Lincoln Police Department currently has 1.17 officers per 1,000 residents. Lincoln continues to grow in population and area, yet has proportionately fewer officers than twelve years ago. The geographic deployment of officers should be evaluated, based upon current and future staffing levels.

Fewer officers available to take calls for service may result in delays for arrival of officers to incidents.

With an average population growth of nearly 3,100 citizens and nearly 363 acres annexed annually, these current trends demand staffing that continues to grow with the city.



The number of officers per square mile since 1985.

Recommendations

- Hire 5–7 additional officers annually above our current staffing level. This will not only maintain our personnel numbers with the growth of the city but also increase our officer per-citizen resident ratio.

2 Staffing & AND FACILITIES

RECRUITING NEW EMPLOYEES

LPD's goal for recruitment is to ensure there is a candidate pool from which to hire an adequate number of officers and support staff, representing the diversity of the community we serve.

Recommendations

- Engage potential applicants while still in high school, with additional recruitment efforts conducted during college. The University of Nebraska Job and Internship listing website is available to link openings for students. LPD should also consider partnerships with other educational institutions for education and training opportunities that would encourage students to join the law enforcement profession.
- Continuously re–assess how to best deploy our officers. A redistricting or consolidation of teams may better serve the officers and the community.
- Consider reaching out to potential applicants who could be laterally transferred to our department with an abbreviated training program.
- Encourage civilian and commissioned staff to look for potential candidates not only while on duty but during their personal encounters.

RETENTION OF CURRENT EMPLOYEES

Once hired, it is important to have incentives to keep employees until retirement. The department must avoid losing employees due to job dissatisfaction.

Recommendations

- Conduct annual research, at the team/unit level, on incentives to retain employees including:
  - Alternative scheduling;
  - Varied days off;
  - Rotating schedules;
  - Other agencies successes.
- Conduct exit interviews with all employees and review the results with relevant staff.
- Be more transparent with employees regarding issues facing the department.

3 Technology

BODY WORN CAMERAS

In the next few years, body worn camera usage will become more prevalent within law enforcement. In order to properly use this new technology, the Lincoln Police Department needs to prepare and plan for its implementation and sustainability.

Recommendations

- Plan for technology to support the body worn camera system.
  - Infrastructure such as storage, servers, and network must be in place and sized for a fully implemented system.
  - Provide adequate support staff to maintain and operate the system.

- Incrementally implement body worn cameras.
  - Identify a team area for initial testing.
  - Identify employees interested in the initial implementation.
  - Conduct rigorous training.
  - Mount an internal and external public relations campaign to educate users and the public.

- Fiscal Dedication
  - Initial cost to implement body cameras will be significant.
  - Ongoing expenses, including staff time and replacement costs, should be budgeted to maintain sustainability.
  - Consider the use of alternative funding options to off-set the initial expenses.

3 Technology

CRIMNAL JUSTICE INFORMATION SERVICES (CJIS) AND CYBER SECURITY

Security of electronic Criminal Justice information is an increasing concern for the Lincoln Police Department. Steps should be taken to ensure data is safe. Should there be an outside attempt to access our system we must have a procedure in place to protect our information.

Recommendations

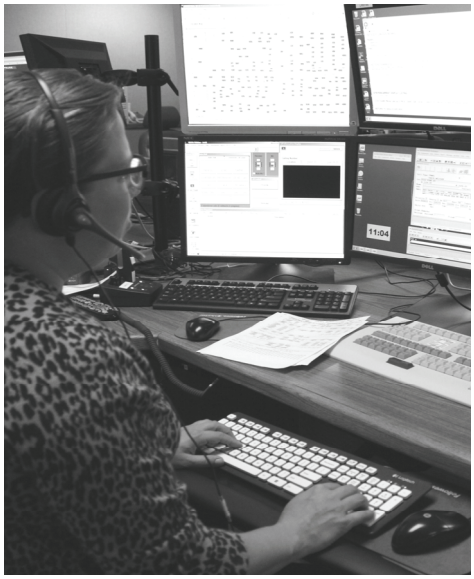
- CJIS (FBI) security compliance is required (28 Code of Federal Regulations Part 23) and should be an LPD priority.
  - Token based 2 factor authentication should be implemented.
  - An Audit Trail System should be reviewed.
  - Cyber security training for all LPD employees should continue with training every two years.
- Gain buy–in from stakeholders (i.e. Lincoln Emergency Communication Center staff, officers, FBI, NSP and citizens). LPD must articulate what systems we have and the consequence of a compromise to those systems. This can be provided through training.
- LPD should formalize the Criminal Justice Information System compliance by adopting a policy in the General Orders.
- Implementation of computer systems security is difficult and can be inconvenient. Any security solution should be implemented so as to minimize the impact on the employees daily activities.

CLOUD SERVICE STORAGE

Cloud Service provides the ability to save important data on servers outside the police department. This will help protect valuable information from being lost due to a cyber attack or a computer virus.

Recommendations

- Continue to look toward moving services to the cloud.
- Evaluate cloud based services to ensure that it meets CJIS security requirements.
- Complete a cost analysis to determine if there is actually a cost savings to outsource versus providing in–house services.



3 Technology

MOBILE WORKFORCE

Officers would benefit from additional mobile access to the Lincoln Police Department's internal website. This would streamline the processes of preparing reports, accessing information, and would decrease time spent on calls for service.

Recommendations

- Allow plain clothes officers increased access to mobile technology such as tablet–type devices and Mobile Data Terminals (MDTs).
- Become more customer–oriented by using feedback from field officers regarding their usage of mobile technology to better target future mobile technology deployment.
- Develop a policy on E–governing personal electronic device usage that conforms to the City Administrative Regulation.
- Research and develop sustainability plans for our Records Management System (RMS) and our Computer Aided Dispatch (CAD).
- Research and implement mobile device management per FBI CJIS requirements.

