

NYE COUNTY SHERIFF'S OFFICE

STRATEGIC PLAN

2015-2019



Nye County Sheriff Sharon A. Wehrly

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ACKNOWLEDGEMENTS

The Nye County Sheriff's Office is grateful for the assistance it has received from the public and employees.

While it is impossible to list all people who assisted, special thanks is recognized for both residents and employee participation in this project.

A handwritten signature in blue ink, appearing to read "A. D. Kelly", is positioned to the left of the date.

January 19, 2016



RE: Nye County Sheriff's Office 2015 - 2019 Strategic Plan

Nye County Residents and Employees:

The Nye County Sheriff's Office Four Year Strategic Plan is a living document and has been developed to accurately reflect our current position and our goals for the future.

We have produced and implemented our strategic plan, our first road map, using a time honored strategic planning process which will continue to embrace our philosophy to strive toward our goals. The process will allow us to review and revise our process and to enhance our methodology in several ways.

First, we determined where we were. This process has taken the better part of a year and was accomplished while we determined where we wanted to be at the closing of the first year and where we want to go during the next three years. During the election process, I determined where the Nye County Sheriff's Office should be and developed a basic outlined pathway showing how we would attain the goals I had set. As with all planning there are numerous unknown issues, roadblocks and restrictions. We have met them head on and have not been diverted too far off center. The strategic planning process requires we review and revise or reestablish our two and four-year goals. These goals clearly capture the spirit and intent of our leadership and our employees and clearly focus on the areas of public safety, community policing, internal and external communications, expansion of services, professionalism of our workforce, and workplace environment. This sharper focus allows us to more logically move forward in developing and group supporting Strategic Initiatives and Measurable Objectives on an agency and community wide basis.

The end result is the development of initiatives and objectives which readily support the progress of agency ideals, community policing, while remaining within our budget. This process benefits the community and cultivates community wide support for transparent strategic plan during our budget development and allocation cycles.

Next, and probably the most dramatic shift are Measurable Objectives which as developed, actively reflect and support our planned Actions, Strategies and goals.

Specifically, once our Measurable Objectives were developed from our set goals, the Action and Strategy Development Teams were assigned and the process was implemented. These teams consist of the management team intermingled with of line level employees, both civilian and sworn, who have empowered to grow the Nye County Sheriff's Office. Working together, the Nye County Sheriff's Office as a dedicated entity are working together to meet each goal.

The basic outline of the strategic plan was implemented on day one of this administration, the goals were set and we grew the plan into a formal, living pathway allowing us to not only meet, but exceed our goals. We are working toward full implementation. The Nye County Sheriff's Office is a team and as a team, we will work within the Office and with other departments in the county and state and with the residents, residents and visitors to Nye County to make these goals and objectives a reality.

Further, I encourage and support, each employee, on a daily basis, to continue to identify, develop and implement those actions and strategies which support our mission, our goals and our quest for continuous improvement in all that we do and for all who we serve.

Sincerely,

A handwritten signature in blue ink, appearing to read "Sharon A. Wehrly".

Sharon A. Wehrly
Nye County Sheriff

EXECUTIVE SUMMARY

The Nye county Sheriff's Office Four Year Strategic Four Year Strategic Plan is a key document in the fulfillment of both community and agency needs and concerns.

Although this office has made great strides with issues, such as reduction of crime, traffic safety, and delivery of services with budget shortfalls, we have not, and must not, limit our efforts to these problems alone. Only through a comprehensive analysis of all areas of law enforcement can we expect to meet or exceed the needs of the Nye County communities we are sworn to serve, and the agencies and the employee's needs. The Strategic Plan, coupled with a realistic budget, enables the Nye County Sheriff's Office to focus on setting far reaching reasonable goals and designing a path forward allowing this administration to reach those goals and fulfill the county law enforcement needs. Along with our Four Year Strategic Plan, this administration will provide the Board of County Commissioners, the residents and residents of Nye County and our employees an Annual Report documenting our successes, weaknesses, and milestone status for the year. The Annual Report is paramount in ensuring the status of the Sheriff's Office is known, the Sheriff's Office remains transparent, and it ensures the Sheriff's Office is not becoming static.

The goals and milestones will be reassessed each January and when necessary revised or replaced when the goal has been successfully met. As other issues arise, the foundation of the Sheriff's Office Mission, Goals, Values and Philosophy are reinforced and our Four Year Strategic Plan remains a fluid living document ready to be reviewed and revised by the next Administration.

As we strive to achieve our goals outlined and documented within the Strategic Plan, we have to traverse and overcome many stereotypes, grandfathered practices, and face critical issues and challenges. By prioritization and employing a systematic approach in accomplishing these goals, we are creating measurable objectives, strategies and actions in each Nye County Sheriff's Office Unit, Section, and Division.

These objectives and strategies become identifiers of future budget, Capital Improvement Projects (CIP), and Executive Capital Improvement Projects (ExCIP) submissions and normal operational expenses guidelines. Only through responsible financial planning and budgeting will this Office fulfill its responsibility to provide adequate law enforcement services to the residents and visitors of Nye County.

The Sheriff's Office was organized into three main Bureaus: Detention; Field Services and Administrative Support Services, with each Bureau having multiple Divisions. During the six (6) months following January 5, 2015, the Sheriff's Office was reorganized. Sheriff's Office goals and objectives, including strategies for achieving those goals and the Sheriff's Office Mission are discussed in the next few paragraphs.

THE MISSION

MISSION STATEMENT: *The men and women of the Nye County Sheriff's Office are dedicated to the protection of life, the protection and preservation of the State of Nevada and United States of America constitutional rights of all residents and visitors in Nye County. We are charged with maintaining order and enforcing the laws of the State of Nevada and the ordinances of Nye County and are responsible for the professional care and custody of those confined within our Detention Centers, the security of our courts, and the prompt investigation of crime. We strive to provide exceptional law enforcement services free from prejudice, bias or favor, with leadership, honesty, integrity, and respect diversity.*

The *mission* of every employee of the Nye County Sheriff's Office is to consistently seek and find ways to affirmatively promote, preserve, and impart a feeling of security, safety and provide quality law enforcement services to the residents and visitors of our communities. This *mission* is a commitment to quality performance for all employees. It is critical that all employees understand, accept, and be committed to the responsibilities established by the mission. The mission is the foundation upon which all operational decisions and organizational policies are based. Policies include rules, regulations, operating procedures, and practices.

The *mission* represents the commitment of this administration to the concepts of quality performance management. In other words, employees are required to work consistently in a quality manner in the daily performance of those duties, job responsibilities and work tasks associated with the mission.

