



# Washoe County Sheriff's Office

2023-25 Strategic Plan Summary

## MISSION

The WCSO is dedicated to preserving a safe and secure community with professionalism, respect, integrity, and the highest commitment to equality.

## VALUES

*We value....*

Pride	Integrity
Professionalism	Dedication
Respect	Equality

## STRATEGIC PILLARS & GOALS

*Directed by Sheriff Balaam, WCSO commits itself to acting with the highest integrity to protect Washoe County. Our four pillars create the foundation for the work we can do to create a safer community for all.*



### Protect Life in Washoe County

The Sheriff's Office will protect citizens of Washoe County by reducing crime and victimization by developing and implementing best practices, identifying trends, deploying resources, and partnering with the communities we serve.



### Community Engagement

The Office will continue to develop, strengthen, and expand community policing relationships with the public we serve and community partners to leverage community resources and focus on communities that are underrepresented.







### Leverage Technology

The Sheriff's Office is committed to acquiring state-of-the-art equipment and technology to increase efficiency, enhance regional information sharing, and boost analytical capacities to improve overall effectiveness and outcomes.



### Professional Development of Personnel

Our Office will apply creative and innovative methods to attract a diverse and talented workforce that reflects the community we serve, prioritize best practices through training, duty assignments and advancement, and improve employee wellness programs and job satisfaction.

Pillars	Goals
<div>  <div> <b>Protect Life in Washoe County</b> </div> </div>	<p><b>GOAL 1:</b> Reduce <a href="#">NIBRS Group A Offenses</a>.</p>
	<p><b>GOAL 2:</b> Expand efforts to address people experiencing homelessness.</p>
	<p><b>GOAL 3:</b> Reduce traffic fatalities.</p>
	<p><b>GOAL 4:</b> Reduce regional re-offense.</p>
	<p><b>GOAL 5:</b> Expand the programs within the detention facility Medication Assisted Treatment (MAT), Mental Health, and Opioid Treatment Program (OTP).</p>
	<p><b>GOAL 6:</b> Collaborate with County resources to address and reduce the regional increase in illegal drug overdoses and deaths.</p>
	<p><b>GOAL 7:</b> Expand the efforts to address the mental health crisis in our region.</p>
<div>  <div> <b>Community Engagement</b> </div> </div>	<p><b>GOAL 1:</b> Strengthen community trust and office transparency.</p>
	<p><b>GOAL 2:</b> Increase community engagement and awareness efforts.</p>
<div>  <div> <b>Leverage Technology</b> </div> </div>	<p><b>GOAL 1:</b> Expand new technologies to improve crime analysis and effectiveness to increase community safety in Washoe County.</p>
	<p><b>GOAL 2:</b> Implement new CAD/RMS/JMS system to gain efficiencies and effectiveness while implementing real-time policing.</p>
	<p><b>GOAL 3:</b> Enhance equipment, technology, and training to improve effectiveness.</p>
<div>  <div> <b>Professional Development of Personnel</b> </div> </div>	<p><b>GOAL 1:</b> Improve recruitment, retention, and promotion efforts for a diverse workforce.</p>
	<p><b>GOAL 2:</b> Enhance the quality of all training.</p>
	<p><b>GOAL 3:</b> Improve employee physical and mental wellness program.</p>



# 2023-2025 Strategic Plan





## A Message from the Sheriff

Over the last several months, we have worked across our team to understand better what we need to create the best strategic direction for the Washoe County Sheriff's Office. In moving forward, we have developed the ***Core Four Pillars*** that will guide the future of our organization to best protect Washoe County.

### PILLAR #1: Protect Life in Washoe County

Our job is to make Washoe County safe and to protect its citizens. We believe in the community we serve and strive to protect it by reducing crime and victimization, applying best practices, and creating strong partnerships. Our experts seek to understand where crime happens, why it happens, and to deploy resources most efficiently.

### PILLAR #2: Community Engagement

We strive to build stronger, trusting partnerships to work *with* our community. By uniting with others who work to keep our community safe, we can provide more support to those who are underrepresented, create strong bridges of communication and collaboration, and address root causes of crime and social disorder. As we work to provide more resources for the well-being of our community, it is sincerely our hope that we create a safer and more trusting place for everyone to live. We believe that we are stronger when we work together.

