

Nebraska State Patrol 2010-2013 Strategic Plan



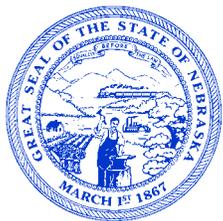
Pro Bono Publico

Cover Photographs

The Nebraska State Capitol beautifully photographed by Casey Dahlke.

Captain Howard Cofer #66 proudly standing beside his mid-1980's Dodge Diplomat (upper left) and Governor Dave Heineman seated in a new Dodge Charger (lower left). In September 1987, the Nebraska State Patrol installed new Motorola radios in patrol vehicles such as the Diplomat and Troopers were first issued portable radios. These radios served the Agency well for nearly a quarter century. On September 23, 2009, Governor Heineman took a seat in a new Charger and made the first official radio transmission on a new digital Motorola radio system. These radios are part of the new Statewide Radio Project scheduled for completion in 2010. The September kick-off was held at the Scottsbluff National Monument (upper right), and was attended by many dignitaries and staff helping develop and use the new radio system.

On May 11, 2009, the Nebraska State Patrol Troop C Honor Guard stood post and raised the colors (lower right) at the dedication of the Nebraska Law Enforcement Memorial located in Grand Island, Nebraska.



Dave Heineman
Governor

STATE OF NEBRASKA

NEBRASKA STATE PATROL
Colonel Bryan J. Tuma
Superintendent
P.O. Box 94907
Lincoln, Nebraska 68509-4907
Phone: (402) 471-4545

Dear Citizens of Nebraska:

Every employee of the Nebraska State Patrol looks to the strategic planning process as a guideline to guarantee the agency operates in the most efficient and effective manner possible. The Nebraska State Patrol is a very diverse agency and strives to use these planning opportunities to provide all citizens of Nebraska professional law enforcement services while still being cognizant of our budgetary limits. As we move into 2010, it has become evident that our previous budget reviews and efficient operation of the agency have enabled us to weather these difficult financial times that are also affecting all citizens and the State of Nebraska. It is also clear that our efforts to reduce our budget will require all employees to allocate resources of the State in the most efficient manner possible. We will continue with our data-driven and intelligence-led policing models to ensure we place our resources in locations where they are needed most. The upcoming years will no doubt be some of the most fiscally challenging times since the Great Depression. Our promise to you will be continued professional law enforcement services.

I want to ensure you that this agency continues to work to advance the downward trend of the State of Nebraska's fatality rate so that it stays the lowest on record. We have made it a priority to engage our traffic safety stakeholders and all members of the agency in this process. By using traffic safety statistics, we are placing our resources in the locations that demonstrate the greatest needs. Joint operations with our law enforcement partners are force multipliers that have a greater effect on crime and traffic crashes. Research studies with our academic partners have verified that our operations have been properly planned. This same data is being used by our Investigative Services Division to take a proactive approach to those negative events that affect our citizens. We continue to focus on the technical and computer-based threats to our citizens in an effort to remove these fears before they occur. In addition, the certification of our investigators in crime scene processing continues for several employees. We pledge to our citizens that when we respond to a crime scene, our total attention will be focused on this issue to make certain the criminals are brought to justice. For several years, we have told you about the development of our Fusion Center and all the systems that make up this process. With this plan, I want to ensure every citizen of Nebraska that we will soon have a single conduit for all public safety agencies to share and receive information to keep our state safe from those intent on doing harm.

Statewide communications and a computer-based platform for Troopers and Investigators have been showcased in 2010. The much-anticipated culmination of these large projects has garnered excitement within the agency as well as for our public safety partners. This level of technology deployment has been many years in the planning. Using planning documents such as this Strategic Plan, we will be able to make this system fully operational.

These challenging times will guide us to focus on public safety in the most effective manner possible. This strategic document is something I hope you find useful as you strive to learn and understand more about the mission of the Nebraska State Patrol and what we feel are the most important obligations for the future.

Sincerely,

A handwritten signature in blue ink, appearing to read "B. Tuma".

Bryan J. Tuma, Colonel
Superintendent of Law Enforcement and Public Safety



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Nebraska State Patrol Command Administration



Governor Dave Heineman



Colonel Bryan Tuma



LT Colonel David Sankey



**Field Services
Major Russ Stanczyk**



**Administrative Services
Major Tom Schwarten**



**Investigative Services
Major Mark Funkhouser**

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Value Statement

The Nebraska State Patrol (NSP) is committed to professional public service reflecting recognition of the inherent value of each individual in our society. Our officers strive to earn and maintain trust, respect, and confidence by exemplifying the belief that the freedoms, rights, and dignity of all citizens must be protected and preserved. To this end, we pledge ourselves to the highest standards of morality, fairness, honesty, dedication, professionalism, and courage.

Mission Statement

The mission of the NSP is to exemplify our values by providing the highest quality of law enforcement and service to the citizens. Through innovation and cooperation, we strive to promote and maintain the spirit of teamwork that is the tradition of the NSP.

Core Values

The NSP's Core Values are introduced to the new recruits when they begin their career and training at the NSP Training Academy in Grand Island. After the daily flag lowering ceremony, the class chants the Core Values, which are incorporated into the Call for Service.

*"I am preparing to be a sworn officer of the Nebraska State Patrol, who is a **self disciplined** soldier of the law. I must serve **honestly, professionally**, and if necessary, lay down my life as others have done before me. It is my duty to enforce the law equally, be **safe, pay attention to detail**, and act with a **sense of urgency**. Furthermore, it's my duty to **adapt** to all situations and be of service to anyone who is in danger or distress. I am **performance driven, team oriented**, and I will conduct myself in such a manner that the honor and tradition of the Nebraska State Patrol will be upheld."*

- Honesty
- Professionalism
- Self-Discipline
- Officer Safety
- Attention to Detail
- Sense of Urgency
- Adaptability
- Performance Driven
- Team Oriented

Pro Bono Público

Goals and Priorities

Based upon an aggressive approach to stress the safety of the public, the Nebraska State Patrol (NSP) has adopted an organized method to develop goals and objectives for each Division and Troop Area. All employees are held accountable and are able to provide input on goal development. Listed below are some examples of NSP goals and objectives for the current period.

Traffic Services

All divisions within Traffic Services will utilize State of Nebraska crash and fatality statistics to develop goals and objectives for their specific areas of responsibility. Some examples are plans in each area for strategic enforcement initiatives where enforcement events are conducted in areas where there is a significant number of crashes involving impaired drivers. These events will include allied law enforcement agencies to ensure adequate manpower.

Education of the drivers of motor vehicles in Nebraska is a key component of traffic safety for the NSP. Each area will conduct education efforts covering topics which are timely and play a part in crash statistics for their particular area of responsibility. Recently obtained rollover simulators and seat belt convincers will play a large role in this education aspect.

Seasonal enforcement and education campaigns will involve all divisions within Traffic Services. Safety Saturdays and 100 Days of Summer are just two examples of events with a focus on enforcement and education to assist in decreasing traffic deaths and increase seat belt usage of vehicle occupants.

Finally, Traffic Services will continue to utilize data driven enforcement planning to ensure selective enforcement activities, Aviation Support Division operations and allocation of personnel are utilized in the most efficient manner possible. All goals will aid in our efforts to reduce our traffic fatality rate to 1.0 fatality per 100 million miles traveled on Nebraska's roadways.

Investigative Services

The Investigative Services Division within the NSP has taken a proactive approach to their response to crime and enforcement obligations. Each Division utilized a standard template when developing their individual goals.

The development of strategic enforcement initiatives and innovative enforcement operations will assist in reducing or eliminating the negative impact of large scale special events and community celebrations. Additional emphasis will be placed on public safety initiatives such as methamphetamine enforcement and alcohol-related issues in our communities.

Protection from domestic and international terrorism remains a top priority and goal for members of the NSP. Because of this priority, the Investigative Services Divisions are prepared to integrate all available resources and services into a multi-disciplinary response to homeland security, natural disaster and other emergency scenarios. Continued development and enhancement of the Fusion Center process will increase public, corporate and governmental safety and security to ensure safe environments and be prepared to integrate investigative resources into a response to any event.

Continued development of our capabilities in specialized investigative techniques and technical equipment to assist allied law enforcement agencies in the investigative process is another effort being completed to ensure the public's confidence in the NSP. The Agency seeks cooperation and collaboration with allied law enforcement agencies in the use of expensive specialized equipment and technological techniques in solving crimes. This will also assist the NSP in maintaining a high level of expertise among employees within the Investigative Services Divisions. Special emphasis will be placed on interrogations and crime scene processing.

