

# DCSO Strategic Plan 2023-2027



TABLE OF CONTENTS

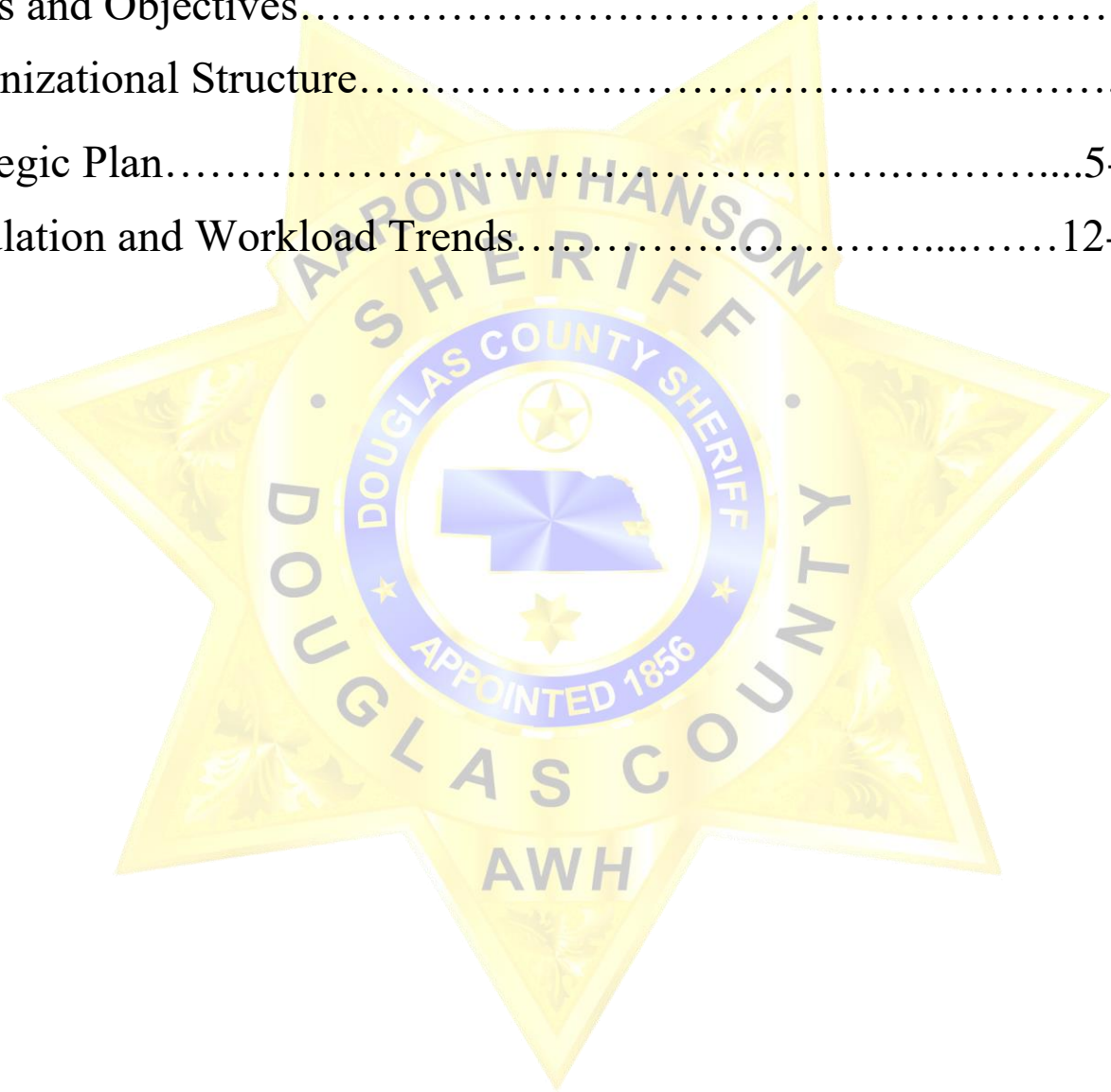
Introduction.....3

Goals and Objectives.....3

Organizational Structure.....4

Strategic Plan.....5-11

Population and Workload Trends.....12-17



## Sheriff Aaron W. Hanson

Sheriff Aaron Hanson was elected Douglas County Sheriff in November 2022 and sworn into office in January of 2023. Prior to his election to Sheriff, he served with the Omaha Police Department for over 26 years serving in Uniform Patrol and the Criminal Investigations Bureaus to include: Peer Support Team, Canine Squad, Patrol Sergeant and supervisor in the Special Operations Section's Gang Suppression Unit and the Fugitive Squad / Metro Omaha Area Fugitive Task Force. Hanson served three terms as the President of the Omaha Police Officers Association (Omaha POA), two terms as a Trustee on the Omaha Police and Fire Retirement System and seven years as the Legislative Liaison for the Omaha POA. He served as Executive Director of the Nebraska Center for Workforce Development and Education, a nonprofit organization dedicated to connecting young people and individuals with a reentry history with skilled trade career exposure and entry. Hanson is a member of the Major County Sheriff's Association, Nebraska Sheriffs Association, and Metro Chief's Association.



## DOUGLAS COUNTY SHERIFF's OFFICE

The Douglas County Sheriff's Office (DCSO) mission is to ensure the safety and trust of all people with integrity and respect. A full service, highly specialized agency, the DCSO was established in 1856 with the first election of a Sheriff. Since its inception, the DCSO has grown to provide a full range of law enforcement services to include patrol, traffic, criminal investigations, school resource officers, courthouse/civic center security, civil process, foreclosure proceedings, warrant service, mental health and protective order services, sex offender monitoring, tax collection, and forensic sciences services. The DCSO is proud to have been accredited by the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) since 2006 and the ANSI National Accreditation Board since 2016.

**Mission Statement:** As a member of the Douglas County Sheriff's Office, I commit myself to ensuring the safety and trust of all people, with integrity and respect; and to having the courage to uphold the law, professionally and with sensitivity and fairness. I take responsibility for the protection of the citizens of Douglas County, and am accountable for my actions in serving them.