### PILLAR #3: Leverage Technology

We aim to be innovative and on the forward edge of applying new technologies to law enforcement. We use technology to increase efficiency, enhance regional information sharing, and boost our analytical capacity. As we incorporate technology to increase our effectiveness, we are given more opportunities to keep our area and citizens safe.

### PILLAR #4: Professional Development of Personnel

We are committed to fostering a top-tier workforce. We strive to attract, train, retain, and promote a diverse and talented workforce that reflects the community we serve. We focus on best practices, thorough training, professional development and advancement, and the well-being of our team. We create the best workforce we can for our employees and for the community they serve.

I welcome and encourage feedback as to the direction concerning the Sheriff's Office as we continue to build our process forward. Together, we will create a safer community for everyone.

Sincerely,

Sheriff Balaam





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## MISSION

The WCSO is dedicated to preserving a safe and secure community with professionalism, respect, integrity, and the highest commitment to equality.

## VISION

The Washoe County Sheriff's Office, in partnership with our community, is committed to developing and implementing best practices to address violent crimes and ensure we are keeping citizens and visitors alike safe. We collaborate and engage with our diverse population to create fair, diverse, and equitable programs that enhance the quality of life in our county. We are committed to utilizing technology to create effective and efficient programs to provide a high-quality service to those we serve. We are focused on recruiting, retaining, promoting, and developing highly skilled professionals and leaders within our workforce.

## CORE VALUES

Pride

Professionalism

Respect

Integrity

Dedication

Equality



2023-2025

Strategic Plan

## STRATEGIC PILLARS & STRATEGIC GOALS

### Pillar 1 - Protect Life in Washoe County

**GOAL 1:** Reduce [NIBRS Group A Offenses](#).

**GOAL 2:** Expand efforts to address people experiencing homelessness.

**GOAL 3:** Reduce traffic fatalities.

**GOAL 4:** Reduce regional re-offense.

**GOAL 5:** Expand the programs within the detention facility Medication Assisted Treatment (MAT), Mental Health, and Opioid Treatment Program (OTP).

**GOAL 6:** Collaborate with County resources to address and reduce the regional increase in illegal drug overdoses and deaths.

**GOAL 7:** Expand the efforts to address the mental health crisis in our region.

### Pillar 2 - Community Engagement

**GOAL 1:** Strengthen community trust and office transparency.

**GOAL 2:** Increase community engagement and awareness efforts.

### Pillar 3 - Leverage Technology

**GOAL 1:** Expand new technologies to improve crime analysis and effectiveness to increase community safety in Washoe County.

**GOAL 2:** Implement new CAD/RMS/JMS system to gain efficiencies and effectiveness while implementing real-time policing.

**GOAL 3:** Enhance equipment, technology, and training to improve effectiveness.

### Pillar 4 - Professional Development of Personnel

**GOAL 1:** Improve recruitment, retention, and promotion efforts for a diverse workforce.

**GOAL 2:** Enhance the quality of all training.

**GOAL 3:** Improve employee physical and mental wellness program.



PILLAR 1:

**PROTECT LIFE IN WASHOE COUNTY**





## PILLAR 1:

# PROTECT LIFE IN WASHOE COUNTY

The Sheriff's Office will protect the citizens of Washoe County by reducing crime and victimization by developing and implementing best practices and partnering with the communities we serve. We will address NIBRS Group A offenses and property crimes utilizing Stratified Policing strategies to identify crime trends and deploy resources in the most efficient manner.



## Long-term Goals

1

**GOAL 1:** Reduce NIBRS Group A Offenses.

2

**GOAL 2:** Expand efforts to address people experiencing homelessness

3

**GOAL 3:** Reduce traffic fatalities.

4

**GOAL 4:** Reduce regional re-offense.

5

**GOAL 5:** Expand the programs within the detention facility (MAT, Mental Health, OTP).

6

**GOAL 6:** Collaborate with County resources to address and reduce illegal drug overdoses and deaths.

7

**GOAL 7:** Expand the efforts to address the mental health crisis in our region.

## Alignment to the Washoe County Strategic Plan

Efficient delivery of regional services and expand appropriate housing options across the community.

