



NEVADA HIGHWAY PATROL

2017 – 2020 Strategic Plan
Colonel John A. O'Rourke, Chief

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MESSAGE FROM THE CHIEF

The Nevada Highway Patrol's Strategic Plan is a living document that serves our division by outlining specific action plans, goals and performance measurements. The Strategic Plan is intended to reach our internal and external stakeholders and serves as a road map of future activities designed to improve the overall efficiencies of our division.

The mission of the Nevada Highway Patrol is to promote safety on Nevada Highways by engaging and educating the community, and by providing law enforcement and traffic services to the motoring public. Ultimately, our purpose is to reduce deaths on Nevada's roadways to ZERO. There is no other number that is acceptable. We will continue to educate the community and improve our efficiencies until we reach our goal of ZERO deaths on Nevada's roadways. To accomplish this goal, our troopers vigorously enforce and educate on the violations that cause crashes. We have deemed these crash-causing violations as the "Big Five". They include: impaired driving, distracted driving, occupant restraint, speed and hazardous moving violations. Our attention to the "Big Five" is paramount which leads directly into our motto of "Enforcement for a Purpose", the purpose of saving lives.

At the Nevada Highway Patrol we are focused on providing the motoring public with the best service possible and doing our part to expedite the movement of people and goods throughout the state. Through communication and coordination we will continue to assist our allied agency partners by providing the service that our communities expect and deserve.

All personnel, whether civilian or sworn, working at the Nevada Highway Patrol are committed to ensuring our roadways remain safe and that our resources are properly diverted to the safety and protection of our communities. I am proud to work for the Department of Public Safety/Nevada Highway Patrol and I am honored to serve the citizens of this great State and Nation.

Driving under the influence of legal or illegal intoxicants continues to be a primary cause of crashes, many of which are life altering. Please be responsible when you get behind the steering wheel and remember to use alternative transportation services when necessary.

Sincerely,



Colonel John A O'Rourke, Chief
Department of Public Safety
Nevada Highway Patrol



INTRODUCTION

VISION STATEMENT

A united and diverse workforce providing statewide 24-hour service to the motoring public resulting in the lowest fatality rate in the country.

MISSION STATEMENT

To promote safety on Nevada highways by engaging and educating the community, and by providing law enforcement and traffic services.

CODE OF CONDUCT

In support of our Vision and Mission the Nevada Highway Patrol (NHP) expects all staff to be:

- Dedicated to saving lives through **Traffic Safety and Management**.
- Committed to providing **State Security** to the public and protecting state infrastructure.
- Principled, exhibiting ethical practices and adhering to **Professional Values**.
- Devoted to **Quality Service Delivery**.
- Involved with the creation of our future leaders providing mentorship and **Leadership Development**.
- Effective at maintaining **Public Relations** and improving service.
- Prepared to deliver exceptional **Emergency Response**.



GOALS & VALUES

NHP GOALS

- Prevent the loss of life, injuries, and property damage
- Maximize service to the public and assistance to allied agencies
- Optimize traffic and emergency incident management
- Protect public assets
- Improve divisional efficiency

PHILOSOPHY

As public servants, we will treat all persons with respect and provide impartial, non-biased, professional and fiscally responsible service to the public. We will provide this service and keep the public trust by upholding the Constitution and laws of the United States and of the state of Nevada with the utmost integrity, honesty, and fairness. To accomplish our mission, the NHP is committed to the following organizational values:

- Respect for others
- Fairness
- Ethical practices
- Equitable treatment for all



ORGANIZATIONAL VALUES

The NHP's mission is based upon an overriding pledge to provide the highest degree of safety, service, and security to all Nevadans and visitors. This pledge can be upheld only when all employees clearly understand the NHP's expectations and commitment to service through a set of guiding values:

- Protect and respect human life
- Loyalty to the standards of law enforcement, our stakeholders and our mission
- The courage to make the right decisions in the face of physical danger and moral dilemma
- Professional conduct, excellence of performance and innovative public safety leadership
- Unprejudiced service and compassion for those in need
- Collaboration and teamwork among fellow employees, allied agencies and our communities
- Accountability for our actions, performance and reputation



CORE ACTIVITIES

OVERVIEW – The NHP is a division of the Department of Public Safety (DPS). NHP's primary responsibility is providing traffic safety and service to the motoring public as they use the state's highway transportation system. As a statewide criminal justice agency, the NHP provides law enforcement assistance to local governments and allied agencies, and is the primary authority for enforcing laws and regulations relating to commercial vehicle safety and the commercial vehicle industry.

CORE ACTIVITIES – Consistent with our legislatively approved budget, the NHP has three major activity levels including patrol operations, commercial enforcement operations, and administrative/other support services. Our activity areas support Nevada's public safety core function. These activities are as follows:

- **Patrol Operations** – NHP Patrol Operations includes traffic enforcement commissioned officers who patrol both primary and secondary highways in all 17 counties across the state of Nevada. Our troopers are responsible for enforcing traffic laws, arresting violators when necessary, assisting motorists, and providing first responder assistance when needed. Services also include investigating property damage, injury and fatal crashes. Our Special Operations Units, including our Multi-Disciplinary Investigation and Reconstruction Team (M.I.R.T.), contribute to our patrol objectives. Additionally, the NHP performs criminal interdiction on Nevada's highways.
- **Commercial Enforcement – Operations** - Commercial Enforcement Operations include the Commercial Vehicle Enforcement section, Motor Carrier Safety Assistance Program (MCSAP), New Entrants' Programs, school bus inspections, compliance and review, size and weight enforcement, and equipment and standards review. These programs promote the safe travel of commercial vehicles and school buses on Nevada highways through education, technical assistance, and enforcement activities.
- **Administration & Other Support Services** – These activities include emergency vehicle acquisition and fleet management, research and planning, statewide inventory, records management and maintenance, and fiscal operations including budgeting, accounts payable, contract management, and work program development.



JOINT LAW ENFORCEMENT

In addition to the core activities, and of strategic significance, the DPS, including the NHP, participates in a number of joint law enforcement initiatives collaborating with federal, state, and local law enforcement. These task forces bring law enforcement partners together to combat high concentrations of crime including narcotic distribution, vehicle theft, human trafficking, weapons trafficking, money laundering, terrorism, organized crime, and other criminal activities.



NHP is a participant in the following task forces which are complementary to the Division's criminal interdiction initiatives:

Nevada High Intensity Drug Trafficking Areas (HIDTA) – This task force includes a collection of officers and detectives from the Las Vegas Metropolitan Police Department (LVMPD), Washoe County Sheriff's Office (WCSO), Sparks Police Department, Reno-Tahoe Airport Authority, Henderson Police Department, Nevada DPS, and the Drug Enforcement Agency (DEA) working collaboratively to get drugs off the streets.

