Strategic Plan
2016 - 2018

Nebraska Commission on Law Enforcement and Criminal Justice

Nebraska Crime Commission Members

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A. Mission Statement

The Nebraska Commission on Law Enforcement and Criminal Justice will sustain and enhance the coordination, cohesiveness, productivity and effectiveness of the criminal justice system.

B. Vision Statement

The Nebraska Commission on Law Enforcement and Criminal Justice will fulfill its role as a leader in Nebraska’s criminal justice system by facilitating communication and cooperation among agencies, providing training and technical assistance, funding effective projects, and delivering accurate data to decision makers.

C. Values

- Attitude
- Ethics/Integrity
- Professionalism
- Tolerance
- Respect

D. Agency Goal

The Nebraska Commission on Law Enforcement and Criminal Justice will provide coordination and leadership for the criminal justice community by ensuring a continued focus on the enhancement of the state’s criminal justice system and law enforcement agencies through data collection and outcome measurement, distribution of state and federal grant programs, assistance to victims of crime, technical support and records retention through NCJIS, and sound policy research.

E. History of the Crime Commission

The Nebraska Commission on Law Enforcement and Criminal Justice, more commonly referred to as the Crime Commission, was established as an agency of Nebraska State Government in 1969. At its inception, the Commission had but one Federal program (Juvenile Justice). The Nebraska Law Enforcement Training Center in Grand Island was originally under the control of the Nebraska State Patrol, but it was transferred to the Commission in 1971. Also in 1971, the Commission added the Uniform Crime Reporting System.

Today, the Commission has an annual appropriation of slightly more than $29.5 million, and is broken down as follows:

- 43.4% in general funds ($12,811,889.00)
• 7.8% in cash funds ($2,312,536.00)
• 48.8% in federal funds ($14,413,605.00)
  o Total - $29,538,030.00

The Commission has a staff of 53 employees between Lincoln and Grand Island (35 in Lincoln; 18 in Grand Island). Our staff is growing due to the additional monitoring requirements of the federal and state grants, and the increased dependence and responsibilities associated with data collection and analysis.

Currently, we administer 10 federal and state budget programs and the Commission provides a leadership role in the statewide coordination of the criminal justice system. The Commission works in partnership with state and local agencies and coalitions in the criminal justice system through law enforcement training, statistics and research, data sharing and integration, grants, research and policy development. The Commission serves as the “R&D” agency for many different component agencies and services in the criminal justice system, and as such, we figure largely in the Governor’s priorities, specifically in public safety. The Commission effectively administers a variety of criminal justice programs which benefit the citizens of Nebraska.

**F. Core Functions of the Crime Commission**

1) **Law Enforcement Training:** Provide basic and specialized training to Nebraska’s law enforcement officers. The Nebraska Law Enforcement Training Center, located in Grand Island, Nebraska, provides:
   a) Basic training for new law enforcement officers, reserve officers, and jail facility employees. NLETC provides training for every agency in Nebraska except the Nebraska State Patrol, Omaha Police, and Lincoln Police Departments, who have their own academy.\(^1\) NLETC conducts three (3) basic academies per year training approximately 150 new officers annually.\(^2\)
   b) In-service training for sheriff’s, law enforcement and jail facility employees.\(^3\)
   c) Law Enforcement Supervision and Management Courses.\(^4\)
   d) Highway Safety Courses.
   e) Specialized schools and courses.

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\(^1\) NLETC staff also certified the curriculum and inspects the State Patrol, Omaha Police and Lincoln Police Academies annually for compliance with the curriculum requirements.

\(^2\) The majority of this basic, in-service and specialized training is mandated by Nebraska Revised Statutes §81-1401 through §81-1414.10.

\(^3\) ibid

\(^4\) ibid
2) **Grant Programs**: The Commission’s Grants Division manages fourteen (14) separate federal and state grant programs, including the following major programs:
   a) **Byrne/Justice Assistance Grants (JAG)** - these federal funds promote a partnership among federal, state, and local criminal justice agencies to address a broad range of activities that help to prevent or control crime, including supporting law enforcement programs, task forces, new personnel, and equipment purchases.
   b) **Victims of Crime Act (VOCA)** – includes funds for projects that provide direct assistance to victims of crime.
   c) **Violence Against Women Act (VAWA)** – funds programs that address women who are victims of domestic violence and sexual assault.
   d) **Juvenile Justice Delinquency Prevention/Juvenile Accountability** – federal grant programs which enhance efforts to assist youth in the juvenile justice system. State priorities include alternatives to detention and disproportionate minority confinement.

