



# CHIEF OF POLICE Recruitment Survey



# Chief Of Police Community Input Survey

## METHODOLOGY – COMMUNITY SURVEY RESPONSES

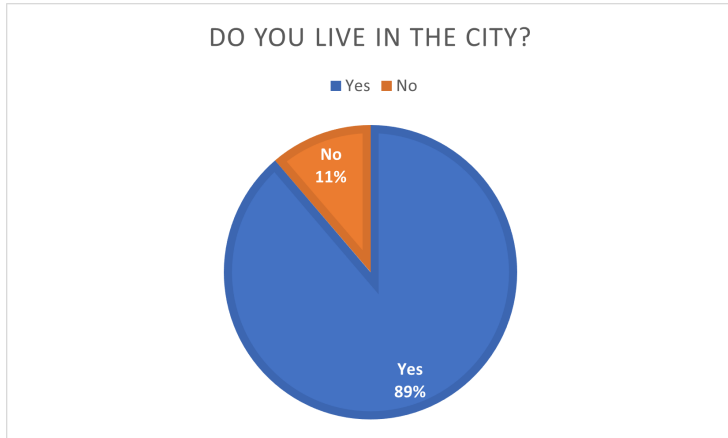
This report summarizes the results of the Community Input Survey conducted as part of the City of Reno Chief of Police recruitment and selection process. The survey was customized to allow respondents to provide input related to the Chief of Police search and the Department as a whole. Additionally, participants answered questions related to the qualities, qualifications, and skills they believed are essential for the next Chief of Police to possess.

The Community Input Survey was distributed by the City and published through an online survey platform. The survey was available between August 15, 2022 and September 30, 2022, with 761 total responses collected. The survey was also available in a hard copy format; no hard copy surveys were received. The survey was available in English (757 responses) and Spanish (4 responses). For the purpose of the report, the surveys have been combined.

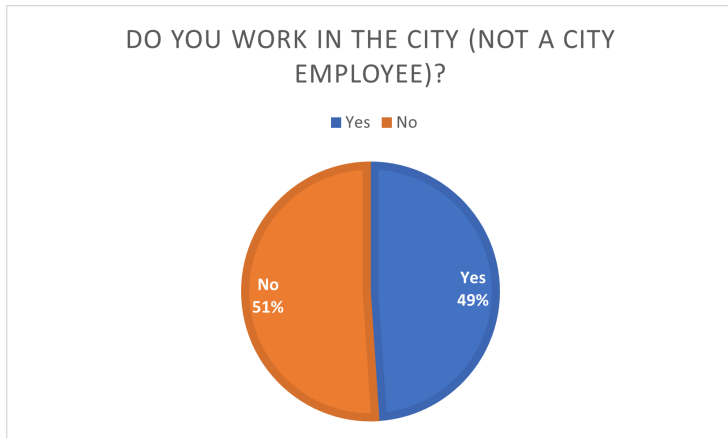
The summary that follows analyzes the results obtained from the Community Input Survey, including demographics of survey participants, top survey results in key categories, and an overview of comments collected from the participants.

## DEMOGRAPHICS OF SURVEY PARTICIPANTS

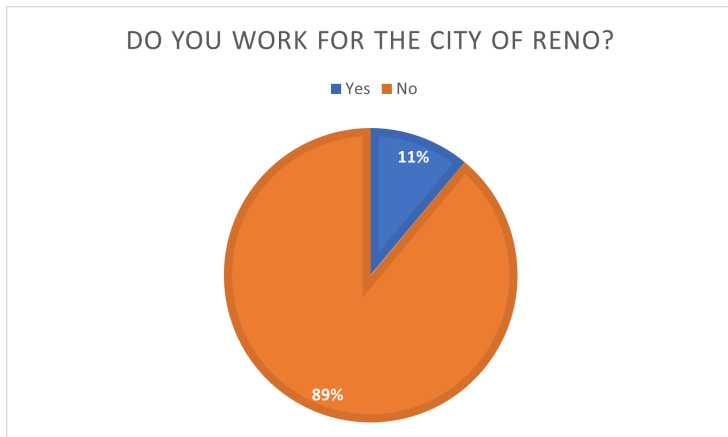
A total of **761** individuals participated in the Community Input Survey. Most of the respondents live in the City of Reno (88.73%), and the majority (51.07%) are not employed within the City. A total of 83 participants work for the City of Reno (11.05% of 751 that responded to the question).