Vehicle Theft Task Forces – Through collaborative efforts with DPS and other law enforcement agencies, including LVMPD, the NHP combats vehicle thefts by participation in the VIPER Task Force. The NHP also uses Lo-Jack, as well as OnStar tracking, to combat vehicle theft in our jurisdictions.

Joining Forces – The NHP is a primary participant in the 11 to 15 events conducted annually as part of a multi-jurisdictional traffic enforcement program sponsored by the Office of Traffic Safety.

Human Trafficking – combating human trafficking by working with affiliated law enforcement partners.

State Fusion Centers – The Nevada Threat Analysis Center (NTAC) has responsibility for 15 of Nevada's 17 counties and the timely receipt, analysis, and dissemination of criminal information while ensuring the safety and privacy rights of our citizens and critical infrastructure.

Fugitive Investigative Strike Team (FIST) – The NHP participates in the US Marshall's Task Force - FIST, which promotes public safety through the expeditious and judicious apprehension of fugitives.

All-hazard Regional Multi-agency Operational Response (ARMOR) unit –The NHP Southern Command participates in ARMOR which works to prevent acts of terror, respond to and investigate chemical, biological, radiological, nuclear and explosive incidents where there is criminal intent.



OUR HISTORY

The NHP has a long history, from the early days as the Nevada State Police, through reorganizations, to its current configuration. While the NHP has always had the authority and responsibility to enforce traffic laws on state highways, our current duties have evolved. Our role includes investigating traffic crashes, commercial vehicle safety enforcement, and assisting the motoring public along with many functions undreamed of in the early 1900's. Within Nevada, we are the second largest law enforcement agency and Nevada's only statewide, uniformed law enforcement agency.

The NHP also has taken a leadership role in educating the public concerning driver safety issues. NHP is committed to increasing distracted driving public awareness, promoting use of occupant restraints, use of a designated driver when drinking, securing small children in safety seats, and wearing motorcycle and bicycle helmets.

Historical Milestones – In 1908, the Nevada State Police was created to provide a law enforcement presence at labor strikes in mining communities. When Henry Ford made ownership of the automobile accessible to the populous of America by mass-producing the Model T Ford, the problem of enforcing the laws on the road soon followed. On June 23, 1923, the first Nevada State Highway Patrolman was hired by the Nevada Highway Division, under the supervision of the Inspector of the Nevada State Police. This officer and the inspector would travel throughout the state collecting automobile registration fees and enforcing the laws of the highway. Nevada was one of the first western states to have an organized highway patrol function.

TROOPS AT GOLDFIELD TO BREAK CAMP TODAY

Thirty-nine State Police Take Up Duty of Preserving Order in District

WASHINGTON, March 6.—The United States troops which were ordered to Goldfield three months ago will break camp tomorrow and return to their quarters at the Presidio and Monterey, Cal. Nothing is known officially at the war department of the preparedness of the state to take over the responsibilities of preserving order.

RENO, Nev., March 6.—The state police, the body organized at a special session of the legislature six weeks ago, have been enlisted, drilled and equipped, and are now in Goldfield under the command of Inspector Cahlan. There are 35 privates and four sergeants. Many of the men have had military experience in the federal army.

In addition to these there is a reserve force of 350 men, who are ready to be called upon in case of special emergency.

There has been no unusual disturbance at Goldfield, and it is not thought that the special police will have any difficulty about preserving the order now maintained.



By 1934, the highway patrol force had grown to three officers, still supervised by the State Police. These officers patrolled the roads using silver patrol cars with red lights, sirens, and gold stars on the door. One officer was assigned to Reno, one to Carson City, and one to Las Vegas. This sub-unit of the Nevada State Police remained operational until the State Police reorganized in 1943. At that time, the Nevada State Highway Patrol was absorbed into the State Police who continued highway law enforcement.



OUR HISTORY

In 1949, the Legislature created the NHP, within the Nevada Public Service Commission, by consolidating the Nevada State Police and inspectors from the Nevada Public Service Commission and Nevada Department of Taxation. The NHP Division officers acted as field agents and inspectors in the enforcement of the state laws as they pertained to Nevada highways.



In 1957, the Legislature created the Department of Motor Vehicles and transferred the NHP to this new department as a division.

The Department of Motor Vehicles changed to the Department of Motor Vehicles and Public Safety (DMV&PS) to reflect the addition of other law enforcement agencies in 1985.

The Nevada Legislature separated the DMV&PS into two stand-alone entities in 2001, the Department of Public Safety and the Department of Motor Vehicles. The NHP became a division of the Nevada Department of Public Safety.

Since its inception, the span of enforcement responsibility at the NHP has included truck and bus inspections, dignitary protection, and vehicle theft prevention. The NHP also has and continues to serve as a resource to other law enforcement agencies and communities throughout the state. The NHP is the largest division within the Department of Public Safety. Its primary responsibility remains traffic safety and service to the motoring public as they use the state's highway transportation system. As a statewide criminal justice agency, the NHP also provides law enforcement assistance to local governments and allied agencies when situations arise where mutual assistance is required.

