



Nevada Department of  
**Public Safety**  
Records, Communications and Compliance

# **Records, Communications and Compliance Division (RCCD)**

## **Strategic Business Plan**

State Fiscal Years 2023 –2027

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## MESSAGE FROM THE ADMINISTRATOR

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I am proud to present the Nevada Department of Public Safety, Records, Communications and Compliance Division's Strategic Business Plan for State Fiscal Years 2023 - 2027, which provides broad direction to guide the Division for the next five state fiscal years. This Strategic Plan outlines goals defined to support the Division's mission and vision. By following this plan, I believe the Division can achieve its goals and provide outstanding customer service to the Department of Public Safety, our criminal justice agency and civil partners, and the public.

The Division's primary business is to provide information. The Division's responsibilities are broad, and the consequences of error could be a matter of life-and-death. Whether dispatching a DPS officer to the scene of an accident or providing the public with information on registered sex offenders, the information provided by the Division must be available, complete, timely and accurate.

The Division is committed to continuous assessment and improvement. As such, this plan will change over time as processes are streamlined and technology improves. However, ensuring the safety of Nevada's citizens and visitors through the information the Division provides will remain at the core of the Division's mission.

The Division is staffed by a team of dedicated professionals who take to heart their role to ensure public safety. Whether staff has been with the Division for less than one year or over 20 years, each of them impacts the Division's success, and each is valued for their individual contributions. It is a privilege to lead this extraordinary Division and I look forward to the future and the positive changes that will occur as we work to implement this plan.

Erica Souza-Llamas, Division Administrator  
Department of Public Safety  
Records, Communications and Compliance Division

## **DIVISION OVERVIEW**

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The Records, Communications and Compliance Division (RCCD) is comprised of two bureaus and operates twenty (20) distinct programs with multiple office locations throughout the state. The Division also has Spillman System Administrators, an Information Security and Compliance Unit, and a Fiscal Unit separate from the two bureaus.

The Communications Bureau has locations in Carson City and Las Vegas and provides 24x7x365 public safety telecommunications (i.e., dispatching) services for DPS officers and allied state and federal law enforcement agencies. The Communications Bureau provides FBI Criminal Justice Information Services (CJIS) Division Systems Agency functions to monitor and appropriately route electronic messages coming into Nevada from the FBI. The Bureau also provides warrant data entry into State and FBI warrant systems for warrants originating from sister DPS divisions and allied Nevada law enforcement agencies.

The Records Bureau has 14 distinct programs. The Records Bureau houses the Central Repository for Nevada Records of Criminal History (see NRS 179A), which houses the state-wide database for records of Nevada arrests and dispositions. As such, it is designated as the FBI's CJIS Systems Agency (CSA) for the State of Nevada and is the conduit through which criminal justice agencies in Nevada access the various criminal justice information systems of the FBI, the State of Nevada, and other states.

The Division is the “business owner” of the Nevada Criminal Justice Information System (NCJIS), which is a conglomeration of applications and systems that provide critical information to criminal justice agencies at the local, state, and national levels as well as civil agencies for authorized civil purposes such as employment, licensing, adoption, etc. These applications and systems are maintained by the Division in coordination with multiple vendors, under the management control of the RCCD.

The Records Bureau conducts fingerprint-based criminal history records checks for employment, volunteers, and licensing on behalf of employers, non-profit organizations, and occupational licensing/regulatory boards at the local and state levels pursuant to various Nevada Revised Statutes and federal laws. Additionally, fingerprint-based criminal history records checks are conducted for adoptions, carry concealed weapon permits, apostilles, etc.

The Records Bureau also houses the Brady Point of Contact Firearms Program, which conducts name-based criminal history records checks on potential firearms transferees to determine whether an individual's possession of a firearm would violate the Gun Control Act of 1968, as amended by the Brady Handgun Violence Prevention Act of 1993 and/or state prohibitors. This program is also responsible pursuant to Nevada Revised Statute to annually compile and publish a list of states whose carry concealed weapon permits are recognized by Nevada.