Administrative Services

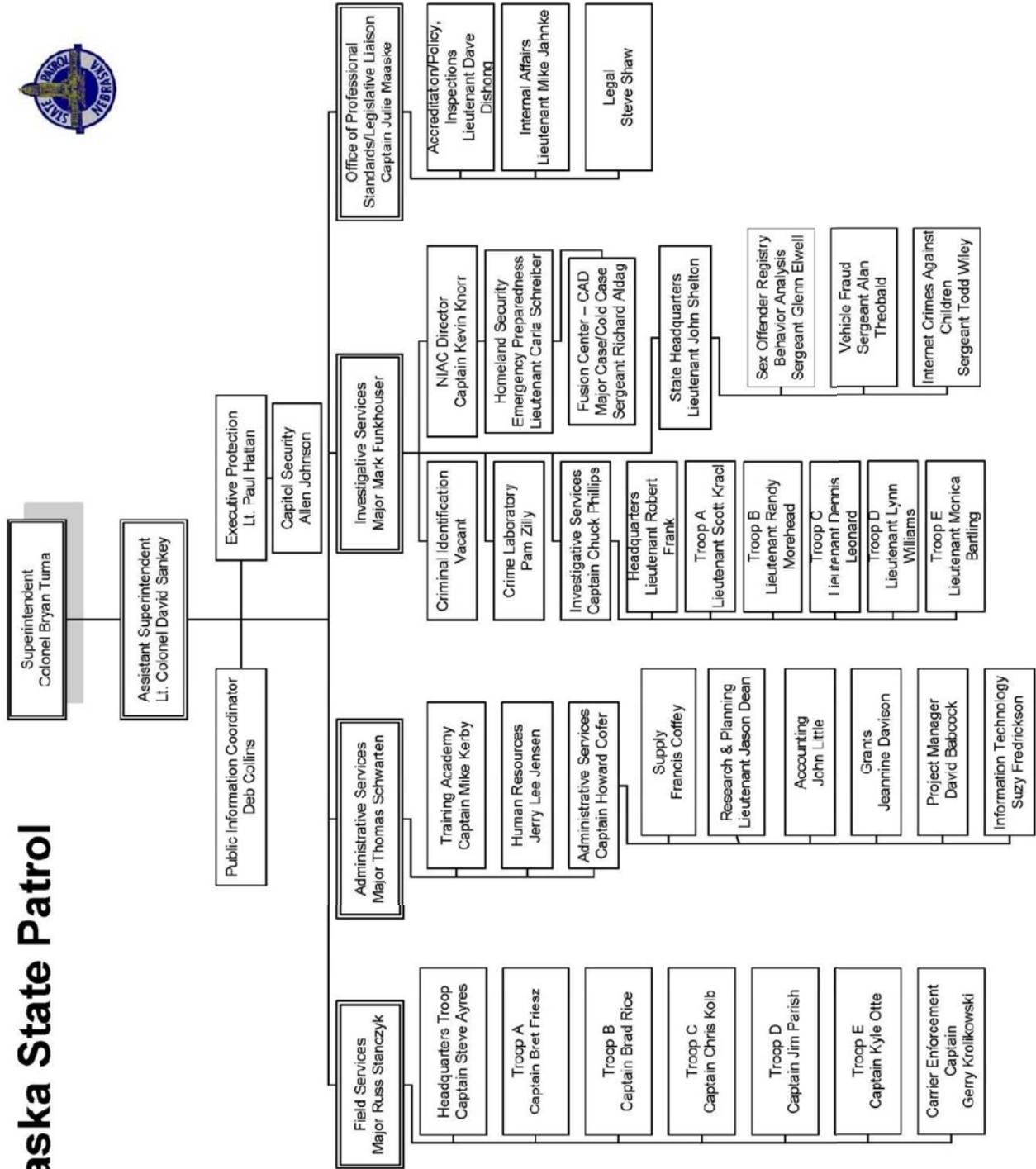
The Administrative Services Division within the Nebraska State Patrol (NSP) includes multiple units whose main role is to support the Traffic Services and Investigative Services Divisions as well as all Agency employees. Goals for each unit within this Division focus on this support role.

Goals and priorities have focused on the implementation of the Statewide Radio Project and deployment of mobile data computers. While keenly aware of the budgetary restrictions and reductions affecting the NSP, Division employees stress efficient development and implementation of this new equipment while adapting to the four phase process for the statewide project. The listing of priorities for this large-scale project have enabled the NSP to adhere to the State timeline and ensure all installation and training on this advanced technological equipment provides minimal disruption to NSP operations.

Training of all employees remains a priority within NSP. All employees are challenged as part of their individual career development to participate in training programs. The NSP Training Academy has refocused their staff and training programs to match current budget restrictions. Continued training for all civilian and sworn staff will take place annually. Should a new class of recruits be initiated, the Training Academy staff has goals in place to immediately begin this process. Training within the NSP will develop into a new look with the statewide Talent Management Program. Participation by Training Academy staff in the development of this large program will assist the NSP in the training maintenance and management sections.

Lean budget times require Human Resources staff within the Administrative Services Division of NSP to assist all divisions in identifying the best applicants for job openings within the NSP. While there may be multiple vacancies within NSP, it is understood that positions must be prioritized so only those mission critical positions are filled.

Nebraska State Patrol



**State Headquarters
1600 Highway 2
Lincoln, Nebraska 68502
402-471-4545**

Administrative Services Division

Captain Howard Cofer
402-479-4920
Howard.Cofer@nebraska.gov

Investigative Services Division

NIAC/Fusion Center
Captain Kevin Knorr
402-479-4947
Kevin.Knorr@nebraska.gov

**Nebraska State Patrol Training
Academy**

Captain Mike Kerby
3600 North Academy Road
Grand Island, Nebraska 68801
308-385-6030, #322
Michael.Kerby@nebraska.gov