Quality manner means performance outcomes comply with the performance standards established for this agency and ensures each employee associated with the Nye County Sheriff's Office must adhere to those standards.

Examples of performance standards include the Oath of Office, Code of Ethics, agency policies, rules, regulations, procedures, directives, general and specific orders, work productivity and performance behavior.

In addition to a ***Mission Statement***, the Nye County Sheriff's Office has implemented ***Core Values, Motivational Values, a Value Statement, our Pledge, our Motto*** and our ***Philosophy***.

Our ***Core Values*** are symbolized in the acronym **ISERV** and are noted below:

Integrity without compromise

Service before self

Excellence in all we do

Respect for people

Vigilance while safeguarding our county, State, and country

Our **Motivational Values** are:

<i>Honesty</i>	We are truthful in our words and actions.
<i>Integrity</i>	As people of character and principle, we do what is right, even when no one is looking.
<i>Loyalty</i>	We are loyal to our department and our profession and committed to protecting the quality of life in our county.
<i>Trust</i>	We are confident in the integrity, the ability, and the good character of our colleagues.
<i>Respect</i>	We treat everyone with dignity honoring the rights of all individuals.
<i>Fairness</i>	We are just and impartial in all of our interactions. Our decisions are made without personal favoritism, bias or prejudice.
<i>Diversity</i>	We embrace the strength in the diversity of our employees and our communities.

Our **Value Statement** includes the following:

Human Life:

We value life and dignity above all else, therefore:
We give first priority to situations that threaten life;
We use force only when necessary;
We treat all persons with courtesy and respect;
We are compassionate and caring.

Integrity:

We believe integrity is the basis of community trust, therefore:
We are honest and truthful,
We are consistent in our beliefs and actions,
We hold ourselves to high standards of moral and ethical conduct,
We are role models for the community.

Excellence:

We strive for personal and professional excellence, therefore:
We do our best,
We seek adequate resources in staffing, facilities, equipment, training, salaries, and benefits,
We recruit and hire the best people,
We are receptive to new ideas, to change,
We meet state recognized law enforcement standards,
We lead by example,
We work toward realistic, mutually agreed-upon goals.

Cooperation:

We believe that cooperation and team work will enable us to combine our diverse backgrounds, skills and styles to achieve common goals, therefore:
We work as a team,
We strive to understand those who disagree with us,

We seek to resolve conflicts,
We rely on community support and involvement,
We share our responsibility to serve the residents of Nye County with many other agencies and organizations in harmony.

Our **Pledge** to the residents and visitors to Nye County, Nye County personnel and fellow Nye County Sheriff's Office personnel:

"We the employees of the Nye County Sheriff's Office Personnel endeavor to create a working relationship with residents to identify address and solve community problems and concerns, therefore we:

- *Strive to meet the needs of ever-changing communities;*
- *Actively, innovatively and progressively enhance the services the Sheriff's Office provides to the county;*
- *Actively deter criminal activity through commitment, dedication and teamwork;*
- *Strive to maintain the highest ethical and moral standards;*
- *Recognize and strive to overcome weaknesses;*
- *Garner personal satisfaction from solving community problems;*
- *Continue to develop professionally and maintain a high level of community involvement."*

Our **Motto** and **Philosophy** are focused and direct:

Motto **Protect and Serve- Help us help you!**

Philosophy **Not us against them; we are them.**

The Nye County Sheriff's Office honors and respects the Constitution of the United States of America and the rights guaranteed by the Constitution. We support the Constitutional rights of the residents and visitors to Nye County. We support ongoing change in organizational policies and procedures which strengthen our ability to serve the both the residents and visitors of Nye County. We uphold the belief that our employees are the key components to our collective success.

FOUR YEAR OVER ARCHING GOALS AND STRATEGIES:

Provide appropriate and accessible programs and systems which optimize the delivery of quality public safety services which meet or exceed the Constitutional requirements of the Office of the Sheriff for the residents of Nye County and reduce crime and the fear of crime.

Strategy: Review and revise the organizational structure of the Nye County Sheriff's Office to better serve the law enforcement needs of the residents and visitors.

Develop partnerships with surrounding county, state, and government agencies and with the residents of Nye County to ensure the seamless interface, interoperability, achieve mutual goals and increase our response and resource capabilities while remaining within our budget.

Strategy: Renew and implement new mutual aid agreements with outside entities, county and other local governmental agencies and revitalize volunteer programs within Nye County.

Develop partnerships with the residents of Nye County to improve upon the overall awareness and understanding of the Nye County Sheriff's Office Mission to expand our Community Policing initiatives.

Strategy: Reintroduce patrol deputies into community activities and programs.

Continue to implement proactive modifications and initiatives discovered during our internal Nye County Sheriff's Office Audit conducted during the first quarter of 2015 and conduct annual random quality assurance topical follow up audits.

Strategy: Identify the shortfalls, weaknesses, opportunities for improvement, and successes within the Nye County Sheriff's Office, develop corrective actions, implement those actions to enable the entire program meet and maintain minimum or exceed operating standards.

Improve, advance, realign, and reorganize existing internal and external communications systems allowing the Nye County Sheriff's Office to better communicate with the residents of Nye County, our law enforcement, and emergency response partners.

Strategy: Review and rethink the capabilities of existing systems and identify sister processes, equipment, or compatible systems or operations that enable existing tasks to be accomplished quicker, in a more streamlined, cost and time efficient manner.

Actively identify, pursue, and allocate revenues and other needed resources necessary to support and expand Nye County Sheriff's Office services, systems and facilities through new and promising technology and capital strategic initiatives.

Strategy: Develop a program to constantly and consistently contact law enforcement agencies across the country in an attempt to house prisoners; review and revise county ordinances reevaluating fines and penalties, ensure fines and penalties are paid pursuant to and in accordance with the law; recover monies paid for towing bills, laboratory bills, health and medical

services; review contracts and monthly expenses to identify possible fraud, waste and abuse issues.

Attract and hire superior candidates, retain employees who meet and/or exceed the standard and continue to develop the skills, knowledge, and abilities to produce a professional and dynamic workforce.

Strategy: Make an effort to hire individuals with current P.O.S.T certifications from reputable Academies throughout the State of Nevada, review and revise training processes, procedures and courses as necessary; implement a fair and equitable promotion process; provide annual training based upon state requirements, needs and gap analysis; develop comprehensive Field Training Programs, develop a fair and equitable standards review process, and career development plan; enforce policies, procedures, rules and regulations across the board in a fair and equitable manner.