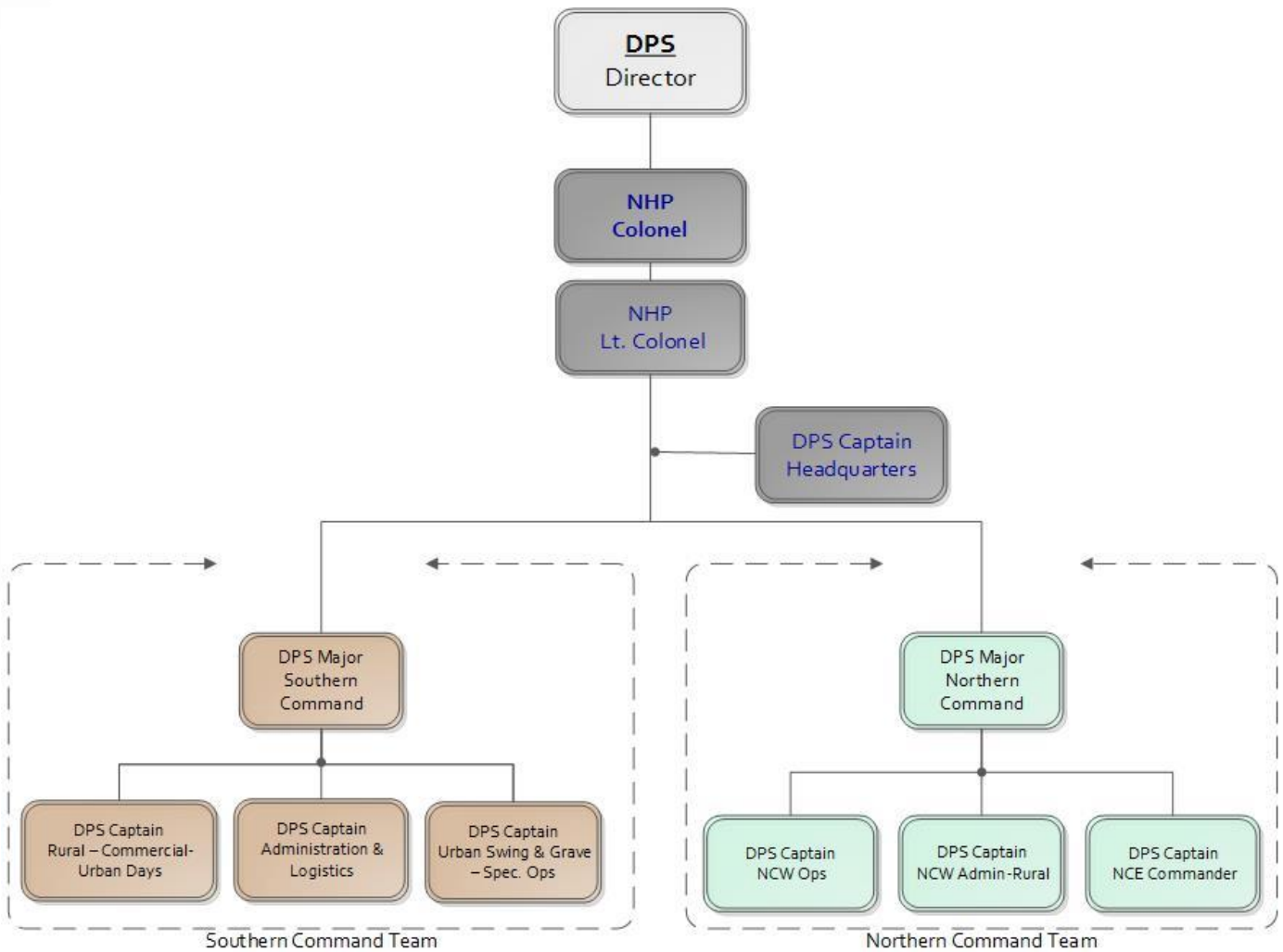
NHP Today – The Department of Public Safety provides broad oversight to the NHP. The NHP is led by a Chief (Colonel), Assistant Chief (Lt. Colonel), and two Deputy Chiefs (Majors) who each lead a Regional Command.

For the 2018/2019 Biennium, the NHP is serving the citizens and visitors of our state with 480 commissioned officers and 101 civilians. This team will execute our mission, vision, and goals with dedication to ensuring safe, economical, and enjoyable use of Nevada highways, protecting peaceful citizens against violence and disorder, and assisting law enforcement agencies throughout our state and the nation.

NHP Today

Patrol Operations (Traffic & Commercial) (Sworn)	477	480
Motor Carrier Safety Assistance BA 4721 (Civilian)	10	12
Administrative and Support Positions (Civilian)	79	89
Total	566	581

The organization chart below provides a high-level account of our organization.

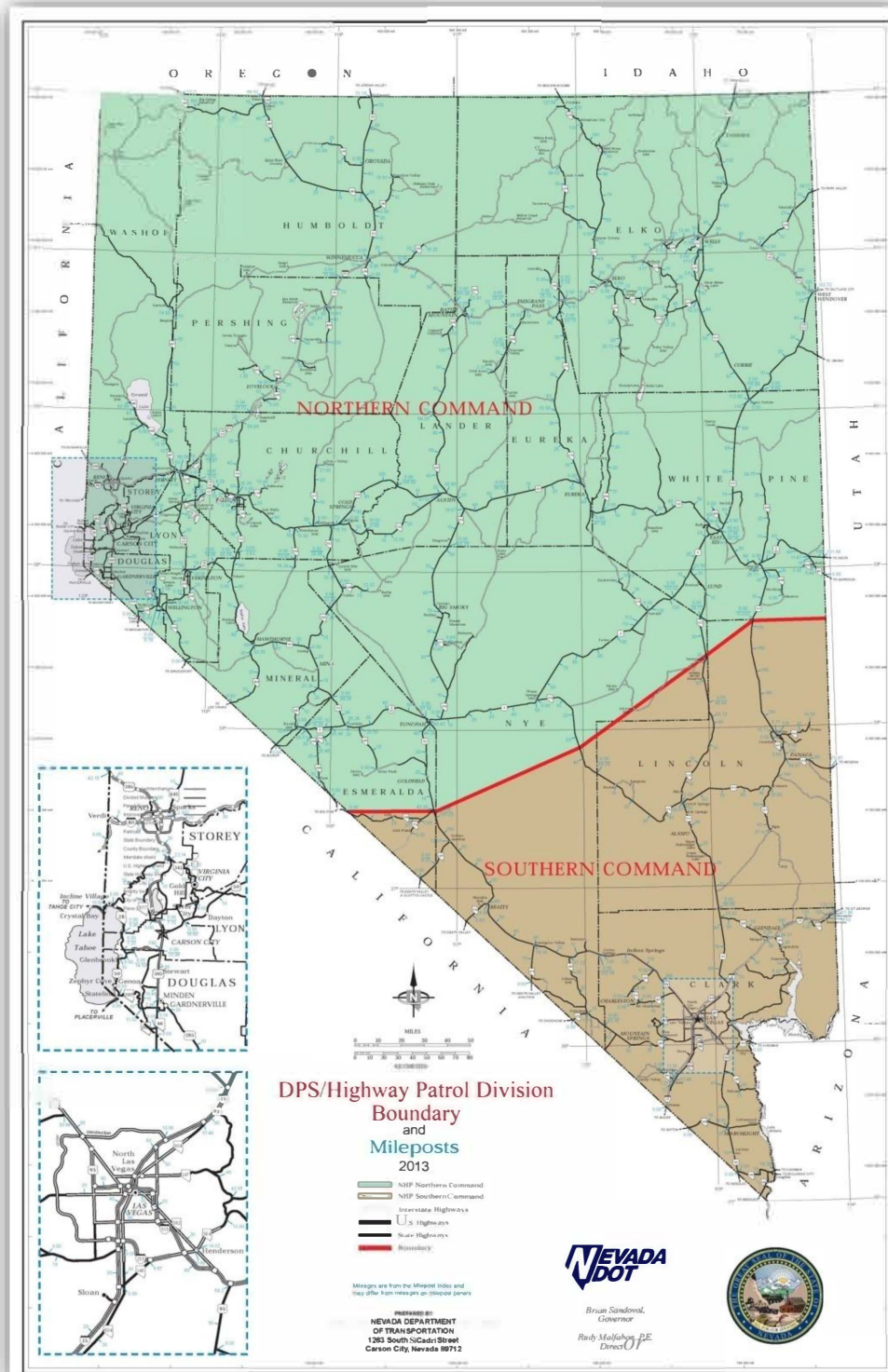


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Effective: 12/2017



NHP REGIONAL MAP

The NHP Regional Map below outlines our two regional commands. The NHP Headquarters is located in Carson City with regional offices in Las Vegas, Reno, and Elko.

