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Mission, Vision & Values

Mission Statement
The mission of Nlets is to provide information services within a secure environment to the international justice and public safety communities. Nlets will serve those national and international governmental agencies and other organizations with similar missions that enforce or aid in enforcing local, state, or international laws or ordinances.

Vision Statement
Nlets’ vision is to continue to be the premier provider of secure information services that will enable a totally standardized, integrated, international justice and public safety system. Acting primarily as a network and information provider, Nlets will serve every stratum of the justice and public safety communities.

Our Values
Leadership

Frank Minice
Nlets Chief Executive Officer

Bill Phillips
Nlets Chief Information Security Officer

Kyle Darnell
Nlets Chief Project Officer

Joe Mandala
1st Vice President
Kansas Bureau of Investigation

Bill Guy
Region A Chair
Rhode Island State Police

Chris Behre
Region C Chair
West Virginia State Police

Boyd Butler
Region E Chair
Illinois State Police

Felicia Jackson
Region G Chair
Oklahoma Department of Public Safety

Mike Roosa
Federal Rep Chair
Department of Justice

Shawn Scriven
Nlets Chief Financial Officer

Kate Silhol
Nlets Chief Information Officer

Jeremy Hansford
Nlets President,
Ohio Department of Public Safety

Michelle Farris
Nlets 2nd Vice President
Texas Department of Public Safety

Renee Rigby
Region B Chair
Delaware State Police

Maury Mitchell
Region D Vice Chair & Acting Chair
Alabama Law Enforcement Agency

Tom Prevo
Region F Chair
Nebraska State Patrol

Joe Leon Guerrero
Region H Chair
Judiciary of Guam
Committees

**Finance & Management Committee**
Chair, Brad Cazort (AR)
Ex-Officio, Joe Mandala (KS)
Board Member, Renee Rigby (DE)
Principal Member, Larry Newton (KY)
Principal Member, Bradley Rollo (WI)
Principal Member, Jenny Stalo (WY)
Principal Member, Rob Simpson (IN)
Principal Member, Wes Vradenburg (WA)

**Technical Operations Committee**
Chair, Maury Mitchell (AL)
Ex-Officio, Michelle Farris (TX)
Kirk Beardwood (CA)
Chris Corea (MD)
Kevin Collins (MI)
Jennie Moller (ND)
Jamie Gagnon (MA)
Dan Abbott (NICB)

**Brodie Assistance Fund Committee**
Chair, Tom Prevo (NB)
TOC Chair, Maury Mitchell (AL)
F&M Chair, Brad Cazort (AR)
Board Member, Boyd Butler (IL)
Board Member, Felicia Jackson (OK)
Member At Large, Robyn Peterson (CO)

**Training and Education Committee**
Chair, Shelley Scott (LA)
Sandy Kelleher (ID)
Rhonda Westbrook (GA)
Designee, Grant Smith (FBI)
Designee, Nathalie Pleau (CN)

**Nominations Committee**
Chair/Board Member, Joe Leon Guerrero (GM)
Board Member, Tom Prevo (NB)
Member At Large, Renee Rigby (DE)

**Hall of Fame Committee**
Chair, Dan Abbott (NICB)
Nlets President, Jeremy Hansford (OH)
Nlets CEO, Frank Minice (Nlets)
Alumni, Georgene Ramming

**Constitution & By Laws Committee**
Chair, Joe Mandala (KS)
Ex-Officio, Michelle Farris (TX)
Ex-Officio, Jeremy Hansford (OH)
Frank Dubiel (DOS)
Glory Bulkley (CT)
Kelli Erickson (SD)
Barb Koval (NY)
Kevin Collins (MI)
Ivy McMillian (NC)
Frank Minice (Nlets)

**Core Task Force Committee**
Chair, Brad Cazort (AR)
Ex-Officio, Jeremy Hansford (OH)
Ex-Officio, Joe Mandala (KS)
Ex-Officio, Michelle Farris (TX)
Nlets CEO, Frank Minice (Nlets)
Bill Guy (RI)
Chris Behre (WV)
Sandra Kelleher (ID)
I am pleased to report 2022 was a successful year for Nlets, with achievements across many areas of the organization. Nlets processed over three billion transactions for the second year in a row, which reflects the efficiency and reliability of our systems. All corporate goals were achieved – a testament to the hard work of the Nlets team. The most significant accomplishments included exceptional system uptime and cutover times that directly contributed to increased system availability.