Promote an equitable, safe, open, trusting and respectful work environment that promotes cooperation between employees and also between the employees and the residents and visitors they serve.

Strategy: Ensure the work atmosphere is free of hostility, sexual harassment, harassment, diversity and bias in any form; ensure personnel are cognizant of their responsibility toward the work atmosphere and each other; provide annual training classes on work place culture.

EXECUTIVE CAPITAL IMPROVEMENT INITIATIVES – 2015-2017

Install new modules for the comprehensive Integrated Records Management System which incorporates, evidence, case review, UCR, Licensing, vehicle tracking, supply and equipment management and links Mobile Data Terminals.

Redesign and implement the Code Red System.

Install and implement Lifeguard.

Install and implement a Kiosk System to support Detention Center commissary, Law Library, Medical Requests, grievance process, and visitation.

Vehicle Replacement initiative – Replace and upgrade Nye County patrol vehicles, which should be approximately ten percent of the marked and unmarked vehicles

Replace the food management company with in-house personnel.

Attain agency accreditation

Obtain and implement Body Camera Technology.

Obtain and implement Mobile Terminal Technology.

Negotiate, secure a Medical Services Contract and implement in-house basic medical care in the Detention Center.

Design, develop, and implement a police/fire training range, one out building and a shade at the Nye County Training Site.

Redesign, purchase, install, test and maintain a new surveillance system in the Detention Center.

Purchase and implement paperless ticket writers.

Expand the existing evidence building to accommodate growth.

Explore the feasibility of placing two additional substations in Pahrump Valley.

Purchase and implement Mobile Spillman

FUNDIMENTAL STRATEGIC GOALS AND OBJECTIVES 2015-2019

<i>Responsibilities</i>	<i>Codes</i>
<i>NCSO</i>	
<i>Office of the Sheriff</i>	<i>Sheriff</i>
<i>Administrative Services Division</i>	<i>ASD</i>
<i>Command Staff</i>	<i>CS</i>
<i>Detention Services Division</i>	<i>DSD</i>
<i>Dispatch Communications Division</i>	<i>DCD</i>
<i>Field Operations Division</i>	<i>FOD</i>
<i>Information Technology Asset</i>	<i>ITA</i>
<i>Internal Affairs Division</i>	<i>IAD</i>
<i>Public Information Officer</i>	<i>PIO</i>
<i>Special Operations Division</i>	<i>SOD</i>
<i>Support Services Division</i>	<i>SSD</i>
<i>Volunteer Services Division</i>	<i>VSD</i>
<i>County Organizations</i>	
<i>Board of County Commissioners</i>	<i>BOCC</i>
<i>Buildings and Grounds</i>	<i>B&G</i>
<i>County Manager</i>	<i>CM</i>
<i>Emergency Management</i>	<i>EM</i>
<i>Human Resources</i>	<i>HR</i>
<i>Information Technology</i>	<i>IT</i>
<i>Planning</i>	<i>P</i>
<i>Public Works</i>	<i>PW</i>

GOALS AND OBJECTIVES

Goal 1: Improve Human Resources within NCSO

Mandate: In partnership with the county Human Resource experts, develop and implement comprehensive human resources strategies for the NCSO that meet and/or exceed the industry standard, community expectations and seek to maximize the potential of all Nye County Sheriff's Office employees through fair and impartial policies and procedures.

Objective 1.1 Improve Career Development Opportunities

Career development is the vehicle the Nye County Sheriff's Office will use to grow and maximize the potential of the NCSO employees by providing career based training, a work environment conducive to personal fulfillment, and job satisfaction. In this manner the NCSO will enhance the education and performance levels of its employees and improve service to the communities within Nye County.

Career development is made possible through training, special assignments, impartial promotional processes, and objective performance evaluations which measure work ethics, knowledge, skills, abilities prior work history and recognition for employee accomplishments.

Strategies:

1. Identify skills and requirements needed for the successful completion of all assignments, including special assignments. Train and evaluate personnel prior to placing into the assignment to ensure they meet or exceed the standard.
2. Revise the evaluation process add evaluation criteria based upon job tasks, skills, knowledge, abilities and job performance. Ensure tasks related to Community Policing and customer service are integrated into each job task and job performance evaluation.
3. Revise and continually review the promotion testing and selection process to ensure the process remains consistent with fairness and best business practices. Although promotions should be based upon a combination of the applicant's assignments, disciplinary actions and previous evaluations, when those are not available, promotions must be opened up to all contestants and promotion specific written testing and/or an oral board will be conducted.
4. Career-specific training will be offered to employees for current and employees having an interest in future positions.

Responsibilities
Sheriff/ASD/SOD/FOD/HR
Sheriff/SOD/FOD
Sheriff/FOD/SOD/HR
Sheriff/SOD/FOD

Objective 1.2 Increase and improve quality hiring

Hiring quality employees is the main objective for the human resources Goal. When the NCSO is unable to recruit quality applicants, the other objectives will not have a high probability of success. The NCSO must initiate a progressive recruitment effort to attract and ultimately hire quality applicants.

Strategies

1. Explore and identify strategies successfully employed by law enforcement agencies relatively the same size as the NCSO. To refine the process develop the following:
2. Develop, implement, maintain, and update a recruiting plan;
3. Develop and publish short videos and publications describing the opportunities for law enforcement careers in Nye County;
4. Employment application and testing must remain open and continuous;
5. Recruiting must be conducted on a one-on-one basis;
6. Local residents who meet quality applicant standards should take priority in the hiring process;
7. NCSO recruiters must continuously visit law enforcement academies to discuss law enforcement career opportunities in Nye County.
8. A current data base must be developed and kept current to track potential recruits.

Responsibility
SOD/IAD/HR/Sheriff
SOD
SOD
SOD/IAD

Objective 1.3 Enhance Training throughout the Nye County Sheriff's Office

Training must support the Nye County Sheriff's Office educational and career goals to ensure competent and professional workforce is molded, grown and provided to Nye County and its communities. Incentives are provided within the bargaining agreements to encourage employees to finish college and/or earn advanced degrees. However, Career Path planning must be implemented and mentored to ensure personnel are aware of and encouraged to attain their goals. Opportunities must be offered to the community to educate them about law enforcement policies, processes, procedures, goals and community involvement.