LONG-TERM AGENCY GOALS & DIVISION GOALS



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What We Are Doing	How We Will Do It	Where We Are Going
<p><b>GOAL 1:</b> Reduce NIBRS Group A offenses.</p>	<p><b>INTELLIGENCE-LED POLICING:</b> Utilize intelligence-led policing strategies to reduce Group A offenses.</p> <p><b>EXPAND GANG UNIT CAPACITY:</b> Expand the program and collaborate with the Detention Facility.</p> <p><b>INCREASE GANG ACTIVITY AWARENESS:</b> Educate patrol and community partners on current gang activity with briefing presentations from a gang officer.</p> <p><b>ILLEGAL GUNS:</b> Reduce crimes involving illegal firearms by collaborating with regional and federal partners (Reno/Sparks PD, Airport Police, UNR Police, ATF, and FBI).</p> <p><b>REDUCE DRUG DEALERS:</b> Interdict and remove medium- to high-level drug dealers from our community by working with regional partners and entities such as High-Intensity Drug Trafficking Areas (HIDTA) and Regional Narcotics Unit (RNU).</p> <p><b>EXPAND BIOLOGY CAPACITY:</b> Reduce turnaround times from 180 to 90 days for crimes in Biology by gaining capacity in personnel and strengthening efficiencies within the lab through improved workflow processes and technology utilization.</p> <p><b>EXPAND LATENT PRINT COMPARISON (LPC) PERSONNEL:</b> Reduce turnaround times from 90 to 30 days in Latent Print Comparison Section by capacity adds.</p> <p><b>COMPLETE RAPID DNA &amp; SMALL POND:</b> Complete the RAPID DNA and Small Pond validations and develop the program to assist law enforcement agencies with timely, investigative information.</p> <p><b>COMPLETE HAMILTON AUTOLYS &amp; STARlet:</b> Complete the Hamilton Autolys and STARlet validations to improve the workflow processes in the Biology Section.</p>	<p><i>By 2025 success looks like onboarding new hires for greater capacity, focusing on the initiatives, and continuing our metrics to reduce crimes.</i></p>



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What We Are Doing	How We Will Do It	Where We Are Going
<b>GOAL 2:</b> Expand efforts to address people experiencing homelessness.	<b>EXPAND HOMELESSNESS RESOURCE KNOWLEDGE:</b> Expand officer knowledge of resources for people experiencing homelessness.	<i>By 2025 success looks like having a bigger impact than now, aiming for greater coverage to provide more resources for people experiencing homelessness while expanding our collaboration efforts.</i>
<b>GOAL 3:</b> Reduce traffic fatalities.	<b>CANNABIS DUI COMMUNITY OUTREACH:</b> Create community outreach on cannabis Driving Under the Influence (DUIs) and responsible cannabis consumption by coordinating with Patrol, Public Information Officer, and Public Transportation.  <b>CANNABIS DUI OFFICER TRAINING:</b> Expand cannabis Driving Under the Influence (DUI) training for officers.  <b>EXPAND DUI PERSONNEL:</b> Reduce turnaround times for DUIs and repeat offenders by adding capacity through personnel.  <b>EXPAND DRUG TESTING CAPACITY:</b> Reduce turnaround times from 90 to 30 days for DUIs and repeat offenders and expand the scope of drug testing for drug-related DUI offenses by gaining workflow efficiencies and applying new technologies.  <b>EXPAND DRIVING SAFETY PSAs:</b> Expand public service announcements advising the community of driving risks and preferred driving habits.	<i>By 2025 success looks like developing a program to pragmatize, operationalize, and broaden traffic enforcement information. We aim to decrease DUIs and create safer roads through public education and community partnerships.</i>



