



STRATEGIC PLAN

LINCOLN POLICE DEPARTMENT

2012-2016

2012

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DEPARTMENT STATISTICS

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|-----------------------------|--------------|
| Authorized Sworn Officers | 320 |
| Civilian Support Employees | 102 |
| Lincoln Population | 258,379 |
| Lancaster County Population | 281,531 |
| Annual Budget | \$36,150,119 |

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MESSAGE FROM THE CHIEF

I am proud to present the Lincoln Police Department's 5 year strategic plan. This document represents the collaboration and input from a wide variety of community, government and employee participants who contributed to the final product.

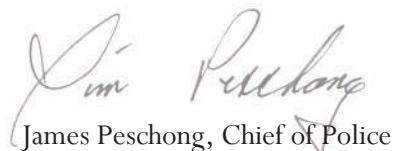
I want to thank everyone involved in the development of this plan for their dedication and willingness to help create a strategic plan for the future of our organization.



The Lincoln Police Department prides itself in providing our community with innovative solutions and best practices in the delivery of law enforcement services. As a department we will continue to build on the accomplishments of our past while providing outstanding service to our community now and in the future.

Two of the primary themes of this plan are partnerships and collaboration. As an organization we are aware that improving the quality of life in our community will always be a collective effort and one which we will continue to support.

A strategic plan is a flexible document that will serve as a guide to our future efforts. As we implement this plan, we will be continuously measuring progress and evaluating outcomes to ensure we are meeting our goals. This strategic plan is our continuing pledge to provide services through **Leadership, Performance and Dedication.**


James Peschong, Chief of Police



MISSION, VALUES & GOALS



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.

“WE, THE MEMBERS OF THE LINCOLN POLICE DEPARTMENT, WORKING WITH ALL PEOPLE, ARE COMMITTED TO PROVIDING QUALITY POLICE SERVICES THAT PROMOTE A SAFE AND SECURE COMMUNITY.”

- ◆ 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.



STRATEGIC PLAN



INTRODUCTION

ORGANIZATIONAL STRUCTURE

The Lincoln Police Department is led by Chief James Peschong. He was appointed to the position in 2011, during the formulation of this plan, when former Chief of Police Tom Casady was named Public Safety Director for the City of Lincoln.

Chief Peschong and Assistant Chief Brian Jackson oversee the two divisions of the department: operations and support.

The Operations Division consists of five community police teams, each headed by a captain. The division also includes duty commanders and the Traffic Enforcement Unit.

The Support Division is comprised of Criminal Investigations, Narcotics, Crime Analysis, Education & Personnel, Victim/Witness, Property, Records, Service Desk, Information Services, Forensics, Police Garage and Finance. Each of these units is headed by a captain or civilian manager.

The Lincoln Police Department is a nationally accredited agency through the Commission on Accreditation for Law Enforcement Agencies, CALEA. In 1989, LPD was the first agency in Nebraska to be accredited and the 103rd in the nation. The department has been re-accredited six times and during the last accreditation cycle was awarded “Meritorious” (accredited continuously for 15 years) and as a “Flagship Agency” (two continuous accreditations without corrections.)

With a sworn staff of 320 and a civilian staff of 102, the Lincoln Police Department is considered a leader in technology and innovative strategies in problem solving. We have a strong commitment to community policing and intelligence led policing.

Sergeant Don Scheinost and Captain Joy Citta were assigned to create the department’s strategic plan during 2011. Four committees were assembled consisting of commissioned, civilian and government employees along with community members. The committees met over several months discussing, researching and creating the LPD 2012 strategic plan.

The Strategic Plan consists of four focus areas, Equipment and Technology, Professional Development, Staffing and Facilities and Policing. Once implemented the 2012 Strategic Plan will serve as the vision for the growth and advancement of the Lincoln Police Department.

The next several years will be pivotal to the City of Lincoln and the Lincoln Police Department. A new arena, hotels and roadways will open in the Historic Haymarket district. The police department will face a turnover in management as a number of command staff reach retirement age and new commanders begin leading the department. Budgets will continue to be closely watched.