3) **Technology**: The Crime Commission created and administers the **Criminal Justice Information System (CJIS)**. There is a proven need in Nebraska for data sharing and automating key components of the criminal justice system. The Crime Commission maintains a secure data portal which provides access to criminal justice data for nearly 8,000 law enforcement and stakeholder users. Nebraska’s CJIS was created primarily with the use of federal grant funds and has been nationally recognized.

4) **Data Collection**: Data collection requirements are mandated by federal and state statutes. In most cases, the Commission is required to issue an annual report for each data program.
   a) **Uniform Crime Reporting** – a collection and publication of criminal offenses and arrest data.
   b) **Hate Crimes Reporting** – a collection and analysis of hate crime information.
   c) **Racial Profiling** – Nebraska law enforcement agencies are required to submit written policies that prohibit the detention or traffic stop of persons when such action is motivated by racial profiling.
   d) **Traffic Stop Reporting** – data collected and analyzed regarding traffic stops including the race or ethnicity of the person stopped and the nature of the traffic violation.
   e) **Domestic Abuse Incidents** – data collected from law enforcement agencies on the number of domestic abuse incidents.
f) **Juvenile Pretrial Diversion** – as required by statute, juvenile pretrial diversion program data is maintained and compiled by the Crime Commission.

g) **Jails** – data is collected on the characteristics and number of inmates held in local jails. A database is maintained which is critical to planning the construction of new jails or renovation of existing jails.

5) **Jail Standards**: The Jail Standards Board enforces minimum standards for the operation and construction of the 78 local jails. Staff annually inspects jails and juvenile detention facilities and also provides technical assistance for new facility planning and construction.

6) **Crime Victim’s Reparations**: Financial assistance for innocent victims of crime who suffer physical injuries, including homicide, not covered by insurance.

7) **Office of Violence Prevention**: The Office of Violence Prevention (OVP) works with state and local agencies to implement programs that reduce violent crime. It awards funds through a competitive process to organizations that have a history of success. These projects are evaluated each year. An Advisory Council makes funding recommendations to the Crime Commission.

8) **Community Corrections**: The Community Corrections Division has the statutory duty to develop standards for community correctional facilities, implement a plan to establish statewide operation and use of community corrections programs, and research and evaluate existing facilities and programs. The division also maintains a uniform crime data analysis system.

9) **Community-based Juvenile Services Aid**: State grant funds to be used to assist the recipients in the implementation and operation of programs or the provision of serviced identified in the recipient’s community plan including programs for local planning and service coordination; screening, assessment, and evaluation; diversion; alternatives to detention; family support services, treatment services; reentry services; truancy prevention and intervention programs; and other services which will positively impact juveniles and families in the juvenile justice system.

10) **Juvenile Diversion**: Creating and maintaining juvenile pretrial diversion programs to divert juveniles away from the judicial system and into community-based services. That process includes creating a statewide steering committee
to assist in regular strategic planning related to supporting, funding, monitoring, and evaluating the effectiveness of plans and programs receiving funds from the Community Based Juvenile Services Aid Program, as well as provide best practice recommendation guidelines and procedures used to develop or expand local juvenile diversion programs.

11) **Compliance with Training Statutes:** The Crime Commission is charged with tracking state-mandated annual training requirements for these professions:
   a) **County Attorneys and Deputy County Attorneys** – all County and Deputy County Attorneys are required to complete twenty (20) hours of continuing education per year, which includes one (1) hour of Crimes Against Children. The Crime Commission tracks the completed hours of each attorney.
   b) **Sheriffs Continuing Education** – sheriffs are required to complete twenty (20) hours of continuing education each year, which is certified by the Crime Commission.
   c) **Law Enforcement Officer’s Continuing Education** – all law enforcement officers in Nebraska are required to complete twenty (20) hours of continuing education each year. The Nebraska Law Enforcement Training Center maintains a central registry which tracks the number of hours of continuing education completed by each officer.

12) **Budget and Accounting:** The Crime Commission’s budget is divided into ten budget programs, and funds are appropriated separately to each program:
   - Juvenile Services (Program 150)
   - Community-Based Juvenile Services Aid (Program 155)
   - Central Administration (Program 198)
   - Law Enforcement Training Center (Program 199)
   - Victim-Witness Assistance (Program 201)
   - Crime Victim’s Reparations (Program 202)
   - Jail Standards (Program 203)
   - Office of Violence Prevention (Program 204)
   - Criminal Justice Information System (Program 215)
   - Community Corrections (Program 220)

   The Annual Budget Request more fully describes each budget program and the funding allocated and dispersed under each program.

   From the budgeting perspective, the Budget Division performs the following functions:
   - Submits the Biennial Budget Request in odd numbered years;
• Submits the Revised Biennial Budget Request in even numbered years;
• Monitors the agency Personal Services Limits (salaries);
• Monitors budgeted vs. expended for our budget programs.

