

POLICE OPERATIONS AND DATA ANALYSIS REPORT

RENO POLICE DEPARTMENT RENO, NEVADA



POLICE OPERATIONS

CPSM[®]

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Since its inception in 1914, ICMA has been dedicated to assisting local governments and their managers in providing services to the public in an efficient and effective manner. ICMA advances the knowledge of local government best practices with its website (www.icma.org), publications, research, professional development, and membership. The ICMA Center for Public Safety Management (ICMA/CPSM) was launched by ICMA to provide support to local governments in the areas of police, fire, and emergency medical services.

ICMA also represents local governments at the federal level and has been involved in numerous projects with the Department of Justice and the Department of Homeland Security.

In 2014, as part of a restructuring at ICMA, the Center for Public Safety Management (CPSM) was spun out as a separate company. It is now the exclusive provider of public safety technical assistance for ICMA. CPSM provides training and research for the Association's members and represents ICMA in its dealings with the federal government and other public safety professional associations such as CALEA, PERF, IACP, IFCA, IPMA-HR, DOJ, BJA, COPS, NFPA, and others.

The Center for Public Safety Management, LLC, maintains the same team of individuals performing the same level of service as when it was a component of ICMA. CPSM's local government technical assistance experience includes workload and deployment analysis using our unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs, and align department operations with industry best practices. We have conducted 341 such studies in 42 states and provinces encompassing 246 communities ranging in population from 8,000 (Boone, Iowa) to 800,000 (Indianapolis, Ind.).

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SECTION 1. EXECUTIVE SUMMARY

The Center for Public Safety Management, LLC (CPSM) was commissioned to review the operations of the Reno Police Department. While our analysis covered all aspects of the department's operations, particular areas of focus of this study included identifying appropriate staffing of the department given the workload, community demographics, and crime levels; the effectiveness of the organizational structure; and efficiency and effectiveness of division/unit processes.

We analyzed the department workload using operations research methodology and compared that workload to staffing and deployment levels. We reviewed other performance indicators that enabled us to understand the implications of service demand on current staffing. Our study involved data collection, interviews with key operational and administrative personnel, focus groups with line-level department personnel, on-site observations of the job environment, data analysis, comparative analysis, and the development of alternatives and recommendations.

Based upon CPSM's detailed assessment of the Reno Police Department, it is our conclusion that the department, overall, provides quality law enforcement services. The staff is professional and dedicated to the mission of the department. Throughout this report, we will strive to allow the reader to look inside the department to understand its strengths and its challenges. We sincerely hope that all parties utilize the information and recommendations contained herein in a constructive manner to make a fine law enforcement agency even better.

As part of this Executive Summary, following are general observations that we believe identify some of the more significant issues facing the department. Many of these observations concern department-wide issues rather than operations of specific units. Additionally, we have included a master list of unit-specific recommendations for consideration. We believe these recommendations will enhance organizational effectiveness. It is important to note that in this report we will examine specific sections and units of the department. As we do so, and as appropriate, we will offer a detailed discussion of our general observations and recommendations for each.

The list of recommendations is extensive. Should the City of Reno and the Reno Police Department choose to implement any or all recommendations, it must be recognized that this process will not take just weeks or even months to complete, but perhaps years. The recommendations are intended to form the basis of a long-term improvement plan for the city and department.

We would like to emphasize that this list of recommendations, though lengthy, is a common phenomenon in our operational assessments of law enforcement agencies around the country and should in no way be interpreted as an indictment of what we consider to be a fine department. Our work, by design, focuses on potential areas for improvement. Had we listed areas in which the department excels, that list would dwarf the number of recommendations.

GENERAL OBSERVATIONS

- There are a number of department functions that are understaffed; this is the case for both sworn and civilian positions. These understaffed areas include Patrol, Records, and Dispatch. While many of those positions need to be filled by sworn officers, in some cases the functions presently being performed by sworn officers can be assigned effectively to civilian staff at a reduced cost. A summary of recommended staffing additions is included in Appendix 1.
- There are significant challenges related to both criminal case management and personnel management technologies. The absence of robust personnel and case management systems limits the effectiveness of supervisors and managers in measuring the work efforts of investigative line staff. This applies to personnel performance indices as well. At present, Excel spreadsheets are widely utilized by various supervisory staff but are not applied with consistency. CPSM learned that the existing records management system is unserviceable, and that the department will be migrating to a new system. It is imperative that any new system have a comprehensive suite of modules to meet the various technology needs of the department and that each and every department function move away from the informal and inconsistent tracking systems in use at present.
- Critical functions of processing and security with Property and Evidence require immediate attention. Property and Evidence is one of the highest risk operations in any police department. The intake, processing, storage, and disposal of evidence and property are important functions for any law enforcement agency. It is especially true for weapons, narcotics, currency, and valuable jewelry. Police agencies across the country have often faced the consequences of mismanaged property and evidence sections. This has resulted in terminations and arrests of police employees, from janitors to police chiefs, for thefts of narcotics, cash, jewelry, guns, and other items of value. In some cases, audits that revealed unaccounted-for property and evidence have led to the termination of police executives, though they were not suspected of being implicated in the theft/loss of the evidence. Controlling access to the property and evidence areas, inventory control, and regular audits are critical to the effective management of the property and evidence function.
- Within the next five years the department may see the retirement of a number of its command staff, down through the rank of lieutenant, as well as within civilian command-level personnel. It is imperative that the department consider a structured succession plan, including mentoring of the next generation of department leaders. While the plan must focus on command-level positions, the development of future mid-management and first-line supervisors must be considered as well. Exposure of all potential future leaders to a variety of administrative assignments and tasks is essential to prepare them for these future responsibilities.
- While transient and mental health-related calls are perceived to be significant contributors to workload demands and to have an adverse impact on business interests and the quality of life for Reno's residents, the computer-aided dispatch (CAD) and records management system (RMS) do not allow for isolation and collection of data related to these calls. The absence of such data limits accurate and detailed analysis of the scope of the problem and leaves only anecdotal evidence as the source from which to plan a path forward in addressing it. A simple fix will be offered.
- Over the past few years, law enforcement agencies have hurried to deploy body-worn cameras, but without the policy preparation or the resources required to store and manage the cameras' recordings. Significant increases in staff time to review, redact, and process recordings for judicial discovery and public records requests (PRA) seeking access to the

camera recordings have overwhelmed agencies. The RPD Records Section, along with other units including Property and Evidence, Patrol, and Crime Analysis have become burdened with elements of this task and other matters requested through the "discovery" and PRA process. This trend will undoubtedly continue. This added and sometimes complex workload has negatively disrupted primary duties in each of the units identified. As well, parceling out the responsibility for producing such records lends itself to omission errors that can compromise legal proceedings and public trust in the agency. The establishment of a "Discovery Unit" within Records, with appropriate staffing, should be considered to centralize the tasks required for completion of these responses.

- In virtually all police studies conducted by CPSM, lack of internal communication is cited as a major organizational impediment. That sentiment was expressed as a significant problem in Reno as well. In some cases, the concern raised is justifiable, and in other cases, those who express the concern have subjected themselves to selective awareness. In any event, open, constructive communication is vital to any organization. CPSM suggests an option that involves executive staff hosting a "State of the Department" briefing on a quarterly, tri-annual, or semi-annual basis. During these briefings executive staff can give a short status report on important issues, changes, new programs, etc. facing the department and can encourage questions or input from all employees. Such meetings should be scheduled so as to allow all shifts to participate. No, this is not a panacea, but those who are truly interested in department activities outside of their "workspace" can get a better understanding of the department's work plan and how they may contribute to the betterment of the department. For those who have selective awareness, they have only themselves to blame should they choose not to participate. Another option involves status boards for major projects that the department is working on, and which can be displayed online, or in briefing and/or break rooms. Employees not directly involved in such projects are often unaware of the departmental work efforts, or at least the status of these projects. We often hear, in many agencies, that employees are interested in department efforts and plans, even outside of their work unit, and appreciate being included in the information loop. As well, improved communication can impact overall morale.
- Our data analysis focused on 2019 data so that we could use pre-COVID-19 information for our assessment. It should be noted, and as will be observed in our reporting through observations made in Figure 3-1 and in Table 3-3 (which follows), overall, crime has trended downward over the past few years. However, 2020 crime data provided by the department (see Section 3, Table 3-2) reflects an increase in murder, rape, aggravated assault, and burglary.

As noted previously, specific recommendations follow and are discussed in detail throughout the report. These recommendations are offered to enhance the operation of the Reno Police Department. The intent of the is to ensure that law enforcement resources are optimally deployed, operations are streamlined for efficiency, and services provided are cost-effective, all while maintaining a high level of service to the City of Reno.

CPSM staff would like to thank Chief of Police Jason Soto, Deputy Chief Tom Robinson, Deputy Chief Oliver Miller, Deputy Chief Zack Thew, and the entire staff of the Reno Police Department for their gracious cooperation and assistance in completing this project.

RECOMMENDATIONS

Patrol

1. Review the collateral duties and evenly distribute these duties among sergeants and lieutenants. These assignments should be rotated every two to three years to provide a greater exposure and preparedness for future leaders, a practice that will support succession planning. (See p. 25.)
2. Implement a shift rotation policy that allows officers to remain on a shift for a pre-set number of deployments until they are required to change to another shift. (See pp. 25-26.)
3. Add one FTE lieutenant position to patrol to improve management oversight. (See pp. 26-27.)
4. Develop a financial management system in collaboration with the city's Finance Department and which will provide detailed overtime reports by account number and activity description; these reports should also include historical usage for the past few fiscal years. (See pp. 27-28.)
5. Consideration should be given to pre-scheduling employee vacation twice per year during shift change as a way to control overtime costs. (See p. 28.)
6. Evaluate the configuration of patrol beats for so they can be consolidated to achieve a more even distribution of calls and activity for the assigned beat officers. (See pp. 35-37.)
7. Collaborate with additional casinos to reduce patrol workload by encouraging casinos to participate in the direct summons program which allows business proprietors to issue court summons directly to violators of minor offenses. (See pp. 38-39.)
8. Conduct an evaluation and analysis of the effectiveness of the alarm ordinance and identify and implement system improvements as warranted. (See pp. 39.)
9. The department should evaluate the appropriateness of "Out of Service" activities going forward, both in terms of the frequency and time encumbered. If time spent on these activities is deemed excessive, the department must address this, and hold first-line supervisors responsible to ensure it does not continue. (See pp. 40-41.)
10. CPSM recommends the department improve its position control so the location of vacant authorized positions within the department can be better tracked. This should include a monthly position summary which should be distributed to command staff and unit managers for reference. (See p. 44.)
11. Transfer the Traffic Section to the Community Services Division, which contains the Patrol Section, to more accurately align with first responders answering calls for service. (See pp. 45-46.)
12. Transfer the Community Action and Outreach Section to the Support Services Division to more accurately align with support units that do not actively answering calls for service. (See pp. 45-46.)
13. Fill the 14 vacancies in Patrol and add 12 new FTE police officer positions to the patrol function; distribute these 26 positions to the existing shift schedules while keeping in mind peak workload times to balance out demands. (See p. 51.)

K9

14. Assign a patrol sergeant to the K9 team as a collateral duty and send the sergeant to the California POST K9 supervisor's course. (See p. 53.)
15. Add the criteria for becoming a K9 handler, including the testing process, duties, and requirements of a handler, to the K9 manual. (See pp. 53-56.)
16. Assign the K9 teams calls for service rather than holding the teams in "reserve." (See pp. 53-56.)
17. Track more detailed information on K9 activities to enable for proper K9 team management. (See pp. 53-56.)
18. Research and acquire a K9 team management software system to be able to develop proper oversight and management reports for the team. (See pp. 53-56.)
19. Eliminate two patrol K9 positions and reassign the police officer positions to patrol to address the excessive workload. (See pp. 53-56.)
20. Eliminate the vacant EOD K9 position and reassign the police officer position to patrol to address the excessive workload. (See pp. 53-56.)

PTO Program

21. Continue the commitment to the comprehensive annual review of the PTO Manual and revisions as needed. (See p. 58.)
22. Ensure PTOs are assigned to all shifts during shift bids to ensure the even distribution of trainers among all shifts, much like the "Admin" positions designated on all shifts for new officers. (See p. 60.)
23. Implement a comprehensive digital training platform to document the training and evaluation process that includes electronic access by supervisors and managers in the patrol section. (See pp. 60-61.)
24. When there are few trainees in the program, consider on-going trainer development for the PTOs to include feedback received from past trainees. (See p. 61.)
25. Develop a more comprehensive training regimen to expose trainees on PTO status to Traffic, Investigations, and Community Action Outreach units and functions. (See p. 61.)

SWAT

26. Include the testing requirements for SWAT selection in General Order E-280-18 regarding Special Assignments. (See pp. 63-64.)
27. Update the Tactical Unit SOP to include those additional qualifications to become a SWAT team member, as this will provide advance notice for potential candidates and give them the opportunity to prepare to meet the standards of the team. (See p. 64.)
28. Review and update the Tactical Unit SOP as necessary to meet current law and evolving best practices. (See p. 64.)
29. Consider sending a SWAT team member to Ballistic Shield Operator, Noise Flash Diversionary Device instructor, and Low-Light instructor courses in order to bring back current best practices to the team. (See p. 64.)
30. Ensure the SWAT lieutenant attends SWAT Commander Basic and Advanced courses as soon as possible. (See p. 64.)
31. Consideration should be given to using a regionalized approach for SWAT. (See p. 65.)

Critical Incident Negotiation Team

32. Conduct a CINT needs assessment to evaluate appropriate levels of staffing, equipment, and training. (See p. 66.)
33. Require CINT members attend the Advanced Negotiations Course. (See p. 66.)
34. Review the Western States Hostage Negotiators Association guidelines to ensure best practices for the CINT. (See p. 66.)
35. Pursue a de-escalation training initiative provided by CINT members who have received this specialized training. (See p. 67.)

Community Service Officers

36. Fill the current CSO vacancy as soon as possible. (See p. 67.)
37. Expanded use of CSOs should be considered where appropriate. (See p. 67.)
38. Implement a shift rotation policy so that CSOs remain on a shift for a pre-set number of deployments and then are required to change to another shift. (See p. 67.)

CLEAR

39. Review and update the CLEAR SOP on an annual basis. (See pp. 68-69.)
40. Create a monthly and/or quarterly management report to track unit activity detail of call-ins to include types of call-ins, jurisdictions, amount of time, etc. (See p. 69.)
41. Implement a system and process to capture all CLEAR activations to include support activities. (See p. 69.)

Police Junior Cadet Program

42. Designate a female advisor to be available at weekly meetings to address any issues that may arise from female Junior Cadets. (See p. 70.)
43. Ensure that advisors receive training on youth protection protocol. (See p. 70.)
44. Update the Junior Cadet Manual to create a more detailed and comprehensive manual. (See p. 71.)
45. Establish a policy that describes allowable expenditures from the checking account, purchasing limitations, any prior authorization for specific usage as well as a monthly audit by police management to ensure accountability. (See p. 71.)
46. Include the Junior Cadet program in the police budget as soon as practical and eliminate the unit checking account; transfer the remaining funds into the Junior Cadet police budget. (See p. 71.)
47. Document random audits and inspections of Junior Cadet activities. (See p. 72.)

Downtown Enforcement Team

48. Create a General Order for the DET to include all areas of the program including strategy, duties, responsibilities, selection, and training; review the GO on an annual basis. (See pp. 73-74.)
49. Ensure all officers assigned to the bicycle detail attend and successfully pass the 40-hour police bicycle training course, such as offered by the International Police Mountain Bike Association, as soon as possible. (See p. 74.)

50. Consider sending a DET member to a train-the-trainer police bicycle training course should the department opt to conduct bike certification training. (See p. 74.)
51. Send the DET officers to up-to-date crowd management training for bike units that is provided by the International Police Mountain Bike Association or other recognized trainer. (See p. 74.)

Community Action and Outreach

52. Assign the new Community Action sergeant to attend CPTED and CIT training as soon as possible. (See p. 76.)
53. Continue with efforts to train all officers in CIT with a goal to complete the training within the next year. (See p. 78.)
54. Consider tracking more comprehensive data to assist in developing strategies on ways to address the homelessness issue. (See pp. 78-79.)

PIO

55. A department member or volunteer with photography and videography skills should be identified to provide assistance to the PIO to enhance the department's social media presence. (See p. 80.)

Special Events Unit

56. Retain special event after-action reports to aid in planning future events. (See pp. 80-81.)
57. Command staff should review and approve the draft Special Events manual as soon as possible to allow for distribution of the manual. (See pp. 80-81.)

Horse Mounted Unit

58. Develop a Horse Mounted Unit policy that defines its mission, function, deployment, and assignment selection requirements. (See pp. 81-82.)
59. Track the nature and number of HMU deployments according to their type, such as local special event, outside agency assist, civil unrest, etc. (See pp. 81-82.)

Investigations Section (Detectives)

60. Consideration should be given to expanding the detectives' deployment schedule from only weekday daytime hours to include evenings and Saturdays. (See p. 84.)
61. To enable detectives to analyze trends, and potentially identify persons of interest, consideration should be given to routing all felony cases through the Investigations Section for review, including cases where solvability factors are absent or the case has been cleared and closed. (See pp. 84-85.)
62. While overall staffing for the Investigations Section appears to be adequate, an examination of workload demands by sub-unit should be conducted to determine if detective resources are appropriately allocated to the various investigative functions. For example, while Burglary Unit detectives average 25 cases per detective per year, Family Crimes Detectives handle 370 cases per detective per year. (See pp. 85-86.)
63. As the department migrates to a new records management system, it is imperative that a comprehensive case management module be included. Core elements of such a system should include cases assigned by detective, automated notification to supervisors when investigations are not completed in a timely manner, and individual clearance rate

calculations by detective. Automated and standardized reports for the entire Section should be readily available for supervisor and management review. (See pp. 86-87.)

64. Consideration should be given to the establishment of a regional auto theft task force. (See pp. 87-88.)
65. Consideration should be given to hiring a temporary, part-time investigator to review cold case homicides. (See p. 88.)
66. Develop a standardized training manual for each investigative unit of the Section; utilize the best elements of the varying models that exist today. (See p. 88.)
67. Consideration should be given to extending the term of assignment for the Investigations Section lieutenant to three years, with the potential for one, one-year extension at the discretion of the Chief of Police. (See pp. 88-89.)
68. In addition to efforts to provide internship opportunities in the department through the University of Nevada-Reno, the department's Senior Auxiliary Volunteer Effort (SAVE) should be tapped as a resource in the recruitment of volunteers to support clerical and light investigative activities of the Investigations Section. (See pp. 89.)

Traffic

69. Consideration should be given to assigning four new Community Service Officers to the Accident Investigation Unit for the purpose of assisting with traffic accident incidents and other related duties. This would free up both motorcycle officers and patrol officers who are burdened by these activities at the expense of their primary duties. In lieu of that, four additional commissioned accident investigators are warranted. (See pp. 93-94.)
70. The training required to effectively serve on the Major Crash Investigation Team is extensive and costly. The present rotation schedule of four years with a possible extension is insufficient when considering the training commitment and cost. CPSM recommends that the department consider doubling the rotation schedule for those personnel responsible for these duties. (See p. 94.)
71. Examination of the frequency and length of time spent on non-call / out of service activities should be conducted to ensure that the activities engaged in are necessary and appropriate, and in keeping with the Traffic Section's mission. (See pp. 96-97.)

Training

72. Develop a department training manual to assist in the application of the training plan. (See p. 106.)
73. A policy should be established requiring an annual department-wide assessment of training needs to ensure a consistent practice is maintained. (See p. 106.)
74. Require sergeants to develop relevant monthly briefing training sessions compatible with the environment. (See p. 107.)

Recruitment/Hiring/Background

75. RPD should assign adequate personnel full-time to the department's recruitment efforts to ensure it can be competitive in attracting qualified candidates in an increasingly difficult recruitment environment. (See pp. 108-109.)
76. The department should identify goals and strategies to address diversity hiring. (See pp. 109-110.)

77. Recruitment, applicant and new hire demographics, background failure rates and causes, successful patrol trainees, reasons for attrition, and the traits of successful applicants should be continuously evaluated to ensure department resources are properly focused on recruiting, hiring, and retaining desired personnel. (See p. 111.)
78. Exit interviews of employees leaving the department should be mandated with an eye toward department improvement. (See p. 111.)
79. Consider hiring retired police officers to conduct background investigations, as needed, to expedite essential backgrounds for critical need positions in a cost-effective way. (See p. 111.)
80. Implement the planned lateral hiring program and allow for an open continuous application and expedited hiring process. (See p. 111.)

Records Section

81. A department policy should be implemented directing personnel to answer voicemails in a timely manner, backed by required supervisory oversight, to help relieve the number of unnecessary phone calls that Records and the Front Desk Unit have to answer. (See pp. 108-109.)
82. Establish a "Discovery Unit" within the Records Section to centralize the tasks required for completion of judicial and PRA requests. Initial staffing should be not less than four new FTEs. (See pp. 116-117.)
83. Complete the Records procedural manual that is in progress. Include appropriate Records-related policies in the department general orders manual. (See p. 118.)
84. Continue the RFP process to identify a robust records management system with the expectation of department-wide implementation. (See p. 118.)
85. Add four new FTEs to establish a four-person NIBRS Unit within the Records Section to centralize NIBRS processing requirements to ensure compliance with UCR reporting guidelines for crimes and clearances. (See pp. 118-119.)
86. Eliminate acceptance of cash by Records staff. (See pp. 119-120.)
87. CPSM suggests a temporary budget enhancement to add a second private entity transcriber on a part-time basis to assist with reducing transcriber workload backlog. (See p. 120.)

Fleet

88. The department should consider putting a mileage restriction of 25 miles from the city limits for take-home vehicles. (See p. 121.)
89. A vehicle replacement fund should be built into the department's budget. (See p. 122.)
90. CPSM recommends the department adopt a mileage component into its vehicle replacement philosophy. (See p. 122.)
91. The department should assess the possibility of leasing vehicles instead of outright purchase. (See p. 122.)
92. Damaged or totaled patrol vehicles should be replaced as soon as possible to ensure vehicle availability for deploying officers. (See p. 122.)
93. Consider keying all patrol vehicles with universal keys, generally by year and model of car, to allow for a more efficient vehicle assignment process. (See p. 123.)

Front Desk Unit

94. There should be an increased focus on hiring bilingual employees for the front desk. (See p. 125.)
95. The department should consider developing a PSS uniform for the staff. (See p. 125.)
96. A PSS training manual should be created which documents staff training requirements and content. (See p. 126.)
97. Consideration should be given to providing M.O.S.T. training to Front Desk personnel. (See p. 126.)
98. The department should analyze phone tree transfers to ascertain if the phone tree system is being utilized as intended. (See p. 127.)
99. Modify the phone system to direct callers to an individual officer's voicemail to eliminate the officer message line workload. (See p. 127.)
100. Front Desk activity data should be assessed to determine if it would be beneficial to the public for the substation to be staffed by Front Desk overlap staff on Wednesdays. (See p. 127.)
101. South Substation Front Desk activity data should be assessed to determine appropriate incremental increases in staffing based on workload. (See p. 127.)

Property and Evidence

102. Immediately address the security concerns mentioned in the Property and Evidence Section for the three property locations. (See pp. 128-129.)
103. The department should install a card reader system at all doors leading into the property unit and warehouses. (See p. 129.)
104. It is recommended cameras be installed in areas containing weapons. (See p. 129.)
105. If the evidence manager position is not filled, it is recommended one of the current property technicians be reclassified to a senior technician. (See p. 130.)
106. Offset the workdays of the two technicians for better staffing coverage. (See p. 130.)
107. Ensure that the new CAD/RMS system has a robust, functioning, and user-friendly P&E platform. (See p. 131.)
108. CPSM recommends technicians attend a property and evidence class upon hire. (See p. 131.)
109. CPSM recommends adding one full-time P&E Technician to the Property and Evidence Unit. (See p. 131.)
110. Ensure by policy that officers respond to emails from property technicians regarding deficiencies in property and evidence processing. (See p. 132.)
111. Ensure by policy that supervisors are notified of an officer's deficient property and evidence processing with a requirement to ensure compliance. (See p. 132.)
112. The department should add P&E audit requirements to the department policy manual to provide direction regarding accepted timing, type, procedure, and documentation of such audits. (See p. 132.)
113. The department should immediately do a complete audit of P&E inventory. (See p. 132.)

114. The department should begin conducting quarterly audits of the P&E inventory. (See pp. 132-133.)
115. An annual weapons destruction should be scheduled to prevent a backlog of seized weapons. (See p. 133.)

Victim Services

116. Create a "lead" position from among the Victim Services staff to assist with supervisory duties. (See p. 135.)
117. Create a part-time grant manager position to assist with grant writing and management. (See p. 135.)
118. Create a "designated trainer" position from among the victim advocate staff. (See p. 135.)
119. Create two additional city-funded victim advocate positions to address advocate workload capacity. (See pp. 135-136.)
120. Give consideration to allowing advocates to work remotely two days a week. (See pp. 136-137.)

Regional Gang Unit

121. Track RGU case activity generated in each jurisdiction to allow for an annual review. (See p. 140.)
122. Consider acquiring case management software for the RGU Gang Detectives and the Graffiti Enforcement Team to more effectively manage caseload. (See p. 140.)

Gang Crime Detectives

123. Develop written case assignment guidelines for Gang Detectives. (See pp. 141-142.)
124. Update RPD General Order D-120-05 on case closure guidelines to ensure consistency in determining clearance rates. (See p. 142.)

Graffiti Enforcement Team

125. Train patrol officers to consistently take photographs of gang graffiti to assist GET investigations. (See p. 144.)

Project Safe Streets Recommendation

126. Annually review benefits and feasibility of continued participation in Project Safe Streets. (See p. 145.)

Regional Vice Investigations Section Recommendations

127. A Joint Powers Agreement / Memorandum of Understanding should be developed expeditiously to ensure that the unit functions as expected by the participating agencies, and that liability issues arising from actions of the participating agencies be clearly delineated (See p. 150.)
128. Consideration should be given to the assignment of a Reno PD detective to the Internet Crimes Against Children Task Force function of the Regional Vice Investigations Section. (See p. 150.)

Regional Crime Suppression Unit

129. Determine if jurisdictions would be better served by the RCSU unit changing its work schedule to Wednesday through Saturday. (See p. 152.)

130. RPD should assess if a mileage restriction should be implemented for unit take-home vehicles. (See p. 152.)
131. Compile specific statistical data on cases, arrests, warrants served, etc., so management can make more informed decisions about team effectiveness. (See pp. 152-153.)
132. Track the amount of time the RCSU unit spends in each of the jurisdictions. (See pp. 152-153.)
133. Provide credit cards to the two supervisors of the unit to expedite necessary purchases and eliminate personal expenses. (See pp. 153.)
134. Continue the monthly inventorying of monies in the cash fund to ensure fiscal responsibility. (See pp. 153.)

Repeat Offender Program

135. Review and assess unit workdays and hours to ensure they are the most effective to carry out the mission of the unit. (See p. 154.)
136. Consider opening conversations with the county to again have a P&P officer assigned to the unit. (See p. 154.)
137. Track and maintain more specific statistical data to ensure informed decisions are being made regarding the operational effectiveness of the unit. (See p. 154.)

Crime Analysis

138. Create a core training regimen for the crime analyst position to include mandatory, essential, desirable, and ongoing training classes. (See pp. 157-158.)
139. Hire two new FTE crime analysts to meet staffing and workload demands for the RPD. (See p. 158.)

Emergency Dispatch

140. Review and update the PSD policy manual annually. Where appropriate, transfer policies to a Lexipol-based policy manual, if that is implemented as recommended in the Policy Manual Section of this report. (See p. 160.)
141. Consider creating a committee of PSD end users to identify technologies to reduce or eliminate unnecessary tasks and enhance service delivery. (See p. 160.)
142. Expand the use of part-time staff, including retired dispatchers, to augment staffing needs. (See p. 162.)
143. Contract with retired RPD or other agency investigators as needed to augment existing background investigators to expedite essential backgrounds on dispatch hires. (See p. 162.)
144. Consider reconfiguring the supervisor work schedule to assign more coverage on Fridays, when calls for service are greatest. (See p. 168.)
145. As recommended in other sections of this report, the department should require all officers to carry business cards which list their direct voicemail numbers. These can be distributed during public contacts to help reduce unnecessary calls to dispatch. (See p. 168.)
146. Relieve the administrative supervisor from handling FOIA requests by blending these requests into the recommended "Discovery Unit" in Records. (See p. 169.)
147. Hire part-time staff to handle FOIA requests should the "Discovery Unit" not be implemented. (See p. 169.)

148. Create six new FTE Public Safety Dispatcher positions and two new Public Safety Dispatcher Supervisor FTE positions to meet staffing and workload needs. (See p. 169.)
149. Establish minimum staffing levels to meet workload demands. (See p. 170.)
150. Review and revise the list of Priority E and 1 radio call types to ensure that they contain life-threatening events and crimes in progress. (See p. 170.)
151. Work with the dispatch management team, including supervisors, to identify causative factors leading to excessively long response times to high-priority calls for service. (See p. 171.)
152. Modify the computer-aided dispatch system to enable the capture of patrol resolution data on transient, homeless, and mental health-related calls for purposes of future analysis. (See pp. 172-173.)
153. Work with PSD staff to develop a recruitment plan to attract dispatchers. (See p. 173.)
154. Consider providing an employee wellness program for PSD staff and an employee mentoring and leadership development program. (See pp. 173-174.)

Personnel Complaints

155. Change complaint form and policy terminology from "citizen" to "public" or other appropriate terminology. (See p. 176.)
156. The complaint form should be prominently displayed on the home page of department website. (See p. 176.)
157. Develop a form specific to personnel commendation and display it prominently on the homepage of the department website. (See p. 176.)
158. Separate the function of determining the finding of an administrative investigation from the investigator or fact-finder. (See p. 178.)
159. Continuously assess the public complaint process to ensure it is objective and effective. (See p. 178.)
160. Institute an interim practice of tracking all resolved informal complaints, documented or not, to assist in a complaint process assessment. (See pp. 178-179.)
161. Produce a detailed internal monthly management report mirroring the complaint data published in the annual report. (See p. 179.)

Use of Force Recommendations

162. A requirement for an annual review of the force policy should be contained in department training policy, along with other critical policies. (See p. 182.)
163. It is recommended that the information on use of force typically included in the annual report be incorporated into a monthly management report to provide more timely information for command staff review. (See p. 183.)

Policies

164. Strong consideration should be given to contracting with Lexipol for development and maintenance of an improved policy manual. (See p. 184.)
165. Review critical policies on an annual basis to ensure that department practices align with department policy, and that policy reflect practice. (See p. 184.)

Succession Planning

- 166. Develop a written and strategic succession plan which transcends the hierarchy of the organization to identify and develop future leaders of the department. (See p. 185.)
- 167. Review and update the “Professional, Personnel and Personal Development Plan” and assess it for inclusion in the department succession plan. (See p. 185.)

Technology and Innovation

- 168. Convert the part-time IT intern position to a full-time IT position. (See pp. 186-187.)
- 169. Two staff members of the city's IT department should be assigned to and housed in the PD to improve IT support within RPD. (See p. 187.)
- 170. Create an Information Technology Committee to address the department's technology needs as well as recommend ways to maximize the use of existing technology. (See pp. 187-188.)

SECTION 2. METHODOLOGY

Data Analysis

CPSM used numerous sources of data to support our conclusions and recommendations for the Reno Police Department. Information was obtained from the FBI Uniform Crime Reporting (UCR) Program, Part I offenses, along with numerous sources of internal information. UCR Part I crimes are defined as murder, rape, robbery, aggravated assault, burglary, larceny-theft, and larceny of a motor vehicle. Internal sources included data from the computer-aided dispatch (CAD) system for information on calls for service (CFS).

Document Review

CPSM consultants were furnished with numerous reports and summary documents by the Reno Police Department. Information on strategic plans, personnel staffing and deployment, monthly and annual reports, operations manuals, intelligence bulletins, evaluations, training records, and performance statistics were reviewed by project team staff. Follow-up phone calls were used to clarify information as needed.

Interviews

This study relied extensively on intensive interviews with personnel. On-site/in-person and telephone interviews were conducted with all division/section commanders regarding their operations.

Focus Groups

A focus group is an unstructured group interview in which the moderator actively encourages discussion among participants. Focus groups generally consist of eight to ten participants and are used to explore issues that are difficult to define. Group discussion permits greater exploration of topics. For the purposes of this study, focus groups were held with a representative cross-section of employees within the department.

Operational/Administrative Observations

Over the course of the evaluation period, numerous observations were made. These included observations of general patrol; investigations; support services such as records, communications, property and evidence; and administrative functions. CPSM representatives engaged all facets of department operations from a "participant observation" perspective.

Staffing Analysis

In virtually all CPSM studies, we are asked to identify appropriate staffing levels. That is the case in this study as well. In the following subsections, we will extensively discuss workload, operational and safety conditions, and other factors to be considered in establishing appropriate staffing levels. Staffing recommendations are based upon our comprehensive evaluation of all relevant factors.

SECTION 3. COMMUNITY AND DEPARTMENT OVERVIEW

COMMUNITY

The City of Reno is located in Washoe County, Nevada, and serves as the county seat. The city has a total land area of 103.1 square miles (as of 2010). The U.S. Census Bureau estimated the city's 2019 population at approximately 255,601, a 13.4 percent increase over the 2010 population of 225,221. Reno is Nevada's third most populous city.

Based on the U.S. Census 2019 estimate, Reno's population is 75.4 percent White alone, not Hispanic; 24.7 percent Hispanic/Latino; 6.7 percent Asian; 2.8 percent African-American; 4.8 percent two or more races; 1.0 percent American Indian and less than 1.0 percent Hawaiian/Pacific Islander.

In the City of Reno, the owner-occupied housing rate is 48.0 percent, compared to 58.3 percent for Washoe County as a whole, and 56.3 percent for the State of Nevada. The rate of persons per household in the city is 2.36 compared to 2.47 county-wide and 2.67 for the state. The median household income is \$58,790 for the city, compared to \$64,791 county-wide, and \$60,365 for the state. Persons living in poverty make up 13.5 percent of the city's population, compared to 10.7 percent county-wide, and 12.5 percent throughout Nevada. This comparison reflects that the city rates are not highly inconsistent with county-wide or state rates.

Owner-occupied housing and poverty rates are examined in our studies since lower home ownership and higher poverty rates are often found in communities with higher crime rates. As Reno's rates differ only marginally from state and county-wide rates, these rates do not appear to be significant factors driving variations in crime rates from regional or state averages.

The city is governed through the council/manager form of government. As such, the Chief of Police is a direct report to the City Administrator.

DEPARTMENT

The Reno Police Department (RPD) provides a full range of law enforcement services, excluding custody operations. It is the fourth largest local law enforcement agency in the State of Nevada. The Reno Police Department prides itself on being a model of policing excellence through integration with the community.

The department has recently achieved its goals of adding the Safe and Clean Program to the Community Action and Outreach Section, reorganizing at the division command level, finalizing and preparing for relocation to a new Public Safety Center, and upgrading regional operations. Future goals include filling vacant positions while preparing for retirements and developing strategies to accommodate Emergency Dispatch Section growth.

The department's vision is supported and fostered by a clear mission, core values, and guiding principles as follows:

Vision

The Reno Police Department will be totally integrated into the community and viewed as a model of policing excellence.

Mission Statement

We are committed to partnering with our community to create a safe city by providing the highest level of police services.

Core Values

Respect – Treating everyone with dignity, empathy and fairness.

Integrity – Service that demonstrates honesty, professionalism, and dedication in all actions.

Fairness – Consistent, ethical, and impartial treatment of everyone.

Service – Proactively respond to the changing needs of the community and department through open communication, accountability, and professionalism.

Guiding Principles

Community Engagement.

Crime Reduction.

Organizational Culture.

Organizational Future.

Uniform Crime Report/Crime Trends

While communities differ from one another in population, demographics, geographical landscape, and social-economic distinctions, comparisons to other jurisdictions can be helpful in illustrating how crime rates in the City of Reno measure against those of other local Nevada agencies as well as the State of Nevada and the nation overall. Nevertheless, one must still be cautious in interpreting comparative crime data. Many variables unique to a community can affect crime rates.

The FBI's Uniform Crime Reporting (UCR) Program assembles data on crime from police departments across the United States. The reports are utilized to measure the extent, fluctuation, and distribution of crime. For reporting purposes, criminal offenses are divided into two categories: Part 1 offenses and Part 2 offenses. In Part 1 offenses, representing the most serious crimes, the UCR indexes incidents in two categories: violent crimes and property crimes. Violent crimes include murder, rape, robbery, and aggravated assault. Property crimes include burglary, larceny, and motor vehicle theft. Crime rates are expressed (indexed) as the number of incidents per 100,000 population to allow for comparison.

This section presents information obtained from Uniform Crime Reports collected by the FBI. The following tables and figures include the most recent information that is publicly available at the national level. This includes crime reports for 2010 through 2019, along with clearance rates for 2019.

In the following table we look at crime rate data for Reno, comparative cities in Nevada, the state, and the nation. One can see that Reno reports higher than average violent crime rates and lower than average property crime rates compared to statewide averages. When

compared nationally, Reno reports both higher than average violent and property crime rates. Again, these figures are indexed to reflect rates per 100,000 population.

TABLE 3-1: Comparison of Reported Crime Rates by Jurisdiction, Per 100,000

Municipality	State	Population	Crime Rates		
			Violent	Property	Total
Carson City	Nevada	55,491	296	1,069	1,364
Elko	Nevada	20,601	335	2,573	2,908
Henderson	Nevada	317,732	171	1,748	1,919
Las Vegas Metro	Nevada	1,666,803	531	2,772	3,303
North Las Vegas	Nevada	249,854	864	2,036	2,899
Sparks	Nevada	106,010	424	2,288	2,713
Reno	Nevada	254,349	558	2,101	2,659
Nevada		3,080,156	494	2,322	2,816
National		328,239,523	379	2,010	2,489

Note: Data for 2019; indexed per 100,000 population.

Source: FBI Uniform Crime Report.

The following table shows the actual number of offenses in Reno in 2019 and 2020. The data for 2020 are through November. These data were provided by the department as crime information for 2020 is not yet available from the FBI UCR.

TABLE 3-2: Reported Actual Part 1 Offenses in Reno, 2019 and 2020*

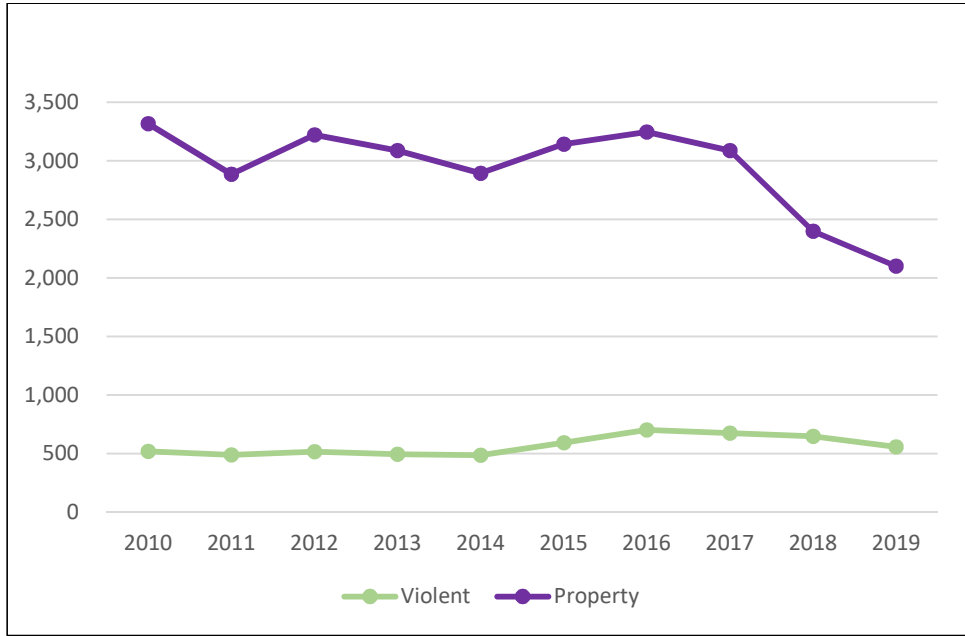
Crime	2019	2020*
Murder/ Manslaughter	12	17
Rape	178	254
Robbery	308	294
Aggravated Assault	921	992
Burglary	822	951
Larceny	3,343	2,167
Vehicle Theft	1,179	1,010

Note: *FBI data for 2020 not yet available. Data for 2020 provided by RPD based upon records management system data.

The following figure reflects the trend in Part 1 crime over the past ten years in Reno. It shows that violent crime has decreased at a steady rate following a peak in 2016. Property crime fluctuated somewhat between 2010 and 2016, and has seen a significant downward trend since 2016 as well. The highest violent crime rate of this period occurred in 2016 at 702 (indexed). The lowest rate, occurred in 2014 at 488 (indexed). The highest property crime rate occurred in 2010 at 3,316 (indexed), with the lowest rate in 2019 of 2,101 (indexed). While violent crime in Reno has declined, the rate still outpaces state and national rates (see Table 3-3).

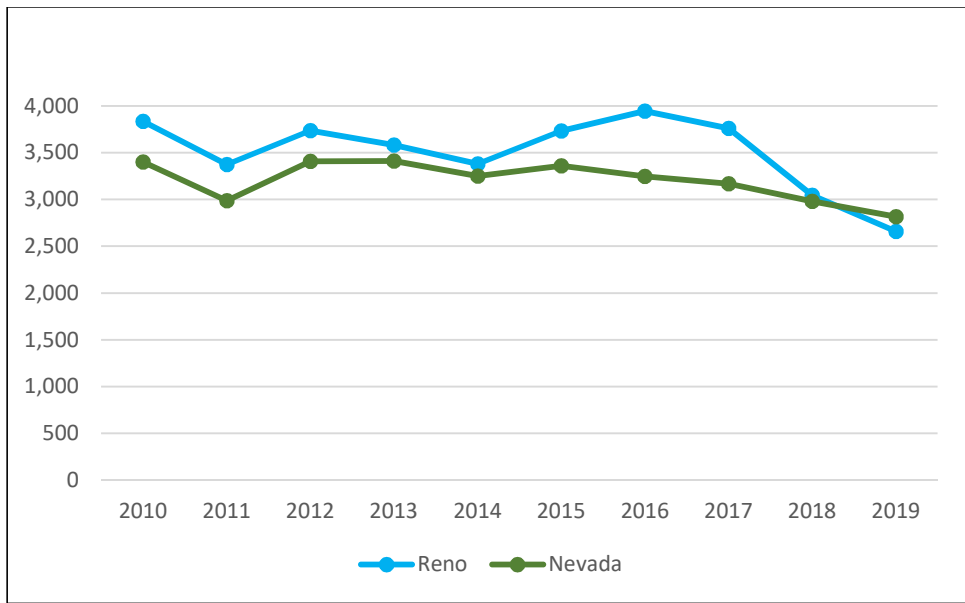
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FIGURE 3-1: Reported Reno Violent and Property Crime Rates, by Year



The following figure compares combined violent and property crime rates for Reno and the State of Nevada for the period of 2010 through 2019. It reflects the observations made in Figure 3-1 and in Table 3-3 (which follows), notably, that the overall crime has steadily trended downward over the past few years.

FIGURE 3-2: Reported Reno and Nevada Overall Crime Rates, by Year



The following table compares crime rates in Reno to both the state and national rates year by year for the period 2010 through 2019. Again, these data are indexed per 100,000 population. It is provided for illustration purposes only.

TABLE 3-3: Reported Reno, State, and National Crime Rates, by Year, 2010–2019

Year	Reno				Nevada				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2010	225,221	519	3,316	3,834	2,707,228	670	2,732	3,402	314,170,775	393	2,833	3,225
2011	227,120	489	2,884	3,373	2,730,056	545	2,444	2,989	317,186,963	376	2,800	3,176
2012	230,486	517	3,221	3,738	2,765,739	606	2,802	3,409	319,697,368	377	2,758	3,135
2013	232,561	496	3,087	3,584	2,796,911	585	2,828	3,413	321,947,240	362	2,627	2,989
2014	235,055	488	2,892	3,380	2,845,845	634	2,618	3,252	324,699,246	357	2,464	2,821
2015	239,721	592	3,142	3,734	2,897,487	695	2,664	3,359	327,455,769	368	2,376	2,744
2016	244,554	702	3,244	3,946	2,946,513	675	2,573	3,247	329,308,297	383	2,353	2,736
2017	248,531	674	3,086	3,760	2,998,039	556	2,612	3,168	325,719,178	383	2,362	2,745
2018	252,341	648	2,399	3,047	3,034,392	541	2,438	2,979	327,167,434	369	2,200	2,568
2019	254,349	558	2,101	2,659	3,080,156	494	2,322	2,816	328,239,523	379	2,010	2,489

The following table 3-4 shows actual crime incidents occurrences rather than indexed rates. As well, this table reflects cases cleared by arrest and prosecution, both as actual numbers and as a percentage of crimes committed. Crime clearance rates are defined by standards established in the FBI Uniform Crime Report guidelines' these guidelines follow complex criteria that will be further addressed in reporting on the Records Section later in this report.

TABLE 3-4: Reported Reno, Nevada, and National Crime Incidents and Clearance Rates, 2019

Crime	Reno			Nevada			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances*	Rate
Murder Manslaughter	12	9	75%	142	117	82%	14,325	8,796	61%
Rape	178	28	16%	2,139	592	28%	124,817	41,065	33%
Robbery	308	121	39%	3,275	1,117	34%	239,643	73,091	31%
Aggravated Assault	921	412	45%	9,489	5,200	55%	726,778	380,105	52%
Burglary	822	183	22%	15,420	2,522	16%	981,264	138,358	14%
Larceny	3,343	633	19%	44,457	6,562	15%	4,533,178	834,105	18%
Vehicle Theft	1,179	146	12%	11,219	758	7%	655,778	90,497	14%

Note: *Clearances were calculated from crimes and clearance rates, as these numbers are not directly available from the FBI.

Department Authorized Staffing Levels

The following table reflects the authorized staffing levels for the department for fiscal years 2018/19 through 2020/21. Staffing levels will be addressed throughout the report as we discuss specific operating sections. This table is simply intended to provide a broad overview of staffing levels for the past three years.

TABLE 3-5: Authorized RPD Staffing Levels for Fiscal Years 2019–2021

Position	2018/2019 Budgeted	2019/2020 Budgeted	2020/2021 Budgeted	2020/2021 Actual	Vacant
Sworn Personnel					
Chief	1	1	1	1	
Deputy Chief	2	2	3	3	
Commander	1	2	3	3	
Lieutenant	12	11	9	9	
Sergeant	40	40	40	40	
Officer	231	265	270	257	13
Police Recruit	36	6	13	9	4
Sworn Total	323	327	339	328	17
Civilian Personnel					
Administrative Services Manager	1	1	1	1	
Records Manager	1	1	1	1	
Dispatch Manager	1	1	1	1	
Dispatch Assistant Manager	1	1	1	1	
Records Supervisor	3	3	3	4	+1
Dispatch Supervisor	9	9	9	8	1
Victim Advocate Supervisor	1	1	1	1	
Police Services Supervisor	1	1	1	1	
Secretary (Admin)	3	3	3	3	
Police Assistant	25	27	28	26	1
Victim Advocate	6	6	6	5	1
Volunteer Coordinator	1	1	1	1	
Police Service Specialist	8	8	8	7	1
Community Services Officer	5	7	7	6	1
Crime Analyst	1	1	1	1	
Secretary (Training)	0	1	1	1	
Supply Technician	1	1	1	1	
Evidence Technician	2	2	2	2	
Management Assistant	2	2	2	2	
Office Assistant (RGU/VSU)	5	4	3	3	
Office Assistant (Dispatch)	1	1	1	1	
Maintenance Worker (GET)	2	2	2	1	1

Position	2018/2019 Budgeted	2019/2020 Budgeted	2020/2021 Budgeted	2020/2021 Actual	Vacant
Grant Project Coordinator	0	0	1	1	
Public Safety Intern (temp)		0	4	2	2
Public Safety Dispatcher	43	44	44	40	4
Total Civilian	123	128	133	123	11
Total Authorized Personnel	446	455	472	451	28

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SECTION 4. COMMUNITY SERVICES DIVISION

The Reno Police Department Community Services Division provides the community with a full range of police services, including responding to emergencies and calls for service (CFS), performing directed patrol activities, engaging in neighborhood problem solving, community outreach, community services, downtown enforcement, and investigative follow-up. The division has two sections: the Patrol Section and Community Action and Outreach Section.

The Community Services Division serves under the direction of a deputy chief who reports directly to the Chief of Police. One commander oversees five lieutenants who are assigned to the Patrol Section and one lieutenant assigned to the Community Action and Outreach Section.

TABLE 4-1: Community Services Division Authorized Staffing Levels, FY 2020/21

	FY 2020/21	Vacancies	Actual
Sworn Personnel			
Deputy Chief	1	0	1
Commander	1	0	1
Lieutenant	6	0	6
Sergeant	22	0	22
Officer	153	1	152
Sworn Total	183	1	182
Civilian Positions			
Administrative Assistant	1	0	1
Community Services Officer	6	1	5
Civilian Total	7	1	6
Total Authorized Personnel	190	2	188

Source: Reno Police Department. Staffing levels as of June 2021.

The Patrol Section is comprised of Patrol, K9, Patrol Training Officer (PTO) program, Special Weapons and Tactics Team and Critical Incident Negotiations Team, Community Services Officers (CSOs), Consolidated Law Enforcement All-Hazards Response (CLEAR), and Senior Auxiliary Volunteer Effort (SAVE) program. The Community Action and Outreach Section is comprised of the Downtown Enforcement Team (DET), Community Action (CAO), Mobile Outreach Services Team (MOST), Press Information Officer (PIO), Special Events, and Horse Mounted Unit (HMU). We will address all functions separately as each is integrally involved in supporting the other. Reporting on each separately allows the reader to better comprehend each function and its independent as well as collective value in providing policing services to the community members in Reno.

Reno's commitment to handling every call, no matter how minor, ensures that the public gets a police response to all calls. This report will serve as an analysis of RPD operations to include staffing and workload, organizational structure and bureau/section processes to inform the reader about current public safety services provided.

PATROL

Field functions of Patrol include Patrol, K9, PTO, and SWAT/CINT. The following table shows the authorized and actual staffing levels of the section.

Uniformed patrol is considered the “backbone” of American policing. Officers assigned to this important function are the most visible members of the department and command the largest share of resources committed by the department. Proper allocation of these resources is critical to ensuring that the department is capable of responding to emergency calls for service and providing general law enforcement services to the public.

Patrol Section Staffing/Schedule

Patrol is comprised of an authorized complement of five lieutenants, 18 sergeants, and 127 police officers along with 7 civilian support positions. In addition, the Traffic Section's 27 personnel (sergeants, motor officers, and accident investigators), although not part of the Community Services Division, respond to traffic-related calls for service. This complement of personnel is responsible for 24/7 policing services in the City of Reno.

CPSM inquired about vacancies in the section and learned vacancies are not specifically tracked in patrol for officers. There are a certain number of officers assigned to each shift bid, and the number varies each rotation. For the entire department, there are 17 vacant police officer positions, which could have an impact on patrol functions as well as other divisions.

TABLE 4-2: Patrol Authorized Staffing Levels, FY 2020/21

	FY 2020/21	Vacancies	Actual
Sworn Personnel			
Commander	1	0	1
Lieutenant	5	0	5
Sergeant	18	0	18
Officer	123	0	123
K9 Officer	4	0	4
Sworn Total	151	0	151
Civilian Positions			
Administrative Assistant	1	0	1
Community Services Officer	6	1	5
Civilian Total	7	1	6
Total Authorized Personnel	158	1	157

Source: Reno Police Department. Staffing levels as of June 2021.

Six K9 officers are assigned under the direction of a K9 Unit lieutenant and sergeant. A separate unit is devoted to the K9 function; however, four patrol K9 officers are tasked with basic patrol function and work alongside the day and night patrol officers.

It is common policing practice at agencies of Reno's size and staffing alignment that a lieutenant serves as the patrol “watch commander.” In doing so, lieutenants spend much of their time in the station handling various administrative and supervisory duties related to patrol shift operations including scheduling, payroll and overtime review, limited research, personnel

mentoring/development, performance reviews, administrative reports, and attendance at both community and department meetings, among other duties.

The watch commander's office is located adjacent to the main lobby on the main floor. After normal business hours the watch commander becomes the functional supervisor of all department operations, including Records, Jail, etc. Additional, though limited time, is spent in the field. In the absence of a lieutenant, a sergeant may serve in the capacity of watch commander; however, with two lieutenants assigned per shift this is an infrequent occurrence.

Sergeants, on the other hand, are generally responsible for field supervision and serve as additional staffing in support of patrol officers during especially busy periods. They provide for a critical need in directing and supervising field operations on a 24/7 basis. Absence of proactive field supervision in policing creates significant liability for an agency. RPD assigns a sergeant to each team/shift with overlapping schedules to ensure sergeants are available for field supervision. The department is to be commended for assigning a sergeant to each team with span of control of six to eight officers, which is an optimal number in law enforcement. There is one day shift sergeant who is assigned nine officers to include the K9 handler; however, CPSM learned that this total was due to the assignment of a new officer (Admin) for one deployment and is not the norm.

In law enforcement agencies similar in size to Reno virtually all lieutenants and sergeants have collateral duties, which are generally related to their primary assignments. For instance, in Reno all patrol lieutenants and sergeants are also charged with collateral duties such as overseeing the SWAT/CINT teams, K9, Honor Guard, Intern program, Junior Cadet program, Awards Committee, Recruiting, Chaplain Liaison, CAD/NIBRS transition, Body-Worn Cameras, Community Service Officers, Crowd Management, Police Training Program, Wellness Initiative, and a myriad of other related functions. Although some functions occur less frequently, such as the bi-annual shift bid, ongoing oversight and management of all programs is essential.

A review of the collateral duty list for lieutenants and sergeants showed that lieutenants are assigned a majority of the collateral duties. The lack of opportunity for first-line supervisors to have ancillary duties reduces their exposure to other assignments that enhance their leadership development. Further, it means some supervisors are tasked with more ancillary duties than others, which has an adverse impact on their workload. CPSM recommends that the assignment of ancillary duties be reviewed and be more evenly distributed among sergeants and lieutenants. In addition, assignments should be rotated every two to three years to provide a greater exposure and preparedness for leaders, something that will assist succession planning efforts.

The Patrol Section operates on a 4/10 work schedule with staggered workdays for seven-day coverage. The RPD's main patrol force is scheduled in 10-hour shifts starting at 6:00 a.m., 7:00 a.m., 2:00 p.m., and 9:00 p.m. Each watch is led by a lieutenant and each team is supervised by a sergeant. The number of sworn officers varies from team to team, from six to eight. The schedule allows for overlapping start and end times to ensure officers are available in the field during shift changes, a prudent practice. The following table presents the combination of personnel assignments from the January 2021 patrol schedule. It can be seen that the deployment scheme leads to various levels of patrol strength by watch and team.