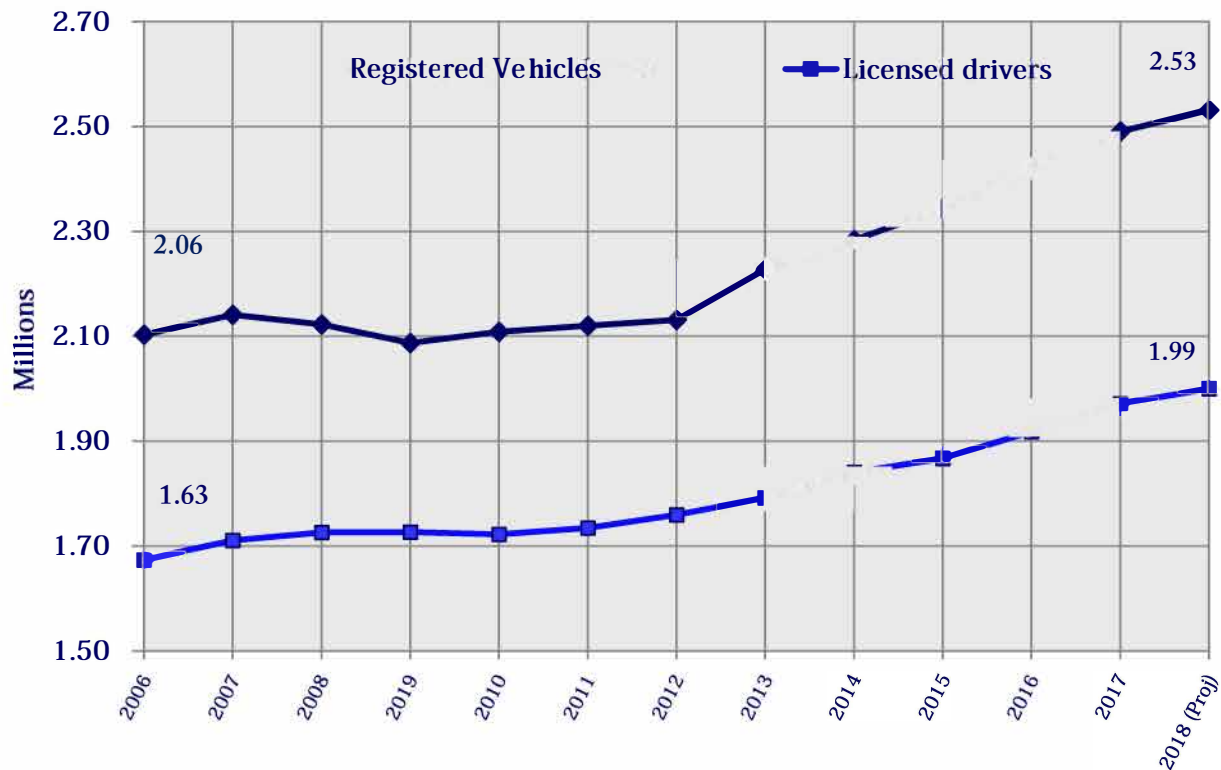


OPERATIONAL ASSESSMENT

Assessment Overview – This section describes NHP safety and management functions, workload indicators, and fatality results both statewide and jurisdictional. The NHP performs traffic safety and management functions on all state highways in both incorporated and unincorporated areas of the state. Safety and management functions include: enforcement activities, motorist assistance, accident or incident investigation and first response, traffic control, etc. Jurisdictional scope includes interstate routes, US routes, state routes, streets and highways in unincorporated areas, and other specifically negotiated roadway coverage. In total, the NHP currently patrols approximately 13,708 lane miles of roadway throughout Nevada¹.

Motor Vehicle License and Registration – Statewide trends for motor vehicle registration and licensed drivers² continue upward, escalating the burden on NHP resources. A combination of additional resources and operational efficiency improvements will be necessary for NHP to maintain both quantity and quality of service provided to Nevada taxpayers.