From the accounting perspective, the Budget Division performs the following functions:
• Pays all bills from vendors;
• Facilitates contracts and procurements;
• Pays all expense reimbursement vouchers;
• Makes journal entries into Enterprise One.

The Budget Division also performs the following functions for the Grants Division:
• Pays all subgrantees;
• Completes federal cash reports on our block grants each quarter;
• Tracks expenses for subgrants awarded to us – JAG, JJDP, Highway Safety and the State Patrol.

The Budget Division handles payroll and HR functions for the Crime Commission. These duties include:
• Overall approval of all timesheets;
• Processing payroll;
• Processing health and other deductions;
• Processing new hires and terminations;
• Reviewing and forwarding all Position Description Questionnaires for submission to DAS-State Personnel for new hires and reclassifications.

The Budget Division also plays a pivotal role in policy development (Operating Instructions) and staff memos. They provide an invaluable service by developing ideals, and serving on the OI and Staff Memos Committee. The Chief of the Budget Division also serves as the acting-Director in the absence of the Executive Director.

13) **Agency Legal Counsel:** The agency legal counsel is housed at the Nebraska Law Enforcement Training Center in Grand Island. This position serves as Agency Counsel and provides research as directed by the Executive Director and provides legal opinions which advise the Executive Director on legal issues pertaining to jurisdictional matters and legislative issues involving the Crime Commission, PSAC, and the Training Center and other boards affiliated with the Crime Commission. This position assists with the drafting of Administrative Code (Rules and Regs), contracts, Operation Instructions, and Staff Memos.
G. Divisional Goals – 2016 – 2018

Office of the Executive Director

Goal #1
Immediate response to all complaints filed with the Executive Director for revocation of law enforcement certification, and final disposition on most complaints within one year.

Strategies:
- All complainants responded to within 24-hours.
- All respondents notified of the complaint issued within 48-hours.
- Complaints meriting an investigative review, will be sent for such review within 20 days.
- Most complaints resolved and a decision made to revoke or dismiss within one year.

Goal #2
Transition of the Nebraska Criminal Justice Directory from hard copy to on-line information and posting of same on the NCC website by 01 March 2016.

Strategies:
- Through our IT division, work with Nebraska Interactive to develop the program to allow for a full automated Directory during the January and February 2016.
- Secure the updates for the directory from our law enforcement partners during the first quarter of 2016.
- Have the Directory on-line and ready for our law enforcement partners by the end of the second quarter of 2016.

Goal #3
In an effort to assess the changing environment of the criminal justice community in Nebraska, its impact upon the Commission, and to ensure we respond proactively, a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) will be conducted during the first and second quarters of 2017.

Strategies:
- With the assistance of the Jail Standards chief, initiate the SWOT analysis with both internal and external customers during the first quarter of 2017.
- SWOT analysis to be complete and ready for the strategic plan update during the second and third quarter of 2017.
Goal #4
All Operating Instructions (OI) and Staff Memos to be reviewed and updated before the end of the last quarter of 2016.

Strategies:
- Meet with a select group of employees to initiate the revision process of all OI’s during the first quarter of 2016.
- First group of OI’s to be revised, legal review complete, and presented to the Crime Commission Board during the second quarter 2016 Crime Commission Meeting.
- Second and final group of OI’s to be revised, legal review complete, and presented to the Crime Commission Board during the last quarter 2016 Crime Commission Meeting.
- Process repeated for the Staff Memos with the same timeline.

Budget and Accounting Division

Goal #1
Update CVR Rules and Regulations.

Strategies:
- First draft completed for legal review by 01 March 2016.
- Send PRO a pre-review checklist along with the draft regulations and fiscal impact statement by the second quarter of 2016.
- Public Hearing on proposed update rules by the third quarter of 2016.
- Regulations and accompanying material submitted to the Attorney General’s Office by the third quarter of 2016.
- Regulations to the Governor’s Office for final approval by the fourth quarter of 2016.

Goal #2
Improve and expand the Division Manual by 01 June 2016.

Goal #3
Successfully complete and submit the FY2017-2019 Biennial Budget Request by 15 September 2016.

Strategies:
- Work with the division chiefs to prepare the budget narratives in the first and second quarters of 2016.
• Submit the draft and meet with the Governor’s Budget Staff during the third quarter of 2016, and make appropriate adjustments before submission during the third quarter of 2016.

Goal #4
Expand the use of the Divisional Financial Metrics.

Financial metrics spreadsheets for Grants, Information Technology, and the Training Center. When an opportunity or situations warrant, Budget and Accounting will develop metrics spreadsheets for other divisions.

Goal #5
Create a tracking system for Information Technology Grants by 01 March 2016.

