



NEVADA COMMISSION ON ETHICS

STRATEGIC PLAN

FY25-FY27

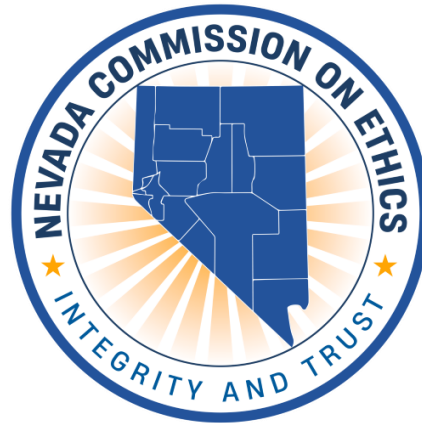


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INTRODUCTION

The State of Nevada first adopted an Ethics Law in 1975. Since then, the Nevada Commission on Ethics has evolved to meet the changing needs of Nevadans. In developing this strategic plan, we relied on our Mission and Guiding Principles to establish four major priorities for the next few years.

For each strategic focus, we have identified the relevant guiding principles. Additionally, each area of focus aligns with Governor Lombardo's policy matrix of priorities for Nevada over the next three years. By aligning our focus with these elements, we ensure that our guiding principles remain the foundation of our efforts as we move forward in alignment with the rest of the state.

This plan provides guidance to the members of the Commission and its staff and communicates to Stakeholders and the public the future direction of the Commission. It was developed based on feedback from Commissioners and Staff, and was discussed over two public meetings in the spring and summer of 2024. The four areas of strategic focus are:

- Outreach and Education,
- Maintaining the Public's Trust,
- Sufficient Staffing, and
- Technology and Service Improvements.

We invite you to engage with us as we work on the priorities of this plan from now until the end of Fiscal Year 2027.

Contact Us About Our Strategic Plan

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1. MISSION AND GUIDING PRINCIPLES

Mission

The Nevada Commission on Ethics, by the authority granted under Chapter 281A of the Nevada Revised Statutes, strives to enhance the public's faith and confidence in government by ensuring that public officers and employees uphold the public trust by committing themselves to avoid conflicts between their private interests and their public duties.

Guiding Principles

1. Our highest priority is to protect the citizens of Nevada by interpreting and enforcing the provisions of the Ethics Law in a fair, consistent and impartial manner.
2. We act with a high degree of integrity, honesty and respect when investigating and adjudicating public complaints alleging ethics violations by public officers and employees.
3. We are committed to providing outreach and education to our Stakeholders (the public and public officers and employees) to enhance their awareness and understanding of ethics requirements and prohibitions under the Nevada Ethics law.
4. Our objectivity, independence and impartiality are beyond reproach. We avoid all personal or professional circumstances or conflicts calling these into question.
5. Our processes ensure all actions, decisions and policies are consistently applied and do not result in advantages or disadvantages to any party to the detriment of another.
6. Our confidential advisory opinions are thoroughly researched and written with the needs of the requestor in mind and consistent with opinion precedent and applicable statutes including legislative intent.
7. We carry out our duties in a rigorous and detailed manner and utilize the resources provided to us wisely and only for the legitimate purposes of the agency.
8. We continuously challenge ourselves to improve the practices and processes of the agency to keep pace with the needs of the individuals we serve and to comply with legislative mandates.
9. We continuously improve our public communication and public access to provide guidance and assistance to those we hold accountable for compliance.
10. We value and respect the opinions and recommendations of our Stakeholders, Staff and Commission Members which guide us in our decision making.

2. FOCUS I – OUTREACH AND EDUCATION

The Commission remains dedicated to its overarching priority of emphasizing outreach and education about the Ethics Law. As part of that commitment, this strategic focus of the Commission will emphasize expanding the reach of its education and outreach efforts as well as developing a concrete plan to execute these efforts.