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What We Are Doing	How We Will Do It	Where We Are Going
<b>GOAL 4:</b> Reduce regional re-offense.	<b>INHOUSE PROGRAMS:</b> Establish processes to vet and match inmate eligibility for in-house programs.	<i>By 2025 success looks like using jail sentence time to help our inmates develop applicable skills to lessen the possibility of re-offense.</i>
<b>GOAL 5:</b> Expand the programs within the detention facility - Medication Assisted Treatment (MAT), Mental Health & Opioid Treatment Program (OTP).	<b>MAT/OTP/MENTAL HEALTH CLINICIANS:</b> Expand capacity of the treatment component for the MAT/OTP program by hiring two certified clinicians.  <b>GRANT-FUNDED PLANNER:</b> Continue soliciting grant funding to hire a discharge planner for the MAT/OTP/Mental Health Program.	<i>By 2025 success looks like enhancing our mental health programs with the state to remove people from custody and into appropriate mental health facilities. We also aim to grow our staffing capacity for more effective treatment and continuity of care.</i>



2023-2025

## Strategic Plan

What We Are Doing	How We Will Do It	Where We Are Going
<p><b>GOAL 6:</b> Collaborate with County resources to address and reduce the regional increase in illegal drug overdoses and deaths.</p>	<p><b>YOUTH ILLEGAL DRUG AWARENESS:</b> Increase youths educated on illegal drug use in partnerships with youth partners.</p> <p><b>OVERDOSE INVESTIGATIONS DETECTIVE:</b> Increase capacity to focus on preventing overdoses through assigning a dedicated investigation detective.</p> <p><b>DRUG OVERDOSE CAMPAIGNS:</b> Work with the County to expand campaigns regarding illegal drug overdose and death risk across all channels.</p>	<p><i>By 2025 success looks like creating continuity of inmate treatment between the Detention Center and Washoe County. We also aim to decrease overdoses and addiction problems by providing a better understanding of the dangers of illegal drugs, specifically fentanyl, to our inmates, community-at-large, and our youth.</i></p>
<p><b>GOAL 7:</b> Expand the efforts to address the mental health crisis in our region.</p>	<p><b>MENTAL HEALTH STAFFING:</b> Work with NAPHCARE (or current medical provider) to appropriately staff mental health within the Detention Facility.</p> <p><b>CONNECT MOST/DSU:</b> Increase communication between Mobile Outreach Safety Team (MOST) and Detention Services Unit (DSU) to provide information on resources to citizens.</p> <p><b>COUNSELOR-LINKED DEVICES:</b> Utilize handheld devices/tablets linking those in mental health crisis to professional mental health counselor providers.</p> <p><b>EXPAND M.O.S.T.'s PROGRAMS:</b> Increase capacity of the M.O.S.T. program to provide services to people experiencing mental health issues to prevent them from going to jail.</p> <p><b>PREVENTATIVE MENTAL HEALTH INTERVENTION:</b> Develop a way to use the stratified model to identify persons with mental health issues and deflect from incarceration.</p> <p><b>EXPAND MENTAL HEALTH EDUCATION:</b> Increase campaigns to educate the public about the current mental health crisis in the County.</p>	<p><i>By 2025 success looks like aiding people to get the help they need to divert them from going to jail.</i></p>



PILLAR 2:  
**COMMUNITY ENGAGEMENT**





**PILLAR 2:**  
**COMMUNITY ENGAGEMENT**

Continue to develop and strengthen community policing relationships between the Sheriff’s Office and the public we serve, including underrepresented communities. Building a safe community requires strong partnerships and addressing root causes of crime and social disorder. We will expand current community partnerships and resources to enhance the services we provide. These efforts include enhancing the programs within the Detention Facility to help reduce recidivism within our region.