IT has applied for and received nine (9) IT grants totaling $1,800,000 or more. These grants have been received from the Crime Commission, DOJ, the State Patrol, and the Department of Roads (Nebraska Office of Highway Safety). Our current system of tracking and reporting expenditures and revenue on these grants needs improvement. Budget and Accounting will develop a method for financial administration for these grants.

Goal #6
Cross-training of staff.

This is an on-going activity and Budget will identify the crucial responsibilities of their division and train current staff to act as a “backup” for those duties. There currently exists backup for payroll, pre-auditing, posting to NIS and drawdown of federal funds.

Information Technology Division
Goal #1
Replace the NIBRS Repository (National Incident-Based Reporting System).

Strategies:
• RFP (Request for Proposal) to be released by first quarter of 2016.
• Vendor selection by third quarter of 2016.
• Vendor selected and repository in place by third quarter of 2017.
Agency training and total conversion to new elements will be required of vendor and will need to be accomplished by third
quarter of 2017. Systems (old repository and new repository) should run in parallel for one year.

- New repository and all agencies should be on the new submission format before the third quarter of 2018.
- Note: The FBI is expected to move to eliminating UCR and will be requiring submissions only in NIBRS. While this fits well with the strategies above, it will create a substantial change in the collection of crime and arrest data.
  - With agency submission at the FBI level to be NIBRS-only, IT will need to change the reporting requirements in Nebraska.
  - Substantial agency training and assistance will be necessary to implement NIBRS statewide. This will necessitate either adding an FTE or, at a minimum in the short-term, expanding the current PT employee position to an FTE.
  - IT will try to include a component to allow agencies to use a hosted RMS or entry system running parallel to the repository. This will be dependent upon available funds.

Goal #2
Stabilize NCJIS as a platform for data exchange.

Strategies:
- Add the expected and necessary general functionality as well as continuing to build on data exchanges across platforms.
- Exchange of student status changes to be added before the end of the fourth quarter of 2016.
- Work within the 2017-2019 Biennial Budget Request for basic funding for NCJIS. Funding of FTE’s for operations as well as operational costs and expansion should be a basic priority.
- Continue to improve traffic records. While priorities are set by the Traffic Records Coordination Committee, this should include expansion of the collection of eCitations, implementation of eFiling via NCJIS (for traffic offenses or other filings made available electronically), expansion of eCrashes (in 2017) and other implementations of new technologies.

Goal #3
Transition the NCC website to a new platform adding functionality.
Strategic Plan 2016 - 2018

Strategies:
- Online directory available by second quarter of 2016.
- Interactive online statistics which also allow for the download of statistical files added in 2017 and 2018.
- Availability of meeting minutes and documents online by the end of fourth quarter 2016.

Nebraska Law Enforcement Training Center

Personnel Goals

Goal #1
Create two (2) additional staff instructor positions.

Class sizes are dictating more instructor needs to manage scenario-based and skills supervision (Firearms, EVOC, defensive tactics skills, and scenario assignments). Safety will be enhanced with more staff instructors who can devote attention to safety as well as instruction.

Strategies:
- Gather justification through work studies and extent of use of outside instructors before the end of 2016.
- Request the additional staff in the next biennial budget.
- Allocate and construct additional offices.

Goal #2
Create a lead staff instructor (internal reclassification). This position will:

1. Supervise day-to-day academy operations and schedules;
2. Supervise day-to-day instructor assignments;
3. Serve as the coordinator for the basic class, serve as the point-of-contact for all basic student issues;
4. Frees up the Deputy Director of Training to concentrate efforts on curriculum updates, other mandated courses of Supervision, Management, Sheriff’s Continuing Education, Reactivation, Reciprocity and other specialized classes, as well as providing upper-level management of instructional staff issues.

Strategies:
- Write the job description and classification before the end of the second quarter of 2016.
- Request in the Biennial Budget due 15 September 2016.
- Conduct the internal promotional process.
Goal #3

Restore Deputy Director of Administration position eliminated in 2008. This position will be re-tasked with:

1. Revocation investigations coordination/investigator;
2. Compliance issues with annual Firearms and Continuing Education requirements;
3. Admissions investigations, agency reporting follow-up, compliance with one-year rule;
4. Academy annual inspections;
5. Special projects, e.g., campus expansion, facility needs assessment, construction projects liaison, RFP projects such as database replacement, cafeteria, job task analysis.

Strategies:
- Write job description classification before the end of 2016.
- Request in the next biennial budget due 15 September 2016.
- Allocate office space.