Investigative Services Division

Captain Chuck Phillips
402-479-4930
Chuck.Phillips@nebraska.gov

**Professional Standards/
Legislative Liaison Division**

Captain Julie Maaske
402-479-3506
Julie.Maaske@nebraska.gov

**State Headquarters
1600 Highway 2
Lincoln, Nebraska 68502
402-471-4545**

Accounting

John Little
402-479-4945
John.Little@nebraska.gov

Aviation Support

Lieutenant Frank Peck
402-471-3260
Frank.Peck@nebraska.gov

Criminal Identification

Lieutenant Carla Schreiber
402-479-4031
Carla.Schreiber@nebraska.gov

CLEIN Network

Tom Prevo
402-479-4927
Tom.Prevo@nebraska.gov

Crime Lab

Pam Zilly
402-471-8950
Pam.Zilly@nebraska.gov

**Executive Protection/
Capitol Security**

Lieutenant Paul Hattan
402-471-2645
Paul.Hattan@nebraska.gov

Grants

Jeannine Davison
402-479-4010
Jeannine.Davison@nebraska.gov

Human Resources

Jerry Lee Jensen
402-479-4904
Jerry.Lee.Jensen@nebraska.gov

Information Technology

Suzy Fredrickson
402-479-4998
Suzy.Fredrickson@nebraska.gov

Internal Affairs

Lieutenant Mike Jahnke
402-479-4963
Mike.Jahnke@nebraska.gov

Legal

Steven Shaw, Attorney
402-479-4933
Steve.Shaw@nebraska.gov

Policy/Accreditation/Inspections

Lieutenant David Dishong
402-479-4940
David.Dishong@nebraska.gov

Police Service Dogs

Lieutenant Mark Stokey
308-535-8047
Mark.Stokey@nebraska.gov

Public Information

Deb Collins
402-479-4985
Deb.Collins@nebraska.gov

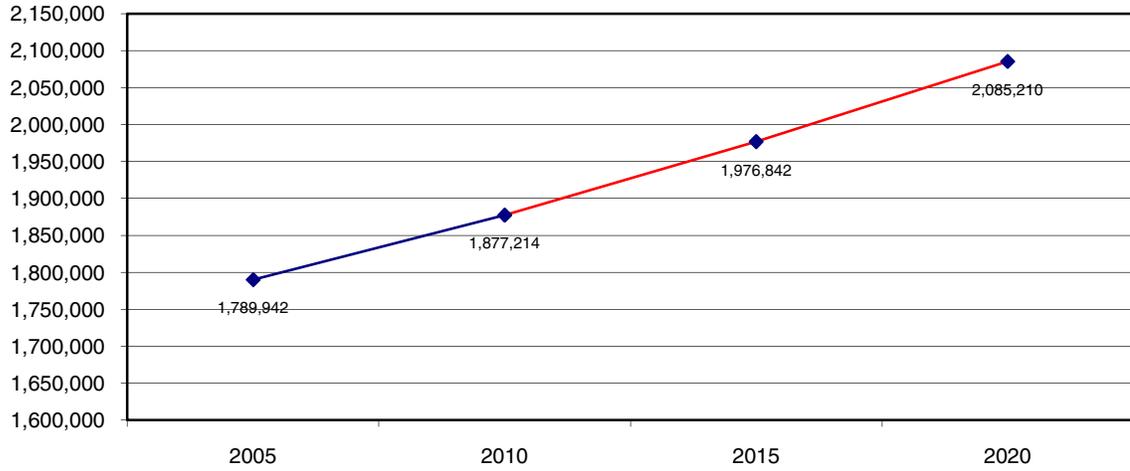
Research & Planning

Lieutenant Jason Dean
402-479-4913
Jason.Dean@nebraska.gov

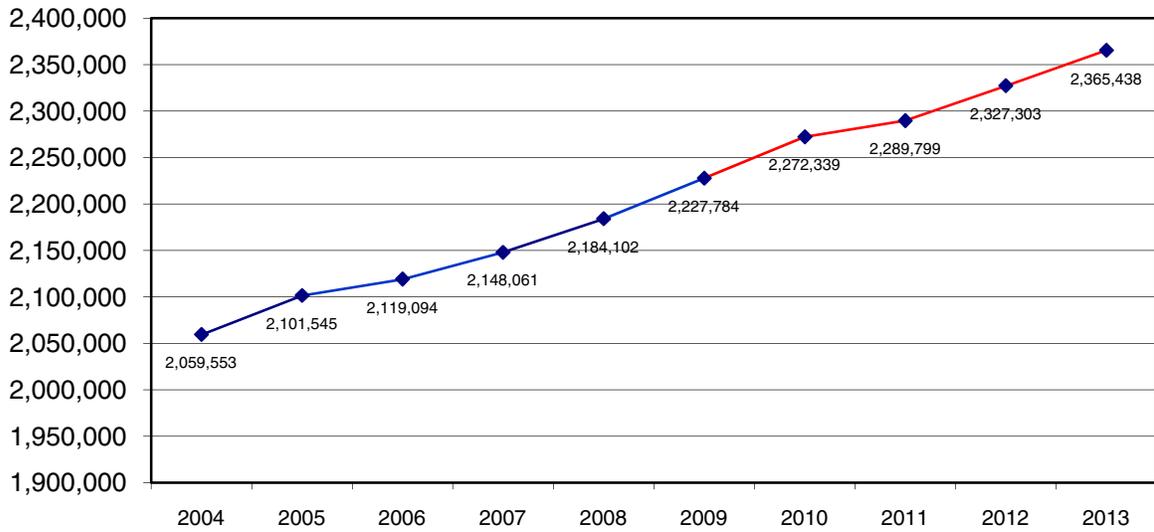
Supply/Radio Engineering

Francis Coffey
402-471-8756
Francis.Coffey@nebraska.gov

Projected Nebraska State Population



Nebraska Registered Vehicles



2010 NSP Priorities

Organizational Resources

Overview

The efficient use of our citizen's tax dollars is of paramount importance. The Nebraska State Patrol (NSP) takes the obligation of being responsible stewards very seriously. In this effort, the NSP will utilize technology that will allow the agency to use a data driven approach to crime and public safety. This will allow for a more efficient use of available personnel and resources. The NSP will continue to solicit partnerships, identify grants and other alternate sources of funding to supplement our budget. The NSP will continue to provide career development opportunities in order to enhance the abilities of our personnel.

The NSP will maximize its efficiency through the proper development, allocation, and deployment of its human resources and equipment.

Strategies

- Through vigilant oversight and review, the agency will maintain and seek to improve a comprehensive career development program in which employees may further develop their professional skills.
- Develop the management skills of our future supervisory and command personnel through identifying representatives to attend selected command schools, and specialized training such as the Leadership in Police Organizations (LPO) sponsored by the International Association of Chief's of Police (IACP).
- Utilize established and proven training techniques and methods for training and continuing education.
- Solicit and enhance partnerships with the Nebraska Department of Roads, Highway Safety and other public safety entities to maximize effectiveness and efficiency.
- Review comprehensive allocation plan/model to establish an efficient, fiscally responsible budget that maximizes efficiency and productivity.
- Preserve, through agency accountability and budgeting our national accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA).
- Implementation of Talent Management Solutions as a comprehensive computer software program for Agency personnel and training management



**Joint Commercial Motor Vehicle (CMV) post accident training.
Three NSP troopers along with one Kansas State trooper.**

Review Comprehensive Resource Plan – Maximize Performance

Agency Priority: Review NSP resource allocation plans and models to maximize efficient and effective use of agency resources and taxpayer dollars. Data driven resource allocation.

Performance Measures: (1) Monitor agency response times to “Calls for Service”. Response times for “Calls for Service” should be experienced by-way-of efficient planning and allocation of resources; (2) Increase the number of Traffic Enforcement contacts and cleared case investigations by agency personnel.

Strategies

- Monitor United States Census information as it relates to demographic trends and changes within and outside Nebraska and review implications for distribution of agency personnel and resources.
- Review and monitor troop area and divisional staffing reports. Assign agency personnel according to a comprehensive model of coverage for all Nebraskans with special emphasis placed on demographic trends, traffic counts, Accident Records Bureau data, and CAD reports.
- Computer Aided Dispatch (CAD) system and data. Utilize CAD generated reports for optimum scheduling of personnel. Review “Calls for Service” by type of call, day of week, time of day, and locations by county and sergeant areas within troop areas.
- Study NDOR data on Vehicle Miles Driven by geographical region. Determine roadway types which have highest rates associated with fatal, disabling (Type A), and non-disabling (Type B) crashes with directed patrolling of agency resources to reduce crashes.
- Monitor DMV data reference Registered Vehicles by county and regions of the State. Each year the number of registered motor vehicles has increased with the 2008 rate at 2,184,102. Determining the distribution of registered motor vehicles will help determine, to a degree, the location, or region in which the vehicles will be operated.

This priority helps the NSP face the many challenges facing law enforcement – providing professional and efficient service to the citizens of Nebraska while striving to find cost-saving solutions in an effort to do “more with less.”

The NSP has successfully implemented Computer Aided Dispatch (CAD) systems within all troop areas. CAD allows for queries on incident response information to help pinpoint problem areas and to measure outcomes. Furthermore, a critical element for success is ensuring necessary personnel resources are immediately available for incident responses. The NSP continues to evaluate “Best Practices” and emerging technologies to be most effective in providing service to the citizens of Nebraska in the most cost effective manner. We will also approach crime and traffic trends utilizing the data-driven resource allocation process.

Continue to advance the Career Development Program

Agency Priority: Implement programs designed to develop individual skills, abilities, and talents to enhance promotional opportunities and to prepare for succession planning.

Performance Measures: Ensure that our agency develops and enhances the abilities of our personnel in order to promote qualified people as required within the agency.

Strategies:

- Develop a mentoring program for command level positions to encourage advancement within the agency.
- Require attendance at command schools (Northwestern University School of Police Staff and Command / FBI National Academy) for all officers within one year of promotion to the rank of lieutenant.
- Review and revise current agency promotional processes to better assess knowledge, skills, and abilities required for the position.
- Maintain and update the comprehensive job task list for each agency specific positions to improve job quality.
- Continue an agency specific middle management training program to be utilized to meet statutory requirements.
- Continue tuition assistance reimbursement at 50% to assist employees with educational advancement.
- Continue to develop In Service programs designed to address leadership abilities and command development.
- Review the possibility of bringing Leadership in Police Organization (LPO) program to Nebraska for middle management leadership training.
- Future expansion of the Agency “Leadership Forum” to first line supervisors, both sworn and non-sworn.
- Leverage the Talent Management program developed by the State to ensure NSP employee training properly tracked and documented.

The associated cost with these programs figure to be around \$55,000 annually to ensure adequate training addressing these strategies.

By incorporating these strategies, the NSP can be assured to maintain its law enforcement professionalism for years to come. Furthermore, the NSP can maintain a solid succession-planning program for future promotions and subsequent future leadership standards for its personnel, which ultimately serve the citizens of Nebraska.

Establish a fiscally responsible budget that maximizes efficiency and productivity within the agency.

Agency Priority: Provide the best law enforcement services possible while maintaining a reasonable and realistic budget.

Performance Measures: Provide the best quality law enforcement, as well as education to enhance public safety within our state. Provide leadership and assistance to allied agencies when appropriate. Seek funding from other sources such as grants when possible.

Strategies

- Provide feedback on the agency budget process to mid and upper level management.
- Encourage communication among all personnel on methods to improve service and reduce costs.
- In addition to submitting annual budgets requests, Division Commanders must request and justify the need for additional personnel, including ongoing positions with alternative funding sources.
- Identify a plan for the impact of new programs that may be initiated during the second year of the biennial budget cycle so they can be sustained until included in the next biennial budget request.
- Continue to pursue opportunities to develop third source funding through public/private partnerships and various tax sources.

The NSP has experienced flat budgetary growth over the past several years due to fiscally challenging times in Nebraska. While experiencing little or no budget growth, (2% increase during the 2007/2008 biennial period); major expenditures for the agency (personnel wages and benefits & energy costs) continue to increase. Due to this financial climate, it is imperative the agency continues to review budgetary processes and “best practices” as it moves towards the future.

The NSP will utilize all resources and maximize the citizen’s tax dollars in order to provide the best service possible within the limits of our budget. Utilizing technologies will assist to efficiently allocate resources throughout our state. The NSP will continue seek outside sources of funding such as federal grants and partnerships with other agencies in order to provide optimum service while still maintaining a responsible budget.

Increase the quality of services provided by maintaining personnel dedicated to a high level of training.

Agency Priority: Continue to provide quality training to agency personnel in an effort to maintain NSP professionalism and creditability with local law enforcement, prosecutors, and judges as well as law enforcement cultural changes.

Performance Measures: Develop in-service curriculums for field personnel based upon agency request and maintain established curriculums for mandatory training programs. Continue to look for ways to develop curricula for basic recruit training to meet agency needs and cultural law enforcement changes such as technology and officer safety practices.