This Strategic Plan is a guideline to be used as the vision looking to the future of the department and the community we serve.



FOCUS AREAS

The twenty-seven members of the strategic planning committee were assigned to four subcommittees. They met at regular intervals to discuss critical issues and form plans for impact. Each group consisted of sworn officers, civilian personnel and members of the community. Together, they developed a common vision and a road map for the future success of the Lincoln Police Department. They recognized that, in order for this document to be meaningful, it needed to be attainable. True to this ideal, the elements contained within this plan are attainable goals which will assist the department in charting a course for the future.

EQUIPMENT & TECHNOLOGY

- Captain Michon Morrow, Chair
- Tyler Petit, University of Nebraska-Lincoln Student
- Dixie Johnson, Northeast Team Citizen
- Nancy Clark, Lincoln/Lancaster County Health Department
- Sergeant Todd Beam, Lincoln Police
- Officer Tracy Graham, Lincoln Police
- Officer Joe Yindrick, Lincoln Police

PROFESSIONAL DEVELOPMENT

- Sergeant Danny Reitan, Chair
- Jeremy Walther, University of Nebraska-Lincoln Student
- Dr. Linda Becker, Union College
- JJ Mayer, Executive Secretary to the Chief of Police
- Jon Carlson, Mayor's Aide
- Marie Mathine, Crime Analysis Unit
- Officer Andrew Ripley, Lincoln Police
- Officer Andrew Vocasek, Lincoln Police

POLICING

- Captain Jason Stille, Chair
- Joshua Maguire, University of Nebraska-Lincoln Student
- Vicki Lamb, Southwest Team Citizen
- Shirley Terry, Lincoln/Lancaster County Health Department
- Officer Tarvis Banks, Lincoln Police
- Sergeant Chad Barrett, Lincoln Police

STAFFING & FACILITIES

- Sergeant Teresa Hruza, Chair
- Lance Johnson, University of Nebraska-Lincoln Student
- Steve Langdon, Community Action Partnership of Lancaster and Saunders Counties
- Rashi Jain, Lincoln Planning Department
- Pat Wenzl, Police Garage Manager
- Captain Jim Davidsaver, Lincoln Police
- Officer Trevor Schmidt, Lincoln Police





EQUIPMENT & TECHNOLOGY



RECOMMENDATIONS

The Lincoln Police Department strives to be on the cutting edge with technology use and the ability to place information in the hands of officers and employees who use it in their daily work. Benefits to the community include web based crime mapping and most of the department's public information available to the public through any computer or smart phone.

RADIO SYSTEM

The current radio system became operational in 1988 and was upgraded in 1997, but is at its end of life. Parts are no longer available leaving the system in a compromising position should any part of the system fail. This system is used by all the city agencies but the critical usage is in the safety areas of 911, fire and police.

Recommendation: The radio system needs to be replaced with an 800MHz digital system. Updating the system will include upgrades to some portable radios and additional radio tower sites in Lincoln and Lancaster County. The cost estimate is \$15 to \$18 million dollars. Due to the current economic budget climate, replacing the radio system will require a bond issue. It is paramount to begin the process of educating the public on this need in the near future to obtain a positive result with the bond issue.

SWAT TEAM

SWAT continues to be activated in a variety of critical situations. They must maintain up-to-date equipment and training.

Recommendation: The SWAT team should have access to an armored vehicle, upgraded weapons, audio and video surveillance, monitoring equipment, radios and recording devices. They should have the most up-to-date body armor available.

TECHNOLOGY ASSIGNED TO A PERSON, NOT A PLACE

With the trend toward smaller cruisers, two officer cruiser assignments and the significant amount of information available to officers, it is relevant to address the placement of technology resources.

Recommendation: We have extensive policing applications, most notably P3i (Proactive Police Patrol Information) and on-line reports available for officers, but the devices necessary to utilize the technology are fixed and shared. The mobile data computers are bulky, creating space and safety issues for smaller vehicles and two officer cruisers. They are also costly to purchase and install. Numerous smaller devices are currently being tested for the P3i application. These devices are less costly and are portable. They can also be mounted in cruisers, saving space and allowing for the integration of Computer Aided Dispatch and P3i to improve officer safety, productivity and efficiency. The department should also research the ability to purchase and assign smaller, portable devices to individual officers.