Goal A: Increase the Number of People Receiving Ethics Training Annually

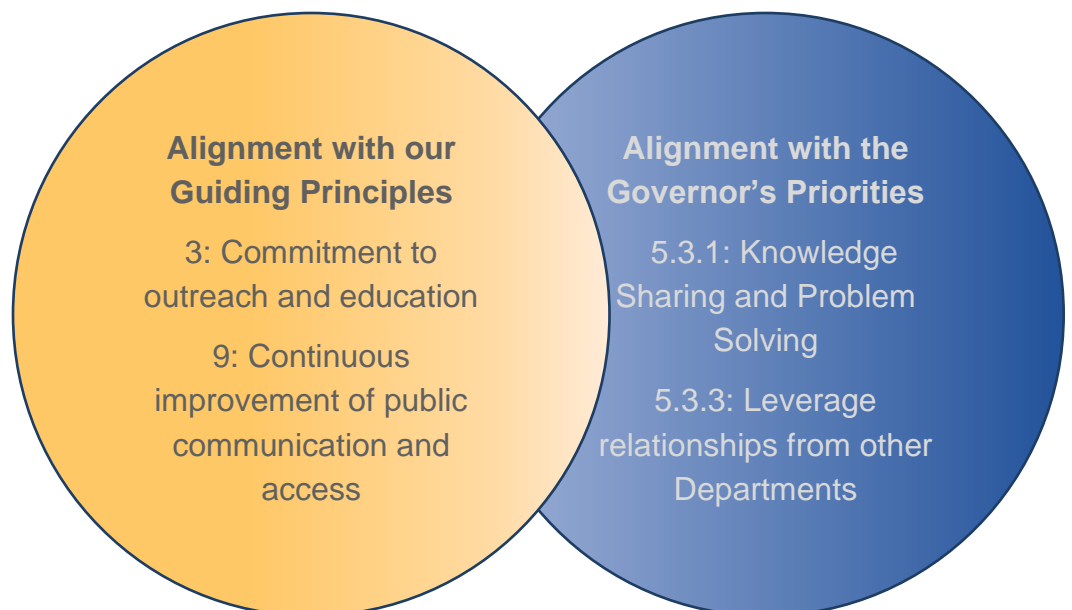
Activities Include:

- Set quarterly goals and categories for number of people receiving training.
- Track number of people receiving training and adjust training approach as needed.

Goal B: Adopt an Outreach and Education Plan

Activities Include:

- Review education and outreach objectives.
- Identify desired strategic partnerships and target audiences.
- Continue to develop current strategic partnerships.
- Develop outreach materials for use.
- Create an action plan to execute the goals of the Outreach and Education Plan.



3. FOCUS 2 – MAINTAINING THE PUBLIC’S TRUST IN THE COMMISSION

As the Commission enhances its enforcement activities and public awareness of its decisions increase, the Commission strives to maintain the public’s trust in the Commission and its work. The Commissioners and Staff plan to prioritize maintaining the trust of the public by taking consistent action on matters before the Commission and improving communication with the general public and Stakeholders about the importance of the Commission’s work and commitment to its statutory foundation.

Goal A: Develop Case History Information to Ensure Objective and Consistent Recommendations to the Commission