Facility Goals

Goal #1

Replace Training Center’s obsolete database/server with vendor based solution which will permit:

1. Agencies to upload their own training records including continuing education, status changes, change of address;
2. Tracking of compliance issues such as minimum 20-hours of continuing education (§81-1414.08) and firearms qualification (§81-1412);
3. Curriculum and test bank management with potential to be used by both academies (NLETC and NSP);
4. Facility/classroom/dorm room management (both academies) in one program (replace legacy system with one integrated system);
5. Ability to print full employment and training record for each certified officer;
6. Ability to enroll in academy and specialized classes online;
7. Server and security updates maintained by vendor using latest security technologies and responsibility for ongoing system maintenance;
8. Ability to track various training certifications and alert when recertification is needed.
Strategies:
- Create plan, pre-RFP preparation, and generate statistics by second quarter 2016.
- Request in the next biennial budget due 15 September 2016.
- Issue RFP or contract with vendor by end of fourth quarter 2017.

Goal #2
Complete a needs assessment for future academy expansion by the end of the fourth quarter of 2017.

There currently exists a need to expand the facility and grounds of the Nebraska Law Enforcement Training Center to fill unmet training needs. The needs assessment will address:

1. The purchase/trade of farm ground adjacent to the academy (north) for future expansion;
2. Replace aged 30-point range with a “Blue Sky” or similar modern facility with 50-point range;
3. Replace EVOC track with higher speed, longer track, separate gravel track on expanded ground;
4. Add hardened facility for scenario training, building entry, building clearing, and dynamic incident training.

Strategies:
- Create a plan; pre-RFP preparation, generate specifics by second quarter of 2017.
- Request in the biennial budget due 15 September 2018.
- Issue RFOP or contract as appropriate.

Juvenile Diversion Division

Goal #1
Increase the number of counties offering a juvenile diversion option for youth.

Strategies:
- By 31 December 2016, research juvenile population, law enforcement data, juvenile court filings, and probation statistics for each county that does not have a diversion program.
- By 31 December 2016, contact all counties without a diversion program to discuss the need for diversion, county statistics, and desire for technical assistance.
• By 31 December 2017, have started working with at least two counties to develop a diversion program; to include training, resources, and technical assistance.

• By 31 December 2018, contact surrounding counties of areas with low juvenile offense rate to develop a working relationship for referrals to other county if case arises.

Goal #2
Evaluate existing programs for effectiveness and use of best practice recommendations.

Strategies:
• By 31 December 2016, identify programs with low success rates in JDCMS (Juvenile Diversion Case Management System) and evaluate program for technical assistance with best practices and potential changes to program.

• By 31 December 2017, develop program evaluation schedule and checklist and do site visits and evaluations of 25% of diversion programs.

• By 31 December 2018, evaluate 75% of diversion programs.

Goal #3
Develop comprehensive diversion resources and program packets for use by programs and county attorneys.

Strategies:
• By 31 December 2016, research law enforcement, school, and tribal based diversion programs.

• By 31 December 2017, begin developing trainings, resources, and packets of information.

• By 31 December 2018, have a comprehensive array of resources posted to the Crime Commission website.

Office of Violence Prevention Division

Goal #1
Complete Rules and Regulations for the Office of Violence Prevention.

Strategies:
• By 30 June 2016, submit copy to the Policy Research Office for approval of public hearing.
• By 31 December 2016, have final copy submitted to the Attorney General’s Office.
• By 30 June 2017, have cleanup of any unforeseen problems.

Goal #2
Complete Strategic Plan for the Office of Violence Prevention.

Strategies:
• By 31 December 2016, research and complete SWOT analysis on Office of Violence Prevention Program.
• By 31 December 2017, complete strategic plan with recommendations and next steps.
• By 1 January 2018, implement beginning stages of strategic plan.

Goal #3
Evaluate funded programs for effectiveness and documented successful outcomes.

Strategies:
• By 31 December 2016, complete a model that collaborates evaluators, office, and programs.
• By 31 December 2017, complete a warehouse of all evaluations that will be viewable.

Community-based Juvenile Services Aid Division

Goal #1
Increase the number of counties and tribes receiving Community-based Juvenile Services Aid.

Strategies:
• By 31 December 2016, contact all county and tribal chairpersons who are not receiving Community-based Juvenile Services Aid.
• By 31 December 2017, bring two new counties and/or tribes onboard.
• By 31 December 2017, assist counties and tribes who are struggling with grant management, and have those specific subgrantees submit the grant application to the Chief for feedback before the 2018 submission.
• By 31 December 2018, bring an additional two new counties and/or tribes onboard.
Goal #2
Evaluate the existing programs for effectiveness and use of best practices.

Strategies:
- By 31 December 2016, ensure all programs are entering data into JCMS.
- By 31 December 2017, determine programs’ effectiveness through the evaluation conducted by the Juvenile Justice Institute.
- By 31 December 2018, provide technical support to those programs that are not showing positive outcomes.
- By 31 December 2018, create a spreadsheet for those programs that are not effective, and present that information to the review teams for the 2019 application submission.