RISING FUEL PRICES

The cost of fuel has continued to increase leaving the department to search for ways to economize on this necessary product.

Recommendation: Continue purchasing smaller, fuel efficient cruisers, include technology that allows the cruiser to fully function as their office. The use of air cards in Mobile Data Computers allows officers to work from their car as if they were in a station decreasing the need to travel. Two officer cruisers, Global Positioning Satellites and Automatic Vehicle Locators used by 911 dispatchers will allow assignment of the closest cruiser to a call for service. Consideration should be given to providing officers with their cruiser fuel use reports on a monthly basis.





EQUIPMENT & TECHNOLOGY



RECOMMENDATIONS

DIGITAL TECHNOLOGY

Advances in technology continue to permeate the entire department from bar coding in Property, on line reports in records, virtual evidence rooms and in-car digital cameras.

Recommendation: The technology available should be integrated into the department's daily functions. Property should have an electronic bar coding system, allowing for accurate documentation of chain of custody and reduce the space needed for storage.

Virtual evidence rooms allow other necessary agencies like city and county attorneys to view and access evidence, saving employee time retrieving and copying evidence for court.

In-car digital cameras provide an un-biased account of events as they unfold, increasing officer safety, providing evidence for prosecution and limiting department liability. Digital cameras should be expanded to all cruisers with the ability to cover several different angles. Wearable cameras carried by the officers when they leave the cruiser are also a highly recommended option. Consideration should be given to digital storage capacity and retrieval with policies and procedures in place to keep evidence secure.

BRIEFINGS

The Lincoln Police Department conducts over 10 employee briefings a day to off-site locations and offices. Because of varying shifts and assignments the information presented is repeated for several days possibly causing some of the information to drop off or new information to be missed.

Recommendation: The department needs to review different formats for acquiring the daily briefing information determining if there is a better way to provide quality and timely information.





PROFESSIONAL DEVELOPMENT



RECOMMENDATIONS

Professional development includes training and advancement with each having a direct effect on job satisfaction. Training resources and opportunities to learn are critical elements in maintaining a high level of service for the community.

All employees of the Lincoln Police Department, civilian and commissioned, play a vital role in meeting our mission. Preparing future leaders by keeping staff up to date with changing technology prepares the department to move into the future. Our employees are our most valuable assets. We must continue to invest in their ongoing development to ensure needs are met on the individual and department level. This investment provides a rewarding and healthy work environment which in turn drives our employees to seek excellence.

Overall quality of service will begin to deteriorate if employees spend all of their time just accomplishing their core duties and are not trained to be the next generation of supervisors and leaders.

INSTITUTIONAL KNOWLEDGE

There is a need to preserve and share institutional knowledge and best practices. When employees leave after many years of service a certain amount of expertise and experience may be lost, especially in some specialized investigative areas or key positions in the civilian and commissioned ranks.

Recommendation: Use of retired employees as instructors should be more fully explored. Lateral entry employees should also be recruited and considered as resources for new ideas or for identification of other available training options.

TRAINING

Fiscal constraints have affected the ability to participate in outside training other than specialized requirements.

Recommendation: Strive to create public/private partnerships that would facilitate training opportunities. Examples of this partnership could include the insurance industry for auto theft training, the banking industry for fraud training and the various universities for management or personnel development. Cross training with other agencies for critical incidents and disasters prepares staff to function effectively during larger incidents involving multiple entities. Seek additional funds through grant programs or partnering with community companies and organizations to fund training. Existing union contracts contain clauses for educational advancement for some civilian and commissioned employees. A restructuring of negotiated language could make funds available for individual employees to use.





