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July 1, 2024

STRATEGIC PLAN UPDATE

Enclosed is the Nevada Highway Patrol's updated one-page Strategic Plan effective July 1, 2024, through June 30, 2026, along with supporting attachments and resources.

Attachments:

1. Executive Summary
2. Strategic Plan
3. Leadership Expectations
4. Guardian Ten Code (Code of Conduct)
5. Deployment Action Plan
6. Strategic Plan Toolkit

Supporting Resources:

1. [Nevada Revised Statutes](#), Title 43 – Public Safety
2. Governor Joe Lombardo 2024-2026 [Strategic Plan](#)
3. Nevada Highway Patrol Roadside Safety Plan (*New/Pending*)
4. Nevada Highway Patrol [Commercial Vehicle Safety Plan](#) (CVSP)
5. Nevada Department of Transportation [Speed Management Action Plan](#) (SMAP)
6. [Nevada Traffic Incident Management](#) (TIM)
7. Multi-Jurisdiction [Strategic Highway Safety Plan](#) (SHSP)

These documents and resources, while not inclusive, collectively help guide our operations and strategic direction, ensuring that we continue to serve with integrity, dedication, and excellence. We invite you to review these materials to better understand our objectives and commitments.

Thank you for your continued support and collaboration as we work together to enhance the safety and well-being of all who call Nevada home.

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Capitol Police • Highway Patrol • Investigations • Parole and Probation • State Fire Marshal • Training Division
Office of Traffic Safety • Office of Professional Responsibility • Office of Criminal Justice Assistance
Records, Communications and Compliance • Office of Cyber Defense Coordination • Emergency Response Commission



EXECUTIVE SUMMARY

As we observe the 75th Anniversary of the Nevada Highway Patrol, we take a moment to reflect on our proud legacy of service and to anticipate the exciting opportunities that lie ahead. This landmark year is not just a celebration of our storied past but also an affirmation of our unwavering commitment to principles that have always steered our course, integrity, courage, and a drive for excellence.

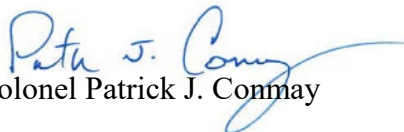
We are pleased to present the updated Strategic Plan for 2024-2026, embodying our collective vision and resolute commitment to action. This plan, crafted from our unyielding dedication to the safety and well-being of Nevada's communities, is supported by our long-standing tradition of resilience and our ability to adapt to the ever-changing landscape of traffic safety.

The strategic plan, along with supporting documents, lays out a clear path for us to follow, one that is a significant shift from past frameworks. It establishes a roadmap that empowers every team member to set their goals and confidently navigate the future, while aiming to make the Nevada Highway Patrol and our Silver State the premier destination to work, live, and visit.

We honor our past and embrace the future with a fresh approach that departs from the traditional. We recognize the need for change, leading by example to chart new paths and provide a structure that empowers our team members to excel and innovate. In doing so, we hold fast to the foundational principles of the Nevada Highway Patrol, commitment to Noble service, Honor in our duties, and Pride in our calling.

As we roll out this strategic plan, we reaffirm our dedication to upholding the highest standards. Openness, cooperation, and excellence are the pillars that will guide us as we forge ahead. We will remain agile and adaptable to the dynamic and changing environment around us. We stand ready to tackle the challenges of traffic safety with fresh, innovative solutions and community partnerships. United, we will carry forward the tradition of service that has been the hallmark of the Nevada Highway Patrol for the last seventy-five years.

Thank you for your steadfast commitment. Together, let's continue to champion our mission, engage our community, and step boldly into a new era of our distinguished history.


Colonel Patrick J. Conmay


Lieutenant Colonel Martin A. Mleczo Jr.

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STRATEGIC PLAN 2024-2026

MISSION

Trusted law enforcement leader focused on safeguarding Nevada.

VISION

Driving a safer Nevada through innovation and engagement.

VALUES

Consistency. Accountability. Respect. Empathy.

