

# NEBRASKA COMMISSION ON LAW ENFORCEMENT AND CRIMINAL JUSTICE

Strategic Plan  
July 1, 2018 – June 30, 2023

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**NEBRASKA**

Good Life. Great Service.

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COMMISSION ON LAW ENFORCEMENT  
AND CRIMINAL JUSTICE

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# Executive Summary

## Vision

Grow Safe Communities

## Mission

To provide criminal justice resources and law enforcement training to enhance the safety of people in Nebraska.

## Values

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

## Goals and Objectives

Each Division Chief, in conjunction with their staff, utilized the recommendations from the Chiefs brainstorming sessions to develop goals and objectives for their division. These goals were then approved by the Strategic Planning Coordinators and by the Agency Executive Director. The goals for each division are as follows:

### Budget and Accounting Division

Goal 1: Utilizing Crime Commission Operating Instructions and current practice, complete the division manual to include procedures for each main function in Budget and Accounting, by the end of Fiscal Year 2019.

Goal 2: To facilitate easier tracking and reporting of all expenditures and revenue, create a comprehensive overview for all IT sources of funds utilized by the agency, by the end of FY 2019.

Goal 3: To increase the employee's awareness of roles and functions, strengthen customer service, and increase the ability to evaluate employees in different roles, the division will cross-train all staff to allow employees to learn multiple responsibilities, on an ongoing basis.

Goal 4: Update the Crime Victim's Reparations (CVR) Rules and Regulations.

Objectives:

1. Complete first draft for legal Review by March 2017.
2. Send the Policy Research Office (PRO) a preview checklist along with the draft regulations and fiscal impact statement by the first quarter of May 2017.
3. Conduct a public hearing on proposed updated rules by October of 2017.
4. Submit the regulations and accompanying material to the Attorney General's Office by the second quarter of 2018.
5. Submit the regulations to the Governor's Office for final approval by 2019.

### Community-based Juvenile Services Aid Division

Goal 1: Utilizing the financial risk assessment tool, ensure all active subgrantees are low-risk, by June 30, 2022.

Objectives:

1. Create a financial risk analysis by June 2019.
2. Determine risk level of all active subgrantees by December 2019.
3. After risk level is determined, implement reimbursement on high-risk subgrantees.
4. Provide technical assistance to high-risk subgrantees by June 2020.
5. Provide technical assistance to medium-risk subgrantees by December 2020.
6. Determine risk level of all active subgrantees by June 2021.
7. Provide technical assistance to high and medium-risk subgrantees by June 2022.

Goal 2: Conduct ongoing financial monitors for the Community-based Juvenile Services Aid Program.

Objectives:

1. Annually, create a schedule of the onsite monitors to visit based on the risk assessment.
2. Annually, conduct onsite monitors on 10 subgrantees.

Goal 3: Provide ongoing training and technical assistance to subgrantees on program and financial requirements.

Objectives:

1. Develop a financial guidebook by December 2018.
2. Provide technical assistance to subgrantees on financial guidebook by May 2019.
3. Provide 2 grant management trainings by September 2019.

Goal 4: Increase number of counties and tribes receiving funds by June 30, 2022.

Objectives:

1. Contact all county boards and tribal councils who are not currently participating in CBA funds by December 2018.
2. Assist county/tribe with preparation of a community plan by September 2019.
3. Provide assistance to 2 new counties/tribes to write a grant application for the 2019 grant application by December 2019.
4. Follow-up with counties/tribes not receiving CBA funds in 2020.
5. Provide assistance to 2 new counties/tribes to write a grant application for the 2020 grant application by December 2020.
6. In 2021, reassess the situation and provide additional objectives on increasing county/tribal participation in CBA funds.

### Community Corrections Division

Goal 1: The Community Corrections Division will develop recommendations for system improvement to mental health and substance abuse/use services within the community corrections system, to be included in the division annual report by January 1, 2020.

Objectives:

1. Utilizing available data, study programs to determine if rates of treatment indicate the programs and services being used are successful by July 1, 2019. Successful treatment will be measured by rates of improved mental health stability and/or decrease in substance use/abuse. Also measured by reduced rates of recidivism, meaning reduced rates of people in the system violating terms of parole or probation, or committing new law violations and returning to incarceration, or moving from probation to incarceration, because of mental and behavioral health or ongoing substance use/relapses.
2. Utilizing available data, study programs and services used in other states to gain knowledge of treatment programs used outside of Nebraska by October 1, 2019.

Goal 2: Working with the data plans submitted by Uniform Data Fund contract recipients, the division will establish a long term plan by January 1, 2019.

Objectives:

1. Utilizing data plans that were required with each annual data fund request, create a prioritized spreadsheet of long term needs and goals for data and technology projects by July 1, 2018
2. Meeting statutory guidelines, create official guidelines or rules and regulations for the governance of the Uniform Data Fund by January 1, 2019.

Goal 3: The division will create a new, expanded format for the annual report, to include cost-benefit analysis of programs and services by January 1, 2021.

Objectives:

1. Utilizing data available from community corrections partners, identify criteria necessary for cost benefit analysis that matches program needs by December 31, 2018.
2. Within the limits of available funding, re-hire UDF fund research/data analyst to do cost benefit analysis of data to establish whether our programs are data driven and produce measurable outcomes by July 1, 2020.

Goal 4: The division will work with available partners to increase the number of County Jails applying for the County Justice Reinvestment Grant Program by June 30, 2018.

Objectives:

1. Collaborate with County Attorney association, Sheriff's association, NACO, and county jail officials to ensure information regarding application deadlines has been disseminated effectively, by January 30, 2018.
2. Contact all county attorneys and jail officials who are currently not participating in the grant program by January 30, 2018.

Goal 5: The legislative liaison will track legislation and legislative activity daily during the legislative session, and will create a chart of bills directly affecting the Crime Commission. The bill chart will be updated daily and will be sent to Executive Director and other Division Chiefs weekly during session 90% of the time. Fiscal notes and testimony will be completed and submitted within respective time requirements.

Objectives:

1. Create 2018 agency bill chart on January 3, 2018. Update bill chart daily for each of the 10 days of bill introduction. Update bill chart daily thereafter to track any movement on bills affecting Crime Commission
2. All fiscal notes will be completed 48 hours prior to the hearing on each bill and submitted to PRO, Budget Division, and fiscal analyst.
3. All Executive Director Testimony will be drafted and submitted to ED 1 week prior to hearing date. Testimony will be submitted to PRO 72 hours prior to hearing date.

## Grants Division

Goal 1: Grants Division will develop a 2018-2020 JAG Statewide Strategic Plan by December 2018.