TABLE 4-3: Patrol Strength by Shift, January 2021 Patrol Schedule

Shift	Lt.	Team	Workdays	Sgt.	PO	K9	Admin	Total Sworn	CSO
1st Watch 2100-0700	2	1	W-T-F-S	N	6		1	8	
1st Watch 2100-0700		2	S-S-M-T	N	6		1	8	
1st Watch 2100-0700		3	T-F-S-S	C	6	1		8	
1st Watch 2100-0700		4	S-M-T-W	C	6	1		8	
1st Watch 2100-0700		5	W-T-F-S	S	6		1	8	
1st Watch 2100-0700		6	S-S-M-T	S	6		1	8	
2nd Watch 0700-1700	1	8	T-W-T-F	N	6		1	8	1
2nd Watch 0700-1700		9	F-S-S-M	N	7			8	
2nd Watch 0700-1700		10	S-M-T-W	C	6			7	
2nd Watch 0700-1700		11	W-T-F-S	C	6			7	
2nd Watch 0600-1600		12	M-T-W-T	S	7	1	1	10	
2nd Watch 0600-1600		13	F-S-S-M	S	6		1	8	1
3rd Watch 1400-0000	2	21	F-S-S-M	N	7		1	9	1
3rd Watch 1400-0000		22	T-W-T-F	N	6		1	8	1
3rd Watch 1400-0000		23	S-S-M-T	C	5		1	7	
3rd Watch 1400-0000		24	W-T-F-S	C	6	1		8	1
3rd Watch 1400-0000		25	M-T-W-T	S	7		1	9	
3rd Watch 1400-0000		26	F-S-S-M	S	7		1	9	1
Total	5	Team		18	112	4	12	146	6

Source: Sworn officers includes sergeants and officers. Workdays in bold denote a “double day” in the respective district where both teams are at work.

Lieutenants, sergeants, officers, and CSOs assigned the 4/10 work schedule work four, 10-hour shifts per week. In a 28-day cycle, lieutenants, sergeants, officers, and CSOs will have worked 16 shifts for a total of 160 hours. Patrol deployments are six months in length, at which time patrol staff has the opportunity to rotate to another shift using seniority sign-up. The work schedule is established in advance to ensure the department complies with FLSA rules.

There are no limitations on how long a sergeant, officer, or CSO can remain on a shift. Although remaining on the same shift provides for continuity, it is important to establish limitations for remaining on the same shift indefinitely to enable staff to work with different department personnel as well as serving on different shift times to experience a variety of service delivery needs in the community. CPSM recommends a shift rotation policy be put in place so that officers remain on a shift for a pre-set number of deployments and then be required to change. Some agencies allow two deployments and then require the officer to move to another shift on the third deployment. For instance, an officer working first watch would need to change to second or third watch after two six-month deployments (one year) on first watch.

The five patrol lieutenants' work hours are adjusted to begin 30 to 60 minutes ahead of the shift schedule. For instance, first watch starts at 9:00 p.m. and the lieutenants begin at 8:00 p.m.; second watch starts at 6:00 a.m./7:00 a.m. and the lieutenant begins at 5:30 a.m.; and third watch begins at 2:00 p.m. and one lieutenant begins at 1:00 p.m. and the other begins at 10:00 a.m.

CPSM learned that in the past there were six patrol lieutenants, which allowed two lieutenants to be assigned to each watch. However, due to budget constraints and management oversight,

one patrol lieutenant was converted to a deputy chief position. Subsequently, the schedule was adjusted for the third watch lieutenant who works Sunday through Wednesday where there is no longer a second watch patrol lieutenant to start at 10:00 a.m. The goal was for the lieutenant to cover both second and third watches. The plan included other section lieutenants (for example, Community Action Outreach, detectives, traffic) to assist as needed in patrol during the first part of the workweek. Although this type of management oversight would be acceptable on a temporary basis, it is not optimal in that a significant part of the shift is without a lieutenant. The shift lieutenant would only be able to be present to manage his shift on a limited basis, an ill-conceived practice.

Due to the critical aspect of police operations in a city the size of Reno, CPSM recommends one FTE lieutenant position be added to patrol. All patrol lieutenants work Wednesdays, which allows them to meet, discuss, and manage division and department-wide matters.

The four aforementioned patrol K9 officers work a 4/10 work schedule to enable coverage seven days a week. One K9 works from 7:00 a.m. to 4:00 p.m. (Monday through Thursday), one works from 2:00 p.m. to 11:00 p.m. (Wednesday through Saturday), and two K9s work from 6:00 p.m. to 3:00 a.m. (Wednesday through Saturday and Sunday through Wednesday) with all K9s working on Wednesday as an overlap day. Additional details on K9 deployment will be covered later in this section.

Throughout the shift schedule, there were "Admin" positions noted on all shifts. RPD created these positions throughout the patrol schedule to ensure new officers who recently completed the patrol training program were evenly dispersed on all shifts. RPD is to be commended for this practice as it addresses a challenge of seniority shift assignments where new officers, lacking seniority, end up on the least popular shift, often first watch, together. Preloading the schedule with positions for new officers on all shifts solves this issue and allows new officers to sign up on a variety of teams so the officers can learn from experienced officers. With the aforementioned recommendation to implement a mandatory shift rotation, this would also reduce the number of new officers on first watch.

Staffing levels are affected by both the number of officers assigned to the patrol function as well as the impact of time off associated with vacations, training, court appearances, FMLA, and illness/injury, etc. In Reno, the combination of these leave factors generally results in officers being unavailable for a shift at a rate of approximately 20 percent of the time. For instance, while a shift may be staffed with 24 officers, only 19 may report to work due to various leave factors.

Additional staffing includes the team sergeant, as described above. The sergeants' schedule provides for 24-hour supervision, seven days a week, which is a highly desirable protocol. Shift sergeants present roll call briefings for their respective shifts, debrief incidents from the prior shifts, and are available in the field to coach and guide officers. Each team has a sergeant assigned on both ends of the week, thus ensuring oversight when a supervisor may be off. While sergeants do occasionally respond to calls for service and our workload calculations consider them as part of the patrol deployment, their primary responsibilities involve supervision and administrative functions and at times the addition of "watch commander" duties. As such, they handle minimal workload involving calls for service.

Overtime

CPSM was asked to review overtime expenditures, with the goal of identifying causal factors and recommending alternatives that may reduce overtime.

To conduct this review, CPSM requested reports and data relative to the department's historical overtime expenditures and overtime management. RPD provided overtime reports for the past three fiscal years: one report included total annual overtime costs broken down by unit and the other report showed the total annual hourly overtime usage by unit. A review of the hourly overtime reports for the past three fiscal years showed a majority of overtime was expended in patrol.

However, the overtime reports did not provide activity details (such as caused by late arrests or calls for service), which would give police managers and supervisors the ability to analyze and address the possible factors that cause overtime usage. Capturing this level of detail would be beneficial to sergeants and lieutenants and would enable them to more closely monitor overtime. For instance, if late calls within a shift are the cause of a large share of overtime, supervisors could advise communications to hold non-emergency calls for the oncoming shift in order to mitigate this category of overtime. It should be noted that uncontrollable factors related to COVID exposure may have had an impact on overtime usage during the past fiscal year. Again, this level of detail was not available.

CPSM recommends the RPD work with the city's Finance Department and/or implement a financial management system that will generate overtime reports broken down by account number and activity description as well as include historical usage for the past few fiscal years. Some software systems allow command staff to place elements of the financial tracking system on their respective dashboard so they can see overtime figures at a glance, such as hours used per fiscal year. A system should give users the ability to easily query the historical overtime records for percent used and overall amounts per fiscal year.

Developing an easy-to-use, customizable overtime report may include a color-coded format to separate specialized overtime sections such as grant-related, special event, and task force from regular overtime activities. The regular activities could be listed as well to monitor usage.

Managing employee leave time is a challenge. Most agencies pre-schedule employee vacation time to maximize on-duty staff and minimize overtime. This is generally accomplished through a seniority-based selection process at the beginning of the calendar year. For this process, a limit on the number of personnel allowed off per week is established based on department staffing, a practice RPD has already implemented. CPSM recommends consideration be given to pre-scheduling employee vacation time in this manner twice per year during shift change.

In virtually all CPSM studies we are asked to identify appropriate staffing levels. That is the case in this study as well. In the following subsections, we will have an extensive discussion on workload and other factors to be considered in establishing staffing levels. Upon thorough evaluation of all contributing factors, we will make staffing recommendations.

Minimum Staffing

The department has not established a minimum staffing level based on the shift. Instead, there is a limitation on time off wherein each team is limited to two officers off per shift. This practice ensures staffing is adequate. Neither department policy nor the collective bargaining agreements for impacted employees reference time-off limitations. It is appropriate for the Police Chief or designee to have the flexibility to adjust staffing based upon ever-changing workload conditions.

Given the present available staffing level of officers in the patrol unit (123 plus four K9), scheduled coverage will normally range from a low of 18 officers on duty to a high of 48.

CPSM examined deployment information for an eight-week period in winter (January 4 through February 28, 2019) and an eight-week period in summer (July 7 through August 31, 2019). The department's main patrol force, patrol officers and sergeants, deployed an average of 29.0 units per hour during the 24-hour day in winter 2019 and an average of 28.0 units per hour in summer 2019. When additional units (community service officers, DUI units, K9 units, motorcycle units, and traffic units) are included, the department averaged 34.8 units per hour during the 24-hour day in winter 2019 and 34.5 units in summer 2019.

During staffing shortages officers must be held over, be brought in early, or be brought in on their days off. As we explore staffing further in this section, we will identify actual staffing levels. Actual staffing levels include regularly assigned personnel and those working in an overtime capacity to meet minimum staffing mandates.

Call/Workload Demand

As noted in the Executive Summary, our work followed two tracks: (1) a data analysis of workload, primarily related to patrol, and (2) an operational assessment. In the following pages relative to Patrol, we draw upon the data analysis report to assist in our operational assessment. The data analysis report, in full, can be found following the operational assessment and readers are encouraged to thoroughly review it. The data analysis is rich with information, only a portion of which is included in this segment of the report. For purposes of our analysis, we use computer-aided dispatch (CAD) records supplied by the department's dispatch center. These records pertain to identifiable workload associated with specific units and are the most accurate, verifiable, and comprehensive records available.

Crime statistics for Reno indicate an above average rate (per 100,000) of violent crimes in comparison to the State of Nevada and national levels. The property crime rate (per 100,000) is below average in Reno compared to the state and above average compared to national levels. These figures were discussed in Section 3 and depicted in Table 3-1. While slight fluctuations have occurred year-to-year, crime in Reno has been trending downward following a national path over the past ten years, which began in the 1990s. The impact on crime in 2020 as a result of the pandemic and civil unrest are yet to be determined, although rates did show some fluctuation as indicated in Table 3-2.

Prevention of crime and the apprehension of criminals are at the forefront of responsibilities for police departments, but demands on police resources involve much more than crime. Traffic enforcement, the efficient flow of traffic through the community, and maintaining peace and order are but a few of the many such non-crime activities that fall into the scope of work of a police department. As we examine workload demands we will explore all activities.

The following table illustrates the main categories of calls for service the department handled during the study period of January 1, 2019, through December 31, 2019.

The 911/dispatch center recorded approximately 132,899 events that were assigned call numbers and which include an adequate record of a responding unit. When measured daily, the department reported an average of 364 patrol-related events per day. These data do not include directed patrol activities or out-of-service activities. As well, some events had fewer than 30 seconds spent on the call (indicating the call had been canceled) or lacked arrival times or other pertinent call information. After excluding these categories, our analysis focused on the remaining 122,308 calls for service. The data include both officer-initiated activity and community-initiated activity, e.g., residents, alarm companies, transfers from other law enforcement agencies, etc.

TABLE 4-4: Total and Average Calls per Day, by Category

Category	No. of Calls	Calls per Day
Accident	4,132	11.3
Alarm	5,393	14.8
Animal	53	0.1
Assist citizen	2,358	6.5
Assist other agency	4,211	11.5
Check	21,409	58.7
Civil matter	1,287	3.5
Crime–person	3,945	10.8
Crime–property	4,520	12.4
Custody/warrant	2,016	5.5
Disturbance	24,381	66.8
Follow-up	4,844	13.3
Investigation	10,199	27.9
Miscellaneous	930	2.5
Suspicious incident	6,754	18.5
Traffic enforcement	3,577	9.8
Traffic stop	22,299	61.1
Total	122,308	335.1

Note: The focus here is on recorded calls rather than recorded events. We removed 4,432 events with zero time on scene and additional 6,159 directed patrol activities.

In total, officers were involved in 122,308 calls during the 12-month study period, an average of 335.1 calls per day, or 14.0 per hour. The top three categories of calls accounted for 62 percent of all calls: 25 percent of calls were traffic-related calls, 20 percent were disturbances, and 18 percent were checks. Crimes accounted for 7 percent of calls.

In the next table we examine both the origin of the call and the average time spent on a call by the primary unit. Community-initiated calls include calls from the public, businesses, alarm companies, transfers from other law enforcement agencies, etc. Police-initiated refers to calls generated by a patrol officer or other Reno police employees.

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TABLE 4-5: Primary Unit's Average Occupied Times, by Category and Initiator

Category	Community-Initiated		Police-Initiated	
	Minutes	Calls	Minutes	Calls
Accident	59.0	3,694	45.9	438
Alarm	16.0	5,346	8.4	47
Animal	32.6	21	14.1	32
Assist citizen	22.2	420	12.7	1,938
Assist other agency	27.0	3,728	23.6	483
Check	24.1	6,559	16.0	14,850
Civil matter	28.9	1,259	28.2	28
Crime-person	54.4	3,860	50.6	85
Crime-property	37.4	4,401	35.2	119
Custody/warrant	56.5	1,706	42.9	310
Disturbance	28.0	23,517	24.0	864
Follow-up	32.9	1,053	31.4	3,790
Investigation	33.4	9,465	60.9	734
Miscellaneous	20.9	657	13.3	273
Suspicious incident	21.3	6,288	16.9	466
Traffic enforcement	24.9	2,535	13.7	1,042
Traffic stop	NA	0	13.4	22,299
Weighted Average/Total Calls	30.8	74,509	17.3	47,798

Note: The information in Table 4-5 is limited to calls and excludes all events that show zero time on scene. One call with an inaccurate busy time was removed.

A unit's average time spent on a call ranged from 8 to 61 minutes overall. The longer weighted average times spent on calls were for police-initiated investigation calls at 60.9 minutes. The average time spent on crime calls was 45 minutes for community-initiated calls and 42 minutes for police-initiated calls. The overall average weighted time was 30.8 minutes for community-initiated calls and 17.3 minutes for police-initiated calls.

In the next two tables, we look at the average number of police units that responded to an activity. The information in these tables is limited to calls and excludes all events that show zero time on scene, directed patrol, etc.

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TABLE 4-6: Average Number of Responding Units, by Initiator and Category

Category	Community-Initiated		Police-Initiated	
	No. of Units	Calls	No. of Units	Calls
Accident	3.1	3,694	2.7	438
Alarm	1.6	5,346	1.7	47
Animal	2.2	21	1.1	32
Assist citizen	1.3	420	1.4	1,938
Assist other agency	2.4	3,728	1.3	483
Check	2.0	6,559	1.3	14,850
Civil matter	2.0	1,259	1.9	28
Crime–person	3.1	3,860	3.7	85
Crime–property	2.4	4,401	2.1	119
Custody/warrant	1.9	1,706	2.4	310
Disturbance	2.6	23,517	2.4	864
Follow-up	1.6	1,054	1.3	3,790
Investigation	2.7	9,465	2.9	734
Miscellaneous	1.3	657	1.0	273
Suspicious incident	2.2	6,288	1.8	466
Traffic enforcement	1.9	2,535	1.3	1,042
Traffic stop	NA	0	1.4	22,299
Weighted Average/Total Calls	2.4	74,510	1.4	47,798

Note: The information in Table 4-6 is limited to calls and excludes all events that show zero time on scene. Observations refer to the number of responding units shown within the figure rather than the table.

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TABLE 4-7: Average Number of Responding Units, by Category, Community-initiated Calls

Category	Responding Units		
	One	Two	Three or More
Accident	462	1,142	2,090
Alarm	2,998	1,626	722
Animal	7	10	4
Assist citizen	309	94	17
Assist other agency	867	1,444	1,417
Check	2,529	2,570	1,460
Civil matter	357	662	240
Crime-person	818	1,151	1,891
Crime-property	1,527	1,327	1,547
Custody/warrant	749	619	338
Disturbance	3,338	9,671	10,508
Follow-up	656	258	140
Investigation	1,260	3,673	4,532
Miscellaneous	566	44	47
Suspicious incident	1,778	2,480	2,030
Traffic enforcement	1,179	779	577
Total	19,400	27,550	27,560

Note: The overall mean number of responding units was 2.4 for community-initiated calls and 1.4 for police-initiated calls. Twenty-six percent of community-initiated calls involved one responding unit, 37 percent of community-initiated calls involved two responding units, and 37 percent of community-initiated calls involved three or more responding units. The largest group of calls with three or more responding units involved disturbances.

Calls for Service Efficiency

Further examination of various elements of the calls for service and patrol response data also warrants discussion. Data from Tables 4-4 through 4-7 provide a wealth of information about demand, workload, and deployment per call in Reno. Taken together these statistics provide an excellent lens through which to view the efficiency of patrol operations. According to the data in Table 4-5, Reno primary patrol units on average take 30.8 minutes to handle a community-initiated call for service. This time is slightly above the CPSM benchmark time of about 29.3 minutes for such a CFS, based upon our experience. Also, according to Table 4-6, the department dispatches an overall mean number of 2.4 units per community-initiated CFS. The number of officers dispatched (like occupied time) varies by category of call but is higher than the policing norms of about 1.7 officers per CFS.¹

For police-initiated activities, the number of officers involved (1.4 vs. 2.4 units for community-initiated calls) is slightly higher than policing norms. The average time spent on activities (17.3 minutes vs. 30.8 minutes for community-initiated calls) is lower for police-initiated activities and slightly higher for community-initiated calls compared to policing norms. The reasons for the disparities in time spent on community-initiated calls are beyond the scope of this study.

1. CPSM benchmarks are derived from data collected in assessments of agencies studied by CPSM.

According to the following table, response times for CFS in Reno average 18.2 minutes in the winter and 19.8 minutes in the summer. These response times are higher than in many communities. Response time to the “highest-priority” CFS (Priority E and 1), at 10.3 minutes, is higher than the 7.8-minute benchmark for this category of CFS. Additional information concerning response times is included later in this section.

The table provides a comparison of calls for service and workload data for the Reno Police Department in relation to those of other agencies for which CPSM has conducted similar studies. As was earlier cautioned with FBI UCR crime report data, this is a broad comparison, and should be viewed in that framework. Factors such as demographics, service expectations, and the ability to provide for community and officer safety needs must be considered.

In comparing Reno data to that from other studies conducted by CPSM, we look for significant statistical anomalies. The most significant anomalies observed are the lower property and overall crime rates as well as percent of total sworn personnel in patrol, and higher violent crime, workload, and response times. Reno's experience generally falls within norms for other variables examined.

TABLE 4-8: CFS Comparisons to Other CPSM Study Cities

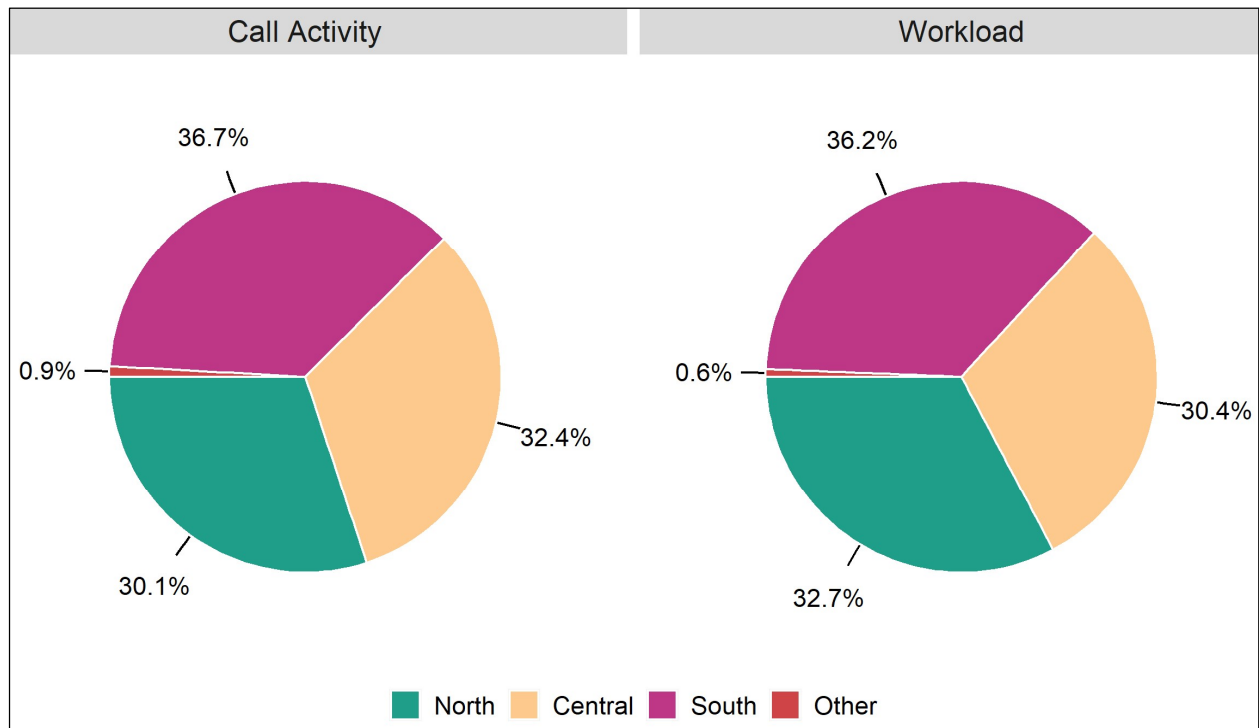
Variable Description	Mean	Minimum	Maximum	Reno	RPD vs. CPSM Comps
Population	66,963.6	4,474.0	833,024.0	225,221	HIGHER
Officers per 100,000 Population	180.5	58.4	591.4	150.5	LOWER
Patrol, Percent of Total Sworn*	66.1	32.4	96.8	45	LOWER
Index Crime Rate, per 100,000	3,117.0	405.0	10,441.7	2,659	LOWER
VCR (Violent crime rate, per 100,000)	339.5	0.0	1,776.5	558	HIGHER
PCR (Property crime rate, per 100,000)	2,779.9	319.0	8,981.7	2,101	LOWER
Avg. Service Time, Police CFS	18.1	7.1	47.3	17.3	LOWER
Avg. Service Time, Public CFS	29.3	13.0	54.7	30.8	HIGHER
Avg. # of Responding Units, Police CFS	1.2	1.0	2.0	1.4	HIGHER
Avg. # of Responding Units, Public CFS	1.7	1.0	2.6	2.4	HIGHER
Workload Percent, Weekdays Winter	33.3	5.1	65.8	60	HIGHER
Workload Percent, Weekends Winter	33.7	4.1	69.0	62	HIGHER
Workload Percent, Weekdays Summer	35.8	5.5	85.7	63	HIGHER
Workload Percent, Weekends Summer	37.1	5.0	82.0	65	HIGHER
Average Response Time, Winter (min.)	13.1	3.1	45.6	18.2	HIGHER
Average Response Time, Summer (min.)	13.5	2.4	47.6	19.8	HIGHER
High-priority Response Time (min)	7.8	2.8	23.1	10.3	HIGHER

Note: *The Patrol, Percent of Total Sworn data is based on 60 departments studied. All other categories based on more than 130 police agencies studied.

Geographic Call Distribution

Here we examine call demand by the beats established by the department. As can be seen in the following figure and table, the south zone had the most calls and workload.

FIGURE 4-1: Percentage Calls and Work Hours, by Zone



Note: The Other category includes calls at Reno PD locations such as the main station and the Neil Road substation; in miscellaneous beats such as W2, S6, and W8; or missing beat information.

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TABLE 4-9: Calls and Work Hours by Service Area, per Day

Zone	Beat	Per Day		Area (Sq. Miles)
		Calls	Work Hours	
North	22	2.8	2.8	22.75
	24	12.4	11.6	10.30
	30	1.8	1.8	8.94
	32	6.4	5.4	4.54
	34	5.8	5.1	3.46
	36	7.2	5.8	2.94
	38	14.1	11.3	1.80
	42	8.4	6.2	4.97
	44	20.8	15.9	3.70
	46	9.6	8.5	2.50
	48	11.4	10.3	0.98
	Subtotal	100.7	84.7	66.88
Central	51	26.2	19.8	0.37
	52	11.4	7.1	0.30
	53	30.3	20.8	0.34
	54	14.6	9.2	0.22
	55	17.1	13.7	0.77
	56	8.9	8.2	0.71
		Subtotal	108.5	78.8
South	62	2.3	1.7	1.20
	64	3.8	2.9	1.08
	66	7.0	5.1	0.56
	72	8.6	6.7	1.08
	74	17.2	14.1	1.72
	76	16.1	11.8	2.96
	82	2.9	2.2	5.00
	84	2.1	1.5	1.55
	86	24.2	18.3	1.70
	88	5.8	4.0	3.05
	92	8.5	7.0	5.98
	94	7.1	5.7	2.17
	96	3.8	2.9	1.75
98	13.5	9.7	11.25	
	Subtotal	122.9	93.6	41.05
Other	Police stations	1.0	1.0	NA
	Miscellaneous	0.4	0.2	NA
	Unknown	1.5	0.4	NA
	Total	335.1	258.7	108.74

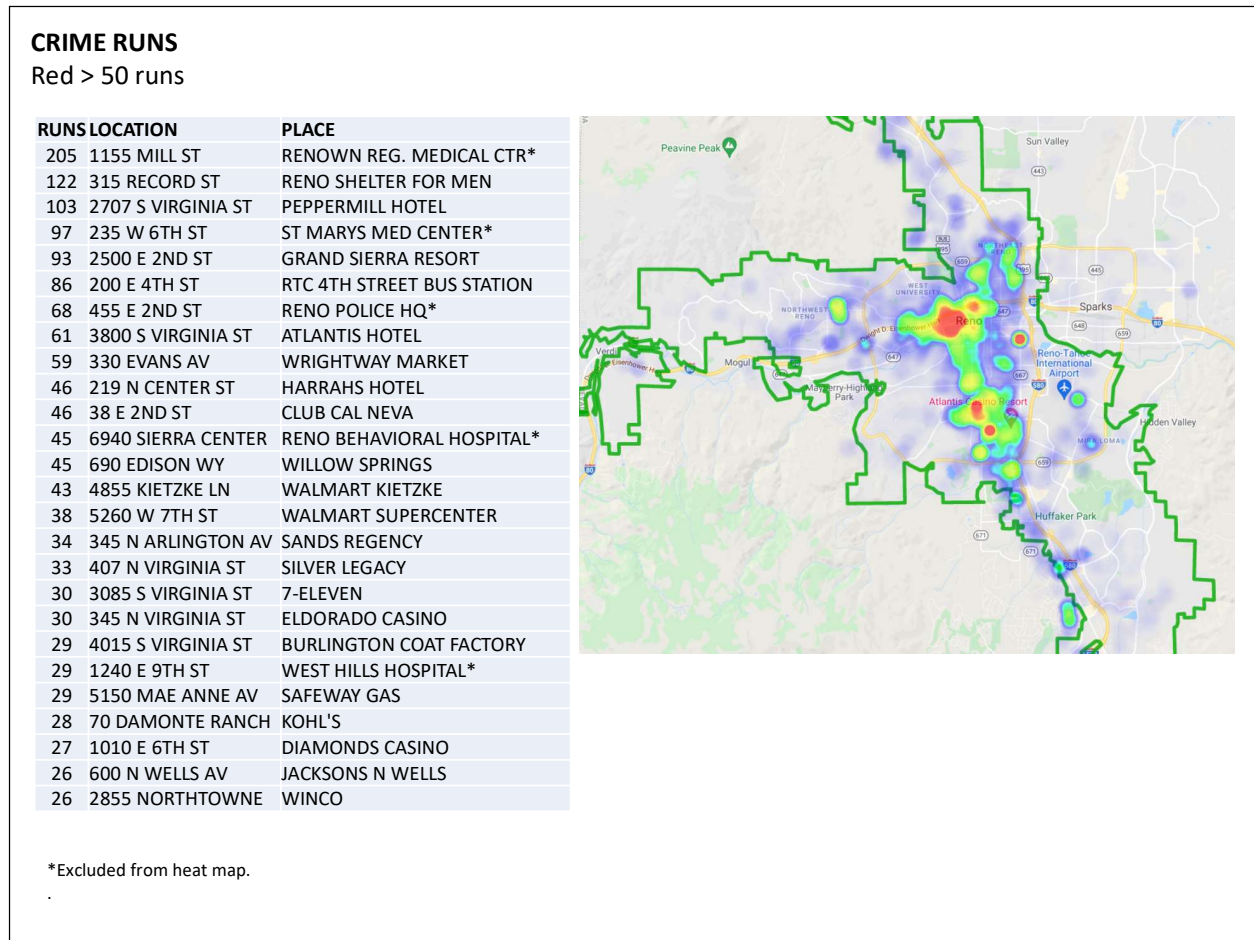
The South zone had the most calls and workload, and it accounted for 37 percent of total calls and 36 percent of total workload. If the Other category is excluded, an even distribution would amount to 110.7 calls and 85.7 work hours per zone per day.

Another interesting observation was there are more beats than units available to patrol those beats. Although CPSM makes no recommendation as to boundaries of the zones and beats, it is outside industry practice to have more beat assignments than officers/units assigned to patrol

those beats. CPSM recommends consideration be given to evaluating the beats for consolidation so as to effect an even distribution of calls and activity for the assigned beat officers. This information is provided for department review in determining appropriate service area configurations.

In the following figure, we examine locations with a high volume of calls involving reports of criminal activity. This may include assaults, robberies, burglaries, larceny including shoplifting, auto crimes, etc.

FIGURE 4-2: High-volume Locations for Crime Calls



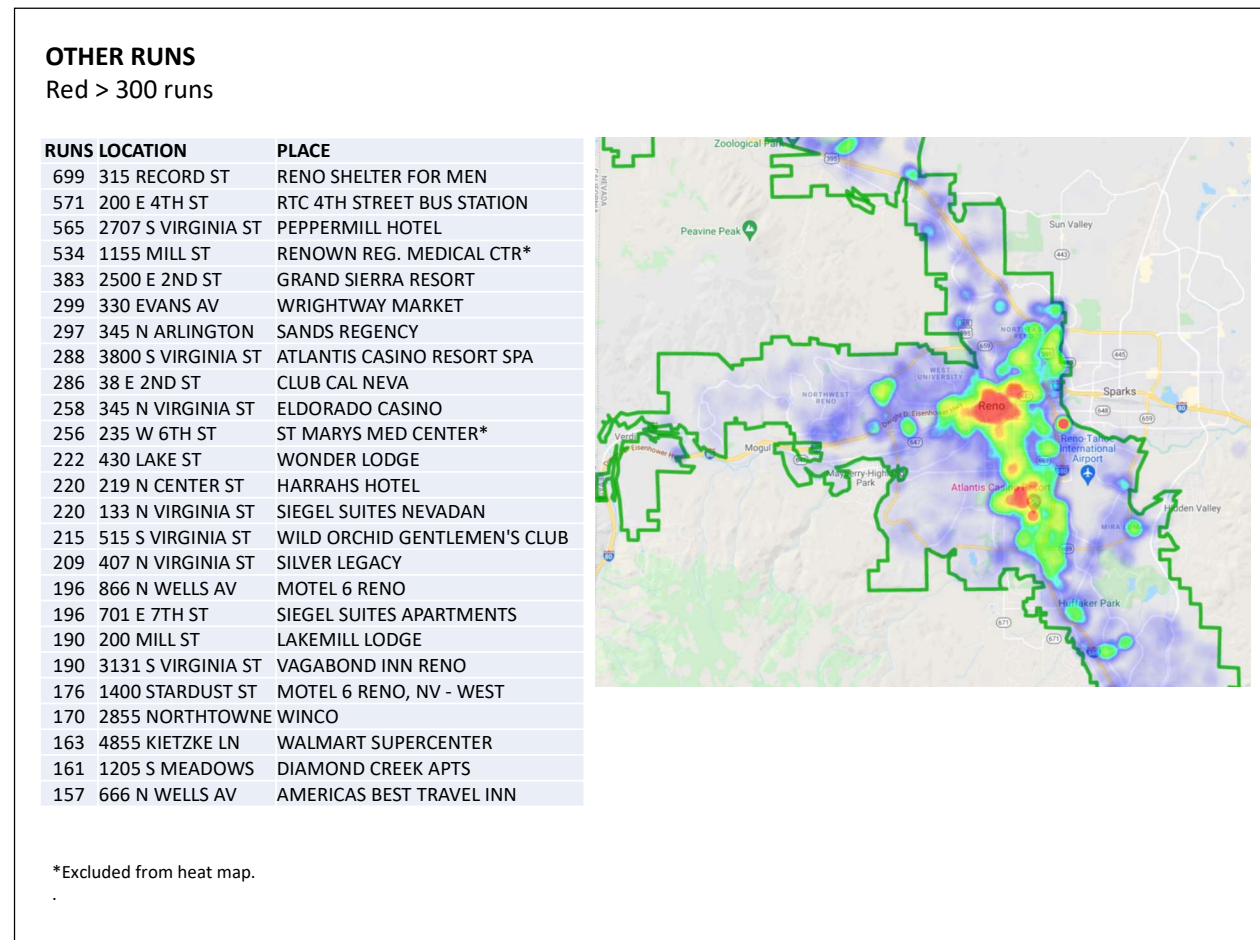
The top three crime call locations are the Reno Shelter for Men, Peppermill Hotel, and Grand Sierra Resort. Typically, when CPSM examines locations with high call volume, hospitals and police stations nearly always appear on the list. This is due to initial reports of a crime often being reported at these locations even though the actual crime occurred elsewhere. These locations are therefore excluded from consideration. The remaining high profile "hot spots" should be the focus of a specific and targeted strategy that aims to eliminate, or drastically reduce, the conditions present at these locations. To its credit, RPD works closely with the crime analyst to gather more in-depth details and meet with private security at the hotels to minimize theft, which reduces the demand placed on patrol resources.

The department has also implemented a strategy that involves focused efforts by the Mobile Outreach Services Team (MOST) to specifically address the high volume of calls for service at the

men's shelter. CPSM learned that, historically, this location has had a high number of calls for service. Refer to additional details included in the MOST section later in this report.

In the next figure, we examine locations with a high volume of calls involving non-criminal activity. This may include a family dispute, traffic accident, a suspicious person, a disturbance involving a customer, a parking complaint, or any number of other calls that do not result a criminal investigative report.

FIGURE 4-3: High-volume Locations for Calls for Service Stemming from Non-criminal Activity



The Shelter for Men, RTC 4th Street Bus Station, and Peppermill Hotel had the most high-volume calls for service. This localized workload demand lends itself to opportunities to target and abate the activities. Again, the hospital was not included for consideration.

CPSM learned that the department has collaborated with the courts and local businesses to implement a direct summons program wherein a business can issue a summons directly into court. This allows the casinos and businesses to take a proactive stance on crime and to issue summons directly to the violators for such incidents as trespassing, defrauding an innkeeper, and destruction of property (which collectively comprise the majority of cases). Those who opt to participate in this program make a positive difference in the community as their efforts reduce the calls for service at these locations, which enables officers to respond to more critical needs in the community. The casinos participating in the program have fewer calls for service than

casinos that request an officer to respond to handle court summons for these types of violations. In an effort to decrease this type of workload, CPSM recommends RPD staff work with other casinos and encourage them to create a similar process.

The department should examine calls for service at these and other high-volume call locations in an effort to identify opportunities to mitigate the need for frequent police response. The Community Action and Outreach Section should work collaboratively with Patrol and interested parties, and crime reduction strategies could be put into place to accomplish this. This may include security assessments for target hardening, use of security cameras, and providing crime prevention tips for these more highly impacted locations. This is commonly a role for crime analysis and CAO personnel.

Call Mitigation

In all of our studies, CPSM examines call mitigation as a tool to reduce workload demand. In evaluating the workload, response to alarm calls is always considered, as alarm response numbers as a percentage of calls for service are generally high and the ratio of legitimate to false alarms is extremely low. In general, the rate of false alarms is about 97 to 98 percent of all activations. Though not popular with residents and the business community, some police departments have found it necessary to discontinue the response to alarms in certain circumstances due to the burden associated with false alarm response.

The City of Reno regulates alarm activity through Reno Municipal Code 8.06.055. The alarm ordinance was reviewed and found to be comprehensive. The RPD website includes an alarm registration link that takes the user to a robust page on the City of Reno Alarm Program; it includes information on false alarm prevention, business alarms, online training, and permit cancellation. The ordinance includes a modest annual permit fee of \$26 for residential and commercial locations, and \$10 for seniors 60 years of age and older.

Each permit holder is entitled to three false alarms during the annual permit cycle before the alarm permit is suspended. The fine for a burglary false alarm is \$79 for each occurrence and \$211 for each robbery alarm occurrence. In order to reinstate alarm response, the alarm user must either submit a new application and reinstatement fee of \$53, pay or otherwise resolve all outstanding fees and penalties, submit certification by an alarm company that the alarm has been inspected and repaired, or attend the on-line alarm awareness class and test. Subsequent suspensions could lead to revocation by the Chief of Police or designee.

During the one-year study period, the RPD responded to 5,393 alarm calls, or 14.8 calls per day, which translates to 4.4 percent of the calls per day. While any number of false alarms has some negative impact on police operations, for a city of this size 14.8 calls per day is above the norm. Reno Municipal Code section 8.06.055(c)(4) indicates the alarm administrator shall conduct an annual evaluation and analysis of the effectiveness of the ordinance and identify and implement system improvements as warranted; however, this is not current practice. CPSM recommends the analysis be completed so the department can take action that would reduce alarm calls and response. No changes are required of the department's protocol in response to false alarms. Any modification would likely be unpopular.

RPD offers online reporting to community members for reporting the following types of incidents:

- Burglary.
- Civil issues.
- Destruction of property.

- Disturbing the peace.
- Graffiti.
- Fraud/identity theft.
- Lost property.
- Suspicious circumstances.
- Theft.
- Traffic accident.
- Trespassing.
- Vehicle burglary.
- Vehicle tampering.

This service is convenient for the public and helps mitigate unnecessary police responses. In light of the pandemic, police agencies with online reporting are expanding the types of reports accepted so that community members can safely report incidents and crimes. RPD is to be commended for taking this proactive step and is encouraged to continuously evaluate the types of incidents for which online reports will be accepted.

To this point, we have focused largely upon the number of calls and other patrol workload activities for the one-year study period. In the section that follows we will examine how the patrol force allocates time and resources to this workload and other activities. This analysis will assist the city in determining necessary staffing of the patrol function.

Non-call Activities

By necessity, officers engage in a variety of activities that are referred to as “out of service” or “non-call” activities. In the “Deployment and All Workload” figures that follow in this section, this work is accounted for in the magenta section of the graphs. As is reflected in the figures, this non-call activity often accounts for a substantial amount of the workload, generally more time than that committed to self-initiated activities.

In the period from January 1, 2019, to December 31, 2019, the dispatch center recorded activities that were not assigned a call number. We focused on those activities that involved a patrol unit. We also limited our analysis to out-of-service activities that occurred during shifts where the same patrol unit was also responding to calls for service. Each record only indicates one unit per activity. There were a few problems with the data provided and we made assumptions and decisions to address these issues:

- We excluded activities that lasted less than 30 seconds. These are irrelevant and contribute little to the overall workload.
- Another portion of the recorded activities lasted more than eight hours. As an activity is unlikely to last more than eight hours, we assumed that these records were inaccurate.
- After these exclusions, 80,354 activities remained. These activities had an average duration of 56.3 minutes.

The following table shows how out-of-service activities are classified by the department in the computer-aided dispatch (CAD) system, the frequency of occurrence, and the number of minutes, on average, for each occurrence.

TABLE 4-10: Non-call Activities and Average Occupied Times by Description

Description	Occupied Time	Count
10-6 / Busy	57.4	71,150
Court	88.0	89
Gas	14.7	28
Administrative - Weighted Average/Total Activities	57.4	71,267
Personal - Meal - Average/Total Activities	47.1	9,087
Weighted Average/Total Activities	56.3	80,354

The most common out-of-service description was “10-6” or Busy. Court-related activities showed the longest average time. The average time spent on administrative activities was 57.4 minutes and for personal activities was 47.1 minutes. The overall average time spent on out-of-service activities was 56.3 minutes.

If one focuses only on the 10-6/Busy category, it can be seen that the time committed to these activities totals the equivalent of approximately 33 full-time officers (71,150 activities x 57.4 min. = 68,067 hours or 32.7 FTE @ 2080 hours).

It is not possible—and is beyond the scope of our work—for CPSM to determine the appropriateness of frequency for any of these activities or the time committed thereto. However, as the time commitment is extraordinarily high in comparison to other studies conducted by CPSM, we point this out to enable the department to evaluate the appropriateness of these activities going forward, both in terms of the frequency and time encumbered. If deemed excessive, as it would appear to be, the department must address this, and hold first-line supervisors responsible to ensure that it does not continue.

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WORKLOAD DEMAND ANALYSIS

Uniformed patrol is considered the “backbone” of American policing. Officers assigned to this important function are the most visible members of the department and command the largest share of resources committed by the department. Proper allocation of these resources is critical to have officers available to respond to calls for service and provide law enforcement services to the public.

Although some police administrators suggest that there are national standards for the number of officers per thousand residents that a department should employ, that is not the case. The International Association of Chiefs of Police (IACP) states that ready-made, universally applicable patrol staffing standards do not exist. Furthermore, ratios such as officers-per-thousand population are inappropriate to use as the basis for staffing decisions.

According to *Public Management* magazine, “A key resource is discretionary patrol time, or the time available for officers to make self-initiated stops, advise a victim in how to prevent the next crime, or call property owners, neighbors, or local agencies to report problems or request assistance. Understanding discretionary time, and how it is used, is vital. Yet most police departments do not compile such data effectively. To be sure, this is not easy to do and, in some departments may require improvements in management information systems.”²

Essentially, “discretionary time” on patrol is the amount of time available each day where officers are not committed to handling CFS and workload demands from the public. It is “discretionary” and intended to be used at the discretion of the officers to address problems in the community and be available in the event of emergencies. When there is little to no discretionary time available, officers are entirely committed to service demands, do not get the chance to address other community problems that do not arise through 911, and are not available in times of serious emergency. The lack of discretionary time indicates a department is understaffed. Conversely, when there is too much discretionary time, officers are idle. This may be an indication that a department is overstaffed.

Staffing decisions, particularly for patrol, must be based on actual workload as well as on having sufficient staffing to respond to emergency situations involving the safety of the public and officers alike. Once the actual workload is determined, and the amount of discretionary time is determined, then staffing decisions can be made consistent with the department's policing philosophy and the community's ability to fund service. The Reno Police Department is a full-service police department; its philosophy is to address essentially all requests for service in a community policing style. With this in mind it is necessary to look at workload to understand the impact of this style of policing in the context of community demand.

To understand actual workload (the time required to complete certain activities), it is critical to review total reported events within the context of how the events originated, such as through directed patrol, administrative tasks, officer-initiated activities, and public-initiated activities. Analysis of this type enables identification of activities that are really “calls” from those activities that are some other type of event.

In general, a “Rule of 60” can be applied to evaluate patrol staffing. This rule has two parts. The first part states that 60 percent of the sworn officers in a department should be dedicated to the patrol function (patrol staffing) and the second part states that no more than 60 percent of their

2. John Campbell, Joseph Brann, and David Williams, “Officer-per-Thousand Formulas and Other Policy Myths,” *Public Management* 86 (March 2004): 22–27.

time should be committed to calls for service. This commitment of 60 percent of their time is referred to as the patrol "Saturation Index" (SI).

The Rule of 60 is not a hard-and-fast rule, but rather a starting point for discussion on patrol deployment. Resource allocation decisions must be made from a policy and/or managerial perspective through which costs and benefits of competing demands are considered. The patrol saturation index indicates the percentage of time dedicated by police officers to public demands for service and administrative duties related to their jobs. Effective patrol deployment would exist at amounts where the saturation index was less than 60.

This Rule of 60 for patrol deployment does not mean the remaining 40 percent of time is downtime or break time. It reflects the extent to which patrol officer time is saturated by calls for service. The time when police personnel are not responding to calls should be committed to management-directed operations. This is a more focused use of time and can include supervised allocation of patrol officer activities toward proactive enforcement, crime prevention, community policing, and public safety initiatives. It will also provide ready and available resources in the event of a large-scale emergency.

From an organizational standpoint, it is important to have uniformed patrol resources available at all times of the day to deal with issues such as proactive enforcement, community policing, and emergency response. Patrol is generally the most visible and available resource in policing, and the ability to harness this resource is critical for successful operations.

Understanding the difference between the various types of police department events and the resulting staffing implications is critical to determining deployment needs. This portion of the study looks at the total deployed hours of the police department with a comparison to current time spent to provide services.

From an officer's standpoint, once a certain level of CFS activity is reached, the officer's focus shifts to a CFS-based reactionary mode. Once that threshold is reached, the patrol officer's mindset begins to shift from one that looks for ways to deal with crime and quality-of-life conditions in the community to one that continually prepares for the next call. After saturation, officers cease proactive policing and engage in a reactionary style of policing. The outlook becomes, "Why act proactively when my actions are only going to be interrupted by a call?" Any uncommitted time is spent waiting for the next call.

Rule of 60 – Part 1

According to the department personnel data available at the time of the site visit (June 2021), the department was authorized for 339 full-time sworn officers in the current FY 2020–2021 budget. Thus, in order to meet the Rule of 60, Part 1, that would mean 204 sworn officers would be assigned to patrol.

The current staffing at RPD indicates when fully staffed, 151 of total sworn personnel are assigned to patrol functions (includes commander, lieutenants, sergeants, officers, and K9 handlers). Patrol staffing thus represents 45 percent of total sworn staffing, which is significantly less than the Rule of 60 recommendation. As noted above, the Traffic Section is not part of the Community Services Division, even though a significant amount of activity is generated through calls for service by Traffic. If the 27 Traffic Section personnel (two sergeants, 13 motor officers, four DUI officers, six traffic accident investigators, and two detectives) are factored into the Rule of 60, Part 1 calculation, the total personnel assigned to patrol functions is 178 or 53 percent of total sworn staffing. This is still less than the Rule of 60, Part 1 recommendation.

At the time of the submission of this report the department had 17 sworn vacancies; however, those are spread throughout the department. Thus, it is not possible to determine the impact on patrol staffing as those positions are not further delineated. Since most special assignment personnel come from patrol, CPSM recommends the department identify where the vacant positions are being held.

RPD management advised that of the 17 vacancies, three are held in areas outside of patrol suggesting that 14 vacancies remain in patrol. Factoring those 14 vacancies into the adjusted staffing number that includes Traffic personnel would result in 192 positions assigned to patrol or 57 percent of total sworn personnel. In order to meet the Rule of 60, Part 1 recommendation, 12 additional FTE sworn officers would need to be added for a total of 204 sworn officers assigned to patrol.

Rule of 60 – Part 2

The second part of the Rule of 60 examines workload and discretionary time. This part of the rule suggests that no more than 60 percent of total patrol time should be committed to calls for service and self-initiated arrests, etc. In other words, CPSM suggests that no more than 60 percent of available patrol officer time be spent responding to the service demands in the community. The remaining 40 percent of the time is the “discretionary time” for officers to be available to address community problems and be available for serious emergencies. This Rule of 60 for patrol deployment does not mean the remaining 40 percent of time is downtime or break time. It is simply a reflection of the point at which patrol officer time is “saturated” by CFS.

It is CPSM's contention that patrol staffing is optimally deployed when the SI is below the 60 percent range. An SI greater than 60 percent indicates that the patrol manpower is largely reactive and overburdened with CFS and workload demands. An SI of somewhat less than 60 percent indicates that patrol manpower is optimally staffed. SI levels significantly lower than 60 percent, however, indicate patrol resources may be underutilized, and may signal an opportunity for a reduction in patrol resources or reallocation of police personnel.

Departments must be cautious in interpreting the SI too narrowly. For example, one should not conclude that SI can never exceed 60 percent at any time during the day, or that in any given hour no more than 60 percent of any officer's time be committed to CFS. The SI at 60 percent is intended to be a benchmark to evaluate overall service demands on patrol staffing. When SI levels exceed 60 percent for substantial periods of a given shift, or at isolated but consistent and specific times during the day, then decisions should be made to reallocate or realign personnel to reduce the SI to levels below 60. Lastly, this is not a hard-and-fast rule, but a benchmark to be used in evaluating staffing decisions. Other factors such as the availability of sufficient resources to safely, efficiently, and effectively respond to emergency calls for service must be considered.

While the call data referenced in Tables 4-2 to 4-8 reflected call activity for the entire one-year study period, for this portion of the study we examine not just the total number of calls, but the actual time spent on these calls as well as other duties. Here, we look at “all” workload, which includes other-initiated calls, police-initiated calls, directed patrol work, and out-of-service activities. For this part of the analysis we examined deployment and workload for an eight-week period in winter (January 4 through February 28, 2019) and four an eight-week period in summer (July 7 through August 31, 2019).

The department's main patrol force consists of patrol officers and sergeants. During 2019, deployed officers operated on 10-hour shifts starting at 6:00 a.m., 7:00 a.m., 2:00 p.m., and 9:00 p.m. The police department's main patrol force deployed an average of 29.0 units per hour during the 24-hour day in winter 2019 and an average of 28.0 units per hour in summer 2019.

When additional units (community service officers, DUI units, K9 units, motorcycle units, and traffic units) were included, the department averaged 34.8 units per hour during the 24-hour day in winter 2019 and 34.5 units in summer 2019.

In Figures 4-4 through 4-11, our analysis examines solely patrol deployment (community service officers, DUI units, K9 units, motorcycle units, and traffic units are referred to as added patrol). We did not include functions such as gang unit, detectives, etc. This allows for assessment of how the department and its patrol force is positioned to meet the demands of calls for service while also engaging in proactive policing to combat crime, disorder, and address traffic issues in the community. We considered only those personnel who reported for duty rather than authorized staffing levels and described the deployment and workload in distinct steps, distinguishing between winter and summer and between weekdays (Monday through Friday) and weekends (Saturday and Sunday).

A closer examination of Figures 4-4, 4-6, 4-8, and 4-10 reveals spikes in deployment around 2:00 p.m. and 9:00 p.m., with a smaller spike around 7:00 a.m. These can be attributed to overlaps between outgoing and oncoming shifts. The number of personnel available throughout the day varies from as few as 20 officers in the early morning hours, to as many as 59 officers at 3:00 p.m.

These same figures illustrate the deployment of patrol resources and added resources to handle the workload. Workload includes community-initiated CFS, police-initiated CFS, out-of-service/non-call activities, and directed patrol activities. Again, in these four figures representing deployment and all workload for weekdays and weekends in both winter and summer, personnel including community service officers, DUI units, K9 units, motorcycle units, and traffic units, sworn and civilian, are reflected as added patrol.

In Figures 4-5, 4-7, 4-9, and 4-11, the saturation index is explored. Patrol resources that are available are denoted by the dashed green line at the top. The 100 percent value indicates the total police officer hours available during the 24-hour period. This amount varies during the day consistent with the staffing of the shifts, but at any given hour the total amount of available manpower will equal 100. The red dashed line fixed at the 60 percent level represents the saturation index (SI). As discussed above in the Rule of 60, Part 2, this is the point at which patrol resources become largely reactive as CFS and workload demands consume a larger and larger portion of available time. The data reveal that the workload for RPD patrol goes above the SI throughout the day in both winter and summer, weekdays and weekends.

Consideration must be given to ensure there is ample time for officers to prepare reports and perform other administrative functions related to handling calls for service. Often, officers build this time directly into the service time of the call. Other times, officers take themselves out of service to perform this work, or remain available in the dispatch system and perform these functions as they are waiting for the next assignment. Regardless of the method used, it is important to have resources available to support this important role. The overlap of shifts provides this resource, as does providing enough officers on each shift so that administrative work can be accomplished while simultaneously providing enough officers to handle community demands.

In summary, daily saturation indexes in the 70 percent range during the time periods under observation suggest that RPD officers on patrol operate in an almost entirely reactive mode. This finding is consistent with the fact that only 45 percent of total sworn officers are deployed to patrol. Upon further review, CPSM learned the Community Action and Outreach (CAO) Section's 31 sworn staff did not actually respond to calls for service as a normal rule, but were included in the data analysis. Since CAO personnel did not routinely respond to calls for service,

the effect to the workload analysis would be negligible. Moreover, Traffic Section personnel from the Support Services Division did respond to calls for service and were factored into the data analysis. Hence, the actual number of sworn personnel first responders should include the 151 in patrol and the 27 from Traffic for a total of 178. Thus, CPSM recommends consideration be given to moving the Traffic Section to the Community Services Division and CAO to the Support Services Division to more accurately align first responders answering calls for service.

In order to address the high workload that is leading to a reactive policing model, and even considering fact that Traffic Section personnel respond to calls for service, the number of officers would need to be increased to alleviate the heavy workload. If the number of deployed officers on patrol was increased the daily saturation indexes would be brought down, thus enabling officers to work in a more proactive manner.

Meeting the Rule of 60, Part 1 standard would require 204 of the department's 339 sworn officers be assigned to patrol in the Community Services Division. CPSM calculations indicate the addition of 26 $[204-178=26]$ police officers would have the desired impact for a reduced workload more in line with proactive policing. As mentioned above, RPD management advised there are 17 vacancies and three are held outside of patrol, suggesting that 14 vacancies are in patrol. In addition to filling these vacancies, CPSM recommends the addition of 12 FTE police officer positions to the patrol function (for a total of 26 filled and new positions), and that these officers be distributed to the existing shift schedules while keeping in mind peak workload times to balance out demands. Based on our analysis, the addition of the 12 new FTE police officers to the patrol section will allow RPD to meet the Rule of 60, Part I (60 percent of sworn officers dedicated to the patrol function), and Rule of 60, Part II by reducing the saturation index below 60 percent. This will allow for proactive activity to come within an acceptable range.