Strategies

1. A task analysis must be developed for all positions to identify basic skills training for all positions to determine skills and/or certification requirements. Training classes should be identified for all positions needed or required.
2. Develop mandatory first-line supervisor training for both civilian and commissioned personnel;
3. Develop mandatory management training which includes topics such as budget, human resources, county processes, leadership, project management, strategic planning, communication, writing, decision-making, and problem solving, and community policing.
4. Training must be offered to community members as well as employees. An elective catalog could be provided outlining available training. The training must include awareness programs about NCSO philosophy and operations, public safety, emergency response, child abuse and/or neglect, domestic violence, and DUI. Training may or may not be linked to college credit hours.

Responsibility
Sheriff/SOD
SOD
SOD
SOD/Sheriff

Objective 1.4 Create a quality employee/employer work environment

Employees possess considerable knowledge, training, and experience, qualities that are the key to success of any agency. It is the Goal of the Nye County Sheriff's Office to retain tenured employees. Employee retention is directly linked to short and long term investments in employees during their careers.

Strategies

1. The Nye County Sheriff's Office should commit to maintaining a competitive wage to ensure wages fall within the average of the top three law enforcement agencies in the state. However, due to the need to remain within the constraints of the Nye County budget it seems to be impossible at the present time. Only by committing to this strategy will we be able to attract and retain the highest quality personnel.
2. Supervisors must always be paid more than their subordinates.
3. Utilize Nye County's Employee Assistance Program.
4. Develop or revise and implement employee recognition programs. The program must be a fair, impartial and comprehensive process in which the awards committee members rotate out of the program. Defined standards must be assigned to individual awards.
5. Explore alternative programs which would encourage employees to remain with the agency.

Responsibilities
Sheriff/CM/HR/BOCC
Sheriff/CM/HR/BOCC
Sheriff/FOD/SOD/HR
Sheriff/SOD/FOD
SOD

GOAL 2: Improve the public's image of the Nye County Sheriff's Office

Mandate: The image of the Nye County Sheriff's Office has suffered in recent years. The moderate resident approval rating may be attributed to publicity relating to officer misconduct at the deputy, Detective, and Command Staff levels, slow response times to non-emergency and emergency calls for service, a less than positive relationship with the media in general, and unmet promises regarding community based policing. The internal and external image of the Nye County Sheriff's Office must be enhanced through positive management, honest non-biased, fair business, employee, and resident interaction and by instilling pride within ourselves by providing the highest level of law enforcement services possible while remaining within our limited budget constraints.

Objective 2.1 Create a public information and community relations contact

A public information and community relations contact will ensure our Nye County stakeholders and community officials are well informed about the positive actions, initiatives, and successes occurring within the Nye County Sheriff's Office.

Strategies

1. Eventually a Public Information Officer should be hired and shared between the Nye County Sheriff's Office, the Emergency Management Division, and the Nye County District Attorney's Office to ensure the public is made aware of normal day to day business decisions and is kept abreast of the most current information available during emergency operations. Until we are able to accomplish this tasking, a public information and community relations point of contact must be identified, implemented and maintained.
2. Training must be provided to individuals tasked with this important tasking. Training must meet the industry standard.

Responsibilities
Sheriff/EMD/DA
Sheriff/EMD/DA

Objective 2.2 Improve media relations

It is essential that the media have a consistent point of contact with which they have a positive working relationship.

Strategies

1. Establish strong working relationships and open lines of communication with media representatives
2. Encourage media personnel to participate in ride-a-longs.
3. Encourage the point of contact to meet with media representatives, provide the media with timely, correct information and keep open lines of communication.

Responsibilities
Sheriff/SOD
Sheriff/SOD/FOD
Sheriff/SOD

Objective 2.3 Proactively and aggressively disseminate information to the media

Promote openness by providing the media with daily press releases and work product information. Provide information concerning the status of a noteworthy investigation or community projects.

Strategies

1. Consistently provide press releases or human interest stories, include photos and/or videos;
2. Develop periodic video for face book, Webpage, radio, television providing information about positive law enforcement accomplishments, suspect capture, community achievements, officer awards or most wanted information.
3. Supervisory personnel may provide written statements noting subordinate accomplishments through their chain of command for consideration for publication.
4. Provide information concerning changing laws, organizational response to high profile law enforcement matters or issues which may be of a concern to the communities, review and publicize values and missions.

Responsibilities
Sheriff/SOD/FOD
SOD/Sheriff/FOD
FOD/Sheriff/SOD
SOD/Sheriff/FOD

Objective 2.4 Reinforce the Nye County Sheriff's Office commitment to customer service

Community participants recounted many examples of poor customer service provided by Nye County Sheriff's Office employees. Although some of the examples may not be entirely accurate, they nonetheless reflect and color the way some residents view the Sheriff's Office employees and staff. In order to improve the image of the Nye County Sheriff's Office it must begin with a basic understanding by all personnel that customer service is paramount to our success and future as law enforcement professionals.

1. A greater emphasis has been placed on providing quality customer service in every venue within the Nye County Sheriff's Office. A program is being implemented to monitor and measure the level of customer service being provided to our customers, i.e., victims of crimes will be called back to provide input on the level of services they received and customers doing business in the offices will be polled to provide their feedback. Additional measures will be taken to obtain random service samples.
2. Through training and proactive supervision, the pervasive internal mentality that non-priority or routine calls and transactions are not important will change.
3. Exemplary customer service will be rewarded.

Responsibility
Sheriff/SOD/FOD/ASD
Sheriff/SOD/FOD/ASD
Sheriff

Goal 3 Improve Law Enforcement Operations, Presence, and Deployment

Mandate: While almost all sections of the NCSO are experiencing increased workload, this is especially critical in patrol, investigative and front office units. Generally, the NCSO's unit shift assignment should be replaced by a realistic organizational initiative based on geographic patrolling that will enhance partnerships with the community over time. This will lead to a focus on quality of service, community partnerships, and problem solving and will constitute the NCSO's organizational philosophy of community policing. This will also allow the Nye County Sheriff's Office to deliver the best possible services to the community by refocusing on its basic mission.

Objective 3.1: Improve Supervision at All Levels

Supervision is critical to ensuring the integrity and effectiveness of any law enforcement entity. Without adequate training, even well-meaning supervisors make costly and even tragic mistakes. Training promotes consistency, quality, and a deeper understanding of the agency's mission.

Strategies

1. Establish a training curriculum for all supervisory positions within the NCSO and make training mandatory for those who are newly promoted or newly assigned.
2. The NCSO will provide annual in-service training for all supervisors. Supervisors must continually strive to improve and grow. Updated training and refresher courses will ensure that supervisors stay abreast of developments in the field of law enforcement and remain current on community issues.
3. Supervisors will be held accountable for their supervision. Supervisory accountability improves the overall effectiveness of any organization. In order to accomplish this, the NCSO will explore various avenues of formalizing accountability (e.g. aggressive audit function). Supervisors must commit to this and provide a positive example to reassure employees and the public that the NCSO is a professional and accountable organization.
4. The Incident Command System will be taught, applied, and strictly adhered to. Incident Command training will be regularly scheduled so that it becomes recognized as the system that the NCSO is using to manage crime scenes and all other operations to ensure accountability at both major and minor crime scenes.