\*skipped by 7 participants



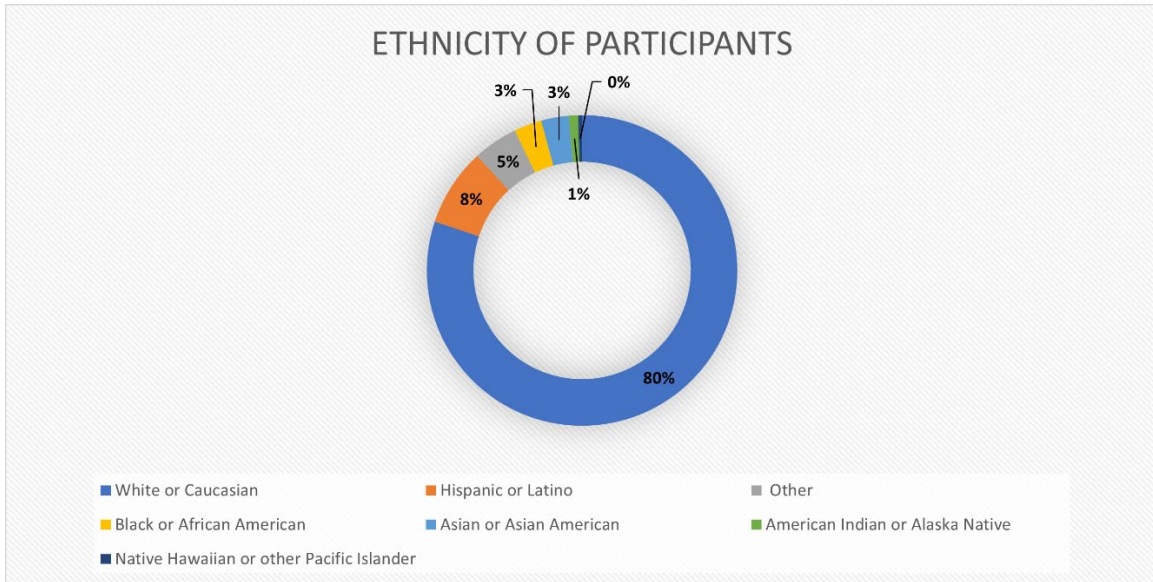
\*skipped by 11 participants



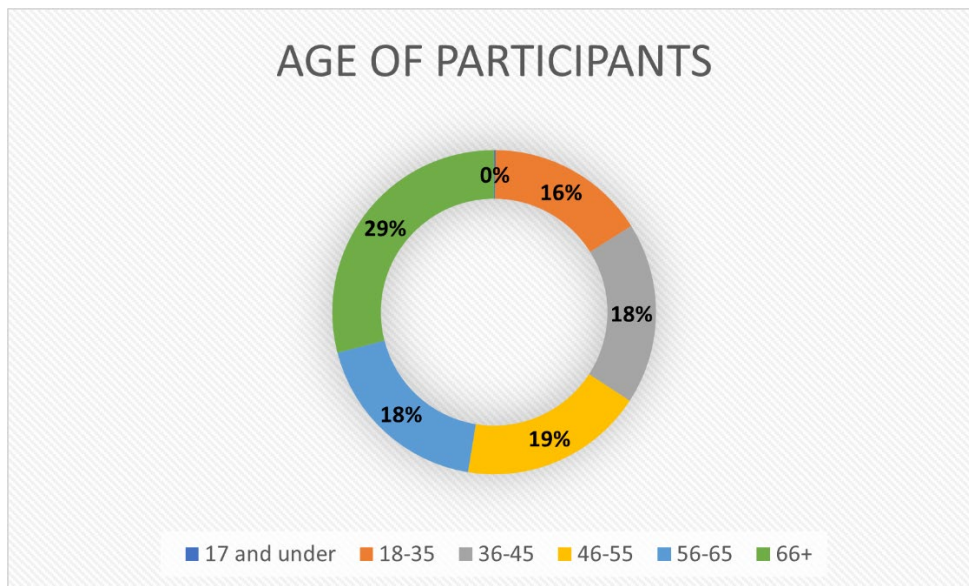
\*skipped by 10 participants

THE AGE AND RACIAL DEMOGRAPHIC BREAKDOWN OF RESPONDENTS THAT PARTICIPATED IN THE SURVEY IS AS FOLLOWS (OPTIONAL PARTICIPATION):