### Objectives:

1. Utilizing research methodology and facilitators from previous plan, ensure consistency by conducting 100% of program monitors by December 2019.
2. Collaborating with the University of Nebraska, JAG Administrator will evaluate 30% of FY 2017 JAG applicants by December 2018.
3. JAG Administrator, along with the University, will utilize various instruments to determine and identify best practices as identified in previous research methodology. 20% of JAG funded programs will be considered to be a best practice model by December 2018.
4. The JAG Administrator, along with the University, will utilize various instruments (scorecards) as identified in previous research methodology to determine and identify evidence based programming. 20% of JAG funded programs will be deemed evidence based by December 2020.
5. The JAG Administrator will compare all current JAG funded programs to the priority areas identified in the 2018-2020 JAG Strategic Plan. 90% of JAG funded programs will fall into the identified priority categories as identified in the 2018-2020 JAG Strategic Plan by December 2020.

Goal 2: Advance 10% of all active JAG, VAWA, SASP, RSAT sub-recipients from moderate risk to low risk monitoring status by December 2020.

### Objectives:

1. Utilizing sub-grantee grant application problem statement and statistics, quarterly activity reports, cash reports, financial monitor reports, and policies and procedures, the Grants Division will evaluate all active JAG, VAWA, SASP and RSAT active grants for compliance with federal guidelines and adherence to financial and programmatic agreement by December 2018.
2. Utilizing Federal guidelines and program/financial monitoring assessment tool, the Grants Division will identify monitoring level of all active JAG, VAWA, SASP, RSAT grants by December 2019.
3. Utilizing monitoring level/assessment results, the Grants Division will determine each active VAWA, JAG, RSAT, and SASP sub-recipient's monitoring necessities, rigor of monthly/quarterly reimbursement reviews, and frequency of desk audits and on-site monitors by December 2018.

4. Utilizing monitoring level/assessment results, the Grants Division will establish a corrective action plan for addressing grant management deficiencies by November 2019 and will communicate the assessment results and corrective action plan to each sub-recipient by December 2019 as deemed appropriate by the Grants Division.
5. The VAWA and JAG Administrators will provide technical assistance based upon their expertise and/or referrals to resources within the Department of Justice for sub-grantees that assessed at moderate to high monitoring level by March 2020.

Goal 3: Based on evaluation results for VAWA, develop a best practices model to be used in the development of the Violence Against Women Act Strategic Plan by December 2020.

Objectives:

1. Collaborating with the University of Nebraska, VAWA Administrator will evaluate 25% of FY 2016-2018 programs for alignment with VAWA priorities by December 2019.
2. The VAWA Administrator will identify trauma informed practices through the definition set forth by Office for Violence Against Women. 25% of VAWA funded programs will be utilizing trauma informed best practices by December 2019 as indicated in the VAWA Strategic Plan.
3. The VAWA Administrator will ensure trauma informed best practices through the definition set forth by Office for Violence Against Women. 50% of VAWA funded programs will be utilizing trauma informed best practices by December 2020.
4. Based on evaluation results a best practice model will be developed to be used in the development of the Violence Against Women Act Plan by December 2020. Utilizing the results from the strategic plan the Grants Division will develop a best model to be used in the development of future VAWA and JAG Strategic Plans by December 2020.

#### Information Services Division

Goal #1: Enhance capabilities to collect, analyze, and interpret data on criminal justice issues relevant to our state, and position agency as the core body of knowledge on all criminal justice data by 2022.

Objectives:

1. Increase SAC resources.
2. Produce Sentencing Interactive Dashboard.

Goal 2: Continue to improve the mechanism for collaboration among state agencies, vendors, and local law enforcement agencies to collect, maintain, and build data systems having common components, and share state-specific information pertaining to vital criminal justice data via regular CJIS Advisory Committee meetings.

Objectives:

1. Increase the number of local law enforcement agencies submitting electronic citations to 50% by 2019.
2. Begin eFiling data strategies.
3. Complete Statute Based Data Collection Project.

Goal 3: Improve the availability, quality, and comparability of the data and to reduce the internal burden on data dissemination by 2020.

Objectives:

1. Reinstitute the Juvenile Court Reporting.
2. Create Diversion/CBA Online Data Reporting on NCC Website.
3. Create Jail Admission Data Reporting on NCC Website.

#### Jail Standards Division

Goal 1: Jail Standards staff will complete all Statutory duties as required.

Objectives:

1. Utilizing Nebraska Jail Standards, complete annual inspections of all jails, juvenile detention facilities, and staff secure facilities annually.
2. Utilizing Jail Planning materials, provide technical assistance to all local jurisdictions that pursue planning and construction of a new institution or renovation of an existing facility as requested.
3. Utilizing current case law and statute, provide technical assistance to all local jurisdictions related to the lawful operation of their facilities.
4. Utilizing the Nebraska Initial Jail Training Curriculum, provide Initial Training for new jail employees in conjunction with the Law Enforcement Training Center and the local jail training academies.

Goal 2: Jail Standards staff will assure that all local juvenile and adult detention facilities that house State or Federal inmates are compliant with Federal PREA regulations.

Objectives:

1. Utilizing the PREA Standards, provide ongoing technical assistance to the jails and detention facilities related to PREA compliance as requested.
2. Utilizing PREA certified staff, provide PREA Audit services per request as resources are available.

3. Utilizing PREA certified staff, monitor ongoing compliance progress as requested.
4. Utilizing the Budget process, seek a staff position to coordinate PREA activities in the jails and detention facilities in the State.
5. Utilizing the requirements of the PREA Standards, develop a job description and justification for this position and develop a list of statewide activities that would be the responsibility of this position.
6. Utilizing the PREA Standards, annually notify jails and detention facilities that are not PREA compliant that they should not be holding Federal or State inmates until they are compliant with the PREA Standards.

Goal 3: The Jail Standards Board will complete an update of the Title 83 Juvenile Detention Facility Standards and the Title 81 Adult Detention Facility Standards by the summer of 2019.

Objectives:

1. Utilizing the Administrative Procedures Act obtain approval from PRO to begin the revision process.
2. Utilizing Jail Standards resources, conduct Standard's Revision Committee meetings to review the current Standards and develop recommendations for change.
3. At a Jail Standards Board meeting, seek approval for the Committee recommendations from the Jail Standards Board at Public Hearing.
4. Utilizing the Administrative Procedures Act, seek review of Jail Standards Board approved changes from the Attorney General's Office.
5. Per the Administrative Procedures Act, provide the Attorney General's approved changes to the Governor's Office for approval.
6. Per the Administrative Procedures Act, provide Governor approved changes to the Secretary of State's Office and to all jails and detention facilities in the State.