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FIGURE 4-4: Deployment and All Workload, Weekdays, Summer 2019

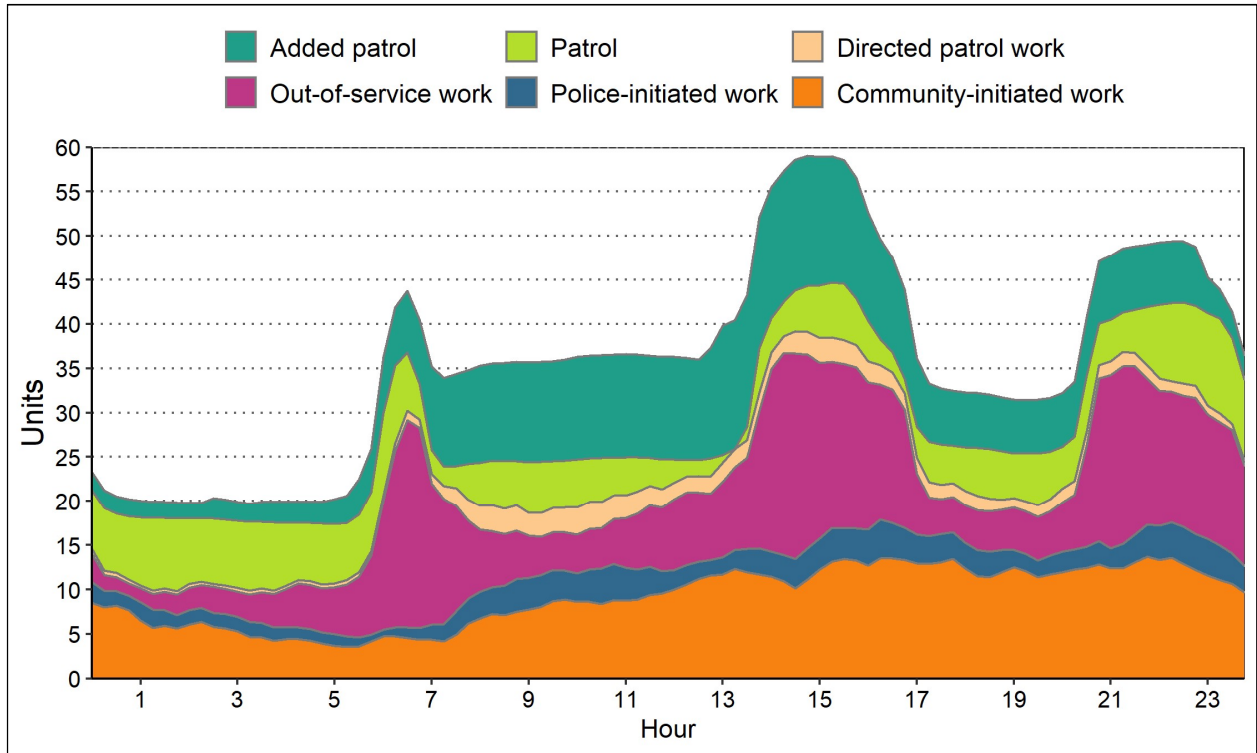


FIGURE 4-5: Percentage of Workload, Weekdays, Summer 2019

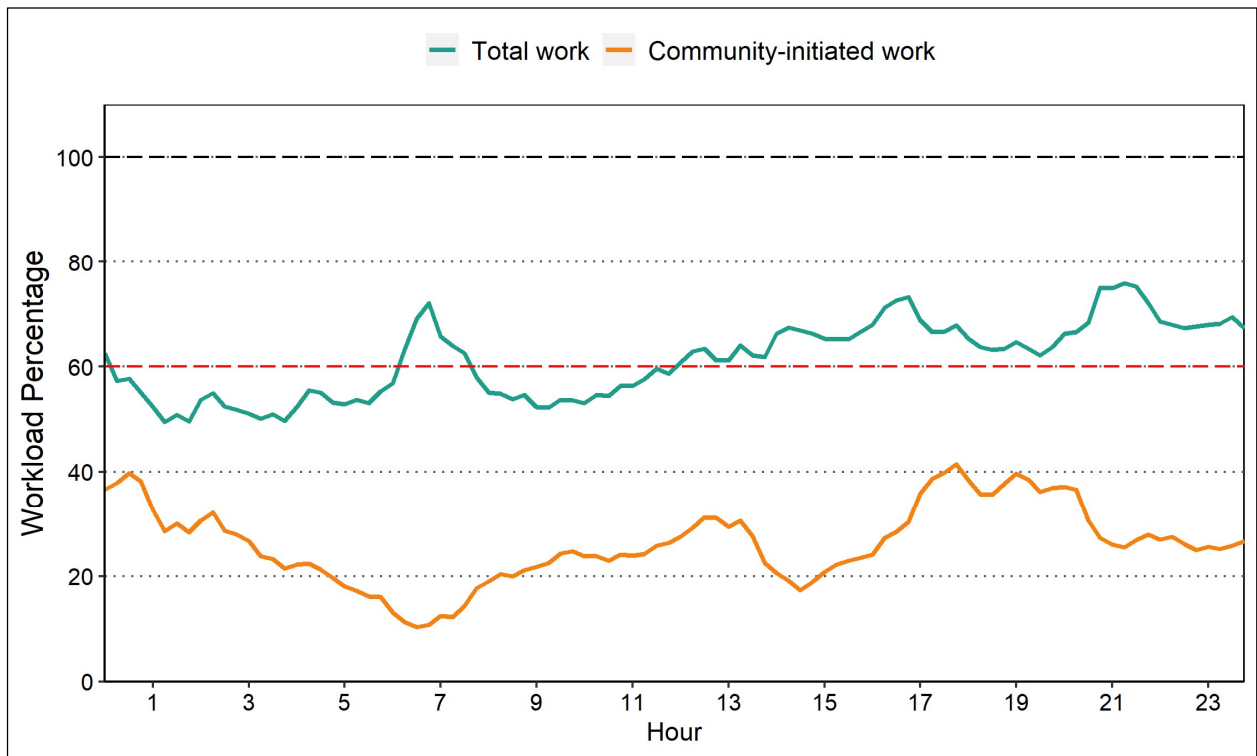


FIGURE 4-6: Deployment and All Workload, Weekends, Summer 2019

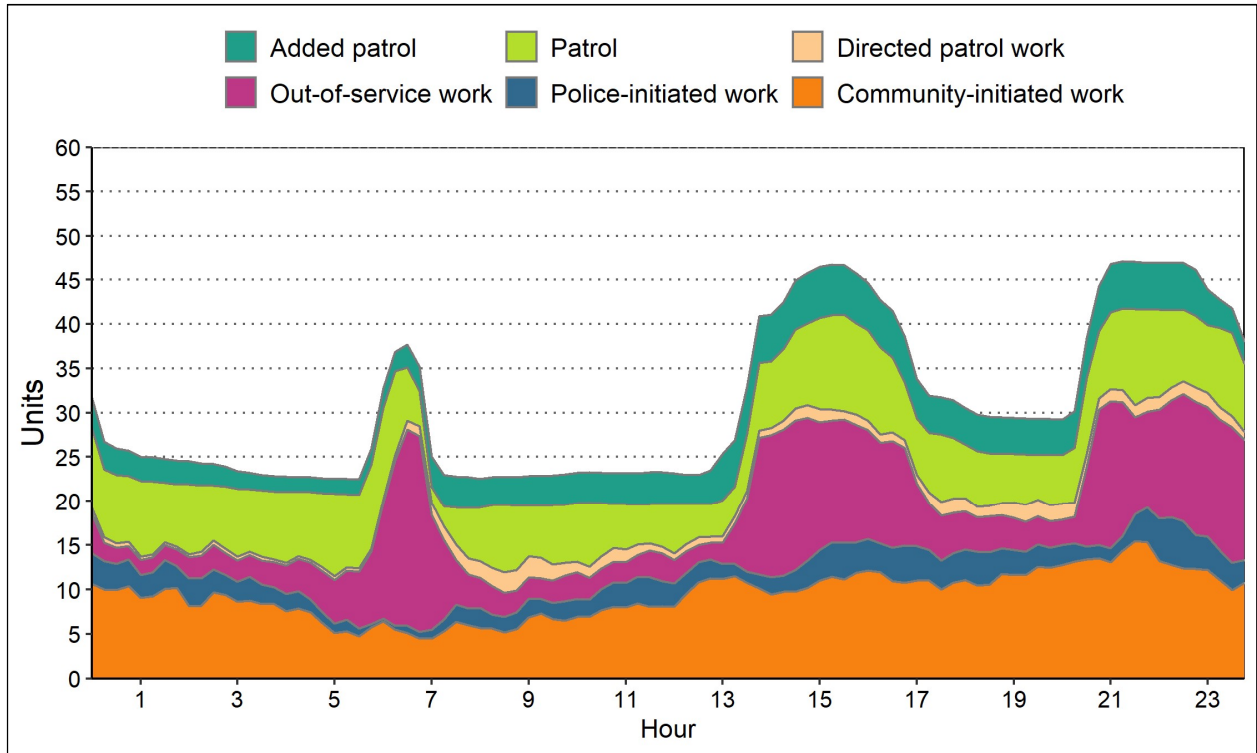


FIGURE 4-7: Percentage of Workload, Weekends, Summer 2019

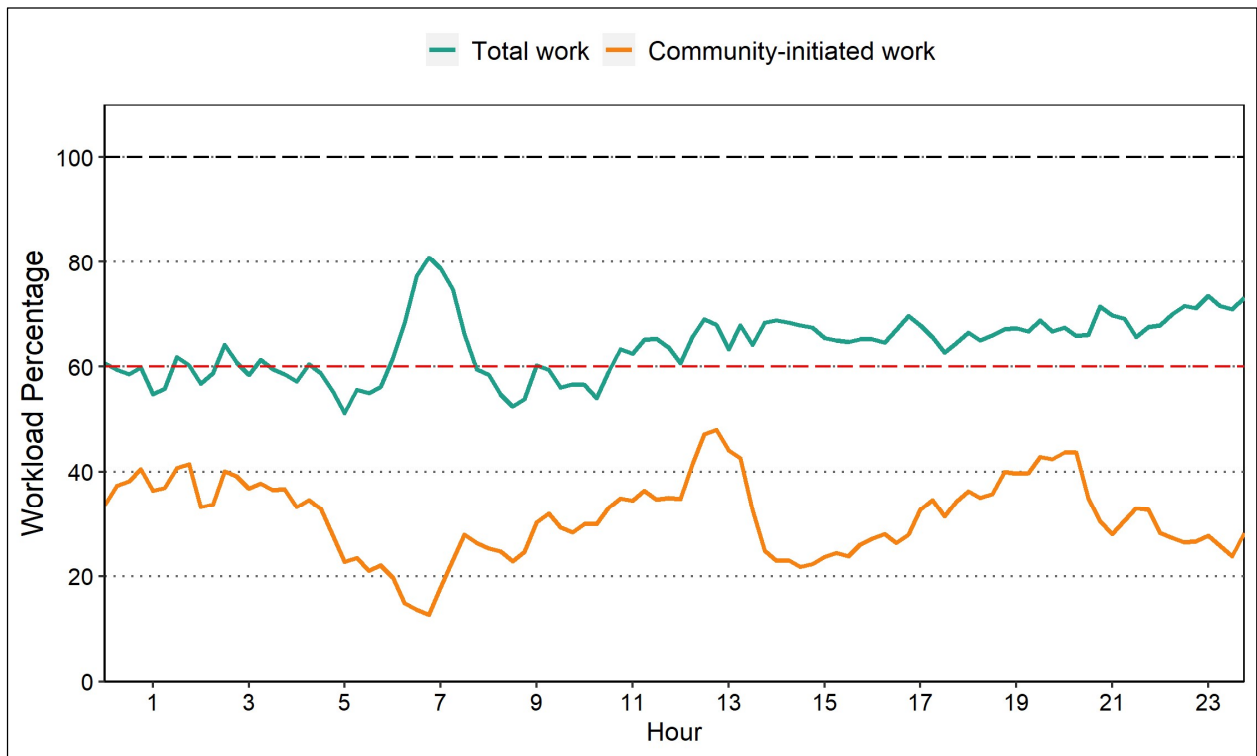


FIGURE 4-8: Deployment and All Workload, Weekdays, Winter 2019

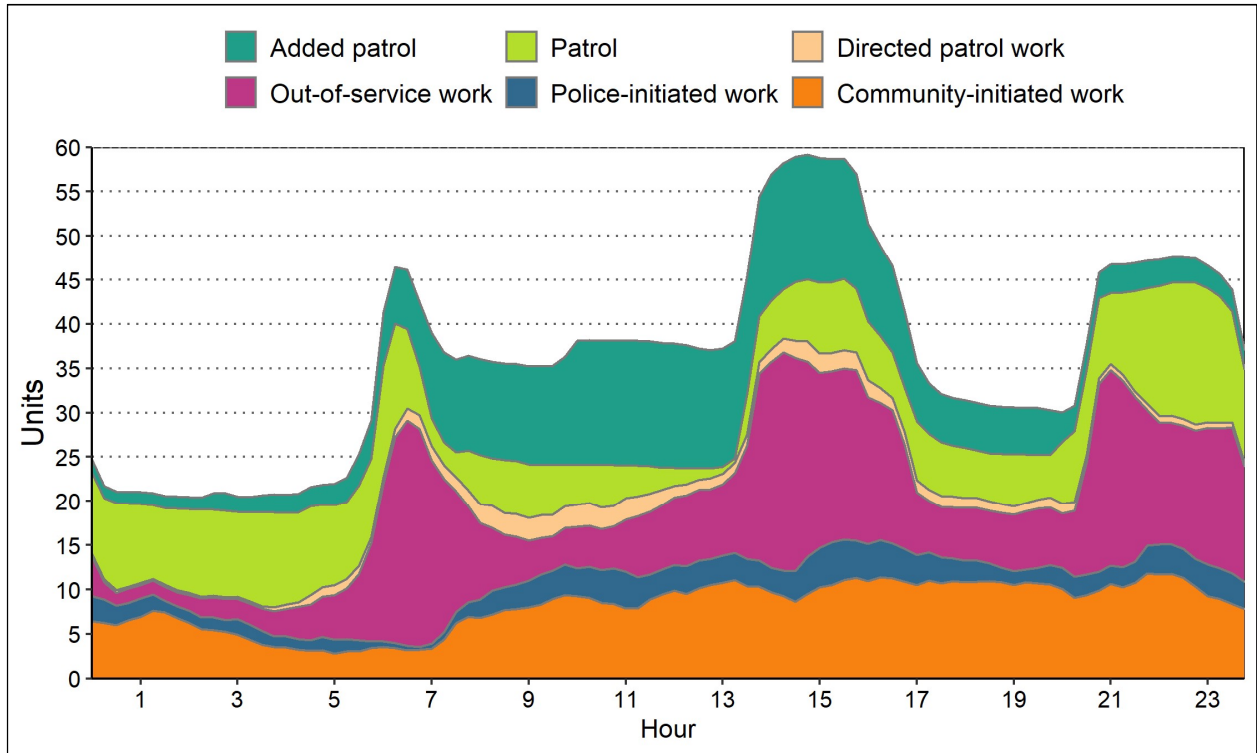


FIGURE 4-9: Percentage of Workload, Weekdays, Winter 2019

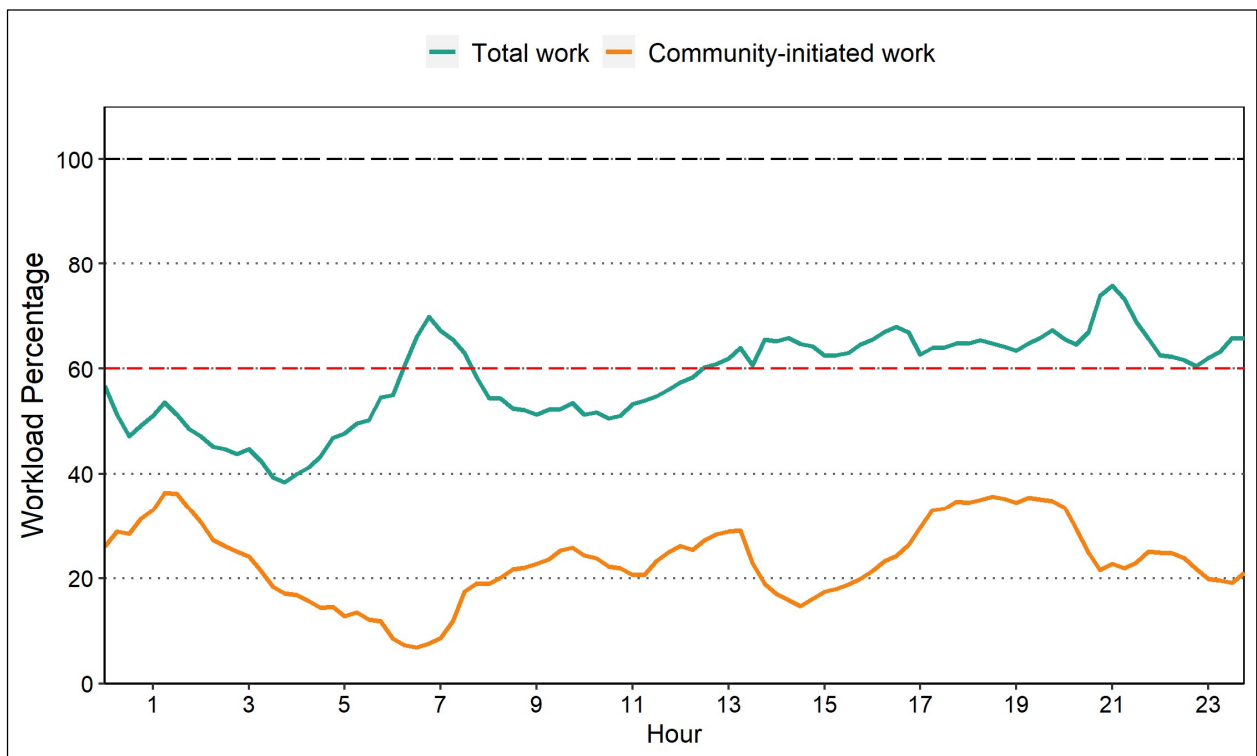


FIGURE 4-10: Deployment and All Workload, Weekends, Winter 2019

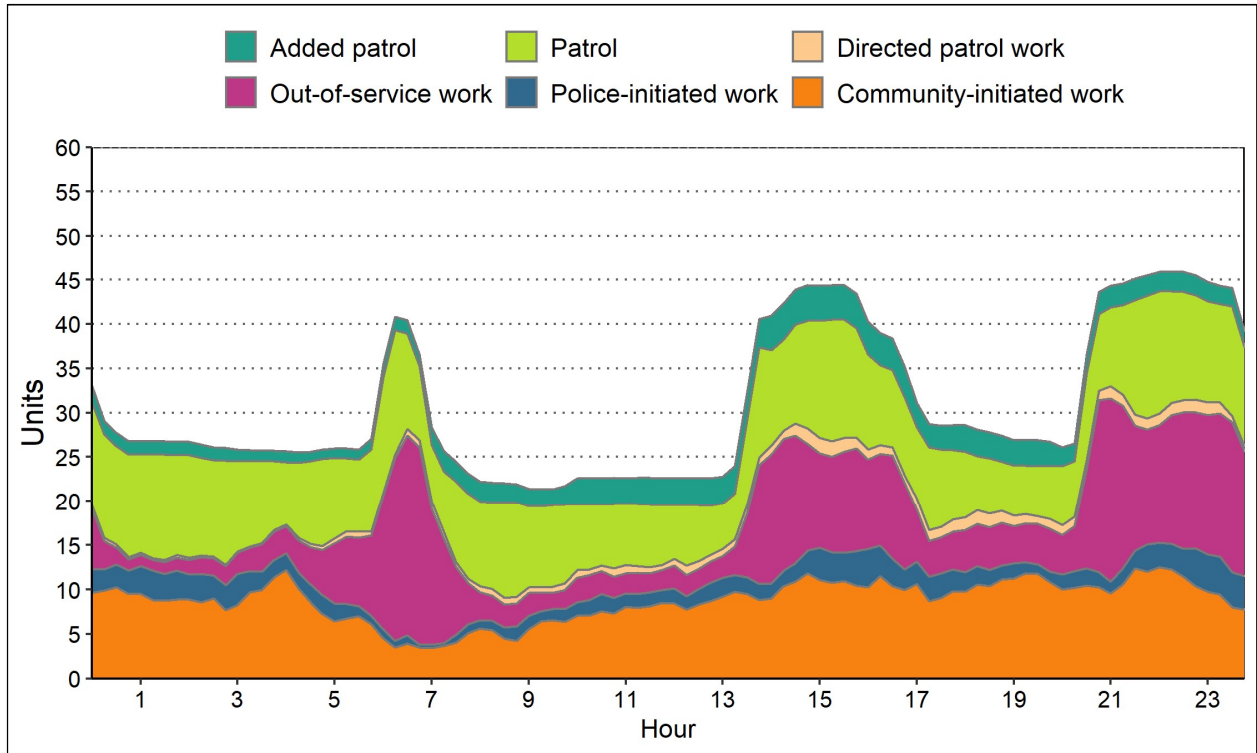
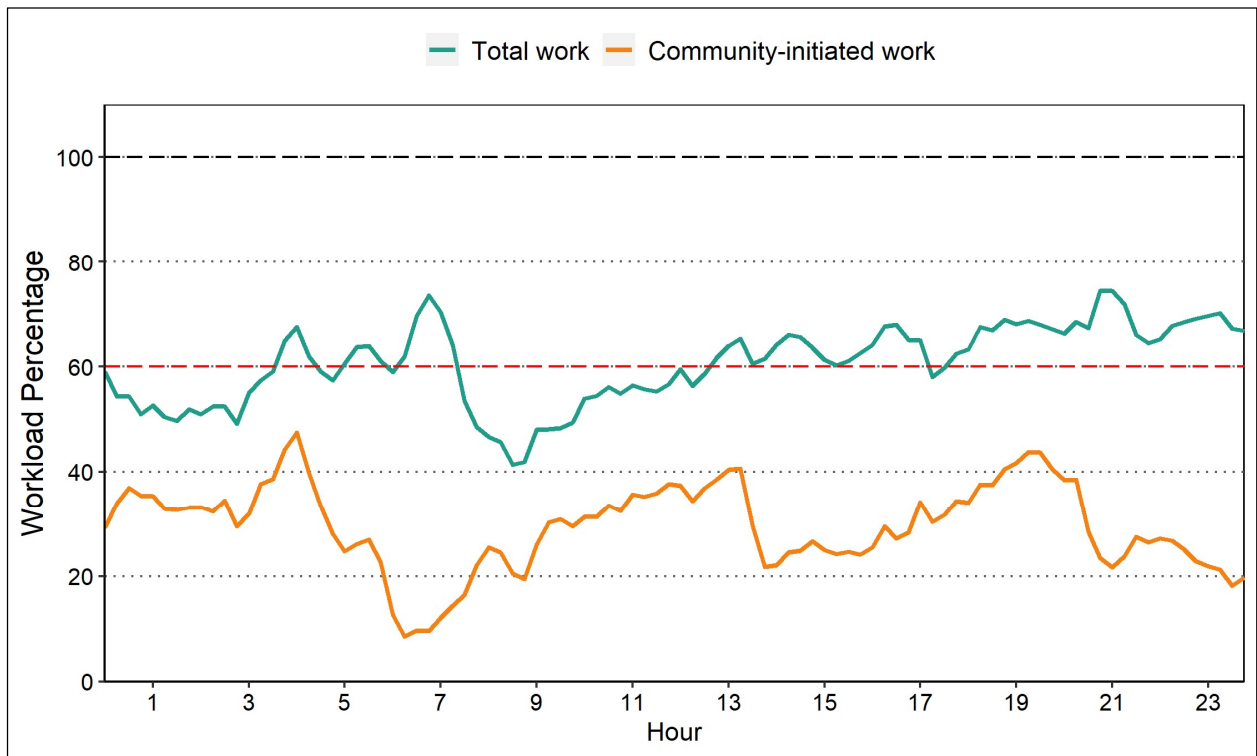


FIGURE 4-11: Percentage of Workload, Weekends, Winter 2019



Patrol Workload Demand Summary

The average workload level for all work in Patrol (based upon existing staffing and deployment) during the winter period was at 60 percent on weekdays and 62 percent on weekends. In the summer period, the average workload level was at 63 percent on weekdays and 65 percent on weekends.

The peak Saturation Index during the winter was at 76 percent on weekdays, and 74 percent on weekends. The peak Saturation Index during the summer was at 76 percent on weekdays, and 81 percent on weekends. It is evident that present staffing and workload is not within the standards established in the "Rule of 60" discussion. Moreover, there are significant operational issues related to available deployment and productivity. We will address these individually.

Based upon this data, it is clear the workload exceeds the available resources, which suggests the patrol function is not adequately staffed to meet workload demands.

Productivity

Based upon data provided by the department for the one-year period of January 1, 2019, through December 31, 2019, officers responded to 74,509 calls for service from the public and conducted 47,798 self-initiated activities. The department further reported that personnel assigned to Patrol (patrol officers and K9s) totaled 127. The department indicated that in 2019, 25,773 reports were taken, 12,194 arrests/citations were made, and 2,199 traffic citations were issued.

If one assumes every activity was handled equally and each patrol officer worked the equivalent of 147 shifts (assumes eight weeks of leave on average), each of the 127 patrol officers served as the primary handling unit on about 586.7 calls for service from the public (four calls per shift); conducted 376.4 self-initiated activities (2.6 per shift); wrote 203 formal police reports (roughly 1.4 report every other shift); made 96 arrests/citations (roughly 1 arrest every other shift), and wrote 17.3 traffic citations (1.4 citations per month).

These numbers are skewed on the high side, as not all activities were handled by patrol officers alone, but the numbers provide a point of reference as to activity level. For instance, patrol sergeants and traffic personnel occasionally handle calls for service and engage in enforcement activities. CSOs may handle calls for service, though they would not engage in arrests or issue citations. Should sergeants and CSOs be included in the calculations, the per-officer numbers would be adjusted (reduced) accordingly. As can be seen in Figures 4-4 to 4-11, out-of-service/non-call activities generally consume a larger portion of the officers' time than self-initiated activities, though some of this time may be attributable to work related to a self-initiated activity (e.g., report writing).

It is understood that some officers are more active than others, and individual data will vary from the averages, up or down.

In summary, daily saturation indexes in the 70 percent range during the time periods under observation suggest that RPD officers on patrol operate in an almost entirely reactive mode. Even when Traffic personnel are added to Patrol personnel numbers (which adds up to a total of 178 sworn personnel on patrol), only 53 percent of all sworn personnel are assigned to handle calls for service, as was shown in the section on the Rule of 60, Part 1. Hence, CPSM is making the recommendation that the 14 vacancies in Patrol be filled and that 12 new FTE police officer positions be added to the patrol function. These 26 officers should be distributed to the existing shift schedules while keeping in mind peak workload times to balance out demands. Based on our analysis, the addition of the 26 police officers to Patrol will reduce the saturation index

consistently below 60 percent, which will allow for proactive activity to come within an acceptable range.

Patrol Recommendations

- Review the collateral duties and evenly distribute these duties among sergeants and lieutenants. These assignments should be rotated every two to three years to provide a greater exposure and preparedness for leaders, a practice that will support succession planning. (Recommendation No. 1.)
- Implement a shift rotation policy that allows officers to remain on a shift for a pre-set number of deployments until they are required to change to another shift. (Recommendation No. 2.)
- Add one FTE lieutenant position to patrol to improve management oversight. (Recommendation No. 3.)
- Develop a financial management system in collaboration with the city's Finance Department and which will provide detailed overtime reports by account number and activity description; these reports should also include historical usage for the past few fiscal years. (Recommendation No. 4.)
- Consideration should be given to pre-scheduling employee vacation twice per year during shift change as a way to control overtime costs. (Recommendation No. 5.)
- Evaluate the number of patrol beats so they can be consolidated to achieve a more even distribution of calls and activity for the assigned beat officers. (Recommendation No. 6.)
- Collaborate with additional casinos to reduce patrol workload by encouraging the casinos to participate in the direct summons program which allows business proprietors to issue court summons directly to violators of minor offenses. (Recommendation No. 7.)
- Conduct an evaluation and analysis of the effectiveness of the alarm ordinance and identify and implement system improvements as warranted. (Recommendation No. 8.)
- CPSM recommends the department improve its position control so the location of vacant authorized positions within the department can be better tracked. This should include a monthly position summary which should be distributed to command staff and unit managers for reference. (Recommendation No. 9.)
- The department should evaluate the appropriateness of "Out of Service" activities going forward, both in terms of the frequency and time encumbered. If time spent on these activities is deemed excessive, the department must address this, and hold first-line supervisors responsible to ensure it does not continue. (Recommendation No. 10.)
- Transfer the Traffic Section to the Community Services Division, which contains the Patrol Section, to more accurately align with first responders answering calls for service. (Recommendation No. 11.)
- Transfer the Community Action and Outreach Section to the Support Services Division to more accurately align with support units that do not actively answer calls for service. (Recommendation No. 12.)
- Fill the 14 vacancies in Patrol and add 12 new FTE police officer positions to the patrol function; distribute these 26 positions to the existing shift schedules while keeping in mind peak workload times to balance out demands. (Recommendation No. 13.)

POLICE SERVICE DOGS (K9)

The Reno Police Department has used Police Service Dogs (PSDs) or K9 teams, which consist of a full-time sworn officer/handler accompanied by a PSD or K9, since 1962. K9 teams assist in drug enforcement, search and rescue, apprehension, and public relations.

Currently, a patrol lieutenant (who recently served as the K9 sergeant prior to promotion) supervises five K9 officers. Historically, the lieutenant handled budget and overall K9 program management and a patrol sergeant supervised the unit as a primary duty; however, due to budget constraints that practice was replaced with assigning supervision of the unit to a patrol sergeant as a collateral duty. Assigning supervision of the team to patrol supervisors provides the opportunity to oversee a small team and gain experience with training, auditing, and investigating use of force incidents. Additionally, there is a long-term benefit to the department's succession plan because of the exposure to the program and experience with key risk management responsibilities.

Due to staffing shortages in patrol, it is prudent to assign a patrol sergeant, responsible for a patrol team, the ancillary duty of K9 team supervision. In light of the fact that there is a K9 trainer certified and responsible for the training component, this would allow the sergeant to handle team supervision. CPSM recommends a patrol sergeant be assigned to the K9 team as a collateral duty and that the sergeant be sent to the POST K9 supervisor's course.

The RPD K9 Unit has authorization for six K9 teams: four dual-purpose patrol/narcotics K9 teams and two single-purpose Explosive Ordinance Device (EOD) K9 teams. There is currently one vacant EOD K9 team. CPSM learned the department is planning on adding an ADA facility dog to the department in the fall of 2021 that would grow the team to seven K9s.

The four patrol K9 teams are assigned to staggered 4/10-hour workdays:

- Monday – Thursday; 6:00 a.m. to 4:00 p.m.
- Sunday – Wednesday; 2:00 p.m. to 12:00 a.m.
- Wednesday – Saturday; 2:00 p.m. to 12:00 a.m.
- Wednesday – Saturday; 6:00 p.m. to 3:00 a.m.

The fifth K9 team is assigned to CAO and is scheduled to work Monday through Thursday from 4:00 a.m. to 2:00 p.m. and adjusts his schedule as needed for EOD K9 needs. The EOD team trains two days a week: one day for K9 team training and the other for EOD-related training. The EOD K9 team is part of a regional unit that includes the City of Sparks, Washoe County, University of Nevada Reno, and Reno School Police. As such, the MOU with Washoe County Sheriff's Office covers a larger area.

All K9 officers are provided one-hour per shift to care for the K9 to complete the 10-hour shift. The four hours per week satisfies the weekly K9 care and maintenance to comply with FLSA.

Wednesday is the overlap day when all K9 teams work and participate in nine-hour weekly training days. At a minimum, K9 teams train 36 hours per month. Training days are regularly conducted with the Washoe County Sheriff's Office, Nevada Highway Patrol, and other local agencies from time to time. The EOD K9 team trains with the University of Nevada.

As with other special assignments at RPD, testing for the K9 handler position is covered in General Order E-280-18, Special Assignments. Eligibility criteria for all special assignments are as follows:

- One year as a confirmed RPD employee.
- No special assignment in the preceding two bid rotations, except for those who are within 90 days of completing two bid rotations without a special assignment. Police Training Officers who wish to apply for another special assignment are exempted from this provision.

Qualifications to become a K9 handler include:

- Be in good physical health in order to meet the physical requirements of training and working with a PSD.
- Work a 4/10 shift with a 9-hour work day and 1-hour daily care and maintenance time for the K9.
- Be available to work hours and days other than or in addition to the scheduled shift, including but not limited to training, special events, demonstrations, and in response to service needs.
- Be willing and able to attend an out-of-area six-week handler school at a training facility in California or Indiana.
- Have a high degree of motivation, demonstrated proactive work ethic, exhibit dependability and sound judgment, display the ability to function with a minimum of direct supervision, possess good interpersonal skills with the public and fellow employees, and demonstrate initiative and enthusiasm.

Responsibilities for the daily care, security, and feeding of the PSD include:

- Maintenance and cleaning of the kennel and yard area where the PSD is housed.
- Provision of food, water, and general diet maintenance.
- Grooming on a daily basis.
- Daily exercise.
- General medical attention and maintenance of health care records.

These details are included on the announcement for testing to become a PSD Handler.

As with all other special assignments, K9 officers commit to a four-year assignment to the K9 team. Upon completion of the term, the handler automatically returns to Patrol unless the officer's commander or lieutenant makes a presentation to the department executive team and receives approval for a one-year extension. Extensions are at the discretion of the Chief of Police or designee and will be authorized on a year-to-year basis. RPD is to be commended for maintaining a rotational opportunity in the K9 unit and other special assignments to afford officers other experiences and training. By returning to Patrol following a special assignment, the officer brings additional expertise that can be shared with the division to enhance the level of service to the community.

Upon selection as a K9 handler, the department's K9 training vendor, Von Liche Kennels, provides training to the K9 team: either a three-week K9 school for single purpose or a six-week K9 school for dual purpose teams. Upon completion of the course, the team works extensively with the unit trainer until certification is achieved. RPD uses the Nevada Peace Officers Standard and Training (POST) guidelines to certify the K9 teams. Nevada standards are in use until Reno establishes guidelines relating to K9 teams. Annually, each K9 team is evaluated and certified by an official certified to conduct Nevada POST certifications. RPD is to be commended for maintaining high standards in training and certification of the K9 teams.

Patrol K9 teams are trained in patrol apprehension, tracking, and narcotics detection. K9 teams can continue attending additional training such as interdiction courses, K9 conferences, and other specialty training. One K9 team is specially-trained in ropes access should it be necessary to deploy the team from a helicopter or in a high-angle situation.

The EOD K9 team is solely focused on explosive ordinance detection and disposal. Due to the nature of the assignment, the EOD K9 team works in a reactive or call-out mode assisting on a larger drug interdiction team that covers an extensive geographical area.

The RPD K9 Unit Operations and Policy Manual outlines the requirements for initial and ongoing training, records, deployment criteria, bite reports, etc. CPSM reviewed the manual and found it to be comprehensive and well written. Of note, the criteria for becoming a K9 handler was missing and CPSM recommends the duties and requirements as well as the testing process be included in the manual.

In many agencies, K9 units have limited responsibilities and are often held in “reserve” to respond to calls requiring a K9 or provide back-up support, which limits their involvement in a case. They rarely handle calls for service, write few crime reports, issue few traffic citations, and make few arrests. CPSM asserts that in all but the largest of agencies and where K9 calls are common, this leads to a wasteful use of the handler officer’s time. RPD K9 officers were recently assigned to a patrol team as a means to promote handling calls for service. CPSM recommends the K9 teams be assigned to handle calls for service.

The following table summarizes K9 deployments for the past three years. RPD counts as a deployment each time the K9 is removed from the vehicle for the purposes for which it is trained. It should be noted that due to the impact of the pandemic, K9 team deployments and usage were impacted significantly in 2020, including the suspension of attending community events as well as a reduction in deployments and arrests.

TABLE 4-11: Patrol K9 Deployment and Usage, 2018 through 2020

	2018	2019	2020
Arrests	27	21	15
Deployments	549	472	368
EOD Deployments	170	133	50
Bites	1	3	1
Drug Sniffs	276	198	191
Alarm Calls	52	83	226
Article Searches	20	11	11
Suspect Apprehension	12	19	15
Track of missing persons	24	24	60

Source: Reno Police Department.

CPSM noted that only four categories were tracked to measure K9 team performance. The K9 handlers are responsible for logging deployments and uses of force; however, other details are not tracked. Staff indicated that software systems in the past were labor-intensive for the K9 handlers to complete so subsequent details are not tracked. CPSM recommends more detailed information be tracked for proper K9 team management. Suggested additional areas to track include:

- Total calls for service.

- Arrest assists.
- Narcotic seizures.
- Other-agency assists.
- Community events.
- Total training hours.
- Total maintenance hours.

CPSM learned that management reports on the K9 program are not produced routinely. Due to the high liability associated with a K9 program, there is an opportunity to implement the use of K9 program software specifically designed to improve efficiencies for tracking K9 training, use, and reporting. Although it may require time on the part of the handler to input the information, this is a critical risk management tool that can assist with proper oversight and management. There are a number of software systems designed to track and manage a K9 program; CPSM recommends RPD research and purchase a more current and up-to-date system. RPD management should also routinely review K9 management reports to stay abreast of issues with the unit.

A review of K9 deployments indicate no litigation in the past three years, which reflects favorably on the training and supervision of the program.

The K9 teams are assigned take-home SUV police units. The units have been specially equipped for K9 use. The vehicles also have an internal heat monitoring system to alert the K9 officer if the interior becomes too hot while the K9 is inside. If activated, an alarm sends a signal to the officer's cell phone, the rear windows roll down, and the unit horn alarms until the system is reset. This system is important, as many times throughout the shift a K9 will remain in the patrol unit while the K9 officer is away handling other duties. In light of the hot environment in Reno, this is a critical tool to protect the department's investment.

CPSM learned there is a sense in patrol that the K9 officers are frequently out of service conducting training and not available for calls for service. RPD recently assigned the patrol K9 teams to specific areas to address this issue.

Based on a review of the aforementioned activity of the patrol K9 team, the deployment method of holding the K9 team in reserve, the number of hours required for training, and the risk associated with K9 teams, CPSM suggests serious consideration be given to reducing the size of the team to two patrol K9 handlers to cover seven days a week during high activity hours. The remaining two positions can be better used in patrol to address the heavy workload. Further analysis will need to be conducted to support this change. With the implementation of a more robust K9 management software system and a review of patrol area assignments for the K9 officers, the department can make an informed decision on the best future size of the unit based on analyzed data.

With regard to the CAO K9, consideration should be given to maintaining the EOD K9 team as the team trains two days out of the four-day workweek; hence, being available 50 percent of the workweek. Should the decision be made to keep the EOD K9 team, CPSM asserts one team would be sufficient as it operates on call, and the second EOD K9 handler position that is currently vacant be reassigned to patrol to address the heavy workload.

K9 Recommendations:

- Assign a patrol sergeant to the K9 team as a collateral duty and send the sergeant to the California POST K9 supervisor's course. (Recommendation No. 14.)
- Add the criteria for becoming a K9 handler, including the testing process, duties, and requirements of a handler, to the K9 manual. (Recommendation No. 15.)
- Assign the K9 teams calls for service rather than holding the teams in "reserve." (Recommendation No. 16.)
- Track more detailed information on K9 activities to enable proper K9 team management. (Recommendation No. 17.)
- Research and acquire a K9 team management software system to be able to develop proper oversight and management reports for the team. (Recommendation No. 18.)
- Eliminate two patrol K9 positions and reassign the police officer positions to patrol to address the excessive workload. (Recommendation No. 19.)
- Eliminate the vacant EOD K9 position and reassign the police officer position to patrol to address the excessive workload. (Recommendation No. 20.)

SPECIALIZED PATROL FUNCTIONS / COLLATERAL DUTIES

Police Training Officer Program (PTO)

In 1999, the Reno Police Department transitioned from the traditional Field Training Program to the Police Training Program (PTO), the more adult-based, community policing-centered training model. The PTO program focuses on performance competencies rather than completion of specific tasks. New officers are expected to use problem-solving skills to apply their knowledge, skills, and abilities to address calls for service. The PTO methodology encourages a transfer of knowledge from previous experiences to new experiences.

The Police Training Officer Program is one of the most important functions in any police department. The purpose of the PTO is to train a new officer, or Officer Trainee (OT), so that he or she is prepared to function as a solo beat officer at the conclusion of their training cycle. All new officers, and those hired as lateral officers from another police agency, attend one of several local public safety training academies certified by the Nevada Commission on Peace Officer Standards and Training. The academy provides the minimum training requirements for Nevada, which for Category I, is a full-time, 679-hour course.

Experienced officers are selected as police training officers (PTOs) to train police academy graduates and lateral officers over a 14-week program. The PTOs serve as role models for OTs and shape their behavior and understanding of the RPD vision, philosophy, and operational processes. Police training officers have the dual responsibility of providing police service in their assigned beats, as well as coaching, training, and documenting training provided to new officers.

The PTO program is intended to facilitate an officer's transition from the academic setting (academy) to the performance of general patrol duties. Although an officer graduating from the academy has received a thorough introduction to basic law enforcement subjects, that officer cannot be expected to immediately assume the full responsibilities of an experienced officer. Newly assigned officers must receive additional training in the field where they can learn

from officers who have a great deal of practical patrol experience. In cases where the new officer is a lateral officer from another police agency, the PTO program can be shortened based on the OT's performance and ability to demonstrate competency in meeting Reno PD's training standards.

The PTO introduces a newly assigned officer to the personnel, procedures, policies, and purposes of the department through a Patrol Academy prior to beginning the 14-week PTO program. The Patrol Academy consists of a two-week mini-academy where RPD-specific procedures and policies are taught. The officer trainee then completes a one-week integration week with their A/B phase trainer before returning to the Patrol Academy for two weeks where basics of report writing and policies are reviewed. Upon completion of the Patrol Academy, the officer trainee enters the PTO.

The Reno PD PTO program consists of four phases and two evaluation periods. The design in each phase is based on Bloom's Taxonomy and Adult Based Learning Theory. Within each phase and evaluation period, the core competencies for policing are the specific concentration, which are Police Vehicle Operations, Conflict Resolution, Use of Force, Local Procedures, Report Writing, Leadership, Problem Solving Skills, Community Specific Problems, Cultural Diversity, Legal Authority, Individual Rights, Officer Safety, Communication Skills, Ethics, and Self-Awareness.

Each phase has a similar design; focus activities are listed as a guide for the PTO and the officer trainee to follow in order to gain knowledge and experience in each area. The role of the trainer and trainee is consistent among all four phases; the trainee must develop needed skills and knowledge and the trainer must act as a guide for the trainee. During each phase a core competency log is maintained wherein the trainer and trainee document calls/incidents and debrief them in writing. These items can be positive or negative in nature and follow the 15 core competencies.

The four phases are:

- A Phase: Non-Emergency Incident Response.
- B Phase: Emergency Incident Response.
- C Phase: Patrol Activities.
- D Phase: Criminal Investigation.

A mid-term evaluation is completed by a trainer other than the A/B trainer. The 15 core competencies are evaluated from A and B phase focus activities. The final evaluation is completed in a similar manner as the mid-term, with the exception that all four phases are evaluated among the 15 core competencies and the focus activities from all four phases.

The Reno PD training model is well documented in the PTO Program Manual (117 pages) for the orientation and each of the four phases. The manual describes tasks and includes training documentation regarding when the training was provided and by whom. CPSM noted the PTO Manual was last updated in 2020. CPSM learned the PTO lieutenant is in the process of updating the manual this year. The lieutenant is implementing an annual needs assessment day involving all PTO sergeants and PTOs to analyze the PTO program, trainee performance, and identification of commonalities of unsuccessful trainees with the goal of improving the program to enhance trainee success. RPD is to be commended for this progressive approach to ensure retention of employees, and as well for keeping the manual current. Due to the ever-changing policing industry, CPSM supports the commitment to the comprehensive annual review of the PTO Manual and revisions as needed.

A review of the program by CPSM shows that it is a comprehensive program designed for the success of the trainee. The program involves a contemporary training philosophy based on training rather than simply evaluating performance, which is a model for best practice. Trainees are rotated through different training officers during their four phases. Once the trainee successfully completes all phases, they move to solo-officer capacity.

RPD Policy E-280-18 outlines the general selection process all special assignments including PTOs. Per policy, officers who would like to be selected into the PTO program must:

- Have one year of experience as an RPD officer.
- Have no special assignment in the preceding two bid rotations, except for those who are within 90 days of completing two bid rotations without a special assignment. Police Training Officers who wish to apply for another special assignment are exempted from this provision.

CPSM reviewed a recent PTO testing announcement and noted the following additional requirements:

- Required to be assigned to a patrol team.
- Have a good working knowledge of the PTO program.
- Exhibit strong leadership traits.
- Be regularly available to ensure a consistent training environment for the new officer.

In addition, interested applicants must meet one of three requirements below:

- Have been a full-time PTO in the past.
- Is a current part-time PTO.
- Have attended any of the three recent RPD 40-hour PTO schools.

Officers interested in becoming PTOs submit memos of interest to the PTO Coordinator and PTO Lieutenant. Applicants participate in a two-part test consistent with the aforementioned RPD Policy E-280-18. Part 1 is a written test that consists of the following:

- Problem Based Learning.
- Duties and Responsibilities of a PTO.
- Failing Forward.
- The Core Competencies.
- Core Competency Logs.
- The Learning Matrix.
- Focus Activities.
- Evaluations.
- Prescriptive Training.
- Neighborhood Portfolio Exercise.
- Adult Based Learning.
- Experiential Learning.
- Emotional Intelligence.

Part 2 of the testing process is an oral board comprised of two full-time PTOs, the Police Training Sergeant, Police Training Coordinator, and a representative of the police association. The oral interview involves questions and scenarios based on leadership, problem solving, communication skills, program knowledge, critical thinking, performance assessment, self-awareness, and cultural awareness.

The department currently has 25 PTOs; they are designated with PTO pins on their uniforms. The PTO position is considered a special assignment and all testing, selection procedures, and term of assignments are in accordance with RPD General Order E-280-18 (Special Assignments). The term of assignment is four years unless a request for voluntary transfer out of the assignment is made, or due to unsatisfactory performance or for needs of the department the PTO is transferred early.

The PTO program is administered by a lieutenant responsible for the overall management of the PTO program. The Program Manager works closely with the Program Coordinator (an officer) and Police Training Supervisors to ensure that members of the agency follow the policies and procedures of the program.

The Program Coordinator is responsible for managing and facilitating the program on a daily basis. This person maintains all program records and reports, coordinates regular PTO monthly meetings, and facilitates and schedules all training and evaluation phases.

Police Training Supervisors (PTSs) are usually police supervisors assigned to Patrol. The PTS will provide daily supervision and coaching to the PTO/trainee team and ensure that the needs of that learning team are met. The PTS is responsible for:

- Participating in the selection and evaluation of Police Training Officers and Police Training Evaluators.
- Providing training in PBL to the PTOs and trainees.
- Administering the program according to local regulations.
- Meeting regularly (weekly is recommended) with the PTO and trainee.
- Keeping the Program Commander and Coordinator informed of any unusual problems or activities related to the PTO/trainee team and the learning experience.

Five patrol sergeants currently serve as Police Training Supervisors in a collateral duty. This is a sound practice, as the PTO supervisors are assigned to patrol where it is easier to observe and meet with both PTOs and trainees. Police Training Supervisors match the trainee with the most appropriate PTO based on the needs or phase of the trainee.

It is important during the PTO program that trainees not only rotate through different training officers in their phases, but also that they rotate through the different shifts. There is no requirement that PTOs be assigned to a specific shift because they sign up based on seniority. Subsequently, there may be shift bids or six-month deployments where more PTOs are on one shift and few, if any, are on another shift, such as graveyard. Although unpopular to some, CPSM recommends PTO slots be identified on all shifts to ensure the even distribution of trainers are spread among all shifts, much like the "Admin" positions designated on all shifts for new officers.

RPD does not use a digital platform to document the training and evaluation process. Digital field training programs provide an efficient means to systematically review capabilities and workflow. RPD would be well advised to deploy a system that not only documents training per topic and performance with detailed ratings, but also tracks the amount of time per category

and task. Training systems are available that provide a snapshot of the most acceptable and least acceptable categories, including respective areas. The mid-term and final phase testing could also be included in such a system. CPSM recommends a comprehensive digital training software platform be implemented.

As illustrated in the following table, PTO Program Outcomes, the number of PTOs has remained relatively steady over the past three years. The department's PTO has done an excellent job during this timeframe successfully training new officers in the PTO as evidenced by the 83 percent pass rate of new officers who entered the training program over the past three years, and 90 percent pass rate over the past two years. The department is to be commended for its commitment to, and success of, its PTO and focus on teaching and learning.

TABLE 4-12: PTO Program Outcomes

	2018	2019	2020
PTOs	25	25	25
Trainees	16	21	16
Trainees passing PTO	10	19	15

Source: Reno Police Department.

PTO meetings are critical to the success of any PTO. It provides the opportunity for PTOs to discuss trainees and training issues they might be having and to receive additional ongoing PTO training. In addition to weekly meetings required by the PTO program with the PTS and training teams, the department conducts an annual full-day PTO meeting where the program is evaluated and needed updates are added. CPSM reviewed the minutes from a recent meeting and found them to be complete and well documented.

CPSM recommends when there are few trainees in the program, the PTO lieutenant may consider ongoing trainer development for the PTOs and to include feedback received from past trainees. RPD is to be commended for not only focusing on training new officers, but also soliciting feedback to ensure the PTOs continue to hone skills to train, coach, and mentor.

CPSM learned the PTO program does not incorporate exposure to other units within the department, such as Traffic, Investigations, and Community Action Outreach. The value of working with other units, even briefly, underscores the importance of thorough, well-written investigations, handing of evidence, and elements needed for prosecution. CPSM recommends the PTO program incorporate greater exposure to Traffic, Investigations, and Community Action Outreach for the trainees to develop a greater understanding of each unit's function and value to the organization and community. Well-trained officers are more adept at problem solving and calling on appropriate resources if they are familiar with the services that each unit provides. Like the traffic officer, a detective will likely have a different perspective toward solving conflicts and recognizing opportunities to help the public.

PTO Program Recommendations

- Continue the commitment to the comprehensive annual review of the PTO Manual and revisions as needed. (Recommendation No. 21.)
- Ensure PTOs are assigned to all shifts during shift bids to ensure the even distribution of trainers spread among all shifts, much like the "Admin" positions designated on all shifts for new officers. (Recommendation No. 22.)

- Implement a comprehensive digital training platform to document the training and evaluation process that includes electronic access by supervisors and managers in the patrol section. (Recommendation No. 23.)
- When there are few trainees in the program consider ongoing trainer development for the PTOs to include feedback received from past trainees. (Recommendation No. 24.)
- Develop a more comprehensive training regimen to expose trainees on PTO status to Traffic, Investigations, and Community Action Outreach units and functions. (Recommendation No. 25.)

Special Weapons and Tactics Team

Special weapons and tactics (SWAT) teams have a history in law enforcement dating back to the late 1960s. SWAT units were established to provide specialized support in handling critical field operations where intense negotiations and/or special tactical deployment methods beyond the capacity of field officers appear to be necessary.

Though the potential for violent encounters is a part of everyday law enforcement, from time to time agencies are confronted with situations where specialized equipment and training are advantageous in attempting to safely resolve an incident. For that reason, virtually all agencies have developed, equipped, and trained teams of personnel for such a response. The Reno Police Department has established a SWAT team for such circumstances.

In April 2018, the National Tactical Operators Association (NTOA) published the Tactical Response and Operations Standard for Law Enforcement Agencies as a guideline. The document defines the types of teams as SWAT Tier 1 team, SWAT Tier 2 team, Tactical Response team, and Perimeter Control and Containment team. The SWAT tiers are based upon their ability to handle hostage rescue, barricaded subjects, sniper operations, high-risk warrant service and high-risk apprehension, high-risk security operations, terrorism response, special assignments, and other incidents that exceed the capability and/or capacity of an agency's first responders and/or investigative units.

Per the NTOA guideline, SWAT Tier 1 teams require at least 26 members to resolve an incident in one operational period. SWAT Tier 2 teams, with a 19-member minimum, do not have the appropriate number of personnel for handling hostage rescues, but maintain all of the necessary mission capabilities. A SWAT Tier 2 team may still be faced with conducting an emergency hostage rescue if circumstances require it. A Tactical Response team is recommended to have at least 15 members and can conduct any single or combination of capabilities to include barricaded subject operations, sniper operations, high-risk warrant service and high-risk apprehension, high-risk security operations, and terrorism response operations. A Perimeter Control and Containment team may deploy any number of appropriately trained personnel to establish a perimeter and tactical command.

At full capacity, the RPD SWAT team is allocated 34 team members, made up of four sergeants and 30 operators. Currently, the SWAT team is a Tier 2 team consisting of only 19 members of the department, made up of:

- SWAT lieutenant.
- Two SWAT sergeants.
- Four SWAT team leaders.

- Three assistant team leaders.
- Nine SWAT team operators.

As is common with all but the largest jurisdictions, members of teams serve on the SWAT team in a collateral role to their primary duty assignment, be that Patrol, Traffic, Detectives, etc. The following table shows the number of SWAT team members from 2018 into 2021.

TABLE 4-13: SWAT Team Members, 2018–2021

	2018	2019	2020	2021
Number of Officers	18	18	16	18

Source: Reno Police Department.

Should an incident exceed the RPD SWAT team's capabilities, RPD relies upon neighboring jurisdictions, to include Washoe County Sheriff and Sparks PD, for support. The following table below reflects the number and type of incidents the RPD SWAT handled over the past three years. As can be seen, there has been a decrease in use of SWAT during the pandemic.

TABLE 4-14: SWAT Activity, 2018–2020

Mission Type	2018	2019	2020
Warrant Service	16	17	4
DVP/QRF	35	26	5

Source: Reno Police Department. DVP denotes Dignitary VIP Protection and QRF denotes Quick Reaction Force.

Selection

Membership on the SWAT team is voluntary and openings are announced through memorandum. Interested personnel submit a department memo through the chain of command expressing their interest. Officers volunteering for the SWAT team must pass or have passed a specific battery of tests, to include but not limited to physical fitness and weapons proficiency, obstacle course, oral interview, and a review of the officer's performance. Each battery of tests/reviews is weighted at 80 percent passing. A list of successful applicants will be placed on an eligibility roster and appointment will be approved by the Chief of Police.

Requirements

In order to meet the requirements to become a SWAT team member, staff indicated officers must meet the following minimum criteria:

- Three years of law enforcement experience as a police officer.
- Pass POST physical fitness test.
- Pass SWAT physical fitness test.
- Successful completion of SWAT firearms qualification (80 percent or higher).
- Successful completion of SWAT school.

The testing requirements and process are not listed in the General Orders. CPSM recommends the RPD include the testing requirements in General Order E-280-18 regarding Special Assignments.

RPD SOP indicates that additional qualifications will be included in the announcement for SWAT team openings. CPSM recommends that the Tactical Unit SOP be updated to include those additional qualifications, as it provides advance notice for potential candidates and gives them the opportunity to prepare to meet the standards of the team.

Training

The RPD SWAT team members attend 10-hour training days on a bi-weekly basis for a minimum of 240 hours per year. This training requirement does not include additional training conducted by specialty units that train an extra 10 hours per month. Annually, the SWAT team trains one 40-hour week together. RPD SWAT cross-trains with Washoe County Sheriff and Sparks SWAT teams once or twice a year to enhance team performance, which is a sound practice. CPSM requested training documentation and noted a well-constructed training day touching on multiple elements of the SWAT team.

In light of the SWAT team serving in a collateral duty, meeting the training threshold can be a challenge. A comparison of the RPD training standard to the NTOA guideline for training indicates RPD SWAT is consistent with NTOA standards. CPSM recommends the Tactical Unit SOP be reviewed annually and updated as necessary to meet current law and evolving best practices.