PROFESSIONAL DEVELOPMENT



RECOMMENDATIONS

TRAINING AS A “REWARD”

Staffing factors, and the perception of training being approved as a ‘reward’ or based on length of service, have curtailed several opportunities for employees to participate in optional training. This has led to some frustration on the part of employees trying to improve their performances. Scheduled in-service sessions also impact pre-existing staffing levels. Time commitments from outside sources may also limit the availability to provide new and relevant training to employees.

Recommendation: Make training available through web-based computer programs, utilizing resources such as the Department of Homeland Security or Department of Justice programs for training not readily available locally. An on-line training library should be developed that can be accessed by all employees via the internal home page. These resources would allow employees to have training available at their fingertips at any time while still maintaining staffing levels on the street.

ADVANCEMENT PROGRAMS

There is little ability for an employee to experience positions of an advanced rank.

Recommendation: Creation of detailed Standard Operating Procedures (SOPs) for critical positions in the civilian and commissioned ranks is essential for passing on knowledge from those positions. Pre or post promotional process programs should be implemented to assist those seeking advanced positions. Mentoring or shadowing could be an important element of professional development. An example would include allowing those eligible for a promotion to spend a period of time with employees already in that position to begin to draw upon their experience prior to appointment.

SPECIAL ASSIGNMENTS

Advancement is not limited to promotion. Appointment to a specialized position is often a career goal for employees.

Recommendation: Temporary special assignments should continue to be utilized to either provide additional training or to prepare for appointment to a specialized position. Specialized positions should continue to rotate giving employees opportunities in different areas of the department.

Other Recommendations: Implement a practice of periodic meetings within and between teams or units to discuss needs, goals, obstacles and opportunities. These structured meetings provide the opportunity to offer guidance, gain feedback, and give wider insight into broader responsibilities. This is an important foundation for leadership development. Cross training should be examined as a way to provide an opportunity for advancement.





POLICING



RECOMMENDATIONS

The Lincoln Police Department's ability to deliver core police services through community based policing is part of the on-going partnership we have with the Lincoln community. For over 30 years we have involved the community in the way Lincoln is policed.

COMMUNITY BASED POLICING

We have continued to refine and implement additions to our community based policing philosophy since beginning Team Policing in 1975. Partnering with community groups and neighborhood associations has been central to our organizational goals and become part of the culture of the Lincoln Police Department.

Recommendation: Maintain the community policing model established over 30 years ago but continue to refine our response by including technology advances, best practices and innovative ideas. Community Based Policing works for Lincoln and we should continue this high level of partnership with the community.

DE-CENTRALIZED SUBSTATIONS

As the community continues to grow officers who start their shift by reporting to the main station have to travel long distances to reach their assigned areas and begin answering calls for service. The high costs of fuel and increased travel time to reach outlying team areas continues to increase response time.

Recommendation: The southeast portion of the city is one of the fastest growing areas in square miles and population. The department should plan for a full service team station in that quadrant of the city and evaluate the need to realign the geographic team boundaries to evenly distribute police resources based on need. Opportunities to combine this station with other public safety needs, such as a fire station, should be explored.

TECHNOLOGY

Technology continues to rapidly change the way we police allowing for more efficient policing and response to the community.

Recommendation: Citizens continue to gather information and communicate electronically. There is a need for the 911 call center to accept calls for service via text message and this method of communication will only increase in the coming years. With the proliferation of smart-phones and recording devices, there will be an increase in cellular phone photographs, video surveillance, and cellular phone video provided as evidence or sent to the police department at the onset of a report. There is a need to enhance our ability to examine and process this evidence as the current backlog on cases is only expected to increase.

The use of Global Positioning Satellites that can monitor the location of police vehicles and our portable radios should be explored. This can increase the safety of our officers and allow dispatch to send the closest units to a call for service. Potential benefits include lower response times and reduced fuel consumption.





POLICING



RECOMMENDATIONS

BUDGET CONSTRAINTS

Government budgets continue to require a close financial look for cost savings while continuing to provide quality services that promote a safe and secure community. Our community continues to list maintaining quality police services as a top priority.

Recommendation: Explore the use of two-officer response cars as a cost saving option. The test should evaluate times, number of calls for service and team areas.