Goal 4: Jail Standards staff will provide training for jail, detention, and staff secure staff including: Initial Training, Orientation Training, Annual Training, Regional Training Events, and a Statewide Annual Training Conference annually.

Objectives:

1. Utilizing the Nebraska Initial Jail Training Curriculum, Jail Standards staff will assure that all employees in jails receive Orientation Training and Initial Training within their first year of service.

2. Utilizing the Nebraska Caregivers Training Curriculum, Jail Standards staff will assure that all employees in juvenile detention and staff secure facilities receive Orientation Training and Initial Training within their first year of service.
3. In conjunction with the Nebraska Correctional Administrators and Managers Association (NCAMA), Jail Standards staff will present a three-day training conference on jail issues annually.
4. Using the Budget process, Jail Standards will seek a Jail Standards staff position to coordinate training activities in the jails and detention facilities in the State.
5. Utilizing Jail Standards staff expertise, develop a job description and justification for this position and develop a schedule of statewide training activities that would be this positions responsibility.

### Juvenile Diversion Division

Goal 1: Increase statewide juvenile diversion availability and accessibility by 2023.

Objectives:

1. Annually, contact each county to identify the status of current diversion program, plans for development if no program in existence, and technical assistance necessary to implement a program.
2. By 2020, develop a proposal for collaboration with Probation Administration allowed in Nebraska statute 29-2258 to offer diversion and present to Probation Administration.
3. By 2023, create a diversion program alternative that counties can easily implement or utilize with youth in lieu of a formalized diversion program.

Goal 2: Conduct ongoing program monitors and technical assistance of juvenile diversion programs statewide.

Objectives:

1. Annually, create a schedule of onsite monitors that includes at least three programs per quarter.
2. In January of each year, check JCMS data to ensure all programs are entering quality data with fidelity and identify programs that may need technical assistance.
3. By 2019, develop a desk monitor protocol that would allow for program review without an onsite monitor.

Goal 3: Utilizing the resources currently available, provide training to juvenile diversion programs.

Objectives:

1. By 2019, work with the Office of Dispute Resolution to assist with Restorative Justice training and incorporating Victim Youth Conferencing into diversion best practices.
2. On an annual basis, create a diversion academy training schedule that will provide for at least three training topics for diversion programs statewide.
3. Work with the diversion subcommittee of NCJJ to hold at least two diversion coordinator meetings/networking sessions annually.
4. By 2019, determine ability to become a Youth Level of Service/Case Management Inventory assessment (YLS/CMI) trainer or contract with an outside entity to provide YLS/CMI training to diversion programs statewide.
5. Utilize the Juvenile Justice Institute to determine what diversion components have demonstrated positive outcomes through evaluation and train programs accordingly.

Goal 4: Determine if the diversion data is complying with sealed records laws.

Objectives:

1. Research Nebraska law to determine if juvenile diversion data is considered data to be sealed.
2. Research Nebraska law to determine who owns the diversion data and who the data is sealed from.
3. Assess the validity of the current JCMS MOU and determine if a new one needs drafted.

Goal 5: Hold Community-based Juvenile Services Aid conference annually.

Objectives:

1. Utilizing the current resources available, determine a budget for an annual CBA conference.
2. Form a committee that can plan the conference.

## Law Enforcement Training Center

Goal 1: Utilizing current funding request protocols, NLETC staff will collaborate with the Nebraska State Patrol and State Buildings Division to create a new facility needs Master Plan in 2018.

### Objectives:

1. Create needs assessment statements by July 1, 2018 that addresses:
  - a) Updating firearms training facility for safe operations;
  - b) Updating driver training facility for safe operations;
  - c) Updating dynamic skills training areas for safe operations & active shooter training;
  - d) Update and expand campus classrooms and living facilities as determined by the needs assessment in the Facility Master Plan.
2. Request appropriation through Budget Division in the biennial budget due September 15, 2018.

Goal 2: NLETC will work with the Office of the Chief Information Officer (OCIO), Budget and Information Services Divisions, Process Improvement Coordinator, to update or replace the State's Law Enforcement Certification Database by June 30, 2021.

### Objectives:

1. Establish a needs assessment team comprised of NLETC staff, OCIO, Information Services and Budget Division staffs, and Process Improvement Coordinator by January 30, 2018.
2. Needs Assessment Team develops needs statement for RFP by July 1, 2018.
3. Request appropriation in the next biennial budget due 15 September 2018.
4. Coordinate with OCIO & State Purchasing to issue RFP or contract as appropriate by July 1, 2019.

Goal 3: To fulfil the State's need for certified law enforcement officers, NLETC will provide 3 basic certification classes of 50 new law enforcement students each on an annual basis.

### Objectives:

1. A training calendar for the next calendar year will be posted to the NLETC public website by October 1 of the current year annually.
2. The deputy director of training will submit a *Basic Curriculum* for PSAC (Police Standards Advisory Council) approval for the next calendar year by the December PSAC meeting each year.
3. The director will submit a tuition and fees schedule to PSAC for their approval at the December PSAC meeting each year.

Goal 4: NLETC will conduct a new Nebraska law enforcement officer job-task-analysis (JTA) in 2019 as required every 8 years by NAC Title 79, Chapter 14.

Objectives:

1. Director will notify the Budget Division of the requirement for a statewide JTA before June 30, 2018 for the biennium requiring the funding outlay.
2. Director will assist in identifying JTA contractors for the State to consider by June 30, 2018.
3. The Director will assemble a team representing state law enforcement officials to review and recommend JTA findings to the Council by the December PSAC meeting preceding implementation of the new Basic curriculum.

Goal 5: Using best training practices, NLETC staff instructors will conduct safe, efficient, and effective law enforcement training *daily* that significantly reduces or eliminates risk of injury as well as eliminates/minimizes likelihood of damage to state property.

Objectives:

1. Each staff instructor in charge of a training skill/class that has any risk of injury or property damage, will have a risk assessment attached to the lesson plan *prior to the instruction*, that outlines the risk, plan to mitigate the risk, and list of safety equipment to be used including student personal protection (ballistic vest) as well as site equipment to have on hand (first aid kit).
2. Staff instructors in charge of a skills activity, shall have identified safety equipment inspected and ready ahead of any class requiring the equipment.
3. Staff instructors shall enforce safety directives on all personnel present: Students, adjunct instructors, volunteers, guests, including assigning safety officer(s) whose only responsibility shall be safety.

Goal 6: NLETC staff will produce agency/customer correspondence, agency mailings, and copying work free of error each day.

Objectives:

1. Staff shall be focused on the task at hand and ensure that all mailings and copy work are free of errors by allowing the required time to produce error-free work daily.
2. Staff shall produce error-free work by having effective communication with stakeholders and use of proof readers where possible.