The National Tactical Officers Association is dedicated to improving tactics and safety through education, peer contacts, and the sharing of tactical information. Training is provided for members through an annual conference and ongoing tactical training classes such as the following:

- Chemical agent instructor course.
- SWAT team leader course.
- SWAT commander basic and advanced.
- Long rifle basic, intermediate, and advanced courses.
- Breaching School.
- Less lethal Instructor course.
- Armored vehicle operator's course.

CPSM learned the SWAT team does not have a K9 team as part of the element; however, the patrol K9 teams have been trained to support the SWAT team. RPD SWAT has not been trained in Ballistic Shield Operator, Noise Flash Diversionary Device instructor, or Low-light instructor. CPSM recommends consideration be given to sending a SWAT team member to these courses in order to bring back current best practices to the team.

Recently, RPD rotated the assignments for the SWAT lieutenant, who has yet to attend SWAT Commander Basic and Advanced courses. CPSM recommends the SWAT lieutenant attend these courses as soon as possible. With the change of leadership of the SWAT team, this presents RPD with an excellent opportunity to do a needs assessment of the SWAT team regarding personnel size, equipment, and training.

Regionalization

Many agencies the size of RPD and smaller have moved to a regional, multi-agency SWAT team approach, with three to five agencies working together to field a SWAT team. This can reduce the financial burden of operating the team, and it also alleviates the issue of having to backfill

positions. If RPD were to consolidate its SWAT team with other local agencies, it could significantly reduce the number of officers required to staff a team while increasing the opportunity to acquire additional equipment.

In the case of RPD, at least two days a month, a total of 19 SWAT team members participate in the monthly SWAT training. In agencies the size of RPD, most likely a majority of those officers who are in patrol assignments must be replaced to meet minimum staffing in their assignments. This can be a huge burden for the agency; it has to compensate officers with overtime to replace those SWAT members, and filling their patrol slots can be difficult if the agency is already staffed at minimums. Moreover, should an incident require SWAT response in the future, the team's deployment would create staffing issues during an incident, which could be protracted depending on the severity. A review of SWAT team activations over the past three years showed there has been a decline in missions, as reflected in the previous table. Although it may not be a popular decision among officers, a regional approach must be given some consideration in today's reality.

A review of RPD's SWAT General Order S-130-18 indicated the types of incidents the SWAT team would respond to includes but is not limited to:

- Barricaded subjects with the potential to pose a threat to the community or officers.
- Incidents involving hostage situations or subjects held against their will.
- Active assailant/violence incidents.
- High risk searches and/or arrest warrant services.
- Protection assignments involving persons or sites that may be at risk.
- Situations where deployment of SWAT would enhance the successful and safe resolution of an incident or situation.
- Mutual aid requests.
- VIP protection.
- Disasters.
- Civil disorder.
- Civil defense emergencies.

The policy describes the mobilization process to include the SWAT lieutenant, supervisor, and SWAT team member responsibilities.

SWAT Recommendations:

- Include the testing requirements for SWAT selection in General Order E-280-18 regarding Special Assignments. (Recommendation No. 26.)
- Update the Tactical Unit SOP to include those additional qualifications to become a SWAT team member, as this would provide advance notice for potential candidates and give them the opportunity to prepare to meet the standards of the team. (Recommendation No. 27.)
- Review and update the Tactical Unit SOP as necessary to meet current law and evolving best practices. (Recommendation No. 28.)

- Consider sending a SWAT team member to Ballistic Shield Operator, Noise Flash Diversionary Device instructor, and Low-Light instructor courses in order to bring back current best practices to the team. (Recommendation No. 29.)
- Ensure the SWAT lieutenant attends SWAT Commander Basic and Advanced courses as soon as possible. (Recommendation No. 30.)
- Consideration should be given to using a regionalized approach for SWAT. (Recommendation No. 31.)

Critical Incident Negotiation Team

The Critical Incident Negotiation Team's (CINT) mission is to protect the lives and safety of the public through professional negotiations. This goal will generally be accomplished through the use of highly developed verbal skills and specialized training. The Critical Incident Negotiation Team was established to provide skilled verbal communicators who may be utilized to attempt to de-escalate and effect surrender in critical situations where suspects have taken hostages, barricaded themselves, or have suicidal tendencies.

A review of RPD's CINT General Order S-125-18 indicates the CINT is designed to handle hostage situations, barricaded subjects, and similar incidents. The policy describes the mobilization process to include supervisor and CINT negotiator responsibilities.

The CINT is allotted three sergeant positions and 18 CINT officers. However, due to recent promotions the two CINT sergeants were promoted to lieutenant and there are no active CINT sergeants. The team is made up of 17 CINT officers with additional assistance provided by the MOST team to assist with incidents involving persons with mental health issues.

Staff indicated having such a large number of CINT members creates challenges to ensure all members attend training and remain up-to-date. CPSM concurs and recommends a needs assessment be conducted to determine optimum personnel numbers, equipment, and training.

Selection

Interested personnel participate in an interview conducted with the Tactical Unit Commander, CINT Team Leader, CINT Assistant Team Leader, and a negotiator and which involves a scenario-based training exercise. Personnel are selected based on the ability to communicate effectively under stress and for their willingness to give the time and effort necessary to perform the duty.

Training

Those officers selected as members of the CINT attend the 40-hour Basic Negotiators Course prior to primary use in an actual crisis situation. Additional training is coordinated by the senior team member. During ten months of the year the CINT conducts 10 hours of training in order to maintain a high level of proficiency. Due to special events and vacations, training is not conducted in July and August. CPSM learned the Advanced Negotiations Course is optional, but recommends this be a mandatory course for all CINT members.

CPSM learned the RPD SWAT and CINT teams participate in annual training together. The department should also review the Western States Hostage Negotiators Association guidelines to ensure best practices for CINT.

Due to the specialized training CINT members undergo, the unit could assist the department in providing de-escalation training. The department is already considering this opportunity and CPSM recommends this important training initiative be pursued.

Critical Incident Negotiation Team Recommendations:

- Conduct a CINT needs assessment to evaluate appropriate levels of staffing, equipment, and training. (Recommendation No. 32.)
- Require CINT members attend the Advanced Negotiations Course. (Recommendation No. 33.)
- Review the Western States Hostage Negotiators Association guidelines to ensure best practices for the CINT. (Recommendation No. 34.)
- Pursue a de-escalation training initiative to be provided by CINT members who have received this specialized training. (Recommendation No. 35.)

Community Service Officers

Community Service Officers (CSOs) are civilian employees whose primary function is to take and process police reports at incident locations where the suspect is no longer on scene. Their duties also include the following:

- Collection of evidence.
- Enforcement of city parking regulations.
- Traffic control.
- Operational assistance with special events.
- Response to non-hazardous calls for service.
- Assist with missing person investigations.

CSOs provide extensive service to the City of Reno and community. CSOs perform functions formerly handled by police officers and by doing so enable sworn officers more discretionary patrol time. Currently, RPD has five of its six CSO positions filled.

The value of CSOs cannot be overstated. They relieve patrol officers from handling a myriad of duties that would otherwise encumber the officers. When CSO vacancies occur, it has a significant impact on patrol operations. Given that it is less costly and easier to recruit, train, and staff CSO positions compared to police officers, a concerted effort should be made to minimize vacancies in the CSO staffing levels. CPSM recommends the current CSO vacancy be filled as soon as possible. The expanded use of CSOs should be considered where appropriate.

The team sergeant supervises the CSO on their shift. As is the case with patrol, there are no limitations on how long a CSO can remain on a shift. CPSM recommends a shift rotation policy be put in place so that CSOs remain on a shift for a pre-set number of deployments, and then are required to change.

TABLE 4-15: CSO Activity Report, 2018–2021 YTD

Activity	2018	2019	2020
Calls for Service	3,176	3,902	3,882
Reports Taken	2,870	4,086	3,426

Source: Reno PD. In 2019, there were more reports than calls for service due to light duty staff taking reports and not responding to calls in the field.

Community Service Officers Recommendations:

- Fill the current CSO vacancy as soon as possible. (Recommendation No. 36.)
- Expanded use of CSOs should be considered where appropriate. (Recommendation No. 37.)
- Implement a shift rotation policy so that CSOs remain on a shift for a pre-set number of deployments and then are required to change to another shift. (Recommendation No. 38.)

Consolidated Law Enforcement All Hazards Response

RPD’s Consolidated Law Enforcement All Hazards Response (CLEAR) team was created to assist with investigations where hazardous materials are present or were utilized in criminal activity. The team is composed of officers from RPD and until recently also included members from the University of Nevada-Reno Police Department (UNRPD) and Washoe County Sheriff’s Office. CLEAR is now a stand-alone unit that responds and assists with helping patrol deal with unknown white power substances, deaths involving fentanyl, as well as clandestine laboratories.

CLEAR works closely with TRIAD (Reno-Sparks-Truckee Meadows Hazardous Materials Response Team) as well as the National Guard 92nd Civil Support Team and the ARMOR (law enforcement HazMat for Las Vegas Metro) Team from Las Vegas. CLEAR has participated in and co-hosted several community events, readiness exercises, and mass casualty tabletop exercises. Each member has received specialized training in chemical, biological, radiological, nuclear, and explosive detection, mitigation, and evidence collection. CLEAR members attend monthly training and must pass biannual standards certification.

CLEAR is comprised of two sergeants and six officers. Personnel serve on CLEAR as a collateral assignment. The sergeants, regardless of their primary assignment (patrol, detectives, etc.), supervise unit activities as an ancillary duty. The team works in an environment where a scene is not rendered safe for TRIAD due to a potential perpetrator being present.

Selection

Interested personnel submit an interest memo and are later invited to participate in a physical simulation working in the gear and equipment required for the position. Subsequently, candidates participate in an oral interview and a list is established of eligible personnel. Once selected, CLEAR members can remain on the team as long as they pass standards through monthly training and biannual certification.

CLEAR operates under a comprehensive standard operating procedure that was created in April 2020. CPSM reviewed the manual, 48 pages in length, and found it to be thorough and comprehensive. The SOP includes roles and responsibilities of team members, uniform and equipment details, personnel selection/retention, training, administrative procedures, and call

in/investigative procedures for dealing with specific types of substances. CPSM recommends the SOP be reviewed and updated as warranted on an annual basis.

CPSM inquired about the number of call-ins per month and learned this data is not readily available. RPD staff estimated there is typically one call per month. CPSM recommends RPD track details of call-ins to include types of call-ins, jurisdiction, amount of time, outcomes, etc. Monthly or even quarterly activity reports are important so command staff can exercise proper management and oversight.

In an effort to track unit activity, the supervisor created a Google forms document to capture call details. Although officers are required to complete the form, it is not always completed. In order to accurately assess workload and unit needs, CPSM recommends a system and process be developed to capture all CLEAR activations to include support activities. CLEAR members should be trained on the document and need for completion.

CLEAR Recommendations:

- Review and update the CLEAR SOP on an annual basis. (Recommendation No. 39.)
- Create a monthly and/or quarterly management report to track unit activity detail of call-ins to include types of call-ins, jurisdiction, amount of time spent, etc. (Recommendation No. 40.)
- Implement a system and process to capture all CLEAR activations to include support activities. (Recommendation No. 41.)

Senior Auxiliary Volunteer Effort

The Senior Auxiliary Volunteer Effort (SAVE) program is a uniformed civilian volunteer organization with the purpose of relieving police officers of certain duties and providing an increased level of crime prevention through patrol and observation, and enforcing handicap parking violations. SAVE members use a non-confrontational approach, and under NRS 484B.470, are authorized to issue handicap parking citations.

Before the pandemic, SAVE members averaged nearly 85 members throughout the year. A patrol lieutenant supervises the SAVE program as a collateral assignment with a patrol officer serving as the program's coordinator. SAVE members handle the recruiting efforts mainly through community events or various media outlets, print, radio or television. In 2018, a public service announcement highlighted the opportunity to serve and become a member of SAVE through a local news channel.

SAVE board members conduct the interviews with candidates to assess their qualifications to become a member of the team. Once selected, the program coordinator conducts a modified background investigation to include NCIC clearance and training. Once the candidate successfully passes the background check, the new member attends a two-week training program provided by experienced SAVE members. The training follows a checklist as a guide to ensure all areas of training are covered.

Pre-COVID, there were 87 SAVE members. Due to the COVID pandemic the program was temporarily suspended for nearly one year. Currently, the program is being reopened, although the number of SAVE members has dropped to 66 due to attrition and vaccination requirements.

TABLE 4-16: SAVE Activity Report, 2018–2021 YTD**

Activity	2018	2019	2020*	2021 YTD**
Non-Patrol Hours	8,028	7,979	5,622	1,488
Car Patrols	1,306	1,243	279	262
Vacation Checks	418	263	35	Suspended until July
City Hall	493	2,228	98	60
Handicap Citations	483	479	49	Suspended until July
Foot Patrols	77	60	5	Suspended until July
Total Hours	20,892	20,949	8,353	1,623

Source: Reno Police Department. *Due to the pandemic, SAVE activities were temporarily suspended as of March 2020. ** YTD as of June 2021.

SAVE conducts monthly meetings where updated training is provided, such as new case law on vehicle markings being required on the street rather than on vehicle tires.

The department hosts an annual awards banquet to recognize the efforts and volunteer time provided by SAVE members. Members receive a plaque and pin to acknowledge milestone hours contributed. The Chief and command staff attend the event to personally acknowledge their service. SAVE members wear a uniform consisting of a white shirt with SAVE patches and a small SAVE badge and black or navy slacks.

No recommendations are offered.

Police Junior Cadet Program

RPD's Junior Cadet Program is designed for youth ages 14 to 21 who have an interest in law enforcement or a career in criminal justice. The program offers youth an awareness of the criminal justice system through training, practical experiences, and other activities. The program also promotes personal growth through character development, respect for the rule of law, physical fitness, good citizenship, and patriotism. The Junior Cadet Program teaches mentorship and leadership, and offers the opportunity to learn about law enforcement and public service. This is an excellent opportunity and has been an effective tool in many departments for nurturing and developing future police officers and civilian police employees.

RPD Police Junior Cadets participate in community programs such as Reno-Tahoe Open golf tournament, department training as role players, and assist with helping at recruitment fairs. Oftentimes, event organizers give a donation to the Junior Cadet program to show their appreciation.

Pre-COVID, RPD had 22 Junior Cadets before the program was suspended due to the pandemic. Since then, the program has been restarted with 14 Junior Cadets. The teens are recruited through local high schools, social media, universities, and word of mouth. One RPD officer serves as the Lead Advisor and there are two officers serving as advisors in a collateral capacity: one RPD officer and one Washoe County school police officer. All advisors are male officers; however, there are eight officers who serve as assistant advisors when available; six male officers and two female officers. CPSM recommends a female advisor be available at weekly meetings to address any issues that may arise from female Junior Cadets. When this is not feasible, a female officer or detective should be available to assist. Due to the responsibility placed upon advisors, CPSM recommends advisors receive training on youth protection protocol.

The Junior Cadet Program falls under the Support Services Division as many of the activities are generated from RPD's Training Unit. Junior Cadets meet every Monday from 6:00 to 8:00 p.m.

In light of the decrease in Junior Cadets as a result of the pandemic, the department is working to find ways to increase the number of Junior Cadets. The Lead Advisor is collaborating with one of the Junior Cadets to reestablish the program's social media presence as well as visiting local high schools and colleges that have criminal justice and/or forensics courses to attract potential participants.

Students who have already shown an interest in law enforcement, and have oftentimes given the department an opportunity to assess their work, provide a recruiting pipeline for future RPD employees, be they sworn or professional staff positions. Junior Cadets may be more likely not to have issues with completing a background investigation because they already must be drug and crime free to be a Junior Cadet. This is an opportunity the RPD should pursue, as positively influencing youth by exposing them to the nobility and complexity of police work is of vital concern during these tumultuous times.

There is no general order related to the Junior Cadet program; rather, there is a Junior Cadet Manual outlining the Junior Cadet Program. The manual is an overview of advisor responsibilities, events, weekly training and meetings, financial process for the checking account, ride along procedures, background investigations of Junior Cadets, and SWOT analysis. The topics are on point; however, the details and procedural steps in some sections are lacking.

CPSM recommends the advisor collaborate with the Support Services lieutenant to update and create a more detailed and comprehensive Junior Cadet Manual. The program manual could define eligibility requirements, expectations for conduct of participants, attendance at meetings, and other policies important to establish rules of conduct, expectations, being a member in good standing, and disciplinary procedures. Eligibility standards could include being of good moral character, maintaining a 2.0 or higher GPA, successfully passing an oral interview and background investigation, and committing to attending meetings and events. Other Police Explorer or Junior Cadet Programs are good resources to contact for sample manuals.

The RPD Junior Cadet Program is not funded through the city. Instead, the lead advisor is responsible for a checking account at the city credit union. Donations from various events and groups are deposited into the checking account. The funds are used primarily for Junior Cadet uniforms, range fees, and food/drinks in conjunction with events the Junior Cadets work. There are two debit cards (one for the lead advisor and the other for the second RPD officer) and one checkbook maintained by the lead advisor.

CPSM learned there is no formal system or process to reconcile the Junior Cadet checking account. Rather, the RPD advisors review the statements and the police lieutenant who oversees the program does not participate in an auditing process. CPSM recommends a policy be established that describes allowable expenditures from the checking account, purchasing limitations, any prior authorization for specific usage as well as a monthly audit by the lieutenant to ensure accountability. Every six months the division commander should review and audit the Junior Cadet checking account; this process is not occurring at present.

Best practice would suggest the RPD include the Junior Cadet program in the annual police budget. CPSM recommends the Junior Cadet program be included in the police budget as soon as practical, the checking account be closed, and remaining funds be transferred into the Junior Cadet police budget.

Recently, a process was created requiring participants in the program to provide a \$100 deposit for their Junior Cadet uniforms. These funds are also maintained in the checking account and returned to the participant upon separation when the uniforms are returned.

CPSM has cautioned agencies regarding these programs due to the unfortunate number of programs that have received publicity in the media due to misconduct between police employees and Junior Cadet youth. Recent allegations in a large California agency brought this issue to light. That agency identified deficiencies in training for assigned officers and how they were to interact with minors, making it difficult to hold officers accountable if a problem arose. It also published an updated program manual outlining guidelines and restrictions aimed at eliminating the chances of misconduct in the future.

RPD is to be commended for its commitment to youth. It is imperative that random checks of Junior Cadet activities occur and CPSM recommends the program be included in the department audits and inspections.

Police Junior Cadet Program Recommendations:

- Designate a female advisor to be available at weekly meetings to address any issues that may arise from female Junior Cadets. (Recommendation No. 42.)
- Ensure that advisors receive training on youth protection protocol. (Recommendation No. 43.)
- Update the Junior Cadet Manual to create a more detailed and comprehensive manual. (Recommendation No. 44.)
- Establish a policy that describes allowable expenditures from the checking account, purchasing limitations, any prior authorization for specific usage as well as a monthly audit by police management to ensure accountability. (Recommendation No. 45.)
- Include the Junior Cadet Program in the police budget as soon as practical and eliminate the unit checking account; transfer the remaining funds into the Junior Cadet police budget. (Recommendation No. 46.)
- Document random audits and inspections of Junior Cadet activities. (Recommendation No. 47.)

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COMMUNITY ACTION AND OUTREACH SECTION

The Community Action and Outreach Section is overseen by a lieutenant who reports to a commander, who in turn reports to the Deputy Chief.

TABLE 4-17: Community Action and Outreach Section Authorized Staffing Levels for FY 2020/2021

	FY 2020/2021	Vacancies	Actual
Sworn Personnel			
Lieutenant	1	0	1
Sergeant	4	0	4
Officer	24	0	24
K9 Officer	2	1	1
Total Authorized Personnel	31	1	30

Source: Reno Police Department. Staffing levels as of June 2021.

Downtown Enforcement Team

The Downtown Enforcement Team (DET) is a proactive group of officers who use bicycles to patrol the Business Improvement District (BID) in downtown Reno. The DET's mission is to help improve the quality of life for residents in the downtown area and provide a safe environment for visiting tourists. Officers utilize community policing and intelligence-led policing strategies to identify and address crime trends and solve neighborhood problems. DET works closely with the new Ambassador Program to address chronic nuisance issues as well.

DET is comprised of 12 officers and two supervisors divided into two teams for daily coverage. On a 4/10-hour schedule one team of one sergeant and six officers works Saturday through Tuesday from 2:00 p.m. to midnight and a second team of one sergeant and six officers works Wednesday through Saturday from 2:00 p.m. to midnight. The entire DET team works together on Saturday.

DET is funded through a BID tax assessment and the RPD general fund. The BID is geographically located in downtown Reno. Although the team focuses its efforts in the BID area, it is able to respond citywide when needed.

The DET is committed to making downtown Reno a vibrant place that is not adversely impacted by blight or crime. Some of the DET responsibilities include:

- Addressing nuisance type crimes (trespassing, drinking in public, obstructing sidewalk, etc.).
- Conducting outreach to business owners.
- Working with security directors of casinos to address crime trends.
- Seeking legislative updates to address crime and quality of life such as preventing the use of crack whips in public.
- Handling all special events including motorcycle rally, car shows, and protests.

CPSM recommends a DET general order be created and updated annually to include all areas of the program including strategy, duties, responsibilities, selection, and training.

Qualifications

As is the case with other special assignments, qualifications are included in RPD GO E-280-18. Officers interested in joining the DET must have one year as a confirmed RPD employee and no special assignment in the preceding two bid rotations, except for those who are within 90 days for completing two bid rotations without a special assignment. PTOs who wish to apply for another special assignment are exempted from this provision. Interested applicants submit a memo expressing why they want to join the team.

DET offers annual in-house bike training to those officers interested in joining DET. Officers have the opportunity to train with the DET to ensure the physical nature of the position is desirous. Attendance at the annual in-house bike training is not required to test for the position. An oral interview is the final portion of the testing process.

Training

The operation of a bicycle for patrol operations is a perishable skill. As such, training for this element of police service is offered through a 40-hour basic course by the International Police Mountain Bike Association (IPMBA).

CPSM learned DET members are not mandated to attend bike training although they do attend POST-certified bicycle training. Due to staffing issues, new DET officers attend a modified, in-house bicycle school that is not certified. Because DET works almost exclusively on police bicycles, it is imperative they attend certified training when first selected to the team. Thereafter, DET members should attend annual certification training.

CPSM recommends DET members who have not attended the IPMBA or equivalent certified training be sent as soon as possible. In order to address budget concerns, a DET member could be sent to the IPMBA train-the-trainer course in order to provide certified in-house training in the future. Consideration should be given to sending a DET member to train-the-trainer course should the department opt to conduct bike certification training.

Once a year, DET members undergo a 10-hour training day to hone their riding and bike tactical skills. This is a sound practice and RPD is to be commended for ensuring bike safety and training is a priority. CPSM supports the practice that all members are required to attend the ongoing training throughout the year and annual 10-hour training day.

DET members also attend training specific to their assignment to include crisis intervention training, de-escalation, first amendment training for handling protests, and annual field force training. Tactical training with bicycles occurs twice a year to maintain skills as well as training with the Horse Mounted Unit. Due to the increase in civil unrest across the country, CPSM recommends consideration be given to sending the DET officers to up-to-date crowd management training for bike units that is provided by the International Police Mountain Bike Association.

Equipment

RPD primarily uses mountain bicycles designed for police use; however, in inclement weather many use patrol cars. The team currently has 14 police bicycles and as a result of the pandemic, the order for four new police bicycles is backlogged. The goal is to replace four bicycles each year. RPD tested and evaluated the use of electric bicycles; however, they were cost prohibitive and concerns for security when officers were away from the e-bikes was also a concern.

RPD supplies the DET with complete uniforms and safety equipment to include bicycle uniform short/pants combo, long and short-sleeve polo shirts, helmets and emergency equipment. RPD is to be commended for ensuring officers are properly equipped with safety gear.

Downtown Enforcement Team Recommendations:

- Create a General Order for the DET to include all areas of the program including strategy, duties, responsibilities, selection, and training, and then review the GO on an annual basis. (Recommendation No. 48.)
- Ensure all officers assigned to the bicycle detail attend and successfully pass the 40-hour police bicycle training course, such as offered by the International Police Mountain Bike Association, as soon as possible. (Recommendation No. 49.)
- Consider sending a DET member to a train-the-trainer police bicycle training course should the department opt to conduct bike certification training. (Recommendation No. 50.)
- Send the DET officers to up-to-date crowd management training for bike units which is provided by the International Police Mountain Bike Association or other recognized trainer. (Recommendation No. 51.)

Community Action and Outreach

The mission of the Community Action and Outreach (CAO) team is to infuse the principles of Community-Oriented Policing and Problem Solving (COPPS), Intelligence-Led Policing/Crime Fighting, Crime Prevention Through Environmental Design (CPTED), resources management, and innovative policing principles designed around developing social capital within the community to reduce crime and calls for police service. CAO also works to infuse those principles into the RPD. Based on their various duties in the community, the CAO Unit does not typically respond to calls for service.

A lieutenant oversees the Community Action and Outreach team, and two sergeants handle day-to-day supervision. There are two main components to CAO: Action and Outreach. Programs and initiatives relative to each unit fall within that area of responsibility.

Community Action

Community Action is comprised of one sergeant, five action officers (four CAOs and one Motel Improvement Officer), the Press Information Officer (PIO), and Embedded Resource Officer (ERO). Both the PIO and ERO report directly to the Chief of Police.

The Community Action sergeant and two officers work a 4/10-hour schedule Tuesday through Friday from 6:00 a.m. to 4:00 p.m. and the other three officers work Monday through Thursday from 6:00 a.m. to 4:00 p.m. Community Action team members work Tuesdays and Wednesdays together, and the Community Action and Community Outreach (described below) team members all work on Wednesdays as an overlap or double-day.

The goal of the Community Action team is to reduce repeat calls for service at the same location. The team uses the aforementioned principles of COPPS, intelligence-led policing, and CPTED to search for long-term solutions. Of the five Community Action team members, four divide their responsibilities geographically north and south, with two covering the front end of the week and the other two covering the back end of the week for weekday coverage. Their CPTED focus is on apartment and multi-use complexes. The fifth Community Action team member is assigned to motel improvement.

Crime Free Multi-Housing

Crime Free Multi-Housing (CFMH) is a crime prevention program designed to reduce crime, drug activity, and gangs on apartment properties. CFMH also looks at the CPTED theory and how it can be applied to properties throughout Reno. This is one of the key responsibilities for the CAO team, who have established working relationships with apartment managers in their respective areas.

CFMH is offered to managers of apartment complexes with 40 or more units. The three-day training provides information on how to prevent problems, such as providing lighting, community-oriented policing, etc. and gives them resources such as how to address nuisances as property managers and learn about the eviction process. RPD offers CFMH training annually, but it was not conducted in 2020 due to the pandemic. RPD indicated there is a high turnover rate of apartment managers so the training is often provided to the same location continually. RPD is to be commended for the ongoing commitment to provide training as it not only educates, but is a necessity to keep relationships going. This also allows the community to get to know the officers and build trust with the department.

CPTED for civilians is another community service provided by the unit where owners or managers of locations with less than 40 units can attend similar training. Apartment managers are also able to use the direct summons program for trespassing and destruction of property incidents, as mentioned earlier in patrol section of the report. RPD routinely partners with the city's code enforcement officers to enhance the training and information provided to community members.

Due to the contentious environment that Community Action members may find themselves in, officers receive additional Crisis Intervention Training (CIT). Recently, a new team sergeant joined the team. CPSM recommends the sergeant attend CPTED and CIT training.

Motel Improvement Team

The fifth Community Action officer is a member of the Motel Improvement Team (MIT) and coordinates efforts on weekly and daily motels and short-term housing. The MIT officer coordinates with the health and code enforcement team to address issues from the neighborhood enhancement perspective.

The Community Action team works closely with the crime analyst to gather data relating to calls for service. The crime analyst provides a monthly "scorecard" that highlights the highest calls for service location with historical data to indicate if the unit's efforts have made an impact. The data report provides the locations and the Community Action team relies on the intern assigned to the unit to review reports to determine further details regarding the persons and circumstances involved at the locations. Additionally, patrol officers routinely contact team members in passing or via email regarding problem locations. Community Action officers coordinate with the narcotics unit for drug-related issues, coordinate with the victim services unit for domestic violence situations, and focus on problem solving to connect people with resources.

Embedded Resource Officer

The Embedded Resource Officer (ERO) works a 4/10-hour schedule Monday through Thursday, from 7:00 a.m. to 5:00 p.m. and adjusts his schedule as needed. The ERO is assigned to the Office of the Chief; however, the position is assigned to CAO for scheduling, time off, and timecard approval.

The ERO's primary responsibility is mental health and wellness. RPD is fortunate to have an ERO who is a police officer and a licensed clinician. The ERO works closely with department members to be a resource and provide referrals for staff encountering substance abuse, PTSD, and other

health and wellness issues. The ERO seeks training and opportunities for department personnel to enhance their physical and mental well-being.

Due to the unique qualifications of the ERO who understands the rigors of the job and challenges in conjunction with training as a licensed clinician, the ERO also assists other departments in the region such as Sparks, Washoe County, University of Nevada Police Services, and others. In addition to law enforcement, the ERO assists other public safety organizations to include fire and EMT departments locally and in the region.

The ERO works in the community and partners with MOST to help people in the community in need of assistance. The ERO is on advisory boards both locally and within the state to help address mental health challenges in the community.

RPD is to be commended for providing this critical resource to department personnel, public safety professionals, and community members.

Community Outreach

Community Outreach is comprised of one sergeant and six officers: four assigned to the Homeless Outreach Team, one assigned to the Homeless Evaluation Liaison Program, and one assigned to the Mobile Outreach Services Team. The Community Outreach sergeant works a 4/10-hour schedule Monday through Thursday from 6:00 a.m. to 4:00 p.m.

Training for Community Outreach officers includes de-escalation, mental health, substance abuse, housing, and CIT, if not already trained when the officer comes into the unit.

Homeless Outreach Team

The Homeless Outreach Team (HOT) works a 4/10-hour schedule in two-officer teams from 5:00 a.m. to 3:00 p.m., where one HOT team works Sunday through Wednesday and the other works Wednesday through Saturday. The schedule provides for seven-day coverage.

HOT handle issues citywide. It addresses large build-ups of camps in parks and along the Truckee River. Members of the team establish a direct line of resources to those individuals open to assistance and connect them with resources.

The City of Reno has established a Clean and Safe program, which is coordinated through the City Manager's Office. One element of the program involves community cleanups. Postings are issued notifying homeless community members, at both large and small cleanup locations. In addition to the cleanup, operations also involve waste collection and biohazard waste disposal. The Clean and Safe program is a collaborative effort with multiple city departments including the City Manager's office, Parks, Department of Public Works, as well as the fire and police departments. The police department's role is to provide security at the operations.

The civilian outreach coordinator and team contact homeless camps and offer resources. The goal is to help those in need accept services. This approach is also replicated by the four officers who offer resources. Oftentimes, the civilian outreach team may request the officers assist with enforcement as a deterrent to violations when outreach does not work. Conversely, officers are proactive in emerging homeless camp areas and contact the Clean and Safe program to reach out and offer resources. Each side works independently and refer to each other based on need. Officers routinely spot check areas near the river and throughout the city. Coordination meetings are held weekly and additional meetings with other agencies and groups help to keep officers in field.

Historically, the HOT was comprised of one officer; however, due to the increase in the homeless community, the city grew the team to four team members. In order to evaluate the effectiveness of the team, data is collected on the number of contacts, gender, if resources were provided, number of camps, and enforcement action. Aggregate data is important to track and not collecting details on the individual person is appropriate and in keeping with HIPPA.

Homeless Evaluation Liaison Program

One Community Outreach Officer is assigned to the Homeless Evaluation Liaison Program (HELP). The HELP officer works a 4/10-hour schedule Monday through Thursday from 4:00 a.m. to 2:00 p.m. The current HELP officer also serves on the K9 team as an explosives detection K9 handler. As such, the EOD K9 trains one day a week with the patrol K9s and one day a week in explosive ordinance detection (EOD). Subsequently, 50 percent of the workweek is devoted to training. Due to the assignment, the EOD K9 serves in a reactive capacity and responds to call-ins as well as adjusts his schedule to meet the needs of the department.

HELP provides homeless individuals who are utilizing services and generating police calls with assistance in reuniting with family or friends in a stable environment. The program also helps families with guardianship. The team deals with visiting tourists who find themselves down on their luck and are having difficulty returning home. Hence, staff reported a large portion of homeless in the area are from out of town. HELP works to ensure there is a specific address and someone willing to assist in order to avoid simply transferring the problem to another community.

Community based groups, such as faith-based organizations, assist with funding and providing transportation back home. In addition, HELP Works with local labor groups to find temporary work to earn money to coordinate transportation.

Crisis Intervention Training

CIT brings together law enforcement, mental health providers, and hospital emergency departments with individuals with mental illness to improve responses to people in crisis. CIT enhances communication, identifies mental health resources, and ensures officers have the training and support they need.

RPD is committed to ensuring all officers are trained in crisis intervention and the department is in the process of training all personnel. The CIT curriculum was also added to the police academy. Officers with CIT training are dispersed in patrol as a collateral responsibility. CPSM asserts CIT training is a critical training requirement for all RPD field personnel and RPD intends to train the entire department. Staff estimated 25 to 30 percent of officers have been trained. CPSM supports the department's intent to train all officers in CIT and recommends the training be prioritized with a goal to complete all training within the next year.

Mobile Outreach Services Team

Mental health and homeless-related issues plague many communities across the country. The issue is yet another aspect of the national call for criminal justice reform regarding how police officers respond to mental health calls. RPD operates under a long-standing MOU with the Northern Nevada Adult Mental Health Services Department.

The Mobile Outreach Services Team (MOST) provides follow-up services for individuals whose mental illness impacts their community. They also provide assistance to individuals who require aid in managing their mental health treatment programs. Clinicians from Washoe County Adult

Human Services and the MOST officer are able to conduct outreach services for the improvement and stability of the mentally ill and homeless populations.

There is one officer assigned to MOST who works a 4/10-hour schedule Tuesday through Friday from 6:00 a.m. to 2:00 p.m. Due to the nature of the assignment, the MOST officer adjusts the work schedule as needed. Two MOST clinicians mirror the MOST officer's schedule. Due to the activity level, the city is in the process of hiring additional clinicians. Their responsibilities include not just assisting the CAO and HOT units, but also responding to requests from patrol officers. MOST works to mitigate issues and offer resources, and the MOST officer will respond to mental health-related calls for service when available.

Staff indicated in conjunction with the national count for unsheltered individuals, the MOST conducted a count to assess the impact of unsheltered individuals in Reno (February 2021) and determined there were 772 individuals, including in Sparks and Washoe County. CPSM inquired about the numbers specifically related to Reno and learned the data was not available.

In light of this issue continuing to be a pressing matter in many communities, CPSM recommends RPD consider tracking more specific data to assist in developing strategies on ways to address the matter in the future. The data could include tracking:

- Total number of homeless contacts.
- Number of homeless taken off the street.
- Number of people for whom services were provided.
- Tracking details regarding homeless contacts, such as veterans.
- Number of people placed in temporary shelters.
- Number of people sent home/relocated.
- Number of arrests.
- Number of citations issued.

Data collection and mining will be valuable to assist in demonstrating the impact of the department's multiple efforts within the Community Action and Outreach Section on alleviating calls for service as well as providing the types of assistance and support to the community.

As mentioned at the beginning of this report, the Community Action and Outreach Section personnel do not typically respond to calls for service. CPSM recommends consideration be given to transferring this section to the Support Services Division.

Community Action and Outreach Recommendations:

- Assign the new Community Action sergeant to attend CPTED and CIT training as soon as possible. (Recommendation No. 52.)
- Continue with efforts to train all officers in CIT with a goal to complete the training within the next year. (Recommendation No. 53.)
- Consider tracking more comprehensive data to assist in developing strategies on ways to address the homelessness issue. (Recommendation No. 54.)

Public Information Officer (PIO)

One police officer serves as the PIO and reports directly to the Chief of Police. Reno's five-page General Order S-180-17, Media Relations, describes the department's media relations responsibilities and the role of the PIO. In addition to writing media releases and providing information to the press, the PIO, along with the Social Media Team, is responsible for maintaining RPD's social media accounts. These include:

- Facebook
- Twitter
- Instagram
- YouTube

The PIO handles his own clerical duties and relies on department support staff to create graphics for media purposes. He estimates that his weekly workload is broken down as follows:

- Social media content posting and monitoring, 6-10 hours.
- Event planning, 5-10 hours.
- Attending/setting up events, 10-20 hours.
- Answering community emails, phone calls, visits at RPD, 2-5 hours.

The greatest impediment to fulfilling the PIO duties is his lack of a photography or videography background. The nature of communication to the public on social media and YouTube renders this skill important. A department member or volunteer with such skills should be identified to provide photography and videography assistance to the PIO as a collateral duty.

PIO Recommendation:

A department member or volunteer with photography and videography skills should be identified to provide assistance to the PIO to enhance the department's social media presence. (Recommendation No. 55.)

Special Events Unit

The Special Events Unit (SE) is staffed by a sergeant with oversight provided by the Community Action Outreach Section (CAO) lieutenant. The lieutenant reports to the Community Services Division commander. The lieutenant and sergeant both work Tuesday through Friday from 5:00 a.m. to 3:00 p.m., and 6:00 a.m. to 4:00 p.m., respectively, out of the main RPD police station.

SE is responsible for planning and coordinating RPD responses to special events, most of which require that promoters obtain a city permit and pay the city for police to staff the event, as necessary. This is considered a "billed" event. The SE staff sit on the city approval committee for permitted events.

SE staff work with a wide variety of internal, city, and business staff. These include the Bike Team and Traffic on nearly every operation; Regional Intelligence; the Horse Mounted Unit; K9; Explosive Ordinance Disposal (EOD); and SWAT. SE works often with the city Public Works and

Parks Department, Business License, Special Events Committee, Reno Fire Department, and REMSA, the private ambulance service.

The following table shows 45 billed events were handled by Special Events in 2018 and 2019; this comprises nearly all of its activities. Many special events take place in the downtown corridor. Special Events records from 2017 and earlier have been purged. CPSM recommends special event after-action reports be retained to aid in planning future events.

TABLE 4-18: Reno PD Billed Special Events, 2018–2019

	2018	2019
Events	45	45

Some of the staffed events include:

- Hot August Nights.
- Pub crawls.
- City Council meetings.
- Dignitary assignments.
- Protests/rallies (depending on the nature of the event).

CPSM reviewed a draft of the SE operations manual that command staff has yet to review and approve. The manual appeared to be thorough, containing clear explanations along with current forms for various functions. It is an excellent reference manual for new and experienced Special Events staff.

Special Events Recommendations:

- Retain special event after-action reports to aid in planning future events. (Recommendation No. 56.)
- Command staff should review and approve the draft Special Events manual as soon as possible to allow for distribution of the manual. (Recommendation No. 57.)

Horse Mounted Unit (HMU)

The Horse Mounted Unit (HMU) was previously a full-time assignment and is now a collateral duty. It was disbanded in 2008 due to the fiscal crisis, re-established in the fall of 2018, and certified in April 2019. The HMU is staffed with a sergeant and three officers. The CAO Section lieutenant oversees the HMU. All HMU staff use their personal horses and are responsible for their care and stabling. There is no compensation for the assignment. A minimum of two horses are deployed for each event.

The HMU is used primarily for special events such as Hot August Nights, pub crawls, Street Vibrations Rally, and major holiday events, etc. The HMU has also been deployed during civil unrest incidents. Though the HMU does not fall under regionalized policing, the Sparks Police Department, Carson City, and Washoe County Sheriff's Department also deploy equestrian units. The agencies share mounted services at no charge to the other departments.

When deployed, the HMU is considered a force multiplier in that riding horseback affords officers a broader view of crowds, streets, and intersections that foot beat or patrol officers lack. The

HMU can convey important information to supervisors or command posts and monitor situations more easily. HMU staff report that most people consider the HMU as a positive presence, often stopping to admire or pet the horses. It is also a significant asset in crowd control situations. At this point, the HMU is used exclusively for tactical deployment, not for community or school activities.

An operational unit of this type should not deploy without having appropriate policy and operating procedures. CPSM recommends the department create a policy for the HMU, defining its mission, function, deployment, and assignment requirements.

According to the HMU supervisor, the number of deployments has increased, which would indicate the need for additional officers. However, this is not reflected in the following table, which shows a decline in deployments, a situation likely due to the impact of the COVID-19 lockdown. The type of HMU deployments should be tracked by specific type, such as for local special events, civil unrest, outside agency assist, etc. This information should be reported in a monthly or quarterly report to the commander and be used in determining staffing decisions.

TABLE 4-19: Horse Mounted Unit Deployments 2019–2021 YTD to June 2021

	2019	2020	2021 YTD
Deployments	12	6	7

Horse Mounted Unit Recommendations:

- Develop a Horse Mounted Unit policy that defines its mission, function, deployment, and assignment selection requirements. (Recommendation No. 58.)
- Track the nature and number of HMU deployments according to their type, such as local special event, outside agency assist, civil unrest, etc. (Recommendation No. 59.)

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SECTION 5. SUPPORT SERVICES DIVISION

Under the direction of a Deputy Chief, with the support of a Commander, the Support Services Division is made up of the following sections:

- Investigations.
- Traffic.
- Training.
- Records.
- Administrative Services.

Each section will be assessed and reported upon individually to allow the consumer of this information to better understand how each individually, and collectively, supports the mission of the Reno Police Department.

INVESTIGATIONS SECTION

Under the direction of the Support Services Division Deputy Chief and commander, the Investigations Section operates under the command of a lieutenant. The investigative sub-units assigned to this section include:

- Robbery / Homicide (includes aggravated assaults).
- Burglary (includes larceny and auto theft).
- Financial Crimes.
- Sex Crimes.
- Family Crimes.
- Missing Persons.
- Computer Crimes.

Staffing

The following table reflects the authorized (budgeted) staffing assigned to the section.

TABLE 5-1. Investigations Section Authorized Staffing*

	Lieutenant	Sergeant	Officer	Civilian	Total
Administrative / Support	1			3	4
Robbery / Homicide		2	12		14
Burglary		1	5		6
Financial Crimes		1	4(1)		5(1)
Sex Crimes		1	8		9
Family Crimes		1	5		6
Missing Persons				1	1
Computer Crimes			2		2
Total Staffing	1	6	36(1)	4	47(1)

Note: *Vacancies shown in parentheses

Work Schedule

All detectives are assigned on a 4/10 work schedule with days off on Friday through Sunday, or Saturday through Monday. There are three shift reporting times of 6:00 a.m., 6:30 a.m., and 7:00 a.m. Under this schedule, there is no detective staffing between the hours of 5:00 p.m. and 6:00 a.m. on weekdays, and no staffing all day Saturday and Sunday. This is surprising given the community's status as a tourist destination with a focus on gambling and entertainment, much of which occurs at night and on weekends. Additionally, the city experiences a relatively high crime rate that is often consistent with this type of activity.

For after-hours and week-end responses, one sergeant and three detectives from the Robbery/Homicide Unit and two detectives from the Sex Crimes Unit are on call. On-call status for detective sections is routine in law enforcement agencies.

In our examination of workload in Patrol it was noted that community-initiated workload demands remain relatively high until approximately midnight on weekdays, and nearly around the clock on weekends. This activity suggests that it would be appropriate for assignment of detectives at least six days per week (excluding Sunday), and night detective staffing until midnight on weekdays and potentially later on the weekends.

Night detectives could continue to carry a caseload, but would be readily available to assist patrol and respond to serious crimes without the need to bring resources in from home.

Case Intake

Law enforcement agencies vary widely in case intake policies and practices relative to investigative division functions. In some agencies, all cases are referred to detectives for review and follow-up investigation where appropriate. In others, only felony cases are generally referred to detectives, while patrol officers are responsible for the investigation to completion of misdemeanor cases. Various hybrids are utilized by others. Decisions as to the case intake processes are often driven by staffing levels.

Reno utilizes a hybrid method. The determination as to whether a case is routed to detectives for follow-up investigation is determined by patrol supervisors. Patrol supervisors have the authority to close a case without submission or review by Investigations, whether minor or serious in nature (i.e., a theft with no suspect information available, or a stabbing offense closed by arrest.). If a case is routed to Investigations, the detective sergeant reviews the case. If the detective sergeant determines that there is insufficient actionable information, he/she has the authority to close the case without assigning it for further investigation. Cases are not routed to a detective for informational purposes unless a crime trend is identified.

Detective General Order D-120-05, issued in 2005, identifies solvability factors to be utilized in determining if cases are to be assigned to a detective. These factors include but are not limited to the following:

- The suspect is named.
- The suspect can be identified.
- The address of the suspect is known.
- The suspect can be located.
- The license plate number of the vehicle used in the crime is known.
- The vehicle can be identified.

- There was traceable stolen property.
- There were identifiable latent fingerprints lifted from the scene.
- A significant modus operandi has been recognized in the case.
- It is reasonably suspected that there was a limited opportunity to commit the crime.
- There is reason to believe that further investigative effort will lead to the solving of the crime.

These solvability factors are consistent with best practices. However, with 18 patrol sergeants of various experience and initiative levels reviewing cases and making a determination as to whether a case warrants further investigation, clearly there will be inconsistencies in the decision-making process. In fact, a large majority of Part 1 crimes are not assigned to or even reviewed by the Investigations Section. For instance, in 2019 there were 5,344 Part 1 crimes reported that fall within the Burglary Unit's purview (Burglary, Theft, Auto Theft), but only 199 of which, less than four percent, were assigned to a detective for investigation. As such, detectives who specialize in specific crimes (i.e., burglary) have no idea as to the frequency of burglaries within a specific area, method of entry, nature of loss items, etc. Therefore, they are hamstrung when it comes to identifying patterns or trends and linking crimes.

CPSM suggests that the decision to close a case be largely controlled by the Investigations Section supervisors. Centralizing this function ensures consistency and better positions the department to identify trends at the earliest opportunity. Additionally, there may be investigative benefits to making detectives aware of all major cases (felonies), especially those in which a suspect is in custody to allow detectives to interview the suspect regarding other open cases similar in nature. For misdemeanor cases, the present practice is suitable.

Workload Demand

To this point, we have discussed staffing, work schedules, and case intake procedures. Here, we will examine how the Investigations Section is positioned to manage workload demands. The following table reflects workload by function (sub-unit) for the past three calendar years. In some cases, data was not available as noted.

TABLE 5-2: Detective Division Case Assignment, 2018–2020

Cases Assigned	2018	2019	2020
Robbery / Homicide	UNK	UNK	223
Burglary	175	199	126
Financial Crimes	161	165	115
Sex Crimes	220	304	247
Family Crimes	UNK	1,995	1,853
Missing Persons	234 – Adult 665 - Runaway	207 – Adult 707 - Runaway	233 – Adult 716 - Runaway
Computer Crimes	580	UNK	UNK
Total*	2,035	3,577	3,523

Note: Cases were not tracked by RHU prior to June 2020; Cases were not tracked by Family Crimes prior to 2019; CCU stopped tracking number of examinations completed after 2018.

There are no absolute standards to determine appropriate caseload for police investigators. One murder investigation could occupy the time of several detectives for months, and on the other hand, one detective could handle hundreds of theft cases in a similar period. Nonetheless,

the International Association of Chiefs of Police (IACP) suggests that a detective caseload between 120 and 180 cases per year (10 to 15 per month) is manageable. Other sources suggest that departments should staff one detective for every 300 UCR Part I Index Crimes recorded each year.

As noted, the data reflected here is incomplete due to a lack of consistent reporting practices. Nonetheless, we can draw some reasonable assumptions based upon the data that is available. As we look at 2020 data, we note that approximately 27 percent of the total number of assigned cases were those of missing persons. As reflected in the Table 5-1, all of those cases were assigned to one civilian investigator. That leaves 2,574 cases. To that number we add 580 cases (2018 Computer Crimes data) and 223 additional Robbery / Homicide Unit cases, a doubling of the reported caseload as the unit only began recording caseload data in mid-year 2020. While this data is not exact, the total then amounts to approximately 3,377 cases (outside of missing persons). Therefore, if divided equally among the 36 detectives, each would be assigned approximately 94 cases per year, or 7.8 cases per month. This is a level of assigned cases below that referenced by the IACP.

For the second benchmark, number of FBI UCR Part I Index Crimes, we examine data from 2019, the most currently available FBI UCR data. In 2019, FBI UCR records indicate Reno PD recorded 6,763 Part I crimes. If one divides that number by 300, it would indicate a need for approximately 23 detectives to adequately meet workload demands.

According to both these benchmarks, it would appear that Reno PD has adequate resources to manage criminal investigations when considering the section's total caseload and staffing. However, there may be a misalignment of resources among the sub-units of the section. For example, in 2020, five Burglary detectives averaged 25.2 cases each, per year, while five Family Crimes detectives averaged 370.6 cases each over the same period. Other disparities exist as well. It would appear that the staffing per sub-unit may warrant consideration for modification.

As well, we do note that the overall percentage of cases that are assigned to detectives vs. the number of crimes reported is fairly low. For example, of 5,344 crimes reported in 2019 that would fall under the responsibility of the Burglary Unit (Burglary, Larceny, Auto Theft - See Table 3-2), only 199 were assigned to a detective. This may be the result of a lack of forensic evidence which would allow for additional investigative effort beyond that of the patrol officer who took the initial report. We will address Forensics later in this section.

Again, the data provided by the department is not necessarily fully accurate, and as such, we cannot make a definitive recommendation as to appropriate section-wide staffing levels and suggest no changes be made absent the availability of reliable data.

Case Management

Previously, we discussed the case intake process. Here we examine the process for those cases that are routed to the Investigations Section for further investigation. Cases received by the Investigations Section are reviewed by section sergeants, and as appropriate, are assigned to the appropriate investigative unit / detective.

At present, the department utilizes Tiburon RMS as its records management system. Tiburon has a detective case management module. However, problems with this system, and lack of vendor support, has led Investigations sergeants to individually track cases assigned to their personnel utilizing Excel spreadsheets. CPSM requested and received a copy of such a case tracking document. It contained the following information:

- Detective assigned.
- Case number.
- Charge (nature of offense).
- Intake date (date assigned).
- Date of last reported activity (by detective).
- Case status (i.e., active or closed).
- Case disposition (has limited detail).
- Location of occurrence.

These are generally accepted elements of case management. However, other important elements of an effective case management system are not available through the use of an Excel spreadsheet.

These other elements include automated notification to supervisors of investigations exceeding normal completion periods and/or case updates, and clearance rate percentages by individual detective. Clearance rates are an important measure of an individual detective's performance and can lead to the identification of training needs, additional supervisory oversight, and in some cases reassignment from the unit. The department recognizes the value of measuring clearance rates as is reflected in the case management policy. The following is an excerpt from General Order D-120-05:

"Case clearance is an indicator of individual performance and can assist in evaluating the individual detective."

CPSM wholeheartedly agrees with this statement, but again, the present case management tool does not easily allow for farming of this information. We note here that reporting case clearances is a function of the Records Section at Reno PD. In reporting on the Records Section function, we share important information about how clearance rates are reported to the Federal Bureau of Investigation.

As well, case management files kept as individual spreadsheet reports, while somewhat useful to the individual sergeants, are not easily accessed for review by command level personnel. This precludes effective command and control, even at the section lieutenant level.

There are other important features offered through a comprehensive case management system as available through various police records management system vendors. If the department chooses to move away from Tiburon, every effort should be made to ensure that any selected RMS has a comprehensive suite of offerings, including case management.

Auto Theft Task Force (Proposed)

In the introduction to reporting on the Investigations Section, we noted that auto theft investigations fall as a responsibility of the Burglary Unit. In discussions with staff, it was stated that in actuality, auto theft investigations are handled by Patrol, and detectives only infrequently participate in such investigations. It appears that when stolen vehicles are recovered, little effort is made to identify the suspects, or to determine if the theft may be related to an organized auto theft ring. We believe that this position should be re-evaluated.

Auto thefts are a significant problem for most communities. In Reno, 1,179 vehicles were reported stolen in 2019, more than 3.2 per day. While most vehicles are stolen simply to provide short-term transportation and then abandoned on a street or in a parking lot, others are taken to “chop shops” to be dismantled for parts, are stolen by criminal organizations to be resold after switching out Vehicle Identification Numbers (VINs), or shipped overseas for sale on foreign soil. Patrol officers are ill-equipped to handle these more complex auto theft investigations, having neither time nor training to do so.

In virtually all agencies, auto-theft investigations are assigned to detectives who have additional training and time available to conduct more thorough investigations when warranted. The extensive regional policing model in use in Washoe County lends itself to a regional Auto Theft Task Force. CPSM would suggest that such an effort be undertaken to include Reno PD, Sparks PD, Washoe County SO, and the Nevada Highway Patrol.

Cold Case Homicide Review (Proposed)

At present, no cold case homicide unit exists at RPD. This may be a suitable opportunity to use salary savings to hire a temporary, part-time experienced RPD homicide investigator to reexamine cold cases and identify those where investigative leads may be available based upon new technologies or other factors. Those could then be assigned to a detective for follow-up, which may be as simple as sending biological/trace evidence to the crime lab for analysis.

Investigations Training

Most, but not all of the Investigation Section sub-units have a training checklist for newly assigned detectives. Some are detailed, much like a field training manual for new employees; others, not so much. Some include a listing of specialized training courses that may aid in the development of a detective’s expertise. In the case of one unit, a manual does not presently exist, but is being developed. Checklists can be utilized by supervisors to ensure that new detectives demonstrate competencies in the various elements of their new assignment. In each case, the document and related training is managed by the particular unit’s supervisor.

CPSM suggests that under the direction of the Investigations lieutenant, the Section supervisors work together to develop a more standardized version of these documents, incorporating the best of each. At a minimum, these should include a checklist of core duties, and a supervisor signoff of the new detective’s competency to complete each. Additionally, a listing of specialized training required and/or desired for each position should be included in the document. This can serve to ensure that such training is prioritized over other courses that provide less value to the position.

Rotation Schedule

Broadly, General Order E-280-18, Special Assignments, regulates the selection processes and terms of assignment for special assignments throughout the department. Officers assigned to the Investigations Section serve for a four-year term, while lieutenants, referred to as “Professional Members,” serve for two years. Though not specifically addressed in the policy, a Deputy Chief’s directive indicates that sergeants serve for three-year terms. Extensions of the assignments may be considered on a year-to-year basis.

CPSM generally supports a rotation schedule as exists here. This allows for the professional development of all personnel without creating organizational “silos.” However, there are a couple of considerations. Specific assignments require a high degree of training and expertise to

be effective. These include, but are not limited to, homicide, computer crimes, financial crimes, and crimes against children. A term of four years is generally not sufficient to master the skills and experience necessary to effectively investigate such crimes. The policy allows for department discretion in extending any special assignment, and CPSM would encourage that those assignments mentioned here receive high consideration for such an extension, in some cases indefinitely.