### Core Values

SENSITIVITY

EFFICIENCY

EXCELLENCE

SERVICE

INTEGRITY

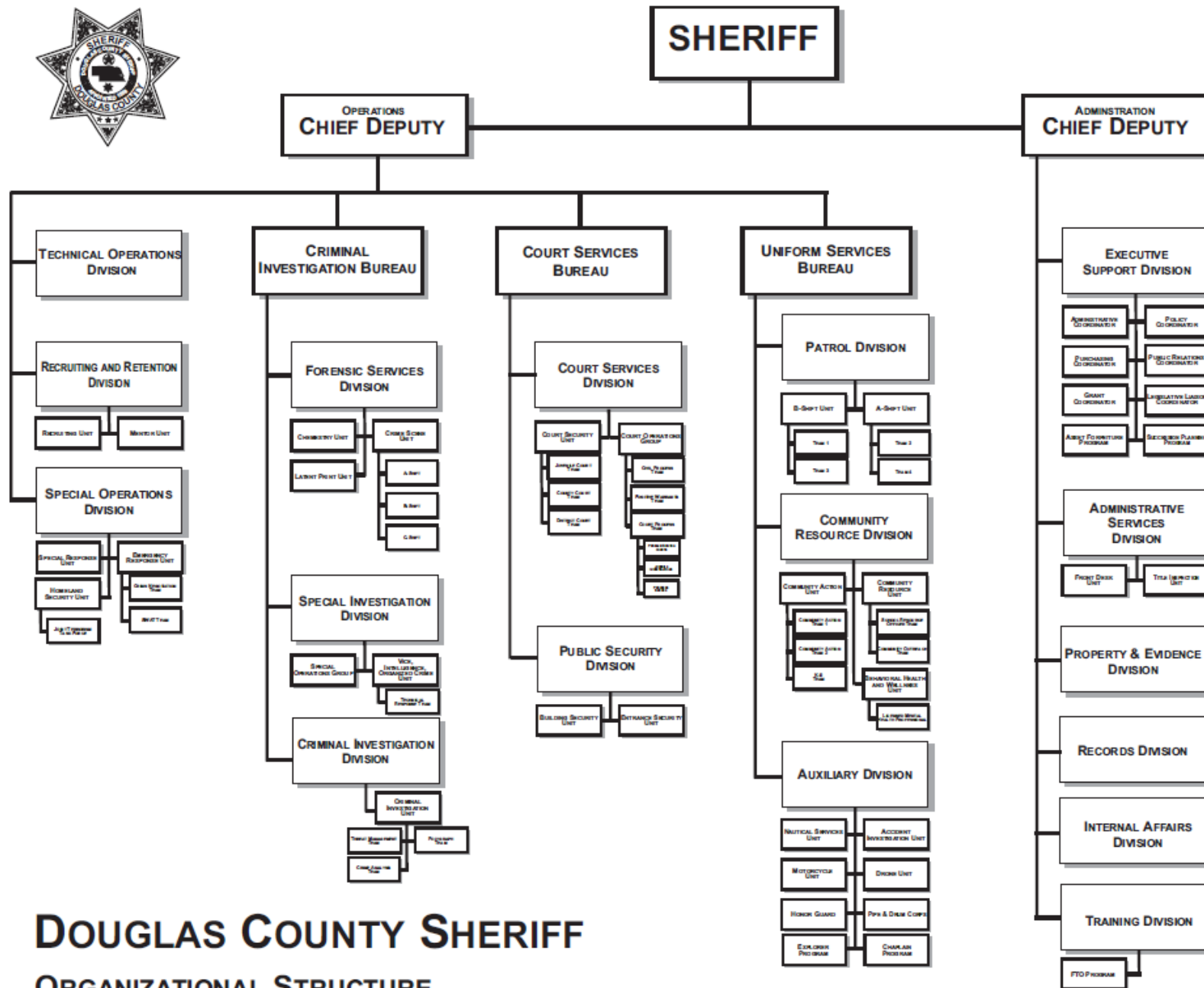
PROTECTION

PROFESSIONALISM

PUBLIC TRUST

ACCOUNTABILITY





**DOUGLAS COUNTY SHERIFF**  
**ORGANIZATIONAL STRUCTURE**  
May 2024

#### 2023-2027 STRATEGIC PLAN

The Douglas County Sheriff's Office (DCSO) fills a critical role in the provision of safety and law enforcement services within the Douglas County metropolitan area. While the DCSO may be a smaller agency, the DCSO is not only trained and equipped, but statutorily obligated, to provide services that other agencies cannot. The DCSO not only provides the primary law enforcement service for unincorporated Douglas County, but it also fills critical gaps in service such as security for the courts and civic center, service of criminal and civil service, the provision of forensic and laboratory services, and specialty emergency response services to include the Emergency Response Unit (SWAT Team and Crisis Negotiations Team), Special Response Unit, and Nautical Services Unit. Even as the geographic size of unincorporated Douglas County has grown smaller, the actual population within unincorporated Douglas County and demand for DCSO's services has only increased.

In 2023 the DCSO responded to 1,299 Interlocal Calls for Service (Calls for Service in other agency jurisdictions) making up 8.2% of DCSO's total Calls for Service. Of those calls, the DCSO responded to Calls for Service most frequently for OPD (54.5% of DCSO's Interlocal CFS), Bennington PD (19.32% of DCSO's Interlocal CFS), and Valley PD (14.16% of DCSO's Interlocal CFS). The DCSO provides critical support to other agencies who lack the resources to meet the law enforcement demands within their jurisdictions.