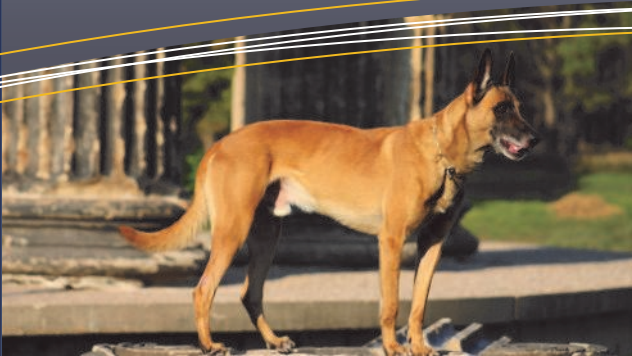
Increase the types of work and the areas volunteers/ interns can provide services on the department. Recruitment of long term skilled volunteers and interns for specific projects can increase the ability of the department to move forward without incurring additional costs.

The Lincoln Police Department should also explore the possibility of taking some belated or non-urgent calls for service over the phone. Examples of these types of calls are crimes without suspects, calls for service without physical evidence and runaways.





STAFFING & FACILITIES



RECOMMENDATIONS

The Lincoln Police Department will need to plan for future growth as the city continues to increase in size. As this growth takes place, additional personnel and off site facilities will need to be developed. The police garage, range and canine facilities are also in need of redevelopment or renovation.

POLICE GARAGE AND K STREET STORAGE

The police garage, built in 1930, at 635 J Street continues to require costly repairs. The garage increased it's workload two years ago when it started handling maintenance and repairs for most of the city's small vehicles. Storage at a city owned building located at 10th and K Streets utilized by LPD property is limited with no opportunity for expansion.

Recommendation: A new or remodeled garage facility in a central location will allow for efficient servicing of department and city vehicles. Combining the garage with additional storage for LPD property eases the growing storage problem.

DE-CENTRALIZED SUBSTATIONS

As the city continues to grow in population and square miles additional decentralized police substations or stand-alone Team Stations will be needed. De-centralized stations allow the department to continue providing neighborhoods with accessible police services and response times within 10 minutes to most calls for service

Recommendation: A cooperative effort between the Lincoln Police Department and other agencies should be examined. The Lincoln Police Department should work with other city agencies to develop shared decentralized locations throughout the city. A shared facility would reduce costs.

K-9 AND RANGE FACILITIES

LPD does not have a K-9 training facility for the weekly training required for the five canines and their handlers. The long term rental of the police firing range will end in the next couple of years forcing the department to move to a new location.

Recommendation: The development of a police firing range is the top facility priority for the department. Combining the location of a range, training classrooms and a training area for the department canines would be ideal. Partnering with other city or governmental agencies would reduce the initial building costs to the department and potentially allow for rental use providing additional revenue.

FORENSIC LAB

The demands of the Lincoln Police Department's Forensic Lab continue to increase.

Recommendation: Better facilities that can handle the future needs of the department should include the ability to handle more video evidence and blood spatter. The expansion of the forensic lab would allow LPD to accept contracted work from other departments creating a revenue stream to support on-going lab equipment upgrades.





STAFFING & FACILITIES



RECOMMENDATIONS

STAFFING

LPD has continued to operate with 1.29 officers per thousand population, one of the lowest officer/population ratios in the nation. Optimal staffing for the Lincoln Police Department is 1.5 officers per thousand citizens. However, under the current economic conditions this is not a reasonable goal. There are also several positions unique to law enforcement and a limited number of people are qualified to perform those functions, especially in our Technical Resources and Information Services Unit. There will be several retirements in the next few years that will impact the entire department.

Recommendation: The department should maintain their current staffing ratio. We should continue to review each position currently filled by sworn officers determining if the department would be best served by converting the position to civilian staff allowing the officer position to complement street staffing. The effects of retirements and ability to fill various key positions with qualified and skilled individuals should be kept in mind as a potentially problematic issue facing the Lincoln Police Department.