NEVADA REGISTERED VEHICLES & LICENSED DRIVERS²

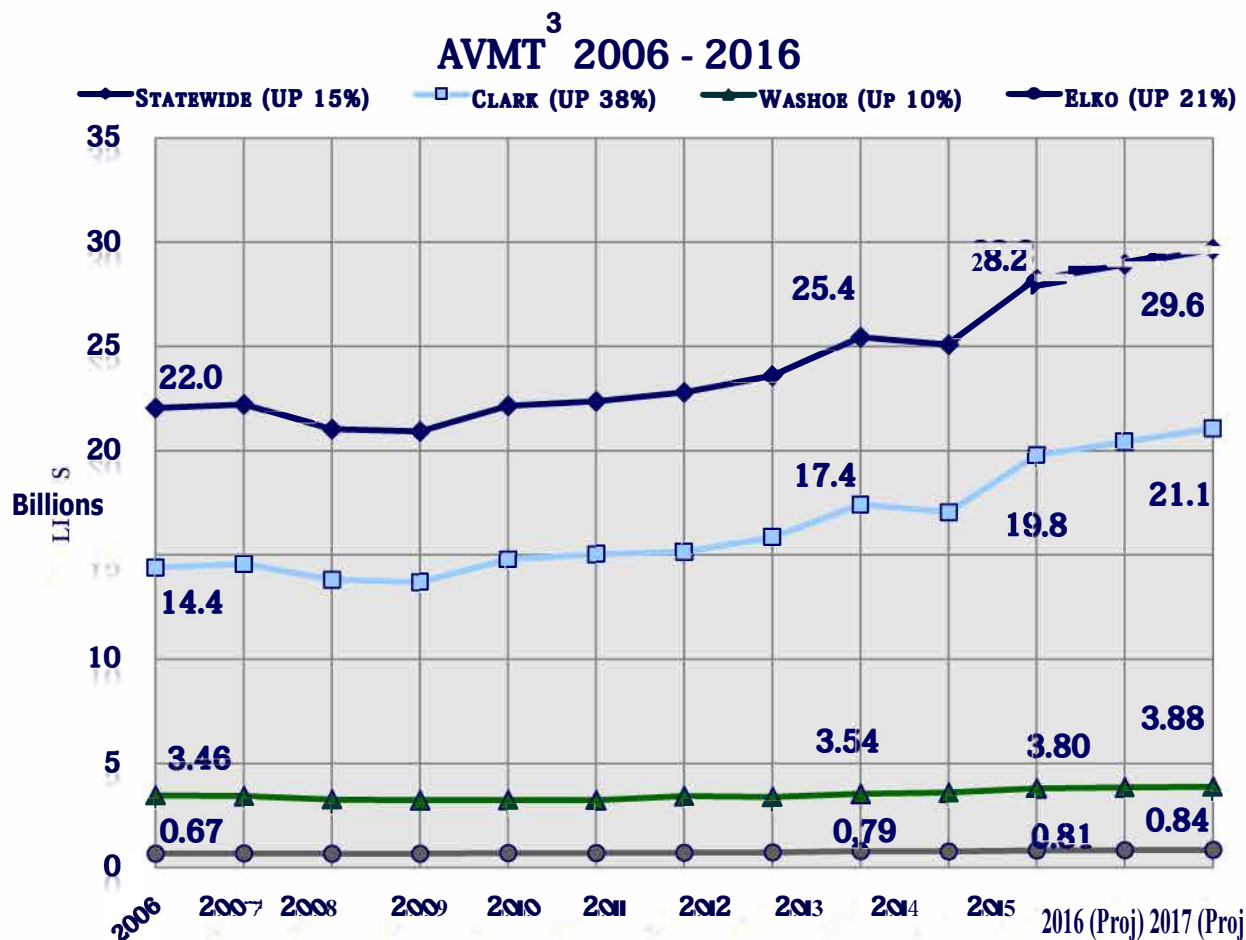


Service Calls and Crashes – With an increase in vehicles, drivers and traffic volume, come rising numbers of crashes and service calls to which the NHP must respond. Since 2006 service calls and crashes have grown by an average of between 3 and 4% annually.



OPERATIONAL ASSESSMENT

Vehicle Miles of Travel Trends – Vehicle Miles of Travel (VMT) represents an estimate of traffic volume for a specific region, over a specific timeframe. The state's Annual Vehicle Miles of Travel (AVMT) is published by NDOT. VMT is collected by the USDOT Federal Highway Administration (FHWA) and used by National Highway Traffic Safety Administration (NHTSA) to produce fatality and injury rates. The Nevada AVMT continues to trend upward placing additional burden on NHP resources. AVMT increased by 35% between 2009-2016.



Population – In March of 2016 the Nevada State Demographer released the Governor certified 2016 population projections, and in March 2017 the 5 year projection based on the 2016 certified estimates. For 2018 the state population estimate is 3,021,655⁴. Nevada’s population is projected to grow faster than the national average for the remaining portion of the decade. In 2017 Nevada was the second fastest growing state in terms of population percentage growth⁵.

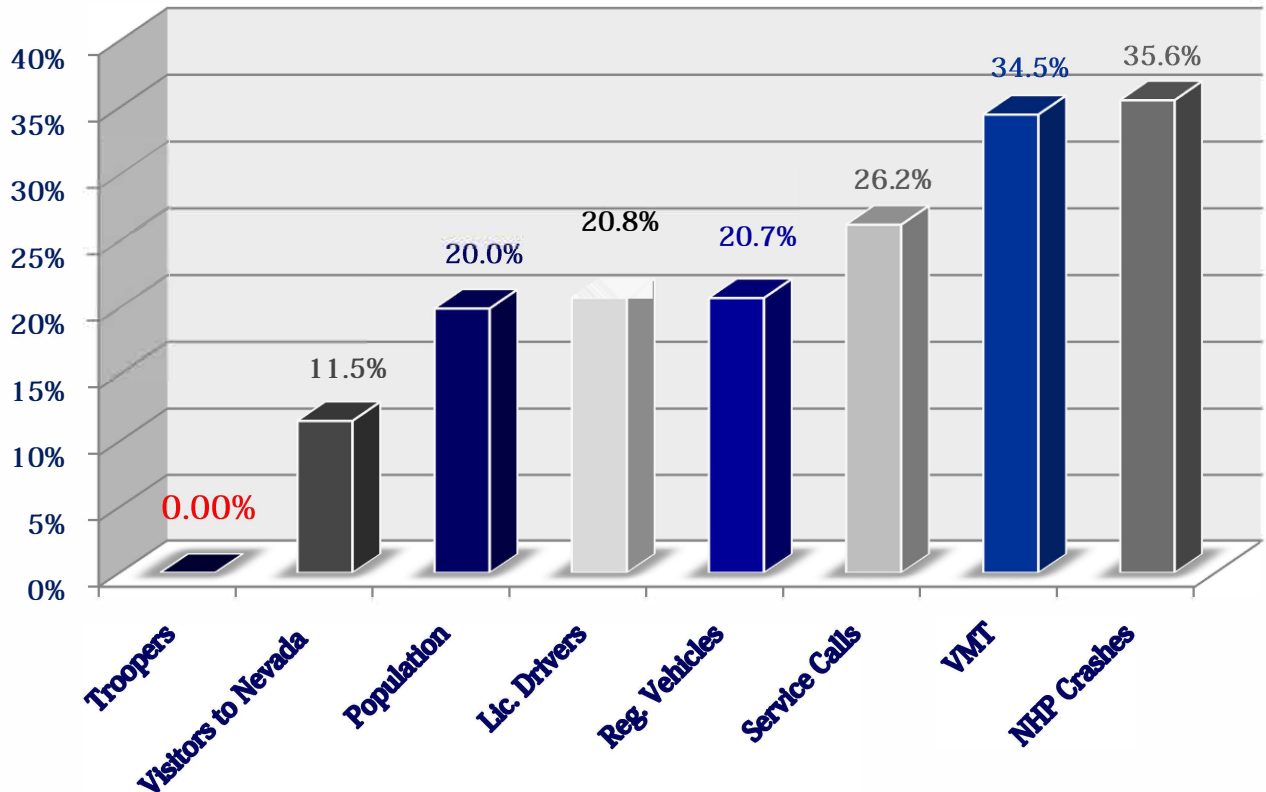
Tourism – The number of visitors to Nevada continues to rise between 1 and 2% annually.