As well, the two-year rotation schedule for lieutenants is well below the norm. The breadth of responsibilities of the Investigations Section are complex and require an investment in time and experience to fully master. Such a short duration of assignment may lend itself to creating an atmosphere wherein the lieutenant serves as a caretaker of the status quo versus one who becomes a change agent where called for. This in no way is intended to suggest that the present lieutenant, or any predecessor, served in that manner, but only to suggest that such a short assignment may lend itself to that consequence. Additionally, if every new lieutenant were to serve as a change agent, the disruption to the section's operations every two years may produce negative consequences. CPSM believes that the schedule should be extended to three or four years, with the option of extension at the discretion of the department.

Volunteers

Volunteers serve as a valuable resource in the detective sections of many law enforcement agencies. They perform clerical and investigative support (generally through telephone contact) in the follow-up of missing persons' cases, burglaries, etc. At present, the Investigations Section does not utilize volunteers.

Staff indicated that a current assessment/revamp of the internship program through the University of Nevada-Reno is underway in an effort to address this void. Student internships serve as a valuable resource to the department, both in terms of managing workload, and more importantly, as a recruiting source to introduce prospective employees to the organization.

CPSM suggests that the department's Senior Auxiliary Volunteer Effort (SAVE) program is another valuable option to address this opportunity.

Forensics

The collection of physical evidence at crime scenes, to include recovered stolen vehicles, is of paramount importance. Such evidence is invaluable in identifying suspects, and supporting prosecution efforts. Extensive training, experience, and equipment is required to competently serve as a crime scene investigator.

In Reno, this responsibility is largely contracted out to the Washoe County Sheriff's Office. As such, CPSM did not conduct an in-depth assessment of this function. However, anecdotal reports at various levels of the organization painted a picture that while WCSO Forensics Units do a good job at the most serious of crime scenes to include murders, rapes, and some aggravated assaults, they rarely respond to more routine crimes such as burglaries, robberies, and auto thefts. And while the department's Patrol CSOs have some forensic equipment, they have little time or training to adequately make up for the absence of comprehensive crime scene investigations for these types of crimes. This may explain in part why relatively few cases are forwarded to detectives for investigation.

CPSM is aware that the department is making efforts to expand its capacity to conduct crime scene investigations, and strongly supports this effort. In today's policing environment, forensic evidence is of critical importance in solving crime and successfully prosecuting offenders.

Dedicated forensic specialists, not generalists who have multiple other responsibilities (i.e. police officers, CSOs, etc.), are vital to this effort.

Investigations Section Summary

It would appear that staff in the Investigations Section are dedicated to the mission of the department and their assignment. However, as we have noted, there are significant impediments to ensuring that the Investigations Section is providing excellent service to the community. These include the absence of a comprehensive case management system, a practice of closing a high percentage of cases without detective review, the absence of detectives during night and weekend hours, and the lack of forensic evidence collection efforts at many crime scenes.

Relative to staffing, it would appear that based upon current caseloads the Investigations Section is adequately staffed. However, for specific assignments such as homicide and computer crimes, the duration of assignment should be re-evaluated, or the policy changed to reflect actual practices. This is true for both the sergeant and lieutenant assignments as well. In the case of the lieutenant position, a two-year assignment does not lend itself to effectively managing the unit and providing stability of leadership.

The recommendations offered below will provide solutions to many of the issues that serve as an impediment to the section performing optimally.

Investigations Section (Detectives) Recommendations:

- Consideration should be given to expanding the detectives' deployment schedule from only weekday daytime hours to include evenings and Saturdays. (Recommendation No. 60.)
- To enable detectives to analyze trends, and potentially identify persons of interest, consideration should be given to routing all felony cases through the Investigations Section for review, including cases where solvability factors are absent or the case has been cleared and closed. (Recommendation No. 61.)
- While overall staffing for the Investigations Section appears to be adequate, an examination of workload demands by sub-unit should be conducted to determine if detective resources are appropriately allocated to the various investigative functions. For example, while Burglary Unit detectives average 25 cases per detective per year, Family Crimes Detectives handle 370 cases per detective per year. (Recommendation No. 62.)
- As the department migrates to a new records management system, it is imperative that a comprehensive case management module be included. Core elements of such a system should include cases assigned by detective, automated notification to supervisors when investigations are not completed in a timely manner, and individual clearance rate calculations by detective. Automated and standardized reports for the entire Section should be readily available for supervisor and management review. (Recommendation No. 63.)
- Consideration should be given to the establishment of a regional auto theft task force. (Recommendation No. 64.)
- Consideration should be given to hiring a temporary, part-time investigator to review cold case homicides. (Recommendation No. 65.)
- Develop a standardized training manual for each investigative unit of the Section; utilize the best elements of the varying models that exist today. (Recommendation No. 66.)

- Consideration should be given to extending the term of assignment for the Investigations Section Lieutenant to three years, with the potential for one, one-year extension at the discretion of the Chief of Police. (Recommendation No. 67.)
- In addition to efforts to provide internship opportunities in the department through the University of Nevada-Reno, the department's Senior Auxiliary Volunteer Effort (SAVE) should be tapped as a resource in the recruitment of volunteers to support clerical and light investigative activities of the Investigations Section. (Recommendation No. 68.)

TRAFFIC SECTION

The safe and efficient movement of traffic within a community is a priority for all cities. To help facilitate that goal, the Reno Police Department relies heavily upon the department's Traffic Section. The Traffic Section operates under the command of a lieutenant, assisted by two sergeants and one civilian administrative assistant. The primary sub-units/functions of this section include:

- Motorcycle Patrol.
- DUI Enforcement.
- Accident Investigators.
- Traffic Detectives.
- Major Crash Investigations.

Each will be assessed and reported upon individually to allow readers to better understand how each individually, and collectively, supports the mission of the Reno Police Department.

Policy

General Order P-370-04, Traffic Procedure, is the primary policy governing traffic procedures for both department-wide functions as well as specific Traffic Section duties. The policy, 11 pages in length, was reviewed and found to be comprehensive. It was issued in August 2012.

Staffing / Work Schedules

In the following table, we provide staffing as authorized in the current fiscal year budget, and list vacancies as of the end June 2021.

TABLE 5-3. Investigations Bureau Authorized Staffing*

	Lieutenant	Sergeant	Officer	Civilian	Total
Administrative / Support	1			1	2
Motorcycle Officers		2	13		15
DUI Enforcement			4		4
Accident Investigators			6		6
Traffic Detectives			2		2
Total Staffing	1	2	25	1	29

Note: *Vacancies in parentheses.

Below, we will briefly discuss the role/functions of each of the bulleted points listed above. We will also examine the Traffic Section's work schedules.

Motorcycle Patrol

Motorcycle officers are one of two proactive enforcement elements within the Reno PD Traffic Section, the second being DUI enforcement officers. As noted in the staffing table, there are 13 authorized motorcycle officers assigned to the section. Officers work a 4/10 schedule with reporting days and times staggered to allow for coverage from 6:00 a.m. to 11:00 p.m., seven days per week. It is important to understand that given this schedule only two or three motorcycle officers may be on patrol at any given time.

Motorcycle officers are not assigned to a beat or patrol area, but rather, patrol citywide. The primary function of the motorcycle officers is traffic enforcement focused upon violations that can cause crashes, assisting accident investigators and/or handling accident investigations when accident investigators are unavailable, directed traffic enforcement as assigned by supervision, responding to public requests for enforcement, and other related duties.

DUI Enforcement Officers

DUI officers are the second proactive enforcement element of the department's Traffic Section. There are four uniformed officers assigned to this duty. As is the case with the motorcycle officers, DUI officers work a 4/10 work schedule with staggered reporting days and times to allow for coverage between the hours of 4:00 p.m. and 7:00 a.m., seven days per week. Staffing is skewed on the overnight/early morning hours. It is important to understand that given this schedule, only one or two DUI officers may be on patrol at any given time.

Accident Investigators

The department has six accident investigators. They also work a 4/10 shift schedule and cover the hours of 6:00 a.m. to 11:00 p.m., seven days per week. Again, it is important to understand that given this schedule, only one or two accident investigators will be on duty at any given time.

It is the policy of Reno PD to respond to the following categories of traffic accidents:

- Fatality.
- Actual/claimed injury.
- Driver suspected of being under the influence of alcohol/drugs.
- Extensive property damage.
- Reckless/careless driving is suspected.
- Hit-and-run involved that results in major property damage, injury, or death, or investigative information is obtained that justifies follow-up and possible prosecution.
- Traffic-related felony involved.
- Damage to city vehicle/property.
- Major traffic congestion results from accident.
- Accident has caused vehicle damage necessitating towing.
- Hazardous material/fire involved.
- Disturbance between principals.

- Principal demands.
- Outside agency assistance.

These are the most serious and complex of traffic investigations, and often require a significant amount of time and resources to investigate. In the case of non-injury traffic collisions outside of those described above, parties are encouraged to exchange information. If they then want a police report, they are encouraged to respond to the police station where a report can be made at the front desk.

Traffic Detectives

Two traffic detectives are assigned to the Traffic Section. They work a 4/10 work schedule from 6:00 a.m. to 4:00 p.m. with staggered work days covering Monday through Friday. They are responsible for the investigation of hit-and-run collisions and follow-up on major crashes. They also serve as lead investigators on the Major Accident Investigation Team, which we will discuss later, and are certified trainers for the Northern Nevada Law Enforcement Academy and the Nevada State POST Academy.

Volunteers

Supplementing the full-time staff is a cadre of volunteers from the department's Senior Auxiliary Volunteer Effort (SAVE) program. Their uniform consists of a polo shirt with a police volunteer logo and slacks. They drive a vehicle marked with the volunteer logo and an amber light bar for use as necessary.

They perform a number of support functions both in the station and in the field. These include patrolling school zones, conducting speed surveys, and issuing citations for handicap parking violations, among a host of others.

The Traffic Section receives upwards of 700 neighborhood complaints per year. While these cover the gambit of traffic concerns, speeding is at the forefront. The SAVE volunteers are trained to operate radar devices and are assigned to conduct radar surveys in complaint locations. Reports that they prepare on the frequency of violations allow Traffic supervisors to determine which complaint locations warrant attention from the limited motorcycle officer resources.

While SAVE personnel do not track hours worked for specific sections of the department, they do track total hours worked. In 2019, more than 20,000 hours of volunteer time was recorded, 12,970 of which were patrol hours. Included in these figures was 193.5 hours of support for the Traffic Section conducting 387 speed surveys. Other Traffic Section support function hours are not captured separately from the total hours reported. This is an excellent use of volunteer resources. The department is to be commended.

Community Service Officers - Proposed

At present, there are no Community Service Officers (CSOs) assigned to the Traffic Section, though the department utilizes CSOs for a variety of field functions including traffic direction and handling "cold" reports where no suspect information is available. CPSM suggests that this is a missed opportunity. There are many functions presently being performed by commissioned motorcycle officers and accident investigators that could be performed by CSOs in order to relieve the other officers of these tasks. These include accident investigation support, traffic control/direction at accident scenes and others as necessary, handling parking-related

violations when Parking Enforcement Division staff are not available, clerical duties, etc. At present, each of these functions falls to a commissioned police officer.

When we described the duties of accident investigators and motorcycle officers, we made note of the staffing and deployment schedules. Given these staffing levels, at any given time during a deployment, only one or two accident investigators and only two or three motorcycle officers will be on duty, citywide.

Clearly, the accident activity level for a city as complex as Reno will overwhelm these limited Accident Investigator resources on a nearly constant basis. This is made abundantly clear when we note that motorcycle officers responded to 2,566 accident calls in 2019 (See Table 5-4), averaging 74 minutes per call, and patrol officers responded to an additional 4,132 accident calls (See Section 4, Table 4-4) and averaged just under one hour to handle per call. Cumulatively, this equates to the workload of approximately four full-time employees.

In the case of both motorcycle officers and patrol officers, their primary duties must be put on hold to handle or assist in the investigation of traffic accidents. While data does not identify their role as the primary or assisting units, this is a significant commitment of both motorcycle and patrol resources. Clearly, some of these duties could be handled by CSOs.

Assignment Rotation Schedule

The department currently assigns officers to work for four years in a special assignment with an additional one-year extension for officers who are performing above standards (or based on the needs of the department). Sergeants have a three-year assignment with an additional one year for those performing above standards. While CPSM generally supports such a rotation schedule, there are a few assignments throughout the department, including here in Traffic, where the level of expertise and training required to perform the duties make such a schedule problematic.

In Traffic, a major accident investigation that requires accident reconstruction is a highly complex endeavor. The department has wisely established a Major Crash Investigation Team (MCIT) to handle these types of accidents. We will provide more detailed information on the MCIT later in this section. Here it is important to note that training costs for an accident investigator are in the range of \$10,000 for required courses. Salary costs connected with training are about \$25,000. Both figures are per student. Total training time, including completing prerequisite courses, is generally in the range of ten weeks and is accomplished over a period of several years. This is a significant investment to make, thus the department should re-evaluate the rotation schedule for its Major Crash Investigation Team members. CPSM would suggest that a doubling of the current rotation period is warranted.

Call and Workload Demand

To this point, we have examined the functions of the Traffic Section, and the staffing assigned to perform those functions. In the following section, we will examine call and workload demand placed upon that staff. Here we examine workload based upon two sources. The first source is the records generated by the department's computer-aided dispatch system from call data for assigned units. The second source is data compiled by the department's Traffic Section. It is important to note that we begin our examination with proactive units, that is, motorcycle officers and DUI officers. Data for Traffic detectives is not captured by in the CAD, and accident investigators' workload is largely reactive, generated by a member of the public's report of a collision. This examination is not intended to diminish the importance of the work of Traffic

detectives and accident investigators, but rather to determine if the proactive units of the Traffic Section are appropriately staffed and engaged.

As is the case with patrol data, we begin with CAD data obtained between January 1, 2019, and December 31, 2019. In that one-year period, the dispatch center recorded 17,735 events that involved Traffic units (patrol units with IDs starting with "M" and "D"). After excluding zero-time-on-scene events and directed patrol activities, 16,451 calls were included in the analysis. During this period, the dispatch center also recorded activities assigned to Traffic units that were not assigned a call number; thus, 8,038 non-call activities were included in the analysis.

The following table reflects call volume for the one-year period, and includes community-initiated and officer-initiated activity. Again, this represents workload for motorcycle officers and DUI officers only. Department-wide numbers for individual activities are substantially higher.

TABLE 5-4: Traffic Section Events, Calls, and Workload by Category

Category	Events	Calls	Work Hours
Accident	2,585	2,566	3,156.0
Alarm	38	38	5.6
Animal	3	3	0.6
Assist public	162	157	40.4
Assist other agency	241	238	224.9
Check	865	818	243.6
Civil matter	12	12	2.9
Crime-person	139	138	87.6
Crime-property	119	118	58.3
Custody/warrant	25	24	11.0
Directed patrol	1,050	-	-
Disturbance	504	495	159.4
Follow-up	167	165	100.8
Investigation	256	253	147.4
Miscellaneous	91	22	14.1
Suspicious incident	135	132	57.3
Traffic enforcement	822	782	367.9
Traffic stop	10,521	10,490	2,062.0
Total	17,735	16,451	6,739.8

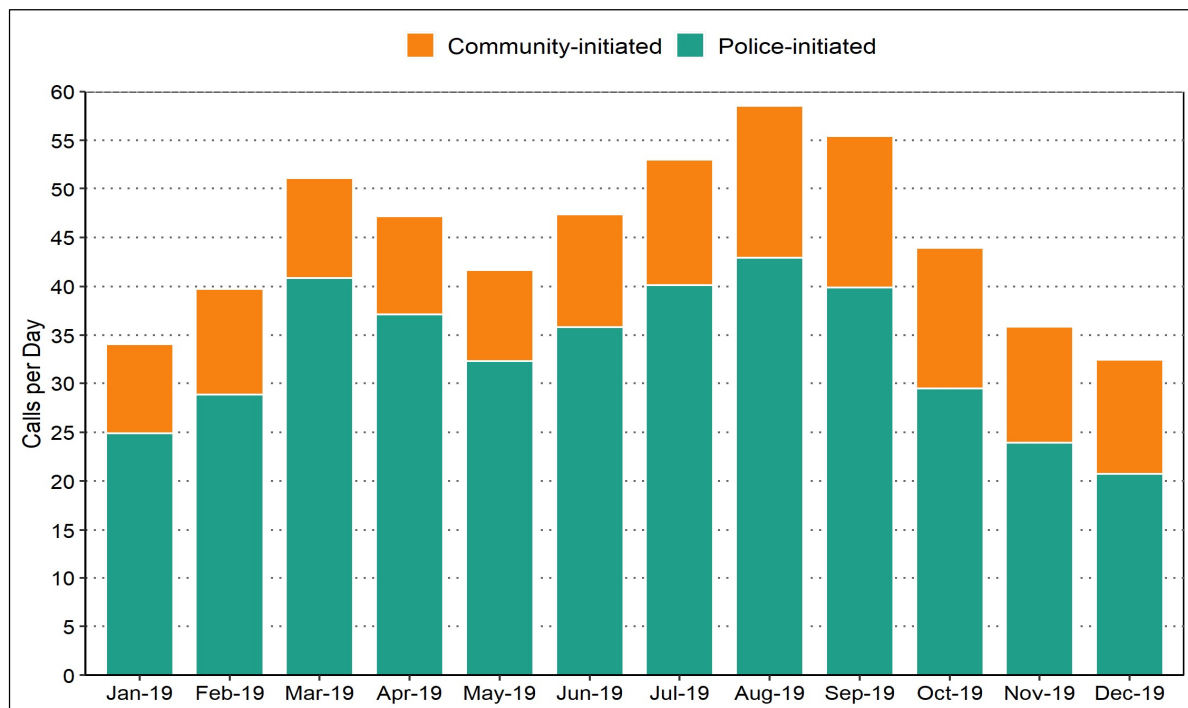
Note: Events include all recorded calls which involved a traffic unit. We removed 1,284 events with zero time on scene and directed patrol activities when calculating the number of calls with each call category.

The data from the above table provides some interesting insight that warrants further discussion. Overall, 84 percent of call activity was traffic-related and the vast majority of that involved traffic enforcement / stops. Response to accidents was the next highest category of call activity at 2,566 calls. It suggests that each motorcycle officer (assuming DUI officers have limited response to traffic accidents) responds to 214 traffic accidents per year, or approximately 1.2 calls per shift, on average. Given the department has accident investigators assigned as the primary units for these calls, it is presumed that the motorcycle officers role is largely in support (i.e. traffic control). Previously, as we reported on staffing, we identified CSOs as a cost-effective resource to assist at accident scenes. Clearly, that observation is supported by the data reflected here.

Finally, this data reflects that Traffic officers respond on a variety of calls for service including crimes, alarms, and disturbances, though clearly this is not their focus. This reflects that the Traffic Section does not operate in a “silo,” but assists patrol when warranted. CPSM asserts that this balance is appropriate.

In the next figure, we examine the source of calls, community-initiated vs. police-initiated. The data reflects that the overwhelming majority of calls are police-initiated. This reflects what we discussed previously, and that is that the motorcycle officers and DUI officers perform in a largely proactive role.

FIGURE 5-1: Traffic Section Calls per Day, by Month



In the following table, we examine non-call / out-of-service times using CAD data. Occupied time reflects the average amount of time per activity.

TABLE 5-5: Traffic Section Non-Call Activities and Occupied Times by Description

Description	Average Occupied Time	Count
10-6 / Busy	60.8	6,823
Court	88.6	19
Gas	5.2	7
Administrative - Weighted Average/Total Activities	60.9	6,849
Personal - Meal - Average/Total Activities	49.0	1,189
Weighted Average/Total Activities	59.1	8,038

Note: Activities that lasted less than 30 seconds or over 8 hours were excluded.

The non-call / out-of-service time recorded as 10-6 / Busy accounts for the overwhelming majority of activities. While it is unclear what is occurring during this time, given that the number

of court and gas activities are extraordinarily low, it may be that officers simply put themselves out of service as “10-6,” without providing the 911 dispatcher with the specific activity for which they are taking themselves out of service. Nonetheless, as discussed in the Patrol section of this report, both the number of activities and time per activity are significant. Supervisors should examine the particulars to determine if this significant commitment of time is appropriate.

Next we will examine data on the nature and number of traffic accidents over the past three calendar years. In the case of accidents, data is reported through a statewide database, and the database does not allow for the extraction of data by source. As such, we cannot determine which of the accidents recorded below were handled by the Traffic Section vs. a Patrol officer.

TABLE 5-6: Total Traffic Accidents, 2018–2020

Year	Total Collisions	Property Damage	Injury Collisions	DUI Collisions	Fatal Collisions	Hit and Run Investigations*
2018	2,969	1,557	1,412	296	20	162
2019	3,380	1,793	1,587	300	16	146
2020	2,696	1,297	1,449	299	22	86

Note: *Hit-and-run Cases assigned to Traffic Detectives.

Source: Reno PD

It is important to note that these numbers reflect formal accident reports. As previously noted, the department generally does not respond to or write formal reports on all collisions, but rather, only those that are considered more serious or result in disabled vehicles blocking traffic, etc. In many cases, officers will be dispatched to an accident scene and determine that a formal report is not required. In such cases, they may assist the motorists with the exchange of information and provide other related guidance as a community service. In these instances, the call and workload is captured in our data, but again, no formal report is taken.

The table that follows depicts information on traffic citations issued, both department-wide and by the Traffic Section alone.

TABLE 5-7: Total Traffic Citations Issued, 2018–2020

Year	Department-wide Traffic Citations (Inc. Traffic Section)	Traffic Section Traffic Citations
2018	9,896	7,100
2019	11,128	8,929
2020	10,654	9,549

Source: Reno PD

While patrol or other non-Traffic Section units participate in enforcement efforts, an average of 80 percent of citations issued by the department over the past three years were generated by Traffic officers.

In the two figures that follow, we provide a graphic depiction of where traffic accidents occur throughout the city, followed by a depiction of where traffic enforcement stops take place. This enables examination of whether the department is focusing enforcement efforts and resources at locations experiencing a higher rate of traffic accidents. These figures represent all activity and are not limited to workload associated with the efforts of the Traffic Section alone.

Figure 5-2 depicts traffic accident incidents, with the higher frequency of occurrence locations represented in red/orange and darker greens. Additionally, we list the top 25 locations in terms of rate of occurrence. We follow that with Figure 5-3, which shows the locations where traffic enforcement stops occur most frequently. It is important to note that as previously reported in discussion on the department's policy regarding response to traffic accidents, the department generally responds only to significant accidents involving injuries and/or disabled vehicles. As such, the information reflected in Figure 5-2 is limited to those collisions. Minor collisions, often referred to as "Property Damage Only," will generally not be reflected in this data absent extenuating circumstances described in the policy.

By comparing the maps, we can see that the department generally does a good job of matching enforcement efforts to high frequency collision locations. A couple of anomalies were noted that supervisors may wish to explore. While the intersection of Parr Bl. at Virginia St. reflected the most traffic stops at 499, it had only 15 reportable traffic accidents for the year. Conversely, the intersection of Kietzke Ln. at E. Moana Ln. had nearly double the rate of traffic accidents at 29, but only 20 percent of the rate of traffic enforcement stops at 105. There may be valid reasons for this disparity, and we point this out only as an example as to how this information may be utilized by the department.

Additionally, later in this section we will address the 3E Working Group. This is an outstanding initiative on the part of the city that examines engineering, education, and enforcement initiatives relative to traffic safety and management. The data in Figure 5-2 can serve as an excellent source of information for use by this group to identify high frequency accident locations. Those locations can then be examined to identify primary collision factors, which could enable the group to target those locations in an effort to reduce the rate of collisions.

FIGURE 5-2: High-Frequency Traffic Collision Locations

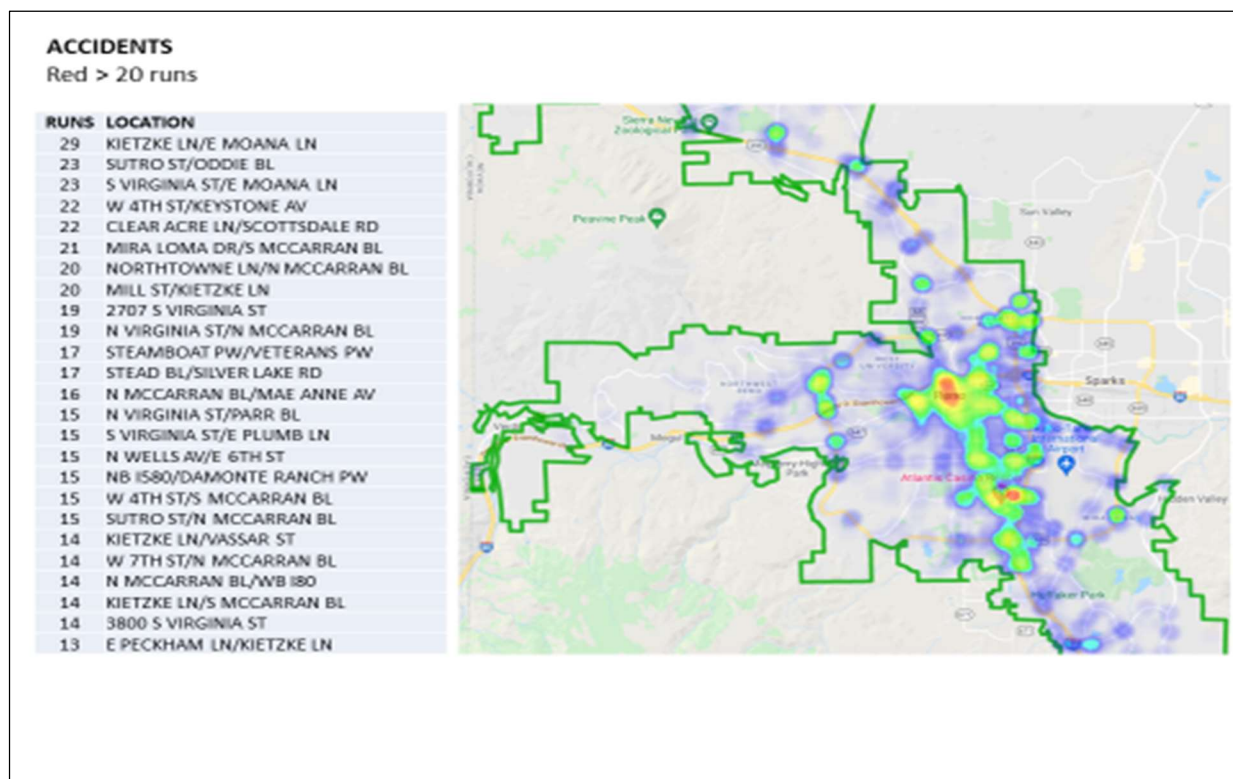
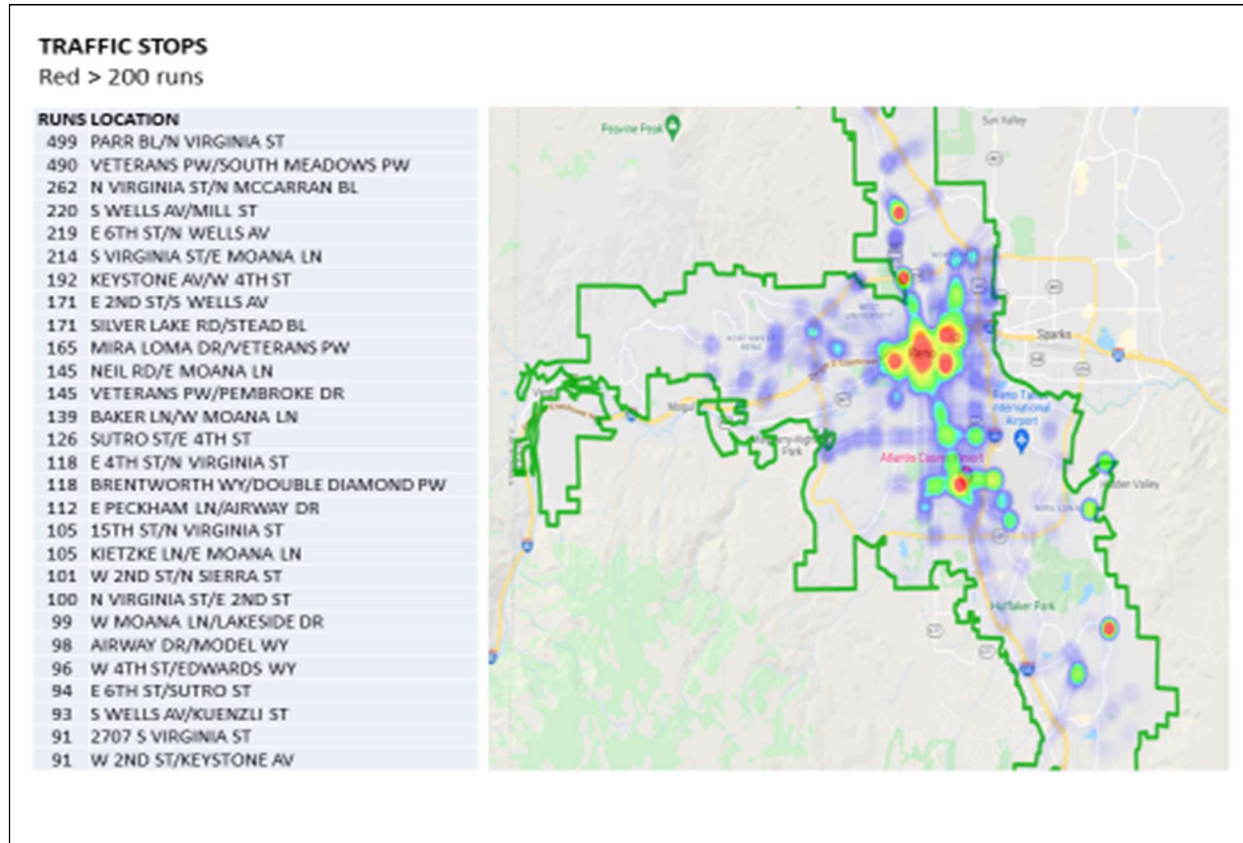


FIGURE 5-3: High-Frequency Traffic Enforcement Stops



Call and Workload Demand Detailed Analysis

In the following sets of figures, we present a more detailed workload analysis of motorcycle and DUI officers. For this analysis we use two eight-week sample periods. The first period is from January 4 through February 28, 2019, or winter, and the second period is from July 7 through August 31, 2019, or summer.

In the figures, the numbers on the left-side edge represent the number of officers on duty, the numbers at the bottom of each figure reflect the hour of the day, and the colored sections reflect the nature of activity in which officers are engaged as defined by the color legend at the top of the figure.

For example, for the winter weekday period (top left), at noon, approximately 0.75 officers were engaged in community-initiated work, 0.5 officers were engaged in police-initiated work, 1.75 officers were engaged in directed patrol activities, 0.25 officers were out of service, and 2.5 officers were on patrol. This accounts for the activity of the average of 5.75 officers on duty at noon. As can be seen, weekend staffing is approximately one-half that of weekday staffing.

As you examine these figures, you will note peaks and valleys in staffing. This is due to shift reporting times and overlapping shifts.

FIGURE 5-4: Traffic Units, Deployment and All Workload, by Season

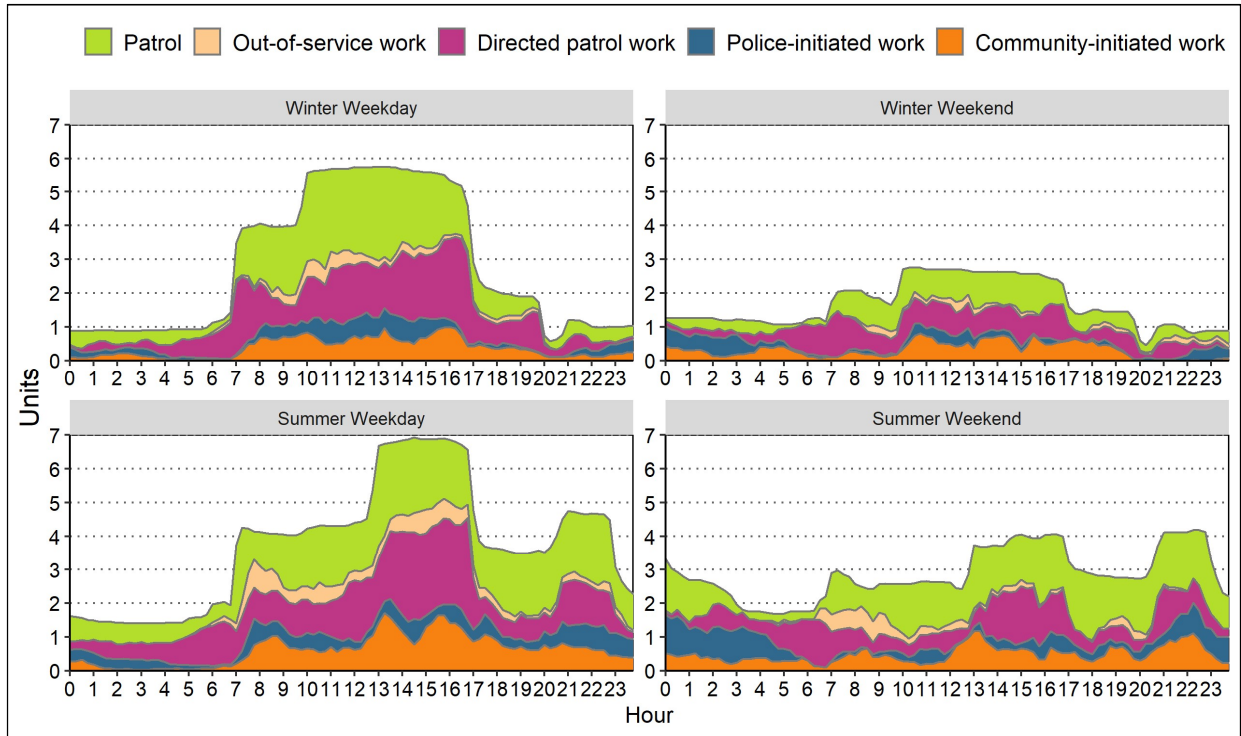
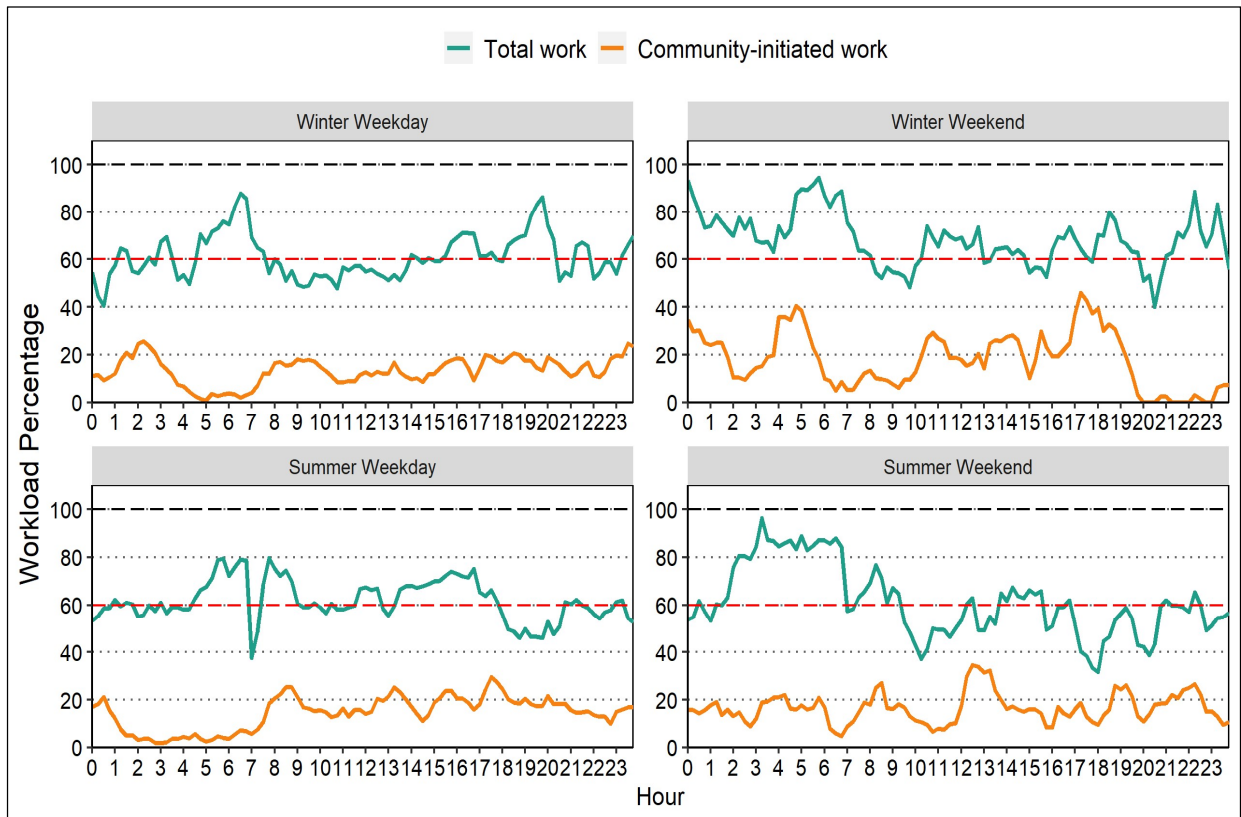


FIGURE 5-5: Traffic Units, Percentage of Workload, by Season



Observations:

Winter:

- Community-initiated work: Average community-initiated workload was approximately 13 percent of hourly deployment during the week and 19 percent of hourly deployment on weekends.
- All work: Average workload was approximately 59 percent of hourly deployment during the week and 67 percent of hourly deployment on weekends.

Summer:

- Community-initiated work: Average community-initiated workload was approximately 17 percent of hourly deployment during the week and on weekends.
- All work: Average workload was approximately 63 percent of hourly deployment during the week and 60 percent of hourly deployment on weekends.

Workload Demand Summary

It is clear from data in Figure 5-5 that Traffic Section resources are under stress through much of the workday. We believe that this is especially true for accident investigators and motorcycle officers. We noted in Table 5-4 that motorcycle officers responded on approximately 2,566 collision calls in 2019. That year, the department took formal collision reports on 3,380 accidents (Table 5-6). As such, motorcycle officers were needed to assist on, or handled, approximately 76 percent of all accident calls. That does not include the response of patrol officers to such calls. To lessen the burden on both patrol officers and motorcycle officers, additional staffing will be required.

In the sections that follow, we will discuss a variety of other subjects that are relevant to the functions of the Traffic Section.

Major Crash Investigation Team (MCIT)

Traffic detectives and crash investigators comprise this specialized team. The MCIT investigates major crashes involving serious bodily injury and/or death. As we noted previously, investigators receive advanced training in major crash investigations and reconstruction. Such training often takes approximately ten weeks to complete spread over two or more years. Total course costs for an investigator can be about \$10,000, plus salary costs that amount to approximately \$25,000 per officer. Clearly this is a significant, but important investment. MCIT investigators become critical expert witnesses in the prosecution of criminal offences stemming from these collisions, as well as in matters of civil litigation.

In the following table we examine response data for the team for the years 2019 to 2021 to date. The data shows there is a significant number of responses. For many of these incidents, complete accident reconstruction is required; this can require six to nine months to complete.

TABLE 5-8: Major Collision Investigation Team Responses

Year	Total Responses	Fatalities
2019	27	16
2020	33	22
2021 YTD (June)	8	4

Source: Reno PD Traffic Section

Training

As with any department function, training is paramount for personnel assigned to the Traffic Section. This is especially true for personnel assigned to the Major Crash Investigation Team (MCIT). The following table represents courses that are required or desired for personnel assigned to the Traffic Section. It includes course costs and the applicable unit assignment that would be scheduled to attend the course. Clearly, this is a significant, but necessary, commitment of resources.

TABLE 5-9: Training Courses by Assignment

Course Title	Course Hours	Motorcycle Officer	DUI Officer	Accident Investigator	Traffic Detective
Basic Accident Inv.	24 hrs. - No Cost	X	X	X	X
Intermediate Accident Investigation	40 hrs. - \$350 per Ofc.	X		X	X
Advanced Accident Investigation	40 hrs. - \$350 per Ofc.			X	X
Basic Motorcycle Operation	80 hrs. - No cost	X			
Certified Motor Training Officer	120 hrs. - No Cost	X (4 to 6 Ofcs.)			
Vehicle Dynamics	40 hrs. - \$900 per Ofc.			X	X
Traffic Accident Reconstruction (TAR I)	80 hrs. - \$850 per Ofc.			X	X
TAR II	80 hrs. - \$750 per Ofc.				X
Vehicle Vs Ped	40 hrs. - \$750			X	X
Bosch CDR Retrieval Technician	24 hrs. - \$200			X	X
Bosch CDR Retrieval Analyst	40 hrs. - \$675				X
FARO Scanner	24 hrs. - \$8,668 per class	x		X	X
FARO CAD	40 hrs. - \$9,125 per class			X	X
ARIDE	16 hrs. - No Cost		x		
DRE	80 hrs. - No Cost		x		

Note: Costs reflected do not include salaries, lost time, travel costs, and in some cases may require a Reno PD Instructor to avoid additional fees.

Technology in Use by the Traffic Section

The Traffic Section utilizes an extensive array of technology for a range of services from enforcement to case management to investigative aides. The list is extensive, and includes:

- **PBTs:** Preliminary Breath Tests are used during the Standard Field Sobriety Test to confirm or eliminate the possibility of alcohol during DUI investigations. These devices must be calibrated monthly, with more than 75 units in inventory. DUI Officers are certified to conduct monthly calibrations for all department-issued PBTs.
- **Radar:** RPD uses both stationary and moving radar in an effort to aid in speed enforcement and reduce the number and severity of crashes. These units require certification every three years, and several are nearing the end of their service life. The department is working to increase inventory of portable devices in order to increase access to patrol staff.
- **Zebra Portable Printers and Paper and Samsung Galaxy S9 Smart Phones:** Utilized for issuing traffic citations and the completion of state-mandated accident reports.
- **FARO Scanner:** The Traffic Section utilizes the FARO Focus 3D X330 scanner on all major injury and fatal crash investigations. This device has become an integral component in conducting thorough and comprehensive investigations. This technology is used to document and reconstruct crash scenes.
- **BOSCH CDR:** The Traffic Section utilizes the Bosch Crash Data Retrieval (CDR) system (hardware and software) on a regular basis in conjunction with traffic crash investigations. The technology of event data recorders (EDR) has become prolific in the passenger car and light truck industry. The EDR captures data from the crash event and typically in the seconds prior to the crash event. This data can be pivotal in the investigation and prosecution of criminal traffic cases.
- **Radar Trailers:** Reno PD has three radar trailers (and is purchasing a fourth). These are deployed by Public Works at the direction of the 3E group (see below for 3E details).

3E Working Group

Traffic management and safety are complex issues. The three “E’s” of traffic safety, Engineering, Education, and Enforcement, are widely accepted as critical components for ensuring the safe and efficient flow of traffic through a community. In 2019, the city created a 3E Working Group (Engineering, Education, and Enforcement). The group is made up of representatives from Reno Direct (city ombudsmen that create and track traffic-related service requests), the Office of Communications, City of Reno Traffic Engineers, and the lieutenant in charge of the Reno PD Traffic Section. Other attendees often include the Safe Routes to School Coordinator for the Washoe County School District Police Department, and community-based organizations that attend based upon a specific agenda item.

The 3E group meets biweekly for 1 to 3 hours depending on the issues at hand. It is described as having become very adept at problem-solving in areas where traffic issues negatively impact the safe and efficient movement of traffic. Additionally, the group will soon be examining high frequency traffic accident locations as well. Data from Figure 5-2 may be of value in identifying locations for examination.

In our experience, such a collaborative effort is a rarity. CPSM has long recommended such efforts in the studies of all agencies for which we conduct similar assessments, and we commend the city for its efforts.

Grant Programs

The Traffic Section applied for and was awarded monies under the following three recurring grant initiatives in 2020: Joining Forces, the Office of Traffic Safety Grant for Pedestrian Safety,

and the Office of Traffic Safety for a grant initiative which focuses exclusively on impaired driving. RPD developed two new grants this year focusing on Distracted Driving and School Zone Safety. Additionally, RPD continued work on a High Priority Commercial Motor Vehicle grant that provides money towards Commercial Vehicle Enforcement. The funding obtained through these efforts is as follows:

- \$74,400, Joining Forces.
- \$40,000, Pedestrian Safety.
- \$40,000, Impaired Driving.
- \$20,000, Distracted Driving.
- \$30,000, School Zone Enforcement.
- \$265,430, Commercial Vehicle Enforcement Grant.

The department is to be commended for its efforts in acquiring grant funding in support of its mission.

Victim Services

The Traffic Section has a dedicated part-time victim advocate funded under a "VOCA" (Victims of Crime Act) grant designed to provide support to survivors and families who have been impacted by DUI-related traffic crimes which result in serious injury or death. The program enables the department to better serve victims of these crimes by connecting them to counseling, financial assistance, witness support, and other services. Services provided include personal contact and follow-up contacts as necessary, hospital visits, counselling referrals, advocacy, court preparation, and accompaniment to court. In 2020, 156 such services were provided for the 23 cases assigned to the advocate.

Traffic Section Summary

The Traffic Section appears to be well organized, well run, and a true asset to the community. The services provided are above and beyond those provided by many agencies, and are consistent with best practices. However, the absence of adequate staffing in the classification of accident investigator is critical. This staffing shortfall negatively impacts both patrol officers and motorcycle officers who are, multiple times each and every day, drawn away from their primary duties to meet the demand associated with the investigation of traffic collisions.

Traffic Recommendations:

- Consideration should be given to assigning four new Community Service Officers to the Accident Investigation Unit for the purpose of assisting with traffic accident incidents and other related duties. This would free up both motorcycle officers and patrol officers who are burdened by these activities at the expense of their primary duties. In lieu of that, four additional commissioned accident investigators are warranted. (Recommendation No. 69.)
- The training required to effectively serve on the Major Crash Investigation Team is extensive and costly. The present rotation schedule of four years with a possible extension is insufficient when considering the training commitment and cost. CPSM recommends that the department consider doubling the rotation schedule for those personnel responsible for these duties. (Recommendation No. 70.)

- Examination of the frequency and length of time spent on non-call / out of service activities should be conducted to ensure that the activities engaged in are necessary and appropriate, and in keeping with the Traffic Section's mission. (Recommendation No. 71.)

TRAINING SECTION

Training is one of the most important functions in a law enforcement agency. Effective training is critical in providing essential information and minimizing risk and liability. The outcome of effective training can be assessed in part by such measures as a high level of proactive policing and low level of public complaints, low numbers of claims or lawsuits, high public satisfaction with the police, well-written and investigated reports, safe driving records, and appropriate implementation and documentation of use-of-force incidents.

Under management of the Support Services Division Chief and commander, the Training Section lieutenant has primary responsibility for developing and coordinating department training. The lieutenant is assisted by one sergeant, four officers, and one civilian secretary who is charged with maintain training records.

The Nevada Commission on POST is the regulatory agency that establishes and maintains regulations and acts as the governing authority for the behavior, hiring, certification, and training for law enforcement personnel in the state. POST is dedicated to Nevada's peace officers, supporting the need for training to ensure that the State of Nevada provides for a capable and skilled workforce.

All new, entry level officers hired by RPD must successfully complete a Nevada POST certified Category I law enforcement training academy. RPD uses the Northern Nevada Law Enforcement Academy (NNLEA) to train its officers. NNLEA is a cooperative effort between the Reno Police Department, Sparks Police Department, University Police Services, and the Washoe County Sheriff's Office. Category I training includes peace officers who are empowered by law to perform a broad spectrum of law enforcement duties and whose primary functions specifically include routine patrol, criminal investigations, enforcement of traffic laws, and investigation of motor vehicle accidents. The current training for Category I peace officers involves 808 hours over 22 weeks for successful completion of a basic course. Over the last three years (2018–2020), 58 RPD recruits began training at the NNLEA Academy with 54 graduating, or a 93 percent success rate.

TABLE 5-10: RPD Academy Attendance and Results

	Recruits	Graduated	Did Not Complete
2018	17	16	1
2019	23	22	1
2020	18	16	2*
Total	58	54	4

Note: *One recruit did not complete due to injury and was retained by RPD and is expected to graduate from the current academy class.

Once new officers graduate from the academy, they enter the department's Patrol Training Officer Program (PTO), and must complete 19 weeks of training. The field training program is intended to facilitate an officer's transition from the academic setting (academy) to the performance of general patrol duties. (See the Patrol Training Officer Program section for additional detail.)

Training Records

Maintaining the training records of department personnel to ensure officers are up to date in the training required to keep their certification current is an extremely important task. The Training Section civilian staff member is responsible for record keeping, along with personnel and facility scheduling for both in-service training and academy training. This staff member also handles all records audits by the state. The last audit was conducted in 2019 and the department was found compliant in all areas. RPD currently utilizes "Skills Manager" as its training management software. Staff report the system has good functionality. It provides both prescribed and ad hoc reports that provide essential information that enables RPD to manage department training more efficiently.

Training Plan and Calendar

A well-designed training plan ensures that a high level of training and development is provided to department members, both sworn and civilian. Such a plan is key to making sure employees have the information, skills, and competencies to work effectively. RPD provides significant training hours to its staff utilizing such a plan. The advantage of a master training plan is that as training priorities shift based upon any number of factors, such as community expectations and legal mandates, it provides a guideline so vital training is not forgotten. This plan is blended with a master training calendar that provides a planning tool that ensures the goals of the training plan are accomplished. A department training manual should be developed to consolidate department training efforts into an organized format.

The RPD Training sergeant initiates the development of the annual training plan in conjunction with his staff to ensure compliance with Nevada Administrative Code (NAC) and department needs/trends. Training as directed by executive staff and any elective/department-mandated training is also incorporated into the plan. The plan is reviewed and approved through the chain of command. As RPD utilizes a regional training center, training is scheduled in conjunction with the training center partners to limit facility scheduling conflicts. A policy should be established that requires an annual department-wide assessment of training needs to ensure a consistent practice is maintained.

Nevada POST establishes in-service training requirements for peace officers. Currently, annual training is required in mandated topic areas as determined by NV POST. In addition, NV POST specifies in order to maintain a basic certificate an officer must annually complete 12 hours of additional agency in-service training prescribed by the administrator of the employing agency. Mandated and optional training topics may be related to legal issues, perishable skills such as firearms and less lethal weapons, the policies and procedures of the employing agency, driving, first aid, cardiopulmonary resuscitation, blood-borne pathogens, sexual harassment or any other training prescribed by the administrator of the employing agency of the officer. Annually, RPD typically provides 12-plus hours to meet the mandatory topic training. Personnel are provided an additional 12-plus hours to meet the agency in-service training requirement noted above in relevant topic areas.

RPD training compliance reports produced by the "Skills Manager" training management system indicate sworn personnel attending training had an annual mean average of 51 hours of training over the last three years (2018–2020). Records indicate 87 percent of RPD sworn personnel met training requirements during the time period noted. Non-compliant personnel were generally excused due to limitations related to injury, assignment, military leave, or retirement.

The department training budget for FY 2019–20 was \$1,292,300. This is 2 percent of the overall budget and includes academy and in-service training. Of these funds, \$100,000 is allocated to

travel/training costs to allow personnel to attend additional training opportunities offered by external vendors.

Every two years Nevada POST audits agencies for training compliance. RPD training records were last audited in November 2019. The audit covered Nevada POST Basic Training Certificates, training programs, lesson plans, and personnel training files. RPD was found compliant in all areas, with allowance for the exceptions noted above.

Briefing Training

Briefing time is an opportunity to disseminate and discuss information on current operational and administrative topics. Briefing is also a time for the accomplishment of mandatory and optional training. Department policies, procedures, and other relevant topics can be presented in an environment amenable to open discussion among various levels of experience and rank. This formal training can be documented to satisfy Nevada POST and/or RPD training requirements.

An RPD Patrol Deployment General Order states, in part, the following regarding Briefings:

Each shift is, to begin with a briefing for officers and supervisors. The purpose of the briefing is to:

- Disseminate information that the briefing supervisor thinks appropriate;
- Conduct line inspections of personnel and equipment;
- Provide in-service training;
- Receive shift assignments; and/or
- Meet with other officers to discuss the day's activities.

An email sent by a Deputy Chief earlier this year directed that, "briefings consist of in-service training when time permits, which should be often." Although there is evidence in training records that documented briefing training does occur, it does not occur on a regular basis. Management follow-up regarding the dictate is not apparent.

RPD should, by policy, require patrol sergeants to develop monthly briefing training sessions compatible with the environment. A requirement for management follow up to ensure compliance should be included in such a policy with appropriate documentation in employee training records. The relatively short, but significant interaction between supervisors and officers enables each to voice their opinions, and provides an important opportunity for sergeants to display leadership.

New Sergeant Training

Promotion to first-level supervisor is an important step in law enforcement.

The newly-promoted sergeant should be oriented to the position through a training program involving tenured sergeants in the department, similar to what a new officer would complete. Many departments have some type of training program that consists of the new supervisor working under the tutelage of an experienced supervisor for several weeks. This training includes operational, supervisory, and administrative benchmarks to be documented, similar to an FTO program.

RPD employs such a system in the form of an in-depth formal training program for newly promoted sergeants to ensure the department's supervisory expectations will be met through proper orientation to the position. RPD's "Police Training Sergeant" (PTS) program is very

thorough and more comprehensive than most agencies assessed by CPSM. The Police Training Sergeant Program is designed to develop first-time supervisors who will model the department's vision and values. The program provides the opportunity for a new sergeant to succeed and become a valued asset of the department.

The training is an eight-week program guided by a learning matrix of topics and competencies required of a first-line supervisor and has established performance outcomes. Problem-based learning exercises assist the supervisor in the development of necessary skills. Remedial training is made available as necessary. The program requires weekly coaching and training reports along with periodic evaluations. An exit interview by a board of evaluators includes the trainee presenting a resource manual they have developed during the program and as well offering feedback on the PTS program.

Newly promoted RPD supervisors attend an 80-hour first-line supervisor course offered by Nevada POST. The course is designed for the law enforcement professional; it provides skills and information pertinent to effective supervision where instruction covers accountability, leadership, counseling, evaluation of employees, and other related topics.

Professional Training for Executives

Managing a police organization is a complex process for those tasked with ensuring the department operates at the most effective and efficient level. Those whose job it is to manage the organization must be as well-trained as officers in the field.

RPD encourages professional training for executives of the department on a voluntary basis. Lieutenants and above have the opportunity to attend the FBI National Academy and various executive training programs.

Training Recommendations:

- Develop a department training manual to assist in the application of the training plan. (Recommendation No. 72.)
- A policy should be established requiring an annual department-wide assessment of training needs to ensure a consistent practice is maintained. (Recommendation No. 73.)
- Require sergeants to develop relevant monthly briefing training sessions compatible with the environment. (Recommendation No. 74.)

RECRUITMENT/HIRING/BACKGROUND INVESTIGATIONS

The law enforcement profession always faces the challenge of renewing its ranks. For nearly every agency, this is an ongoing effort. However, for some time and especially more recently, finding qualified applicants who have the desire and ability to meet the requirements of the selection process and academy training has become a more challenging proposition. This has added to a growing shortage of law enforcement officers nationwide.

Recruitment

RPD does not employ a full-time recruitment staff. Recruitment efforts in the department have been shared as collateral duties by the Patrol Training Officer Coordinator and a Robbery/Homicide detective. Most recently, the Detective sergeant has assumed primary responsibility. As needed, department members assist in recruiting events on a volunteer and

compensated basis depending on the assignment. The Training Section lieutenant provides minimal oversight of the department's recruitment program.