GOALS	OBJECTIVES
Safety	<ul style="list-style-type: none">• Prevention: Focus on changing driving behaviors through proactive and aggressive enforcement, and education initiatives.• Safety: Proactively address emerging traffic safety issues and collaborate to enhance roadway safety and response to incidents.
Efficiency	<ul style="list-style-type: none">• Alignment: Use relevant data to support data-driven decision making and share information both internally and externally.• Innovation: Invest in process improvement and technologies that enhance operational efficiency and effectiveness.
Replenish	<ul style="list-style-type: none">• Development: Recruit and retain a diverse and thriving workforce reflective of each respective community's needs.• Growth: Build human capital through services including career development, training, and educational opportunities.
Vision	<ul style="list-style-type: none">• Commitment: Reaffirm our dedication to our mission, vision, and values while providing professional and quality services.• Optimization: Continuously review and adapt organizational structures and workflow processes for peak efficiency.
Engagement	<ul style="list-style-type: none">• Connection: Persistent and extensive traffic safety education to foster community engagement and support recruitment.• Wellness: Support the health and well-being of our members, promoting a harmonious and understanding work environment.

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LEADERSHIP EXPECTATIONS

It is essential to share the vision and establish leadership expectations for our Nevada Highway Patrol family to move forward. Before we start discussing vision, let's discuss the key ingredients to leadership and the strategies for a successful and high-performing organization. As changes or new needs emerge, we should reflect and make the necessary adjustments to help ensure we are always looking ahead several steps, or in most cases, several years, while remaining focused on What's Important Now (WIN). People are the foundation on which leadership is built; good leaders cultivate new leaders. Here are our strategies:

1. **People-Powered:** Focus on a people-first approach. Identify the ideal attributes and review team members for talent management to better inspire, retain, recruit, and develop high-performance teams by optimizing human capability and resiliency.
2. **Purpose-Driven:** Focus on empowerment and sound decision-making. Changing processes to improve effectiveness and efficiency to allow for more space for innovation. This all-hands approach will enable all team members to help provide solutions, to cut through bureaucracy, to reshape the future.

While leadership is often synonymous with supervisors and those in higher positions, it is equally represented by anyone who steps up, whether in a formal capacity or through informal influence, demonstrating the qualities of a leader.

Now that you have read these strategies, you will see how the ingredients below are the secret sauce to the recipe. These ingredients help ensure that we prioritize what is important and focus on doing the right thing, even when difficult. Rather than just distribute, please discuss, and share these strategies with your teams as your own, so they know what we expect of our family, regardless of rank or position.

1. **Develop relationships.** Establish connections with others to build trust, share ideas, and improve overall effectiveness. Promote healthy families and relate to the challenges faced. Build mutually beneficial relationships with others inside and outside of the Division.
2. **Identify talent and develop people.** Help others become more effective through developing their strengths, setting expectations, providing encouragement, and above all, coaching.
3. **Lead change.** Recognize that change is essential but often challenging. Lead purposefully and be adaptable. Align purpose and team members with vision and goals. Formally or informally, regardless of position or rank. Everyone can lead and influence others.
4. **Inspire others.** Encourage others through positivity, vision, confidence, challenge, and provide recognition publicly. Instill resilience and a winning spirit in team members through personal example. Correct in private and do not belabor the point.

5. **Think critically.** Be curious and seek information. Evaluate critically and apply the knowledge gained to solve problems at the lowest level possible. Remain flexible and adapt to change. Refrain from fixating on the wrong issues or getting stuck on poor solutions.
6. **Communicate clearly.** Listen, share information concisely and with purpose, and be open to hearing opinions. If you do not own it, it is not your responsibility to share it unless given permission. Body language and demeanor can harm or improve communications.
7. **Extreme ownership.** Hold yourself and others responsible for performance. Be accountable for your actions as well as those you lead. Respond timely and stay informed. Do not up-channel poorly vetted information nor delegate up your responsibilities.
8. **Be empathetic.** Every person and situation have a story, learn it. Get outside the box. Detach from the past, be open-minded, and think globally. Do not engage in rumors, talk about others, or demean anyone in front of any subordinates, ever. If you hear it, stop it.
9. **Be humble and approachable.** Listen, observe, then respond. Persuade, not direct. Do not ever underestimate your value and ability to influence others. Our future depends on you.
10. **Spend wisely.** Time is the most expensive currency. Use your time with intention. Invest it, do not waste it. Design your success and write your own story. Adopt a collective and growth mindset among team members enabling a successful performance and have fun.

These principles are universally applicable, but they demand that we lead by example. Our strategic impact is lessened when our strategies don't include those we lead. Independence is essential; however, collaboration is key. We must inspire and enable our teams to excel while being aware of their limits. While we are not flawless, we owe it to each other to remain accountable. When direction is lacking, lead by being the best version of yourself, with humility and vulnerability, and own it!

Guidance for the Nevada Highway Patrol is grounded in Nevada Revised Statutes 480.300 through 480.370. While it's crucial to grasp these statutes, the core aim remains straightforward, enhance traffic safety through education, enforcement, and engagement.