Nlets remains committed to ensuring the security and privacy of the data we access and share. As technology continues to evolve, it is more important than ever to maintain the trust and confidence of our members and partners by implementing best practices in cybersecurity and data privacy. The Common Vulnerability Scoring System (CVSS) scores achieved in 2022 reflect our continued focus on security – ensuring the system is secure and available when our community needs it most.

Nlets remains at the forefront of leveraging technology to enhance public safety and facilitate information sharing among criminal justice agencies. In 2022, we continued to build on this legacy by investing in new technologies and capabilities that enabled our members to be even more effective in their mission to protect our communities.

Throughout the year, Nlets continued collaboration with the nation’s criminal justice community by serving on FBI, IACP, FirstNet, and many other committees. Nlets also spearheaded the Attributes Requirements Task Force (ARTF) and hosted successful ABM, TOC, F&M, and STARS/Implementers meetings - showcasing our commitment to advancing the state of information sharing. Collaborating with other agencies and organizations is essential for addressing complex challenges and maximizing the impact of our work. By working together, we can develop more comprehensive and effective solutions that benefit all of our stakeholders.

My sincere thanks to the Nlets team for their dedication to the membership and criminal justice information sharing. Nlets is well-positioned to continue providing the criminal justice community with the best service possible in the coming years.
It seems strange for me to say that a nearly 60-year-old organization is maturing... but that is exactly what is happening. Nlets continues to evolve, and we have matured and grown in many ways over the last few years.

From our administrative and financial processes, to the redundancies and resiliency in place for our systems and networks, to our security posture and our overall autonomy and ability to support our systems in house. Our organizational structure has also matured, aligning closer to industry and allowing us to grow staff and compete for new talent as needed.

The results of this maturity continue to pour in... increased uptime, excellent service center response time, clean security and financial audits, and an overall renewed focus on the critical services that Nlets provides. While we have matured and continue to improve... we cannot rest on our success. We must continue to strive to improve information sharing, filling gaps that we know exist and extending our ability to securely and reliably provide our services.

Our strategic planning process has been honed in and the committee and board participation in this process has proven over and over again to be a major key to our success. This year the technical operations committee refreshed the technical strategic plan with lofty but obtainable goals such as a complete rewrite of our NJIN system and a goal of 100% uptime by adding a 3rd site. The Nlets staff, Officers, Board of Directors and the Representatives are disciplined and steadfast in following our corporate, financial, and technical strategic plans, and by using these roadmaps we will ensure that the right information gets to the right people at the right time... every time.
We are pleased to report that Nlets had another stellar year. The quantity of Nlets messages going through the switch is more than 48% higher than it was just five years ago. Our implementation of industry-used best practices has served Nlets well over the years with regards to keeping systems highly available. Our uptime for 2022 was an astounding 99.977%.

Nlets continues to move our traffic to the Continuity of Operations (COOP) site and back every month to ensure that systems are regularly patched and maintained. This has led to the lowest annual CVSS score that Nlets has ever had at a mere 4.14 which is 15% lower than it was just five years ago.

One of the key strategies we have implemented to maintain high availability is constant monitoring of our critical services. We use multiple tools to manage and monitor these services which has proven to be a successful method in helping us achieve the highest standards that our stakeholders deserve.

We are committed to maintaining high system uptime while our member agencies continue to push more and more traffic to Nlets for processing and routing.
3,393,768,980
TOTAL 2022 MESSAGES PROCESSED

2018 2019 2020 2021 2022
2.16B 2.65B 2.77B 3.07B 3.39B

TOTAL 2022 MESSAGES PROCESSED
3,393,768,980

2018 2019 2020 2021 2022
4.89 4.70 4.50 4.42 4.14

AVERAGE CVSS SCORE

2018 2019 2020 2021 2022
4.89 4.70 4.50 4.42 4.14
Financial Update

Nlets continues to maintain a strong financial position.