The Bureau maintains the State Sex Offender Registry and community notification website to appropriately assign tier levels based upon the literal of the convicted offense and the age of the victim and to inform the public about certain offenders (see NRS 179D & NRS 179B).

The Records Bureau’s NCJIS Compliance Unit determines whether or not a requesting agency is authorized to access criminal justice information from the various systems of the FBI, Nlets (The International Justice and Public Safety Network), and NCJIS. The NCJIS Compliance Unit trains and audits agencies that are authorized to access the information contained within the FBI systems, Nlets systems, and NCJIS to ensure compliance with state, Nlets, and FBI laws, regulations, and policies.

Other programs within the Records Bureau include a name-based Nevada criminal history records check service for in-state and out-of-state employers and volunteer organizations, a crime statistics reporting unit tied to the FBI’s Uniform Crime Reporting Program, Sexual Assault Forensic Evidence Kit Tracking and Reporting Program, a Business Process Management Office to oversee the various IT projects of the Bureau, and an Information Security and Compliance Unit to recommend policies to safeguard the Division’s critical IT systems and ensure compliance with state and federal system security laws, regulations, and policies.

# MISSION, VISION and VALUES

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## Mission Statement

Provide complete, timely and accurate criminal justice information while balancing the need for public safety and individuals' rights to privacy.

## Vision Statement

To be the trusted leader in modernized criminal justice information sharing to ensure public safety for the State of Nevada.

## Guiding Values

We will conduct our business with the utmost **integrity** and **professionalism**.

We will display **empathy** and **compassion** for those in need, delivering quality customer service with every interaction.

We are **accountable** for our actions, performance and compliance.

We respect individuals' **privacy**, only providing information within legal authorization.

We strive for **personal and professional excellence**, earning **trust** and **respect** through our service to others.

## **FY 2023 – 2027 STRATEGIC GOALS**

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For the next five years, the Records, Communications and Compliance Division (RCCD) will concentrate on four primary goals. Accomplishing these four goals is crucial to the Division's success and its ability to achieve the vision to be the trusted leader in modernized criminal justice information sharing to ensure public safety for the State of Nevada.

The goals recognize that the Division's adequate resources are fundamental to its success. Likewise, automating and properly maintaining critical IT systems and developing and maintaining an effective relationship with policymakers and stakeholders are similarly important to achieving the Division's mission and vision.

The RCCD will use several performance measures and indicators to evaluate each objective supporting these four goals. Performance measures will be evaluated and monitored regularly and updated as programs and internal/external situations evolve.

- Goal 1:                Provide professional and timely customer service.**
- Goal 2:                Recruit, foster, and retain a qualified workforce.**
- Goal 3:                Maintain and enhance internal and statewide criminal justice information systems.**
- Goal 4:                Develop, educate and maintain effective relationships with stakeholders.**

# EXTERNAL FACTORS AFFECTING THE RCCD'S STRATEGIC OUTLOOK

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The Records, Communications and Compliance Division is a relatively young organization. Originally named the “General Services Division,” the RCCD was established in the 2013 Legislative Session by dissolving the Records and Technology Division and moving the Department’s three Communications Centers from the Nevada Highway Patrol. The Department’s Technology Bureau was centralized under the Department of Administration’s Enterprise IT Services Division. Thus, the RCCD consists of the Records Bureau and the Communications Bureau. In the 2017 Legislative Session, the Communications Bureau underwent further significant changes with the closure of the Elko Communications Center and transfer of the Warrants Unit to the Nevada Highway Patrol.

The Division is facing several significant challenges over the next five years. Each of these presents unique opportunities for the Division’s management and staff to develop collaborative solutions that recognize each individual’s contributions to the organization while moving the Division forward as a whole.