With collateral duty personnel managing department recruitment, marketing efforts are limited. Recruitment lacks direction and moves forward with little to no strategy or plan. Anecdotally, it was reported the most frequent application sources identified by department staff were social media, candidates emailing the department directly, and word of mouth among community members. RPD should assign one full-time officer to the department's recruitment effort to ensure it can be competitive in attracting qualified candidates, especially in an increasingly difficult recruitment environment.

Generally, police officer applications are accepted once a year. During the annual recruiting cycle, announcements are made via the city and department websites. With these announcements, RPD invites interested candidates to "Run with a Recruiter" events, scheduled multiple times during the recruiting period. The event gives candidates an opportunity to practice the physical fitness test with officers, and ask questions regarding the hiring process and the job itself. Candidates can also participate in the actual physical fitness test at the "Run with a Recruiter" event if they choose. The department also holds an "Open House" event which creates interaction between candidates and Reno PD command and line staff. This event is often combined with a patrol ride-along to provide exposure to the real-life working conditions of Reno officers.

Agencies are refocusing their recruitment efforts on social media since the younger generations (Millennials, Gen Z) are more attuned to finding information about employment by researching jobs on the internet. A Google inquiry revealed numerous websites with RPD police officer job postings. Traditional recruitment sources such as local college, community events, and military facilities may also continue to generate applicants. In addition, utilizing contacts made by officers during their daily duties and personal contacts to market the department can provide information directly to the public, generating potential applicants.

RPD posts new information about different recruitment-related events on its social media pages (Facebook, Twitter, and Instagram). A department email address, Recruiter@Reno.gov, where candidates can ask recruitment-related questions is monitored by the Detective sergeant, who is tasked with providing responses. RPD should examine the details of the RPD/HR recruitment statistical information to assist in focusing recruitment efforts and resources.

Since a police department protects and serves a particular community, a department should strive to align the demographics of the department's officers with the racial makeup of the community, a fact advocated in the *21st Century Policing* report. A group led by a department commander has been tasked with setting goals and identifying strategies to address diversity hiring. There have been no published results as of this writing.

The following table outlines the demographic profile of recent applicants, department sworn personnel, and city a whole to provide a view of the RPD's efforts to provide representative policing. Applicant demographics in the current 2021 application period are similar to those reported here.

TABLE 5-11: Demographics of RPD Applicants (2018–2020), Current RPD Sworn Personnel,* and City of Reno

	Total	Male	Female	White	African-American	Hispanic	Asian	Other
Applicants*	1,370	1,145 (83.6%)	216 (15.8%)	806 (58.9%)	63 (4.6%)	328 (23.9%)	40 (2.9%)	133** (9.7%)
RPD Sworn***	339	310 (91.38%)	29 (8.62%)	80.32%	1.55%	11.06%	2.65%	4.42%
City of Reno	255,601	50.5	49.5%	61.0 %	2.8%	24.7%	6.7%	6.6%

*Some applicants undeclared in gender and/or race.

** All other races reported.

***Source – Reno PD.

It is recommended applicant information be analyzed and compared with the associated academy graduates and recruiting origin to assist the department in focusing its recruitment efforts and resources. The relevant statistics also provide insight regarding the status of diversity hiring efforts, which should be evaluated by agency management as part of the recruitment and hiring process.

Hiring

The police department and the city's Human Resources department conduct all of the testing processes for the department. Applications are submitted to Human Resources and reviewed. Qualifying applicants complete a written and physical agility test given by Human Resources personnel. Utilizing the Rule of 10, RPD is provided an eligibility list of applicants.

RPD personnel direct the applicants to complete an initial background screening process online. RPD staff review the screening information and collect database information such as driver and criminal history. Those applicants who continue in the process complete a background investigation package and sit for an interview with an investigator. As applicants progress through the process the medical, polygraph, and psychological exams are scheduled. Once an applicant's investigative package is completed it is forwarded to the Training lieutenant for initial review.

The Support Services Deputy Chief reviews the investigative package and convenes an Applicant Review Board. This board, which consists of two RPD members, two community members, and the Deputy Chief, interview the applicants. The board selects applicants to fill the department's needs and the applicants are scheduled for the academy.

Background Investigations

Conducting background investigations is an important and critical part of the hiring process. The Background Unit conducts all background investigations for sworn and civilian applicants. The unit is staffed by four officers; three assigned as investigators and one certified polygraph examiner. One full-time and one half-time civilian staff assist the sworn officers. Background training is not mandated for investigators; however, RPD strives to have staff attend an available course upon assignment.

The Nevada POST Background Investigation Guide provides the guidance and information necessary to ensure that background investigations of Nevada peace officers are thorough,

extensive, and lawful. It was developed in conjunction with and in support of the Commission regulations, personal history statements, and evaluation criteria

RPD personnel reported that most applicant disqualifications are a direct result of deceptive information in the applicant's background, performance and reliability issues. These issues are common to the industry.

RPD had 54 officers graduate the academy from 2018 through 2020. During that time, 51 officers left the department for various reasons including retirement, personal reasons, and academy and FTO failures. Exit interviews of employees leaving the department are offered, but not required. CPSM suggests critical information relative to employee satisfaction, department culture, and insight toward department improvement can be gained by mandating employee exit interviews.

CPSM learned that lengthy background investigation delays for critical civilian position applicants are a common occurrence. This is especially the case during peak sworn hiring periods before the July and January academy classes. Many agencies bridge these gaps by utilizing their own retired officers as part-time investigators. The retiree can be hired on an as-needed basis and be paid from the salary savings of the position for which they are conducting the investigation. As the retiree is paid per case, an incentive exists to investigate not only thoroughly, but also expeditiously. This option can provide a means to flexible background staffing during peak hiring periods and expedite essential backgrounds for critical need positions in a cost-effective way. RPD should consider this investigation option.

Background failure rates and causes, reasons for attrition, and the traits of successful applicants should be continuously evaluated to ensure department resources are properly focused on recruiting, hiring, and retaining the best personnel.

lateral Hiring

RPD does not actively recruit police officers from other agencies seeking to transfer departments. Staff indicate lateral officer hiring has not been a department priority in the past. However, based on increased need and interest from lateral officers, RPD is in the process of finalizing a new lateral hiring process. Details of the process and start date were not available at the time of this writing, but CPSM fully supports implementation of this process at the first opportunity.

Lateral officers can generally move through the agency's training program at a faster pace, which means they can be inserted into the operations schedule sooner than a newly trained recruit. In addition, departments save time and money when they hire lateral officers because their experience often eliminates the need to send them through an academy. Nevada POST has an established process which allows out-of-state officers to have their state's POST certification recognized for employment in Nevada.

CPSM recommends RPD include an expedited hiring process in its new lateral hiring program and allow for open continuous application to draw qualified applicants. Minimizing the number of times an applicant must respond to the city during the application and hiring process can be an added incentive to RPD's lateral recruitment. Many agencies offer monetary incentives to lateral candidates as a recruitment tool to encourage applicants to apply. At this time, RPD plans to pay for a successful applicant's POST transfer fees. With the draw of an opportunity to work for a quality agency and the city's economics, housing, and recreational opportunities, lateral hiring should be beneficial to the department.

Recruitment/Hiring/Background Recommendations:

- RPD should assign adequate personnel full-time to the department's recruitment efforts to ensure it can be competitive in attracting qualified candidates in an increasingly difficult recruitment environment. (Recommendation No. 75.)
- The department should identify goals and strategies to address diversity hiring. (Recommendation No. 76.)
- Recruitment, applicant and new hire demographics, background failure rates and causes, successful patrol trainees, reasons for attrition, and the traits of successful applicants should be continuously evaluated to ensure department resources are properly focused on recruiting, hiring, and retaining desired personnel. (Recommendation No. 77.)
- Exit interviews of employees leaving the department should be mandated with an eye toward department improvement. (Recommendation No. 78.)
- Consider hiring retired police officers to conduct background investigations, as needed, to expedite essential backgrounds for critical need positions in a cost-effective way. (Recommendation No. 79.)
- Implement the planned lateral hiring program and allow for an open, continuous application and expedited hiring process. (Recommendation No. 80.)

RECORDS SECTION

The Records Section is responsible for maintaining internal document control over all original reports, including all crime, arrest, and traffic accident reports that are received by the department. Under the direction of the Support Services Division Deputy Chief and commander, day-to-day operational management of the Records Section is the responsibility of the Records Manager.

The Records Manager directs, manages, supervises, and coordinates the activities and operations of the Records Section within the police department including the provision of records management and identification functions; coordinates assigned activities with other divisions, departments, and outside agencies; and provides highly responsible and complex administrative support to the Chief of Police.

Records Staffing

Four Records Supervisors assist the Manager in overseeing the work of Records staff. The personnel assigned to this section are distributed over the General Records Unit, Special Assignment Unit, and the Work Application Unit. The following table reflects authorized and actual staffing levels at the time of the site visit (June 2021).

TABLE 5-12: Records Unit Staffing

Rank	Authorized	Actual	Vacant
Records Manager	1	1	0
Records Supervisor	3	4	+1
Police Assistant I	17	18*	-1
Police Assistant II	10	8**	0
Police Services Intern	2	2	0
Total	34	33	-1

Notes: *One PAI in Training. **Two PA II's Frozen to Fund 1 Supervisor and 1 PAI.

Records Supervisors work 4/10 schedules and are assigned seven days a week to shifts starting at 6:00 a.m. and 2:00 p.m., with all supervisors working Wednesdays. This allows for supervisory coverage from 6:00 a.m. to midnight. Records staff currently rely on sworn supervisors between midnight and 6:00 a.m.

Records staff is assigned as shown in the following table. The General Records Unit deploys four PA II's and 11 PA I's across a 4/10 schedule with reporting times of 6:00 a.m., 2:00 p.m., and 9:00 p.m. spread across all days of the week, with all staff working Wednesdays. This staffing alignment allows for staffing availability to address workload across all shifts. There is no minimum staffing requirement established for Records.

The Special Assignment Unit deploys three PA II's and five PA I's to various department units to provide general records and unit-specific support. Special Assignment staff work a 4/10 schedule with work days and start times dictated by their assignment. Staff assigned to Special Assignment positions are selected by the unit sergeant and are rotated every three years.

The Work Applicant Unit deploys one PA II and two PA I's who are responsible for the registration of convicted persons and the processing and fingerprinting of employees for the issuance of work cards as required by Reno Municipal Code and Nevada Revised Statute, such as for taxi, limousine, and tow truck drivers; massage technicians; exotic dancers; and solicitors. This Unit is also charged with fingerprinting and issuing city employee identification cards.

TABLE 5-13: Records Staff Assignments

Units	Job Class
General Records Unit	
General Records	PAII (7), PAI (10), PS Intern (2)
Special Assignment Unit	
Auto Theft/Burglary/Fraud	PAII
Background Investigations Unit	PAI
Body Worn Camera Coordinator	PAI
Internal Affairs Unit	PAII
Robbery Homicide Unit	PAI
Repeat Offender Program	PAI
Sex Crimes Unit	PAI
Traffic Unit	PAII
Work Applicant Unit	PAI (2) & PAII (1)

Records staff indicated an application period is currently open to fill the existing vacancy noted above in Table 5-12. The process begins with the Administrative Services Manager who convenes the Position Review Committee to determine if filling the position is warranted. NEOGOV.com is utilized in the process following posting of the position for hire by city Human Resources. The Records Manager is provided a certified list from which to begin interviews of applicants. Once a desired candidate(s) is identified a background investigation is conducted by Background Unit staff. If a desired candidate clears the background process, RPD executive staff review the hiring package and approve/disapprove the candidate for appointment to the position.

Workload Demand

Contrary to the common perception that functions performed in law enforcement records divisions are simple tasks such as filing reports and providing copies as needed, there is an exhaustive list of duties performed. Many of these duties are closely regulated by federal and state laws to protect the privacy of individuals and to ensure compliance with mandated functions. The following is a list of many of the general duties performed by Records staff, most of which are daily tasks:

- Reviewing and processing arrests, misdemeanor/traffic citations and incident reports.
- Conducting criminal history checks.
- Answering telephone calls from sworn personnel and the public related to police records operations.
- Handling walk-in customers at the front desk.
- Organizing and maintaining reports in various databases.
- Responding to document, video and/or photographic image requests from the public and law enforcement/criminal justice community.
- Accepting fees for copies of reports, photos, videos and background requests.
- Preparing and distributing reports for prosecutors and others.
- Monitoring and responding to requests received through GovQA - Public Records.
- Online request portal for case requests, background checks, statistical information, and preparing clearance letters.
- Receiving and distributing incoming and outgoing mail.
- Purging records as directed by the records retention schedule.
- Preparing statistical reports including those for the State of Nevada, DOJ and/or the FBI (NIBRS reporting).
- Entering, confirming, and clearing warrants into NCIC, NCJIS, and Tiburon.
- Entering, confirming, and clearing property and people into NCIC.
- Accepting fees and processing subpoenas.
- Responding and sending teletypes, including 10 minutes hits, from NCIC and CJIS.
- Entering towed vehicles.
- Process crime tips submitted to the department.

- Scanning and indexing paperwork into OnBase.
- Court Liaison duties.
- NCIC warrant, property, and missing person validations.
- Court-ordered sealings.
- Body-Worn Camera administration (redactions, upload to prosecutors, public records requests, RMA's, etc.).
- Cash handling.

In addition, Special Assignment Unit staff are tasked with myriad unit-specific duties in addition to the general duties described. The Special Assignment staff also participate in the GovQA rotation for public records requests along with GovQA record requests specific to their assignment.

The Work Applicant Unit duties include the following:

- Fingerprinting.
- Accepting fees for fingerprinting.
- Work card issuance/denial.
- Registration of convicted persons and sex offenders.
- Preparing verification letter to sex offenders.
- Daily submission of sex offender registrations to the state.
- DNA collection.
- Issuing access badges for city personnel.
- Cash handling.

For a perspective on the volume associated with just some of the overall Records workload demands, on average during the three-year period of 2018–2020, Records staff annually performed the following:

- Processed 48,585 police reports.
- Processed 10,829 citations.
- Scanned 84,467 documents.
- Submitted 321 requests to seal court records.
- Processed 13,214 CopLogic reports.
- Responded to 12,782 GovQA requests.
- Answered 44,831 phone calls.
- Contacted 1,681 persons at the Front Desk.

As is clearly evident, Record's responsibilities result in a substantial workload for the unit.

Impact of Phone Call Volume

Records serves as the general phone answering point for the department 24/7, with the exception of Administration. Staff answered 48,668 incoming phone calls in 2019 and 40,994 in 2020. For perspective, this call volume equals 123 calls per day answered by the on-duty staff with the assumption this volume is the same each day. With studies showing the bulk of calls occurring on business days during business hours, the majority of these calls are being answered by four to five people over a 10-hour period, based on current staffing. Clearly, this volume can be disruptive to the work effort. A majority of the calls need to be transferred to other department functions/personnel. The number of calls transferred to other functions/personnel was not available for examination. However, CPSM finds this to be a pattern based on data from agencies that do track call transfers.

It is common for crime victims to attempt to contact the officer who handled the initial call or the investigator to provide additional information or get an update on the status of their case. After hours, Records staff field many of these calls seeking contact with an officer.

RPD also provides a dedicated “officer message line” for the public to leave a phone message for a particular officer. These messages are screened by Police Services Specialists assigned to the Front Desk team twice a day, Monday through Friday. The caller is advised a return call will be made within three business days. Front Desk staff email the officer the caller’s contact info so a return call can be made. There is no accountability in the system to ensure an officer is returning such calls, nor is there supervisory oversight of officer response or the lack thereof (See Front Desk section of this report for further discussion).

The department phone tree should be modified to direct callers to individual officer voicemail. RPD officers can return calls from their city-issued cell phones. This function is already available in most existing systems today or would require a minor technical adjustment. This would relieve this phone call workload from Records and Front Desk personnel with little to no impact on officers, as well as improve public satisfaction. RPD officers are provided cell phones and business cards to provide to the public as necessary that include the officers’ cell number. A policy directing personnel to answer voicemails in a timely manner with required supervisory oversight would be required with this modification to ensure compliance.

Public Records Act (PRA)

Never has the demand for police records been greater than today. These demands, often complex, result in significant increases in staff time to review, redact, and process demands for information and recordings for judicial discovery and Public Records Act (PRA) requests. Such demands, absent adequate staffing and planning, have overwhelmed some police department units charged with meeting these demands. RPD uses GovQA to manage the majority of its public records requests.

General Records responded to 38,346 requests via GovQA, regular mail, in-person, or by phone over the 2018–2020 time period. Records utilizes a six-person rotation of Records staff to spread the workload of such requests. This PRA workload is in addition to the regular staff workload discussed above.

In 2018, the section began calculating processing time for each GovQA request. These requests now require:

- 4,745 staff hours annually to complete (as of June 2021).
- Special Assignment Unit staff also processed 5,850 GovQA requests specific to their assignment over the last three years.

- The Work Applicant Unit processed 6,386 requests during the same period.
- The Body-Worn Camera Coordinator processed 1,067 GovQA requests for camera footage over the last three years, which required 4,100 hours of staff time.
- The Body-Worn Camera Coordinator fulfilled 6,865 requests from the District Attorney's Office over the last three years; 2020 saw a 74 percent increase in requests from the DA's Office.

Given the workload currently spread throughout the department beyond Records to units such as Property and Evidence, Emergency Dispatch, and the Traffic Section, CPSM recommends the establishment of a "Discovery Unit" to respond to PRA and similar document/information demands. An FTE position accounts for 2,080 work hours per year. An average employee works 1,840 productive work hours when time off for vacation, sick, training, personal, FMLA, etc., is subtracted from available work hours. As noted above, Records GovQA responses alone currently require 4,745 work hours to complete, which is equal to approximately 2.5 FTEs. While it is not possible to accurately project the personnel needed to meet this growing demand, it is our recommendation that staffing of such a unit should begin with the addition of four FTEs to meet the workload described, with the option to add personnel based upon GovQA demand.

If the Discovery Unit is housed within the Records Section, with appropriate staffing and access to applicable systems (i.e., radio and telephone recordings, body-worn camera recordings, etc.), response to discovery and PRA demands can be centralized. Requests can be responded to in a timelier and more accurate manner by establishing such a unit, and other sections will be relieved of this workload. On occasion, some PRAs fall outside of the legal mandate for response. As necessary, legal counsel should be readily accessible to this unit to review PRA requests in order to ensure that responses are appropriate and necessary.

Records staff report a current backlog of 9,315 processes and documents, which continues to increase, including NIBRS, GovQA, record sealing, traffic citations, document scanning, digitization and transcription. Though workload demands overtime to complete necessary work, Records staff are declining the opportunity to work overtime due to feeling overworked due to the described workload that exists. Supervisory staff have been tasked with addressing the workload as duties permit, but with only limited success. The addition of the identified NIBRS and PRA staff should enable General Records to address the backlog. However, workload backlogs should be examined as needed to determine if causes are systemic or staffing related.

Public Access Hours

Records staff assist the public via the RPD Front Desk which is staffed by Police Services Specialists assigned to the Administrative Services Section. The public counter is currently open Monday through Friday from 7:30 a.m. to 4:00 p.m. The COVID-19 pandemic impacted Front Desk hours through 2020, including being closed for some time. The current schedule has been in place since October 2020. Staff report 5,041 members of the public sought Records services at the Front Desk over the last three years (2018–2020), an average of 1,680 per year, though this average is misleading due to the modified availability in 2020. Counter traffic declined 77 percent from 2,016 in 2019 to 468 members of the public in 2020. In addition, the Work Applicant Unit (WAU) services walk-in clientele. WAU provided assistance to 10,386 members of the public at the Front Desk, an average of 3,462 per year, with these totals also impacted by COVID-19. The Front Desk has recently re-opened with broader service hours to increase service to the public.

Policies/Operational Guidelines

The Records Section maintains a manual of Standard Operating Procedures. CPSM was advised the development of a procedural manual is in progress with the intent to complete it as soon as possible.

A unit/training manual that outlines, in detail, all aspects of the unit from function and organizational structure to step-by-step responsibilities for meeting workload/work-product responsibilities can serve as an excellent training aide, both for new employees and for staff who want to ensure that they are thoroughly and appropriately performing an assigned duty. RPD's department manual references very few policies specific to Records' responsibilities.

Completion of the Records procedural manual in progress and the inclusion of records-related policies in the department general orders manual is recommended.

Records Management System

The records management system (RMS) used by RPD is Central Square Technology (formerly Tiburon). Records staff report the system does not meet the current needs of the department. The system also does not interface well with the FBI UCR/NIBRS software, which causes significant workload issues, though NIBRS will continue to be a time-consuming task even with a new RMS. Other department units don't readily use the RMS due to its lack of adequate functionality. The department is currently exploring options to the current RMS, with the expectation of department-wide implementation. All potential stakeholders should have input to the potential functionality of a new system to ensure all department needs are met

FBI UCR Reporting and Clearance Rates

Annually, the Federal Bureau of Investigation produces a Uniform Crime Report (UCR) that provides comprehensive crime and other law enforcement data for agencies across the country. Data are provided by state after each state collects and processes the data received from local agencies.

At this time, the FBI is transitioning its UCR reporting to a more comprehensive model, the National Incident Based Reporting System (NIBRS). The UCR model calls for the reporting of the most serious crime recorded when multiple crimes occur during a specific incident. For instance, in a home invasion robbery, where an assault occurs during the course of the robbery, the robbery would be reported rather than the assault in the prior UCR process. Under the NIBRS reporting format, both crimes will be reported. This system is to be fully implemented in 2021. RPD has been utilizing the NIBRS reporting system since August 2019.

Monthly, the Records Section is charged with the responsibility of reporting crime data to the State of Nevada, Department of Justice, for inclusion in NIBRS. The report is prepared based upon report data entered into the records management system (RMS). The entered data requires careful review by Records staff. Staff report significant, time-consuming reconciliation issues for NIBRS, with additional issues related to the RMS during the report validation process. The processing time can be significantly impacted by the complexity of the case. This process is not elective work and has affected staff workload. It has created a tremendous backlog, as noted above, in NIBRS processing based on the almost 49,000 annual RPD police reports. This is a common issue among Records units assessed by CPSM.

CPSM maintains that while preventing a crime is of utmost importance to any law enforcement agency, solving crime should have parity. The solving of crimes which results in the prosecution

of offenders not only prevents future crime, it provides much-needed closure to crime victims. Clearance rates, as defined and measured by the FBI Uniform Crime Report (UCR), are the benchmark for a department's effectiveness in solving crimes.

TABLE 5-14: Reported Reno, State, and National Crime Clearance Rates, 2019

Crime	Reno			Nevada			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances*	Rate
Murder Manslaughter	12	9	75%	142	117	82%	14,325	8,796	61%
Rape	178	28	16%	2,139	592	28%	124,817	41,065	33%
Robbery	308	121	39%	3,275	1,117	34%	239,643	73,091	31%
Aggravated Assault	921	412	45%	9,489	5,200	55%	726,778	380,105	52%
Burglary	822	183	22%	15,420	2,522	16%	981,264	138,358	14%
Larceny	3,343	633	19%	44,457	6,562	15%	4,533,178	834,105	18%
Vehicle Theft	1,179	146	12%	11,219	758	7%	655,778	90,497	14%

Note: *Clearances were calculated from crimes and clearance rates, as these numbers are not directly available from the FBI.

The UCR establishes a strict three-prong criteria for clearing of a case. For UCR reporting purposes, a crime is considered cleared when: (1) a law enforcement agency has arrested the offender; (2) the offender has been charged with the offense; AND (3) the offender is turned over to the court for prosecution (whether following arrest, court summons, or police notice). The arrest of one person may clear several crimes or the arrest of several persons may clear only one crime. Convictions or acquittals are not factored into clearance rates.

There are clearances via exceptional means as well, but the exceptions are extremely limited and result in numbers that are not statistically sufficient to warrant consideration for our purposes here. Examples include the death of an offender or the lack of an extradition treaty with a foreign government in a nation to which the offender has fled.

CPSM inquired of Records staff as to the department's UCR/NIBRS clearance reporting practices and procedures. CPSM found that due to its complexity, RPD has tasked Special Assignment staff assigned to Investigations to identify and enter cases to be cleared in NIBRS under the discussed criteria. One Records supervisor is tasked with reviewing all cases submitted for UCR clearance by exceptional means. Based on our discussion of the process, it was apparent this supervisor clearly understands the FBI UCR criteria for case clearance and as well understands the time-consuming attention to detail it requires to complete the process correctly.

CPSM recommends the creation of a four-person NIBRS Unit within the Records Section. This unit would centralize NIBRS processing requirements to ensure compliance with UCR reporting guidelines for crimes and clearances. The creation of this unit would also allow the General Records staff to better address the significant Records workload and existing backlogs described in this report.

Payment Options

One concern noted was Records staff handling cash at the front counter. Depending upon the service sought, whether for the collection of fees, vehicle release payments, purchase of report copies, etc., the public may pay with a credit card or cash. The public transactions are conducted by the Records staff at the Front Desk. While an established cash intake process

contains appropriate detail and oversight, cash transactions present an unnecessary risk to the city and the department.

A few years ago, a records manager at a municipal police department in suburban Los Angeles pled guilty to grand theft after stealing money she collected in the course of her duties over many years. Though she agreed to reimburse the city \$140,000, department estimates placed the loss at more than \$340,000. These were cash transactions for those of the same nature that take place in Reno.

CPSM is not suggesting that suspicious activity has occurred in Records; however, CPSM maintains that the present system presents an unnecessary risk to the city, RPD, and its staff. Payment processing should be revised to eliminate the acceptance of cash.

Transcription

Records employs a private entity employee who transcribes various department documents including police reports, suspect/witness interviews, and a number of other critical documents. Staff reported to CPSM in June 2021 the transcriber is backlogged with work as far back as April 2021. CPSM suggests a temporary budget enhancement to add a second private entity transcriber on a part-time basis to assist with reducing the noted backlog. Further examination of transcriber workload would be necessary to determine if a permanent position would be warranted.

Records Section Recommendations:

- A department policy should be implemented directing personnel to answer voicemails in a timely manner, backed by required supervisory oversight, to help relieve the number of unnecessary phone calls that Records and the Front Desk Unit have to answer. (Recommendation No. 81.)
- Establish a "Discovery Unit" within the Records Section to centralize the tasks required for completion of judicial and PRA requests. Initial staffing should be not less than four new FTEs. (Recommendation No. 82.)
- Complete the Records procedural manual in progress. Include appropriate Records-related policies in the department general orders manual. (Recommendation No. 83.)
- Continue the RFP process to identify a robust records management system with the expectation of department-wide implementation. (Recommendation No. 84.)
- Add four new FTEs to establish a four-person NIBRS Unit within the Records Section to centralize NIBRS processing requirements to ensure compliance with UCR reporting guidelines for crimes and clearances. (Recommendation No. 85.)
- Eliminate acceptance of cash by Records staff. (Recommendation No. 86.)
- CPSM suggests a temporary budget enhancement to add a second private entity transcriber on a part-time basis to assist with reducing transcriber workload backlog. (Recommendation No. 87.)

ADMINISTRATIVE SERVICES SECTION

Administrative Services is responsible for managing department goals, identifying significant policies and operational issues, and creating strategic objectives. The section is managed by the Administrative Services Manager

The Administrative Services Section consists of the following units:

- Fleet.
- Front Desk Unit.
- Property and Evidence.
- Victim Services Unit.
- Budget, Payroll, Grants, and Supply.

Fleet

The Reno Police Department fleet of vehicles is managed by a sworn police officer who reports to the Support Services Division commander. The officer also works closely with the city's fleet manager regarding any maintenance and purchasing of department vehicles. The department operates with a fleet of 86 patrol vehicles, 82 detective vehicles, 7 command level vehicles, 16 BMW motorcycles, 6 three-quarter-ton pick-up trucks, 2 prisoner transport vans, and 2 SWAT vehicles (Bearcat/Armored Vehicle). The department's patrol fleet consists of Dodge Chargers, Ford Explorers, Chevrolet Tahoes, and Chevrolet Silverados.

Command level vehicles are issued to commanders and above and they are allowed to take their vehicles home. Also included in the take-home vehicle program are K9 officers, detectives, task force officers, motor officers, community action officers, traffic accident investigators, and victim services employees. A vehicle taken home by an employee must be parked in the employee's driveway or garage, with the exception of motors, which must be stored in a secure building (garage).

There are four vehicles assigned to SWAT operators and they are allowed to take their vehicles home. SWAT operators have their equipment in their assigned vehicles, and if needed, can respond quickly to the scene of an incident. Also, four of the pick-up trucks are assigned to SWAT operators.

The department has no mileage restriction on vehicles taken home by employees; however, it appears there are few employees who live outside the area of the valley encompassing the Reno/Sparks/County area. Employees who live long distances from the department (25 or more miles) add unnecessary mileage to their vehicles driving back and forth to work, which increases fuel, maintenance, and replacement costs for those vehicles. CPSM recommends the department consider implementing a mileage restriction of 25 miles from the city limits for take-home vehicles to reduce operating costs.

Fleet information regarding maintenance, repairs, and mileage is managed by the city fleet manager's computer system at the corporate yard. All maintenance and repairs of department vehicles, except for warranty issues, are handled by mechanics at the city's corporate yard.

When department vehicles must be replaced, the Fleet unit's officer consults with the fleet manager to determine what type/make of vehicle are to be purchased. Vehicles are purchased through the Nevada state purchasing program. The department does not have a

designated vehicle replacement fund; however, the city does, and any department vehicle purchases are made from this fund. The number of new vehicles purchased each year varies based upon the amount of money allotted in the city's budget.

CPSM learned that since the 2010 downturn in the nation and state economies, the number of department vehicles replaced has not been consistent. Because of that lack of consistency, patrol and detective vehicles have been kept past their normal replacement cycle. However, it appears the current budget will allow the department to replace all patrol vehicles that are currently outside the replacement schedule. This year's budget does not allow for replacement of detective vehicles.

This year the city is purchasing 6 Dodge Chargers, 21 Dodge Durangos, 3 Dodge Ram pick-up trucks, and 1 Chevrolet 2500 pick-up truck. It would benefit the department to have its own designated replacement fund instead of being dependent upon the city fund. This would provide some assurance that funds would be available to replace RPD vehicles when necessary.

Departments studied by CPSM have varying replacement strategies based upon a jurisdiction's ability to repair and purchase vehicles; however, most agencies have replacement philosophies that include a combination of years and mileage. RPD's replacement philosophy for patrol vehicles is every five years, but it has no mileage component. Most agencies studied set a replacement philosophy for patrol vehicles at 100,000 miles or five years of age, whichever comes first. The 100,000-mile philosophy has been found to be the mileage limit where patrol vehicles are still safe to operate and do not exceed normal repair and maintenance standards. CPSM recommends the department adopt a mileage component into its replacement philosophy.

The department purchases BMW motorcycles on the same replacement schedule as the vehicles; however, like department vehicles, the department is lagging in their replacement. The department is hopeful it will be able to replace the 2015 motorcycles in 2022. Motorcycle maintenance and other than warranty work is done by the mechanics at the city's corporate yard.

When new patrol vehicles are purchased, outfitting of the new vehicles with necessary equipment is outsourced to private vendors. Outfitting of new detective vehicles is handled by the city's corporate yard. Unit staff indicate private vendors used by the city are able to place the vehicles in service with RPD in a timely manner.

The city purchases all department vehicles outright and does not lease any vehicles. Now, with the changing economy and changing automobile industry, opportunities may exist for reduced costs by leasing department vehicles. The department should assess the possibility of leasing vehicles instead of outright purchase.

Currently, the department has five vehicles that are damaged or totaled from vehicle accidents and which are sitting in the city's corporate yard waiting for their time to be replaced. That is fine if a vehicle is within several months of its replacement; however, if that vehicle is damaged in the first month it is put into service, the vehicle may not be replaced for several years. Not fixing or replacing those vehicles can put a strain on the department's fleet. It is recommended that patrol vehicles damaged or totaled be replaced as soon as possible.

Another hindrance to keeping the patrol fleet equipped with enough cars to adequately service the city are issues with repairs and service being done in a timely manner by the city's shop. At times, officers will complete a work order for an issue on their assigned vehicle, and it may take several days for the vehicle to be taken and repaired or serviced. It was learned that

the department currently has 17 vehicles requiring repair that have to wait until the new budget's funds are given to the PD. Many cities have found that outsourcing minor service and repairs to local auto businesses in the city has resulted in cheaper repair costs and faster service than what the city's mechanical department can provide. The department should consider assessing whether outsourcing minor vehicle maintenance and repair is feasible.

At any given time, especially when there is an overlap of shifts, 50 to 60 patrol vehicles could be required for each officer to have a vehicle. In order to assign vehicles, there is a well-designed "car plan" for the assigning of patrol vehicles. The number of vehicles assigned to a squad will correspond to the number of officers assigned to that particular squad. Sergeants, usually, will then assign those vehicles based upon the officer's seniority. The "car plan" is designed so that the cars assigned to one squad are also assigned to another squad with the same days off but on an opposite shift. However, due to the decreased number of vehicles in the patrol fleet, it takes only a few days for the "car plan" to become dysfunctional. When there aren't sufficient cars available, sergeants must sometimes take vehicles from other squads to ensure their officers have a vehicle to drive. Once that occurs, if that same vehicle is not available when the next squad comes to work, then a vehicle must be taken from another squad, and so on and so on. This quickly disrupts the "car plan."

Managing patrol vehicle keys is vital to daily operations and can pose many challenges to any organization. In police departments where multiple officers are using and returning shared patrol vehicles, it is essential that those keys can be easily tracked and controlled. The department recently purchased a "KeyTracker" system which is used for storing and monitoring the patrol vehicle keys. All vehicle keys are maintained in a wall mounted unit in the downstairs hallway. Access to the unit is gained by using the officer's key card, which allows the officer to open the unit and only select a vehicle's keys that are assigned to their squad. However, the sergeant can override the system and issue vehicle keys that are assigned to other squads. When the system must be overridden, the sergeant is required, by policy, to personally override the system. However, it was learned that when officers need a car other than a vehicle assigned to their squad, most sergeants are simply giving their key card to the officer who then uses the sergeant's key card to access the vehicle. Officers are then taking vehicle keys from squads that might be coming in during the overlap. The KeyTracker system is basically set up so if there is a key in the wall-mounted unit, then there should be a corresponding vehicle parked in the lot. However, it was learned that that is not always the case because officers are taking their unit's key home to ensure that their vehicle is available when they return to work. A solution that could resolve that problem would be for all patrol vehicles to be keyed alike.

The department has agreements with several car washes around the city in order to keep their units clean. Officers can take their vehicles to a car wash of their choice, and are encouraged to do so weekly. Most officers try to take their units to a car wash within their assigned district.

Fleet Recommendations:

- The department should consider putting a mileage restriction of 25 miles from the city limits for take-home vehicles. (Recommendation No. 88.)
- A vehicle replacement fund should be built into the department's budget. (Recommendation No. 89.)
- CPSM recommends the department adopt a mileage component into its vehicle replacement philosophy. (Recommendation No. 90.)
- The department should assess the possibility of leasing vehicles instead of outright purchase. (Recommendation No. 91.)

- Damaged or totaled patrol vehicles should be replaced as soon as possible to ensure vehicle availability for deploying officers. (Recommendation No. 92.)
- Consider keying all patrol vehicles with universal keys, generally by year and model of car, to allow for a more efficient vehicle assignment process. (Recommendation No. 93.)

Front Desk Unit

The Front Desk Unit serves as the face of the department as the first point of contact for members of the public they come to the police department for service. The unit is staffed by civilian Police Service Specialists (PSS) and a Police Services Supervisor who reports directly to the Administrative Services Section Manager.

The unit follows an innovative customer service model designed to improve response to the immediate needs of the community and the public at large.

The following are just some of the duties they perform:

- Taking of police reports.
- Providing general resources.
- Processing on-line reports and mail-in reports.
- Completing bicycle registration.
- Collecting and booking of evidence.
- Taking follow-up photographs of victim injuries.
- Assisting with retrieval of property.
- Releasing police reports.

Additionally, the Front Desk team will also offer general services such as providing maps to visitors showing various city locations (court, library, etc.), explaining resources that may be available to assist with their situation, or even information on how to apply for a protection order.

Safety and security of Front Desk personnel is a major concern in most all police facilities. Reno PD's Front Desk area is well-fortified with bullet-resistant glass which separates the employees from the public. The department will soon be moving into a new police facility, and it was learned the Front Desk area in the new facility will also provide the same level of safety for the employees.

The unit has seven full-time civilian Police Service Specialists (PSS) and one Police Service Supervisor. The unit currently has one vacant PSS position, which is expected to be filled soon. The unit supervisor plans, prioritizes, supervises, reviews, and participates in the work of staff, and approves reports submitted by the PSS team. The supervisor does not have a designated "shift" at the front desk but will cover for staffing shortages if necessary. All specialists in the unit are cross-trained and can handle any of the unit's responsibilities.

TABLE 5-15: Current PSS Front Desk Schedule

Shift Hours	Days Off
7:30 a.m. – 5:30 p.m.	F-S-S
8:00 a.m. – 6:00 p.m.	F-S-S
8:00 a.m. – 6:00 p.m.	F-S-S
PSS in Training	
7:30 a.m. – 5:30 p.m.	S-M-T
8:00 a.m. – 6:00 p.m.	S-M-T
8:00 a.m. – 6:00 p.m.	S-M-T
Vacant position	

It is obvious by the unit's current work schedule that consideration was given to matching the schedule with the workload of the unit. As the city continues to grow in population, which is expected to occur well into the future, there may be the need to add additional staff to the unit to handle an increased workload.

Currently, there are no specialists who speak a second language; however, when the need arises for interpretation, the unit utilizes the Voiance translation service which allows the PSS to assist the member of the public with their issue. While the translation service is available, the department should focus future hiring on adding staff who are bilingual so as to meet the needs of the community.

Volunteers are sometimes used at the Front Desk but not often. When they are, they are usually tasked with handling the officer message line to relay messages via email to the officers.

The PSS do not wear uniforms, but must wear appropriate attire for the workplace. Since the Front Desk personnel are usually the first department employees the public comes into contact with, the department should consider developing a PPS uniform. This will present a more professional appearance and will maintain consistent attire among the Front Desk staff.

Training

When hired, the specialists must complete mandatory city training, specialized training for the position, and then lastly, on-the-job training.

Areas of training include:

- Police report writing.
- Processing of on-line police reports.
- NCIC data base.
- Collection and booking of evidence.
- GovQA data base.
- Case status inquiry.
- Trauma informed care.

Per the city civil service rules, the probationary period for a PSS is one year. Once hired, the PSS receives ongoing training through the use of on-line platforms such as Justice Clearinghouse, and End Violence Against Women International (EVAWI).

The unit has a well-written, concise PSS manual that can be used by the employees as a reference regarding front desk operations. Currently, new employees are trained by either the supervisor or a member of the PSS team; however, there is no one designated as an official trainer. It is recommended that the unit have a designated "trainer" who would provide consistent, documented training similar to a PTO unit trainer. The unit has no training manual where the training provided to new employees can be tracked and documented. The unit could easily replicate the PTO manual to create its own training manual. It is recommended that the unit create a PSS training manual.

Although the PSS team members receive training regarding customer service and de-escalation techniques, there is no PSS who is trained to deal with those entering the lobby who are suffering from a mental health crisis and in need of services. It is recommended PSS staff receive M.O.S.T (Mobile Outreach Safety Team) training.

Walk-Ins

The number of persons who walk up to the Front Desk for information, to pick up reports, etc. is tracked. The number of walk-ins for each of the past three years are:

- 2018: 16,450.
- 2019: 15,647.
- 2020: 7,394.

Based upon the schedule worked by the unit, on average the unit handles about 52 walk-ins every day or about 309 per week. The pandemic directly impacted the number of visitors who could physically visit the station, so the 2020 total is not included in the noted averages.

Police Reports

Police reports that PSS take at the Front Desk can range from assault/battery, to burglaries, to supplemental reports for existing police reports, and everything in between. RPD is to be commended for having a Front Desk staff trained to write these types of reports. This relieves a police officer from having to respond to the station from the field to take the report.

In the past three years, the Front Desk staff have written the following number of reports:

- 2018: 13,982.
- 2019: 16,536.
- 2020: 17,088.

Based on the number of reports written over the last three years by the Front Desk staff, and assuming each report took an average of 30 minutes to write, one can see that the Front Desk staff has been able to free up roughly 24,000 hours of time that sworn officers otherwise would have spent writing reports. In light of the COVID-19 pandemic, the Front Desk unit made several adjustments that were adopted to continue to provide a high level of customer service while keeping members of the department and community safe. Those adjustments led to an increase of over 500 police reports being processed by the Police Service Specialists in 2020.

Inside the main police facility's lobby there is a kiosk available that walk-in visitors can use to file a report without the assistance of the Front Desk personnel.

Phone Responsibilities

The Front Desk personnel are responsible for answering the general information phone line for calls that come into the PD; however, they do not track the number of calls that come into the department nor do they track the number of calls that are transferred to other areas of the department. The department utilizes a phone tree that gives callers the option to choose where they would like to be transferred prior to being sent to one of the on-duty specialists. It was learned that the Front Desk operation has no way of tracking the number of calls being transferred to them by the system; however, the city's Department of Information Technology could possibly provide the numbers. It would be beneficial to determine if callers are actually using the phone tree, or just relying on speaking to a PSS at the front desk.

Included in the phone tree is the option for callers to leave a message for individual officers on the officer message line. When a message is left for an officer, either a PSS or an intern (if available) will listen to the message, and then send an email to the officer regarding the information left by the caller. Over the past three years messages taken at the officer message line were:

- 2018: 1,310 messages.
- 2019: 970 messages.
- 2020: 954 messages.

During this same period, case status inquiry calls were:

- 2018: 906 requests.
- 2019: 1,179 requests.
- 2020: 898 requests.

The tasks related to the officer message line can be eliminated by using available technology. CPSM recommends consideration be given to having the phone tree allow callers to leave a message in an officer's individual voicemail. If for example, each phone call takes an average of five minutes to listen to and type the email to the officer, in 2020 alone this task required about 80 hours of time that a PSS could have devoted to other responsibilities. (See the Records Section of this report for additional options regarding this subject.)

South Substation Unit

The Front Desk unit provides staff for the visitors entering the department's south substation. The south substation recently opened with limited hours after being closed for the past year due to the pandemic. The substation is currently staffed only on Thursdays from 8:00 a.m. to 4:00 p.m.

The Front Desk unit schedule configuration (See Table 5-15) provides overlap days with all personnel on duty on Wednesday and Thursday. This allows the department to staff the substation on Thursday. With its recent re-opening, data on substation activity including walk-ins and phone calls are not available. This data should be collected and assessed to determine appropriate incremental increases in staffing.

Front Desk Unit Recommendations:

- There should be an increased focus on hiring bilingual employees for the front desk. (Recommendation No. 94.)
- The department should consider developing a PSS uniform for the staff. (Recommendation No. 95.)
- A PSS training manual should be created which documents staff training requirements and content. (Recommendation No. 96.)
- Consideration should be given to providing M.O.S.T. training to Front Desk personnel. (Recommendation No. 97.)
- The department should analyze phone tree transfers to ascertain if it is being utilized as intended. (Recommendation No. 98.)
- Modify the phone system to direct callers to an individual officer's voicemail to eliminate the Officer Message line workload. (Recommendation No. 99.)
- Front Desk activity data should be assessed to determine if it would be beneficial to the public for the substation to be staffed by Front Desk overlap staff on Wednesdays. (Recommendation No. 100.)
- South Substation Front Desk activity data should be assessed to determine appropriate incremental increases in staffing based on workload. (Recommendation No. 101.)

Property and Evidence

The Property and Evidence (P&E) Unit is the custodian of all items collected by department personnel or submitted to the department as items for safekeeping, found property, items collected as evidence, or items to be destroyed. The unit is also responsible for the proper storage of all these items, the preservation of the items for possible future analysis, and the lawful release or disposition of property.

Property and Evidence is one of the highest risk operations in any police department. The intake, processing, storage, and disposal of evidence and property are important functions for any law enforcement agency. It is especially true for weapons, narcotics, currency, and valuable jewelry. Police agencies across the country have often faced the consequences of mismanaged property and evidence sections. This has resulted in terminations and arrests of police employees, from janitors to police chiefs, for thefts of narcotics, cash, jewelry, guns, and other items of value. In some cases, audits that revealed unaccounted for property and evidence led to the termination of police executives, though they were not suspected of being implicated in the theft/loss of the evidence. Controlling access to the property and evidence areas, inventory control, and regular audits are critical to the effective management of the property and evidence function.

Property and Evidence Locations

The department currently has three locations used as storage for property and evidence because the city is currently in the process of refurbishing a city owned building that will serve as the new police facility. As such, everything (including P&E) must be moved from the current building so it can be sold to pay for the refurbishing of the new facility. When the new police facility is completed, there will be an area designed to accommodate all of the department's

property and evidence, except for vehicles that are being held as evidence. The three locations where evidence is currently stored, and will be until the new facility is completed, are as follows:

Main Police Facility (Basement and Upstairs Jail)

The main facility continues to be used as the main location for intake of property. Still at the location are the weapons, safe, and assorted miscellaneous evidence and property.

Security of the Main Police Facility – Since this location will no longer be in use once everything, including the officer evidence preparation area is moved to the temporary location (264 Keystone Avenue), no recommendations will be made regarding security improvement. However, there still exists a serious security issue regarding the storage of weapons in an old section of the jail upstairs. The area is located adjacent to the department's wellness area (gym) and is accessed by a key lock hollow core door. There is no camera at the door location, and essentially anyone who has access to the gym could forcibly gain access to the gun evidence area by forcing open the door. This problem needs to be addressed immediately through the installation of a camera at the door and a solid core door with additional security.

1625 Commercial Road

This location houses all the vehicles used in crimes and which are being retained by the department as evidence. The location is a city owned warehouse that is constructed with a combination of wood planks and block construction. Metal sliding doors are attached on one side of the building and they were most likely used at one time for entering and exiting the building with large items. A visit to the location revealed that there is an alarm system on the building and entry is accessed by a key.

Security of 1625 Commercial Road – In light of the recent burglary of the location, CPSM recommends that cameras, door card readers, and additional alarm systems must be installed at the warehouse. Also, the building must be examined for areas that potentially allow for easy illegal entry by using little or no force (such as the metal doors on the side of the building/windows/entry door). These security measures must be addressed immediately to avoid further burglaries.

264 Keystone Avenue

This location will act as the temporary P&E facility where all property and evidence (except for vehicles) will be stored until the completion of the new police facility. The location is a warehouse owned by the city which currently also houses one of the department's specialized units. A visit to the location revealed that there is an alarm system on the building and entry is accessed by a key card reader. However, once inside the facility, the entrance to the evidence warehouse is gained via key without a key card reader. The evidence area inside the warehouse is comprised of three separate warehouse rooms. Narcotics are stored in two rooms near the rear of the warehouse accessed by only a key.

Security of 264 Keystone Avenue – This location is alarmed at the external door and entry is via a card reader. Inside the location, entry to the warehouse is gained through double doors where there is a separate alarm system for the property and evidence warehouse; however, there is no card reader on the door. There is also no camera located at the warehouse entry doors. A camera and a card reader **must** be installed at the door entering the evidence warehouse. An additional camera, alarm, and card reader system **must** be installed on the narcotics evidence room doors within the warehouse, and the current doors changed to solid core doors. It was learned during the visit to the location that when the final move is made to this location, the weapons will be stored on shelving without additional security measures in place. At the very least, chain link fencing (sides/top) should be installed around the shelving to create a secure

area for the weapons. The door of the weapons storage area (once constructed) should also be alarmed, and there should be a camera installed.

Having three separate locations housing the department's property and evidence has caused significant additional work for the P&E technicians. They have been tasked with an onerous job of implementing the move of all items stored in the main facility, the continued processing of incoming evidence, and the continued process of purging evidence. Although this has been significant work for the technicians, they seem to be handling the moving of evidence along with staying current with incoming and outgoing evidence.

Staffing

The unit is staffed by two civilian evidence technicians who report directly to the Administrative Services Manager. The department is currently in the process of hiring a Forensic Services Supervisor who would then supervise the P&E unit as well as the new forensic evidence unit. If that Forensic Services supervisor position is not filled, it would be recommended that one of the two technicians be classified as a senior technician to act as the unit's supervisor. The two evidence technicians work Monday through Thursday, 6:30 a.m. to 4:30 p.m. It is recommended that the technicians work an offset weekday schedule that would allow more access for detectives/officers, and more timely storage of the evidence brought in by officers. Offsetting the technicians' workdays will allow five-day a week coverage in P&E.

TABLE 5-16: Proposed Property and Evidence Staff Schedule

	Days	Hours
Technician 1	M – Th	6:30 a.m. to 4:30 p.m.
Technician 2	Tue – Fr	6:30 a.m. to 4:30 p.m.

Property release is by appointment only between 8:00 a.m. and 4:00 p.m., Monday through Thursday. If the technicians' schedules are offset, it would give the public the opportunity to also pick up their property on Friday. A form that is available on-line must be filled out by the person seeking the property release and submitted to the unit before any property can be released.

In the absence of both P&E technicians, the Administrative Services Manager acts as the back-up for the unit. Although competent in her position as the manager, she has little experience in the property and evidence field and lacks the necessary operating knowledge of the unit.

Intake

The P&E Unit is located in the basement of the main police station and can be accessed by officers through the underground parking lot or by walking down the stairs to the basement. The main door leading into the P&E room is accessed by using a key card; however, there is no camera on the exterior door monitoring those employees entering or exiting the room. Officers must enter through the P&E door in order to access the processing area for the booking of evidence. Once inside, the officer must manually sign a paper log documenting their time and date of entry into the area. The officers then package their evidence, enter it into the P&E system, and receive a bar code sticker which is placed onto the piece of evidence generated by the RMS. The officer then places the evidence into the property lockers. The following morning, the technicians check the log to see if any evidence was entered, retrieve it from the locker, and assign it a location in the warehouse.

Policy

The unit's policies are covered in General Order S-190-17 and have not been revised or reviewed for relevancy or best practice since the last revision in October 2017. Although the

policy discusses the booking or processing evidence, it falls short in many of the areas regarding the storage of narcotics, weapons, money, etc. It also does not discuss audits, which are an integral part of maintaining a P&E Unit. It is recommended the department utilize the International Association for Property and Evidence (IAPE) as a reference for revising the current policy. IAPE provides a sample policy and is an excellent source of information regarding policy and procedure.

The RMS platform allows for the tracking and managing of all property and evidence. The unit began using the platform in 2004 and it utilizes the Property Barcode system. It was learned during the site visit that the current system in use is not user friendly, is dysfunctional, and does not meet the unit's needs. When the department purchases a new CAD/RMS system, it must have a robust, easy-to-use platform similar to File on Q for property and evidence management.

Training

Evidence technicians receive no formalized training when they are hired and receive no annual class training except for attending the International Association for Property and Evidence (IAPE) annual conference. CPSM would recommend the technicians attend a property and evidence school upon being hired and continue to attend the conference as their annual training.

Workload

P&E units process many items each year and RPD's unit is no exception. The following table shows the number of items received and purged by the unit annually in 2018, 2019, and 2020.

TABLE 5-17: Property and Evidence Processed by the Unit, 2018–2020

Category	2018	2019	2020
Total Intake	12,639	13,129	11,809
Total Purged			
Auctioned	62	0	146
Converted to Department Use	1	0	5
Destroyed	14,951	14,637	19,540
Donated to Charity	14	2	0
Released to Insurance Company	0	0	0
Released to Owner	536	579	287
Released to Suspect	0	0	0
Released to Tow Company	0	0	0
Year End Item Count	28,203	28,347	31,787
Location change of item*	3,173	4,298	4,312

*Location change of item is not counted in the year end item count.

An important component of having a well-managed P&E Unit is maintaining a robust purge and destruction process. Without it, P&E facilities can become messy, unorganized, and chaotic. As evidenced above, in all three of the most recent years the unit has managed to purge more items than it took in; however, there is still a significant backlog of property to be purged. One of the technicians estimated that there is most likely a backlog of 35 percent of evidence items that could be purged, but they are not certain of the number. It was explained that not knowing what items of property can be purged is because (1) detectives fail to notify P&E when the detectives receive notification from the court on cases that have been adjudicated, and (2) the court is backlogged in notifying agencies when a case has been adjudicated. This has most

likely created the excessive number of items of evidence that are still being stored but which could be purged to create additional space in the evidence room.

Purging eliminates items that no longer need to be held by the department and creates space in the property storage areas.

Considering the workload and the backlog of items to be purged, CPSM is recommending the addition of one P&E technician. A third technician would:

- Assist in decreasing the P&E backlog of items.
- Relieve the Administrative Services Manager of the responsibility of being the default person when two of the technicians are absent/unavailable.
- Provide for P&E staff vacation relief.

An issue identified during the site visit is that often a P&E technician has a question regarding property and evidence that is either not documented in the police report, documented incorrectly, or mislabeled. When that occurs, the technician must email the officer for clarification. It was learned many of the officers never respond to their emails or do not respond in a timely manner. This creates delays in getting the evidence items catalogued and stored. It is recommended that by policy supervisors be notified in the same email of an officer's failure to respond. This would require the supervisor to ensure the officer addresses the issue and allows the supervisor to reinforce the importance of processing property and evidence properly.

Audits

One of the most overlooked areas of handling law enforcement held property and evidence is the inventory and audit responsibilities. The purpose of a police department Property and Evidence Room audit is to review how well the department receives, inventories, and establishes chain of custody with regards to property and evidence. It also reports how well a department maintains property and evidence while in its custody, as well as how the department releases evidence for investigations and court purposes. Agencies have begun to recognize that the consequences of mismanagement of property and evidence can lead to agency embarrassment, lost court cases, loss of public confidence, and financial loss.

Although audits have become an integral part of the proper operation of a department's property and evidence section, there is no mention of it in the RPD's P&E policy. The policy should provide direction on what type of audits should be completed, when they should be completed, and how those audits should be documented. CPSM recommends that RPD include such information in its current policy. Examples of audit policies can be found on the IAPE website.

The department has not completed a full inventory and audit in at least the last decade. IAPE recommends that a full audit be conducted whenever there is a change of leadership in the department, such as getting a new police chief. Based upon that, an audit of the P&E unit should have been completed when the current police chief was appointed in 2016. Because there has not been a complete inventory and audit completed in the P&E unit, CPSM recommends the department immediately conduct a complete and thorough audit. Results of the audit should be documented and retained.

It was also learned that the unit does not conduct random audits of items in the P&E inventory. In most agencies, a random audit would involve a random 25 items consisting of guns, cash, drugs, felony evidence, and misdemeanor evidence. CPSM recommends the department begin

conducting quarterly random audits of the P&E inventory. Logs of the random audits should also be kept by the department.

Weapons that have been adjudicated for destruction are taken to Wasatch Integrated Waste Management in Layton Utah. The last destruction of weapons was in October 2019. The department should implement an annual destruction of weapons in order to prevent any backlog of weapons.