DISASTER RECOVERY OF DATA

A technology disaster recovery plan should be in place in the event of a loss of our information or other emergency information system, in order to minimize the effect on the operations of the Police Department.

Recommendations

- Classify and tier each system to enable us to respond efficiently.
- Back up electronic systems off site (at least 50 miles away) in the event one building is unavailable. Data would be available from the secondary location.
- Explore partnering with other agencies, such as the Omaha Police Department or UNL, to co–locate servers offsite.
- Develop a process to test backups and critical systems on a regular basis.

3 Technology

AUTOMATION

With the advancement of technology and automation the Lincoln Police Department must maintain the pace and continue to access automated systems to simplify the workload.

Recommendations

- Ticketing System
  - LPD's current paper ticket system should be computerized.
  - This could potentially save the equivalent of 5 full time officers and 2 records staff time per year. We would re-task those positions based on current needs.
  - Automation would allow tracking of warning tickets in order to enhance our records management system.
  - The State Patrol's e-ticket system has the capability of allowing multiple agencies to use and see those agencies warnings and tickets. Timely and complete dissemination should be considered before implementa tion goes forward.
  - In addition to the e-ticket system in cruisers, at the jail and the Bridge, each substation would be equipped with an e-ticket system.

- Property Unit
  - Consider eliminating hand-written property reports and replacing with an online form.
  - Equip team stations having a property room with the necessary computers, scanners and printers.
  - Research implementation of an on-line tow report.

4 Training

COMMISSIONED EMPLOYEE TRAINING

The department must continue providing quality training to officers. This must be done while maintaining staffing levels on the street when other officers are in training.

Recommendations

- The Training Unit should continue to pursue available courses to satisfy the forty-hour annual requirement.
- Modify the format from the current two-hour in-service training sessions including defensive tactics, firearms, and Taser to eight-hour sessions to address a variety of topics including those listed above. This would aid street staffing during training periods.

CIVILIAN EMPLOYEE TRAINING

It is important for the department to focus on the professional development of its civilian staff who often have different training needs than commissioned employees. Efforts to provide high-quality training opportunities for civilian staff is equally essential.

Recommendations

- Consider requiring civilian employees to obtain a minimum of five hours of continued education/training annually. Up to two of the required five hours could be training offered to commissioned employees. Most of the commissioned employees training should be made available to civilian employees.
- Provide civilian employees the opportunity to participate in Power DMS training that is provided to commissioned employees.
- Offer a four-hour ride along to all civilian employees as part of their new employee orientation.

4 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 employees they supervise.

Recommendations

- Require Leadership in Police Organizations (LPO) training for all new commissioned and civilian supervisors. It should be encouraged for any remaining supervisors and command staff who have not yet attended. Additionally, it should be recommended for Field Training Officers, Internal Resource Officers, and any other employees who express an interest in the training.
- Continue to hold semi-annual sergeant meetings with chiefs to remain informed and to address any existing concerns.
- Continue to hold in-house training a minimum of once per year for supervisors. Training should cover various topics chosen by the Chief and /or Assistant Chief, pertaining to their leadership responsibilities.
- Recommend supervisors consider other courses beneficial to them that pertain to their role.

RACIAL PROFILING

It is important for the department to continue monitoring officer and civilian contacts for the presence of racial profiling. This continued attention to our interactions with the public is critical in our efforts to be a fair police department. It is critical for LPD employees to keep an open mind to the possible impacts of all biases including those based on race.

Recommendations

- Continue to monitor traffic stop data and discuss the outcomes with staff during yearly meetings and training.
- Continue to offer diversity training as part of mandatory in-service training as well as additional optional course study.
- Continue to hold open discussions about racial profiling at Sergeant meetings and command staff meetings yearly.

4 Training

PROCEDURAL JUSTICE

In order to maintain the trust of the public we serve LPD must remain transparent. Our employees must act in a professional and fair manner.

Recommendations

- 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 their jobs.
- Review of motor vehicle pursuits by the Safety Committee for recommendations or policy changes and training needs.
- Continue hosting a Citizen Academy, giving citizens an opportunity to interact with staff and learn about LPD.
- Continue transparency with the public and the news media by publicly providing various statistics, including traffic stop data, through the city's open data portal.
- Continue to encourage employees to attend and interact at neighborhood meetings and events.
- Encourage employees to participate as board members for community centers, organizations, and community programs.
- Continue to work with the Citizen Police Advisory Board (CPAB) to address issues brought forth by members of the community and annually release data from CPAB meetings.

DE–ESCALATION TRAINING

De–escalation techniques are critical tools for officers who encounter high–risk situations. It is important to keep this topic at the forefront of officers' minds in order to resolve conflict without any greater force than what is reasonable and necessary.

Recommendations

- Continue to keep de–escalation as part of all aspects of training including defensive tactics, firearms, Taser, ethics, etc. Document this inclusion of de–escalation training as part of lesson plans.
- Address the topic of de–escalation training at least once annually in their discussions.
- Continue to offer and encourage employees to attend Behavioral Evaluation and Threat Assessment (BETA) Training. Include scenario–based training using role players.
- Add to our General Orders and to training provided for commissioned staff the information of their "Duty to intervene" during use of force encounters.
- Create a committee comprised of internal employees as well as community members, to review use of control incidents.

Progress

The Lincoln Police Department is committed to implementing goals suggested from our Strategic Planning Committees over the next five years. We understand some objectives from the committees cannot always become realizations. Yet, as we look to the future, we will do our best to meet these goals and recommendations. Our progress will be documented in this section.