Goal 7: NLETC staff will at all times treat NLETC students, agencies sending students, and the public with respect and courtesy by conducting themselves in a thoughtful and professional manner that values personal dignity, diversity, and student confidentiality.

Objectives:

1. All training center staff shall be courteous with all others at all times.
2. All training center staff shall maintain student file confidentiality and access information (NCJIS) on legally defensible grounds each time accessed.

Goal 8: Utilizing current funding request protocols in place, create two additional staff instructor positions to assist with teaching the PSAC approved basic curriculum by July 1, 2019 so that the training is both effective and safe.

Objectives:

1. NLETC staff will gather justification through work studies and extent of use of outside instructors by June 30, 2019.
2. NLETC will work with State Personnel and Budget Division to request the additional staff in the biennial budget starting July 1, 2019.
3. NLETC will work with State Buildings Division (SBD) to allocate and construct additional offices upon approval of positions.

Goal 9: Within appropriated resources, NLETC will work with State Personnel and the Budget Division to promote a current staff instructor to Lead Staff Instructor position to supervise day to day operations of the basic certification academy by June 30, 2019.

Objectives:

1. NLETC & State Personnel will write the job description and establish classification before June 30, 2018.
2. NLETC & Budget Division will request the change by June 30, 2018.
3. NLETC management will conduct internal promotional process for the new Lead Staff Instructor upon the position's approval.

Goal 10: Utilizing current funding request protocols in place, NLETC management working with State Personnel and the Budget Division, will restore the Deputy Director Administration position to assure Nebraska law enforcement compliance with statutory requirements including revocation investigations beginning July 1, 2019.

Objectives:

1. NLETC staff with State Personnel will write a job description with appropriate classification before December 31, 2018.
2. NLETC will request the position by June 30, 2019.
3. NLETC working with State Buildings Division will allocate office space for the new deputy director upon positions approval.

## Office of the Executive Director

Goal 1: Make final disposition on complaints for revocation of law enforcement certification within one year utilizing Title 79, Chapter 9.

### Objectives:

1. Utilizing the administrative code, provide a written acknowledgement of response to the complainant within 24-business hours.
2. Utilizing the administrative code, notify the respondent(s) of receipt of an informal complaint for revocation filed with the Executive Director within 48-business hours.
3. Utilizing the administrative code, all informal complaints meriting an investigative review, will be sent for such review within 20-business days.
4. Utilizing the administrative code, most complaints will be resolved and a decision made to revoke or dismiss within one year of receipt of the informal complaint.
5. Annually, review Title 79, Chapter 9 to ensure compliance with state law.

Goal 2: Correct all vulnerabilities identified in the Nebraska Criminal Justice Information System (NCJIS) by 01 November 2020.

### Objectives:

1. Utilizing the identified vulnerabilities, update the Memorandum of Understanding (MOU) and have all agencies review and execute new MOU and create a new User Agreement with NCC by 01 July 2019.
2. Utilizing the Administrative Procedures Act, revise and update Title 78 of the Nebraska Administrative Code and disseminate to all agency administrators by 01 July 2019.
3. Utilizing the paid consultant, develop and implement necessary upgrades to NCJIS to identify and eliminate inappropriate use by 01 November 2020.
4. As facilitated by the NCJIS Administrator, provide educational opportunities on the proper use of NCJIS, as well as through law enforcement fraternal organizations by 31 December 2018.

Goal 3: Create a Mass Casualty Plan for use in our Crime Victims Reparations Program by 31 December 2018.

### Objectives:

1. Utilizing the Resource Guidebook, staff will identify the requirements to create a Mass Casualty Plan by 31 May 2018.

2. Utilizing CVR programs across the US, our Federal partners in the US DOJ, and the National Association of Crime Victim Compensation Boards, CVR Subject Matter Expert and the Executive Director, will develop a draft Mass Casualty Plan by 30 September 2018.

Goal 4: Develop and implement and a telecommunicating (work from home) Operating Instruction by 01 July 2020.

Objectives:

1. Utilizing DAS HR Representatives, Agency Legal Counsel, and Policy Analyst, prepare draft by 01 July 2020.
2. Utilizing Executive Director and Legal Counsel, and the Policy Analyst prepare final draft for the January 2020 Nebraska Crime Commission Meeting for final approval.

Goal 5: Develop and implement an agency disciplinary Operating Instruction by 01 January 2020.

Objectives:

1. Utilizing DAS-HR, the Executive Director, Legal Counsel, and the Policy Analyst, prepare final draft for the October 2019 Nebraska Crime Commission Meeting for final approval.

Goal 6: Implement an online grants management system agency wide by 01 January 2021.

Objectives:

1. Pilot an online grants system for the agency and our customers by 01 January 2019 in the Victim Assistance Division.
2. Create an in-house team of subject-matter experts (Core User Group) by 31 March 2018 to research online grants systems available and affordable for utilization.
3. Core user group to explore available and affordable options for online grants systems, as well as funding options report to the Executive Director by 30 June 2018.
4. Final decision made on funding and implement, and online grants system purchases and implemented by 01 January 2019.

## Office of Violence Prevention Division

Goal 1: The Office of Violence Prevention will implement new Rules and Regulations by November 2018.

### Objectives:

1. Utilizing new Rules and Regulations will conduct grant management training once a year
2. Using the new Rules and regulations will create Standard Operating instructions by July 2018.
3. Utilizing SOP's address complications and unforeseen problems quarterly.

Goal 2: Given our current human and financial resources complete Strategic Plan for the office of Violence prevention by 2019.

### Objectives:

1. Utilizing the OVP Advisory Council, will conduct two planning sessions to occur in June and September 2018.
2. Using State Rules and New OVP Rules and Regulations, will identify innovate, allowable and reasonable uses of grant funds by July 1, 2018.
3. Utilizing crime data, will identify areas that could utilize grant funds by December 31, 2018.

Goal 3: Develop a policy guidebook for sub grantees on evaluation of programs by December 31, 2020.

### Objectives:

1. Utilizing Crime Commission resources develop directory of evaluators within the state by December 31, 2018.
2. Utilizing Advisory Board develop criteria of evaluations for the office of violence prevention grants by July 1, 2019.
3. Revise Guidebook on an annual basis.

Goal 4: Evaluate programs for effectiveness and documented successful outcomes annually.

### Objectives:

1. Utilizing newly created policy guide book collect evaluations once every 3 years.
2. Using completed evaluations create a warehouse of evaluated programs.

## Victim Assistance Division

Goal 1: The Victim Assistance Division will have a Strategic Plan developed to adequately administer grant funds and special projects by July 1, 2019.