### Long-term Goals

1

**GOAL 1:** Strengthen community trust and office transparency.

2

**GOAL 2:** Increase community engagement and awareness efforts.



**Alignment to the Washoe County Strategic Plan**



2023-2025  
Strategic Plan

## LONG-TERM AGENCY GOALS & DIVISION GOALS

What We Are Doing	How We Will Do It	Where We Are Going
<b>GOAL 1:</b> Strengthen community trust and office transparency.	<b>TIMELY PUBLIC INFORMATION-DETENTION:</b> Publish timely information concerning inmate deaths within the Detention Facility.  <b>ESTABLISH SHADOW PROGRAM:</b> Establish a shadow program for community leaders in Detention.  <b>INCREASE ONLINE REPORTING AWARENESS:</b> Expand and deepen community awareness about the Sheriff's Office's online crime reporting services (e.g.: reporting graffiti).	<i>By 2025 success looks like positive public sentiment towards the Sheriff's Office and being known as a trusted community resource for stakeholders and the media.</i>
<b>GOAL 2:</b> Increase community engagement and awareness efforts.	<b>COMMUNITY ENGAGEMENT--SOCIAL MEDIA:</b> Increased engagement through social media platforms.	<i>By 2025 success looks like more capacity to provide public engagement. We want to inspire youth to seek a career in criminal justice and partner within the community with businesses, community organizations, and the university.</i>



PILLAR 3:  
**LEVERAGE TECHNOLOGY**





## PILLAR 3:

# LEVERAGE TECHNOLOGY

The Sheriff's Office is committed to acquiring state-of-the-art equipment and technology. Leveraging technology to increase efficiency, enhance regional information sharing, and analytical capacities. Using innovative technologies will increase the Sheriff's Office's overall effectiveness and improve overall outcomes. We will continue to leverage technology systems to focus on reducing crime and enhancing the services we provide.



## Long-term Goals

1

**GOAL 1:** Expand new technologies to improve crime analysis and effectiveness to increase community safety in Washoe County.

2

**GOAL 2:** Implement new CAD/RMS/JMS system to gain efficiencies and effectiveness while implementing real-time policing.

3

**GOAL 3:** Enhance equipment, technology, and training to improve effectiveness.



## Alignment to the Washoe County Strategic Plan

Efficient delivery of regional services.

# LONG-TERM AGENCY GOALS & DIVISION GOALS



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Strategic Plan

What We Are Doing	How We Will Do It	Where We Are Going
<p><b>GOAL 1:</b> Expand new technologies to improve crime analysis and effectiveness to increase community safety in Washoe County.</p>	<p><b>UTILIZE STRATFIED:</b> Improve understanding and capacity of using Stratified for intelligence-led policing.</p> <p><b>IMPLEMENT COPLINK:</b> Implement the COPLINK data-sharing program for law enforcement information and data integration.</p> <p><b>INCLUDE TOXICOLOGY DATA IN NFLIS:</b> Expand the range of shared laboratory crime data shared with the National Forensic Laboratory Information System (NFLIS) to include toxicology data.</p> <p><b>SHARE FSD LIMS REGIONALLY:</b> Share laboratory crime data from the Forensic Science Division Laboratory Information Management System (FSD LIMS) to expand the regional information provided for stratified policing.</p> <p><b>UTILIZE LPR SOFTWARE:</b> Collaborate with the state to increase accessibility and knowledge of LPR technology.</p>	<p><i>By 2025 success looks like a successful implementation of SharePoint at all levels throughout the organization as well as having more shared data analyzed for more in-depth understandings of crime patterns.</i></p>
<p><b>GOAL 2:</b> Implement new CAD/RMS/JMS system to gain efficiencies and effectiveness while implementing real-time policing.</p>	<p><b>ASSESS REAL-TIME POLICING TECHNOLOGIES:</b> Assess utilization of technologies related to real-time policing (e.g. AXON, facial recognition, monitoring dispatch, ShotSpotter) in 12-18 months.</p> <p><b>ESTABLISH REGIONAL SYSTEMS GOVERNANCE:</b> Establish the governance and create the regional partnership for the CAD/RMS (Hexagon)/JMS (ATIMS) Systems.</p>	<p><i>By 2025 success looks like an effective implementation of a newer technology system for the Sheriff's Office.</i></p>