Strategies:

- Continue to provide skill-based training within a centralized in-service environment.
- Continue to maintain instructor proficiency in specialized areas of instruction.
- Maintain training for field personnel in the Tactical Vehicle Intervention (TVI) program as a method of reducing agency liability in high-speed pursuits.
- Continue to provide high quality training to recruits during basic recruit training and always look for ways to improve the structural program for enhanced learning capabilities.
- Increase professional skills of personnel by attending conferences and seminars relative to work assignments.
- Increase specialized training opportunities to more effectively serve the public and other allied agencies.
- Develop daily briefing/training modules for all personnel utilizing NSP Training Academy and the Fusion Center resources.

Maintain Commission on Accreditation for Law Enforcement Agencies (CALEA) Accreditation. Submit application to the International Association of Chiefs of Police (Chief's Challenge).

Agency Priority: Maintain and improve the agency's credibility through renewed national accreditation. Measure the agency's leadership and contribution to public safety by submitting application to the Chief's Challenge.

Strategies:

- Submit the Agency's application to the International Chiefs of Police-Chiefs challenge during the first quarter of 2010 and during each subsequent year.
- Prepare for mock on-site CALEA inspection, scheduled to begin in April of 2010.
- Complete on site CALEA inspections, beginning in August of 2010.
- Continue to budget for annual CALEA dues.
- Prepare for CALEA inspections for 2013.

CALEA dues are \$5,130 annually. Mock on site inspection costs are expected to be approximately \$1,800.

The NSP recognizes the importance to instill confidence among the public and other law enforcement agencies by remaining an accredited and innovative law enforcement agency. CALEA accreditation assures that the agency provides consistent, quality service to the citizens of Nebraska by reducing liability risks and addressing emerging trends that face the law enforcement agencies. The Chiefs of Police challenge provides the opportunity to motivate, and develop innovative practices to improve service, and efficiency.

Information Technology and Related Equipment

Overview

Just as technology assists the criminal in developing new ways of committing crimes, it also provides new ways for fighting crime. The past decade has provided remarkable technological advances affecting nearly every facet of law enforcement, including advances in computers, software, uniforms, body armor, radios, communication technology, vehicles, forensics, training, weapons, tactical equipment and digital imaging. These advances play a vital role in the field of law enforcement and although many tools are becoming more affordable, it is difficult for law enforcement agencies to keep pace with the ever-emerging technologies.

The Nebraska State Patrol (NSP) has identified some of the more high profile technology related initiatives to pursue over the next few years:

- The agency is in the process of replacing obsolete in-car analog video cameras with a new state of the art digital video recording system. The Patrol is one of the first agencies to deploy the new Digital Ally DVM750 digital in-car cameras and, as often happens with new technology, there have been some issues. Due to software issues with the DVM750 cameras, temporary in-car digital cameras have been installed and once the software issues have been resolved, the DVM 750 model in-car cameras will be installed statewide.
- The agency's six communications centers operate independently of each other. If one or more dispatch centers were to be rendered inoperable, then large portions of the state would be left without NSP communications. Networking the six communications centers will allow one center to assume operation if another center should it experience a failure. With the installation of the new digital Motorola radio consoles for the new radio system, the Patrol will be able to perform remote dispatch from any of the six dispatch centers for any part of Nebraska. All six dispatch centers should have their new digital consoles installed by late 2009 or early 2010.
- Nebraska's law enforcement and public safety agencies currently utilize four different radio frequency bands to communicate. When agencies from multiple jurisdictions need to mount a coordinated response to an incident, real time inter-agency communications are currently impossible. The Nebraska Emergency Management Agency (NEMA) and NSP are working to develop Mutual Aid frequencies through regional interoperability projects and to provide interoperable communications between state and local public safety agencies. This is being funded through federal grants and is projected to be completed in late 2010.

- Enhancing the communication infrastructure through utilization of wireless technology, which will provide connectivity to mobile devices such as in-car computers, allowing them real time access to critical systems. The NSP is in the process of installing Blue Tree modems in marked units to provide cellular connectivity for the new Mobile Data Computers. Investigators will receive air-cards along with their MDCs. The air-cards will not have the cellular range of the Blue Trees but will allow the investigators to use their MDCs outside their units, in Sheriff's offices or at crime scenes. MDCs have been deployed in some Troop Areas and the deployment will be completed statewide in 2010.
- To support the installation of the new radios and MDCs, the NSP is in the process of installing new vehicle consoles along with mounts and docking stations in all marked cars. The armrest holds the paper and printer to facilitate the issuance of printed citations as part of the electronic citation system. The forward part of the console serves as the base for the MDC mount. The consoles are designed to protect the officer in the event of a collision by bending instead of breaking. Installation has been completed in Troop C, D, E, and Headquarters Troop with the remaining Troop Areas complete by mid-2010.
- The Patrol has constructed a 15,000 square foot vehicle installation building at Lincoln Air Park, adjacent to the Carrier Enforcement headquarters, to support the installation of law enforcement equipment for the NSP, State Fire Marshal and Game and Parks. The building will also be shared by the Department of Roads as a support center for the new radio system. The Patrol took possession of the new building in November 2009.
- Nebraska's Automated Fingerprint Identification System (AFIS) will continuously develop through the installation of additional fingerprint capture devices in Nebraska's jail booking facilities and through implementing a regional AFIS Network.
- The efficiency of commercial motor vehicle laws and regulations will be enhanced through the expanded use of weigh-in-motion technology at both fixed sites and portable scale sites. The agency will also begin to explore the possibility of virtual weigh stations.
- Further development of the Electronic Data Management System (EDMS) will provide more efficient collection, storage and management of information and data. Extending the system agency wide will require additional staff, training and electronic storage.
- The agency's Aviation Support Division will continue to expand the ability of aerial and ground personnel to monitor activities (such as suspect movement and search and rescue operations) simultaneously through the downloading of video and thermal images from the aircraft to a fixed or portable site such as the Mobile Command Post (MCP) or Trooper's MDCs.
- Enhancements to forensic video/audio editing and analysis capabilities may be achieved through updating and acquiring cameras and other necessary equipment.
- Technology is essential to the agency's ability to deliver services to the public. To enhance efficiency through the use of advanced technology, the NSP will establish a

routine hardware replacement cycle, migrate data off legacy systems, expand the use of the Traffic and Criminal Software (TraCS) to include both driving under the influence (DUI) and accident reporting modules, increasing the deployment of laptop computers, upgrade line speeds, implement Automatic Vehicle Locator/Global Positioning Systems, upgrade the state message switch, research video conferencing and on demand webcast, enhance business continuity/disaster recovery operations and work in conjunction with DMV on the initiation of REAL ID in Nebraska.

Nebraska State Patrol and Regional Interoperability Project Homeland Security – Nebraska Wireless Interoperable Network

In October 2008, Motorola, the Office of Chief Information Officer (OCIO) and the Nebraska Public Power District (NPPD) began construction of a new statewide communications system for use by the Nebraska State Patrol, Nebraska Fire Marshal's Office, Game and Parks, Department of Roads and NPPD. The new digital trunked radio system will replace an analog low band radio system that has served the Patrol since 1946. This new system will be a VHF high band (136 MHz to 174 MHz) mobile radio system using internet protocol (IP) and the latest in technology to provide both voice and data transmissions. The new system is being built to APCO Project 25 standards, the industry standard in the United States. The system will have two fully redundant master sites to provide redundancy and minimize disruptions if one center is damaged or destroyed. A plan for 51 tower sites will achieve a mandatory minimum of 95% mobile radio coverage in each troop area and statewide, with 95% reliability. The system talk groups have been designed to permit interoperability between state agencies and NPPD.

Each patrol unit will be outfitted with a VHF high tier mobile radio, the Motorola XTL5000, and a digital vehicle repeater that will work in conjunction with Motorola's new APX7000 portable radio. The APX portable radio will operate in both VHF and 700/800 MHz, allowing an officer to talk through their vehicle repeater or directly to a system tower site when in range. Portable coverage or those areas where an officer can operate an APX radio without a vehicle repeater will provide much greater flexibility and communications in the field. The multi-band capability of the APX radio will also open the door to many new opportunities for interoperability with local users. The APX radio has an emergency button that will enhance officer safety. When pushed, the officer's identity and eventually the GPS location will be transmitted to the dispatcher so immediate assistance can be dispatched. Pushing the emergency button also means that the officer will have top priority on the radio system, preempting all other radio traffic until the emergency no longer exists. The XTL5000 mobile radio also has the emergency button feature.

Mobile data computers (MDCs) will also be installed in conjunction with the deployment of the new radio system. Each sworn officer will receive a Panasonic Toughbook CF-30 rugged laptop. These MDCs are equipped with 3 gigabytes of RAM, 160 gigabyte hard drives and a touch screen. The touch screen feature will allow an officer to keep his or her vision higher during traffic stops to spot individuals leaving a stopped car or approaching the officer's car. This will enhance officer safety. Initially, the MDCs will allow the officer to issue electronic citations and complete accident reports from their car that now requires a trip to the office to complete. As software is added, the MDCs will give the officer access to various databases including warrants,

registration and driver's license information from the field, increasing the availability of information while reducing time spent on voice communications. The MDCs can also be removed from the car and taken inside State Patrol offices where it will act as a desktop computer.

Construction of the new radio system is well underway in Troop E and the statewide construction is projected to be completed by the end of 2010. Troop E has been testing the APX7000 portable radios and XTL5000 radios on the new system and officers have been very impressed with their performance. Troop E expects to soon be using the new system as its primary communication system.



