

Norfolk Sheriff's Office

Commonwealth Leadership

Located in Norfolk, VA, the Norfolk Sheriff's Office (NSO) is "committed to excellence and teamwork in law enforcement... and accountable to uphold the highest standards in their field – corrections, court security and civil process." A relatively large agency, with over 500 dedicated personnel, NSO is comprised of several divisions, including Corrections, Community Corrections, Civil Process, Court Security and Community Affairs.

NSO manages the largest jail in the Commonwealth, the Norfolk City Jail with a population hovering over 1800 on a regular basis. Bob McCabe has been the Norfolk City Sheriff since 1994. Through technology and innovative thinking, Sheriff McCabe is constantly working on improving services and expanding programs to better the lives of the people of Norfolk.

NSO has been utilizing Awareity's solutions since 2007 and as budgets have become limited, MOAT has helped NSO demonstrate leadership in Virginia Commonwealth Government by saving time, reducing costs, and leveraging limited resources as obligations continue to mount.

Achieving Commonwealth Accreditation

On January 22, 2004, NSO became the 52nd law enforcement agency in Virginia to achieve state accreditation with the Virginia Law Enforcement Professional Standards Commission. State accreditation is a significant badge of honor in law enforcement and is the best measure of a law enforcement agency's compliance with professional law enforcement standards. This achievement made the Norfolk Sheriff's Office the first Sheriff's Office in South Hampton Roads to be accredited in the Commonwealth of Virginia.

As part of the Virginia Law Enforcement Professional Standards Commission requirements, standard ADM.09.02 requires all Norfolk Sheriff's Office employees to review all new and revised policies and procedures and acknowledge their acceptance.

It is the policy of the Norfolk Sheriff's Office to ensure that all employees review policies and procedures and have a system that maintains a record of the employee's acknowledgement once he/she has received and reviewed these updated policies and procedures. Failure to acknowledge revised and updated policies and procedures within the allotted time can result in disciplinary action.

Overwhelmed with Status Quo...and Commonwealth Obligations

With nearly 150 organizational procedures, NSO realized that outdated manual efforts needed to be modernized and replaced immediately to keep up with escalating challenges and obligations. NSO was becoming overwhelmed with mounting responsibilities for developing, implementing, communicating, tracking, documenting and maintaining employee awareness of directives, roles, procedures and plans.

NSO looked to Awareity for assistance to automate and eliminate manual processes using one of Awareity's leading implementation tools, called MOAT (Managed Ongoing Awareness and Trust). MOAT gives NSO's Administration the ability to accurately and efficiently provide situational awareness and accountability, while building trust, eliminating confusion and saving time, money and valuable resources.

Preventing liabilities and meeting requirements while ensuring that all individuals acknowledged their roles and responsibilities was complex and difficult using outdated processes. Constant changes and revisions to policy required better tools to automate certification requirements and track employee acknowledgements. In the past, it was the responsibility of the Standards and Compliance Office to take all copies of revised or newly implemented policies once they came back from the printer and physically take the old policy out and insert the new one into each manual. By using the MOAT system for all revisions and newly implemented policies, this no longer has to be done because employees are sent revisions and new policies through the MOAT system and can easily login to review and acknowledge their acceptance.

Awareity's Solution for NSO

The Norfolk Sheriff's Office implemented Awareity's MOAT secure online system to enable employees and third-parties to effectively and efficiently be aware of all new and revised policy and procedures.

MOAT's revolutionary suite of web-based tools allows managers to oversee multiple departments and eliminate silos that typically exist across multiple departments:

- Emergency Preparedness
- Employment and Human Resources
- Risk Management
- Legal Due Diligence
- Regulatory Compliance
- Information Security and Handling
- Pandemic Flu
- And much more...