Responsibilities
SOD/FOD/Sheriff
SOD
SOD/FOD/Sheriff
SOD/FOD/Sheriff

Objective 3.2: Enhance the Role of the Patrol Officer

This objective is to enhance the role of the officer in the field and enable the officer to perform their assigned tasks in a professional, unbiased, above standard manner.

Strategies

1. Establish a training curriculum for all sworn and non-sworn positions within the NCSO and make training mandatory for those who are newly promoted or newly assigned.
2. The NCSO will provide annual in-service training for all deputies. Deputies must continually strive to improve and grow. Updated training and refresher courses will ensure that deputies stay abreast of developments in the field of law enforcement and remain current on community issues.
3. The NCSO will utilize patrol officer's time to enable them to respond more expeditiously to emergency calls for service and to conduct thorough investigations.
4. The NCSO will re-evaluate its response to emergency and non-emergency calls. Some calls may be handled better with an alternate response, while other calls may be better handled by someone other than an officer.
5. The NCSO will encourage officers to complete the entire reported crime call investigative process.
 - a. Free officers for investigative follow-up.
 - b. Encouraging and training officers to perform follow-up, will be more rewarding and more enriching.
 - c. Residents will experience an improvement in service continuity resulting in interaction with the victims, quicker arrests and more immediate resolutions.
6. NCSO will bring the concept of community policing, beat integrity, back into its law enforcement
 - a. Officers work their geographic area and get to know the residents living in their area.
 - b. Rotation should be minimized; it negatively impacts an officer's ability to carry out the principles of community policing.

Responsibilities
SOD/FOD/Sheriff
SOD/DCD/FOD
SOD/FOD/Sheriff
SOD/FOD/Sheriff
SOD/FOD/Sheriff
SOD/FOD/Sheriff

Objective 3.3 Provide Better Service to the Public

This objective will improve the direct delivery of services to the public by bringing more resources into the NCSO. While it takes a year or more to hire and train an officer, the NCSO can quickly expand the use of the Community Action Team, Northern and Southern Search and Rescue, non-sworn volunteers, Cadets, and volunteer officers. The addition of these resources will help improve the speed and quality of law enforcement service to the residents of Nye County.

Strategies

1. The NCSO will increase the number of Community Action Team (CAT) members and their responsibilities.
 - a. Selected non-emergency calls
 - b. Customer service requests.

2. The NCSO will explore using CAT members in the Investigative Division.

3. The NCSO will develop a staffing model including a comprehensive plan to address all operational and support functions. The model will contain a base-line ratio of non-sworn staff compared to sworn officers that constitutes a minimum acceptable level of non-sworn positions by function. These ratios, once developed will
 - a. Ensure that sufficient support staff
 - b. Number of commissioned personnel is adequate.

4. The NCSO will increase the number of volunteers.

5. The NCSO will increase the number of volunteer officer members. Volunteer officers provide good law enforcement service at minimum training costs. The Volunteer Officer Program will be expanded and may be used in large scale operations and deployments.

6. NCSO will mandate minimum staffing levels per squad and per shift. When staffing levels are low, officer safety is compromised and response times suffer.

Responsibilities
Sheriff/VSD/FOD
VSD/FOD
SOD/FOD/Sheriff
SOD/FOD/IAD/Sheriff
SOD/FOD/IAD/Sheriff
SOD/FOD/Sheriff

Objective 3.5: Ensure Quality Investigations

The NCSO will schedule detectives twenty-four hours seven days a week. This is necessary to provide full service to the public and support to officers in the field. The NCSO will reconstitute and train a professional crime scene processing unit and certified crime scene technicians.

Strategies

1. The NCSO will consider options for increasing the availability of detectives (including increased staffing). Investigative overtime will be reduced and service to victims of crime will be of a higher quality and more timely.
2. The NCSO will have a well equipped, state of the art mobile crime scene processing mobile unit.
3. The NCSO will look at ways that it can improve its ability to effectively address street level narcotic issues in a timely manner.

Responsibilities
FOD/Sheriff
FOD/SOD/Sheriff
FOD

Goal 3.6 Community Policing

The NCSO must clarify its individual community policing philosophy(s) to the public to enable the establishment of realistic community expectations.

Strategies

1. The Nye County Sheriff's Office will collaborate with the community(s) to develop specific community based Community Policing strategy.
2. The philosophy and strategies of community policing must involve **all** aspects of the organization. An employee performance evaluation component will support the community policing action and include dimensions specific to the different organizational roles.
3. Staffing levels must be sufficient to support community policing efforts. Current staffing levels may not be entirely sufficient to implement comprehensive community policing.
4. Mandate training to improve community policing skills for all NCSO personnel.
5. Increase the public's accessibility to the NCSO by exploring alternatives to the proposed current voice mail system (see Objective 4.2, Strategy 1).
6. The NCSO supports a continuous process of program evaluation. Measurable standards will be developed to evaluate the effectiveness of community policing activities.
7. Mandate yearly in-service training on community policing.
8. Include a block of instruction on community policing in the Recruit Academy.

Responsibilities
Sheriff/FOD/SOD
NCSO
BOCC/Sheriff/HR
SOD
SOD/DCD
SOD
SOD
SOD

Goal 4: Improve External Relations and Customer Service

Mandate: In order to improve the quality and delivery of law enforcement services, the NCSO will improve communications between the law enforcement, public, businesses, neighborhoods, media, and government agencies.

Objective 4.1: Improve Incident Reporting and Updating of Information

A reliable system will be provided for residents to quickly report emergencies, criminal incidents, and update or obtain information on their cases. Other agencies, organizations and the public must have a pathway to obtain general information or be directed to the appropriate person in the NCSO. Ensure these systems are in place and educate the community on their use. The NCSO must educate the public about the use of emergency number (911), and the non-emergency numbers.