### Objectives:

1. Utilizing the VOCA Advisory Group will conduct two planning sessions to occur in March 2019.
2. Using the grant regulations will identify innovative allowable and reasonable uses of grant funds by December 31, 2018.
3. Utilizing available victim service and crime type data will identify unserved/underserved victim types and services by April 30, 2019.
4. Given our current resources will distribute workloads and funding to ensure all grant management tasks are completed within timeframes on an ongoing basis.
5. Understanding that federal funding fluctuates from year to year will identify funding priority areas for grant funds by December 15, 2018.

Goal 2: The Victim Assistance Division will create an Employee Grant Management Manual to increase cross training of all staff in the division by July 1, 2019.

### Objectives:

1. Using current grant rules and regulations, Federal Grant Management requirements and state fiscal requirements will identify application of the information to day to day operations of the division.
2. Applying the Employee Grant Management Manual staff will provide consistent and clear expectations to subgrantees on an ongoing basis.
3. Employing grant rules and regulations, federal and state grant management requirements and Operating Instruction #10 will create, implement, and review standard operating procedures by April 1, 2019.

Goal 3: The Victim Assistance Division will review and maintain annual monitoring protocols for grant funds by June 30, 2023.

### Objectives:

1. Applying federal grant monitoring requirements, grant rules and regulations and fiscal requirements will update the grant monitor report by January 30, 2018.
2. Utilizing the federal and state grant rules and regulations will create written financial and program monitoring instructions by February 28, 2018.
3. Using the current Operational Assessment Tool and Instructions, with updates as needed, will assess each subgrantee annually prior to the start date of the funding cycle.

4. Utilizing the Victim Assistance Division Monitoring Plan and Operational Assessment Tool the monitoring schedule will be updated annually according to the federal fiscal year.
5. Employing the monitoring schedule, Victim Assistance Division staff will complete 90% of monitors as scheduled annually.
6. Using the Victim Assistance Division Monitoring Plan staff will develop and administer technical assistance based on the identified need of each subgrantee on an ongoing basis.

## History

The Nebraska Commission on Law Enforcement and Criminal Justice (Crime Commission) was established by Chapter 81, Section 1416, as an agency of Nebraska State Government in 1969.

*There is hereby created the Nebraska Commission on Law Enforcement and Criminal Justice. The commission shall educate the community at large to the problems encountered by law enforcement authorities, promote respect for law and encourage community involvement in the administration of criminal justice. The commission shall be an agency of the state, and the exercise by the commission of the powers conferred by the provisions of sections 81-1415 to 81-1426.01 and 81-1429.03 shall be deemed to be an essential governmental function of the state.*

At its inception, the Crime Commission had one federal program in juvenile justice. The Nebraska Law Enforcement Training Center in Grand Island was originally under the control of the Nebraska State Patrol, but was transferred to the Crime Commission in 1971. Also in 1971, the Crime Commission added the Uniform Crime Reporting System.

The Commission has an annual appropriation of slightly more than \$33,842,857 and is categorized by the following:

- 35.8% in general funds (\$12,132,308)
- 5.6% in cash funds (\$1,885,518)
- 58.6% in federal funds (\$19,825,031)

The Commission has a staff of 54 employees between Lincoln and 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.

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 Crime 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 Crime Commission effectively administers a variety of criminal justice programs which benefit the citizens of Nebraska. The majority of the Crime Commission’s responsibilities are set forth in Nebraska Revised Statutes 81-1415 to 81-1429.02.

## 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. NLETC staff certify the curriculum and inspect the State Patrol, Omaha Police and Lincoln Police Academies annually for compliance with the curriculum requirements. NLETC conducts three (3) basic academies per year training approximately 150 new officers annually. The majority of this basic, in-service and specialized training is mandated by Nebraska Revised Statutes §81-1401 through §81-1414.10.
  - b) In-service training for sheriff’s, law enforcement and jail facility employees.
  - c) Law Enforcement Supervision and Management Courses.
  - d) Highway Safety Courses.
  - e) Specialized schools and courses.
2. Grant Programs: The Commission manages fourteen (14) separate federal and state grant programs.
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 services 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
  - a) Juvenile Services (Program 150)
  - b) Community-Based Juvenile Services Aid (Program 155)
  - c) Central Administration (Program 198)
  - d) Law Enforcement Training Center (Program 199)

- e) Victim-Witness Assistance (Program 201)
- f) Crime Victim's Reparations (Program 202)
- g) Jail Standards (Program 203)
- h) Office of Violence Prevention (Program 204)
- i) Criminal Justice Information System (Program 215)
- j) Community Corrections (Program 220)

The Budget and Accounting Division is the administrative core of the Crime Commission. It completes all the disbursements, including grant payments to subgrantees, and monitors expenditures vs. budgeted amounts for each budget program. The Crime Commission has more than 50 employees, a total appropriation of \$50.1 million dollars in FY 18-19, and eight separate cash and federal funds.

The Budget Division also administers the Crime Victim's Reparations program, which processes in excess of 150 claims each year. It plays a pivotal role in policy development (Operating Instructions and Staff Memos). It provides valuable input to the Governor's Process Improvement Coordinator with staff serving on the process improvement committees within the Crime Commission.

From the budgeting perspective, the Budget Division performs the following functions:

- a) Submits the Biennial Budget Request in odd numbered years.
- b) Submits the Revised Biennial Budget Request in even numbered years.
- c) Monitors the agency Personal Services Limits (salaries).
- d) Monitors budgeted vs. expended for our budget programs.
- e) Serves as the point of contact with the Governor's Budget Office and the Legislative Fiscal Office.
- f) Prepares the monthly financial metrics report and submits it to the Governor's Office. Meetings are held each quarter with the Governor's Chief of Staff.

From the accounting perspective, the Budget Division performs the following functions:

- a) Pays all bills from vendors.
- b) Processes and posts contracts and procurements in the state accounting system.
- c) Pays all expense reimbursement vouchers.
- d) Prepares journal entries as needed to correct entries in the state accounting system.

- e) In total, the Budget and Accounting Division processes in excess of 2,500 payments each year.

The Budget Division also performs the following functions for the Grants Divisions:

- a) Processes all subgrantee requests in the state accounting system.
- b) Completes 35 federal cash reports on our block grants each quarter.
- c) Tracks expenses for internal subgrants awarded to us.
- d) Requests federal funds via the federal letter of credit system and maintains a minimum balance of cash on hand.

The Budget Division is the liaison between the agency and the following state and federal agencies:

- a) DAS Human Resources.
- b) DAS Accounting Division.
- c) Legislative Fiscal Office (for budget and fiscal notes).
- d) DAS Budget Office (for budget and policy issues).
- e) State Auditor.
- f) Department of Justice (for financial reports).
- g) Office of the Comptroller (for federal audit reports).