Goal #3
Monitor the financial accountability of subgrantees.

Strategies:
- By 31 December 2016, monitor 25% of active subgrantees.
- By 31 December 2017, create a financial risk analysis and determine at-risk subgrantees, and monitor 50% of active subgrantees.
- By 31 December 2018, develop a stable process for monitoring and pre-auditing for 100% of subgrantees, and monitor 75% of active subgrantees.

Community Corrections Division

Goal #1
Expand the scope of the annual report, to include county data and juvenile diversion

Strategies:
- Timeline: expansion with the release of each annual report in January 2017 -2018
- Work with Amy Hoffman and county diversion program administrators to develop relationships and gain access to data to include in subsequent updates of the annual report
- Work with larger counties community corrections programs (Lancaster and Douglas counties initially) to begin to develop relationships to establish the need for inclusion of these facilities data in our report
- Continue to work with state agencies to expand their ability to give us more data than just the current demographic submissions. Meet as needed to discuss the importance of our report and the necessity of increasing from demographic data to a true data extract.

Goal #2
Develop relationships with NDCS and County individuals to facilitate the community corrections division visiting community correctional facilities as defined in Neb.Rev.Stat. §47-621, to begin to facilitate the implementation of the division requirements in §47-624(1), (2), and (9).

Strategies:
- Timeline: Beginning in June 2016, visit WEC, CCO, and CCL by September 2016. Visit each facility annually thereafter.
- Establish and document what we are doing statewide in terms of our operation and use of community correctional facilities and programs, include this information in our annual report.
- Develop standards for the use of community correctional facilities and programs, or evaluate the current standards being used by parole administration and probation administration, and include in annual report.

Goal #3
Prioritize §47-624(8) which is to study substance abuse and mental health treatment services in an related to the criminal justice system, recommend improvements, and evaluate the implementation of improvements

Strategies:
- Timeline: beginning in early 2017
- Gather data and information from existing substance abuse and mental health treatment services in NDCS, parole administration programs, probation administration programs, and specialized courts
- Analyze data gathered, compare to other states’ programs, evaluate successes and identify areas for improvement
- Issue report

Goal #4
Rules and Regulations Title 74

Strategies:
- Timeline: will be complete by August 2016
- Draft rules and regulations, get approval from Dave Stolz (legal review) February 2016
- Obtain approval from PRO
- Conduct review and seek input from CSG County justice reinvestment group by March, 2016.
• Public Hearing at Crime Commission quarterly meeting in May 2016
• Provide Attorney General’s approved changes to the Governor’s office for approval.
• Program to be completed, take effect August 30, 2016 when money is appropriated to begin funding grants to county jails based on increase in average daily jail population due to changes brought from LB 605 (2015).
• Provide Governor’s approved changes to the Secretary of State’s office and to all counties and county jails in the state.

Goal # 5

Establish a long-term plan for the UDF (Uniform Data Fund) fund and the creation for better data systems within state agencies

Strategies:
• Timeline: beginning in May 2016, will work with each agency through the 2016-2017 fiscal year to establish a framework of longer term needs for data/technology projects
• Contact Nebraska Department of Correctional Services, Probation Administration, Parole Administration and NCJIS (Nebraska Criminal Justice Information System) to get a 2-3 year plan from each entity to establish an estimate of their longer term goals and needs for the development of their data systems
• Petition legislature for an annual spending authority increase, or get a one-time spending authority increase to utilize the built up dollars in the fund to build data warehouses and other improvements to facilitate getting the data we need for our annual report, and other data collection we need to have to accomplish the above goals.

Jail Standards Division

Goal #1

Assure that all local juvenile and adult detention facilities that house State or Federal Inmates are compliant with Federal PREA (Prison Rape Elimination Act) regulations by August 2016

Strategies:
• Provide ongoing technical assistance to the jails and detention facilities related to PREA compliance resources
• Provide PREA Audit services per request as resources are available
• Monitor ongoing compliance progress
• Seek a staff position to coordinate PREA activities in the jails and detention facilities in the State
• Develop a job description and justification for this position
• Develop a list of statewide activities that would be the responsibility of this position
• Notify jails and detention facilities that are not PREA compliant by August 20, 2016 that they should not be holding Federal or State inmates until they are compliant with the PREA standards.

Goal #2
Complete an update of the Title 83 Juvenile Detention Facility Standards by the summer of 2017

Strategies:
• Obtain approval from the PRO (Governor’s Police Research Office) to begin the revision process
• Conduct Standard’s Revision Committee meetings to review the current Standards and develop recommendations for change
• Seek approval for the Committee recommendations from the Jail Standards Board at Public Hearing
• Seek review of Jail Standards board approved changes from the Attorney General’s Office
• Provide Attorney General’s approved changes to the Governor’s office for approval.
• Provide Governor approved changes to the Secretary of State’s Office and to all jails and detention facilities in the State.