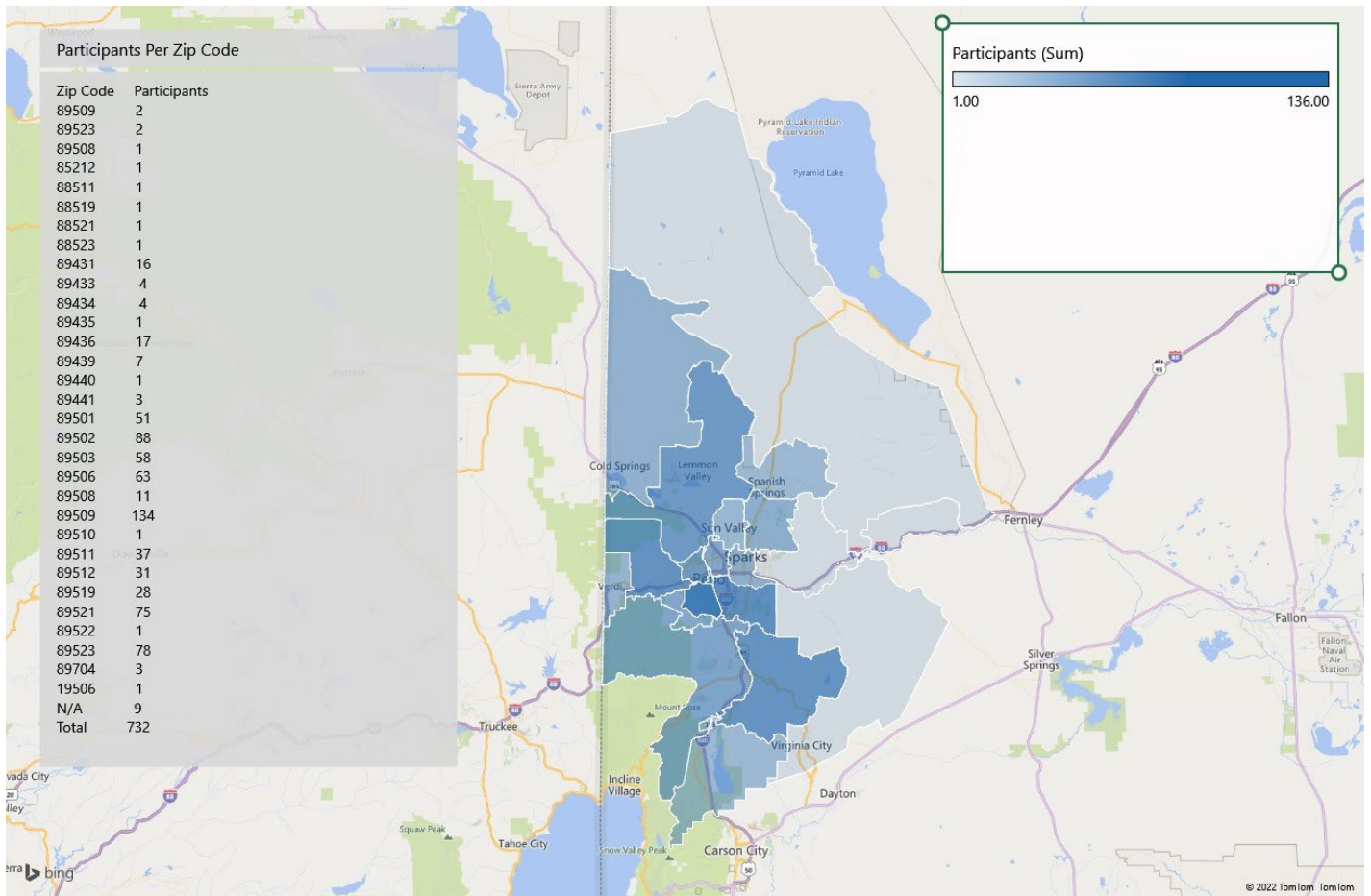
- 80.08% White or Caucasian
- 8.10% Hispanic or Latino
- 4.67% Other
- 2.88% Black or African American
- 2.88% Asian or Asian American
- 0.96% American Indian or Alaska Native
- 0.41% Native Hawaiian or other Pacific Islander



- Age 17 and under – 0.14%
- Age 18-35 – 15.94%
- Age 36-45 – 18.12%
- Age 46-55 – 18.39%
- Age 56-65 – 18.39%
- Age 66 and older – 29.02%



THE ZIP CODE BREAKDOWN OF RESPONDENTS THAT PARTICIPATED IN THE SURVEY IS AS FOLLOWS:



## RECAP OF THE SURVEY RESULTS

A summary of the Community Input Survey is provided below.

### TOP THREE PRIORITIES FOR THE CITY OF RENO POLICE DEPARTMENT TO FOCUS ON:

Survey respondents were asked to rank what priorities they thought the Reno Police Department should focus on; the results indicated that “violent crime prevention” was the most critical priority. The second most selected priority was “crime solving/investigations,” and the third was “crime prevention.”

Results in order of most importance:

1. Violent crime prevention
2. Crime solving/investigations
3. Crime prevention
4. Fair and just policing
5. Response time reduction
6. Neighborhood quality of life
7. Enforcing lawful and orderly conduct
8. Community relations and engagement
9. Proactive youth engagement
10. Reducing racial disparities
11. Reducing police use of force

Survey respondents were provided an opportunity to identify other areas of priority. Common priorities identified included:

- Traffic enforcement is an area of concern for survey participants. Several respondents indicated that traffic violations should be enforced better and there is a real concern over unsafe speeding in the City.
- Respondents indicated that the Police Department should make officer visibility a priority. Survey participants indicated that officer visibility and engagement with the community would aid in promoting positive relationships with the community and would help citizens feel safer. Participants indicated that they rarely see patrol officers and that the Department should increase patrol officer staff and conduct more community outreach and develop community partnerships.
- Mental health program partnerships and training for officer response were also noted as areas of priority for the Department. Participants indicated that the Department would benefit from increased mental health awareness training and de-escalation training. Several participants indicated that the Department should partner with various mental health programs outside of the Department to go on those calls for service that are non-violent.
- Survey participants are concerned that there is a lack of staffing in the Department to fully investigate non-violent crimes related to traffic violations, vandalism, and the homeless population. Participants indicated that an area of priority should be increasing staff to deal with smaller crimes and enforcing laws regarding vagrancy.
- Several participants indicated that a priority of the Department should be to remain apolitical. Participants are concerned that the Department is or could become political and this could impact law enforcement.