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 Regulations), contracts, Operation Instructions, and Staff Memos.

## SWOT Analysis

The Nebraska Crime Commission had not completed an analysis of its Strengths, Weaknesses, Opportunities and Threats (SWOT Analysis) in several years. It was determined that this would be a necessary first step in beginning to assess how to steer the Nebraska Crime Commission toward a productive, efficient and successful future.

### SWOT Analysis Methods

The process included completion of a survey by all staff in the agency in the spring of 2017. Staff were asked to think about their job and how they perform the tasks that define their job. They were asked to go through the questions on the SWOT Analysis

Form and answer all questions as honestly as possible. Staff were asked to note what they see from their desk in their division and to think big picture. If they saw things that were issues for the entire organization, they were asked to put that down. They were informed that there are no bad ideas. If staff were thinking it, they needed to write it down and the survey coordinators would sort through the information.

All staff were asked to be honest as they participated in a short brainstorming session with the other members of their divisions. Staff were asked to share the information that they were comfortable sharing from their SWOT Analysis Form. Each division was asked to compile and rank the strengths and weaknesses within their division and within the agency. Each division was asked to compile and rank the opportunities and threats that they see in the external environment. Staff were encouraged to work together, look to the future, and pursue common goals to achieve the mission!

All division activities were coordinated by the Chiefs who were responsible for monitoring timelines and ensuring that staff complete the SWOT Analysis Forms in a timely manner. They were also responsible for scheduling a Division meeting to include a brainstorming session related to SWOT with all Division members participating. The brainstorming session included:

- A discussion reflected on flip chart paper of what SWOT issues staff identified. There was a separate chart pad for Strengths, Weaknesses, Opportunities and Threats with each including all ideas that staff wanted to share.
- When this was completed, staff utilized the ideas and information provided and formulated, as a group, a top ten list of all Strengths, Weaknesses, Opportunities and Threats.

When the Chiefs completed this meeting they retained a copy of each division member's anonymous SWOT Analysis Form, a copy of the flip chart sheets with all ideas, and a copy of the flip chart sheets with top ten lists.

All Chiefs then participated in a SWOT planning session. Their responsibilities during this meeting included:

- Presenting the top ten lists of Strengths, Weaknesses, Opportunities, and Threats that were created in their division brainstorming sessions.
- Reviewing the top ten lists from each division and developing an agency wide top ten list of Strengths, Weaknesses, Opportunities and Threats.
- This information was then forwarded to and used by the Strategic Planning Committee as they updated the agency Strategic Plan, and by the Division Chiefs as they prepared the Goals and Objectives for their divisions for the 2018 – 2023 Strategic Plan.

## SWOT Survey

All staff were asked to complete the SWOT Analysis Survey. Staff were asked to consider all questions from their own perspective, and from the point of view of the people who work around them. They were encouraged to not be modest or shy, and to be as objective as possible. It was reinforced that knowing and using your strengths can make your agency stronger and make you happier and more fulfilled at work. They were asked to also look at the agency's strengths and weaknesses and consider whether these open up any opportunities or present any threats. The survey questions included:

Strengths:

- What advantages does your agency have that others don't have (for example, skills, certifications, education, or connections; statutory assignments, knowledge pool or singular responsibilities)?
- What does your agency do better than anyone else? What resources can you access that others don't have?
- What do other people see as your agency's strengths?
- Which of your agency achievements are you most proud of?
- What values does your agency believe in that others fail to exhibit?
- Are you part of a network that no one else in your office is involved in? If so, what connections do you have with influential people?
- Which networking connections do you think are most valuable to your agency?
- What do you think are the greatest strengths of your Division?
- What do you think are the greatest strengths of the Crime Commission?

## Weaknesses:

- What tasks do you usually avoid because you don't feel confident doing them?
- Are there tasks your agency doesn't take on because of a lack of resources or ability?
- What will the people around you see as your weaknesses?
- What will the people you work with see as your agencies weaknesses?
- Are you completely confident in your education and skills training? If not, where are you weakest?
- What would your agency have to do to increase your confidence as a worker?
- What are your negative work habits (for example, are you often late, are you disorganized, do you have a short temper, or are you poor at handling stress)?
- What negative work habits do you see displayed in the agency workplace?
- What are some words that the agencies you work with would use to describe their interactions with your agency?
- What do you think are the greatest weaknesses of your Division?
- What do you think are the greatest weaknesses of the Crime Commission?

### Opportunities:

- What new technology can help you?
- Is your industry growing? If so, how can you take advantage of the current growth? (Examples of industries might be architects and sheriffs for Jail Standards or Judges, Law Enforcement and Federal Grant programs for Juvenile Services. Think globally!)
- Do you have a network of strategic contacts to help you, or offer good advice?
- Do you share your network of strategic contacts with all staff or with peers in other agencies? If not is there anything to be gained from doing this?
- What trends do you see in your organization and in your agencies field of operation, and how can you take advantage of them?
- Are any of your fellow agencies failing to do something important that you could take over? If so, can you take advantage of their mistakes?
- Is there a need in your field of operations that no one is filling?
- Do your customers, clients or vendors complain about something in your organization? If so, could you create an opportunity by offering a solution?
- What opportunities do you see that your division could pursue?
- What opportunities do you see that the Crime Commission could pursue?
- How do you feel you or your fellow staff members might find useful opportunities in the following?
  - Networking events, educational classes, or conferences.
  - A colleague going on an extended leave. Could some workers take on some of this person's projects to gain experience?
  - A new role or project that forces staff to learn new skills, like public speaking or cross training.

### Threats:

- What obstacles do you currently face at work?
- What obstacles does your agency currently face that must be addressed?
- Are any other entities competing with you for projects or roles?
- Are there other entities that could limit your ability to pursue your mission or goals?
- Is your job (or the demand for the things you do) changing?
- Does changing technology threaten your position?
- Could any of your weaknesses lead to threats?
- What threats do you see that could affect your division?
- What threats do you see that could affect the Crime Commission?