OPERATIONAL ASSESSMENT

Workload Indicators – As a statewide law enforcement agency, the NHP primarily services motorists utilizing Nevada roadways. Demand on NHP resources is driven by several factors, including: service area, traffic volume, crash ratios, tourism, number of licensed drivers, registered vehicles, and the population served. Much like any business, changes in demand on resources impact the provision of our services and the ability to achieve goals and objectives.

COMPARATIVE PERCENT INCREASES 2006 - 2018



The chart above represents the percent increase from 2006-2018 in NHP service demand generators compared to the percent increase in the staff of new sworn troopers available to the Highway Patrol over the same period.

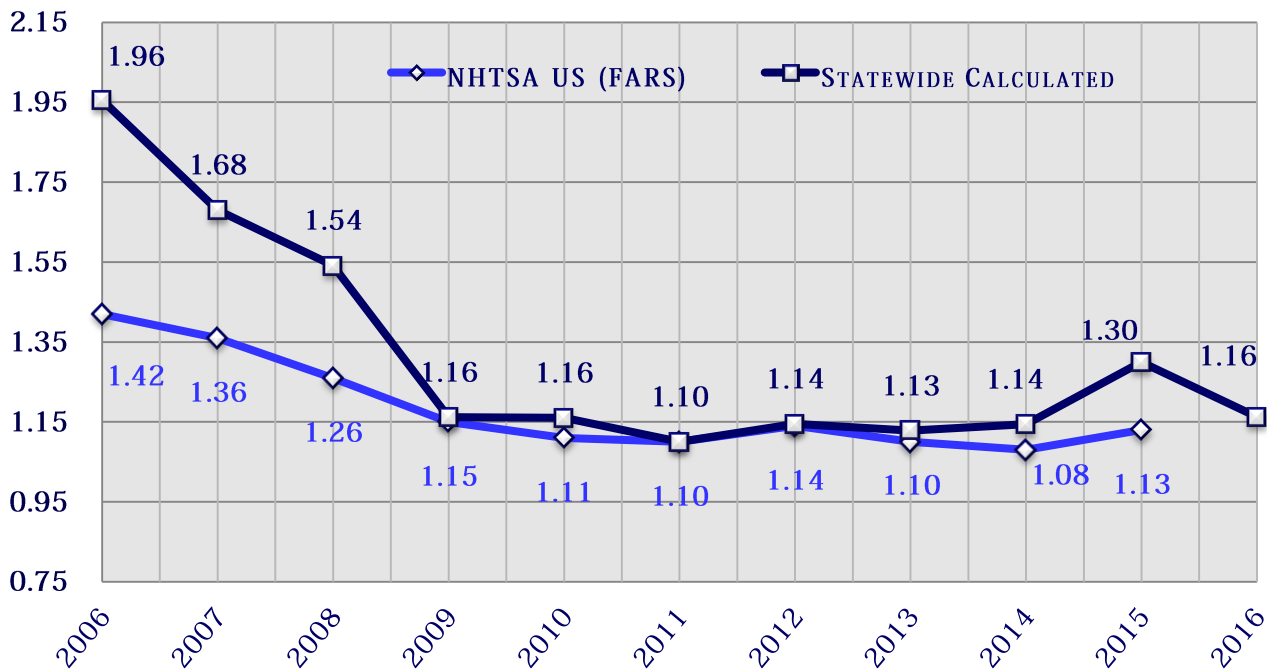
Results

Fatality Rates – The mileage death rate (MDR) provides a NHTSA benchmark for Nevada to compare its rates against the rest of the nation. The MDR, or fatality rate, is the number of persons fatally injured because of traffic crashes per 100 million vehicle miles of travel. This metric, rather than a raw number of fatalities, is a more useful, result-based way to monitor fatalities for executive decision making. The annual Nevada fatalities divided by VMT x 100 M results in the MDR measure.



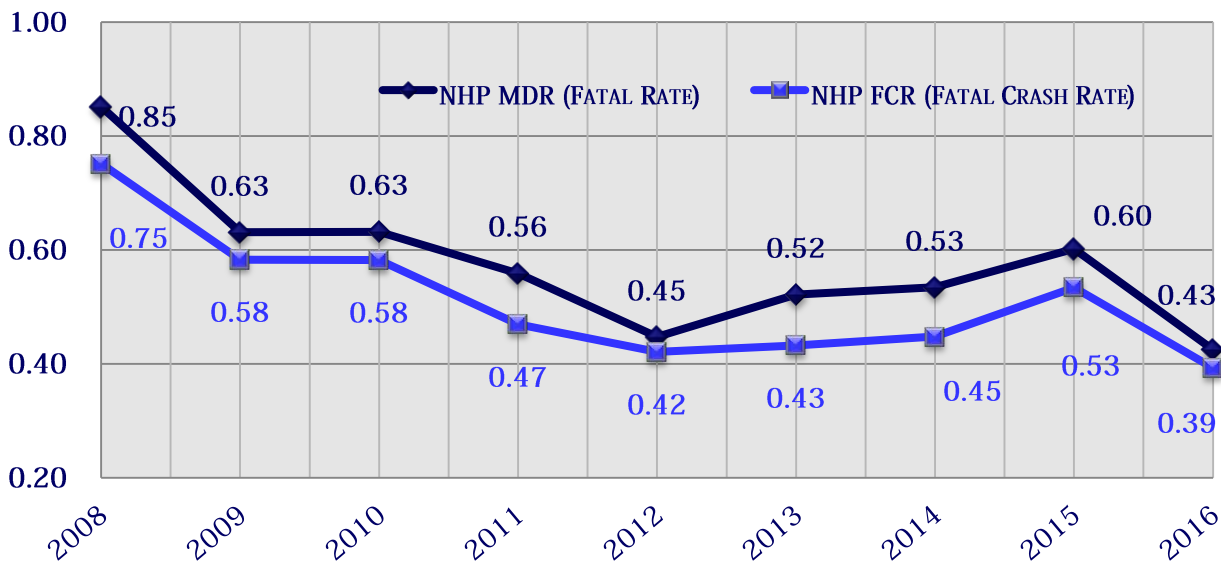
Operational Assessment

Nevada State Wide 6 V. National Average Fatality Rates 7



Of particular significance to NHP are the fatality rates for our jurisdiction. The NHP fatality rates are the prime metric to evaluate loss of life preventative action outcomes. Preliminary numbers for 2016 show a decrease statewide.

NHP FATALITY RATES 8 2008 - 2016



¹Date Source: Published NDOT 2016 Facts and Figures

²Data Sources: State of Nevada, Department of Motor Vehicles Central Services and Records Division, Drivers Licenses and Active Vehicle Registration by County, 2006 thru 2017

³Data Source: Published NDOT Annual Vehicle Miles of Travel, 2006 thru 2016.