With support from the Technical Operations Committee (TOC), Finance and Management Committee (F&M), and Board of Directors (BOD), Nlets is positioned and prepared to take on future challenges as they are presented. The Nlets Strategic Plan, updated by Nlets staff with the support of the committees, further established controls to safeguard company assets and ensure that Nlets has the financial capability to meet the mission for the foreseeable future. This is further evidenced by the financial audit, completed each year by an external CPA firm. Through the audit process, the CPA firm provides a thorough independent review of Nlets financial statements and internal control processes. The 2022 audit results are favorable, with Nlets receiving an unmodified, or “clean,” audit opinion and no recommended adjustments or changes from the auditors.

The most recent significant action as a result of years of strategic planning with Nlets Committees and the Board of Directors was the decision to raise core membership fees. This decision was approved by the Nlets Council in 2019 and implemented in July 2021. The full year financial impact of this decision was finally realized in 2022. Adhering to the Strategic Plan objectives and action items ultimately led to the decision to raise core membership fees that enabled Nlets to navigate through a year of increasing operational costs for items needed to run Nlets, thus continuing to meet the mission and key strategic plan goals. These goals are to make key investments to enhance the reliable, secure and high-quality network utilized by the membership, attracting and retaining the right people to provide outstanding service to the membership, and giving back to the member community through the Brodie Assistance Fund (BAF). In 2022 Nlets invested nearly $2M in capital improvement projects. Key projects were completed to enhance the physical security and redundancy at the Phoenix facility. Investments were also made to refresh hardware for the operations center Uninterruptible Power Supply (UPS) and Automatic Transfer Switch (ATS). These power redundancy appliances are critical components to ensuring the services provided by Nlets are always available. Additionally, a significant investment was made to scale the Nlets internal environment in Phoenix, as well as the continuity of operations (COOP) site in Texas. And finally, an investment was made to our staff roster, adding 5 full-time budgeted positions to support growing needs in the Applications, Systems, Network and Security departments.

Due to proper and ongoing planning, after all the necessary investments are complete to meet Nlets mission needs, Nlets is able to send excess revenue over operating expense proceeds to the Brodie Assistance Fund (BAF). BAF is a fund available to Nlets Principal Members to support the quick adoption of services and technology that directly benefits the Nlets mission. BAF is used for continuing education of the membership, and as a way to give back to individual families of fallen officers through the Officer Down Memorial program. In 2022, Nlets distributed $274K from the fund, increasing the total lifetime contribution to $4.2M that has been given back to the member and law enforcement communities.

Great planning leads to great success.
MOBILE DEVICE QUERY

Nlets created a new service that gives law enforcement agencies access to information about mobile devices for criminal investigation and crime reduction activities. The new service leverages the Recipero National Mobile Property Register (NMPR) search which returns status and history information about a mobile device based on its International Mobile Equipment Identity (IMEI) number. The IMEI is unique to a mobile device, much like a VIN is unique to a vehicle, and may be found in the device settings or from the carrier associated with the device.

NLETS NOTIFICATIONS

Nlets strives to provide information to our user community as efficiently and securely as possible, and a recent update to the Nlets Notifications service provided improvements in both; being rewritten to improve overall performance and functionality. The original service was designed to alert users when specific words or phrases appear in AM messages that traverse the Nlets’ message switch. The update provides more dynamic functionality to send secure emails and Nlets AM messages to recipients when there are hits on the key words. These changes ensure secure communication of the notifications to the users.

NTELLIGENCE

In August of 2022, Nlets began an initiative to introduce and utilize analytics to better serve our membership. This initiative is called Ntelligence. Ntelligence includes an effort to modernize our data warehouse and data mart architectures, as well as the introduction of Tableau to provide the analytics platform and provide dashboards to our servicing departments and leadership. Nlets will utilize this data to address potential issues more proactively within our network and systems.
In 2022, Nlets procured and installed an additional Liebert UPS to provide additional redundancy and resiliency to our infrastructure and the infrastructure of our collocated customers. With the new UPS and other infrastructure changes, Nlets now has a second battery backup to provide additional fault tolerance, should we need to bypass one of the units for maintenance or to deal with a problem. Nlets continues to invest in our on-premise infrastructure, where appropriate, in order to continue to strengthen our position as a fault-tolerant and resilient facility not only for our own needs, but for those of our customers as well.
NLETS PROJECTS AND INITIATIVES

Security Services

ASSET MANAGEMENT PROGRAM
CRITICAL CONTROL 1

In 2022 Nlets marked a significant achievement in improving its cybersecurity posture. Specifically, Nlets staff successfully implemented CIS Critical Control 1, which focuses on the inventory and control of all enterprise assets. Nlets was able to implement Critical Control 1 by expanding the functionality of existing software.