In addition to providing critical primary services as well as support to other law enforcement partners, the DCSO's jurisdiction is expected to experience significant growth in traffic volumes by 2040 (MAPA 2050 Long Range Transportation Plan, Amended October 2020). Douglas County also has the largest inflow of commuters impacting traffic rates/accidents within DCSO's jurisdiction. In 2023 the DCSO investigated 601 accidents which is 5.32% higher than DCSO's five-year average. In 2023 the DCSO experienced a slight decrease in hit and runs (-.28%) but an increase in traffic special attention requests. This reflects the increased presence of the DCSO's Community Action Teams that address quality of life issues and provide traffic follow-up for the Patrol Division.

Strategic planning is critical for successfully facing these increasing demands. By pursuing the listed strategic goals and objectives the DCSO intends to:

- Provide a professional response and investigative follow-up to calls for service
- Proactively disrupt cycles of poverty and crime and in doing so reduce the jail and prison population
- Enhance its relationships with local governmental and law enforcement partners, increasing the efficiency and effectiveness of law enforcement services provided
- Establish itself as a law enforcement leader in the local region through the provision of specialty resources that only DCSO can provide

## 1. REDUCE CRIMINAL ACTIVITY AND ENHANCE SAFETY THROUGH ACTIVE MASURES

- Ensure patrol staffing is adequate to meet the population growth, risk, and needs of unincorporated Douglas County.
- Expand traffic enforcement operations, both selective and otherwise, in order to address increased traffic throughout unincorporated Douglas County and high risk traffic areas to reduce traffic injuries and death.
- Expand the DCSO Special Operations Group and the Juvenile Investigation Function to address both adult and juvenile high risk repeat offenders and known high risk offenders under supervision.
- Increase the DCSO's involvement in problem solving courts.
- Expand the DCSO's co-responder program to provide assistance to persons in crisis within the community.
- Evaluate the agency's need to modernize or adopt new technologies to ensure Deputy and community safety.
- Utilize the community liaison program to work with local community organizations and businesses to ensure that they have the resources, information, and subject matter expertise that they need to be proactive in fighting crime.
- Begin developing a Real Time Crime Center in order to respond to crime events more efficiently, deliberately, and with improved operational intelligence.
- Utilize crime analysis data to target agency resources based on crime trends and patterns.





## 2. ENHANCE AND GROW DCSO'S SPECIALTY SEERVICES THAT FILL THE GAP FOR LOCAL GOVERNMENT AND LAW ENFORCE AGENCIES

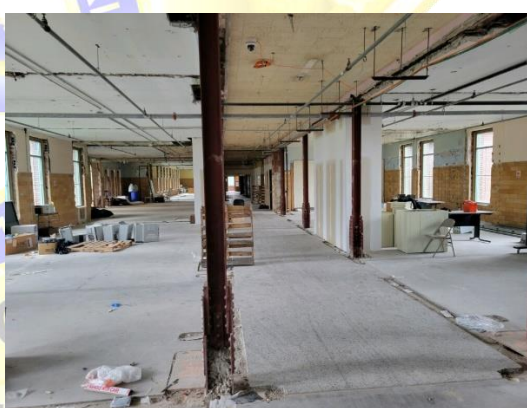
- Ensure that staffing in the Court Services Division and Public Security Division is sufficient to ensure the safety of judges, staff, the public, and elected officials.
- Grow the specialization of courthouse Deputies to reflect cutting edge criminal intelligence functions
- Grow the Court Operations Group in order to efficiently and safely serve the increasing number of warrants and civil service (e.g., protection orders)
- Identify office space for executive staff downtown in order to adequately staff and supervise a growing portion of DCSO's employees and services
- Expand the DCSO SWAT Team, a regional leader, to ensure that the unit's training, equipment, and specialization meets the standards of the National Tactical Officer's Association
- Grow the DCSO's relationship with the Board of Mental Health
- Grow and expand DCSO's specialized investigative capabilities and teams (e.g., Human Trafficking, Narcotics, interdiction, Special Operations Group, etc.) in order to effectively and efficiently reduce crime
- Obtain enhanced technology necessary to field a comprehensive forensic and investigative capability.
- Enhance investigative services by obtaining a non-sworn crime analyst who will provide investigative support to sworn investigators.