## Survey Analysis

After all surveys had been completed and at the completion of the Division brainstorming sessions, all issues noted in the surveys and presented in the Division meetings were compiled. This master list was then made available for discussion at the Chiefs brainstorming meeting and was used to compile top ten lists for strengths, weaknesses, opportunities and threats. The master survey list notes how many divisions identified an item ( ) and includes:

### Strengths:

1. Data reporting: NCJIS, NDEN, VINE, JAMIN (6)
2. Networking: Other agencies, local jurisdictions, law enforcement, legislature, former students (6)
3. Knowledge of the system, institutional knowledge (5)
4. Basic Law Enforcement Certification Process (4)
5. Knowledge related to Administrative Code (3)
6. Federal and State Grant Administration (3)
7. Professionalizing Criminal Justice (3)
8. Jail Standards Inspections (3)
9. Training expertise (3)
10. Agency's ability to launch and sustain multiple diverse functions and programs (3)
11. Diversity (3)
12. Each Division possesses extensive expertise (3)
13. Strong communication with clients (3)
14. Centralized Training Center (3)
15. Sets standards for the system; L.E. basic; jail standards; (2)
16. Responsible to the needs of students and agencies (2)
17. Quality output of: new officers; new jail staff; (2)
18. State-wide Strategic Planning coordination (2)
19. Dedicated staff who possess:
  - a. Adaptability (2)
  - b. Reputation (2)
  - c. Reliable (3)
  - d. Experience (3)
  - e. Consistency,
  - f. Professionalism (2)
  - g. Knowledge (3)
  - h. Integrity
  - i. Accuracy

- j. Leadership (3)
- k. Teamwork (3)
- 20. Willingness to assist
- 21. Collaborative work with other state agencies and across all branches of government
- 22. Educational Philosophy
- 23. Adopt and absorb new legislative priorities within existing fiscal and staffing framework
- 24. Good leadership from the director
- 25. CVR is well done
- 26. T.C. has diverse training and certification backgrounds

Weaknesses:

1. Training Issues: no new employee staff training (5), lack of cross training (5), need management training (2), no time to send people to training (2), no money to send people to training (4)
2. Budget Issues: Inadequate budget (6), no control over divisional budget (5), general funds agency takes hits (3),
3. Work schedules, time off; "working from home"; no accountability; no O.I., affects morale (5)
4. Turnover due to heavy workload and individuals working out of class, Poor wages, Vacancy, No staff (5)
5. Low morale; no way to resolve and address complaints within agency; disparity in policy application in different divisions (3); gossip (4); lack of trust; sabotage and competitiveness toward fellow employees (4)
6. Lack of communication internally (6)
7. Lack of accountability and blatant disparity and abuse of agency policies (4)
8. Rigidity, Different and difficult rules: Timesheets, travel, par contracts (4)
9. Compression; poor treatment of employees by employees in the HR Division; HR should not have sole authority determining salaries and classifications of new hires; (3)
10. Problem Employees: dishonesty (3), defensive, resistant to change (3), failure to take responsibility, inattention to detail (2), impatient; frustrated, (2)
11. Lack of common vision (3)
12. Lack office resources (3)
13. Divisional separation
14. Inability to EASILY share data externally
15. Succession planning
16. No upward mobility

17. Current inability to code actual time to grant hours
18. Backlog of trainees @ NLETC
19. Sub-grantees cash reports for VOCA
20. Sustainability
21. Coordinating time to meet due to people being out of the office
22. Not using the calendar
23. Insufficient communication of expectations
24. Time keeping to meet federal guidelines
25. Have risks not addressed
26. Inability to move forward
27. Lack of support to get resources
28. Upper Management not working for improvement

#### Opportunities:

1. Training: Cross-training (3), educate staff, staff training is available, new training classes, more on-line for Basic, regional training
2. Leverage new technology opportunities: (5), learning platforms/PSAC recorder, updates in Word/Excel, OCIO merger could be a plus, new database, academy management, budget, devices, on-line platforms, NIBRS Repository Upgrade, data agreements with Counties & State Agencies, Grants Online (2)
3. NCJIS support (3)
4. Cooperative Partnerships (3): Conference with NCAMA, training with NIRMA, training with Sheriff's Association, training with the Training Center, doing more to collaborate with Probation, Parole, and DCS to fulfill statutory duties
5. Creating new divisions, new grant programs and creating new rules and regulations (2)
6. Reporting Standards
7. Expanding Reporting
8. Development of new Juvenile Code
9. New jail development
10. Legal Issues Expertise can be utilized
11. Legislature can add to responsibilities
12. VOCA grant
13. Fix time and recordkeeping system
14. Restructuring workload and revising OI #10 to make grant process more efficient- desk audits
15. Gun range improvements
16. Address: Mental Health, combat 1st aid, de-escalation, regional opportunities, body-cams, weapon systems.

17. Create statewide licensing standard
18. Our industry and requirements are growing
19. Body cams and other tools
20. In-door gun range
21. Licensing standards
22. Strategic Planning Consultant, contracting out for work that cannot be done in-house

Threats:

1. State budget cuts (5), hiring freeze (3), federal budget cuts
2. Trouble hiring (3); Employee hiring pool weak, lack qualified staff (4)
3. OCIO I.T. consolidation impact on services and mission (3)
4. Inherent problems with job classification system (3)
5. Loss of reputation (3) due to gossip, divisional separation, lack of timeliness, and inefficiency
6. Terrible pay & benefits (3)
7. Turn over (3); lack of resources leading to inadequate training and morale- staff working out of class, staff burnout, negative attitudes (2)
8. Poor service (3); decline in basic training levels, poor communication with outside agencies, being wrong, tired/stressed employees no longer stepping up, Liability due to training levels, gaps in training
9. Security, front office security (2)
10. Time and recordkeeping system (2)
11. Lack of political support (2); politics/Crime Commission not approving needed changes, State leaders indifferent to our critical mission
12. Lack of external staff training
13. Lack of affordable insurance plan
14. Individualized knowledge
15. Payroll specifics
16. Grant transparency
17. LB 605 consequences
18. General funds agency, we can be cut
19. VOCA sub grantees
20. Liability exposure of deficits
21. Gaps in training both Basic and I.S.
22. Lack of professionalism in the field

The Crime Commission Divisions that provided input included the Community-based Juvenile Services Aid Division, the Information Services Division, the Jail Standards Division, the Office of the Executive Director, the Community Corrections Division, the Training Center Instructors, the Training Center Support Staff, the Grants Division, the Budget Division, the Office of Violence Prevention, and the Juvenile Diversion Division. As this information was compiled there were some common themes that were consistent in most Divisions. These included:

Positive:

- We have great knowledge and skills in this workplace.
- We have a good reputation and need to protect it.
- We are diverse in what we provide.
- Staff want to improve their skills and they want the agency to help them.
- We provide leadership for the entire state on law enforcement issues.
- We get a lot done with very limited resources.
- We are experts.
- Jail Standards and NCJIS are a great resource for the states agencies.
- People perceive us as honest, trustworthy, knowledgeable, competent, helpful and as leaders.
- We fill a unique position in state government and don't have real competition in what we do.
- We provide a valuable service.
- We network well with others at the national and state level.