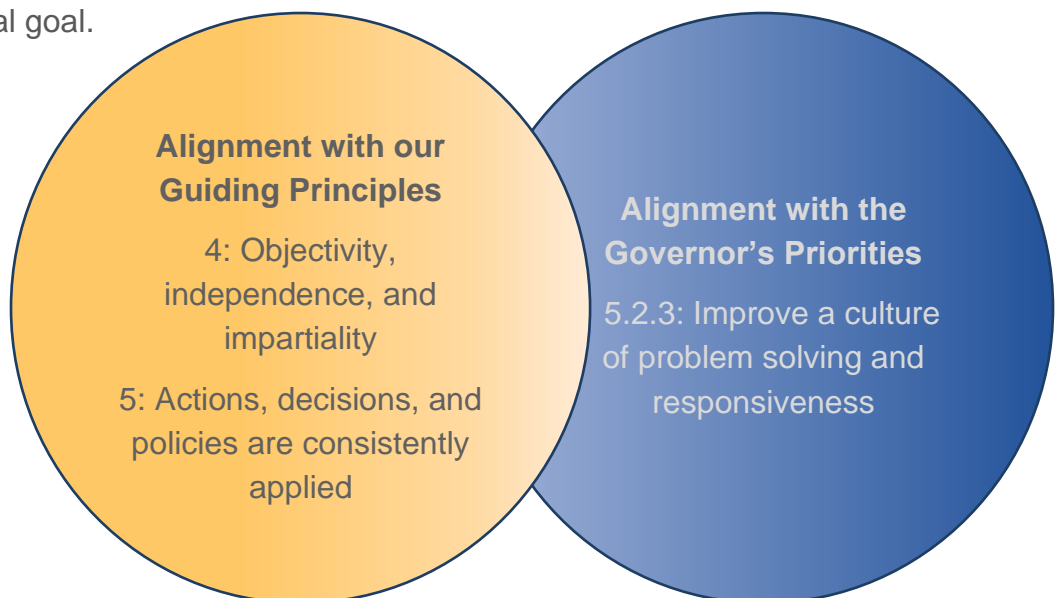
Activities Include:

- Create decision matrices for staff recommendations.
- Compile and publish recent cases by type and result.
- Develop report to showcase consistency and explain deviations.

Goal B: Establish a Public Relations Campaign to Improve the Public’s Understanding of the Commission

Activities Include:

- Develop a reputation goal for the Commission.
- Align Commission activities to the reputational goal.
- Design a public relations strategy to communicate about the Commission in a way that matches the adopted reputational goal.



4. FOCUS 3 – SUFFICIENT STAFFING TO DELIVER THE MISSION OF THE COMMISSION

As Nevada has grown, state and local governments have grown to meet the needs of our communities. Since the COVID-19 pandemic, Commission caseloads have shown consistent annual growth. The Commission was successful in adding a position focused on outreach and education during the 2023 Legislative Session. Support for our staff can still be improved and a medium-term outlook of agency needs in terms of staffing will ensure the Commission is able to deliver on its mission going forward.

Goal A: Establish a 5-Year Staffing Plan

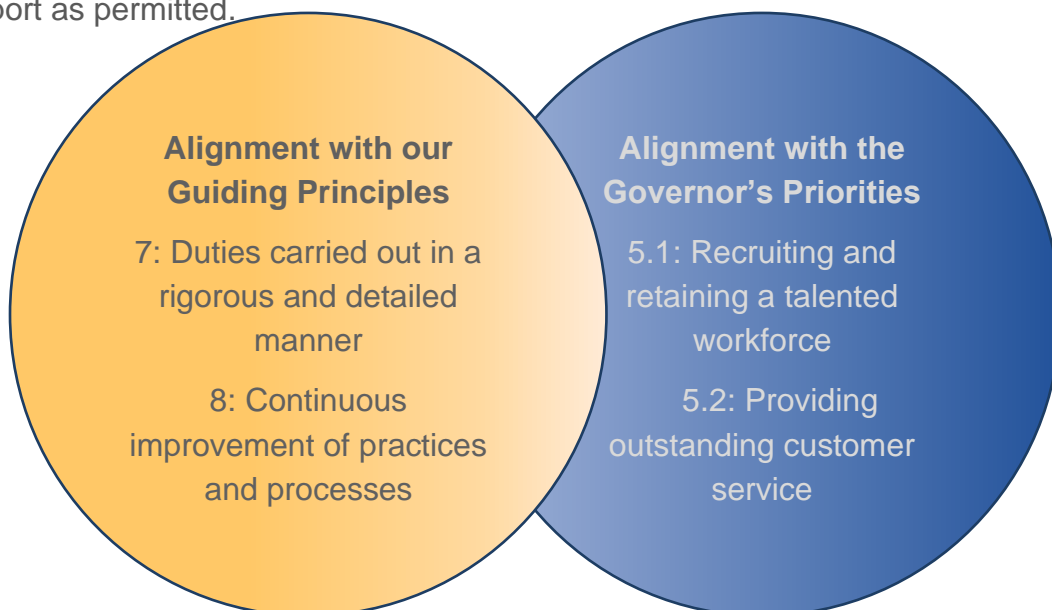
Activities Include:

- Analysis and time study of current workload by position and project anticipated future workload.
- Review of other Ethics Commission staffing structures.
- Determine the need for additional staff to maintain customer services standards and statutory compliance.

Goal B: Establish an Internal Staff Support Framework

Activities Include:

- Research ways that government entities improve staff recruitment and retention.
- Determine what flexibility the Commission has in implementing staff support.
- Implement staff support as permitted.



5. FOCUS 4 -TECHNOLOGY AND SERVICE IMPROVEMENTS

The Commission has made great improvements in the use of technology in order to be responsive to the public and state and local governments. Additional improvements in the technology of the Commission can assist in creating efficiencies, improving accuracy, and engaging the public we serve.

Goal A: Acquire an Enhanced Case Management System to Create Efficiencies in Case Processing as Caseloads Continue to Grow

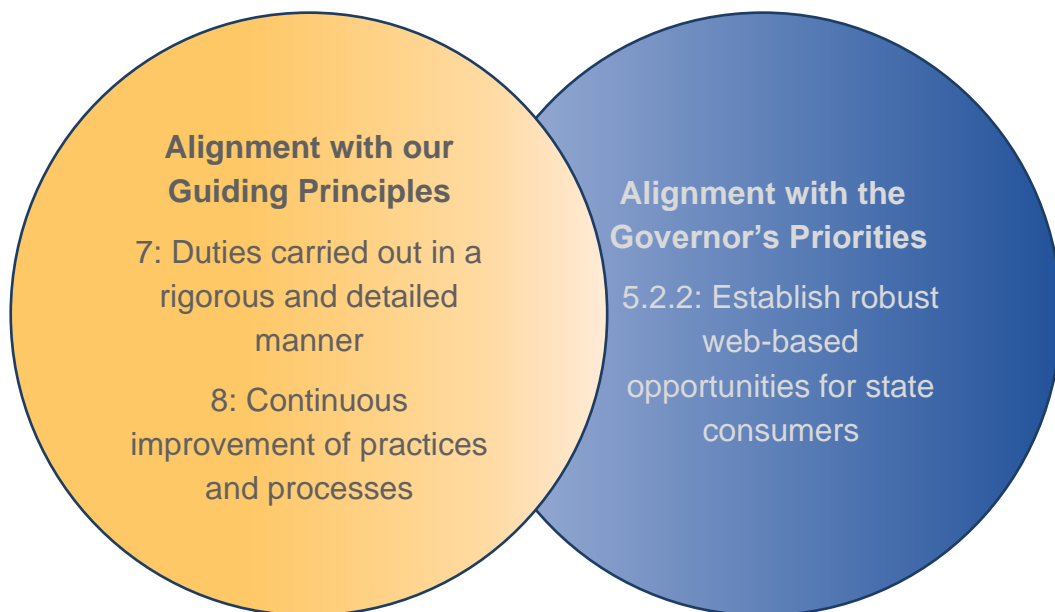
Activities Include:

- Set quarterly goals and categories for number of people receiving training.
- Track number of people receiving training and adjust training approach as needed.

Goal B: Evaluate All Current Processes Related to Technology and Customer Service

Activities Include:

- Document each internal process of the Commission.
- Identify potential technology solutions for processes and reports.
- Develop a priority list for implementation of identified changes.



6. SUCCESS TIMELINE