Our priorities are focused on investing in our team members, aggressive enforcement, crash reduction, addressing impaired driving, innovation, and engagement. We will pursue these goals with a blend of service, passion, experience, and unparalleled strength, delivering optimal public and traffic safety solutions to the communities we serve through our leadership.

The time for action is now, with an unwavering focus on our people and our state while staying true to ourselves. Every team member is responsible for guiding and inspiring, participating, leading, holding others accountable, making strategic and difficult decisions, upholding the highest standards and trust within the community that needs us.

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THE GUARDIAN TEN CODE

The Epitome of the Guardian Class

Regardless of your job title or rank, sworn or professional staff, we are the Nevada Highway Patrol, guardians by duty and dedication. With our high-profile role comes a profound responsibility to always uphold exemplary personal and professional conduct. As protectors of Nevada's roads, our actions set the standard for integrity and accountability in public service.

Celebrate Every Milestone

Successes in our field are significant achievements that merit recognition. When we meet or exceed our targets, we celebrate these milestones together. Recognition is shared, fostering a culture of appreciation and humility across all ranks.

Support Your Team

“Team” means family. We reject the notion of divisions or isolation. Effective teamwork underpins our operational success and requires a profound respect and understanding of every sector within our operations. We thrive on mutual support and collective strength.

Respond Swiftly, Follow Through Diligently

Our commitment to excellence is reflected in how we manage communications. Prompt and thoughtful responses to internal and external queries underscore our professionalism. Every interaction is an opportunity to demonstrate our reliability and dedication to those we serve.

Maintain Composure, Avoid Mistakes

Professionalism under pressure is paramount. We engage with the public and manage crises with the utmost composure, avoiding actions that could undermine our team's effectiveness. Every decision and action are measured, reflecting our overarching commitment to safety and respect.

Focus on the Mission, Ignore Distractions

Distractions, especially from unfounded criticism, are ever-present. However, our focus remains steadfast on our strategic goals and the welfare of the Nevada community. We stay committed to our mission, guided by the principles of leadership, vigilance, and community service.

Embrace Possibilities

"Noble. Honor. Pride." These are not just words but the principles that drive us. We approach challenges with a can-do attitude, striving to accommodate and innovate in our interactions with the public and within our team. When immediate solutions are not feasible, we seek and provide effective alternatives and find a way forward.

Every Role is Critical

Every team member has the potential to impact our mission positively. We value perspectives and encourage all team members to contribute ideas and solutions, recognizing that innovation can originate from any level.

Community Engagement is Essential

True to our mission, we are deeply embedded in our community, protecting those who cannot protect themselves and continuously finding ways to contribute positively. Our engagement goes beyond duty, it is our way of forging lasting bonds and ensuring public trust.

Keep a Positive Attitude, Even Under Duress

The challenges we face are many, but our spirit remains unbroken. Maintaining a positive attitude is crucial, fostering a work environment where fun and professionalism coexist. This positivity not only uplifts our team but also enhances our interactions with the public.

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DEPLOYMENT ACTION PLAN

This is a structured sample deployment action plan that can be used by each Region that is designed to ensure consistent messaging and comprehensive education on the new strategic plan for all members of the Nevada Highway Patrol.

OBJECTIVE:

Ensure that all members are educated in and fully understand the new strategic plan and associated documents.

ACTIVITIES and PHASES

A. Preparation Phase:

1. Leadership Alignment:
 - a. Conduct orientation sessions for all supervisors and managers to align understanding and messaging.
2. Communication Preparedness:
 - a. Prepare and disseminate a comprehensive communication package to all members, which includes the strategic plan, associated documents, and a schedule of rollout activities.

B. Launch Phase:

1. Announcement:
 - a. Ensure that the strategic plan and associated documents are accessible to all.
2. Engagement:
 - a. Begin a series of introductory sessions, utilizing video conferencing to ensure broad access and participation.

C. Education Phase:

1. In-Depth Training Workshops:
 - a. Schedule and conduct mandatory training, facilitated by designated members.

D. Integration Phase:

1. Follow-Up Sessions:
 - a. Organize follow-up sessions as needed.
2. Performance Alignment:
 - a. Begin integrating strategic plan objectives.
 - b. Develop their own guidelines and resources to assist their teams in aligning with the strategic objectives.

E. Evaluation and Adjustment:

1. Regularly assess effectiveness and adjust accordingly.

F. Ongoing Commitment:

1. Ensure regular communications about progress and successes are shared.
2. Continue to reinforce the importance of the strategic plan.
3. Apply the strategic plan to all activities or initiatives.