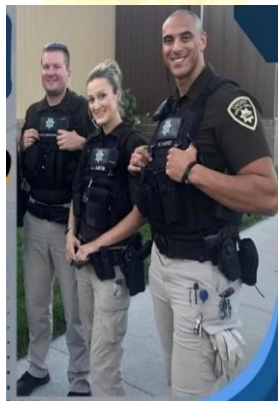
### 3. EXPAND DCSO TRAINING FACILITIES AND TO SERVE AS A REGIONAL CERTIFICATION CENTER

- Expand DCSO's training role to serve as a regional certification center for local and regional agencies, providing not only an additional revenue source but also a critical training resource for other agencies.
- Renovate the second floor of the Fitzgerald Home in order to create a new training facility, including a conference room, mat room, workout room, and storage and equipment areas. This renovation will enable the DCSO to provide all required training for DCSO employees and to provide certification training for outside agencies.
- Add personnel to the Training Division, including a non-sworn LET in order to provide administrative support in order to meet the increasing training demands.



#### 4. ATTRACT AND RETAIN A HIGHLY DIVERSE WORKFORCE

- Build partnerships with local community organizations and colleges to recruit a more diverse workforce.
- Utilize social media and the Recruiting Unit to reach a more diverse group of potential candidates for both basic and lateral recruit classes.
- Seek collaboration with local community colleges to increase exposure to and understanding of the law enforcement profession via trade programs
- Expand the use of the agency's internship program to recruit interns to work for the agency
- Develop a Peer Support Program for both sworn and non-sworn members
- Develop a comprehensive pay and benefits package that is comparable with local competing agencies
- Invest in the growth and development of employees by providing financial and logistical support for training and professional development opportunities
- Develop a culture of inclusivity, equality, and community engagement that permeates the entire agency
- Maintain healthy labor management relationships with all bargaining groups
- Expand the LET Floater Program to ensure appropriate administrative support throughout the agency





## 5. INFLUENCE LEGISLATION IMPACTING THE DCSO AND LAW ENFORCEMENT

- Implement a dedicated Legislative Liaison who will be responsible for monitoring legislative changes that may impact the agency, recommending legislative and resolution changes to command, and presenting to various legislative bodies and lobbyists on behalf of the agency as needed
- Monitor upcoming legislation that could impact the operations of the DCSO or safety of the Douglas County community
- Present legislative recommendations to applicable legislative bodies and lobbyists when needed





## 6. STRENGTHEN RELATIONSHIPS WITH THE DOUGLAS COUNTY COMMUNITY

- Develop positive community gathering events in unincorporated Douglas County to strengthen the relationship between the DCSO and its service community
- Expand the use of the Community Outreach Team, to include the use of specialized auxiliary community liaisons who act as a direct point of contact for specific community groups/organizations (e.g., refugees, homeless population, faith-based groups, etc.)
- Participate in community outreach and community events for underrepresented members of the community such as Juneteenth, Native Omaha Days, and Cinco de Mayo, among others.



## POPULATION TRENDS

The following information was obtained from the Omaha-Council Bluffs Metropolitan Area Planning Agency (MAPA) 2050 Long Range Transportation Plan (Amended October 2020) and the US Census Bureau. The Omaha-Council Bluffs MAPA is a voluntary association of local governments that covers five counties in Nebraska and Iowa and serves as the Metropolitan Planning Organization for Douglas and Sarpy Counties.