Goal #3
Establish Title 75 or 76 Staff Secure Standards by the summer of 2017

Strategies:
• Obtain approval from PRO to begin the revision process
• Conduct Standard’s Revision Committee meetings to review the current Juvenile Detention Facility Standards and develop recommendations for creation of Staff Secure Standards that are consistent with the Juvenile Detention Facility Standards.
• Seek approval for the committee recommendations from the Jail Standards board at Public Hearing
• Seek review of Jail Standards Board approved changes from the Attorney General’s Office
• Provide Attorney General’s approved changes to the Governor’s office for approval.
• Provide Governor approved changes to the Secretary of State’s office and to all jails and detention facilities in the State.

Goal #4
Increase Jail Standards ability to provide training for all jail and detention staff including: Initial training, Orientation Training, Annual Training,
Regional Training Events, and a Statewide Annual Training Conference by July of 2017.

Strategies:
- Seek a Jail Standards staff position to coordinate training activities in the jails and detention facilities in the State
- Develop a job description and justification for this position
- Develop a schedule of statewide training activities that would be this positions’ responsibility
- Assign resources as necessary

Goal #5

Strategies:
- Complete a review of the last two years of case law and statute changes
- Develop recommendations that are consistent with case law requirements and statutory changes
- Request a review of these recommendations from the NIRMA (Nebraska Intergovernmental Risk Management Agency) jail specialist
- Adapt recommendations as necessary
- Submit this document to the Jail Standards Board for review
- Provide the approved document to all jails and detention facilities in the State
- Assure during annual inspections in 2017 that all jail policy manuals reflect the information and requirements contained in this new document.

Grants Division

Goal #1
To reduce gaps and needs within Nebraska as it relates to the Criminal Justice System

Strategies:
- Develop state-wide strategic plan to identify gaps and needs within the criminal justice system in Nebraska
  - Performance indicators:
    - Develop and implement victim assistance state wide strategic plan by March 1, 2016
    - Develop JAG (Justice Assistance Grant) statewide strategic plan by October 30, 2016
Goal #2
To ensure effective and efficient use of Federal Funds

Strategies:
- Fund programs that are innovative and evidence based
  - Performance indicators:
    - 30% of JAG funds will be evaluated by December 1, 2017
    - 30% of VOCA (Victims of Crime Act) funds will be evaluated by December 1, 2018
    - 15% of Juvenile funds will be evaluated by December 1, 2019
    - 90% of federal funds will be used for programs that demonstrate evidence base practices and/or evidence based programming by December 1, 2018
    - 70% of federal funds will be used for new and innovative programs and/or existing programs that show new and innovative practices by December 1, 2018

Goal #3
Create solid division infrastructure to handle increased funding

Strategies:
- Ensure division ability to handle increased funding
  - Performance indicators:
    - Determine needs/gaps within division to handle VOCA increase by March 1, 2016
    - Create implementation to address identified needs and gaps by July 1, 2016
    - 85% of identified needs and gaps will be implemented by December 1, 2017.

H. Statutory Authority

The Nebraska Commission on Law Enforcement and Criminal Justice was established by State Statute §81-1415 through §81-1429.02. The governing board consists of nineteen members including the Governor, the Attorney General, and others from the public and the criminal justice community appointed by the Governor. The Commissioners duties are specifically enumerated in §81-1423. The Executive Director of the Commission shall be appointed by the Governor per qualifications specified in §81-1424, and the
duties and responsibilities are specified in §81-1425, which include the statutory authority for this strategic plan.
Appendix
A. Strengths & Weaknesses completed in September 2014
<table>
<thead>
<tr>
<th>Theme</th>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Goal</th>
<th>Objective</th>
</tr>
</thead>
</table>
| Training | • Training Center  
• IT Training  
• Grants Training  
• Professional Development  
• Lesson Plans  
• Jail Standards | • Cultural Sensitivity/Diversity  
• CC Employee Training  
• CC Grant Review  
Member training  
• Cross training  
• Lack of resources | To provide high quality, appropriate and timely training to Criminal Justice stakeholders. | Have an item from each division to give to Darrell to inform Stakeholders at annual conferences or any large meeting.  
To provide training for supervisors for...  
Hiring practices  
Policies & Procedures  
Budgets & HR  
Transparency in budget  
Clear process for reclassification  
Provide three basic training sessions a year  
Provide culture diversity training for chiefs by 6/30/15.  
Provide grant writing training 1 per year to subgrantees  
Receive one Human Resources Meeting with DAS for all employees one time per year for all staff  
Cross Training in HR issues in case Mary is gone in issues such as...  
How and when can you use the credit card?  
Expense Reimbursement  
What you can/can’t spend money on  
Submitting Requests for travel  
Consistency in how you are told to do something expense wise |
Clear chain of command if you’re supervisor is gone and you need something...next Chief in charge.