Nebraska State Patrol's new console, mobile radio and docking station for mobile data computer.



Nebraska State Patrol dispatcher operates Troop E communication equipment

Traffic Safety

Reduce Fatal, Disabling, and Non-disabling Crashes and Increase Alcohol Related Arrests.

Agency Priority: Comply with the 2007–2011 Strategic Highway Safety Plan (SHSP) to reduce fatal, disabling (Type A), and non-disabling (Type B) crashes, and increase alcohol related arrests.

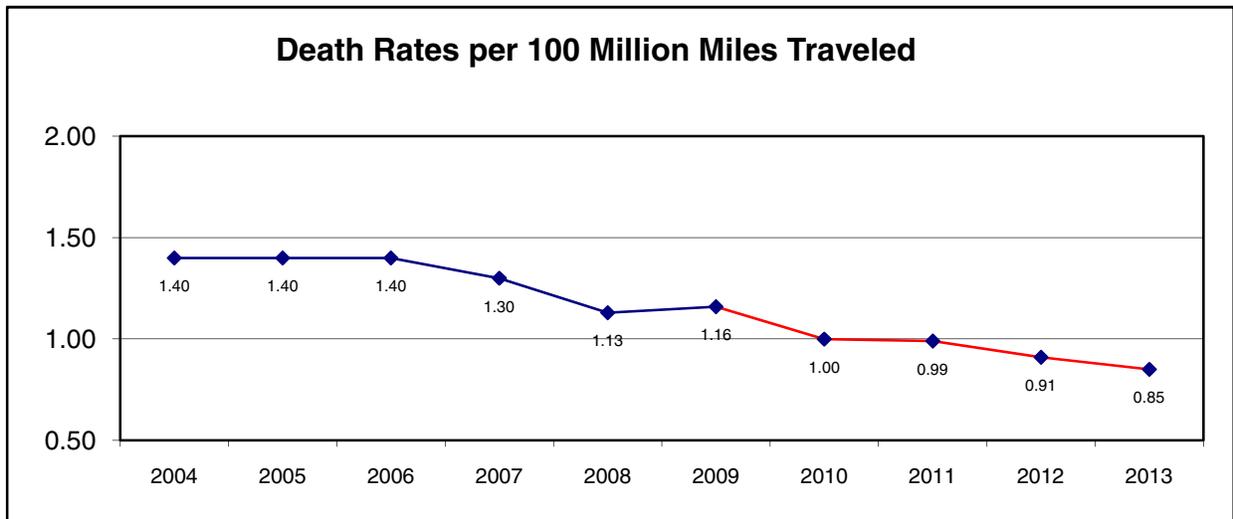
Performance Measures: 1) Reduce the number of speed-related collisions; 2) Reduce the number of driving under the influence related collisions; 3) Reduce the traffic fatality rate to 1.0 fatalities per 100 million miles traveled.

Strategies

- Continue to provide personnel to serve on Nebraska Office of Highway Safety (NOHS) committees to assist in the annual update of the SHSP.
- Work in cooperation with representatives of the 4 E's to develop enforcement strategies within the area of expertise and to be accountable for results. The 4 E's include education, enforcement, engineering, and emergency medical services.
- Develop Superintendent's goals and objectives; and Troop Area goals, which support the SHSP.
- Partner with local law enforcement agencies and the NOHS to conduct sobriety checkpoints in counties with high alcohol related crashes and to participate in national enforcement initiatives such as Over the Limit, Under Arrest, and Arrive Alive at 25 programs.
- Conduct selective enforcement activities in conjunction and simultaneously with high profile events and celebrations.
- Emphasize the importance of working with local law enforcement agencies to address alcohol violations such as Zero Tolerance, MIP, and DUI's.
- Prepare safety announcements targeted at alcohol related crashes as well as illustrating seat belt usage or non-usage during crashes.
- Work with key legislators and Department of Motor Vehicle (DMV) officials in an effort to change the Nebraska Seat Belt Law to a primary offense.
- Utilize "best practices" from enforcement events and operations that demonstrate a positive effect on SHSP goals.

Costs associated with these strategies will be covered in the annual budget to be supplemented by applicable grants.

The NSP hopes to gain a reduction in the traffic fatality rate and overall crashes by focusing on specific strategies intended to promote public safety on the highways. The NSP will continue to collaborate with other public safety entities to educate the public and enforce laws, which will reduce accident-causing behaviors.



Reduce Fatality Rate to 1.0 or Fewer Fatalities per 100 Million Vehicle Miles Traveled

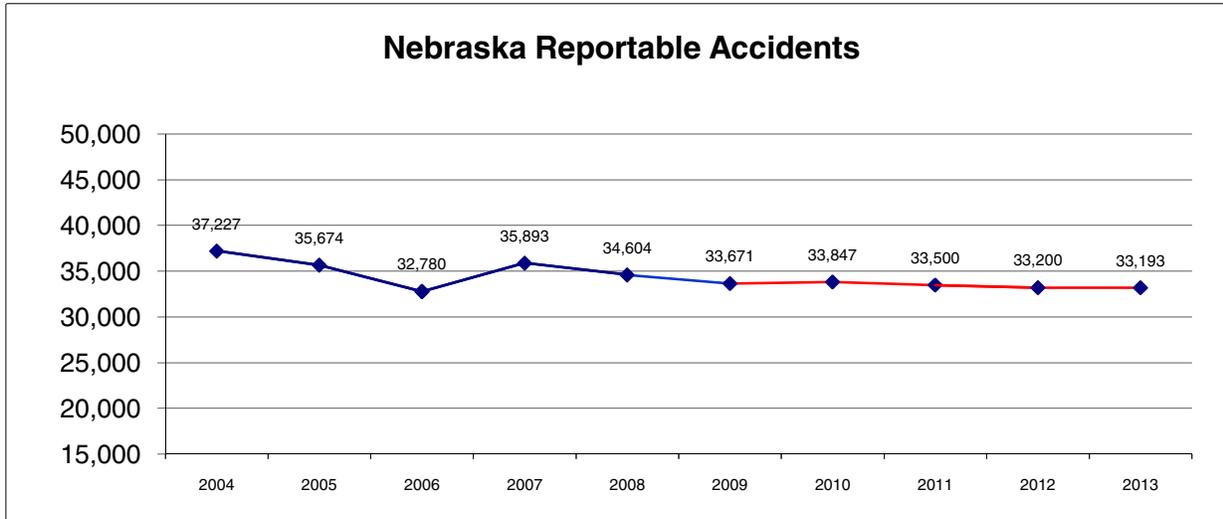
Agency Priority: Coordinate Agency efforts with the Strategic Highway Safety Plan to achieve the priority of 1.0 or fewer fatalities per 100 million vehicle miles traveled.

Performance Measures: Increase the percentage of citizens utilizing safety belts and child safety restraints to 100%.

Strategies

- Prioritizing restraint statutes to include seat belt and child restraint enforcement during normal patrol functions, and selective enforcement events.
- Actively seek legislation to make all seat belt statute violations a primary offense.
- Continue participating in local and national enforcement and education campaigns such as “Click it or Ticket”.
- To support the agency’s efforts, secure additional funding through grants to support education and overtime enforcement efforts regarding seat belt usage.
- Promote voluntary compliance and public education by conducting Seat Belt Convincer and Rollover demonstration programs throughout the state. These programs shall focus extra attention to younger drivers and those that travel rural roads in our state.
- Strive to hold enforcement selective activities or vehicle checks focusing on seat belt violations following public education events and demonstrations.
- The NSP in conjunction with FMCSA and NOHS, will continue to focus on increasing the seat belt usage rate by Commercial motor vehicle drivers through education and enforcement efforts.
- Produce public safety announcements supporting the benefits of occupant restraints systems. Whenever possible, partner with other safety oriented agencies in the production and delivery of these messages.

The latest National surveys indicate that 81% of passenger car drivers and 72% of commercial motor vehicle drivers wear safety belts. Because safety belts do greatly increase a driver's chance to survive a motor vehicle crash, increasing the usage of safety belts would reduce the number of traffic fatalities in Nebraska. The use of safety belts and child safety restraints is the most cost effective way for citizens to protect themselves and their families against death or serious injury in the event a vehicle crash should occur. There is a direct correlation that as the percentage of drivers and occupants wearing safety belts increases, the number of traffic fatalities decreases. Therefore, through education and enforcement, it is this agency's goal that all citizens develop the habit of buckling up and we experience 100% compliance.



Troop D – 24-hour Vehicle Check

Crime Control

Overview

The Nebraska State Patrol (NSP) has had a tradition of leadership in criminal investigations. Given the vast diversity of our state and the different needs of our allied agencies, the NSP has met many challenges through improvement in existing sciences and the emergence of new disciplines. Our outlook in the future is bright as we strive to stay one-step ahead of the criminal element by keeping in step with science and technology. Our growing presence in the field of forensic science and computer crimes will benefit the citizens of our great state.