Strategies

1. The NCSO should include 911, and non-emergency education in all community relations, neighborhood, and school presentations. A representative from communications should be present, giving the public the opportunity to ask questions of the people who do the job.
2. The NCSO will publish a pamphlet containing all types of law enforcement information including how to use the NCSO's phone system. Distribution points include the library, substations, job and safety fairs, Internet and Facebook.
3. There will be sufficient staff to answer 911 and provide 24-hour service. Residents must be able to file a report or give supplemental information at the time they call for service. Internet reporting is discussed under Objective 6.1.5.
4. The NCSO will provide sufficient phone lines to greatly reduce or eliminate busy signals.
5. Information telephone manager will have a short message telling people about 911.

Responsibilities
FOD/VOD/SOD
SOD/Sheriff/CDC
SOD/IT/CDC
SOD/CDC
SOD/IT/CDC

Goal 4.2 Improve Residents' Ability to Share Information with NCSO Personnel

Nye County Sheriff's Office will propose a voice mail system for residents to contact patrol officers who are not at work. The residents of Nye County are frustrated with leaving messages that are not returned. This system has proven reliable in other law enforcement agencies and records each caller, time and date which is periodically audited by supervision. Nye County Sheriff's Office personnel will make themselves available to the public by participating in community meetings, attending resident and special functions, conducting business checks, and school walk through.

Strategies

1. The Nye County Sheriff's Office will explore a range of options to improve resident direct contact with sworn and non-sworn personnel.
2. The NCSO will require representatives, sworn and/or non-sworn officers, to be present at neighborhood meetings.
3. Training will be provided to Nye County Sheriff's Office personnel assigned special projects and routine tasks.

Responsibilities
SOD/IT/CDC/Sheriff
FOD
SOD

Objective 4.3: Enhance Relationship Building

The Nye County Sheriff’s Office will strive to form a positive relationship with all members of the community by promoting interaction and communication to enhance the quality of life in Nye County.

Strategies

1. The Nye County Sheriff’s Office personnel will ensure their contact with the residents and visitors of Nye County are courteous, professional and provide the customer service essential in providing law enforcement services and assistance.
2. Quarterly meetings will be held in each community to field questions from the audience and answer concerns.
3. The NCSO will have liaisons within the NCSO with whom special interest groups can contact to voice concerns.

Responsibilities
Sheriff/SOD/FOD/CDC
FOD/Sheriff/SOD/DCD
SOD/VOD

Objective 4.4: Seek Resident Feedback

Community members of Nye County will have an avenue to comment on the service (both positive and negative) they receive from the employees of the Nye County Sheriff's Office

Strategies

1. Supervisors and deputies will request comments from residents who are served by NCSO employees which will include positive and negative questions regarding the service that they received and suggestions to improve service.
2. The NCSO will develop a service comment form. Copies will be placed in each Substation and the form will be available on line at our website, www.nyecountysheriffsoffice.com and on our Facebook account.
3. The NCSO will conduct formal "customer satisfaction" surveys at least biannually by contacting one percent (1%) or greater of the calls for service.

Responsibilities
FOD/SOD
SOD
SOD

Goal 5: Enhance the Organizational Structure

Mandate: The NCSO will provide effective, efficient, quality service by promoting teamwork and organizational flexibility. This goal will be realized through fostering effective internal communication, encouraging constructive dialogue, balancing discretion with accountability, and recognizing NCSO members as valuable contributors.

Objective 5.1: Establish and Communicate Clear NCSO Goals and Direction

In order to provide excellent service to the public, the NCSO must establish a clear set of values and goals, and must hold members accountable for acting in accordance with them. The values and goals of the NCSO will capture the NCSO's desire to promote honesty, integrity, and professionalism in its endeavors to serve the community(s) of Nye County. The NCSO values and goals will be constantly communicated, and will be incorporated into the NCSO culture via training, performance evaluations, and general conduct toward other members and the public. The values and goals of the NCSO will reflect the needs of both the NCSO and the community. Recognizing that these needs may change from time to time, constant reflection and re-evaluation of the NCSO's values and goals is necessary to ensure that the principles guiding the conduct of the agency are in line with needs and priorities of the agency and the community. If members know and understand the values and goals of the agency, and have clear direction and guidance concerning the expectations of the NCSO and the community, they can be expected to act in an appropriate and professional manner when interacting with and providing services to the community.

Strategies

1. Establish the NCSO's direction and goals and continually communicate them through all avenues.
2. Annually re-evaluate the direction, goals, and values of the organization and revise them as necessary.
3. Develop a variety of ways to "market" the organization's values and direction to all members and the public.
4. Incorporate direction, goals, and values into hiring, training, performance evaluations, promotions, and everyday conduct.

Responsibilities
Sheriff
Sheriff/Command Staff
SOD
Sheriff/CS/HR

Objective 5.2: Improve Internal Communication

Clear, consistent, and open internal communication at all levels within the Nye County Sheriff's Office is essential for the Sheriff's Office to move forward. Internal communication is responsibility of all employees. The NCSO must adopt a philosophy of information sharing at all levels. Employees must be held accountable for passing information up, down, and laterally within the organization. Texting, videos, and e-mail serve as some of the available tools for communicating; however, they are the means not the end. These tools will not replace face-to-face communication and conference meetings. By fostering an adequate flow of information and ideas from employees, productivity is enhanced and the duplication of efforts is minimized.

Strategies

1. The NCSO, in accordance with county, state, and federal guidance, determines the types of information and the level of information which various positions require in order for the position to perform within standard. The NCSO will ensure information is being distributed throughout the NCSO on a regular basis by conducting quality assurance random audits. Periodic follow-ups will be established to ensure personnel receive the right information in the right context in the appropriate time frame.
2. All methods to relay information must be used. The NCSO will establish computer mailbox accounts for all employees.
3. Supervisors will be evaluated on their communication skills as a key part of their annual performance evaluation.
4. Divisions, Sections, and Unit meetings will be held on regular schedule to ensure personnel are cognizant of important changes and issues. Video and audio taped copies will be made available for personnel unable to attend.
5. Establish methods to ensure information does not get filtered as it goes up, down, or laterally within the NCSO.
6. Each member of the NCSO will be held responsible for enhancing communication, which includes the direction, goals, and values of the agency.
7. Supervisors will guide personnel to assure their decisions are consistent with the agency's directions, goals, and values.

Responsibilities
Sheriff/SOD/FOD/CS
SOD/IT/DCD
FOD/CS
CS
CS/SOD
FOD/SOD/DCD
FOD/SOD/DSD

Objective 5.4: Have Actions Consistent with Values

The Nye County communities are best served by Nye County Sheriff’s Office personnel who have a clear understanding of the values of the Nye County Sheriff’s Office, and who act in accordance with those values. Public trust and confidence is promoted when the personnel are aware of established values and are expected to be consistent and professional in their conduct. All members are required to act and work consistently with in NCSO's values of integrity, honesty, and professionalism.