Property and Evidence Recommendations:

- Immediately address the security concerns mentioned in the Property and Evidence Section for the three property locations. (Recommendation No. 102.)
- The department should install a card reader system at all doors leading into the property unit and warehouses. (Recommendation No. 103.)
- It is recommended cameras be installed in areas containing weapons. (Recommendation No. 104.)
- If the evidence manager position is not filled, it is recommended one of the current property technicians be reclassified to a senior technician. (Recommendation No. 105.)
- Offset the workdays of the two technicians for better staffing coverage. (Recommendation No. 106.)
- Ensure that the new CAD/RMS system has a robust, functioning, and user-friendly P&E platform. (Recommendation No. 107.)
- CPSM recommends technicians attend a property and evidence class upon hire. (Recommendation No. 108.)
- CPSM recommends adding one full-time P&E Technician FTE to the Property and Evidence Unit. (Recommendation No. 109.)
- Ensure by policy that officers respond to emails from property technicians regarding deficiencies in property and evidence processing. (Recommendation No. 110.)
- Ensure by policy that supervisors are notified of an officer's deficient property and evidence processing with a requirement to ensure compliance. (Recommendation No. 111)
- The department should add P&E audit requirements to the department policy manual to provide direction regarding accepted timing, type, procedure, and documentation of such audits. (Recommendation No. 112.)
- The department should immediately do a complete audit of P&E inventory. (Recommendation No. 113.)
- The department should begin conducting quarterly audits of the P&E inventory. (Recommendation No. 114.)
- An annual weapons destruction should be scheduled to prevent a backlog of seized weapons. (Recommendation No. 115.)

Victim Services Unit

Victims of violent crime can face many challenges resulting from the crime committed against them. The Victim Services Unit (VSU) of the department is a specially trained civilian unit that serves victims of crime and other traumatic events by providing trauma-informed direct services based on a thorough needs assessment. They are connected to victims through law enforcement, criminal and justice systems, community organizations, and self-referrals.

The unit's motto is:

We proudly serve victims of crime, treating them with respect and dignity while responding to their needs and concerns. We educate victims of crime on their rights and are committed to providing the most professional, empowering advocacy possible while assessing each case on an individual basis.

Staffing

The unit is staffed by 11 civilian employees, six of whom are city-funded positions, and five of whom are grant-funded positions. Volunteers and interns also assist in the unit. The following table shows the overall staffing of the unit.

TABLE 5-18: Victim Services Unit Staffing

Position	City Funded	Grant Funded	Volunteer
Victim Advocate Supervisor	1		
Victim Advocate	3*	3	
Volunteer Coordinator	1		
Office Assistant II	1		
Public Service Intern		2 (17.5 hours)	
Volunteers			15-20
Interns			7 (usually 3-4)

Note: *At the time of the site visit, one of the city-funded positions was vacant; however, the city was in the testing process and the position will most likely be filled in September. The delay is due to the department's hiring of sworn personnel receiving preference in the background investigation process.

The unit's supervisor reports directly to the Administrative Services Manager. The unit is funded by the City of Reno, along with grants from the Victims of Crime Act, Office for Victims of Crimes, and the Nevada Attorney General's Office.

The VSU is housed in the department's detective bureau. Advocates work a 4/10 schedule either Monday through Thursday, or Tuesday through Friday from 7:00 am to 6:00 pm; however, there is always an advocate on call 24 hours a day, 7 days a week, including holidays. Each advocate is on-call for one full week on a rotating basis.

Hiring Process

In order to be hired for a position in VSU, the employee must undergo two rounds of interviews, a background check, and a polygraph exam. Requirements for the positions are a bachelor's degree from an accredited college or university with a major in criminal justice, social work, or a related field, and three years of experience in social work, counseling, or victim advocacy experience, preferably in a law enforcement setting.

Victim Advocate Supervisor

The unit supervisor is responsible for the management of the three grants currently funding unit positions, tracking of all statistical data, completion of employee performance evaluations, triaging cases, and assigning the advocate workload. The supervisor is responsible for managing all aspects of training for the members of the unit. This includes tracking the training attended, locating training courses, and arranging for the employee to attend. In addition, the supervisor is responsible for locating and completing grant applications. The department currently has three grants, one of which is a multiyear grant, while the other two are one-year grants that must be applied for annually.

The unit supervisor currently has a span of control that far exceeds what is considered to be within the norm. When that span of control becomes too large, accountability of employees can be affected. That is not to say that the lack of accountability is occurring in this unit (the supervisor appears to be extremely competent). However, it is recommended that one of the victim advocate positions be designated a “lead” position that could help relieve the supervisor of some of the supervisory responsibilities.

The unit supervisor, as was mentioned prior, is responsible for all grant management, which includes researching new grants, writing of the grants, and keeping all statistical data related to the grants. These tasks alone require a great deal of the supervisor’s time. It is recommended that the department create a part-time grant manager position to relieve the supervisor of much of the grant responsibility.

Training

Staff of the VSU attend and complete an on-line 40-hour Victims of Crime course, new employee orientation, and volunteer training academy upon hire. They are also provided on-the-job training by more experienced staff members. On-going training consists of specific training for each investigative unit they are assigned, webinars, in-person training, and free local training. If the budget allows, staff can request to attend paid training. Staff can receive anywhere from 20 to 60 hours of professional training each year.

The VSU staff regularly provide training for incoming officer recruits in both the Northern Nevada Regional Law Enforcement Academy, and when entering into their agency-specific field training program. The unit frequently also provides training to the community on victimology, and also promotes available community resources through outreach events. At times, the unit will also provide training to partnering agencies through training conferences. The unit collaborates with three local organizations to combine training efforts into a regional community training session open to community members as well as professionals in the field.

As was mentioned above, the responsibility for ensuring training is provided to the unit employees and any new employees hired falls upon the shoulders of the unit supervisor. Consideration should be given to assigning a current victim advocate position as a “designated trainer” position as an ancillary duty. This individual would provide training to the new employees and handle some of the training responsibilities.

Workload

Cases are assigned by the supervisor of the unit Monday through Friday. Reports are reviewed from the law enforcement data base, then triaged, and assigned to advocates by either crime type or staffing availability. Each advocate is assigned to a specific detective unit but can take on all case types, if necessary. Advocates can be assigned anywhere from 10 to 20 new cases each week while also maintaining carryover cases previously assigned. At any given time, an

advocate could have approximately 65 to 80 open cases; however, some cases may be for a very short duration.

TABLE 5-19: Advocate Unit Caseload (2018–2020)

Year	Cases Assigned	Victims Served
2018	2,743	2,892
2019	2,763	2,806
2020	2,724	3,572

Cases can be received either by internal referrals from officers and detectives, reports from walk-ins, referrals from outside agencies, phone calls, or, most often, recent police reports. Each weekday a report is run on all cases initiated by the officers involving crimes against persons, suspicious circumstances, and other types of calls. They are then assessed and, if warranted, will be assigned to an advocate who will then contact the victim. The advocates prioritize their workload by assessing each case by a risk rating of low, medium, or high.

Once the advocate receives the case and makes contact with the victim, they may provide information regarding victim's rights, criminal justice advocacy, and safety planning. They may also assist with housing, food, gas, and transportation. Cases remain open until the victim is transitioned to their referral sources, other agencies, relocated, or the victim chooses to end their relationship with the unit. The unit's approach is victim-centered and driven by what the victim wants or chooses regarding their case.

It was learned during the site visit that when triaging police reports for assignment, the supervisor is unable to assign an average of approximately 25 percent of the reports due to advocate workload capacity. In many of these police reports, the victims are from the underserved areas of the city which are already lacking resources. Also, as the city continues to grow in population, the number of people who are victimized will most likely increase, leading to additional advocate workload capacity issues. It is recommended that an additional two FTE victim advocate positions be added to the unit to ensure all victims are provided services. However, those two positions should be city-funded positions that are not required to follow the parameters of grants and therefore can serve any crime victims.

Advocates will not respond to a victim's residence unless law enforcement is present and the advocates have been requested by the officer. When they do respond, two advocates respond as a team.

In order to gauge unit effectiveness when dealing with victims, the unit conducts periodic surveys of the victims they have served not only within the department but also when partnering with other agencies. Those survey results are then used to guide the program's goals for the year and are also used for grant writing purposes.

A scan of the department's VSU website shows an abundance of information relating to resources available to victims. The email addresses of victim advocates are also available on the website. Other information provided on the site is related to Domestic Violence, Sexual Violence/Assault/Abuse, Child Abuse/Exploitation/Neglect, Elder Abuse, DUI causing injury or death, Stalking/Harassment, Criminal Justice System, Personal Safety, Financial Compensation Programs, and a Guide to Protection Orders.

During the past pandemic year, the victim advocates had been working remotely, and only responding to the station when absolutely necessary. According to the unit's supervisor,

productivity increased, morale improved, and better case management occurred. If the supervisor has data that substantiates her statement, then it is recommended consideration be given to allowing the victim advocates to work remotely two days of their work week.

The unit appears to operate effectively and efficiently, and the department is to be commended for supporting a VSU that provides such an essential service to crime victims.

Victim Advocate Recommendations:

- Create a “lead” position within the victim advocate staff to assist with supervisorial duties. (Recommendation No. 116.)
- Create a part-time grant manager position to assist with grant writing and management. (Recommendation No. 117.)
- Create a “designated trainer” position from among the victim advocate staff. (Recommendation No. 118.)
- Create two additional city-funded Victim Advocate positions to address advocate workload capacity. (Recommendation No. 119.)
- Give consideration to allowing advocates to work remotely two days a week. (Recommendation No. 120.)

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SECTION 6. REGIONAL SERVICES DIVISION

The Regional Services Division (RSD) is comprised of local, state, and federal agencies serving the needs of the greater Reno region in specialized law enforcement areas. The division became operational in January 2020 to formalize existing joint operations under a unified command structure. The implementation addressed jurisdictional issues and span of control while creating a force multiplier for the involved agencies. The RSD is managed by a Reno Police Department Deputy Chief and commander who oversee sworn and civilian managers from participating agencies and who provide day-to-day operational control of their respective units.

The division is comprised of the following units:

- Gang Enforcement Section.
- Narcotics Investigation Section.
- Vice Investigations Section.
- Street Crimes Section.
- Intelligence Section.
- Reno Emergency Dispatch Section.

The department does an excellent job of working with the Washoe County Sheriff's Office, Sparks Police Department, and the University of Nevada-Reno Police Department on a variety of regional task forces. This collaboration provides a force multiplier that well serves all participating agencies. RPD management indicate the return on investment has been worth the commitment of resources relative to the overall crime impact. This assessment was echoed by RPD and participating agency managers in the Division.

GANG ENFORCEMENT SECTION

The Gang Enforcement Section is devoted to combating gang-related criminal activity, including graffiti and firearms violence. Two units focus on regional gang crime, while two others are dedicated exclusively to Reno gang crimes and graffiti. Gang Enforcement's four sub-units are the Regional Gang Unit (RGU), Gang Crime Detectives, the Graffiti Enforcement Team (GET), and Project Safe Streets Task Force. An RPD lieutenant oversees the section and reports to the commander.

RPD General Order S-120-05, Gang Intelligence, describes the mission and operational guidelines for the Regional Gang Unit and Gang Crime Detectives. This includes criteria for determining who is a gang member and a gang associate; what constitutes gang activity; and intelligence file maintenance, review, and destruction.

The Gang Enforcement Section is staffed with 20 officers. Fourteen officers are from the RPD, 2 from WCSD, 2 from SPD, and 2 from the Washoe County School District Police Department (WCSDPD). Four civilian staff serve in the RGU; one is in administrative support, another is in Graffiti Enforcement Team (GET) support, and two are GET abatement technicians. General Order E-280-18, Special Assignments, addresses the selection process for officers and professional staff in special assignments and their rotation. This consists of a four-year assignment for officers with an option to extend it for a year, and a two-year assignment for professional staff.

Supervisory responsibilities in the Gang Enforcement Section are split between the two sergeants as follows:

- 1st Sergeant: One RGU team, one Gang detective, the GET detective, and two graffiti abatement technicians.
- 2nd Sergeant: One RGU team, one RGU administrative assistant, one Gang detective, the GET administrative assistant, and liaison for the Project Safe Streets Task Force (off-site, FBI-supervised task force).

Both sergeants handle collateral duties. These include managing the U.S. Justice Assistance Grant (JAG), and participating in the Nevada Gang Intelligence Systems Operations meetings and the California Gang Node Administrator Committee.

Regional Gang Unit (RGU)

The RGU consists of two teams, each staffed with seven officers and a sergeant who work overlapping 10-hour, four-day shifts to provide coverage seven days a week. Five officers in each team are from RPD, and the other two are from WCSO and SPD.

General Order S-120-05, Gang Intelligence, defines the RGU's duties and responsibilities as follows:

- Serve as a liaison to the community and to other law enforcement agencies.
- Investigate gang-related crimes.
- Assist other units, detectives, and outside agencies with gang-related cases.
- Provide gang awareness training for community groups, the police academy, and in-service police training.
- Coordinate the city's Graffiti Eradication Program.

The RGU does not have regularly assigned cases or use case clearance data like non-regional RPD detectives do. Investigative leads are developed through intelligence and in collaboration with discussions among gang detectives and Regional Intelligence as they review gang-related cases, including shootings. If a case is suited for the RGU due to an associated case or pattern of gang activity linked to RGU investigations, the RGU will work on the case. In other circumstances, an investigation is forwarded to the gang detectives. The Robbery Homicide Unit handles all gang-related homicides. During their working hours the RGU responds to patrol gang-related cases, taking the case if appropriate. The RGU shares its daily Division Watch activity log with county-wide law enforcement.

The following table shows selected highlights from the RGU's three-year activity log in which felony, misdemeanor, arrest/weapons activity, and gang membership are tracked by month and year. The RGU arrested 422 gang members in 2018 alone for firearms-related crimes. The felony arrests listed include crimes such as murder, attempted murder, robbery, sexual assault, grand theft, narcotics violations, etc. Misdemeanor crimes include, but are not limited to, battery, domestic battery, fights, threats, graffiti, possession of stolen property, etc. Weapons-related offenses include drive-by shootings and incidents with firearms. There was no explanation for the drop in firearms and weapons arrests in 2018 (422) to 137 in 2020; however, in February 2018 the RGU arrested a record high number of 257 gang members for firearms/weapons charges, indicating the likelihood of a regional arrest/warrant sweep that month.

TABLE 6-1: Regional Gang Unit Arrests, 2018–2020

RGU Activity	2018	2019	2020
Felony Arrests	191	164	184
Misdemeanor Arrests	347	302	235
Firearm/Weapon Arrests	422	218	137

CPSM sought information on RGU activity by jurisdiction for 2018–2020 and learned that it was not being tracked. To the RGU lieutenant's credit, he assembled the data shown in the following table. The data reflect total cases that the RGU initiated or worked in the respective jurisdictions of Reno, Sparks, and Washoe County. This is a valuable tool for all agencies to assess the value of their commitment to regional policing. Reno generates a significantly higher amount of RGU activity than do Sparks PD and Washoe County. It is beyond the scope of this study to explore the reasons for the difference; all three agencies should evaluate the productivity and outcomes in accordance with their jurisdiction's goals and expectations.

TABLE 6-2: Regional Gang Unit Activity by Jurisdiction, 2018–2020

RGU Activity by Jurisdiction	2018	2019	2020	Total
Reno PD	198	185	126	509
Washoe County	19	17	8	44
Sparks PD	4	6	3	13
RGU Total	221	208	137	566

The RGU uses Excel spreadsheets to track each team member's arrests through to case adjudication, with successful prosecution as the optimal outcome. It is up to supervisors to check the spreadsheets to review case status. CPSM examined spreadsheet data for 2020 and year-to-date (YTD) 2021. In 2020, 162 cases were tracked using case numbers, crime classification, the primary police jurisdiction (Reno, Sparks, Washoe County), whether it was a felony or misdemeanor, filing court (juvenile, municipal, state, or federal jurisdiction), and adjudication. The majority of cases were felonies filed in state court; most cases were still pending, though many recorded a guilty plea or were designated "Found guilty." The YTD 2021 data was more extensive, including names of defendants, charges, the investigator or arresting officers' names, the name of the gang, and the prosecutor. Since the 2021 cases were recent, few cases showed a disposition.

The RGU data collection is valuable as a measure of productivity and for limited crime analysis. CPSM recommends that the RGU acquire case management software for the RGU, Gang Detectives, and the Graffiti Enforcement Team to enhance the collection, retrieval, and analysis of performance and case clearance data. Instead of supervisors opening Excel spreadsheets as is currently done, an integrated software management system can be tailored to perform far more comprehensive data extraction, customized reports, and be programmed to issue alerts after establishing reasonable time limits for investigation, record an investigator's activity associated with each case, and more. This is not possible in Excel. CPSM learned during its site visit that the RPD was in the bidding process for a new records management system that will include case management software. This transfer to a more sophisticated and organized system will greatly enhance RGU functionality.

The RGU is an effective and productive team that effectively targets violent and dangerous gang members.

RGU Recommendations:

- Track RGU case activity generated in each jurisdiction to allow for an annual review. (Recommendation No. 121.)
- Consider acquiring case management software for the RGU Gang Detectives, and the Graffiti Enforcement Team to more effectively manage caseload. (Recommendation No. 122.)

Gang Crime Detectives

The Gang Crime Detectives unit is staffed with two RPD detectives. Both gang detectives work overlapping 4-day, 10-hour swing shifts from 1:00 p.m. to 11:00 p.m. Monday through Friday. Gang detectives work cases occurring in Reno, not regionally based investigations.

Case Management

Reno's case management system is provided through its RMS. Similar to the regular detectives' case management process, when patrol officers complete a (gang-related) preliminary investigation report, patrol sergeants approve the report and send it via RMS to a queue in Gang Detectives. Patrol officers use written guidelines to determine solvability factors in closing and referring their investigative report for follow-up.

The sergeants in Gang Detectives, RGU, and Regional Intelligence review the reports using an informal intuitive process to determine if an investigation should be assigned to Gang Detectives or the RGU. The sergeants do not rely on written guidelines, assigning cases based on their experience and knowledge of a detective's caseload, expertise, and related investigations. The Gang Detective sergeants, like the RGU, use Excel spreadsheets to track assigned cases. Depending on the nature of the investigation, it may be common for the gang detective to work with the RGU, Regional Intelligence, or the Graffiti Enforcement Team to solve a case.

In Reno General Order D-100-120-05, Detective Division, under Case Assignments, the following preliminary case follow-up guidelines appear:

- The suspect is named.
- The suspect can be identified.
- The address of the suspect is known.
- The suspect can be located.
- The license plate number of the vehicle used in the crime is known.
- The vehicle can be identified.
- There was traceable stolen property.
- There were identifiable latent fingerprints lifted from the scene.
- A significant modus operandi has been recognized in the case.
- It is reasonably suspected that there was a limited opportunity to commit the crime.
- There is reason to believe that further investigative effort will lead to the solving of the crime.

Though these guidelines may need to be expanded for gang-related crimes, the RGU should consider modifying them for use by the RGU and Gang Detective sergeants in evaluating case assignments. While current experienced sergeants may know intuitively which cases warrant follow-up, written criteria will create consistency and in the future will ease the transition into gang-related assignments for new sergeants. This information should go into the RGU operational manual.

The same General Order also contains a section titled Case Assignment Logs, describing the protocol for entering case assignments into the department's computer system. The entry is to permit the tracking of cases, including report due dates. The system is little used. The current Excel spreadsheet that the RGU and Gang Detectives use do not contain assignment or due dates. We point this out to underscore the importance of an integrated case management software system that will capture all information and allow for its quick retrieval.

Closure of detective investigations is addressed in Reno General Order D-120-05, Detective Division, describing the follow-up investigation process. The disposition of cases falls into three categories:

- Open.
- Suspended.
- Closed.

Case closure/clearance is especially important as a performance benchmark. Cases are often closed incorrectly under FBI case clearance guidelines, resulting in faulty national case clearance data. The issue of correctly entering FBI UCR crime clearance data is addressed earlier in the report. CPSM recommends that the General Order D-120-05 be reviewed and modified to update and correct the desired case closure guidelines.

In the following table the Gang Detectives' caseload assignments are shown. Based on more than 200 CPSM police department studies, we have found that sworn and professional staff are absent from work an average of at least six weeks a year due to sickness, vacation, training, FMLA, etc. Fifty-two work weeks in a year minus six weeks, leaves an average of 46 weeks that both detectives would have worked. An examination of the detectives' assigned caseload from 2018–2020 shows that the highest number of cases assigned in a year was 49 cases, or slightly more than one case a week. All other annual case assignments averaged less than one assigned case a week.

TABLE 6-3: Gang Detectives Assigned and Closed Cases, 2018–2020

	2018	2019	2020	Totals
Det #1 Assigned	40	32	36	108
Closed Cases	34	58	35	127
Det #2 Assigned	28	49	42	119
Closed Cases	21	29	32	82

Examination of the types of crimes being investigated provides insight into the relative workload and associated staffing. Crimes against persons are far more complicated than most property crimes, and require longer-term investigations, which has an impact on staff workload. In addition, these numbers do not capture the entirety of an investigator's workload. The RMS system and the Excel spreadsheet are not designed to track the time that detectives spend

assisting other investigators, both internally and for other agencies, work hours associated with investigations, including the most time-consuming cases, interviews, obtaining and serving search warrants, court time, travel time, etc. Over the past 10 years investigations have taken on greater complexity due to the need to obtain warrants and interpret technologies such as cell phones, social media posts, computers, and other devices.

There are no absolute standards to determine appropriate caseload for detectives. A complex gang-related shooting could take several detectives months of investigation or one detective could handle several misdemeanor cases relatively quickly. One benchmark that the International Association of Chiefs of Police uses suggests that a detective caseload between 120 and 180 cases per year (10 to 15 a month) is manageable. By this standard, Gang Detectives is sufficiently staffed; however, this may assume that the cases vary from minor to serious.

CPSM hand-counted the number of cases assigned to Detective #2 on the Excel RGU Total Case Tracking sheet for 2021. They included three felonies and two misdemeanors. The tracking sheet for 2020 did not contain the detectives' names, only case numbers, suspects, and crime types. This again highlights the need for a case management system.

Gang Crime Detective Recommendations:

- Develop written case assignment guidelines for Gang Detectives. (Recommendation No. 123.)
- Update RPD General Order D-120-05 on case closure guidelines to ensure consistency in determining clearance rates. (Recommendation No. 124.)

Graffiti Enforcement Team

The Graffiti Enforcement Team (GET) tracks, investigates, and abates graffiti within the Reno city limits. It is not a regional team. The GET is staffed with one RPD detective, one administrative staff, and two graffiti abatement technicians. The detective position is filled from a pool of RPD RGU officers every four years unless the position is extended. Multiple extensions are common. The abatement technicians respond to reported graffiti locations to photograph and remove the graffiti. The GET detective collaborates with other RGU detectives and officers for assistance when needed. During CPSM's visit a recruitment process was underway to fill a vacancy for one abatement technician.

The following table shows the high number of graffiti cases reported annually compared to the number of cases assigned to GET for follow-up. This is somewhat understandable due to the nature of graffiti crime. In general, graffiti crime is committed in one of three ways: by gangs, tagging crews, or randomly by those unaffiliated with gangs or tagging crews. Most of the reported cases come from the public through the City of Reno's Reno Direct online and telephone graffiti reporting system. The public has the option to report graffiti to public or to another person's property, make a report of being the victim of graffiti to personal property, text the information to a phone number on Reno Direct, or anonymously report it through the Secret Witness program. Graffiti may be done covertly, or gang members and tagging crews may do it openly; witnesses often do not report it at the time due to fear of retaliation from gangs or even tagging crews.

TABLE 6-4: Graffiti Cases Reported and Assigned, 2018–2020

Graffiti Cases	2018	2019	2020
Reported Cases	7,354	7,953	6,438
Assigned to GET	14	35	16
Percentage Investigated	0.2	0.4	0.2
Cases Closed	14	20	11

Note: The 3-year average of 0.25 percent of reported graffiti cases assigned for follow-up investigation is low.

Since not all graffiti reports are forwarded to the GET detective, only the few with leads are investigated. This highlights a practice in investigations of only sending cases considered worthy of follow-up investigation to detectives, which can result in a limited perspective of all graffiti crime. With graffiti reports averaging over 7,000 annually, it would be burdensome for one detective to read thousands of cases yearly. The GET detective reviews selected graffiti reports to discern patterns and trends. This is another opportunity for a crime analysis unit to develop a dashboard or system to track patterns and trends. This ability is tied to the need for consistency in preliminary response to graffiti reports.

If a patrol officer is dispatched to a graffiti call, or even a GET abatement technician, some officers take photographs of gang or tagging crew graffiti, but this is not a consistent practice. The importance of photographing gang messages cannot be overstated. Sometimes one gang will cross out the name or initials of another gang to announce a rivalry or may even use script indicating the intent to harm or kill a rival gang's members. CPSM recommends that the department train patrol officers and ensure that GET abatement technicians are committed to photographing gang and tagging crew graffiti.

CPSM reviewed several RPD press releases announcing some of the GET detective's significant graffiti arrests in 2020. They included 581 separate counts of graffiti against one suspect in January, with an estimated property damage exceeding \$70,000; a case in May 2020 involved 252 separate counts of graffiti against one suspect; a second suspect was charged with 44 counts of graffiti. Another case in June resulted in a suspect charged with 210 separate counts of graffiti with a clean-up cost of \$25,634. Collectively, the damage exceeds \$131,766. In all cases the GET cleaned up and/or painted over the graffiti.

A consideration in assessing workload for all regional gang units is the difference in time investigations take. One detective may handle a complex gang-related investigation with multiple serious felony counts involving several victims, reluctant witnesses, writing and serving search warrants, and delays in crime lab analysis, as an example. Another detective might handle a dozen cases that take comparatively little time.

It is difficult to determine if GET staffing levels are appropriate absent a tracking system that measures how much time is spent in the myriad ways the GET detective works. If one examines only the number of annual cases the GET detective is assigned, it would appear that there is sufficient staffing as the detective handles relatively few cases a year, based on CPSM's studies and the IACP guidelines. If the average case resulted in the significant filings that the press releases described, that would take more time. Without a case management system the GET detective's workload and staffing needs cannot be assessed.

GET Recommendation:

- Train patrol officers to consistently take photographs of gang graffiti to assist GET investigations. (Recommendation No. 125.)

Project Safe Streets Task Force

Project Safe Streets Task Force is a federally funded task force through the FBI and ATF. Two RPD officers are assigned to the task force, which is located off site and supervised by the FBI. One RGU sergeant serves as the liaison between Reno PD and the task force.

The purpose of Project Safe Streets is contained in the Memorandum of Understanding agreement signed by the FBI, ATF, and Reno officials. The activities and duties include:

- Investigate criminal possession and use of firearms.
- Investigate firearms related to violent crime to include commercial robberies.
- Investigate illegal firearms trafficking.
- Investigate criminal possession of firearms by known gang members and criminal organizations.
- Gather and report intelligence data relating to possession and trafficking in firearms.
- Conduct proactive operations where appropriate and engage in other traditional methods of investigation in order that the Task Force's activities will result in effective prosecution before the courts of the United States and the State of Nevada.

Project Safe Streets expands cooperation between local, state, and federal law enforcement agencies, increasing productivity and avoiding duplication of investigative efforts. Safe Streets works with the Assistant U.S. Attorney in preparing larger level cases for federal prosecution, some of which involve multistate crimes. CPSM did not receive any performance data for Project Safe Streets.

Several Project Safe Streets major cases have received local publicity. The only recommendation CPSM has is to annually evaluate the productivity of outside task forces to ensure that Reno's staffing investment is sound.

Project Safe Streets Recommendation:

- Annually review the benefits and feasibility of continued participation in Project Safe Streets. (Recommendation No. 126.)

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NARCOTICS INVESTIGATIONS SECTION

The Narcotics Investigation Section consists of the Regional Narcotics Unit and the Northern Nevada Interdiction Task Force, a unit supported by the High Intensity Drug Trafficking Areas (HIDTA) Program. Under the direction of a Washoe County Sheriff's Department lieutenant, the section is comprised of 15 detectives from seven agencies.

Regional Narcotics Unit

The Regional Narcotics Unit (RNU) detectives are from RPD, Sparks Police Department, and Washoe County Sheriff's Department. The officers work plain clothes and conduct undercover operations as dictated by the cases investigated. The officers cultivate narcotic activity information through RNU activities such as secret witness tips, public reports to the department, patrol officer arrests, and public contacts. Supervisors monitor detective cases and provide assistance as necessary to facilitate completion. RPD's commitment to the unit is one sergeant and four officers.

Northern Nevada Interdiction Task Force

Northern Nevada Interdiction Task Force (NNITF) is a High Intensity Drug Trafficking Area Drug task (HIDTA) sponsored initiative comprised of members from RPD, Sparks Police Department (SPD), Washoe County Sheriff's Office (WCSCO), Nevada Highway Patrol (NHP), and the Drug Enforcement Administration (DEA). NNITF members are responsible for conducting drug interdiction investigations at the local, state, and federal levels. They routinely contact persons who are suspected of transporting illicit drugs, controlled substances, and U.S. currency through Washoe County including currency used to purchase and proceeds from sales of controlled substances.

No recommendations are offered.

REGIONAL VICE INVESTIGATIONS SECTION

Regional Vice and Trafficking Unit

The Regional Vice Investigations Section addresses crimes related to sex trafficking, the commercial sex trade, and registered sex offenders. The investigative subunits of this section include the Human Exploitation and Trafficking Unit (HEAT) Unit and the Regional Sex Offender Notification Unit (RSONU). We will briefly discuss each of these subunits separately in the following reporting.

Staffing

The section is made up of personnel from the RPD, Sparks Police Department, Washoe County Sheriff's Office, and the University of Nevada-Reno. The section operates under the command of a Washoe County Sheriff's Office lieutenant. In the following table we identify authorized (budgeted) staffing and positions that are vacant at present.

TABLE 6-5: Regional Vice Investigations Section Authorized Staffing*

	Lieutenant	Sergeant	Officer*	Civilian	Total
Administrative / Support	1 - WCSO			1 - WCSO	2
HEAT		1 - RPD	7 (3)		8 (3)
RSONU/ICAC		1 - WCSO	4 (2)	1 - WCSO	6 (2)
Victim Advocate				1 - RPD	1
Total Staffing	1	2	11 (5)**	3	17 (5)

Notes: *Vacancies shown in parentheses. **The officer staffing (11) from the respective agencies is as follows: Reno PD (5), WCSO (3), Sparks PD (2), and UNR (1).

As can be seen, there are a number of officer vacancies at present. Those positions are scheduled to be filled shortly. For HEAT, the vacancies include one officer each from WCSO, Sparks PD, and UNR. The RSONU vacancies are from the WCSO.

Supervision

While each of the sections' two sergeants are assigned a specific area of responsibility (HEAT or RSONU), in actuality, they are cross-trained and can perform either function. This provides greater flexibility in supervising operations. Kudos to the section administration for this arrangement.

Work Schedules

Generally, the Regional Sex Offender Notification Unit is scheduled to work during normal business hours on a 4/10 schedule, Monday through Thursday. The HEAT unit is normally scheduled to work Tuesday through Friday, 1:00 p.m. to 11:00 p.m., again, on a 4/10 schedule. In reality, these types of units, along with those of gangs and narcotics, rarely work a fixed schedule. That is the case here as well. As such, the staff routinely flexes both the hours and days of week worked. This flexibility is essential for these types of assignments.

Rotation Schedule

Detectives and special assignment personnel are assigned on a four-year rotation. Upon the conclusion of a detective's four-year assignment, and an annual performance evaluation that meets standards, an extension of one additional year can be granted on a case-by-case basis as determined by the Deputy Chief of the Regional Teams.

CPSM supports the rotation schedule as established. It both provides opportunities for lateral movement throughout the department, and in the case of HEAT, provides for a necessary rotation from this very demanding work environment.

The following is a brief description of the scope of work for units of the Regional Vice Investigations Section.

HEAT (Human Exploitation and Trafficking) Unit

Established in January 2020, the HEAT Unit is responsible for investigating sex trafficking, pandering, solicitation, and other related crimes associated with the commercial sex trade. The vast majority of the unit's work efforts are self-generated, as much of the activity associated with these types of crimes goes largely unreported by the public. HEAT members are expected to identify crime trends, criminals, and resources to develop a course of action to address this pervasive issue.

HEAT detectives work closely with the section's Regional Sex Offender Notification Unit (RSONU) and other units/agencies including the Internet Crimes Against Children (ICAC) Task Force, Regional Gang Unit, Regional Crime Suppression Unit, Regional Repeat Offender Unit, General Detectives, FBI, District Attorney's Office, U.S. Attorney's Office, Northern Nevada Regional Information Center (NNRIC), Patrol, and other regional assets.

Additionally, HEAT detectives take the initiative to follow-up on information received by the unit from a variety of sources. These include the secret witness program, concerned members of the public, and personnel from units such as patrol and detectives from all participating agencies. HEAT detectives complete follow-up and/or initiate an investigation based on this information.

During the first year of operation, HEAT detectives arrested 68 individuals, with a combined total of nearly 250 felonies charged. Due to COVID, social distancing requirements, line function augmentation, and a closure of the courts, most of these cases are still awaiting adjudication.

As these crimes are often highly complex to both investigate and prosecute, the Washoe County District Attorney's Office has assigned a dedicated Deputy District Attorney to work directly with HEAT detectives. HEAT detectives work hand-in-hand with the DA's office to investigate complex cases, obtain search warrants, execute data dumps and forensic phone examination, and handle cases to completion.

Additionally, HEAT detectives work in conjunction with the HEAT victim advocate and other local non-profit victim service providers to link victims with resources that may assist them in gaining independence from their trafficker and/or leaving the sex-trade lifestyle.

HEAT Victim Advocate

Under a grant funded by the Office of Victims of Crime (OVC), a Reno PD Victim Services Unit advocate is assigned to HEAT. The victim advocate assists HEAT detectives when they conduct a recovery operation on a trafficking victim, obtain a police report from regional agencies involving victims of human trafficking and extortion, or otherwise come into contact with trafficking victims, whether children or adults.

As the HEAT detectives conduct their investigation into a trafficking matter, and at a time appropriate to the investigative needs, the victim advocate is called upon to provide victim service including the following:

- Crisis intervention.
- Safety planning.
- Immediate basic needs assistance.
- Assistance in connecting to service providers.
- Informing a victim of their legal rights.
- Provide criminal justice information/support through trial, if any.
- Assist with state compensation forms.
- Protection order assistance.
- Relocation assistance.
- Emergency shelter.
- Assist in providing for a victim's basic needs (food, clothing, hygiene etc.).

In 2020, the advocate provided services to 44 individuals. This is an outstanding program in support of some of society's most vulnerable victims. The department and all involved staff are to be commended for their efforts.

Regional Sex Offender Notification Unit (RSONU)

The RSONU was formed in 1998 to follow federal law passed in 1997. In essence, this law required convicted sex offenders to register with the local law enforcement agency to indicate their place of residence. Additionally, under limited circumstances, local law enforcement agencies must make public notifications related to a registered sex offender's location of residence.

At that time, Washoe County, the City of Sparks, and the City of Reno all agreed there was a need for coordination in law enforcement for the tracking, monitoring, investigation, public notification, arrest, and prosecution of non-compliant sex offenders. RSONU is charged with that responsibility. As of June 2021, there are a total of 1,462 sex offender registrants residing in Washoe County. Of that number, 1,004 reside within the City of Reno.

The RSONU operates as a regional, multijurisdictional and collaborative entity to carry out the requirements of community notifications as set forth in Chapter 179D of the Nevada Revised Statutes (NRS). The RSONU's jurisdictional boundaries encompass all of Washoe County, including the Cities of Reno and Sparks. Investigators from the Reno Police Department and the Washoe County Sheriff's Office work as a team to carry out the mission of the unit. The WCSO also provides an administrative office support specialist to help with clerical functions.

Offender Watch is a database containing the information for each registered sex offender in Washoe County. The RSONU administrative office support specialist utilizes Offender Watch to update information regarding a registered sex offender. Through information sharing with the Nevada Sex Offender Registry (DPS Records and Compliance Division), public tips, detective sweeps and verifications, information is updated and offenders are identified to be in or out of compliance. Once identified, this information is passed to RSONU detectives for proper vetting, investigation, and analysis. RSONU detectives also supplement patrol operations and completed follow-up on investigations and contact that they did not initiate to ensure compliance.

The following data compiled by the RSONU staff represents the arrest activity for the unit for the past three years:

- RSONU (2020) – 36 arrested – Sex Offender Failure to Register, Assisted Repeat Offender Program detectives on an additional 68 cases which led to arrests.
- RSONU (2019) – 35 arrested – Sex Offender Failure to Register, Assisted Repeat Offender Program detectives on an additional 81 cases which led to arrests.
- RSONU (2018) – 48 arrested – Sex Offender Failure to Register, Assisted Repeat Offender Program detectives on an additional 44 cases which led to arrest.

RSONU detectives are supported by a dedicated Deputy District Attorney. All their cases go to a generalist district attorney or the habitual offender team depending upon the complexity of the case, charges filed, and the defendant's criminal history.

In addition to their enforcement duties, RSONU detectives provide training to the public and other law enforcement personnel in the area on registration requirements and subject matter expert (SME) points of view on applicable legislation.

Internet Crimes Against Children (ICAC)

Internet Crimes Against Children (ICAC) is an FBI-initiated program (task force) with partial funding through the Department of Justice, Office of Juvenile Justice and Delinquency Prevention. It was established to combat online-related crimes against children. This includes kidnappings, violent attacks, sex trafficking, sexual abuse, or online predation. This task force is critical to identifying child predators, sexual offenses, and other felonies.

The Las Vegas Metropolitan Police Department (LVMPD) is the lead agency of the Nevada ICAC Task Force, and has served in that role since 1999. In 2016, the Reno Police Department joined the Nevada Task Force under a Memorandum of Understanding with LVMPD. Limited funding may be available for equipment and training needs. The SONU sergeant, a WCSO sergeant, is assigned to coordinate ICAC investigations. And while Reno PD is a participating agency in ICAC, the Reno ICAC detective is not assigned to the Regional Vice Unit, and has limited involvement in such investigations. This stance should be re-examined.

No statistical data relative to ICAC investigations was available for CPSM review.

In the case of both HEAT and RSONU staff, beyond their primary areas of responsibility, they are well positioned to provide staffing support to various other units of the participating agencies. This would include, but not be limited to, detectives, gang units, narcotic units, and the Repeat Offender Program. The nature of each of these regional efforts lends itself to such resource sharing and anecdotal evidence suggests that this is commonplace.

Joint Powers Agreement (JPA) / Memorandum of Understanding (MOU)

At present, there is no JPA or MOU in place for the Regional Vice Section. Such agreements are commonplace in regional policing units such as this. These are important in establishing operating principles, management structure, policies, liability issues, resource allocation, etc. It was suggested that a JPA/MOU is being developed; however, its creation must receive higher priority in order to address each of the aforementioned areas.

Regional Vice Investigations Section Summary

This is an outstanding partnership between the law enforcement agencies of Washoe County. The criminal activity addressed by this section, which often targets the most vulnerable in the community, is best addressed through such a partnership rather than by individual agencies working independently. While we had some difficulty obtaining detailed workload data, from that which we received, it would appear that the section is adequately staffed, and where necessary, can draw upon assistance from HEAT, RSONU, or other regional sources. Nonetheless, the absence of a Reno detective in the unit is worthy of further examination as staff indicated that much of ICAC activity occurs within the City of Reno.

Regional Vice Investigations Section Recommendations:

- A Joint Powers Agreement / Memorandum of Understanding should be expeditiously developed to ensure that the unit functions as expected by the participating agencies, and that liability issues arising from actions of the participating agencies be clearly delineated (Recommendation No. 127.)
- Consideration should be given to the assignment of a Reno PD detective to the Internet Crimes Against Children Task Force function of the Regional Vice Investigations Section. (Recommendation No. 128.)

STREET CRIMES SECTION

Regional Crime Suppression Unit (RCSU)

The RCSU is a regional partnership between the Reno Police Department, the Sparks Police Department, and the Washoe County Sheriff's Office. The unit's philosophy is to monitor crime trends at a regional level and deploy unit resources to target specific crime types and locations. The unit addresses crime issues by using an intelligence-led policing model. The unit works closely with each department's crime analysis unit, the Northern Nevada Regional Intelligence Center, and with state and federal agencies to develop the most time sensitive information regarding crime trends. The unit primarily targets crime trends involving weapons and the use of weapons in crimes. If any of the members of the unit obtain information from confidential informants regarding gang- or narcotic-related information and there is not a direct nexus to weapons, the unit will hand that information off to the other respective regional units.

The unit's Mission Statement is: *The Regional Crime Suppression Unit will use intelligence led policing to proactively suppress crime trends and arrest high risk offenders utilizing plain clothes tactics, community-oriented policing, and advanced investigative tools.*

The unit was established in 2015 and is primarily responsible for reviewing and addressing crime trends within the cities of Reno and Sparks, and the County of Washoe. However, when called upon the RCSU will also actively locate and arrest high risk offenders, investigate crimes related to illegal firearms and/or weapons-related offenses, and will assist regional partners with high-priority cases utilizing their specialized skills and abilities. RCSU detectives also work with informants to generate information and intelligence pertaining to areas where crime is prevalent and people of interest are engaged in criminal activity. Each team member is assigned the responsibility of remaining in contact with detectives in their respective departments who provide them with information regarding crime trends they are seeing or crimes they are investigating where RCSU might be of assistance.

TABLE 6-6: RCSU Staffing

	Reno Police Department	Sparks Police Department	Washoe County Sheriff
Lieutenant	0	1	0
Sergeant	1	1	0
Officer	4	4	2*

Note: *One slot currently vacant.

Members of the unit are selected by a process which consists of an interview with their respective agency after a review of their personnel package. In order for an officer to apply for the unit, they must be a state confirmed police officer or deputy sheriff. In the event that no confirmed officer applies, the least senior officer would be assigned. However, CPSM learned that it has never occurred with the RCSU, and a position in the unit is highly sought after. Each position is a limited term position as follows:

- Lieutenant – the position is administratively assigned, and the term is based upon the needs of the unit.
- Sergeant – typically three-year rotation.
- Officer – typically four-year rotation.

Members of the unit normally work as a full team; however, that can be adjusted based upon need. The unit works a 4/10 schedule Monday through Thursday 2:00 PM to midnight. The unit is subject to call out. Anecdotally, it was learned the unit gets called out on average once per week; however, documentation regarding call outs is not kept. In most law enforcement agencies studied by CPSM, a lot of crime such as what RCSU targets, occurs on the weekends. CPSM would recommend that the unit begin keeping documentation on call outs to determine if the jurisdictions would be better served by the unit working Wednesday thru Saturday.

Since the officers in the unit work in an undercover capacity, they wear plain clothes attire during their shifts and drive unmarked vehicles. Members of the unit are allowed to take their assigned vehicles home, due to the necessities of the position. However, there is no mileage restriction on the take-home vehicles. In many agencies studied by CPSM that becomes an issue due to many officers not living within the city in which they are employed. If officers do live an extended distance away from the city, it can put additional mileage on vehicles when not necessary. The purpose of take-home cars is so the employee can respond quickly to an incident and not have to respond to the police department to obtain their equipment. With a take-home vehicle the employee can respond directly to the scene. RPD should assess if changes should be made to the no mileage restriction. Most law enforcement agencies that have mileage restrictions usually limit the distance to 25 miles from the city limits.

Officers in the unit, along with their mandated training, also receive specialized training in the areas of blocking (stopping a suspect with their vehicles), range shooting, and vehicle assaults. Members also attend the annual California Narcotics Officer Association (CNOA) for up-to-date training related to conducting undercover investigations. Units such as a RCSU benefit from the extra specialized training and the Reno PD should ensure it continues.

Although felony and misdemeanor crimes were documented separately in the unit's statistics in 2018, it has not been doing so since that year. In 2019 and 2020, the unit combined felony and misdemeanor arrests as one total. It is important when examining the efficiencies and productivity of the unit to know if arrests are for major or minor crimes to ensure they are focusing their efforts in the appropriate areas. CPSM would recommend that the unit go back to tracking the number of both felony and misdemeanor arrests and not lump them together.

In 2018 the unit made 198 felony arrests and 11 misdemeanor arrests. As previously mentioned, 2019 and 2020 arrests were not separated. In 2019 the unit made a combined total of 153 arrests, and in 2020 the unit made a combined total of 161 arrests.

Prior to 2020, the unit was not tracking the number of cases that were worked during the year by the members of the unit. In 2020, they began tracking that number, and the unit worked a total of 372 cases. As mentioned above, those 372 cases worked by the unit resulted in 161 arrests (again unknown whether they are felony or misdemeanor). As can be seen by the 2020 numbers, less than half the cases worked resulted in any type of arrest. Obviously, the number of arrests versus the number of cases worked can depend on a variety of reasons; however, that is an area that can be examined to determine if the unit is triaging investigations that will most likely result in a successful outcome of bringing a criminal to justice. CPSM recommends the unit continue to track the two statistics and use them as a resource in determining the investigations on which to spend their time.

The unit does not track the number of search warrants written or served by the unit, nor do they track the amount of time the unit spends in the respective jurisdictions who supply the members to the unit. Statistical data is what drives many decisions related to specialized units such as the RCSU; however, when appropriate data is not tracked or retained by the unit, it can make it difficult for decisions to be made regarding the unit's effectiveness. Accurate reporting of unit

events can gauge the effectiveness or ineffectiveness of the unit and can sometimes mean the difference between adding resources or taking resources away from a unit. CPSM cannot stress enough how important it is to keep accurate statistical data about the unit, which should include the number of warrants served, cases worked, and the time spent in each jurisdiction.

It was learned that the team members are not issued a credit card, and at times have had to use their own credit cards or cash to purchase gas etc. Although many managers are hesitant to provide employees with credit cards, appropriate accountability will reduce the possibility of their misuse. CPSM recommends that at least the supervisors be provided credit cards for those instances when they would be needed.

The unit maintains a cash fund available to pay informants, purchase weapons, and show cash to potential sellers of weapons. The unit has monies available in a safe at Sparks PD, which is under the control of the unit's lieutenant; however, each of the two sergeants can access the safe in the absence of the lieutenant. The monies in the safe are inventoried monthly by the unit's lieutenant. The unit should continue its current practice of a monthly inventory of funds.

Regional Crime Suppression Unit Recommendations:

- Determine if jurisdictions would be better served by the RCSU unit changing its work schedule to Wednesday thru Saturday. (Recommendation No. 129.)
- RPD should assess if a mileage restriction should be implemented for unit take-home vehicles. (Recommendation No. 130.)
- Compile specific statistical data on cases, arrests, warrants served, etc., so management can make more informed decisions about team effectiveness. (Recommendation No. 131.)
- Track the amount of time the RCSU unit spends in each of the jurisdictions. (Recommendation No. 132.)
- Provide credit cards to the two supervisors of the unit to expedite necessary purchases and eliminate personal expenses. (Recommendation No. 133.)
- Continue the monthly inventorying of monies in the cash fund to ensure fiscal responsibility. (Recommendation No. 134.)

Repeat Offender Program

The Repeat Offender Program (ROP) is a regional unit consisting of two Reno detectives, one Sparks detective, one Sparks detective sergeant, one Washoe County detective, and Reno PD Records person (two days a week). ROP is in the Regional Services Division, and the unit's sergeant reports directly to a Reno PD Lieutenant.

ROP identifies career criminals in the community who are responsible for committing a disproportionate number of crimes. Investigators work with the Washoe County District Attorney's Office, SPD, and WCSO for the purpose of seeking maximum penalties and reducing recidivism. ROP's mission is to provide public safety by identifying, arresting, and imprisoning those individuals who have displayed, by their actions, a constant disregard for the laws of the community and the rights of others.

ROP only targets those offenders who have at least five felony convictions involving crimes against people or property. They do not target repeat offenders who have strictly drug-related

offenses. Before a repeat offender is designated by the unit as a “target,” the offender’s file is reviewed by the unit’s members, and they decide if the offender meets the criteria. If the offender meets the unit’s criteria, the offender is then added to their “target” list.

All work by the unit is done in an undercover capacity involving surveillance and “knock and talks.” The unit operates much as the other regional units, working Monday through Friday, 1 pm to 11 pm. As with several of the other regional units, a review should be conducted to determine if in fact the current workdays and hours are the most effective for the unit to carry out their assigned mission. The unit is currently housed in an off-site city owned warehouse; however, in the next month, the unit will be moving to a new space made available at the Sparks Police Department facility.

The unit works closely with the county’s probation and parole department (P&P) in obtaining information regarding their target’s probation and parole status. Up until several years ago, a P&P officer had been assigned to the team; however, due to county budget cuts, the position was removed from the team. CPSM believes there is a great deal of value added to the team by having a P&P officer assigned to the team. Consideration should be given to opening conversations with the county to again have a P&P officer assigned to the team.

The majority of target information the unit receives is through data information from jail booking releases and prison parole releases that are reviewed by the civilian member of the unit. All detectives are also required to ensure they are maintaining contact with detectives from their respective agencies to obtain information on cases currently being worked involving any parolees or probationers. Information is also obtained from patrol officers who provide information to the detectives regarding probationers and parolees they encounter during their patrol shifts. All information is then prioritized by those who the unit believe will be the most serious reoffenders.

TABLE 6-7: Repeat Offender Unit Arrest Numbers (2018, 2019, 2020)

Year	ROP Target Arrests	Non-ROP Target Arrests
2018	24	22
2019	22	52
2020	16	22

As can be seen in the arrest numbers noted in the table above, the unit made a significant number of arrests for those who continue to offend in their communities. In fact, all of the above arrests had been for felony crimes, and many of those offenders who were arrested involved possession of a firearm.

As with several of the other regional units, the keeping of statistical data was lacking in specificity. The unit should ensure it is maintaining sufficient statistical data so that informed decisions can be made regarding the operational effectiveness of the unit.

Repeat Offender Program Recommendations:

- Review and assess unit workdays and hours to ensure they are the most effective to carry out the mission of the unit. (Recommendation No. 135.)
- Consider opening conversations with the county to again have a P&P officer assigned to the unit. (Recommendation No. 136.)

- Track and maintain more specific statistical data to ensure informed decisions are being made regarding the operational effectiveness of the unit. (Recommendation No. 137.)

INTELLIGENCE SECTION

The administrator in charge of the Intelligence Section is a Washoe County Sheriff's lieutenant. The assigned lieutenant reports to the RPD Regional Services Deputy Chief. The three units that comprise the Intelligence Section are:

- The Northern Nevada Regional Intelligence Unit (NNRIC).
- Regional Crime Analysis.
- Consolidated Extraditions Unit (CEU).

Northern Nevada Regional Intelligence Unit (NNRIC)

The cornerstone of the Intelligence Section is the NNRIC, which is housed in the Washoe County Sheriff's Office. The NNRIC was regionalized in 2020. A lieutenant serves as its director, overseeing daily intelligence operations, active special investigations, stratified policing crime reduction strategies, event analysis, and regional and statewide collaboration. Two RPD detectives are assigned to NNRIC.

NNRIC detectives are not assigned cases like the Regional Gang Unit or detectives nor do they maintain an activity report. Instead, NNRIC keeps an ongoing log based on intelligence information gathered from throughout the region and local agencies. Much of their information is shared only on a need-to-know basis due to its sensitive nature. NNRIC works closely with the Gang Enforcement Section to provide valuable intelligence. Since cases and workload are confidential, CPSM was only able to view a sample log entry.

No recommendations are offered.

Regional Crime Analysis

Crime analysis involves analyzing local calls for service and crime data to identify patterns and concentrated crime areas for specific department and regional units. The International Association of Crime Analysts (IACA) recognizes four major categories of crime analysis:³

- *Crime Intelligence* – an analysis of data about people involved in crimes, particularly repeat offenders, repeat victims, and criminal organizations and networks.
- *Tactical* – the analysis of police data directed toward the short-term development of patrol and investigative priorities and deployment of resources.
- *Strategic* – the analysis of data directed toward development and evaluation of long-term strategies, policies, and prevention techniques.
- *Administrative* – analysis directed toward the administrative needs of the police agency, its government, and its community.

Two Washoe County Sheriff's Department intelligence analysts provide crime intelligence to NNRIC. The crime analysts from the Sparks Police Department and WCSD only handle tactical

3. International Association of Crime Analysts (IACA), Definition and Types of Crime Analysis, Standards, Methods, & Technology (SMT) Committee White Paper, 2014-02, October 2014, p. 3.

analysis, while the Reno Police Department crime analyst handles tactical, strategic, and administrative analysis, giving her a much broader responsibility and scope of work.

Prior to implementation of the Regional Services Division, the RPD crime analyst (CA) was formerly assigned to RPD, performing her duties primarily for department personnel. In 2020 the crime analyst was reassigned to the NNRIC as part of regionalized policing with the two outside agency crime analysts, one from WCSD and the other from Sparks PD. All three work in the WCSD's office along with the WCSD intelligence analysts. The RPD crime analyst reports directly to the RPD Intel sergeant and receives her assignments from the sergeant with a focus on regionalized crime analysis. This move changed the dynamics of the work the RPD CA previously provided from servicing primarily the RPD, to reduction of RPD-focused services, which has increased the backlog of crime analysis requests from the RPD.

The RPD crime analyst distributes crime analyses of regional crime using geo-spatial techniques or risk-terrain mapping for probability of where crimes will occur. The RPD crime analyst is one of fewer than 100 crime analysts in the country certified in risk terrain mapping. This concept has been touted as it removes biased policing from its analysis, relying instead on the geo-space environment that, for example, generates drug sales or robberies, where the lack of street lights or overgrown trees obscures illegal activity. The lack of street lights and the overgrown trees may be contributing environmental factors to crime. The technique is especially suited to auto theft, thefts from storage facilities, gun violence, and incidents at bus stops.

Administrative analysis is another task the CA performs. This may include gathering officer activity reports, workload calculations, or calls for service (CFS) per districts and beats to determine if deployment of officers and resources align with department needs.

The crime analysts attend weekly meetings to disseminate crime analysis and trend information to RPD supervisors and detectives. Twice a month the analysts attend a "Regional Teams Meeting" that the NNRIC sergeant hosts. Regional units, jailers, crime lab staff, and supervisors from local agencies' detective divisions attend to discuss crime trends and high-profile cases. The CAs provide analytical and other documents to help solve the crimes.

In addition to the three types of analysis that the CA performs, she does site assessments for proposed major developments awaiting city council approval, such as large national retail stores. Among her most time-consuming duties, the CA handles Freedom of Information Act (FOIA) crime statistics requests, prepares hundreds of crime analysis reports each year in response to other requests, and administers the annual community satisfaction survey.

On average, the RPD crime analyst estimates that her workweek is divided somewhat evenly into performing the following tasks:

- Freedom of Information (FOIA) requests from outside agencies (occurring less often due to Intel sergeant diverting unrelated CA tasks such as traffic accidents).
- Data-related projects such as dashboards, new Crystal reports (crime data), etc.
- Department projects.
- Assignments.

The CA uses the following software to aid her in her duties:

- Crystal.
- I2.

- Microsoft Office.
- ArcGIS.