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STRATEGIC PLAN TOOLKIT

To ensure a successful rollout of the Nevada Highway Patrol's new Strategic Plan, below is an optional Toolkit designed to guide all team members across all positions and geographic locations in delivering consistent communications.

A. BRIEFING POINTS

1. 75th Anniversary Commemoration:
 - a. Celebrate our 75-year legacy of dedication and service.
 - b. Embrace this milestone as a catalyst for progressive change and renewed commitment.
2. Strategic Plan Introduction:
 - a. Unveil the Strategic Plan 2024-2026 as a departure from past plans, offering a fresh, actionable roadmap.
 - b. Stress the plan's role in empowering every member to set their objectives, driving both personal and organizational success.
 - c. Measurables will be established by individual regions, units, teams to ensure innovation or creativity is not stifled.
3. Mission and Vision Reinforcement:
 - a. Reaffirm our mission to safeguard Nevada with integrity and courage.
 - b. Articulate our vision for a safer future through education, enforcement, and engagement.
4. Values Update:
 - a. Highlight our guiding principles: Consistency, Accountability, Respect, and Empathy.
 - b. Discuss how these values shape our daily operations and decision-making.
5. Innovative and Proactive Approach to Safety:
 - a. Develop initiatives to reduce traffic incidents and enhance road safety.
 - b. Foster innovation in safety measures and technology will be integral in saving lives.

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6. Operational Excellence Drive:
 - a. Brainstorm new strategies for efficiency and effectiveness, including process improvements and embracing cutting-edge technologies.
 - b. Encourage creativity and innovation as we aim to lead in operational excellence.

7. Workforce Evolution:
 - a. Provide support for ongoing professional development, ensuring every member is equipped for the challenges ahead.
 - b. Shared commitment to the health and well-being of our team members, enhancing job satisfaction, performance, and organizational culture.

8. Community Connection and Education:
 - a. Stress the importance of traffic safety education as a means to deepen community ties.
 - b. Encourage active participation and dialogue with the community to foster engagement and support.

9. New Framework for Goal Setting:
 - a. This updated plan serves as a foundation for team members to define their professional goals within the overarching objectives.
 - b. Encourage team members to align their personal development plans with the strategic objectives laid out.

10. Call to Action for Collective Ownership:
 - a. Take ownership of our shared vision, contributing strengths to our collective achievements.
 - b. Encourage feedback, discussion, and collaboration, recognizing that each voice is vital to our evolution and effectiveness.

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B. KEY TALKING POINTS

1. Celebration of Legacy:

“2024 marks the 75th Anniversary of the Nevada Highway Patrol, a testament to our enduring commitment to safety, service, and excellence.”

2. Emphasis on Strategic Vision:

“Our new strategic plan outlines our roadmap for the next two years, focusing on innovation, safety, and engagement.”

3. Commitment to Principles:

“We continue to uphold our principles of Integrity, Courage, and Excellence, driving us to serve better and protect our communities.”

4. Introduction of SERVE Goals:

“The strategic plan is structured around the SERVE acronym: Safety, Efficiency, Replenishment, Vision, and Engagement, each representing key areas of focus.”

5. Future-Oriented Approach:

“This plan represents a significant shift from previous versions, incorporating proactive thinking and cutting-edge strategies to better prepare us for the future.”

6. Operational Excellence Drive:

"Brainstorm new strategies for efficiency and effectiveness, including process improvements and embracing cutting-edge technologies. Encourage creativity and innovation as we aim to lead in operational excellence."

7. Workforce Evolution:

"Provide support for ongoing professional development, ensuring every member is equipped for the challenges ahead. Shared commitment to the health and well-being of our team members enhances job satisfaction, performance, and organizational culture."

8. Community Connection and Education:

"Stress the importance of traffic safety education as a means to deepen community ties. Encourage active participation and dialogue with the community to foster engagement and support."

9. New Framework for Goal Setting:

"This updated plan serves as a foundation for team members to define assignment and area of responsibility goals within the overarching objectives."

10. Call to Action for Collective Ownership:

"Take ownership of our shared vision, contributing strengths to our collective achievements. Encourage feedback, discussion, and collaboration, recognizing that each voice is vital to our evolution and effectiveness."

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C. FAQ's with ANSWERS

1. What is the main goal of the new strategic plan?

Answer: The main goal is to enhance public and traffic safety through innovative law enforcement strategies while fostering a positive and supportive work environment for our team members.