Strategies

1. The NCSO needs to promote teamwork within the agency.
2. Develop criteria to ensure fairness in assignments, discipline, and personal evaluations.

Responsibilities
Sheriff/CS
Sheriff/SOD/FOD/CS

Sub-objective 5.4.1: Early Warning Systems

Efforts will be made to evaluate current procedures and policies to ensure that racial profiling, other unprofessional or unapproved activities are not occurring. A personnel "early warning system" will be assessed and evaluated for use throughout the organization. The purpose of this system is to identify trends in employee behavior that may become problematic and develop appropriate interventions to address the behavior and other areas of concern before they become issues for formal disciplinary review.

Strategies

1. Develop computerized personnel Early Warning System to track allegations of misconduct by all employees.
2. Identify trends and advise appropriate supervisors in order to proactively intervene prior to additional allegations and to potentially eliminate inappropriate behavior by NCSO personnel.
3. Develop a disciplinary approach which aligned the NCSO's goals and the community policing philosophy.

Responsibilities
SOD/IT/CS/HR
SOD/CS/HR/FOD/DSD
CS

Objective 5.5: Improve Organizational Effectiveness

The NCSO will separate responsibility for day to day administrative tasks from planning duties. The two functions are separate units. For example, development of new performance measures that better reflect the NCSO's mission are a planning duty. When the measures are developed and accepted, the collection, reporting, and dissemination of the information becomes an administrative task undertaken by a different unit.

Strategies

1. The NCSO will establish an Operations Division containing a Planning Unit. NCSO will ensure that the planning unit includes an appropriate skills mix by assigning qualified sworn and civilian personnel to ensure credibility and continuity.
2. Planning will be lead by Command Staff and reflect the current management decisions or direction of the Sheriff and his or her designee.
3. Planning staff will participate in regular meetings with members of the public to determine the expectations of the residents of Nye County.
4. The planning staff will communicate with line personnel on a regular basis so that they may provide line personnel with information about the direction in which the NCSO is moving, the specific strategies being implemented to move the organization forward, and the rationale behind these actions. In turn line personnel are encouraged to provide feedback about the success or failure of particular strategies and tactics so that adjustments or revision can occur. This communication will be used within the chain of command structure.
5. Planning staff will coordinate closely with the budget office as abstract plans become concrete to ensure the process never loses sight of the cost of resources and a cost-benefit analysis can be regularly incorporated into the planning process.
6. Planning staff will establish a centralized point to ensure Nye County Sheriff's Office personnel have access to information developed by the planning staff.
7. Planning staff will have access to the most current literature on law enforcement issues, organizational analysis, decision-making. Behavioral theory, etc.

Responsibilities
Sheriff
CS
SOD/CS
SOD/CS
SOD/CS
SOD/CS
SOD/CS
SOD/CS

Sub-objective 5.5.1: Improve the Coordination of Capital Projects

Currently, no central focal point exists for personnel to determine the current status of capital projects, any underlying or potential problems, the budget status, or the anticipated completion dates.

Strategies

1. The NCSO should establish a project team consisting of command staff and selected personnel who will have responsibility for coordinating capital projects.

2. Documentation generated, both financial and administrative, will be stored and maintained to document the results and built upon the base process.

Responsibilities
SOD/CS
SOD/CS

Sub-objective 5.5.3: Streamline the Procurement Process

It is understood that operational units often have to wait an unreasonable time to receive goods and services that they have ordered. These delays produce operational inefficiencies since the items may be replacing crucial equipment that is obsolete or adding goods/services that increase effectiveness. The problems fall into two distinct areas: internal processes and external processes. Each area requires audit to determine whether and how processes could be improved to make them more efficient and audit will be measured through a formal set of metrics.

Strategies

1. An internal study will be conducted to audit and document existing procurement procedures to determine whether the procedures and processes can be adjusted to make them more efficient while maintaining the levels of control deemed appropriate by the County Purchasing Department.

2. An external committee will conduct an audit of purchasing processes to review the entire procurement process

3. The NCSO will work with the county Comptroller to rectify problems the Nye County Sheriff's Office has with the timely purchase of needed equipment and services.

Responsibilities
SOD/IT/CS/HR
SOD/CS/HR/CM
CS/CM/FM

Sub-objective 5.5.4: Increase the Budget Flexibility of the NCSO

The NCSO must have the ability to transfer budget capacity from one area to another to effectively control and utilize funds.

Strategies

1. Law enforcement management will negotiate with the County Manager and discuss flexibility in the law enforcement budget.

Sub-objective 5.5.5: Detention Issues

Explore ways to increase efficiency and reduce costs associated with incarceration and detention. This exploration must involve other county departments and an examination of the entire incarceration process for NCSO arrestees.

Strategies

1. Explore a Detention transport unit, twice daily consolidated arraignments, and a NCSO staffed temporary detention facility (Beatty).
2. Explore the possibility of assigned medical personnel for intake, medical call, and medication ordering and distribution to relieve county liability and costs incurred by taking inmates to out of Detention Center medical appointments.
3. Explore the possibility of certifying Detention Deputies as Emergency Medical Technicians.
4. Explore methods to reduce the medical bills incurred by indigents and inmates who have insurance.
5. Explore methods to increase commissary and general Detention Center revenues.
6. Explore renting beds to other law enforcement organizations.
7. Explore electronic visitation and communications including law library.

Responsibilities	
	Sheriff/CM/BOCC/HR
	Sheriff/CM/SOD/DSD
	SOD/CS/HR/CM
	CS/CM
	CS/DSD/SOD
	CS/DSD/SOD/CM
	CS/DSD/SOD

Sub-objective 5.5.6: Reduce Red Tape

Identify out dated processes and procedures, review and streamline the process, write new procedures.

Strategies

1 Management team will discover areas which are believed inefficiency exists.

a. Findings and recommendations affecting internal procedures will be reviewed and corrective actions will be identified and implemented.

b. Findings and recommendations affecting external processes or procedures outside the Nye County Sheriff's Office will be referred to the affected department manager or administrator and County Manager.

2 Management team will develop a schedule to evaluate organizational work-flow processes.

Responsibilities
SOD/CS
SOD/CS /CM
CS/CM
CS

Objective 5.6: Utilize Personnel Effectively

Mandate: It is the philosophy of the Nye County Sheriff's Office to prepare and grow personnel by creating a career path to enable personnel to seamlessly move into staff and command positions.