### MAPA TMA Population Projection for Douglas County, NE:

990 (Actual)	2000 (Actual)	2010 (Actual)	2020 (Projected)	2030 (Projected)	2040 (Projected)	2050 (Projected)
416,444	463,585	517,110	571,311	625,173	680,008	736,658
-	+11.32%	+11.55%	+10.48%	+9.43%	+8.77%	+8.33%

### 2020 US Census data:

- State of Nebraska population: 1,961,504 million
- Douglas County population: 584,526
- Unincorporated Douglas County population: 85,570

The unincorporated total is calculated by subtracting the populations of all incorporated places as defined by the US Census Bureau from the total Douglas County population. However, Nebraska State Law grants cities broad annexation powers. In 2020 the City of Omaha annexed eight SIDs which decreased Douglas County's unincorporated population by approximately 2,158. In 2021 the City of Omaha annexed three SIDs which decreased Douglas County's unincorporated population by approximately 248. In 2022 the City of Omaha annexed three SIDs which decreased Douglas County's unincorporated population by approximately 180. Uncharacteristically, there were no annexations by the City of Omaha in 2023.



Year	2020	2021	2022	2023
Num. of SIDs/Areas	8	3	3	0
Population Annexed	2,158	248	180	0

## ANTICIPATED TRAFFIC GROWTH

Per the Omaha-Council Bluffs Metropolitan Area Planning Agency (MAPA) 2050 Long Range Transportation Plan (Amended October 2020) traffic volumes in the area are expected to grow significantly by 2040 at various locations. Specifically, suburban/rural fringes will see greater growth than metro areas, having a greater impact on DCSO operations. Below is a map from the MAPA LRTP showing the growth ratios anticipated between 2010 and 2040.