The implementation of CIS Critical Control 1 has had a significant impact on Nlets' security posture. With the knowledge of all assets present on the network, Nlets can be confident the appropriate security controls are implemented on authorized assets and quickly remove unauthorized assets. Additional benefits of Critical Control 1 include reducing the risk of attackers targeting newly installed assets which are not yet properly configured, increased detection capabilities, and a clearer understanding of where to focus effort to further enhance our security posture.

Nlets is committed to the protection of its systems and member agency data. This achievement is a critical step forward in Nlets ongoing efforts to enhance its cybersecurity posture. Nlets will continue to invest in cybersecurity to ensure that we are staying ahead of emerging threats and protecting our member agencies to the best of our ability.
Nlets Risk and Compliance Services team (RCS) is engaged in an effort to develop a plan to integrate changes to the
CJIS Security Policy (CJISSECPOL) with Nlets’ audit and compliance programs. In 2022, the Risk and Compliance
Services team engaged with Protiviti to map all of the auditable requirements of the current version of the
CJISSECPOL to the equivalent controls from the moderate baseline of NIST SP800-53. A draft of the initial mapping
was accomplished in October and refined through November, coming out of draft just in time for the CJIS Division’s
release of policy version 5.9.2 in December.

Lessons learned in the initial mapping were applied and successfully tested using the small set of changes present in
CJISSECPOL 5.9.1. Building from that initial effort, Nlets staff were able to quickly identify and summarize the new
requirements for Nlets core service teams. The Nlets RCS worked diligently to integrate the new set of requirements
present in 5.9.2 (AT, MP, SA, and SI) into the base mapping framework and a new audit checklist. The new checklist
was complete in February of 2023, helping to maintain Nlets position as a knowledge leader for the community. RCS
staff are applying the new set of controls in the assessment of the Nlets enterprise as well as Nlets Strategic Partner
Organizations (SPO). The mapping effort and framework produced form a solid foundation for the ongoing
compliance efforts of Nlets and its SPOs by allowing Nlets to efficiently integrate future policy changes.
NCERT TRAINING CERTIFICATION PROGRAM

N-Cert, Nlets Certification program, is being created to provide training for state-level law enforcement and criminal justice trainers, so they have a better understanding of Nlets message keys and data. This higher level of understanding will assist state level trainers in not only developing training curriculum but will also assist them in instructing their local law enforcement and criminal justice agencies on Nlets functions, message keys and data. With 53 training modules built and integrated into a new application format at the end of 2022, the anticipated launch is Spring of 2023.

2022 STARS / IMPLEMENTERS WORKSHOP

In September 2022, Nlets hosted our second combined STARS / Implementers Workshop in Tempe, Arizona. The combined event made it easier for attendees to participate in both workshops. Attendees came from all over the U.S. to learn from our technical experts and audit/training specialists. Topics included Security Policy Modernization, N3G and Blue Alert, a Body Worn Camera Panel, What to Expect During a Non-Criminal Justice Audit, and so much more. Since the combined workshops have been so successful, we plan to continue in that format. Our next STARS / Implementers Workshop will be held in 2024.
The 55th Nlets Annual Council Meeting was called to order by Nlets President, Jeremy Hansford on Tuesday, June 21st 2022, followed by the McLean County Sheriff’s Department Honor Guard.

Every June, Nlets hosts our Annual Business Meeting (ABM) to share recent breakthroughs, tackle current challenges, and determine our roadmap for a year of further growth and progress in law enforcement and public safety information sharing. This year was no different with an agenda packed full of Committee updates, Nlets services updates and presentations made by industry friends such as AAMVA, the Office of Tribal Justice, SEARCH, and FirstNet.