Negative:

- We lack adequate staff.
- The workplace is not fair.
- Those who do not complete their work do not face consequences.
- I know how to do my job but not because I was provided adequate training.
- We need to provide better customer service.
- I know what I value but I don't know what the agency values.
- I was not trained well when I arrived in this agency.
- When I have a problem at work I don't know how to resolve it.
- It is not fair that some people get to work from home.
- How do we decide who gets to work from home?
- Why do we take on unfunded mandates?
- The Training Center does not have enough instructors.

- The Training Center does not have the resources to hire highly qualified instructors.
- A new range at the Training Center is becoming a safety issue.
- We need a better timekeeping system.
- My supervisor does not pay any attention to me.
- We need to promote our agency more.
- We need to network better internally.

From this information a list of recommendations gleaned from the surveys was put together listing the issues that were most obviously in need of being addressed based on the survey results. This list included:

#### Related to Strength:

- Clarify and establish an understanding among staff of what the agencies core values and goals are. This should include:
  - Development of an Agency Values and Goals training segment which would be included in the Orientation training of all new employees.
  - Dedicate time at staff meetings and chief's meetings to discuss and clarify agency values and goals.
  - Update the values and goals associated with each division. This information should be made available to staff with their orientation training and discussed within the divisions and should be reviewed and updated annually.
- The agency has clear expertise in the areas of Juvenile Justice, Jail Standards, Grants Management, Law Enforcement Certification and Training, and Community Corrections. This expertise should be the focus of Strategic planning moving forward.

#### Related to Weakness:

- Orientation training for all employees should be developed, formalized and presentation documented. This should include orientation on: employees work expectations; payroll and benefits; office and work schedule; technology access; operating instructions; division responsibilities, values and goals; agency responsibilities, values and goals; and agency strategic plan.
- Self-improvement and work skills enhancement should be encouraged and made available to all employees in areas that will benefit them in their employment.
- A positive work environment should be facilitated by:

- Providing additional training and staff development opportunities.
- Addressing problem behaviors through the agencies disciplinary process.
- Staff confidentiality should be protected and violations should result in consequences.
- Encouraging workers to vocalize and document their frustrations within the workplace environment to their supervisors.
- Developing operating instructions and policy related to working from home. A rationale for what jobs qualify for work at home status should be developed. All jobs that can work from home should be identified. A mechanism for monitoring and supervising work from home and a documentation mechanism should be developed. An approved practice for contacting those who work from home should be implemented. Work from home rules should be consistent across divisions.
- Assuring that all grievances are addressed in a prompt manner and documented appropriately.
- NCJIS is a centerpiece of the agencies product. Ongoing funding for the system must be procured to assure the continued functioning of a central system available to law enforcement statewide.
- The agency should not accept responsibility for unfunded mandates.
- A format to facilitate discussion among chiefs on how to implement staff memorandums and operating instructions should be implemented.
- Insufficient staffing is affecting the agency's ability to function and complete statutory obligations. Attempts to procure additional staffing at the Training Center, in Grants, and in Jail Standards should continue on an annual basis.

#### Related to Opportunities:

- Develop and share information that will allow staff to network with others, internally and externally, who are doing their same work or with those who might be able to assist them in their work and development as an employee.
- A technology solution should be pursued to address Federal timesheet requirements and to assist staff in managing grants.
- Staff do not appear to look outside the agency for agency growth opportunities. This should be addressed.
- A clear opportunity exists to improve the reputation and perception of the Crime Commission through improved staff service. An analysis should be completed to identify behaviors and practices that should be addressed and improved.

- Supervisors should seek out opportunities to provide networking, training and leadership development for their staff.
- The agency should actively promote the expertise available in the agency to members of the Legislature, staff of the Governor’s Office, and customers statewide.

Related to Threats:

- Staff consistently see heavy workload as a threat to their ability to function effectively and meet the needs of the agencies external stakeholders.
- Poor service to customers is consistently identified as a threat to the Agency.
- Staff shortages are an agency wide problem. Agency leadership should continually work to increase human resources for the agency. Requests for more staff where necessary should be included in budget proposals on an ongoing basis.
- The Crime Commission should be aggressive in promoting its ability to take on new grant programs, statutory obligations, and outreach programs. The agency has a unique position in the hierarchy of law enforcement in the State. This should be utilized to leverage more funded responsibilities for the agency.
- The Crime Commission should actively promote their activities to assure that decision makers in State government are aware of the expertise available in the agency.
- The Crime Commission should develop a strategy to address development of fiscal resources.

### Chief Analysis

During the Chief’s brainstorming session, the results of the survey analysis, the positives and negatives, and the list of recommendations were reviewed. The items in each section of the survey analysis were ranked based on criticality to the mission and possibility of completion. The list of positives and negatives provided a base for a discussion of the recommendations. Below are the top ten issues from each section, identified by the Chiefs as critical to the agency.

Strengths:

1. Dedicated Staff
2. Excellent Data Collection System
3. Diversity
4. Strategic Planning

5. Quality Output
6. Collaborative Work/Networking Strong
7. Knowledge of System
8. Grant Administration
9. Law Enforcement Certification
10. Inspections/Audits

Weakness:

1. Low Morale
2. Lack of Internal Training
3. Turnover
4. Budget Shortages
5. Problem Employees
6. Work Schedules
7. Ability to Code Actual Time
8. Sub Grantee Cash Reports
9. Lack of Common Vision
10. Lack of Accountability

Opportunity:

1. Gun Range Improvements
2. Technology Improvements
3. New Training Programs Internally
4. Develop Cooperative Partnerships
5. Development of New Juvenile Code
6. Share Legal Issue Expertise
7. New Jail Development
8. Fix Time and Record Keeping System
9. Reclassification System Overhaul
10. Add Training Programs Statewide

Threats:

1. Lack of Political Support
2. Budget Cuts
3. Pay and Benefits/Reclassification System
4. Week Hiring Pool/Unqualified Applicants
5. Poor Service
6. OCIO Consolidation
7. Loss of Reputation

8. Turn-over
9. Aging Infrastructure
10. LB 605

From these lists and from the recommendations from the survey, were identified items that were critical to the agency's mission that must be addressed as the divisions move forward with writing their long range goals and objectives. These items included:

1. Consistent communication and message of the vision, mission, values, and goals.
2. Consistent onboarding that each division can use for their employees.
3. Creating training and development opportunities.
4. Updating behavior and disciplinary policy.
5. Developing a work from home policy.
6. Ensuring ongoing funding for NCJIS.
7. Creating a standard operating procedure for the creation and dissemination of operating instructions and staff memorandums.
8. Marketing and promotion of our agency and individual agencies.
9. Addressing disproportionate distribution of workload amongst divisions and employees.
10. Exploration of financial opportunities for our agency.