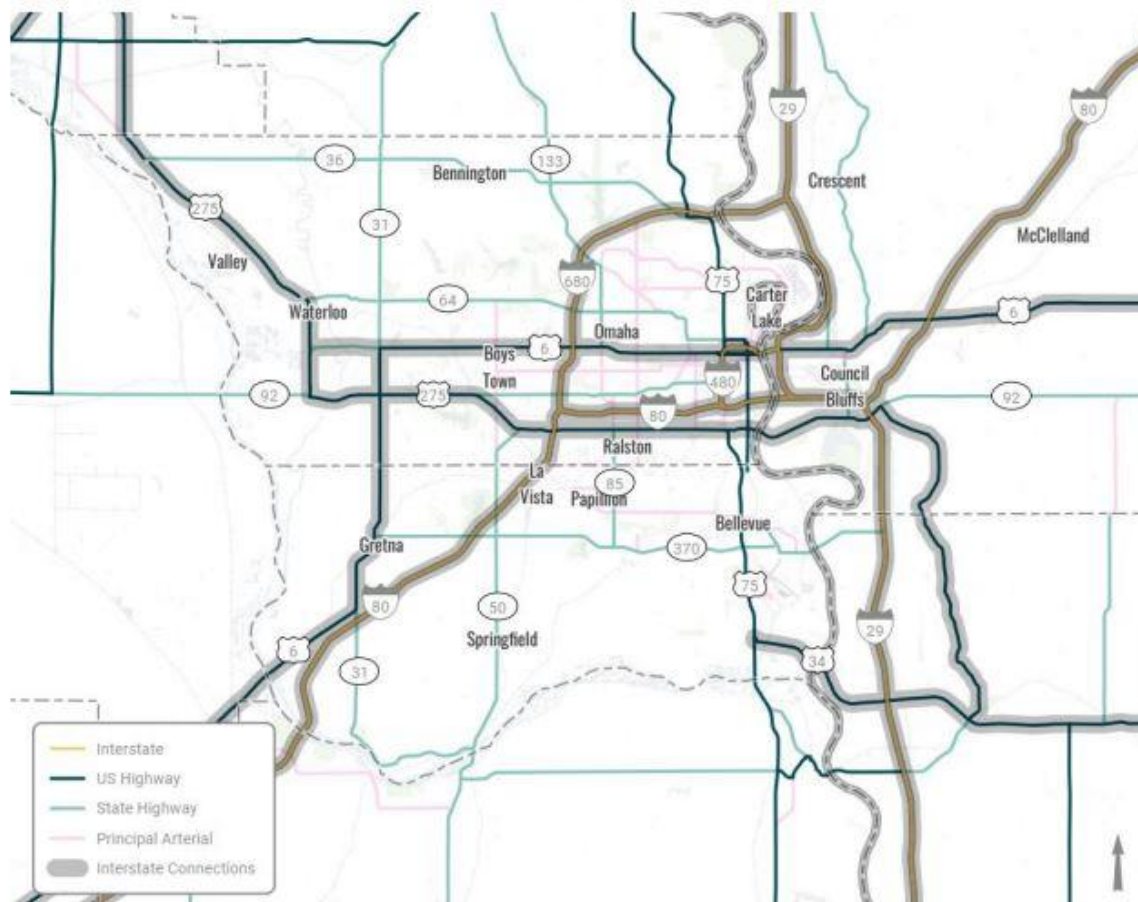




## ANTICIPATED TRAFFIC GROWTH

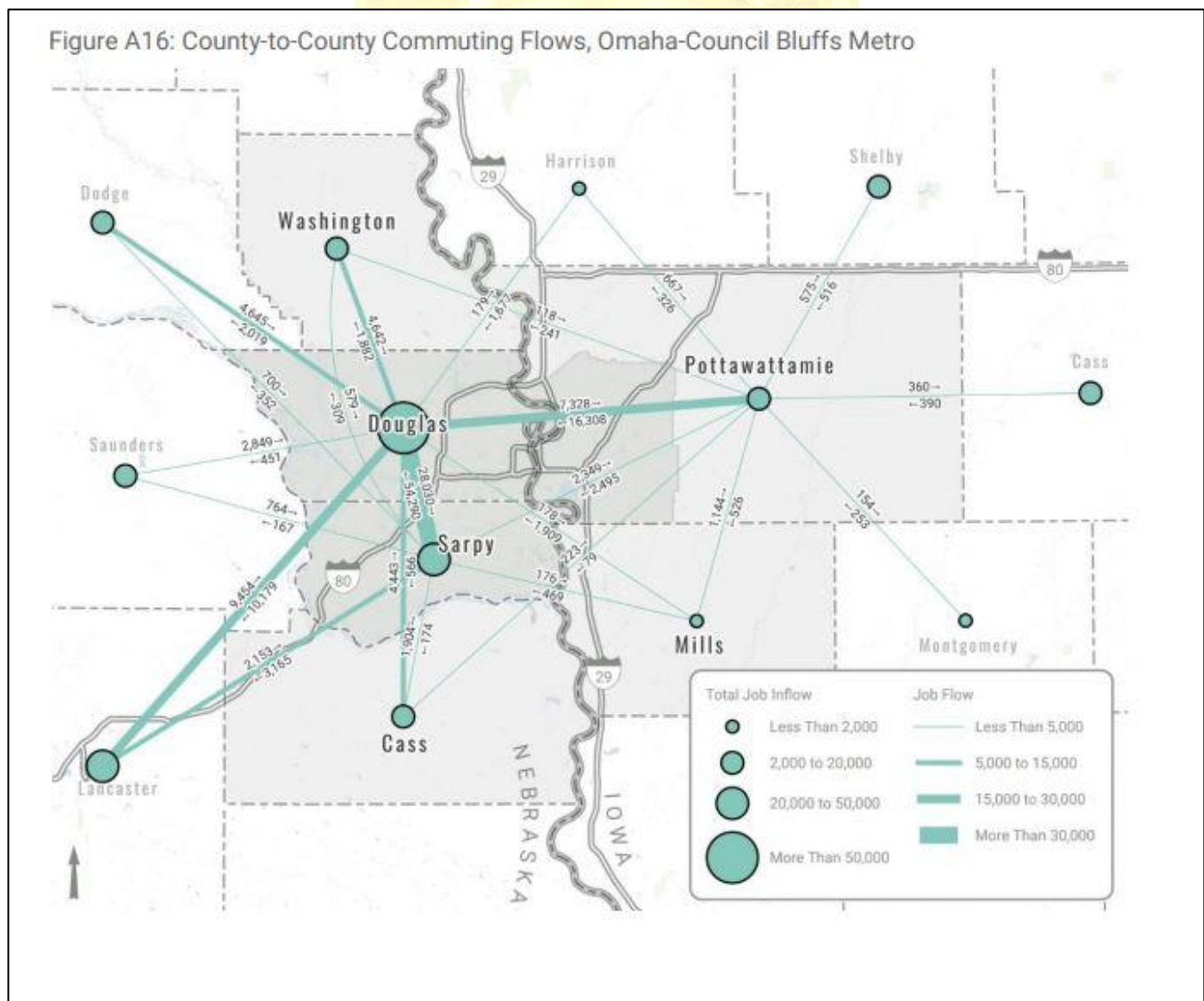
The 2050 LRTP also anticipates that freight traffic via highway will grow by 75.6% in Nebraska and Iowa by 2040:

Figure B20: Interstate Connectivity in the MAPA Region



## ANTICIPATED TRAFFIC GROWTH

Below is a MAPA map showing the county-to-county commuter flows for the regions. Douglas County has the largest inflow of commuters on a daily basis which also impacts traffic rates/accidents within the County impacting DCSO operations.



## ANTICIPATED WORKLOAD IN RELATION TO POPULATION TRENDS

### Call Load Projections Based on Population Projections

	2020 (Actual)	2020 (Projected)	2030 (Projected)	2040 (Projected)	2050 (Projected)
Calls for Service	13164	14543	15914	17309	18750
Population Projection	-	+10.48%	+9.43%	+8.77%	+8.33%

While calls for service are influenced by a wide variety of factors outside of population alone, it is important to consider the influence that the projected population increase of Douglas County may have on the workload of the Douglas County Sheriff's Office in future years. The above calculations are based on the increase in population alone and do not take into consideration other possible factors such as annexations, crime trends, self-initiated activity, or the demographic make-up of the jurisdiction (e.g., aging vs. younger population base).

Another population trend that must be taken into account is the projected increase in commuter traffic and traffic in general in DCSO's primary jurisdiction in future years. Already the DCSO is seeing an increase in the number of accidents investigated (5.32% higher than DCSO's five-year average as of 2023), the number of hit and runs (400% increase in 2023), and in traffic special attention requests (78% increase) when compared to 2022. This will require additional resources to be focused specifically on traffic enforcement activities to prevent and reduce traffic collisions and fatalities.



## Anticipated Personnel Levels

2023-2027 STRATEGIC PLAN

### Approved Personal Levels:

The DCSO's personnel levels are based on budgeted strength as approved by the Douglas County Board of Commissioners. Each year the DCSO participates in the budgetary process by submitting a staffing and budget request. However, the DCSO's staffing levels are ultimately determined by the budget approved by the Board of Commissioners.

Position	Authorized	Position	Authorized
Sworn		Civilian	
Sheriff	1	CALEA/Policy Coord.	1
Chief	2	Managers/Supervisors	8
Captain	3	Admin Coordinator	1
Lieutenant	8	Grant Coordinator	1
Sergeant	20	Co-Responder Therap.	1
Deputy	122	Invest. Svcs. Specialist	1
<b>Total</b>	<b>156</b>	LET II's	18
		LET I's	3
		CP Server II's	3
		CP Server Part-Time	1
		CP Server I's	8
		ESO Full-Time	18
		CSI III	3
		CSI II	3
		CSI I	3
		Forensic Chemist III	1
		Forensic Chemist II	1
		Latent Print II	1
		Latent Print III	1
		PED Tech II	1
		BSO Full-Time	14
		Motor Vehicle Inspector	6
		TOD Part-Time	1
		TOD Full-Time	2
		<b>Total</b>	<b>104</b>