- Participants indicated the Department should focus on treating all groups within the community equally and should enforce all laws equally. Participants would like the Department to engage in conversations about race and diversity and make diversity training a priority.

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#### WHAT, IF ANYTHING, WOULD YOU LIKE TO CHANGE IN HOW THE POLICE DEPARTMENT INTERACTS WITH YOUR COMMUNITY?

While several participants indicated that there are no necessary changes to the way the Department interacts with the community, many respondents outline areas they believed the Department could change. The main area of change related to officer visibility and community engagement/interaction. Participants indicated that if officers interacted with the community in more positive ways, including through youth interaction, the feeling of trust in the Department would improve. Survey participants indicated that officers could improve the way they interact with the community by appearing kinder, more empathetic, and more communicative.

Participants indicated areas the Department could improve in that would aid in the community's perception of the Department, ranging from improving diversity and diversity training, focusing on de-escalation techniques and mental health partnerships, better serving underserved communities, and enforcing laws related to vagrancy. Survey respondents would like the Department to better enforce laws related to vagrancy, drugs, and smaller crimes.

Several participants indicated that they feel unheard by the Department and feel the Department doesn't follow through with investigations. Participants would like the Department to change how they deal with investigations and, as one participant wrote, "be seen as a trusted partner". The Department should be aware of problems in the community, including socially, and offer transparency related to the Department through an active relationship with the community. Participants would like the Department to engage more in diversity training and racial bias reduction as well.

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#### WHAT, IF ANYTHING, WOULD YOU LIKE TO SEE THE CITY AND POLICE DEPARTMENT DO DIFFERENTLY TO HELP YOU FEEL SAFE

The trends found in the community responses were similar to the previous question in that a large majority of respondents wanted an increased value placed on positive community relationships and partnerships with local agencies. Participants would like the Department to focus more on visibility, hiring more officers, and better communication with the community. Additional comments included:

- More visible police presence (ie: more patrols), including hiring more officers to patrol higher crime areas.
- Enforce laws related to vagrancy.
- RPD officers should be more approachable and friendlier with the community to increase trust in the Department.
- The Department should appropriately and compassionately handle mental health calls and partner with outside mental health agencies.
- Several participants indicated they would like the Department to focus on enforcing laws and traffic laws while standing firm in the face of political pressure.
- There is a concern that policing occurs differently in different areas of the City, leading to distrust in the Department. Participants would like the Department to correct any inequality in policing and change the perception of the Department.
- Focus on de-militarization and de-escalation.



WHAT WOULD YOU SAY SHOULD BE THE PRIORITIES FOR THE NEXT CITY OF RENO CHIEF OF POLICE?

A primary area of concern among participants was officer recruitment, officer visibility in communities, and politics.

Participants were asked to select five possible priorities for the next Chief of Police from a provided list; the following are the results of that selection:

Answer Choices	Responses	
Crime prevention & reduction	71.75%	546
Strategies to reduce violent crime	66.89%	509
Police accountability	52.43%	399
Promoting police-community partnerships and collaboration	49.28%	375
Maintaining public order	43.10%	328
Unsheltered outreach response	38.76%	295
Neighborhood problem solving	34.95%	266
Drug and alcohol enforcement	34.95%	266
Traffic enforcement	29.83%	227
Working with young people	27.99%	213
Use of force training	27.60%	210
Total Respondents: 761		

Survey participants were then asked an open-ended question to provide additional priorities for the next Chief. Other priorities included:

- Increase police presence through additional patrols and hire more officers as necessary.
- Chief should be tough on crime and enforce laws strictly.
- Focus on community relations and understanding by building partnerships, practicing transparency, and treating citizens equally while enforcing laws.
- Develop and sustain positive leadership in the Department, remove officers with issues, and connect with officers to build trust within the Department. Audit the Department to ensure an understanding of issues and problems within the Department. According to several participants, the Chief should prioritize supporting officers through ongoing social reform while also holding officers accountable.
- Promote and develop a positive culture within the Department and community; remain apolitical.
- Respondents indicated the Chief should focus on issues such as response times, de-escalation training, enforcing laws related to non-violent crime, and traffic enforcement. Participants believe the Chief should also prioritize outside partnerships for issues related to mental health.

WHAT ARE THE MOST IMPORTANT QUALITIES, QUALIFICATIONS, OR SKILLS THAT A NEW CITY OF RENO CHIEF OF POLICE SHOULD HAVE?

Respondents were asked to select three qualities or qualifications out of a predetermined list that are the most important to them personally to see in the next Chief of Police. The results found that “integrity,” “accountable,” and “strong leader for staff” were the responses with the highest rankings.