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"MOAT allows the NSO Standards and Compliance Division to obtain documentation to show as a proof of compliance dealing with VLEPSC standards in order to maintain our accreditation."
- Sgt. John Woodward

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MOAT helps NSO eliminate gaps, while connecting PEOPLE, PROCESSES and TECHNOLOGY. While many companies rely solely on technology to confront information risks, doing so can prove inefficient and ineffective. Unfortunately most organizations do not have the tools necessary to fully implement all appropriate Processes with all appropriate People at the individual level. The lack of implementation is escalating due to the use of "megaphone" tools, such as e-mails, memorandums, binders and electronic binders (shared network drives, intranets, portals, etc.). Megaphone tools are not working and will continue to not work because they provide little or no:

- Accountability at the individual level (proof anyone read or understood)
- Audit ready documentation and metrics
- Confidentiality of sensitive information
- Integrity or Availability

For example, previously if NSO needed to implement a new procedure for transportation of inmates, an administrator may have sent out an internal e-mail to all staff members notifying them of this new process. How did they know if anyone actually received the e-mail? How did they know if everyone read the e-mail?

There are a number of VLEPSC standards that require NSO employees to be trained annually in certain standards, for example ADM.05.01-05.03, Use of Force. MOAT allows an e-mail to be sent to each NSO employee notifying them of their requirements and allowing them to login and acknowledge the standard. MOAT reports can then be used to track and monitor that the NSO employees received, read, agreed and accepted the policy and qualified the standard.

Awareity's MOAT is more efficient and more effective than conventional management systems and "megaphones." Implementing Lessons Learned requires coordinating people, coordinating processes and internal controls, and coordinating guidelines and regulations across all levels of government.

Improving Compliance and Preparing for Audits and Examinations

By taking a leadership role with MOAT, NSO has access to award-winning Security Awareness Modules, as well as the MOAT Vault. With secure access to the Vault, NSO Administrators can easily assign directives, policies, procedures, roles and responsibilities across multiple departments and track individual acknowledgements in real-time as people accept their responsibilities or acknowledge updated versions of directives/plans. The NSO Standards and Compliance Division now has access to on-demand progress reporting and preparedness metrics, as well as much needed documentation for regulatory audits, examinations and VLEPSC accreditation.

Currently, NSO is sharing over 150 documents in MOAT ranging from human resources policies (Sexual Harassment, Ethics, Employment Procedures, etc.), training programs (Specialized Training, Search and Seizure, Arrest Procedures, etc.), emergency preparedness plans and guidelines (Bomb Threats, Incident Reporting), information security (communications, information-sharing), Pandemic Flu plans, inmate procedures, courtroom security policies, and much more. NSO now has the tools they need to ensure all staff is aware and has acknowledged new and revised policies and procedures on an ongoing basis.

Reducing Costs and Connecting the Dots with MOAT

NSO implemented Awareity's MOAT almost 2 years ago to improve awareness, oversight and preparedness. MOAT is a revolutionary solution, requiring NO software and NO hardware implementation. MOAT offers accessibility from anywhere Internet access is available – at work, home, traveling and even during emergency situations.

The biggest cost saver realized by NSO was printing costs. Before MOAT, whenever a policy was revised or a new policy was implemented, the policies were sent to the printer and numerous copies had to be made. NSO had ten locations at which hard copies of the Policy and Procedure Manuals were kept with a total of fifty manuals. This meant that 50 copies were made each time a new policy or update was implemented. By implementing MOAT, NSO has significantly reduced administrative and operations costs, as well as expensive training and overtime costs at a time when budgets are limited.

NSO can continue to expand MOAT across more departments and improve situational awareness by utilizing the secure Vault for new and updated organizational directives, as well as secure communications with third-parties and emergency personnel. Every individual has critical roles and responsibilities and Awareity's MOAT allows NSO to ensure that each individual has acknowledged existing and updated responsibilities in a timely manner.

About Awareity

Awareity is a privately held organization founded in 2002 with a unique focus on lessons learned in several critical areas of business – compliance, information assurance, public safety, emergency management and enterprise risk management. Awareity's solutions are helping organizations across multiple industries - government, education, financial, healthcare and other critical industries – to achieve better results by ensuring lessons learned become lessons implemented and the right information is shared with the right people in the right place at the right time with accountability and auditability at the individual-level.

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**- NSO MOAT Administrator
Sgt. John Woodward**