- The NSP will improve and grow our Technical Crimes Units to better fight computer crimes such as Internet crimes against children, intrusions/hacking, fraud, identity theft, and terrorism just to name a few.
- The NSP will enhance criminal investigation and apprehension through increased resources, training, and collaboration with other agencies, including the Nebraska Legislature.
- The Crime Lab will increase efficiency and continue to produce and ensure quality examinations. It will continue to reduce case backlogs, provide training to investigators, and retain qualified personnel and seek reaccreditation.
- The NSP will improve the investigation and apprehension of drug offenders through the implementation and the reorganization of area drug task forces.

The following priorities further breaks down the crime control strategies in four categories:

- Implement Fusion Center and Technical Crimes Task Force.
- Continue identification, detection, and apprehension of criminal offenses in Nebraska.
- Enhance the Crime Lab's ability to process evidence in a timely, accurate fashion.
- Continue identification, detection, and apprehension of drug offenders in Nebraska, as well as establish a statewide Prescription Monitoring Program (PMP).

Each priority lists strategies to address each principal. Timeframes and costs vary by strategy and will require a large amount of planning and strategic thought.

Crime Control

Implement Fusion Center and Technical Crimes Task Force.

Strategies

- Hire, equip, and train officers, and two computer forensic examiners to investigate and forensically review computer equipment in the fight and prevention of Internet crimes against children and other technical crimes.
- Develop partnerships with other agencies to aid in the investigation of and protection against computer crimes.
- Increase computer crime investigations relating to identity theft, Internet crimes against children, and on-line fraud.

The NSP believes that agency relationships are vital during these difficult budgetary times. The Agency will initiate and/or participate in inter-agency task force operations involving Banking, Revenue, Insurance, Liquor Commission, Game and Parks, and the Attorney General's Office. By developing these relationships, we will gain assistance in implementing the usage of wiretap capabilities for collection/monitoring of Internet communication and interception of e-mail packet data. The Fusion Center and CID reorganization will serve a major role in this area. An additional benefit of the CID reorganization will demonstrate a shorter turn around time for background checks and criminal fingerprint card processing.

Continue identification, detection; and apprehension of criminal offenders in Nebraska.

Strategies

- Identify and train six personnel to address agricultural terrorism related crimes.
- Work to implement sex offender legislation to comply with the Adam Walsh Act.
- Provide grant funded training opportunities for local law enforcement agencies to enhance the level of investigations statewide.

The NSP remains committed to the apprehension of criminal offenders. Threat assessment and behavioral analysis training as well as renewed emphasis on the Cold Case Unit will assist this strategy. This strategy will apply to many divisions within the NSP to ensure efficient response to calls for service.

Enhance the Crime Lab's ability to process evidence in a timely, accurate fashion.

Strategies

- Obtain reaccreditation through the American Society of Crime Laboratory Directors/Lab Accreditation Board (ASCLD/LAB).
- Maintain lab personnel expertise through continued training.
- Provide resources so the lab can continue to support law enforcement agencies in Nebraska.

By improving our Crime Lab facilities and providing ongoing training, the NSP will decrease employee turnover. This may involve some staff reorganization. The Crime Lab staff will also provide training to law enforcement officers regarding proper collection of evidence for lab analysis and the lab's capabilities. This will ensure evidence items are collected and submitted properly and safely. The NSP will increase databank sample intake efficiency by implementing pre-log capabilities through the Nebraska Criminal Justice Information System (NCJIS). This evidence submittal process, along with refining a video testimony method for Crime Lab personnel to virtually attend court hearings throughout the state will allow the Crime Lab staff to focus on evidence processing duties.

Continue identification, detection, and apprehension of drug offenders in Nebraska, as well as establish a statewide Prescription Monitoring Program (PMP).

Strategies

- Secure general funds to support sworn and civilian positions currently funded by Byrne JAG grants (fourteen sworn and six civilian positions).
- Proceed with Drug Task Force reorganization and coordination plan, including the hiring of a Lieutenant to oversee operations.
- Secure additional funding for investigative efforts i.e. evidence purchases, informant salaries, and investigative expenses.

The NSP continually strives to educate the public in methamphetamine lab recognition, drug resistance, and the harmful effects of drugs to help them better recognize crime indicators and encourage reporting. Prescription drug abuse is one area that has demonstrated significant increases over the years. The NSP will develop a structure for statewide PMP and maintain partnerships with local agencies to help monitor prescription drugs. Through this process, research and evaluation of drug statistics will assist in planning enforcement strategies and how best to utilize personnel, equipment and training. It will be necessary to identify funding sources for PMP, including personnel. Another focal point will be in the area of legislation changes to require the submission of controlled substance prescription data to a centralized database to ensure violators can be identified and tracked. This database will include pseudoephedrine monitoring and registration.

Capital Improvements

Consolidate Lincoln facilities to reduce cost and increase efficiency in utilizing available resources.

For many years, the NSP has utilized several different buildings in the Lincoln area to house separate divisions within the Agency. These divisions provide many different functional services to the public we serve. Recently, the NSP combined the Fusion Center and numerous other Lincoln-based Investigative Divisions in one facility. The concept of using shared space and collocation of divisions is not new to the NSP. It is hoped that this concept can be expanded to include the NSP Crime Lab, State Headquarters and Headquarters Traffic. The Crime Lab is currently operating in office space that is very cramped and has demonstrated several other issues that must be addressed. The State Headquarters facility also is demonstrating its age and will require updating under the Department of Roads planning process. Space restrictions for staff are also causing issues. By having all of these divisions located in one facility, equipment can be shared and the NSP can provide adequate work space for all employees. Employee interaction and centralization of resources are added benefits.

A campus-type setting appears to be the most functional set up for this consolidation. Ease of employee and public access are vital. Space needs must be based upon the concept of future expansion; especially with regard to the Crime Lab. Collocating services in a campus-type setting would provide greater efficiencies and cost savings to the agency.

Strategies

- Identify possible land options; architects, and other designers
- Have a needs assessment completed for each functional area
- Identify funding sources



Vehicle Installation Building

Analyze and evaluate current evidence facilities.

Strategies

- Complete an evaluation of current NSP troop area evidence facilities to address Occupational Safety & Health Act (OSHA) requirements for the safety of our personnel and the growing need for additional storage space.
- Complete an evaluation of long-term evidence storage needs. Due to the anticipated loss of a long-term storage facility in Grand Island, the NSP will be required to address storage issues.

The NSP collects over 25,000 items of evidence each year. Evidence is stored at various sites in each troop area. Complications that arise from evidence storage and handling are: ventilation, body fluid contamination, storage space, etc. Evidence storage facilities in troop areas throughout the state are inadequate and in need of ventilation upgrades. Also, storage space limitations have created a variety of methods utilized in each Troop Area in order to properly secure these items. As part of the long-range plan for a campus-type setting in the Lincoln area, the NSP has a goal of including adequate evidence storage, with the ability for future expansion, in the planning process. This storage will replace the current Grand Island long-term facility and provide one location for all divisions of NSP to store items that must be secured for indefinite periods of time. This will assist the Troop Areas with their space needs.

Establish complete aircraft fleet makeup and review.

Strategies

- Succession planning will be a priority for the Aviation Support Division. Changes in staff and skill sets amongst the current pilots will require specialized training on certain types of aircrafts as we transition to newer, upgraded equipment. This is necessary for insurance and liability purposes.
- Airborne assets are valuable tools and used on a daily basis by not only NSP personnel but allied agencies as well. Last year the Aviation Support Division flew over 950 missions. These missions include traffic enforcement operations, search and rescue, transportation, drug enforcement and criminal apprehensions. By securing a heavy lift plane, the Aviation Support Division would have a complete aircraft fleet make up to provide necessary services to the entire state in a timely manner.



Complete Joint Operations Center

As envisioned, the Headquarters Troop Communications Center will be moved to the Joint Operations Center where it will be collocated with the Nebraska Emergency Management Agency (NEMA) personnel and components of the Nebraska National Guard. (*Completion 2012.*)

Strategies

- Partner with NEMA and National Guard on planning, design, and construction of Joint Operations Center facility in Lincoln.
- Secure funding to complete project
- Relocate NSP Headquarters Troop Dispatchers to this location

The Joint Operations Center will be a state of the art, secure facility housed on Nebraska National Guard facilities near the Lincoln Airport. This facility will enable these key agencies in managing a statewide response to natural and man-made disasters. This facility has been under consideration by the State and Military for several years. Initial site work has been completed and building construction has been given formal approval. By developing the triad of the NSP, NEMA and National Guard, in one facility, it is anticipated a more organized and efficient response to natural and man-made disasters will result.

Analyze and evaluate current / future office space and facility needs outside of Lincoln.

Strategies

- Continue discussions with the Nebraska Department of Roads and with our highway safety partners and other state agencies to acquire land for office improvements specifically for the Lexington Sergeant area and Scottsbluff Troop Area offices regarding potential collocation of area offices.
- Continue discussions with the Nebraska Department of Roads regarding potential deployment of traffic management centers at troop area and district headquarters locations.
- A major responsibility of the NSP is traffic enforcement along the state's county roads, highways, and the interstate freeway system. As a result, Troopers drive patrol units at high speeds on a daily basis. In order to prepare Troopers for this task it is imperative the agency possesses a high-speed training track that simulates real world driving. As of now, the State Patrol Training Academy does not have this capability, therefore, outside entities are called upon to assist us with this need.
- The Patrol will secure funding to purchase land adjacent to NLETC/State Patrol Academy for high-speed performance track that meets agency needs. (*1.5M*)

Nebraska Information Analysis Center (NIAC) Homeland Security and Emergency Preparedness

Nebraska State Patrol (NSP) is responsible for coordinating the fusion process and establishing a Fusion Center. The fusion process supports the implementation of risk-based, information-driven prevention, response, and consequence management programs (“all crimes, all hazards”). Our Fusion Center, doing business as the Nebraska Information Analysis Center (NIAC), facilitates a collaborative effort through multi-agency resources, expertise and team work to detect, prevent, apprehend and respond to criminal and terrorist activity.