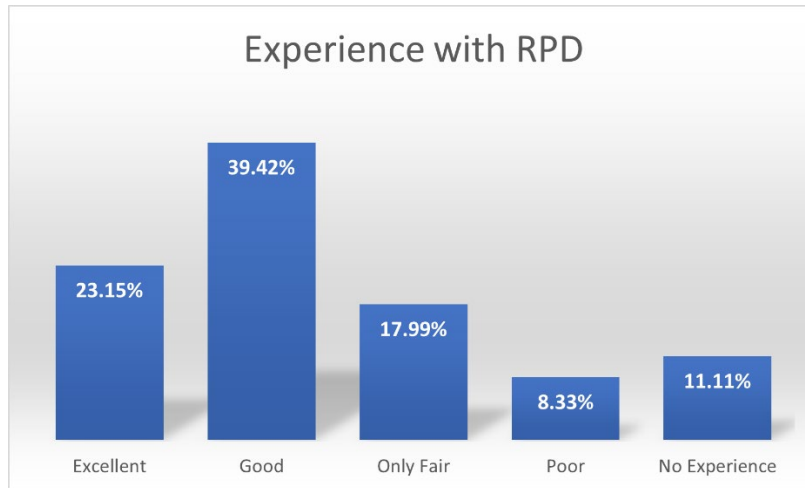
Results in order include:

Answer Choices	Responses	
Integrity	79.11%	602
Accountable	45.07%	343
Strong leader for staff	43.89%	334
Effective communicator	38.90%	296
Problem solver	38.24%	291
Transparent	35.87%	273
Record of crime reduction	29.70%	226
Knowledge of modern police practices	26.15%	199
Accessible to the community	24.05%	183
Ability to relate with individuals of all ranks in the Department	24.05%	183
Culturally competent	23.92%	182
Nevada Law Enforcement experience	21.42%	163
Able to lead cultural change	18.92%	144
Ability to act as liaison between the Department and City Leadership	13.93%	106
Reformer	8.54%	65
Change management experience	4.34%	33
Total Respondents: 761		

HOW WOULD YOU RATE YOUR OVERALL EXPERIENCE WITH THE CITY OF RENO POLICE DEPARTMENT?

Survey respondents were asked to select one option for how they would rank their overall experience with the Department; the results showed:

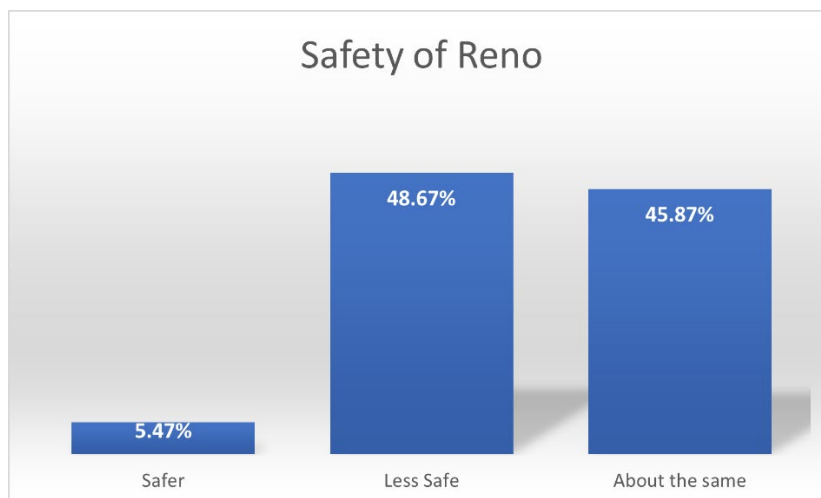
- Excellent – 23.15%
- Good – 39.42%
- Only fair – 17.99%
- Poor – 8.33%
- No experience – 11.11%



COMPARED TO A YEAR AGO, DO YOU FEEL THAT THE CITY OF RENO IS SAFER, LESS SAFE, OR ABOUT THE SAME?

Survey respondents were asked to select one option for how they would rank their feeling of safety in Reno compared to one year ago; the results showed:

- Safer – 5.47%
- Less safe – 48.67%
- About the same – 45.87%



#### ADDITIONAL COMMENTS OR SUGGESTIONS FOR THE NEXT CHIEF OF POLICE?

The following is a summary of prominent concepts provided by the community as areas of focus or general suggestions for the next Chief of Police:

- Respondents indicated that the next Chief should meet with residents and take steps to understand the community and understanding the issues facing the community. Several participants indicated the City should focus on selecting a candidate that will improve public perception of the Police Department and its officers.
- The next Chief should have the strength to make difficult decisions, support the Department's officers, and rise above politics.
- The Department and Chief would benefit from regular community outreach and surveys. Participants indicated that they often feel unheard by the Department and would like the next Chief to focus on community outreach and transparency.
- Several respondents indicated that they would like the next Chief to focus on eliminating vagrancy and enforcing laws related to the issue.
- Participants indicated that accountability and integrity would be an issue the next Chief would need to address.