## **Recruitment and Retention of Staff**

A significant challenge facing the RCCD is recruitment and retention of staff. This is particularly challenging for the Communications Bureau, where starting salaries for entry-level dispatchers are significantly higher at the local law enforcement agency level than for the State of Nevada. In addition, the Communications Bureau is seeing a trend in fewer applicants being willing to work in the required 24x7x365 environment.

The Records Bureau’s Point of Contact and Sex Offender Registry Units are experiencing similar issues. In the Point of Contact Unit, job candidates are expressing a reticence to work the required weekends and holidays for non-competitive pay. In the Sex Offender Registry Unit, the division is losing incumbents to the Parole and Probation Division, which pays more for similar positions. There are other positions throughout the division that also are difficult to fill due to the non-competitive pay and benefits.

Additionally, getting individuals through the state’s cumbersome and lengthy hiring process then through the Department’s background check processes has become increasingly difficult as more applicants are presenting with criminal history records, poor references and/or questionable job histories. Additionally, FBI CJIS Security Policy requirements must be adhered to when vetting applicants. As such, the RCCD will have to work closely with Department and State Human Resources to get creative in its recruitment and retention efforts and ensure all recruitment options are sought out in order to attract the kind of talent it needs to meet the Division’s mission.

## **Aging IT Systems and Lack of IT Resources**

The Division is the business owner for several State criminal justice information applications and systems that collectively make up the Nevada Criminal Justice Information System (NCJIS). In addition, the Division manages the contract with the Department’s vendor for the Computer-Aided Dispatch/Records Management System. The Division is also the conduit through which local criminal justice agencies access the various IT systems of the State of Nevada, other states, and the Federal Bureau of Investigation.



Several of the Division’s IT applications and underlying hardware have reached end-of-life. The level of IT support received by the Division has been historically insufficient to meet its needs. To mitigate these issues, the Nevada Department of Public Safety (DPS), Records, Communications and Compliance Division (RCCD) began a long-term, multi-phase effort to modernize the various systems that comprise the Nevada Criminal Justice Information System (NCJIS). Acquisition of the new NCJIS solutions, through Unisys Corporation, was completed in June 2020. The modernization program includes but is not limited to software applications that support the statewide law enforcement message switch system (MSS), hot files (HF), computerized criminal history (CCH), and civil background check processes for things such as employment and firearms purchases. These civil applications include Civil Applicant, Civil Name Check (CNC), Point of Contact (POC) (Brady) and associated accounts receivable. The NCJIS modernization effort, spanning multiple biennia, will add critical system functionality for internal and external users that will improve the efficiency and effectiveness of the RCCD’s operations and provide improved services to the public. The modernization effort began in July 2020 and is projected to be completed in 2025.

### **New Legislation**

Every legislative session the Division is impacted by new legislation that requires more of the Division’s resources. New populations are identified for fingerprint-based background checks. Laws regarding the sex offender registry add new classes of registrants. Firearms possession and carrying concealed weapons laws usher in changes impacting the Records Bureau’s Point of Contact Firearms Program. Laws governing information technology and dispatch services are also enacted. All of these changes have a cumulative impact on the Division and put further strain on the Division’s existing aging IT systems. The Division must be diligent about monitoring new laws every legislative session and must work closely with policymakers and other stakeholders between and during legislative sessions to educate them on the Division’s business and the impacts of potential changes.

### **Federal Mandates**

The Federal Bureau of Investigation (FBI) mandates states which access the FBI’s files, programs, and systems to comply with federal laws, regulations, and policies. The Division is greatly impacted if the FBI adds, modifies, and/or deletes files, programs, systems, laws, regulations, and policies. In order for Nevada to maintain access to these, the Division must ensure their staff, programs, systems, and funding is adequate and timely. Nevada’s public and officer safety depends on access to everything the FBI oversees and offers. In 2020, the FBI ramped up the modernizing of the CJIS Security Policy now known as the CJISSECPOL policy. New requirements were introduced in 2021 and will continue to be introduced until the full roll out of the policy in Spring of 2024. The new requirements being introduced will require significant modernization of current IT systems and IT staff to support any new products that will need to be acquired to meet the new CJISSECPOL.