Regional meetings provided seasoned and new representatives the opportunity to discuss important topics relevant to their respective states and Nlets as an organization.

This year’s meeting concluded with an Awards banquet.

**Nlets President’s Award**
Bonnie Locke

**Nlets Directors Impact Award**
John “JD” Dinbokowitz

2022 ANNUAL BUSINESS MEETING, BISMARCK, ND.
NOVA UPDATE

Since its inception in 2015, Nova has continued to grow and attract new customers, both private and government organizations. With unparalleled customer support and a unique offering only Nlets can provide, Nova has become a first-choice solution for many. Nova is now in the process of a major update that will bring even more features and service availability to new and existing customers. Advanced technology, leading-edge cloud services, and our custom approach to customer engagement will continue to see growth in Nova and the wider Nlets technology stack.

NLETS MANAGED SERVICES

Introduced as a pilot in 2021, Nlets formalized our Managed Services offering in 2022. As part of this community, we strive to see success in every one of our customers and partners. We know the technology landscape can be difficult to navigate and so we decided to offer our unique expertise in both the Nlets community and technology designs and implementation. Nlets is made up of experts in their fields and we now offer that expertise to the greater community, allowing organizations to focus on their primary mission, either law enforcement or supporting law enforcement, while we handle the technologies underpinning those efforts. Whether in a commercial cloud provider or on-premises, Nlets Managed Services has the expertise to manage and optimize any technology environment.

FROZEN STORAGE

As a best practice, every organization should maintain a robust backup system that allows fast recovery in the event of a catastrophe. However, backups on their own are no longer enough to combat the threats organizations face. Therefore, Nlets made the decision to be proactive and put into place a system that not only backs up our critical data, but also locks it against modification or deletion. This ensures data integrity for our records such as our RAND Archive, but also prevents data loss or compromise due to new threats like ransomware. Nlets implemented this system in 2022 and it has become a key factor in our Disaster Recovery Plan.
Network Services

NETWORK AS A SERVICE

Nlets offers network services including network design, configuration, deployment, and event management. Nlets has extensive experience in managing complex computer networks. Here’s a more detailed explanation of the network services available:

1. **Network design:** Nlets can help law enforcement agencies plan and design their computer networks. This includes selecting the right hardware, determining how data will flow through the network, and creating a plan for implementing security protocols.

2. **Configuration:** Nlets can help configure network devices such as routers, switches, and firewalls to ensure that they are properly integrated and optimized for performance. This includes setting up secure VPN connections for remote access.

3. **Deployment:** Nlets can physically install and configure network equipment at law enforcement agencies’ sites.

4. **Event management:** Nlets can monitor and manage network events such as outages, security breaches, and performance issues. This includes quickly detecting and resolving any issues that arise to minimize downtime.

In addition to these services, Nlets can also provide ongoing maintenance and support to ensure that the network remains secure and efficient over time.
In 2022 Nlets added five new positions to our organization: Systems Administrator, Systems Engineer, Software Engineer, Information Security Administrator, and Network Engineer/WAN Administrator. The growth within these departments has assisted Nlets in its goal to enhance the service offerings to the law enforcement community. In addition to these new positions, 9 employees were hired throughout the year to backfill vacated positions.

Nlets said goodbye to three key members of the executive team in 2022. Laura Carter Chief Human Resources Officer, Bonnie Locke Chief Marketing Officer, and Kurt Anzelmo Chief Operating Officer. They had a combined 65 years of dedicated Nlets experience. The impact they each had on Nlets, and the law enforcement community is profound. We wish them well in this next stage of life and thank them for their service.

With these three major retirements in 2022, a reorganization of Nlets was needed. The first department to be worked on was operations, which now falls under CIO, Kate Silhol. In addition to this change, we added two new leadership positions within the service center, Lead Operations Services Analyst and Operations Services Center Specialist. We also expanded our Operations Services Analyst Tiers. Next our marketing department, which included training and business services, was split between CISO Bill Phillips and CFO Shawn Scriven. In addition to business services, Shawn Scriven also now manages our Human Resources and Administrative Department. To assist Shawn with the day-to-day HR functions, Nlets added an Office & HR Manager as well. The reorganization resulted in the promotion of 9 current employees.
Nlets unlocks the power of technology to enhance officer safety and departmental efficiency with the Nlets Strategic Partner Program, Nova Cloud Platform, and our Managed Services Offering. As we continue to deliver, we remain focused on making innovative technical capabilities available to the membership and communities they serve. Our internal growth remains calculated and efficient, and we stay laser-focused on driving sustainable growth in Nlets service offerings while supporting the mission and vision of Nlets.