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#### IS THERE ANYTHING ELSE YOU CAN THINK OF THAT THE CITY SHOULD CONSIDER WHEN SELECTING THE NEXT CHIEF OF POLICE?

A significant trend in responses showed that the respondents would like the City to select a candidate that an excellent communicator and has a track record of community engagement. Participants feel that the next Chief should not be hired for perceived political reasons and should continuously remain apolitical in the face of social pressure.

The following is a summary of prominent concepts provided by the community as suggestions for the City to consider when selecting the next Chief of Police:

- The City and Department should continuously communicate with the public. Several participants indicated that regular surveys would be appreciated.
- Select a candidate that will support the police and the community while remaining apolitical. There is concern that the new Chief will be selected for political reasons by the City and may have a political agenda.
- A large majority of survey participants would prefer an internal hire, and if an inside hire is not possible, they would prefer someone from the surrounding area. Alternatively, several participants indicated that the next Chief should be from an outside agency to bring in fresh ideas.
- A few participants indicated they would like to see the City hire a minority candidate and would like the City and Department to focus on diversity in the Department as a whole.
- The next Chief of Police should have experience establishing community trust and have experience with establishing positive community engagement.
- The City should carefully vet candidates to ensure they do not have previous complaints.
- The City should consider the selected candidate's track record of crime reduction in their community and their ability to partner with community organizations.
- The selected candidate should have a track record of holding officers accountable and addressing any biases within the Department. The next Chief should be a strong leader and able to stand up to adversity and have the strength to make unpopular decisions.



# Chief Of Police Department Input Survey

## **METHODOLOGY – DEPARTMENT SURVEY RESPONSES**

This section of the report summarizes the results of the Department Survey conducted as part of the City of Reno Chief of Police recruitment process. Internal Department participants answered questions related to the priorities, qualities, qualifications, and skills they believe are essential for the next Reno Police Department Chief of Police to possess. Participants were additionally given the opportunity to answer questions and provide feedback directly related to the Department as a whole. The City and Ralph Andersen & Associates sought to provide the respondents with some flexibility in completing the survey; therefore, most questions allowed for written comments following the selection portion.

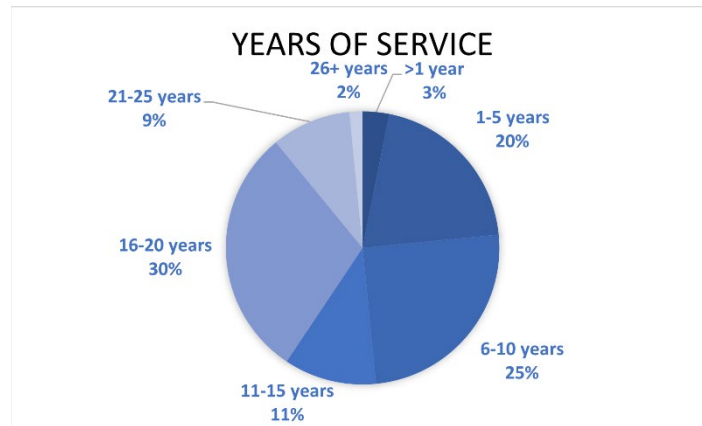
The Department Input Survey was published through an online survey instrument and distributed by the City. The survey was available between August 15, 2022 and September 30, 2022, with 128 total responses collected.

What follows are results obtained from the survey, including years worked for the Reno Police Department, top results in key survey categories, and a summary of comments collected from the participants.

## INTRODUCTION TO PARTICIPANTS

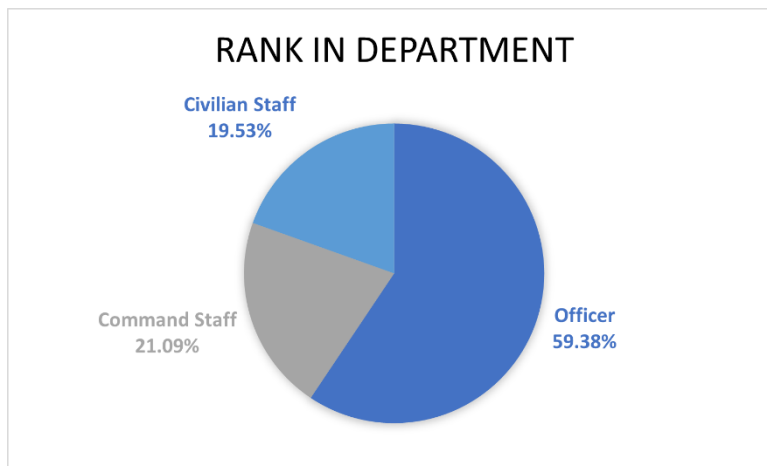
A total of **128** individuals participated in the Department Input Survey; participants were also allowed to not respond to questions. Participants were asked to select how long they have worked for the Department. The breakdown is as follows:

- Less than 1 year – 3.13%
- 1-5 years – 20.31%
- 6-10 years – 25.00%
- 11-15 years – 10.94%
- 16-20 years – 29.69%
- 21-25 years – 9.38%
- 26+ years – 1.56%