⁴Data Source: Nevada State Demographer 2016 Five Year Projections, Nevada Governor Certified Population Projections 2016

⁵Data Source: census.gov

⁶Data Source: Calculated from the published NDOT Annual Vehicle Miles of Travel, 2006 thru 2016 & NHTSA FARS Fatalities.

⁷Data Sources: USDOT 2006 thru 2015 & NHTSA FARS published Fatality rates.

⁸Data Source: Calculated from the published NDOT Annual Vehicle Miles of Travel, 2008 thru 2016 & NHP MIRT Fatal data



STRATEGIC MANAGEMENT

Strategic Planning – Strategic planning is a management activity and process within an organization used to define and set priorities, improve operations, align resources with common goals, make course corrections in response to an environment which is constantly changing and guide team efforts toward desired outcomes. Successful strategic planning must always answer three questions:

Where are we going?

Our Vision broadly defines where the NHP has determined it plans to be, and our Goals are the measurables that define the course.

How will we know we are maintaining the correct course?

Essential to the ability of maintaining the strategic course is possession of the correct tools. Outcome-based measures that are developed from a thorough understanding of process is crucial. Poorly constructed metrics will produce flawed data for decision makers and affect results, or the lack thereof.

How will we know we are successful?

Success is measured by achieving goals and objectives, as validated by evidence-based metrics.

Ongoing monitoring, maintenance and development of the Strategic Plan occurs via the NHP Strategic Planning Committee. The performance measures for each of the goals shall be monitored and evaluated as needed to determine process results and trends toward desired strategic outcomes. The Strategic Planning Committee is the authority on strategic planning and the champion of the strategic plan. Additionally, the Strategic Planning Committee provides analytical and process control expertise services to the regional operational management teams in support of achieving their strategic objectives set forth in this and the regional plans.

Strategic Management – Strategic planning fulfills the organization's executive management needs for analytical inputs and procedural control formulation. Development and implementation of the strategic direction are the core functions of the strategic management team.

In NHP, regional commands will contribute to achieving each goal and objective. Specific implementation plans shall be created by the regional operational management teams with the performance metrics monitored in NHP headquarters strategic planning. The NHP semiannual summit is the executive and operational management teams' forum to discuss status on achieving goals and objectives, brainstorm corrective action when needed and share lessons learned.

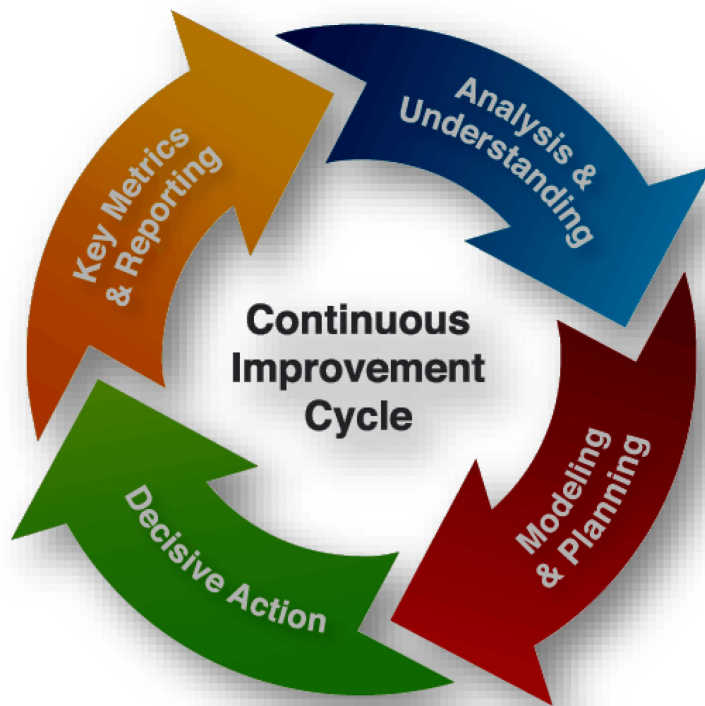


STRATEGIC MANAGEMENT

Quality Management – One essential sub-component of strategic management is quality management. Quality management consists of process management, root cause determination, corrective action and preventative action based on well conceived metrics as inputs.

Reporting – For performance measures, a statistical report will be created for distribution to all field commands. It will be prepared and distributed quarterly and will consist of collision and enforcement data from NHP management information system. Commanders shall carefully review the statistical report to formulate local strategies applicable to the results. Any discrepancies shall be reverted to the Strategic Planning Committee for resolution.

The goals associated with this plan have various performance measures designed to gauge the effectiveness of a particular strategy and raise the flag when corrective action is required. The Strategic Planning Committee will brief the NHP Office of the Chief on the status of ongoing strategic efforts statewide. The committee may also make recommendations to the Office of the Chief to produce desired results.



CONCLUSIONS

The 2017-2020 Strategic Plan represents a concerted effort reflective of the Division's commitment to its core mission: saving lives. Using a participatory process including all levels of management, the NHP presents this plan. Our bold vision for the future and the NHP's five primary strategic goals are incorporated. Strategies chosen to help achieve our objectives are realistic and relevant to the NHP operations. The performance measures developed will be representative of the effectiveness, quality and efficiency of our operational improvement efforts. Action steps executed by each individual command will be reflective of each command's unique operating environment and available resources. This Strategic Plan is a "living document" that is open to revision as operational needs dictate, and is evaluated at each NHP summit meeting.

It is acknowledged that each specific operational environment of the NHP should have additional goals, strategies, and outcome indicators that are not specifically addressed in the following pages. As a result, this strategic plan serves as a guide to the specific regions within NHP to develop their planning efforts in alignment with the organization's overarching goals.



GOALS & OBJECTIVES

GOAL 1 – PREVENT THE LOSS OF LIFE, INJURIES, AND PROPERTY DAMAGE

Prevent the loss of life, personal injury, and property damage resulting from traffic crashes or criminal acts through enforcement, engagement and education. To enforce the provisions of the Nevada Revised Statutes and other laws to prevent crime.

Objectives

- Fatal crash reduction of 3% by EOY 2019
- Injury crash reduction of 3% by EOY 2019
- Develop baseline data for driving under the influence (DUI) arrests related to drugs, alcohol, or a combination of both

Performance Measures

Traffic	Commercial
Mileage Death Rate: Fatalities/VMT	Commercial crash ratio to all crashes
Fatal Crash Rate: Fatal Crashes/VMT	Fatal Crashes rate per VMT
Injury Crash Rate: Injury Crashes/VMT	Injury Crashes per VMT
Average contacts per full-time sworn employee	

Strategy 1.1 – Focus resources on unlawful driving behaviors which are the greatest contributors to fatal crashes.