### **Federal Funding**

Uncertainty exists at the federal level regarding grant funding for programs that the Division relies upon every year to improve its IT systems and outreach to local criminal justice agencies. Such federal grants include the National Criminal History Records Improvement Program (NCHIP) and the NICS Act Records Improvement Program (NARIP). With Congress not seeming to pass a federal budget, and continuing resolutions becoming the norm rather than the exception, the Division may have to increasingly look to other funding sources to fund critical programs.

# STRATEGIC GOALS AND OBJECTIVES

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## **Goal 1: Provide professional and timely customer service.**

**Objective 1.1** Respond timely to civil applicant background checks.

**Strategies:**

- Recruit and fill vacancies in the Fiscal, Fingerprint Support Civil, and Fingerprint Examiner Units in a timely manner.
- Ensure all unit staff are cross trained to perform all functions within the unit.
- Empower staff to suggest process improvements for the processing of applicant fingerprint responses.
- Identify technology enhancements and work with the division’s IT vendors to improve business processes.

**Performance Measures:**

- Response times are within the parameters set by the system and staffing standards.

**Objective 1.2** Process Civil Name Check Research Requests within the parameters set by the system and staffing standards.

**Strategies:**

- Recruit and fill vacancies in the Civil Name Check Program in a timely manner.
- Ensure the Civil Name Check personnel are trained to perform all functions within the unit.
- Empower staff to suggest process improvements for the processing of Civil Name Check responses.
- Identify technology enhancements and work with the division’s IT vendors to improve business processes.

**Performance Measures:**

- Response times are within the parameters set by the system and staffing standards.

**Objective 1.3** Process registration verifications of sex offenders within the parameters set by the system and staffing standards.

**Strategies:**

- Recruit and fill vacancies in the Sex Offender Registry in a timely manner.
- Ensure Sex Offender Registry staff is trained to perform all functions within the unit.
- Request additional staff in budget to meet the caseloads, when necessary.
- Empower staff to suggest process improvements for the processing of Sex Offender Registry annual registration verifications.

- Identify technology enhancements and work with the division’s IT vendors to improve business processes.

**Performance Measures:**

- Response times are within the parameters set by the system and staffing standards.

**Objective 1.4** Process sex offender registration changes within the parameters set by the system and staffing standards.

**Strategies:**

- Recruit and fill vacancies in the Sex Offender Registry in a timely manner.
- Ensure Sex Offender Registry staff is trained to perform all functions within the unit.
- Request additional staff in budget to meet the caseloads, when necessary.
- Empower staff to suggest process improvements for the processing of Sex Offender Registry annual registration verifications.
- Identify technology enhancements and work with the division’s IT vendors to improve business processes.

**Performance Measures:**

- Response times are within the parameters set by the system and staffing standards.

**Objective 1.5** Assess newly registered sex offenders’ tier levels within the parameters set by the system and staffing standards.

**Strategies:**

- Recruit and fill vacancies in the Sex Offender Registry in a timely manner.
- Ensure Sex Offender Registry staff is trained to perform all functions within the unit.
- Request additional staff in budget to meet the caseloads, when necessary.
- Empower staff to suggest process improvements for the processing of Sex Offender Registry tier level verifications.
- Identify technology enhancements and work with the division’s IT vendors to improve business processes.

**Performance Measures:**

- Response times are within the parameters set by the system and staffing standards.

**Objective 1.6** Conduct training and audits of 100% of civil applicant agencies, civil name check, criminal justice agencies, and criminal justice agency information security according to the established audit cycle for each type of audit.

**Strategies:**

- Recruit and fill vacancies in the NCJIS Compliance and Information Security Units in a timely manner.
- Ensure that the NCJIS Compliance Unit and Information Security Unit personnel are trained to perform paper and in-person compliance audits.