# LONG-TERM AGENCY GOALS & DIVISION GOALS



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What We Are Doing	How We Will Do It	Where We Are Going
<p><b>GOAL 3:</b> Enhance equipment, technology, and training to improve effectiveness.</p>	<p><b>IMPLEMENT LEFTA:</b> Implement LEFTA software and train FTOs on its use for the civilian FTO Program.</p> <p><b>VR TECHNOLOGY:</b> Enhance realistic scenarios for all employees by incorporating modern technology such as virtual reality.</p> <p><b>TOUCHSCREEN SYSTEM:</b> Implement a new touchscreen system for the Detention Facility.</p> <p><b>VIRTUAL COURTHOUSE STATIONS:</b> Install software for virtual stations at the courthouse for inmate use.</p> <p><b>IMPLEMENT TRANSCRIPTION SOFTWARE:</b> Implement technology to assist in transcribing police reports to help patrol officers save time.</p> <p><b>EXPLORE EV POSSIBILITIES:</b> Explore avenues of creating an electric vehicle pilot program beginning with Incline Patrol.</p> <p><b>EXPAND SURVEILLANCE PROGRAM:</b> Enhance the current surveillance program to include more drones, drone pilots, and surveillance trailers.</p> <p><b>CREATE VIRTUAL TRAININGS FOR EXTERNAL AGENCIES:</b> Establish more effective training for customer agencies and utilize technology to provide on-demand and remote virtual trainings.</p> <p><b>CREATE ON-DEMAND INTERNAL TRAININGS:</b> Expand training programs to include on-demand training to retain institutional knowledge within Crime Lab.</p>	<p><i>By 2025 success looks like our personnel utilizing technology to have more capacity for effective crime fighting.</i></p>



PILLAR 4:

**PROFESSIONAL DEVELOPMENT OF PERSONNEL**





**PILLAR 4:**  
**PROFESSIONAL DEVELOPMENT OF PERSONNEL**

Use creative and innovative methods to attract a diverse and talented workforce that reflects the community we serve. We will prioritize best practices through training, duty assignments, and advancement to retain highly skilled, diverse, and qualified personnel. We will improve employee wellness programs and enhance job satisfaction.

**Long-term Goals**

1

**GOAL 1:** Improve recruitment, retention, and promotion efforts for a diverse workforce.

2

**GOAL 2:** Enhance the quality of all training.

3

**GOAL 3:** Improve employee physical and mental wellness program.



**Alignment to the Washoe County Strategic Plan**

Strengthen our culture of service.

## LONG-TERM AGENCY GOALS & DIVISION GOALS



2023-2025

Strategic Plan

What We Are Doing	How We Will Do It	Where We Are Going
<b>GOAL 1:</b> Improve recruitment, retention, and promotion efforts for a diverse workforce.	<b>CAREER OUTREACH TO YOUTH:</b> Increase WCSO's outreach to youth to foster appreciation for the requirements for a career with WCSO.	<i>By 2025 success looks like an increase in the diversity of the workforce and better retention rates.</i>
<b>GOAL 2:</b> Enhance the quality of all training.	<b>RANK-APPROPRIATE TRAINING:</b> Target training to promote leadership and management skills appropriate to rank during Continuing Education Training. <b>MENTORSHIP PROGRAM:</b> Invest in FTO's mentorship programs to recruit a greater FTO workforce. <b>UPDATE TRAINING MANUALS:</b> Work with the Administrative Training Department to ensure that the Operations training manual is up-to-date and includes institutional knowledge.	<i>By 2025 success looks like more readily available trainings that create more upward mobility and professional advancement for our personnel.</i>
<b>GOAL 3:</b> Improve employee physical and mental wellness program.	<b>MENTAL HEALTH AWARENESS:</b> Reach all staff annually to educate about mental health resources available. <b>MENTAL HEALTH SUPERVISOR TRAININGS:</b> Create a psychological wellness training for supervisors to better understand what to look for concerning mental health issues in those they supervise. <b>MENTAL HEALTH SUPPORT PROGRAMS:</b> Create support programs for personnel experiencing mental health issues as well as those returning from addressing mental health issues.	<i>By 2025 success looks like happy and engaged employees. This will lead to increased employee retention, increased employee-referred recruitment, and an overall sense of mental and physical well-being for employees.</i>



See our progress in action at [WashoeSheriff.com/plan](http://WashoeSheriff.com/plan).

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