The development of baseline operational standards is called for in the *National Strategy for Information Sharing*. The baseline capabilities are organized into two sections: I. Fusion Process Capabilities, which outline those standards necessary to perform the steps of the Intelligence Process within a fusion center, and II. Management and Administrative Capabilities, which enable the proper management and functioning of a fusion center.

By achieving this baseline level of capability, the fusion center will have the necessary structures, processes and tools in place to support the gathering, processing, analysis, and dissemination of terrorism, homeland security, and law enforcement information. This baseline level of capability will support specific operation capabilities, such as Suspicious Activity reporting (SAR); Alerts, Warnings, and Notifications; Risk Assessments; and Situational Awareness Reporting.

The NSP’s Homeland Security and Emergency Preparedness strategy will support the National Preparedness Goal (NPG). As the State’s Fusion Center becomes more robust, Federal, State, Local and private sector entities will have an effective information sharing and collaboration capability to ensure they can seamlessly collect, blend, analyze, disseminate, and use information regarding threats, vulnerabilities and consequences to provide that support.

The following strategies outline how the NSP will make the Fusion Center operational and begin providing vital intelligence and information to our safety partners.





FUSION CENTER
NEBRASKA INFORMATION ANALYSIS CENTER (NIAC)

Baseline Capabilities/ Fusion Process Capabilities

Planning and Requirements Development Strategies

- **Intrastate Coordination** – In developing and implementing all fusion process-related plans and procedures, the center shall identify the roles and responsibilities of gathering, processing, analyzing, and disseminating of terrorism, homeland security, and law enforcement information on a statewide basis.
- **Risk Assessment** – The NIAC shall conduct or contribute to a statewide and/or regional risk assessment that identifies and prioritizes threats, vulnerabilities, and consequences at regular intervals.
- **Information Requirements** - The information requirements for NIAC shall be defined, documented, updated regularly, and consistent with the center’s goals and objectives as defined by the governance structure and reflect the risks identified in the statewide and/or regional risk assessment.
- **Suspicious Activity Reporting (SAR)**-NIAC shall develop, implement, and maintain a plan to support the establishment of a suspicious activity and incident reporting process for their geographic area of responsibility, in a manner consistent with the *Findings and Recommendations of the Suspicious Activity Report (SAR) Support and Implementation Project*. Specifically, centers shall have the ability to receive, process, document, analyze, and share SARs in a manner that complies with the Information Sharing Environment (ISE-SAR) Functional Standard.

- **Alerts, Warnings, and Notifications**-NIAC shall ensure that alerts, warnings, and notifications are disseminated, as appropriate, to state, local, and tribal authorities; the private sector; and the general public.
- **Situational Awareness Reporting**-NIAC shall develop processes to manage the reporting to key officials and the public of information regarding significant events (local, regional, national, and international) that may influence state or local security conditions.
- **Data Sources**-NIAC shall identify and document data sources and repositories needed to conduct analysis based on the mission of the center, the findings of the Risk Assessment, and the center's defined Information Requirements.
- **Coordination With Response and Recovery Officials**- NIAC shall identify and coordinate with emergency managers and appropriate response and recovery personnel and operations centers to develop, implement, and maintain a plan and procedures to ensure a common understanding of roles and responsibilities and to ensure that intelligence and analysis capabilities can be leveraged to support emergency management operation activities, as appropriate, when events require such a response.
- **Coordination With Private Sector and Critical Infrastructure and Key Resources (CI/KR) Information Sharing** -NIAC, in partnership with locally based federal authorities, shall develop, implement, and maintain a plan and procedures for sharing information with owners of CI/ KR and, in general, the private sector, in a coordinated manner.
- **Exercises**-NIAC should conduct or participate in another agency's scenario-based tabletop and live training exercises to regularly assess their capabilities.

Information Gathering/Collection Strategies

- **Feedback Mechanism**-NIAC shall define and implement a feedback mechanism that:
 - A. Provides the reporting entity an acknowledgement of the receipt of its information and, to the extent possible, provides feedback on the value of the information and actions taken with the information.
 - B. Allows collectors to make suggestions to improve the strategy, plans, or processes, as well as seek clarification on information requirements.
 - C. Allows recipients of information or products to make suggestions to improve products.

Processing and Collation of Information Strategies

- **Information Collation**-NIAC analysts shall use the necessary and available tools to process and collate information and intelligence to assist with accurate and timely analysis.
- **Levels of Confidence**-NIAC shall liaise with partners to ensure that information collected is relevant, valid, and reliable.

Intelligence Analysis and Production Strategies

- **Analytic Products**-NIAC shall develop, implement, and maintain a production plan that describes the types of analysis and products they intend to provide for their customers and partners (which, at a minimum, include Risk Assessments; Suspicious Activity Reporting; Alerts, Warnings, and Notifications; and Situational Awareness Reporting, how often or in what circumstances the product will be produced, and how each product type will be disseminated.
- **Enhancing Analyst Skills**-The NIAC should develop and implement a Training and Professional Development Plan to enhance analysts' critical thinking, research, writing, presentation, and reporting skills.
- **Information Linking**-NIAC shall ensure that analysts are able to understand and identify the links between terrorism-related intelligence and information related to traditional criminal activity so they can identify activities that are indicative of precursor behaviors, terrorist activities, and threats.
- **Strategic Analysis Services**-NIAC shall develop the capability to provide strategic analysis services for the jurisdiction served.
- **Open Source Analysis Capability**-NIAC shall establish an open source analysis capability utilizing the free training and tools provided by the federal government.
- **Analyst Specialization**-NIAC should assign "accounts" or "specialties" to analysts based on the priorities of the fusion center, to allow the development of analytic depth.
- **Analytical Tools**-NIAC shall provide the necessary tools to analysts for the analysis of information and data.

Intelligence/Information Dissemination Strategies

- **Dissemination Plan**-NIAC shall develop a high-level dissemination plan that documents the procedures and communication mechanisms for the timely dissemination of the center's various products to the core and ad hoc customers.
- **Reporting of Information to Other Centers**-NIAC shall develop the processes and protocols for ensuring that relevant and vetted priority information is reported to fusion centers in other states and localities to support regional trends analysis.
- **Reporting of Information to Federal Partners**-NIAC shall develop the processes and protocols, in coordination with the FBI and DHS Office of Intelligence and Analysis (I&A), for ensuring that relevant and vetted priority information is reported to the JTTF and other appropriate federal agencies to support its inclusion into national patterns and trends analysis.

Reevaluation Strategies

- **Performance Evaluation**-NIAC shall develop and implement a plan to reevaluate the center's performance of the intelligence cycle on a regular basis.
- **Fusion Center Processes Review**-NIAC shall establish a process to review and, as appropriate, update the center's information requirements, collection plan, and analytic production strategy on a regular basis and any time one of the following is received:

- A. New threat or vulnerability information;
- B. New federal or state standing or ad hoc information requirements;
- C. Federal or state alerts, warnings, or notifications or situational awareness bulletins; and/or
- D. Updated risk assessment.

Management and Administrative Capabilities

Management/Governance Strategies

- **Collaborative Environment**—NIAC shall identify the organizations that represent their core (permanent) and ad hoc stakeholders and the roles and responsibilities of each stakeholder and develop mechanisms and processes to facilitate a collaborative environment with these stakeholders
- **Center Performance**—NIAC shall define expectations, measure performance, and determine effectiveness of their operations.
- **Outreach**—NIAC shall establish a policy to govern official outreach and communications with leaders and policymakers, the public sector, the private sector, the media, and citizens, and develop a plan to enhance awareness of the fusion center’s purpose, mission, and functions.

Information Privacy Protections Strategies

- **Privacy Policy Development**—In developing the privacy policy, NIAC shall:
 - A. Develop guidance statements that include the vision, mission, values statements, goals, and objectives for the creation of the privacy policy.
 - B. Develop a project charter that will include an introduction, background, membership, and the previously drafted guidance statements.
 - C. Analyze the flow of information and the legal environment for the protection of privacy to identify what gaps exist between existing technological and legal requirements.
 - D. Vet the privacy protection policy internally and externally during its development by soliciting commentary and buy-in from stakeholders and agency constituents prior to finalizing the policy.
 - E. Formally adopt a privacy protection policy to guide the collection, use, maintenance, and dissemination of personal information.
- **Privacy Protections**-NIAC shall develop and implement a privacy protection policy that ensures that the center’s activities (collection/gathering, analysis, dissemination, storage, and use of information) are conducted in a manner that protects the privacy, civil liberties, and other legal rights of individuals protected by applicable law, while ensuring the security of the information shared. The policy shall cover all center activities and shall be at least as comprehensive as the requirements set forth in the Information Sharing Environment Privacy Guidelines and consistent with 28 CFR Part 23 and DOJ’s *Global Privacy and Civil Liberties Policy Development Guide and Implementation*
- **Privacy Policy Outreach**-NIAC shall implement necessary outreach and training for the execution, training, and technology aspects of the privacy protection policy.