New employee orientation
   Employee Handbook
   How to rent a car
   How to sign up for insurance...what you are eligible for TSB Card

Provide some type of training for the trainer.

Provide instructor development course.

Provide a list of what training opportunities are available for employees

Target smaller agencies to do a regional training for jail operations

Attend actual training classes for those within division

To have a Community Correction Program
   Training for Attorneys

To have a General Fund for Conference Annually or Bi-Annually for criminal Justice Behavioral Health

To be able to provide training which we are mandated by statute to provide with regards to community correction throughout the state

Budget appropriation for staff development to maintain certain level of expertise
To train new Crime Commission board members within the first six months of appointment.
# Strategic Plan 2016 - 2018

## Communication & Collaboration

- Office is small in size
- Website
- Teamwork
- Overlapping responsibilities across divisions (grants, SAC/stats/data, VOCA/VINE/JSD, JSD/NCJIS, etc)

## Workforce

- Knowledgeable Staff
- Retention
- Employees dedicated and passionate about work
- Quality people
- Reputation
- Teamwork
- Types of work conducted are diverse, unique and interesting
- Resource

## Policy

- Re-classification
- Conflict of Interest

## Objectives

- Hold monthly Chiefs meeting & monthly staff meeting, feature a division at each staff meeting
- Attend at least 1 NSA meeting per qtr. (4 per year)
- Attend at least 1 PCAN meeting per qtr. (4 year)
- Justice Reinvestment working group meetings
- Schedule Qtrly grant meetings on information sharing (4 year)
- Utilize website for Crime Commission newsletter
- Collaborate efforts of the group and who each person is working with
- Have the Annual Report due before January 20th
- Conduct an Annual Staff Retreat by November 1st 2015 with the training center personnel.
- Develop a plan for divisions that will experience turnover by January 1st 2016. This should include PDQ’s per employee and a Manual/Notebook listing all job duties and contacts for that position as well as any groups they belong to. This should then be posted on the Z Drive.

## Workforce

- Turn over
- No long term plan/sustainability
- Flex scheduling
- Low Morale
- Inconsistent rules
- Lack of Change
- Divisions work in silos
- Un-even workload
- Inequity in pay
- Lack of support staff

## Workforce

- Workload Analysis
- Address morale by allowing more training and flexible schedules

To create a work environment that is positive, challenging, productive and rewarding.

## Policy

- Review of O/I:
- Staff Memos

Draft legally defensible policies which are consistent with current state & federal laws. All
| Information Technology | • NCJIS  
• Resource | • TC database  
• Website  
• Long term NCJIS funding  
• Information sharing among agencies  
• Agency wide online grants system | To develop and implement a comprehensive and sustainable IT plan.  
To obtain a sustainability plan for NCJIS since the JAG funding is down.  
Have the Criminal Justice Directory put on our NEW Website.  
Only have one database to maintain within the agency. Or be able to pull data together from multiple databases.  
Have a calendar on the crime commission website that lists all of the crime commission meetings and deadlines.  
Have the online grant software be up and running by April 15th, 2015 |
| --- | --- | --- | --- |
| | policies which are consistent with current state and federal law.  
policies should receive legal review and have a routing sheet to sign off on  
Add that this should be gone over again after each legislative change.  
Draft O/I’s for the Commission Board. Address the conflict of interest on the Grant Review Board. Create term limits for Grant Review Committee. | | |
<table>
<thead>
<tr>
<th>Budget</th>
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</thead>
<tbody>
<tr>
<td>• Budget supports facility and most equipment needs</td>
</tr>
<tr>
<td>• Lack of Program Development</td>
</tr>
<tr>
<td>• Reliance on grant funding</td>
</tr>
<tr>
<td>• Limited Budget</td>
</tr>
<tr>
<td>Depoliticize “fiscal notes” on legislation so true costs of programs can be identified</td>
</tr>
<tr>
<td>Seek appropriations for true costs of programs and services that are mandated by legislation.</td>
</tr>
<tr>
<td>NCJIS needs its own General Fund appropriation line in the Annual Budget.</td>
</tr>
<tr>
<td>Each division chief should get an itemized quarterly budget status report with each program’s allocation listed, how it’s funded and if money is being used for another program.</td>
</tr>
<tr>
<td>Share actual itemized budget on the Z drive so everyone has access to it.</td>
</tr>
<tr>
<td>Work to seek a permanent General Fund Appropriation line in the Annual Budget for Leif and CJIS.</td>
</tr>
</tbody>
</table>