- Empower staff to suggest process improvements for the various audits.
- Use software tools to their maximum capabilities to conduct the various audits.
- Request additional resources including but not limited to staff and technical solutions in the budget to meet the auditing mandates and case load, when necessary.
- Ensure that the Information Security Unit continually receives up to date training by attending IT Security focused training classes or attending IT security related industry meetings/conventions/seminars.

**Performance Measures:**

- Completion times are within the parameters set by the FBI, State, system and staffing standards with minimal audit findings and no serious sanctions.

**Objective 1.7** Process background checks timely and accurately

**Strategies:**

- Recruit and fill vacancies in the various programs in a timely manner.
- Request additional resources, when necessary.
- Streamline workflows within the programs to improve efficiency of the background check process.
- Identify technology enhancements and work with the division’s IT vendors to improve business processes.

**Performance Measures:**

- Completion times are within the parameters set by the FBI with minimal audit findings, no serious sanctions, and no serious errors resulting in the unauthorized release of a firearm.

**Objective 1.8** Process public records requests timely and accurately.

**Strategies:**

- Recruit and fill vacancies in the various programs in a timely manner.
- Request additional resources, when necessary.
- Identify technology enhancements and work with the division’s IT vendors to improve business processes.

**Objective 1.9** Communications Bureau to provide effective, comprehensive public safety communication services to all sworn personnel, allied law enforcement agencies, stakeholders, and the public 24 hours per day, 7 days a week, 365 days a year.

**Strategies:**

- Recruit and fill vacancies in a timely manner.
- Maximize service to the public and assistance to allied agencies.
- Treat all persons with respect and provide impartial, non-biased, professional service to sworn law enforcement and the public with the utmost integrity, courage, accountability, respect, excellence, and fairness.
- Employees are proficient and progressive in their current duties.
- Performance based outcomes that highlight individual and organizational success.

- The culture and attitudes within the department create a cohesive quality work environment.

**Performance Measures:**

- Customers are prepared, safe, and educated through the services DPS provides.

**Goal 2: Recruit, foster and retain a qualified work force.**

**Objective 2.1** Reduce the division’s annual vacancy rate.

**Strategies:**

- Provide supervisory and managerial training to new supervisors and managers.
- Focus more on people skills, as opposed to strictly technical skills, when hiring supervisors and managers.
- Encourage flexible work schedules and the use of flex time by employees.
- Recognize employee accomplishments.
- Provide paths for employees to promote from within.
- Establish mentors for new hires, partnering new staff with an experienced staff person as a guide.
- Work with Department and State Human Resources to ensure all positions are appropriately classified and compensated for the required job tasks and consequence of error.
- Task managers and supervisors with completing succession plans.
- Cross-train staff to perform multiple tasks in each program.
- Encourage staff to do special projects that align with their skills/interests as a way to develop staff.
- Ensure personnel have the necessary training, resources, tools, software, equipment, office space, and furnishings to successfully perform their job duties.
- Ensure each program has a documented comprehensive training plan easily accessible to all and timely updated.

**Performance Measure:**

- The Division’s actual annual vacancy rate.

**Objective 2.3** Coordinate career opportunity outreach with Department Human Resources.

**Strategies:**

- Develop new and continue mentorship programs at schools and colleges.
- Request DPS-HR to attend job fairs on the division’s behalf.
- Maintain up to date RCCD recruitment brochures.

**Performance Measures:**

- Reduction and stability of vacancy rates.

**Goal 3: Maintain and enhance internal and statewide criminal justice information systems.**

**Objective 3.1** Replace, upgrade, and/or enhance IT applications, systems, software, and hardware with modern, user friendly, and supported applications, systems, software, and hardware that comply with national and/or state standards given adequate resources.