- **Privacy Policy Accountability**-NIAC shall ensure accountability with regard to the privacy protection policy and identify evaluation methods for auditing and monitoring the implementation of the privacy policy and processes to permit individual redress and incorporate revisions and updates identified through the evaluation and monitoring as well as redress processes.

Security Strategies

- **Security Measures**-NIAC shall establish appropriate security measures, policies, and procedures for the center's facility (physical security), information, systems, and personnel and visitors and document them in a security plan consistent with the NCISP, the *Fusion Center Guidelines*, Global's *Applying Security Practices to Justice Information Sharing* document, and 28 CFR Part 23.
- **Securing Information**-NIAC security policies shall address the ability to collect, store, and share classified, controlled unclassified, and unclassified information to address homeland security and criminal investigations.

Personnel and Training Strategies

- **Staffing Plan**-NIAC should develop a staffing plan based on the center's mission and goals and update as needed based on the current information requirements, collection strategy, and analytic production plan.
- **Training Plan**-NIAC shall develop and document a training plan to ensure that personnel and partners understand the intelligence process and the fusion center's mission, functions, plans, and procedures. The plan shall identify the basic training needs of all center personnel and identify specialized training needed to address the center's mission and current information requirements.

Information Technology/Communications Infrastructure, Systems, Equipment, Facility, and Physical Infrastructure Strategies

- **Business Processes Relating to Information Technology**-NIAC shall identify and define their business processes prior to purchasing or developing information technology, communications infrastructure, systems, or equipment to handle those processes.
- **Information Exchange within the Center**-NIAC shall establish an environment in which center personnel and partners can seamlessly communicate; effectively and efficiently exchanging information in a manner consistent with the business processes and policies of the fusion center.
- **Communications Plan**-NIAC shall have a plan to ensure safe, secure, and reliable communications, including policies and audit capabilities.

Funding Strategies

- **Investment Strategy**-NIAC shall develop an investment strategy to achieve and sustain baseline capabilities for the center's operations, including a delineation of current and recommended future federal versus nonfederal costs.

SECURITY and EMERGENCY PREPAREDNESS

National Infrastructure Protection Plan (NIPP) Goals and Objectives

NIPP Goal

Build a safer, more secure, and more resilient America by enhancing protection of the Nation's CI/KR to prevent, deter, neutralize, or mitigate the effects of deliberate efforts by terrorists to destroy, incapacitate, or exploit them; and strengthening national preparedness, timely response, and rapid recovery in the event of an attack, natural disaster, or other emergency.

NIPP Objectives

- Understanding and sharing of information about terrorist threats and other hazards
- Building security partnerships and coordinating structures
- Implementing a long-term CI/KR risk management program
- Maximizing the efficient use of resources for CI/KR protection

A. Implement the National Incident Management System (NIMS) and National Response Framework (NRF) (National Priority 1)

Strategies

- Adapt and integrate the National Incident Management System (NIMS) into all response planning, training, and exercise to comply with Homeland Security Presidential Directive/HSPD-5.
- Identify Planning, Exercise and Training Coordinator to focus on Homeland Security Requirements.
- Partner with local, state, and federal agencies in the exercising of the State Emergency Operations Plan (SEOP) and Local Emergency Operations Plans (LEOP's) and NSP Mobilization Plan. (46-1) following NIMS guidelines.
- Annual verification of NSP's NIMS Capability through NIMSCAST.
- Submission of regional 5-year planning, exercise and training (PET)

B. Enhanced Regional Collaboration (National Priority 2)

Strategies

- Conduct training for law enforcement personnel in areas of terrorism, such as State and Local Anti Terrorism Training (SLATT). *(FY 10/11-\$10,000.)*
- Annual verification of NSP's Capability and Resource listing, provided to NEMA and FEMA.
- Train and certify all Nebraska Hazardous Incident Team (NHIT) personnel to the level of technician. *(FYs 10-13 -\$7,000.)*
- Funding for training of state and local analysts to enhance fusion process. *(FYs 10-13-\$90,000.)*

C. Implement the National Infrastructure Protection Plan (NIPP) (National Priority 3)

Strategies

- Incorporate critical infrastructure protection measures in the Homeland Security Strategic Plan for Nebraska. Identify sector specific critical infrastructure/key resources (CI/KR) and report to DHS through data call process.
- Annual verification, of Nebraska Special Events through DHS.
- Assist CIO -Information Management Services with the response to and the protection of state government information enterprise systems through the Development of a Disaster Recovery and Response Plan for State Data resource partners.
- Continue to enhance the development of Automated Critical Asset Management System (ACAMS) through training and implementation of private and public sector representatives.

D. Strengthen Information Sharing and Collaboration (National Priority 4)

Strategies

- Continue the implementation of the fusion process and the development of the Nebraska State Fusion Center. *(FY 10/11-\$468,725. FYs 11-13-\$500,000.)*
- Enhance the exchange of information and contact with the NE-LEIN Network, the NSP Intelligence Division and the JTTF.
- Dedicate IT personnel to expand the Nebraska Law Enforcement Intelligence System (NE-Leis) network by enhancing connectivity and information sharing. *(FYs 10-13-\$80,000.)*
- Continue to coordinate/attend State-Wide Intelligence Meeting (SWIM), Domestic Disturbance Group (DDG), U.S. Attorney's Anti-Terrorism Association, local and regional information exchange meetings.

- Develop and enhance statewide missing person efforts by linking Violent Criminal Apprehension Program (VICAP), Violent Crime Linkage Analysis System (VICLAS), and Cold Case coordination. (*FYs 10-13-\$5,000.*)
- Approach National Guard to partner with NSP to assist with Buffer Zone Protection Plans (BZPP).

Strategic Planning Committee Members

Major Tom Schwarten

Strategic Plan
Chairperson
Administrative Services Division

Lieutenant Mark Williams

Capital Improvements
Subcommittee Chairperson
Training Academy Division

Captain Mike Kerby

Strategic Plan
Co-Chairperson
Training Academy Division

Trooper Beth Bauer

Traffic Safety
Subcommittee Member
Patrol Services Division

Lieutenant Bob Frank

Crime Control
Subcommittee Chairperson
Investigative Services Division

Jonatan Guita

Technology
Subcommittee Chairperson
Information Technology Division

Lieutenant Kirk Hansel

Traffic Safety
Subcommittee Chairperson
Patrol Services Division

Vicki Hopkins

Technology and Capital Improvements
Subcommittee Member
Crime Laboratory

Lieutenant Danny Riens

Organizational Resources
Subcommittee Chairperson
Carrier Enforcement Division

Lucinda Dowding

(Charts, Graphs and Editing)
Research and Planning Division

Lieutenant Carla Schreiber

Homeland Security and Emergency
Preparedness
Subcommittee Chairperson
Investigative Services Division

Glossary

ACAMS – Automated Critical Asset Management System
AFIS – Automated Fingerprint Identification System
CAD – Computer Aided Dispatch
CALEA – Commission on Accreditation for Law Enforcement Agencies
CFR – Code of Federal Regulations
CI/KR – Critical Infrastructure and Key Resources
CMV – Commercial Motor Vehicle
DDG – Domestic Disturbance Group
DMV – Department of Motor Vehicles
DOJ – Department of Justice
DUI – Driving Under the Influence
EDMS – Electronic Data Management System
FBI – Federal Bureau of Investigation
FMCSA – Federal Motor Carrier Safety Act
GPS – Global Positioning Software
IACP – International Association of Chief’s of Police
IP – Internet Protocol
JTTF – Joint Terrorism Task Force
LEOP – Local Emergency Operations Plan
LPO – Leadership in Police Organization
MCP – Mobile Command Post
MDC – Mobile Data Computer
MIP – Minor in Possession
NCISP – National Criminal Intelligence Sharing Plan
NDOR – Nebraska Department of Roads
NE-LEIN – Nebraska Law Enforcement Intelligence Network
NE-LEIS – Nebraska Law Enforcement Intelligence System
NEMA- Nebraska Emergency Management Agency
NHIT – Nebraska Hazardous Incident Team
NIAC - Nebraska Information Analysis Center
NIMS – National Incident Management System
NIMSCAST – NIMS Compliance Assistance Support Tool
NIPP – National Infrastructure Protection Plan

NLETC – Nebraska Law Enforcement Training Center
NOHS – Nebraska Office of Highway Safety
NPG – National Preparedness Goal
NPPD – Nebraska Public Power District
NSP – Nebraska State Patrol
OSHA – Occupational Safety and Health Act
PMP – Prescription Monitoring Program
SAR – Suspicious Activity Reporting
SEOP – State Emergency Operations Plan
SHSP – Strategic Highway Safety Plan
SLATT – State and Local Anti Terrorism Training
SWIM – Statewide Intelligence Meeting
TraCS – Traffic and Criminal Software
TVI – Tactical Vehicle Intervention
VICAP – Violent Criminal Apprehension Program
VICLAS – Violent Crime Linkage Analysis System