- ☑ Identify specific trends and process behavior both statewide and regionally.
- ☑ Use primary crash cause data to direct resource allocation decisions.
- ☑ Coordinate joint traffic enforcement events to coincide with peak crash and traffic volume activity.
- ☑ Require Advanced Roadside Impaired Driver Enforcement (ARIDE) training for NHP officers.
- ☑ Conduct managed media awareness campaigns for high risk behaviors (It Can Wait for 28, Child Restraint, Pedestrian Training, Aggressive Driving, etc.)

Strategy 1.2 – Take preventative actions at high incident frequency roadways.

- ☑ Drive greater NHP participation in uniformed traffic control (UTC) zones, specifically construction zones.
- ☑ Participate in all Road Safety Audits (RSA's) where NHP's presence is requested, and initiate RSA requests for high risk roadways.
- ☑ Institute scheduled peak incident tire and chain safety checkpoints, e.g., Kingsbury, 50 to Spooner, or Washoe at Lakeside, in severe weather conditions.



GOALS & OBJECTIVES

GOAL 2 – MAXIMIZE SERVICE TO THE PUBLIC & ASSISTANCE TO ALLIED AGENCIES

Maximize service to the public in need of aid or information and assist other public agencies when appropriate.

Objectives

- Basic crash report cycle time to public of seven calendar days by EOY 2019
- Update all out of compliance neighboring state mutual aid agreements to reflect actual scope by EOY 2019
- Update all out of compliance inter-local agreements to reflect actual scope by EOY 2018
- Create allied agency agreements where none exist by EOY 2018
- Obtain baseline public perception survey numbers from Public Information Officers (PIOs) by EOY 2019
- Acquire adequate resources for 24/7 patrol coverage on I-15 and I-80 by the end of the 2020-2021 biennium

Performance Measures

Public Service and Allied Agency Assistance

Public service perception via periodic surveys

Strategy 2.1 – Provide 24/7 patrol coverage on I-15 and I-80.

- ☑ Increase patrol coverage on the remaining I-80 and I-15 corridor segments which are uncovered.
- ☑ Hire, train, and deploy additional troopers to ensure 24/7 coverage.

Strategy 2.2 – Use social media to improve public access, receive feedback and improve service perception.

- ☑ Use social media during major events for status of roadways, incidents, public awareness, etc.
- ☑ Measure public perception using web-based opinion surveys, cards, and social media.

Strategy 2.3 – Improve quality of service to allied agencies

- ☑ Evaluate all mutual aid and inter-local agreements for proper scope and update to reflect actual.
- ☑ Add mutual aid and inter-local agreements where needed.
- ☑ Institute annual review and affirmation process for agreements.
- ☑ Increase resources available to assist allied agencies (Viper, HIDTA, ICE, OCDETF, etc.)



GOALS & OBJECTIVES

GOAL 3 – OPTIMIZE TRAFFIC AND EMERGENCY INCIDENT MANAGEMENT

To promote the safe and efficient movement of people and goods throughout Nevada by minimizing the public's exposure to unsafe conditions resulting from highway restrictions.

Objectives

- Formalize all incident command training requirements by EOY 2019
- Integrate the Towing & Recovery Association of America (TRAA) Vehicle ID guide into tow contracts by EOY 2019
- Communicate operational implications of Senate Bill 312 to all NHP Troopers
- Capture secondary crash data with State of Nevada Crash Report code
- Publish initial release of Best Practice directive, leveraging Federal Highway Administration (FHWA) documents and studies
- Create/Publish the Joint Operations Policy Statement (JOPS) by FYE 16 19

Performance Measures

Optimize Incident Management

Temporary Traffic Control (TTC) zone injury rate (TTC injuries/VMT)

Secondary crash rate

Construction zone fatal rate (fatal accidents/billed hours)

Strategy 3.1 – Develop tiered certification levels for all responders

- ☑ Specify minimum required incident command (IC) training level for a typical traffic trooper (IC 100, 200, etc.) and include in Directive.
- ☑ Specify minimum required qualifications for traffic investigation Levels and include in Directive.

Strategy 3.2 – Develop Traffic Management Best Practices

- ☑ Champion multi-agency statewide TIM coalition and incorporate first responder stakeholder needs into NHP Best Practices.

Strategy 3.3 – Increase MIRT capable staffing ratio

- ☑ Institute biennial TCR refresher to maintain active status.



GOALS & OBJECTIVES

GOAL 4 – PROTECT PUBLIC ASSETS

To protect public property and infrastructure.

Objectives

- Reduce occupational injury and illness by 5% annually
- Ninety percent of NHP sworn officers to be Terrorism Liaison Officer (TLO) and advanced TLO certified by EOY 2019
- Create trend analysis and determine root cause for division involved crashes

Performance Measures

Protect Public Assets

Number of annual NHP at fault collisions as a percent of NHP collisions

Patrol vehicle on-time scheduled maintenance rate: patrol vehicles on time/total patrol vehicles

Strategy 4.1 – Improve & supplement readiness skill sets and officer wellness.

- Maintain certifications for all Trooper readiness skill set programs (MACTAC, ARIDE, IC, etc.)
- Schedule TLO non-certified NHP troopers for training.
- Formalize “Blue Courage” training.
- Improve wellness information availability through directives, newsletters such as the officer wellness newsletter, risk management, heart and lung training participation, etc.
- Tailor driver training to address root cause and drive crash reduction improvements.



GOALS & OBJECTIVES

GOAL 5 – IMPROVE DIVISIONAL EFFICIENCY

To continually improve efficiency and effectiveness of NHP operations and administration.

Objectives

- Complete and publish all sworn work performance updates and standardization by end of FY 2018
- Establish, formalize and implement the *Inspect What You Expect* (IWYE) program at 95% by EOY 2018
- Complete and submit the technology investment request for web based crash report purchasing portals by end of FY 2019

Performance Measures

Improve Division Efficiency

Percent of work performance standards which are current

Citizen complaints as a percent of field ops contacts

Strategy 5.1 – Implement total quality management (TQM) systems in HQ civilian support.

- ☑ Establish, formalize, standardize and implement fleet build systems.
- ☑ Automate the reporting structure necessary to obtain the evidence-based metrics established by the Strategic Plan.
- ☑ Design fleet systems and data requirements for all electronic reporting.

Strategy 5.2 – Implement TQM throughout NHP.

- ☑ Formalize process improvement programs for in-field operations (IWYE, TBD).
- ☑ Maintain sworn work performance standards, evaluate and update as required no less than quarterly to align with evolving NHP business and deployment models.
- ☑ Implement electronic, web based, public report availability and fee collection.



DRIVE SAFE NEVADA