Jenoptik North America and Hayden AI were approved by the Nlets Board of Directors to join the Nlets Strategic Partner program in 2022 along with many existing strategic partners increasing their Nlets footprint.

Nova tenants stay the course with the upward trend of incorporating additional resources into their existing environments as the platform continues to promote value with a persistent focus on relevance and operational agility.

Nlets staff are committed to creating shared value for the Nlets membership. We are grateful for the support of our membership, our strategic partners, hosting customers, and the communities in which we all serve.
NLETS MEMBER AGENCIES

Current as of December 31, 2022

Core: Principal
Alabama Law Enforcement Agency
Alaska Department of Public Safety
Arizona Department of Public Safety
Arkansas Crime Information Center
California Department of Justice
Colorado Bureau of Investigation
Connecticut Department of Public Safety
DC Metropolitan Police Department
Delaware State Police
Florida Department of Law Enforcement
Georgia Bureau of Investigation
Hawaii Criminal Justice Data Center
Idaho State Police
Illinois State Police
Indiana State Police
Iowa Department of Public Safety
Judiciary of Guam
Kansas Bureau of Investigation
Kentucky State Police
Louisiana State Police
Maine State Police
Maryland State Police Headquarters
Massachusetts Executive Office of Public Safety and Security
Michigan State Police
Minnesota Department of Public Safety
Mississippi Department of Public Safety
Missouri State Highway Patrol
Montana Department of Justice
Nebraska State Police
Nevada Department of Public Safety
New Hampshire State Police
New Jersey State Police
New Mexico Department of Public Safety
New York State Police
North Carolina State Bureau of Investigation
North Dakota Department of Emergency Services
Ohio State Highway Patrol
Oklahoma Department of Public Safety
Oregon State Police
Pennsylvania State Police
Puerto Rico Department of Justice
Rhode Island State Police
South Carolina Law Enforcement Division
South Dakota Department of Public Safety
Tennessee Bureau of Investigation
Texas Department of Public Safety
United States Virgin Islands Police Department
Utah Bureau of Criminal Identification
Vermont Department of Public Safety
Virginia State Police
Washington State Patrol
West Virginia State Police
Wisconsin Department of Justice
Wyoming Division of Criminal Investigation

Core: Federal
Administrative Office of U.S. Courts
Bureau of Alcohol, Tobacco, Firearms, & Explosives Bureau
Bureau of Consular Affairs / DOS Passport Services
El Paso Intelligence Center (EPIC)
Federal Bureau of Investigation / NCIC
Federal Bureau of Prisons
Federal Motor Carrier Safety Administration
Federal Protective Service
National Weather Service / NOAA
Naval Criminal Investigative Service
Office of Justice Programs, BJS
Social Security Administration
Transportation Security Administration / OLE
U.S. Air Force
U.S. Army
U.S. Citizenship & Immigration Services
U.S. Coast Guard
U.S. Customs and Border Protection
U.S. Department of Defense/DCSA
U.S. Department of Justice
U.S. Department of State
U.S. Department of the Interior
U.S. Department of Veteran's Affairs
U.S. Immigration and Customs Enforcement
U.S. Marshals Service
U.S. National Central Bureau of INTERPOL
U.S. Postal Inspection Service
U.S. Secret Service

Core: Associate
ARJIS of San Diego
PrePass Safety Alliance
National Center for Missing and Exploited Children (NCMEC)
National Insurance Crime Bureau (NICB)
National Vehicle Service (NVS)
Regional Information Sharing System (RISS)
Western Identification Network (WIN)

Core: International
Canada
Strategic Partners

Nlets is proud to partner with industries who join us in our missions to serve law enforcement.

Current as of December 31, 2022
Colo Hosting Customers

Nlets is proud to provide secure hosting services to the membership and industry.
Nova Hosting Customers