**Strategies:**

- The Department’s Computer-Aided Dispatch (CAD) / Records Management System (RMS) and all other program applications remain appropriately sized, functional, user friendly, and secure to meet the Division’s and its customers’ needs and appropriate hardware and software licenses are maintained throughout the life of the contract.
- Plan for the procurement for the replacement and upgrade of the state Sex Offender Registry Tool and the Protection Order Program.
- Work with IT vendor(s) to ensure proper functionality, security, and compliance.

**Performance Measures:**

- There are no retroactive or emergency contracts to address hardware or software licenses.
- All systems are maintained in accordance with all federal and state system and security laws, regulations, and policies.
- All systems are upgraded, enhanced, and/or replaced in a timely manner and within budget and scope.
- All systems provide the functionality the users require to effectively perform their respective job duties.

**Objective 3.2** Procure and deploy all initiatives of the NCJIS Modernization Program by 2025.

**Strategies:**

- Oversee the NCJIS Modernization Program in cooperation with all staff, IT vendors, and stakeholders.
- Develop a communications plan to inform key stakeholders.
- Engage the current vendors to assist with the transition to the new system.
- Procure the necessary budget, staff, resources to meet the Program initiatives, plan, and implementation timelines.
- Replace the Computerized Criminal History (CCH) application.
- Replace the message switch.
- Replace the Accounting application.
- Replace the civil applicant application.
- Replace the Point of Contact Firearms Program application.
- Replace civil name check.
- Replace carry concealed weapon systems.
- Replace hot files.
- Implement E-Agent.
- Implement new portal.
- Implement new electronic content management system.

**Performance Measures:**

- The project remains within scope, deployment timelines and budget as mutually agreed to by RCCD and the selected vendor(s).
- The new system provides the services, information, and functions required by the FBI, Nlets, NCJIS, and all of its users.

**Objective 3.3** Comply with State and Federal Mandates.

**Strategies:**

- Comply with State Security Policies and the FBI CJIS Security Policy.
- Comply with state and federal laws, regulations, and policies specific to program information sharing.

**Performance Measures:**

- Rap Back capability is implemented.
- Nevada becomes NFF compliant.
- Onboarding courts to access the Protection Order Program.
- Law enforcement onboarding for access to the Sex Offender Registry Tool.
- No findings of non-compliance with State or FBI Security Policies.

**Goal 4: Develop, educate and maintain effective relationships with stakeholders.**

**Objective 4.1** Participate in relevant state-wide, federal, and national meetings.

**Strategies:**

- Meet with bill draft request sponsors regarding legislation that may impact the Division.
- Develop and deliver short, targeted presentations about the division's functions and services via outreach events.
- Participate in federal meetings such as the working group, Advisory Policy Board, Compact Council, and Nlets meetings.
- Participate in state and national meetings such as DMV, IT Security, Amber and Silver Alert committees, Office 365 State Tenant Governance Committee, IT Advisory Board, IT Strategic Planning Committee, Administrative Office of the Courts, law enforcement academies, Attorney General Law Enforcement Summit, Sheriff's and Chief's, SEARCH, and WIN meetings.
- Seek additional meeting, symposium, seminar, etc. opportunities.
- Secure funding for travel and/or registration for multiple staff to attend.

**Performance Measures:**

- Noticeable improvement in information sharing, partnerships, support, and understanding of RCCD.

**Objective 4.2**      Conduct stakeholder outreach.

**Strategies:**

- Conduct outreach for criminal history records, disposition submittals, record sealing, and firearms.
- Secure funding to continue offering all outreach.
- Expand information provided during outreach.

**Performance Measures:**

- Noticeable improvement in information sharing, partnerships, support, and understanding of RCCD.



## APPENDIX 1 - REVISION AND REVIEW

The RCCD Strategic Business Plan will undergo periodic review to evaluate the usefulness, relevancy, and performance outcomes for each goal and supporting objectives. The strategic business plan will be reviewed no less than annually.

<b>Date</b>	<b>By Whom</b>	<b>Comments</b>
12/01/2022	RCCD Staff	Updated to reflect the next 5 years