All **128** participants opted to share their position in the Department:

- Officer – 59.38%
- Command Staff (Deputy Chiefs, Commanders, Lieutenant, Sergeant) – 21.09%
- Civilian Staff (Records, Victim Services, Administrative Staff, etc.) – 19.53%

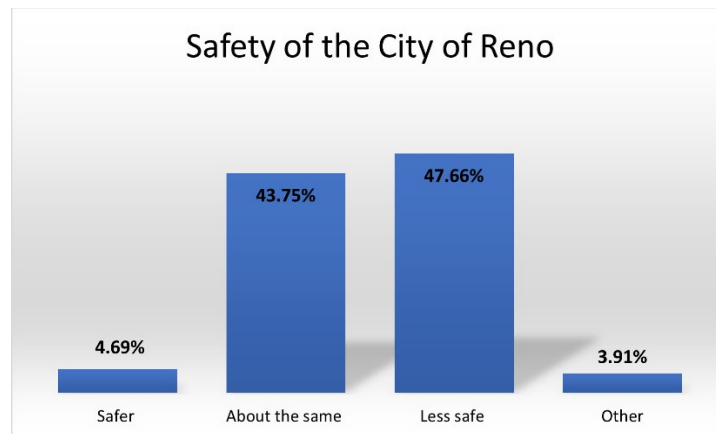


## RECAP OF THE SURVEY RESULTS

A summary of the Department Input Survey is provided below.

### SAFETY OF THE CITY OF RENO

Participants were asked to provide their opinion on the safety of Reno as compared to nearby communities. The majority of participants indicated that Reno was less safe, in their opinion, than surrounding communities. The results of the 128 participants that answered are as follows:



The majority of the participants that responded "other" indicated in their comments that they did not have enough data from other cities to determine a comparison.

### WHAT ARE YOU MOST PROUD OF AS A MEMBER OF THE RENO POLICE DEPARTMENT?

Respondents were asked an open-ended question to provide feedback on what makes them most proud as a member of the Department. Responses ranged from the professionalism of others in the Department to their role in helping the community. The most common response from those who participated in the survey indicated that they were most proud of the relationships built with members in the Department and with the community. The sense of comradery and satisfaction in the Department's work is a significant source of pride for survey participants. Several respondents indicated that the Department is facing challenging times and staff and officers are doing their best to meet these challenges. Members of the Department indicated that the job is challenging but there is a willingness from everyone to serve others within the Department and the community.

Several participants detailed areas of concern in their comments; indicating that there are mixed feelings within the Department regarding the activities of the Department and their own experiences. While many were positive about their experiences, several indicated that they were experiencing burnout. Many respondents indicated that they feel the Department is stretched too thin with too few resources at their disposal. There is a sense that officers and civilian staff do their best with what they've perceived as poor leadership and a lack of resources, as well as a lack of respect from the community and City leadership.



## EQUIPMENT AND TRAINING QUALITY

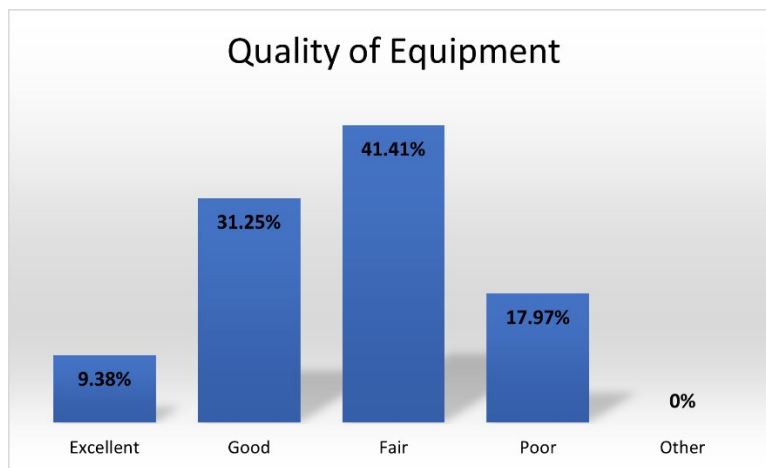
Participants were asked to provide input on the level of training and quality of the equipment provided.

### *Level of Training:*



When given the opportunity to provide additional comments, respondents indicated that training is an area of concern for those within the Department. Several sworn members of the Department indicated that training often doesn't go beyond minimum standards and they have to seek outside training on their own time and cost which is often denied. Members of the civilian staff indicated that there are seldom opportunities for training.

### *Quality of Equipment:*



Regarding equipment, participants indicated that they felt the equipment is adequate but it's difficult to obtain updated equipment unless the existing equipment breaks. Respondents indicated that equipment is outdated and/or takes too long to approve (i.e. load bearing vests). Civilian staff described feeling that they are often the last to receive new equipment. Areas of equipment concern mostly related to technology including printers for citations, computers, and related tech that are outdated and slow.