Strategy

1. Field Training programs must be developed and implemented for each position level within the Nye County Sheriff's Office.
2. Personnel will have the opportunity to develop their personal career path enabling them to obtain the knowledge, skills and abilities necessary for them to successfully promote into the specific career positions they desire and enable the Nye County Sheriff's Office to retain tenured personnel.
3. Nye County Sheriff's Office Category I and Category III Academies will be revised and recertified.
4. Advanced courses of instruction and annual refresher training programs will be developed, certified and implemented.
5. A computer based records, training, and testing system will be implemented to automate procedural testing and short training programs.
6. The Nye County Sheriff's Office policies, procedures and processes will seek accreditation.

Responsibilities	
	Sheriff/SOD/FOD/CS
	Sheriff/CM/SOD/DSD
	SOD/CS
	CS/DSD/SOD
	CS/SOD
	CS/DSD/SOD

Sub-objective 5.6.1: Create Internships for NCSO Managers

Command Staff/manager positions will be, in addition to a training program, provided an intern program to gain additional firsthand knowledge prior to promotion. This program will to enable managers to become familiar with basic county and Sheriff's Office policies and procedures. This practice will improve the quality of law enforcement transition to command and management positions.. Commissioned commanders will gain experience in key administrative positions that are managed by professional specialists and will provide the NCSO with a pathway to civilianize specific command positions

Strategies

- 1. The Nye County Sheriff's Office training staff will identify essential skills and knowledge in which every law enforcement supervisor should be proficient through the use of a job and task analysis.
- 2. The NCSO's training staff will implement an intern program within the NCSO.

Responsibilities
Sheriff/SOD/CS
Sheriff/CM/SODCS

Sub-objective 5.6.2: Ensure proper personnel assignments

NCSO will conduct regular organizational assessments to ensure NCSO personnel are being properly assigned.

Strategies

1. Evaluate personnel background, training records, certifications and diplomas.
2. Evaluate personnel's skill, knowledge and abilities set.
3. Evaluate personnel's scheduling, assignment, and reassignment for work issues.
4. Conduct constant reevaluation of personnel background and basic information at least every five years to ensure the employee continues to meet employment standards.

Responsibilities
IAD/SOD/HR
IAD/SOD
SOD/FOD/CS
SOD/DCD/CS

Sub-objective 5.6.3: Reduction of overtime and extra time

Explore ways to reduce overtime and extra time by developing and implementing a comprehensive process of evaluating overtime usage audit.

Strategies

1. Conduct an audit, identify corrective actions and implement.
Assumptions:
 - a. Court overtime constitutes about 20 percent of the annual overtime expenditures.
 - b. Sick leave and vacations constitute approximately 30% of the annual overtime expenditures.
 - c. Lack of adequate staffing constitutes approximately 30% of the annual overtime expenditures.
 - d. Training courses constitute approximately 20% of the annual overtime expenditures.
2. Nye County Sheriff's Office annual budgets should reflect actual needs.
3. Organizational efforts must be made to ensure that each year the budget submittal process is reflective of actual organizational needs.

Responsibilities
Sheriff/CS/SOD/FOD
CS/JC/DC
CS/FOD/SOD
BoCC/CS
SOD/CS
CS/DSD/SOD/DCD
CS/DSD/SOD/CM

Goal 6: Advance the Use of Technology

Mandate: The NCSO will maximize organizational effectiveness through advanced technology by establishing innovative, yet realistic, goals for research, procurement, training, and data access.

Objective 6.1: Improve Information Collection

Actively pursue the acquisition of programs which capture, isolate, define, store, manipulate and retrieve data easier, faster, more accurately, and more completely.

Strategies

1. The NCSO will implement an automated field and data reporting system to eliminate the use of most handwritten reports and populate case files and provide multiple reports.
2. Pawn and other information will be collected and entered into an automated system or an existing system will be utilized to provide information to cross-reference tool for pawned and other items to the local NCJIS and NCIC networks.
3. The NCSO will explore the use of digital imaging systems for photographs at crime scenes and for other photographic needs which is compatible with the existing database.
4. Develop an Internet or call-in reporting system for residents to report events that would not require a field response.
5. Develop a self reporting system located in the front office where residents could file their own reports for insurance purposes.
6. The NCSO will explore a tracking system for property and evidence using technology compatible with existing systems.

Responsibilities
Sheriff/ CS/CM
CS/SOD/DSD
SOD/CS
CS
CS /SOD/FOD
CS/IT

Objective 6.2: Improve Information Access and Dissemination

The NCSO will work to eliminate barriers that hinder information sharing *both internally and externally*. Other agencies must be able to access specific law enforcement data and the NCSO must be able to access other agencies' specific non-sensitive data.

Strategies

2. NCSO databases will be integrated into one easily accessible and user-friendly interface.
3. Utilize current mapping technology (GIS) through the Mobil Tactical Computers (MTC), field responses,
4. Expedite major crimes and searches and rescues through the use of technology. MTCs should be updated using wireless local area network capabilities.
5. Improve the exchange of information between detectives and officers.

Responsibilities
Sheriff/CS/SOD/IT
CM/BOCC
CS/IT/CM
CS/IT/EMD
CS/IT/SOD/FOD

Objective 6.3: Expand Information Analysis

The NCSO will incorporate a system that will increase the timely analysis and dissemination of crime trends and other law enforcement-related data

Strategies:

- 1. Utilize GIS, DCOP, and planning and research to enable data analyses.
- 2. Ensure crime analysis techniques, equipment, and processes are available for use.

Responsibilities
Sheriff/CS/SOD/IT
CS/CM/BOCC

Objective 6.4: Improve Public Information Access and Dissemination

NCSO will eliminate barriers that hinder public information access and retrieval, without compromising NCSO crime objectives.

Strategies:

1. The NCSO will improve the usability of neighborhood watch programs and web pages and increase public accessibility. The NCSO will enhance crime prevention programs and enforcement efforts with an emphasis on safety.
2. Command Staff, Sergeants, Detectives and specified additional positions will be assigned mobile/cell phones. Cell phone usage will be audited.
3. The NCSO will explore the option of placing cell phones in every squad car.
4. The NCSO will explore expand GPS and placing Automatic Vehicle Location technology within specified vehicles.
5. The NCSO will explore the benefits of video surveillance, vehicle and body cameras.
6. The NCSO will coordinate with the private sector to use their cameras to assist in law enforcement efforts
7. The NCSO will partner with outside, and private sector organizations to improve law enforcement efforts.

Responsibilities	
	Sheriff/VSD/SOD/FOD
	VSD/CS
	CS
	CS/CM/EMD
	CS/VSD/EMD

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