2. How were the strategic objectives chosen?

Answer: Objectives were developed based on a comprehensive analysis of past performance, current challenges, future forecasts, and other highway patrols around the country ensuring they are both realistic and ambitious.

3. What changes will I see in my day-to-day work?

Answer: You may see new technologies being implemented, changes in procedures, increased accountability, and additional opportunities for professional development and community engagement.

4. How can I contribute to the success of the strategic plan?

Answer: Stay engaged, participate, take ownership, provide constructive feedback, and align your personal and professional goals with the strategic objectives.

5. What support will be available to help us adapt to these changes?

Answer: The Division will provide training, resources, and support to ensure all team members are equipped to navigate and succeed under the new strategic plan.

6. How will the success of the strategic plan be measured?

Answer: Success will be measured through key performance indicators, regular progress reviews, and feedback from both team members and the community.

7. What role does technology play in the new strategic plan?

Answer: Technology is a cornerstone of the plan, focusing on leveraging innovative tools to enhance traffic safety, improve operational efficiency, and support data-driven decision-making.

8. How will the strategic plan address community engagement?

Answer: The plan emphasizes persistent and extensive traffic safety education and fostering strong community partnerships to enhance engagement and support recruitment.

9. What initiatives will be implemented to ensure the well-being of our team members?

Answer: Initiatives include wellness programs, mental health support, career development opportunities, and creating a harmonious and understanding work environment.

10. How will the strategic plan be communicated to all team members?

Answer: The plan will be communicated through comprehensive communication packages, consistent messaging, training workshops, regular updates, and feedback sessions to ensure everyone is informed and aligned.

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D. WAYS TO MAXIMIZE SUCCESS

1. **Engage in Two-way Communication:** Create channels for team members at all levels to provide feedback. This encourages a sense of ownership and investment in the plan's success.
2. **Highlight Early Wins:** Identify and communicate quick successes as the plan rolls out to build momentum and demonstrate effectiveness.
3. **Provide Progress Updates:** Regularly share updates on the strategic plan's implementation status.
4. **Foster a Culture of Recognition:** Publicly recognize the contributions of team members towards achieving strategic goals, reinforcing positive behavior and contribution.
5. **Ensure Adequate Resources:** Provide the necessary tools, training, direction, and support to enable team members to meet the plan's objectives effectively.
6. **Encourage Continuous Learning and Development:** Promote ongoing professional development opportunities to ensure team members have the skills and knowledge needed to succeed.
7. **Develop Clear Metrics for Success:** Establish clear and measurable goals and objectives based on assignment/task needs to track progress and ensure accountability.
8. **Promote Innovation and Creativity:** Encourage team members to think outside the box and bring forward new ideas that can improve efficiency and effectiveness.
9. **Maintain Flexibility and Adaptability:** Be prepared to adjust strategies and tactics based on feedback and changing conditions to stay relevant and effective.
10. **Strengthen Team Collaboration:** Foster a collaborative environment where team members can work together towards common goals, leveraging each other's strengths and skills.

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E. WAYS TO EFFECTIVELY USE THE STRATEGIC PLAN

1. **Thorough Understanding and Integration:** Begin by gaining a thorough understanding of the strategic plan, focusing on its mission, vision, values, and key objectives. Integrate these elements into daily activities and decision-making processes. For enforcement actions, ensure that tactics and strategies reflect the plan's focus on safety, efficiency, and community engagement.
2. **Alignment in Policy and Training:** Update or develop policies and training programs to align with the strategic plan. This includes incorporating best practices that promote consistency, accountability, respect, and empathy as outlined in the plan. Ensure that all training sessions highlight how these policies support the strategic goals, enhancing both individual performance and organizational effectiveness.
3. **Proposal Development for Initiatives and Grants:** When developing proposals for new initiatives or grant applications, explicitly link the objectives of the proposal to the strategic plan. Demonstrate how these initiatives will help achieve the strategic goals, such as improving traffic safety, enhancing public relations, or fostering innovation.
4. **Regular Assessment and Feedback Mechanisms:** Implement regular assessments to measure how well activities and programs align with the strategic plan. Use feedback mechanisms to gather input from all team members of the organization on the effectiveness of current strategies and the applicability of the strategic plan in everyday operations.
5. **Continuous Improvement and Adaptation:** Foster a culture of continuous improvement that encourages innovation and adaptation in line with the strategic plan. Encourage employees to suggest improvements and to identify gaps where additional focus could help better align with strategic objectives. Adapt strategies and tactics based on feedback and changing conditions to ensure ongoing relevance and effectiveness.

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