TOP PRIORITIES OF THE RENO POLICE DEPARTMENT AND AREAS OF IMPROVEMENT

The top selection among respondents was that “responding to emergency calls for service” should be the Department's highest priority. Following responding to emergency calls for service, respondents felt that “crime prevention & reduction” was the second-highest priority; the third-highest priority was “maintaining public order.” The option with the least responses was “use of force training.”

Answer Choices	Responses	
Responding to emergency calls for service	93.75%	120
Crime prevention & reduction	91.41%	117
Maintaining public order	63.28%	81
Promoting police-community partnerships and collaboration	60.94%	78
Police accountability	46.09%	59
Neighborhood problem solving	38.28%	49
Drug and alcohol enforcement	32.03%	41
Traffic enforcement	22.66%	29
Working with young people	20.31%	26
Use of force training	18.75%	24
Total Respondents: 128		

Suggestions for improvement and comments related to Department priorities include:

- Focusing on Department morale; improving support of and showing appreciation to sworn and non-sworn employees. The Department should prioritize improving the quality of life for all staff as several members of the Department indicated they were overworked or felt unsupported by command staff.
- Staffing levels are too low. Many participants feel that divisions do not work well together or are not adequately staffed to succeed.
- The Department should focus on communication, transparency, and accountability throughout all divisions. Participants indicated that leadership is lacking and without accountability. The next Chief and command staff should do more to engage with officers and civilian staff.
- Participants indicated that there should be communication from the top down clarifying what the established priorities of the Department are.
- The Department should focus on engaging with all members of the Department and prioritize the community through engagement and service.
- Several participants indicated that the Department should eliminate what some perceive as a focus on politics and social agendas.

PRIORITIES OF THE NEXT CHIEF OF POLICE

Survey respondents were asked to select their top five priorities from a list of provided priorities for the next Chief of Police.

The results are as follows (in order of most selected):

Answer Choices	Responses	
Crime prevention and reduction	84.38%	108
Strategies to reduce violent crime	82.81%	106
Maintaining public order	60.94%	78
Promoting police-community partnerships and collaboration	57.81%	74
Police accountability	53.91%	69
Neighborhood problem solving	35.94%	46
Unsheltered response, including addressing crimes and outreach	33.59%	43
Drug and alcohol enforcement	21.88%	28
Use of force training	17.97%	23
Traffic enforcement	17.97%	23
Working with young people	14.06%	18
Total Respondents: 128		

When provided a space to offer additional comments, many respondents discussed the need for the next Chief to focus on supporting officers over external factors; to ensure that the position remains apolitical. Several participants indicated that patrol staff is overworked, and a priority for the next Chief should be recruitment and retention. Survey participants indicated that the next Chief should restructure divisions as many felt the current model was stale and stretched too thin due to what some see as a lack of adequate staffing levels. The next Chief should prioritize building and maintaining relationships with existing staff while recruiting more. Leadership, accountability, and communication were all areas that were noted as areas of priority for the next Chief of RPD. Survey participants noted that the next Chief should think outside of the box and be unafraid to make changes while communicating changes and dialoguing with the entire Department.

DESIRED QUALITIES, QUALIFICATIONS, AND SKILLS OF THE NEXT CHIEF OF POLICE

Survey respondents were asked to select three options from a list of skills, qualities, and qualifications they thought were most important in the next Chief of Police. The results show (in order of most selected):

Answer Choices	Responses	
Integrity	64.84%	83
Strong leader for staff	46.09%	59
Accountable	35.94%	46
Ability to related with individuals of all ranks in the Department	32.03%	41
Transparent	29.69%	38
Strength to make unpopular decisions	26.56%	34
Quality communicator	14.06%	18
Knowledge in modern police practices	12.50%	16
Problem solver	10.16%	13
Ability to act as a liaison between the Department and City Leadership	10.16%	13
Nevada Law Enforcement experience	9.38%	12
Culturally competent	7.81%	10
Total Respondents: 128		

DO YOU HAVE ANY OTHER COMMENTS OR SUGGESTIONS REGARDING THE NEXT CHIEF OF POLICE? IS THERE ANYTHING ELSE YOU CAN THINK OF THAT THE CITY SHOULD CONSIDER WHEN SELECTING THE NEXT CHIEF OF POLICE?

Following the initial portion of the survey, participants were given the opportunity to offer any additional comments that they may have related to the recruitment efforts of the Chief of Police or the Department as a whole. A majority of participants would like the City to select the next Chief from outside of the Department, indicating a lack of trust in the existing command staff. Several participants noted that the Department has stalled forward progress and a new Chief from outside of the agency could bring in fresh ideas and act as an independent auditor of the Department’s current practices. The next Chief will need to focus heavily on morale, hiring and retention, and visibility within the Department and public.

When selecting the new Chief, participants would like the City to consider a strong leader, someone that can move the Department forward and remain above politics. Several participants indicated the next Chief should be a leader with the strength to make unpopular decisions and remain calm under pressure. The next Chief needs to be an individual that is more than a supervisor and is a leader in the Department and community.



RALPH ANDERSEN & ASSOCIATES

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