The following table shows the hundreds of reports the crime analyst produces annually. The subsequent table illustrates the number of requests for reports from the crime analyst. These requests come from management, detectives, sergeants, patrol officers, etc. It important to note that the need for the reports reflected in these tables still exists. The crime analyst has a significant new workload in her new assignment focusing on regional crime analysis, and only taking work from her sergeant, who screens requests. Most notably, since the CA is now off site at the WCSD office, RPD officers and staff no longer have the same access to her for consultation.

TABLE 6-8: Reno PD Crime Analysis Staff Reports, 2018–2020

RPD Reports Created	2018	2019	2020
	496	568	
RPD only via NNRIC			514

TABLE 6-9: Reno PD Crime Analysis Report Requests, 2018–2020

Reports Requested	2018	2019	2020
	360	397	
RPD only via NNRIC			280

Until recently, the methods of the RPD crime analyst used to disseminate crime data and information varied. The methods included a website (now disabled), handouts, and emails for different crime trends, Crystal reports, which produce data but no mapping, and weekly meetings. Detectives had the option of contacting the CA to ask for help on a specific case. The crime analyst would perform a work-up on the case by checking for similar crimes and trademarks, loss type, dates, times, locations, and victim profiles. The RPD crime analyst is scheduled to introduce a crime dashboard that will provide real time crime data to its users in the near future.

Crime dashboards can be tailored to specific crimes, such as burglary, violent crimes, domestic violence, or quality of life crimes such as graffiti, homelessness calls, or traffic. Dashboards can contain mapping, dates, times, days of the week, locations, and crime patterns and trends; each dashboard must limit the amount of data, otherwise, it slows the system. Therefore, the current need is to create multiple dashboards for configuration of key variables associated with crime. Separate dashboards could contain gang and field interrogation stop information, vehicles used in crimes, weapons used, and more. The dashboard noted to be released in the near future is designed to be user friendly and accessible to patrol officers, detectives, supervisors, and managers. This is a significant and positive addition to real-time crime analysis. The dashboard will aid in deployment and staffing decisions as well as strategic decisions on crime fighting.

Training

The two principal professional crime analysis organizations are the International Association of Crime Analysts (IACA), and the California Crime Analysts and Intelligence Analysts Association (CCIAA). The RPD belongs to the IACA and has previously been a member of the CCIAA.

Though the crime analyst has attended some basic training, there is no established training regimen for on-going training, which is essential in an ever-changing technology-based field. CPSM recommends that the department establish a core of classes for the crime analyst position to include mandatory, essential, desirable, and on-going training.

Staffing

RPD crime analysis is severely understaffed. According to the IACA, a police department should first identify the goals of a crime analysis program. Once goals are established, identifying staffing levels must be determined. The IACA offers a three-pronged threshold to determine the number of crime analysts an agency needs. The threshold is as follows:

- One CA for every 1,500 UCR Part One yearly crimes;
- One CA for every 1,800 NIBRS Group A crimes, or
- One CA for every 30,000 calls for service (CFS).

CPSM compared RPD's activity and IACA's recommended number of crime analysts in all three areas for 2019:

- Part 1 crimes: 6,763, or 4.5 crime analysts (6,763 divided by 1,500 Part 1 crimes).
- NIBRS Group A crimes: 7,671, or 4.2 crime analysts (7,671 divided by 1,800 NIBRS crimes).
- Calls for Service: 163,715 (calls dispatched and officer-initiated), or 5.5 crime analysts (163,715 divided by 30,000 CFS).

The first two guidelines recommend a minimum of four crime analysts; the calls for service guideline recommends 5.5 crime analysts. All three show that crime analysis in the RPD is understaffed.

The crime analysis staffing shortage is apparent when we review organizational needs for real-time crime data. The crime analyst was to have developed a traffic dashboard years ago, but the volume of duties is preventing her from completing it. Under current circumstances the crime analyst will not be able to develop tailored crime, traffic, and administrative dashboards that are essential to maximizing proactivity and productivity. There is no relief unless an additional FTE crime analyst position is created and devoted full-time to RPD's needs. A second new FTE crime analyst could address the needed technology such as additional dashboards and public access to crime statistics, elevating access to effective policing data to levels previously unknown. Therefore, CPSM recommends that two new FTE crime analyst positions be created to relieve the staffing and operational needs of the RPD.

Two factors are worthy of consideration in evaluating these staffing models. First, technology can reduce the time a crime analyst spends on developing reports and delivering data. For example, if a series of crime dashboards were to be created for various criminal, traffic, and administrative functions, this would reduce the time an analyst spends producing reports. According to the incumbent crime analyst, once established a dashboard automatically updates and repopulates data. Second, a program can be configured to allow public retrieval of crime statistics data online, which presently is too time-consuming for the regional crime analyst to create. If both dashboards and a program for public access to crime statistics were operational, it should result in a reduced workload for crime analysis. The role of technology prompted CPSM to recommend two new FTE crime analyst positions to be assigned to the RPD instead of the four to five suggested by the IACA formulas.

Crime Analysis Recommendations:

- Create a core training regimen for the crime analyst position to include mandatory, essential, desirable, and ongoing training classes. (Recommendation No. 138.)
- Hire two new FTE crime analysts to meet staffing and workload demands for the RPD. (Recommendation No. 139.)

Consolidated Extraditions Unit

Two sworn officers are assigned full-time to the Consolidated Extraditions Unit (CEU). The team handles extraditions by coordinating travel schedules to pick up prisoners by car and far less often, by plane. A WCSD Explosives Ordinance Detail (EOD-Bomb Squad) sergeant and a WCSD Special Events sergeant jointly supervise the CEU. The EOD and Special Events referenced in this unit discussion are exclusively WCSD functions, not under regionalized policing, though their sergeants supervise a regionalized policing unit.

The CEU tracks their number of trips, inmates moved, as well as from which law enforcement agency. Each trip is documented separately, showing how the transport was handled; the name of the prisoner; the breakdown for each agency; the purpose of the transport (if it was a pick up or a return to Washoe County), the original or final destination, or whether it was an assist to another agency. The following table shows the number of extraditions by FY for Reno PD, the Washoe County Sheriff's Department, Sparks PD, and other agencies.

TABLE 6-10: Regionalized Extraditions, FY 2017/18 through FY 2020/21*

	FY17/18	FY18/19	FY 19/20	FY20/APR 21
Number of Inmates by Agency				
RPD	106.33	97.5	81	45
WCSO	54.33	59	34	21.5
SPD	34.33	41.5	40	21.5
OTHER	142	92	62	8
Total Inmates	337	290	217	96
Total Trips	136	136	106	44

Note: *As of April 2021.

The number of extraditions has shown a slight decrease from FY 2017/18 to FY 2020/21 YTD, notwithstanding the impact of the COVID-19 lockdown from March 2020 through April 2021. CEU is an essential operation and appears to operate efficiently.

No recommendations are offered.

EMERGENCY DISPATCH SECTION

The Reno Emergency Dispatch Section serves as the Public Safety Answering Point (PSAP) for all police, fire, and EMS calls for the Reno Police Department, the Marshal Division of the Reno Municipal Court, and the University of Nevada-Reno Police Department. The Reno Emergency Dispatch Communications Center is located on the second floor of the Regional Emergency Operations Center at 5195 Spectrum Blvd. in Reno. Reno Dispatch is a back-up center for both of the other PSAP agencies in the region—Washoe County and City of Sparks Dispatch. This includes dispatching for Washoe County Sheriff's Department, Truckee Meadows Fire Protection District, Reno Sparks Indian Colony Police, Pyramid Lake Police, Sparks Fire Department, and Sparks Police Department.

Reno Dispatch has a comprehensive set of policies and directives for police communications. They include:

- Reno Public Safety Dispatch (PSD) Policies and Procedures Manual.
- Law Enforcement Policies and Procedures.
- Training Program & Communications Training Operator Training Policies and Procedures.
- Emergency Services Operator Training Policies and Procedures.
- Primary and Secondary Radio Training Policies and Procedures.

Supervisors assign dispatchers the responsibility for updating general policies, while the Reno City Attorney's office reviews and updates legal policies. CPSM reviewed the PSD-related policies, Emergency Services Operator training, and Primary and Secondary training policies and procedures. The training manuals were excellent; they contained explicit guidelines for handling a variety of calls and situations. Some policies were outdated and require review. Though only the general police policies and procedures manual is listed on the RPD website, the PSD manuals are considered publicly accessible and should be updated in a timely manner.

The emergency dispatch and communications functions are vital components of an effective law enforcement agency. Dispatch operators perform two primary roles: 1) answering 911 and non-emergency telephone calls, and (2) radio dispatch duties. In an emergency, 911 call takers, often the first point of contact for the public seeking assistance, play a key role in setting the tone for the community's impression of the agency. The efficiency and speed with which call takers and dispatchers gather information about crimes in progress and critical life-threatening events from callers and relay this information is significant. The transmission of emergency CFS greatly impacts the safety of the public, police officers, firefighters, and EMS personnel. For crimes in progress, dispatchers' work substantially affects the chances of catching criminals.

Public Safety Dispatch can and should serve as an important addition to the investigative effort for in-progress crimes or the active search for wanted suspects. As officers search for suspects in the field, dispatchers can simultaneously search various computer databases and social media platforms for information that may be of value to the investigative effort. This can apply to missing persons as well. Staff advised that all efforts are made to do so when adequate staffing exists. This search is normally handled on a secondary radio channel; however, due to staffing shortages, especially during peak time for CFS, dispatchers often do not have time to do searches. While no formal records are kept for this activity, it is not prudent to do so in light of minimum staffing levels and high workload demands.

Two major PSD projects are on the horizon which will impact the PSD. One is RPD's pending bid for the acquisition of a new computer-aided dispatch (CAD) and records management system (RMS), known as CAD-RMS, or CAD. These systems, used in all police departments, are essential systems of effective law enforcement. CAD systems, characterized by rapidly evolving technology, focus on capturing critical data for police CFS and ensuring the fastest response for officers, firefighters, and EMS. Upon completion of a call, the CAD transfers the call data to the RMS. This data is later mined for a variety of information, including peak activity levels, locations of highest and lowest CFS, response times, arrest activity, and more. Reno's CAD-RMS is outdated, which has resulted in cumbersome and inadequate call dispatching capabilities, as well as inadequate case and records management. Purchase of such a system is a significant investment designed for greater public safety, improved recordkeeping, and enhanced radio communication with regional law enforcement agencies.

The acquisition of significant technology provides opportunities to reduce workload for the PSD. For example, the system should have a telephone feature with automatic call back or text for 911 hang-ups to relieve dispatchers from making time-consuming call backs. Currently, when 911 callers hang up or are disconnected, call takers call the 911 caller number back to verify if an emergency exists and send a response. This helpful feature might be included in the new CAD-RMS. CPSM recommends that a committee of PSD end users, the administrative supervisor handling CAD, and the PSD director or assistant director be formed to identify similar features that can reduce or eliminate tedious tasks and/or enhance service delivery by streamlining processes.

The second project is the acquisition of the police station site located a few blocks from its current location. When the move occurs, Reno PSD staff will leave the Washoe County facility and transfer to the downtown site. This is expected to take place sometime in 2022. A major benefit will be the proximity of PSD staff to RPD personnel, assuring closer working relationships.

Throughout the assessment of the Reno Police Safety Dispatch operations CPSM noted that its director was exceptionally skilled in creating and maintaining comprehensive records. He quickly retrieved all data CPSM sought and should be acknowledged for his organizational abilities.

Dispatch Staffing

PSD is part of the Regional Services Division under the command of a Deputy Chief. The PSD operates under the direction of a civilian manager and assistant manager who report to the Division commander. The manager is supported by an authorized staff of 9 Public Safety Supervisors, 41 Public Safety Dispatchers, 3 Public Safety Call Takers, and one Office Assistant II. Two of the supervisor dispatchers are administrative, one assigned to PSD training, and the other handles Freedom of Information Act (FOIA) requests and the computer-aided dispatch (CAD) program. The Public Safety Call Taker position is being phased out through attrition, as new dispatchers are being cross-trained in both call taking and dispatching. Currently, call takers perform exclusively in that capacity, and are not trained dispatchers. Two temporary part-time call takers augment staffing needs.

Currently, the PSD has five vacant positions, one supervisor and four dispatchers, accounting for an 11 percent vacancy rate for supervisors and a 10 percent vacancy for dispatchers. As will be discussed, even if all vacant positions were to be filled, it is our view that the authorized staffing levels are inadequate for effective dispatching operations.

The following table reflects all authorized (budgeted) staffing assigned to PSD, actual staffing and vacancies.

TABLE 6-11: Reno PD Public Safety Dispatch Staffing

Rank	Authorized	Actual	Vacant
Manager	1	1	0
Assistant Manager	1	1	0
Office Assistant II	1	1	0
Public Safety Supervisor	9	8	1
Public Safety Dispatcher	41	37	4
Public Safety Call Taker	3	3	0
Total	56	51	5

The position of 911/dispatch operator involves challenging and stressful duty. Every agency studied by CPSM reports that finding qualified applicants who can complete the lengthy and rigorous training program required to perform these duties is a struggle. Reno also faces this challenge.

The PSD addresses staffing shortfalls in two ways. The first is by using two temporary, part-time call takers, which are unfunded in the budget but are paid through salary savings from vacant positions. In 2019 the temporary call takers worked 1,786 hours, or the equivalent of 45 weeks of FTE work, but represent a significant savings, since the part-time workers accrue no benefits. The other strategy is reliance on overtime, both voluntary and mandatory. This has led to fatigue among dispatchers, as only a finite group exists to call upon, and overtime staffing needs are constant. Though filling vacant dispatcher positions is a priority, the PSD should continue to expand its use of hiring part-time staff, including rehiring retired dispatchers. Use of part-time staff is an essential helping hand for critical staffing needs.

Six of the seven authorized supervisor positions are filled by supervisors who cover duties 24 hours a day, seven days a week. This is an insufficient number of positions to allow for any leave time off, requiring constant overtime to fill vacant positions.

Though the PSD is currently staffed with eight supervisors, two are assigned administrative duties and do not oversee dispatch operations. One is responsible for training, while the other handles Freedom of Information Act (FOIA) requests and manages the CAD system. The six remaining supervisors cover supervision duties 24 hours a day, seven days a week.

While filling full-time dispatcher vacancies is a PSD priority, CPSM learned of an obstacle. Testing for the dispatcher position is open, meaning that while candidates may apply any time throughout the year, candidates' background investigations sometimes come to a standstill. Recently, dispatcher candidates awaiting further processing have been left on hold for four months while RPD background investigators prioritized sworn officer trainees.

The administrative review of RPD contains a recommendation that retired RPD or other agency investigators be contracted as needed to augment existing background investigators. Salary savings from the vacant positions could be used to pay the temporary, part-time retired investigators. This would provide a means to flexible background staffing during peak hiring periods and expedite essential backgrounds for critical need positions in a cost-effective way (See Recruitment/Hiring/Backgrounds section of this report for further discussion).

As we examine workload data, we will return to the issue of staffing and make recommendations for necessary increases. These recommendations will be reflected in a Dispatch Staffing summary subsection that will follow our workload assessment.

Work Schedules

At present, dispatchers and supervisors work a 4-day/10 hour workweek. CPSM examined a spreadsheet with a PSD dispatcher weekly work schedule, including sick time usage, FMLA, training, vacation, time off, shift trades, overtime, etc.

The following table shows the staffing levels for Day, Swing, and Graveyard shifts in a 24-hour period. Day and Swing shifts each have three starting times; Graveyard has two starting times. Dispatchers and call takers assigned to each of the eight daily shifts begin their 4-day, 10-hour workweek on a different day. For example, on the first shift on Days, 5:00 a.m. to 3:00 p.m., the four assigned staff start their individual workweeks on a Monday, Thursday, Friday, and Saturday, respectively. These staggered first work days for all eight shifts are designed to provide sufficient staffing throughout a 24-hour period, particularly during peak activity periods.

TABLE 6-12: Reno Dispatcher Work Schedule

DAYS	Staffing	SWING	Staffing	GRAVEYARD	Staffing
5:00 a.m.- 3:00 p.m.	4*	11:00 a.m.- 9:00 p.m.	3	7:00 p.m.- 5:00 a.m.	4**
7:00 a.m.- 5:00 p.m.	6*	2:00 p.m.- midnight	3	9:00 p.m.- 7:00 a.m.	4
9:00 a.m.- 7:00 p.m.	3	5:00 p.m.- 3:00 a.m.	5**		

Note: *Each asterisk represents a trainee assigned to a dispatcher. An eighth trainee is assigned to the administrative supervisor.

The following table presents a clearer picture of staffing for a 24- hour period. As will be shown later in our discussion on telephone call activity, the staffing levels generally align with peak activity periods.

TABLE 6-13: Average Daily Staffing Levels, June 2021

Hour of Day	Staffing levels
Midnight	16
1:00 a.m.	13
2:00 a.m.	13
3:00 a.m.	13
4:00 a.m.	8
5:00 a.m.	12
6:00 a.m.	8
7:00 a.m.	14
8:00 a.m.	10
9:00 a.m.	13
10:00 a.m.	13
11:00 a.m.	16
Noon	16
1:00 p.m.	16
2:00 p.m.	19
3:00 p.m.	19

Hour of Day	Staffing levels
4:00 p.m.	15
5:00 p.m.	20
6:00 p.m.	14
7:00 p.m.	18
8:00 p.m.	15
9:00 p.m.	19
10:00 p.m.	16
11:00 p.m.	16

The next table shows staffing for a seven-day period. Supervisors are scheduled for full 24-hour coverage. The only common overlap day when all supervisors are scheduled to work is Wednesday. There is no accommodation in the supervisor or the dispatcher work schedule to take a day off without triggering the need to backfill through overtime. Based on CPSM studies of police departments across the country, we have found the average total annual leave time for police employees is about six weeks. This is due to illness, vacation, training, Family Medical Leave Act, etc. The six supervisors represent an annual average time off of 36 weeks a year (6 supervisors x 6 weeks), or 42 weeks if the seventh supervisor vacancy is filled.

The two administrative supervisors are not reflected in the work schedule shown below. The training supervisor works 7:00 a.m. to 5:00 p.m. Monday to Thursday, and the supervisor handling FOIA requests and CAD issues works 5:00 a.m. to 3:00 p.m. Tuesday to Friday. The vacant dispatch supervisor position is not reflected.

TABLE 6-14: Dispatch Supervisor Work Schedule*

POSITION	FRI	SAT	SUN	MON	TUE	WED	THU
#1 0700-1700	X	X					X
#2 0500-1500			X	X	X		
#3 1400-2400	X	X					X
#4 1400-2400			X	X	X		
#5 2100-0700			X	X	X		
#6 2100-0700	X	X					X
0700-1700 Vacant/Administrative	X	X					X

Note: *X = regular day off.

As of this writing the PSD was carrying one supervisor vacancy and four dispatcher vacancies. If fully staffed, the number per shift would be adjusted. These schedules do not show the number of dispatchers or supervisors off for various leave time. CPSM examined a May 2021 Communications shift schedule for dispatchers. In one week, it reflected over 40 days off for sickness, vacation, Family Medical Leave Act, flex day, etc.

Minimum Staffing

As we discuss minimum staffing, keep in mind it is considered minimum, not optimal. The following table shows the number of FTE call takers and dispatchers needed to staff operations 24-hours a day broken down by six time periods in the summer and five in the winter.

TABLE 6-15: Summer and Winter Dispatcher and Call Taker Minimum Staffing Levels

Summer Staffing :				
June through September = 4 months				
	Call Takers		Radio Operators	
Time	Needed FTE's	# of coverage hours	Needed FTE's	# of coverage hours
0700-0900	3	6	3	6
0900-1300	4	16	3	12
1300-2100	5	40	4	32
2100-0100	4	16	4	16
0100-0300	3	6	3	6
0300-0700	2	8	3	12
Total		92		84
92 hours of Calltaking + 84 hours of Radio Operations = 176 hours staffed positions				
Winter Staffing:				
September through April = 8 months				
	Call Takers		Radio Operators	
Time	Needed FTE's	# of coverage hours	Needed FTE's	# of coverage hours
0700-0900	3	6	3	6
0900-1300	4	16	3	12
1300-1900	4	24	4	24
1900-0100	4	24	4	24
0100-0700	2	12	3	18
Total		82		84
82 hours of Calltaking + 84 hours of Radio Operations = 166 hours staffed positions				

If all authorized personnel reported to work on all shifts, dispatch operates at minimum staffing throughout much of the day. This means that a minimum number of staff is present for operations. It is not optimal staffing as it does not account for personnel taking scheduled or unscheduled leave due to training, vacation, illness, injury, FMLA, etc. When this occurs, staffing falls below minimum levels, triggering the need to bring in personnel on overtime.

CPSM studies of police departments across the country reveal that the average annual leave time for police employees is about six weeks. Leave time is due to illness, injury, vacation, training, Family Medical Leave Act, etc. Based on 2,080 work hours a year per employee (40 hours a week times 52 weeks in a year), minus an average of 240 hours leave time (six weeks) per employee, this leaves 1,840 actual hours worked per employee. An average of 9,840 overtime hours would be expended annually for 41 authorized dispatcher positions to backfill staffing needs (240 hours of leave times 41 employees).

The six supervisors represent a cumulative annual average time off of 36 weeks a year (six supervisors x six weeks), or 42 weeks if the seventh supervisor vacancy is filled. The supervisors are on a tightly staffed schedule; one supervisor taking time off impacts staffing needs, generating overtime. Occasionally, senior dispatchers may fill in as supervisors. This is not desirable as it takes away from the dispatcher's primary focus.

CPSM examined dispatcher overtime hours for CY 2019; it showed 7,241 expended overtime hours for the first nine months; October through December hours were missing. If one averages the monthly overtime hours of the first 9 months, they equate to 805 hours a month. Assuming 805 overtime hours is representative of October to December expenditures, it would approximate 9,656 expended overtime hours in 2019. In CY 2018, 9,506 overtime hours were expended to meet minimum staffing. When the CY 2019 overtime is translated to full-time equivalent (FTE) personnel, and factoring in leave time as previously addressed, the total equals nearly 5.2 FTE positions.

Overtime staffing costs would be higher were it not for the 1,786 hours that temporary call takers provided in 2019 using salary savings from vacant dispatcher positions.

If one calculates annual leave time for each of the 41 dispatchers, times 240 hours (6 weeks), it equals 9,840 in overtime hours, or the equivalent of 5.34 FTE dispatcher positions. This factors in leave time and indicates that even if fully staffed with 41 dispatchers, the need for overtime staffing would remain constant; therefore, CPSM recommends that an additional six Dispatcher FTE positions be created to meet operational demands.

As previously noted, there are two primary duties in dispatch centers: (1) answering 911 emergency and general phone calls, and (2) radio dispatch. Under the discussion on Call/Workload Demand that follows, we note that the PSD lacks sufficient call takers to meet the National Association of State 911 Administrators (NENA) standards of answering 90 percent of 911 calls within 10 seconds. Additionally, present minimum staffing levels are insufficient for dispatchers to perform essential duties such as regularly check databases for a criminal history of detainees that officers stop in the field. This support can greatly in officer and citizen safety and can accelerate investigative leads. Currently, this assistance is often not provided during peak activity periods.

Given generally accepted staffing and deployment practices, it is apparent that not only do existing vacancies for dispatcher and dispatch supervisors need to be filled, but additional staffing needs to be added to ensure operational effectiveness and workplace health and safety.

Call/Workload Demand

In addition to serving as the 911 Public Safety Answering Point (PSAP) where all 911 calls are received, the Dispatch Center also receives various other calls via the department's telephone lines. For the full-year 2020, the Center answered a total of 437,066 incoming telephone calls. This equates to an average of one call every 0.8 minutes. Of course, average call volume would be higher during peak activity times and lower during slow times of the day. Of that number of calls, 233,301 (53 percent) were 911 calls. The remaining 203,765 (46.6 percent) were nonemergency and/or general business calls. This represents a significant volume of non-emergency call activity. In addition to the incoming calls, the Dispatch Center made more than 80,000 outgoing calls. The ratio of outgoing calls to incoming calls is generally consistent with other law enforcement agencies.

In the following table we look at total incoming call demand and dispatches for 2019 and 2020.

TABLE 6-16: Total Telephone Call Load Volume and Radio Dispatches, 2019–2020

	2019	2020
All calls	475,671	437,066
911 calls	246,273	233,301
911% of total calls	52%	53%
Police calls dispatched	85,433	82,849
Fire/EMS calls dispatched	42,826	N/A

The National Emergency Number Association (NENA) is the professional association dedicated to standardizing protocol for answering 911 calls within the Public Safety Answering Points (PSAP). NENA's standard is for call takers to answer 90 percent of all 911 calls within 10 seconds. The following table shows that the 10-second standard was met only 81.75 percent of the time in 2019 and 81.08 percent of the time in 2020. Both of these marks fall short of the 90 percent standard, an indication that additional call takers are needed to meet NENA standards.

TABLE 6-17: 911 Call Answering Time for Inbound 911 Calls, 2019 and 2010

Year	Percent Answered in 0-10 Seconds
2019	81.75%
2020 (YTD Nov. 30)	81.08%

The following table shows the total and average daily call volume by hour for 2020. In CPSM studies it is common for us to find that the hours between 8:00 a.m. and 8:00 p.m. represent the busiest for most communication centers' telephone calls, though this varies based upon community demographics. The table reflects that for Reno the hours between 8:00 a.m. and 10:00 p.m. have the highest call volumes with the highest hourly average between 3:00 p.m. and 4:00 p.m. with a daily average of 62 calls. The table also serves as a gauge in helping to determine staffing needs.

TABLE 6-18: Average Daily Telephone Call Volume by Hour, 2020

Hour of Day	Call Volume	Daily Average
Midnight	10,902	38.65
1:00 a.m.	9,086	33.13
2:00 a.m.	7,726	26.08
3:00 a.m.	6,678	21.62
4:00 a.m.	6,336	18.54
5:00 a.m.	6,228	17.83
6:00 a.m.	8,526	22.46
7:00 a.m.	11,585	26.42
8:00 a.m.	16,607	36.35
9:00 a.m.	19,224	41.75
10:00 a.m.	20,806	50.25
11:00 a.m.	21,952	57.15

Hour of Day	Call Volume	Daily Average
Noon	23,473	62.83
1:00 p.m.	23,408	60.62
2:00 p.m.	23,589	59.23
3:00 p.m.	24,582	62.08
4:00 p.m.	24,436	60.62
5:00 p.m.	23,529	60.29
6:00 p.m.	21,488	56.62
7:00 p.m.	20,236	60.46
8:00 p.m.	18,839	58.79
9:00 p.m.	17,473	68.58
10:00 p.m.	15,077	57.29
11:00 p.m.	12,788	48.25

Previously, we discussed the Dispatch Center work schedule (Table 6-12). The two primary reporting times by staffing levels are 7:00 a.m. and 5:00 p.m., with cover shifts starting at 5:00 a.m., 9:00 a.m., 11:00 a.m., 2:00 p.m., 7:00 p.m., and 9:00 p.m. A comparison of work schedules with telephone call demand (Table 6-18), and CFS workload shows that deployment schedules reasonably match call workload demand and CFS. The only exception CPSM notes is that supervisors currently all work on Wednesdays, not Friday, a busy day for CFS and when the highest volume of phone calls occur.

As was previously addressed, 48 and 47 percent of telephone calls received by the Dispatch Center in 2019 and 2020, respectively, were non-emergency calls. The department should strive to reduce the number of unnecessary non-emergency calls. In many cases, dispatch provides a phone number for the person the caller is trying to reach, instead of transferring the call. While this is preferable to transferring calls, the goal should be to divert these non-emergency calls from the PSD. The PSD does not track the number of such calls; however, staff reported that requests for transfer of incoming telephone calls is routine. While the people that callers are seeking vary, it was reported that many calls are for police, city employees, and various departments.

Some requests are from callers seeking to reach an officer who previously handled a call for service with the calling party. Though each officer is issued a department cellphone, not all officers carry business cards, or if they do, their cell phone number may not be included; hence the calling party uses dispatch to connect them to the desired officer. Calls to the PSD necessitating transfer are burdensome, time-consuming, and should be reduced.

As recommended in the Records and Front Desk sections on this subject, the department should require all officers to carry business cards for distribution during public contacts. The business card should display officer contact information to include cell phone number and city email address. When interacting with victims or witnesses, officers should encourage them to use the contact information when seeking future communication. Appropriate policy and supervisory oversight is required to ensure officer compliance with this practice.

These nonemergency calls to the PSD have a significant, negative impact on the 911/dispatch operation and should be further addressed by the department should the above action be insufficient to reasonably reduce the number of such calls.

In addition to answering 911 and non-emergency telephone calls and dispatching for police services, many departments require dispatchers to monitor video camera images as appropriate. Reno does not have such an obligation for dispatchers, nor should it be the responsibility of dispatchers. CPSM includes this as information only should future discussions of public camera observation options occur.

It was previously mentioned that one of the administrative dispatch supervisors is responsible for handling FOIA requests for CAD data, and that the demand is growing. Public records requests are discussed extensively under the Records section in which a "Discovery Unit" is recommended. Responsibility for FOIA requests for CAD data and other dispatch-related items should be transferred to the "Discovery Unit" should it be initiated. Otherwise, consideration should be given to hiring part-time staff to handle the PSD FOIA requests to free the administrative supervisor from the responsibility of providing copies of radio and telephone audio tapes. This demand continues to increase and will only encumber more time of the supervisor. This is an important step in reducing workload in the PSD.

Dispatching Staffing Summary

Our examination of staffing and workload demand revealed that authorized staffing levels for both dispatch supervisor and dispatcher are severely inadequate.

When fully staffed, the authorized 41 dispatchers and seven supervisors are inadequate to meet operational and staffing needs. Six new FTE dispatcher positions and one new FTE dispatcher supervisor position are recommended to reduce overtime and meet operational needs.

Reno is a fast-paced department with a high volume of telephone calls and radio traffic. Dispatchers and call takers handle crimes in progress calls, emergency medical calls, and non-emergency calls before discerning if a call warrants a police or other emergency response. The pace of these calls, especially during peak activity, can be frenetic. How dispatchers and call takers handle phone calls and radio dispatching is essential to monitor, requiring substantial supervisory oversight for these critical operations. The cumulative effect of these calls is stressful for dispatchers and call takers and this stress is often overlooked in police departments. The city's continued growth will generate a greater need for additional PSD call takers as volume increases.

The need for additional staffing is largely driven by employee leave time, which results in excessive overtime expense. As previously mentioned, if all 41 dispatcher positions were to be filled, the equivalent of 5.3 FTE positions in leave-related overtime (9,840 hours) would still be generated. In CY 2018 the department expended 9,506 hours of dispatcher overtime; in 2019 it was a projected 9,656 overtime hours. Filling the four dispatcher vacancies and the one supervisor vacancy is a priority, but will only position the department to marginally meet minimum staffing, which we suggest is unreasonably low based on the high overtime expenses associated with leave time, the lack of staffing to meet NENA standards in answering 911 calls, the workplace stress on emergency dispatchers by perpetual forced overtime, and the inability to send dispatchers to essential training due to overtime shortage.

CPSM recommends that six new FTE dispatchers and one new FTE supervisor positions be created to meet staffing needs. Furthermore, staffing levels and call workload should be monitored as the city grows to ensure that resources are adequate to meet demand. The proposed new FTE positions will ensure adequate staffing levels by providing relief for employee leave time, reduce overtime costs, relieve workplace stress from constant forced overtime, and allow for resumption of ongoing dispatcher training. PSD employees are emergency services workers performing highly stressful duties, and whose health and well-being are essential to public and officer safety.

Minimum staffing levels must be adjusted to meet workload demands and operational efficiency. The highest workload demand from telephone calls and calls for service occurs between 8:00 a.m. and 10:00 p.m. weekdays and until midnight on Friday and Saturday. Our recommendation is that minimum staffing levels be established at 13 personnel between 8:00 a.m. and 10:00 p.m. weekdays and until midnight Friday and Saturdays, until 9:00 p.m. on Sundays, and at 11 personnel during early morning hours. Again, this is minimal, not optimal staffing. These recommendations are based on our review of telephone calls and calls for service demands identified throughout the report. If Reno desires a superior dispatch and 911 operation it must adequately staff it to deliver the quality of service expected.

High-Priority Calls

The computer-aided dispatch (CAD) system has been programmed to assign priorities to calls based upon the nature of the call. The CAD system identifies 43 separate classifications of calls designated as either Priority E or 1, which are high-priority calls. The highest priority calls should be limited to life-safety and in-progress crimes. The rationale for considering crimes in progress of the highest priority is that it is relatively rare to catch criminals in the act of committing a crime, compared to the number of crimes committed. The opportunity to apprehend a criminal, even shoplifters, is significant. Many criminals committing even petty crime are often repeat offenders with frequent links to narcotics usage and more serious offenses.

In reviewing the 43 priority E and 1 call types, we found they appear to mostly meet those criteria; however, some calls, such as civil problem, custody, follow-up, crimes such as burglary, if not in progress, generally do not fall within the life-safety or in-progress crime status. If these calls are either "cold" reports, meaning they may have occurred hours earlier, or there is no information to suggest that a life-threatening event is occurring, no urgency exists. For instance, a homeowner who may be about to enter his vehicle in the morning to drive to work discovers that it has been burglarized, but there are no suspects in the vicinity. In that case, such a call should not be classified as Priority E or 1. This becomes important as we examine response times, and specifically dispatch delays, below. It may, in part, account for unreasonably long dispatch delays to Priority E or 1 calls.

The classification of some of the 41 call types as Priority 1 when they may not be appropriately so classified could add to the delay period. Identifying the causative factors remains important, and should be examined and addressed as appropriate. CPSM recommends that all Priority E and 1 call types be reviewed and updated as part of this examination to ensure that they truly represent life-threatening events and crimes in progress.

The following table shows the average dispatch and response times by priority. The two-minute dispatch delay for Priority E calls and four-minute delay for Priority 1 calls are high and should be reduced.

TABLE 6-19: Average Dispatch, Travel, and Response Times, by Priority

Priority	Time in Minutes			Calls	90th Percentile Response Time (Minutes)
	Dispatch Delay	Travel Time	Response Time		
E	2.0	4.0	6.0	111	10.2
1	4.0	6.3	10.3	33,401	18.0
2	8.5	7.1	15.7	19,512	29.1
3	34.3	5.8	40.0	15,649	95.0
4	32.6	2.7	35.3	299	92.6
5	35.3	1.0	36.3	605	166.2
9	9.7	6.2	15.8	766	33.1
Total	12.5	6.3	18.8	70,343	42.8

Note: A 90th percentile value of 10.2 minutes means that 90 percent of all calls are responded to in fewer than 10.2 minutes.

The following figure shows the average response time and dispatch delay for high-priority calls by hour (dispatch delay in the lower green line, and patrol response time in orange).

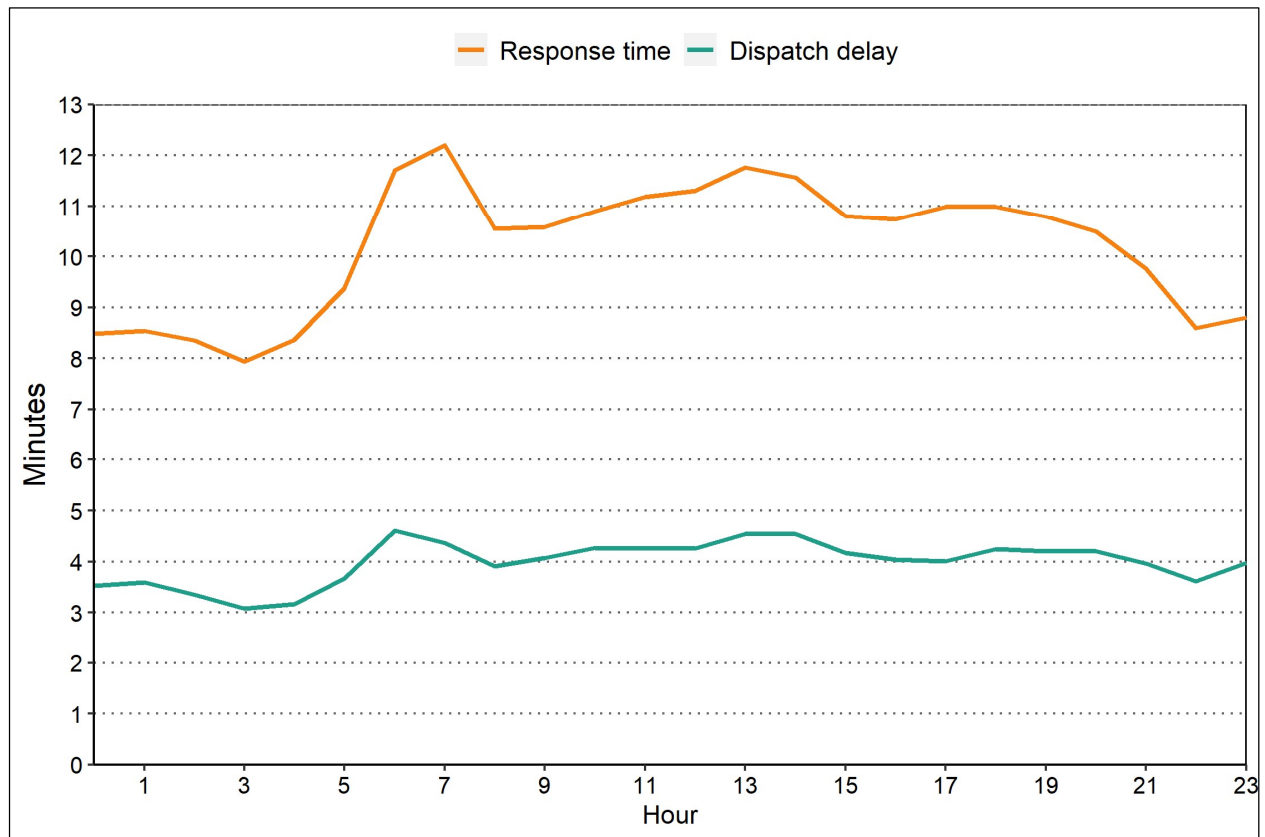
Data calculations are based on what is commonly practiced at law enforcement agencies; that is, a call taker receiving a call types the information into a call screen, electronically sends it to the dispatcher, and the call is broadcast and assigned to an officer to handle. The dispatch period is measured from the time of call receipt, ending when the dispatcher assigns an officer to that call. The travel period begins at the conclusion of the dispatch period and ends when the officer arrives at the scene of the call. The response time represents the combination of the dispatch and travel periods. This is the amount of time it takes from the initial call to an officer arriving on scene.

The green line shows an average delay of 4.5 minutes in dispatching high-priority life safety and crimes in progress calls. Though not uncommon in understaffed communications centers, this time is excessive. This crucial transmission should take about a minute.

Field officers should be made aware of high-priority incidents while the call taker continues to collect information. Reno CAD allows call takers to enter emergency calls with limited information for early dispatch and broadcast while the call taker obtains further information from the caller. There are some “non-law enforcement” call types that automatically generate Priority 1 police calls. These calls do not require automatic response and may be monitored until all information is gathered. For example, a medical call might generate both a fire and police Priority 1 call for service that will not be immediately dispatched to police while the dispatcher monitors it for information that would require a response. The department should seek to identify factors affecting dispatch delay. In life safety and in-progress crime calls, every second can count. In our discussions with communications supervisors, it was pointed out that communications’ practice is for emergency calls to be broadcast as soon as practical. In following this protocol, while the dispatch period may be reduced, the overall response time is unchanged. It may be that staffing shortages, in part, are contributing to the delay.

CPSM recommends working with the dispatch management team, including supervisors, to identify causative factors leading to excessively long response times to high-priority calls for service and the reasons for the long dispatch delay, or the time from when the 911 call is received until it is broadcast and assigned to a patrol officer.

FIGURE 6-1: Average Response Time and Dispatch Delay for High-priority Calls, by Hour



Police Call Identifiers – Homeless/Transient/Mental Health

Patrol beats are divided into three zones: North, Central, and South. As calls are dispatched to field units, they are assigned based upon both the nature of the call and location, including interior beats for each zone. For instance, a family disturbance call may be assigned to a patrol officer in the North zone and a specific district, or a traffic collision in South zone district could be assigned to a motor officer. The call history records the zone location, its district, the assigned officer, and the nature of the call. This is helpful in tracking the nature of call responses and assessing trends and patterns. In so doing, Crime Analysis develops activity reports broken down by the nature of the call.

An area that warrants attention is the tracking of calls related to the homeless, transients, and persons suffering a mental health crisis. At present, there is no viable means to identify if this population was involved in generating a call for service. For instance, a downtown disturbance may or may not involve this population. The call type will identify only that a disturbance is involved. A police report, or call history, may identify this population as being involved, but these cannot be easily queried. While there is anecdotal evidence that suggest this population significantly drives workload, negatively impacts business, and lessens the quality of life for everyone impacted, no quantitative analysis of workload demands associated with this population can be readily conducted at this point in time.

A solution is readily available within the city's computer-aided dispatch system. For example, if a member of this population is involved in generating a police response such as a disturbance or a

fire/EMS call, the responding unit can simply modify the call classification to reflect a disturbance (MH) for mental health, or a disturbance (H) for homeless. Whether this is done on the officer's mobile data terminal, or through a request of dispatch at the conclusion of the call, it requires a simple modification of the city's CAD system to add such a call type.

By making this simple change, reports similar to those now available for broader call types, e.g., the number of burglaries, robberies, disturbances, etc., could be generated for all calls involving the homeless, transients, and persons in mental health crises. This could include the location, frequency of response, disposition, and resources necessary to handle the call. Detailed call histories could then be queried as necessary if more information was desired. This should help to ensure both officer and public safety and aid in developing strategies to address these populations.

Quality Control Audits

Quality Control Audits (QA) are handled two ways. The training coordinator supervisor is responsible for performing random checks of police and fire phone calls and radio broadcasts. Dispatch supervisors are responsible for weekly focused checks of tape-recorded phone calls and radio broadcasts for each of their subordinate dispatchers and call takers. These checks are important to ensure quality control and help to identify training and/or performance issues. All QA checks are documented on position-specific QA forms and feedback is shared with the employees. These checks involve review of tape-recorded conversations between the parties, timeliness of dispatch of the call, etc. This is an important aspect of managing a 911/dispatch operation and the department is to be commended for its commitment in this effort.

Recruitment

The department should reexamine its dispatcher recruitment efforts. Similar to the growing interest in crime scene forensics for civilians and how well the field has been marketed, dispatching should be similarly featured as a civilian career with its required skills and a description of its critical importance. Dispatchers could be used at career fairs or in recruiting efforts.

The RPD website contains a "Join Our Team" link in its upper right corner which opens to a police recruitment page featuring a police officer application link, job description, and requirements. The website's first page directory lists "Divisions" which opens to multiple links, including Recruitment. Again, the only featured position is for police officer.

CPSM recommends that the department enhance its recruitment efforts for dispatchers by working with PSD staff to create a recruitment plan, update the RPD's website to include dispatchers as a civilian career, use social media more effectively to attract potential candidates, and consider including dispatchers in recruiting candidates from targeted audiences.

Training

One of the two administrative supervisors is assigned as the PSD training coordinator. The supervisor is responsible for PSD training, new hires, and all training related to RPD Dispatch. PSD has identified a regimen of training classes for dispatchers and supervisors; however, due to funding, training is limited to one-on-one encounters or using overtime for off-site training. Communications centers staff often face challenges by virtue of working in an isolated environment or by limited promotion or lateral opportunities.

CPSM recommends that the training supervisor, in alignment with the PSD director and assistant director, consider identifying a cost-efficient wellness program for employees, and a mentoring program in leadership development for any interested employees.

Emergency Dispatch Recommendations:

- Review and update the PSD policy manual annually. Where appropriate, transfer this manual to a Lexipol-based policy, if that system is implemented as recommended in the Policy Manual Section of this report. (Recommendation No. 140.)
- Consider creating a committee of PSD end users to identify technologies to reduce or eliminate unnecessary tasks and enhance service delivery. (Recommendation No. 141.)
- Expand the use of part-time staff, including retired dispatchers, to augment staffing needs. (Recommendation No. 142.)
- Contract with retired RPD or other agency investigators as needed to augment existing background investigators to expedite essential backgrounds on dispatch hires. (Recommendation No. 143.)
- Consider reconfiguring the supervisor work schedule to assign more coverage on Fridays, when calls for service are greatest. (Recommendation No. 144.)
- As recommended in other report sections on this subject, the department should require that all officers carry business cards listing their direct voicemail numbers. These can be distributed during public contacts and will help reduce unnecessary dispatch call volume. (Recommendation No. 145.)
- Relieve the administrative supervisor from handling FOIA requests by blending these requests into the recommended "Discovery Unit" in Records. (Recommendation No. 146.)
- Hire part-time staff to handle FOIA requests should the "Discovery Unit" not be implemented. (Recommendation No. 147.)
- Create six new FTE Public Safety Dispatcher positions and two new Public Safety Dispatcher Supervisor FTE positions to meet staffing and workload needs. (Recommendation No. 148.)
- Establish minimum staffing levels to meet workload demands. (Recommendation No. 149.)
- Review and revise the list of Priority E and 1 radio call types to ensure that they contain life-threatening events and crimes in progress. (Recommendation No. 150.)
- Work with the dispatch management team, including supervisors, to identify causative factors leading to excessively long response times to high-priority calls for service. (Recommendation No. 151.)
- Modify the computer-aided dispatch system to enable the capture of patrol resolution data on transient, homeless, and mental health-related calls for purposes of future analysis. (Recommendation No. 152.)
- Work with PSD staff to develop a recruitment plan to attract dispatchers. (Recommendation No. 153.)
- Consider providing an employee wellness program for PSD staff and an employee mentoring and leadership development program. (Recommendation No. 154.)

SECTION 7. INTERNAL AFFAIRS

INTERNAL AFFAIRS

Personnel Complaints

Public trust is vital to the law enforcement mission, and this trust rests on departmental responsiveness to community needs and expectations. The department must receive commendations and complaints with equal professional interest and courtesy, and give both appropriate supervisory and management attention to foster public confidence and to promote constructive communication.

The goal of the Reno Police Department is to provide a process in which the community and its employees can have confidence that complaints concerning department procedures, employees, and actions will be fairly investigated while meeting the public expectation of an objective investigation, and respecting employees' constitutional and statutory rights. The RPD policy, Internal Affairs/Employee Rights, E-210-05, outlines the administrative and investigative process developed in accordance with court decisions, laws, employee contracts, and departmental procedure. The policy provides comprehensive, step-by-step guidelines and processes for the receipt, investigation, and disposition of such complaints. The Internal Affairs Section is responsible for the facilitation and management of all complaints filed against RPD personnel. Under the direction of a lieutenant, two sergeants are assigned full-time to Internal Affairs as administrative investigators. This unit reports directly to the Chief of Police.

RPD policy defines "Complaint" as an act of expressed dissatisfaction relating to department operations, personal conduct, or unlawful, excessive, or unnecessary acts. Complaints may take the following forms:

- **Formal** – A formal complaint is generally a written, signed personnel complaint form and/or a taped statement of the allegation. A verbal statement, even though not taped, may constitute grounds for a formal investigation.
- **Informal** – An informal complaint, verbal or written, is an allegation of minor misconduct, being made for informational purposes that can normally be resolved at the time the complaint is made.
- **Administrative-Directed Investigation (ADI)** – An administrative-directed investigation is a written complaint initiated by an employee against another employee.

Whether originating from a community or internal source, complaints are classified by RPD into three categories:

- **Category I** – These complaints include allegations of criminal conduct/code of conduct, discrimination, dishonesty, excessive force, false arrest (including bad faith Fourth Amendment), improper tactics, racial/ethnic slurs, firearms and shooting policy, improper search and/or entry, and sexual harassment.
- **Category II** – These complaints include allegations of discourtesy, improper procedure, performance of duty, and vehicle collisions.
- **Category III** – These complaints generally involve cases where a member of the public is requesting policy or procedure clarification.

Any member of the public wishing to make a complaint is advised to bring the matter to the attention of the department. Complaints are accepted by whatever means they are received (in person, mail, e-mail, fax, telephone) and whether the complainant is identified or anonymous. In addition, the city's RENODIRECT portal provides an additional avenue to submit a complaint. To facilitate the acceptance of complaints, the department has made complaint forms available at the RPD facility and online in both English and Spanish. The document titled, "Citizen Comment or Complaint Form" serves as both the department's complaint and general comment form. A form specific to external personnel commendations is not available. A form for personnel commendation should be developed. Both forms should be displayed prominently on the department's website home page.

Any department supervisor can accept a personnel complaint. First-line supervisors are encouraged to interact with members of the public in an attempt to assess the seriousness of an allegation, take immediate corrective action if deemed necessary, or mediate lesser complaints. As such, with the agreement of the complainant and the involved member, supervisors have the discretion and authority to informally resolve Category II and Category III complaints. Supervisors are encouraged make every effort to handle minor complaints at their level. With Division concurrence, supervisors may initiate non-disciplinary action to include Oral Counseling or an Employee Performance Comment Sheet. Documentation of the informal resolution is processed at the Divisional level at the supervisors' discretion, generally without Internal Affairs.

Category I complaints, Category II or Category III complaints of a serious nature requiring extensive investigation, and Category II and Category III complaints not initially received by a supervisor are reviewed by Internal Affairs. The Internal Affairs lieutenant assigns the complaint to the assigned IA sergeants for investigation, if warranted, or the complaint is forwarded to the employee's Division for investigation and disposition by a supervisor. The Category I complaints and Category II complaints investigated by Internal Affairs investigators are logged into the IAPro investigations management system. There is no statutory requirement for completing Internal Affairs complaint investigations; however, the department strives to complete investigations within 90 days.

Possible dispositions upon conclusion of an investigation are defined by policy as:

Unfounded: When an investigation indicates the alleged acts did not occur.

Exonerated: When an investigation indicates the act occurred, but it was lawful, proper, justified, and/or in accordance with department policies, procedures, rules, and regulations.

Not Sustained: When the investigation discloses there is insufficient evidence to prove or disprove the allegations made.

Sustained: When the investigation discloses by a preponderance of evidence the act did occur and was in violation of department policies, procedures, rules, or regulations. Sustained allegations include misconduct which falls within the broad outlines of the original allegation(s).

Misconduct not based on the complaint: When the investigation discloses sustainable misconduct that is not part of the original complaint.

Closed: When the investigation cannot be processed further due to a lack of cooperation by the complainant, or when the Chief of Police/designee determines that the action in the complaint does not fall within the administrative jurisdiction of the department. A closed investigation may be reopened upon direction of the Chief of Police/designee.

These dispositions are commonly used in many law enforcement agencies and are appropriate.

The following three tables represent the dispositions following RPD's investigation of both public and internal complaints for 2018, 2019, and 2020.

It is important to note a complaint is an incident which gives rise to one or more allegations of misconduct. A single complaint may allege misconduct by multiple employees and/or multiple violations of departmental policies. The number of complaints filed may not equal the number of allegations and findings resulting from the investigation. As an example, one formal complaint could lead to three alleged policy violations. In other words, action resulting in a single allegation of unprofessional conduct may result in the potential violation of three policies.

All complaint data in the following tables was provided by the department and reflect the total number of formal complaints and documented informal complaints received and associated dispositions for the period noted. Those lacking disposition are pending investigations at the time of this report.

The number of complaints noted in Table 7-1 are formal complaints received by Internal Affairs and which have been generally documented on the department complaint form. These complaints are investigated by an Internal Affairs investigator.

TABLE 7-1: Formal Public Complaint Investigations 2018–2020

Year	Total	Sustained	Not Sustained	Exonerated	Unfounded	Closed	Misconduct Not Based on Complaint
2018	3	3	1	0	0	0	0
2019	1	1	0	0	0	0	0
2020	5	0	0	0	0	0	0
Total	9	4	0	0	0	0	0

Source: Reno Police Department

The number of informal complaints noted in the following table are Informal complaints received, resolved, and documented by a supervisor following a discussion with a member of the public regarding contact with an RPD employee. Informal complaints are documented at the supervisor's option. Review and oversight of such complaints are at the discretion of the managing lieutenant.

TABLE 7-2: Informal Public Complaint Investigations, 2018–2020

Year	Total	Sustained	Not Sustained	Exonerated	Unfounded	Closed	Misconduct Not Based on Complaint
2018	27	0	0	2	1	17	0
2019	21	0	0	2	3	15	0
2020	28	0	0	4	8	21	0
Total	76	0	0	8	12	57	0

Source: Reno Police Department

These formal and informal complaints are documented in the IPro investigations management software.

The number of administrative-directed investigations noted in the following table are written complaints initiated by an employee, generally a supervisor, against another employee and which are investigated by personnel assigned to Internal Affairs.

TABLE 7-3: Administrative-Directed Investigations, 2018–2020

Year	Total	Sustained	Not Sustained	Exonerated	Unfounded	Closed	Misconduct Not Based on Complaint
2018	12	15	1	0	2	1	0
2019	19	18	4	1	5	2	0
2020	5	7	1	0	0	1	0
Total	36*	40*	6	1	7	4	0

Source: Reno Police Department.

Note: *A single complaint may allege misconduct by multiple employees and/or multiple violations of departmental policies.

The findings and recommended discipline are documented by Internal Affairs and forwarded to the Chief of Police for review. If the Chief of Police concurs, the investigation, along with a written concurrence, is returned to Internal Affairs for implementation of the discipline process. If the Chief does not concur with the recommendations, the investigation is returned to Internal Affairs for re-evaluation and/or follow-up investigation.

CPSM recommends the RPD amend the administrative investigation process in order to separate the function of determining the “Finding” of an investigation from the investigator or fact-finder. This bifurcation provides for a more sterile investigation of the facts without the potential for a pre-determined bias toward a particular outcome. A reviewer of an investigations is better suited for an objective evaluation of facts to determine the appropriate finding and discipline.

Cases in which the allegations are sustained are addressed through a notice of discipline. The severity of discipline is determined by the nature of the allegation that has been sustained, along with the disciplinary history of the involved employee. The disciplinary options to which an employee may be subjected upon a sustained allegation of misconduct include, but are not limited to training, documented oral counseling, written reprimand, suspension, demotion, or termination.

CPSM did not review any individual investigative case files, nor do we have access to them under Nevada law. However, the relative absence of formal public complaints and low number of informal public complaints is highly unusual for an agency of RPD’s size. As noted, any department supervisor, with the agreement of the complainant and the involved member, has the discretion and authority to informally resolve Category II and Category III complaints. The number of Informal complaints resolved, but undocumented, are not tracked, and therefore, unknown to RPD management.

CPSM would urge the department to review its practices relative to public personnel complaints. Department management must continuously assess the public complaint process to ensure those receiving such complaints clearly understand the department’s expectations. At the same time, it must ensure that those who investigate complaints conduct thorough and complete investigations so as to provide decision makers the necessary facts to make appropriate findings.

IAPro’s Blue Team module provides a mechanism to track those undocumented informal complaints discussed here. It is recommended RPD institute an interim practice of tracking in

Blue Team over a prescribed period of time all resolved informal complaints that would not normally be documented or recorded. This will aid the department in reviewing its practices. Appropriate policy changes should be made, if necessary, based on the results of the review.

Tracking and Managing Complaints

Data regarding administrative investigations and public complaints are valuable as a risk management tool to identify training needs, performance deficiencies, or patterns of misconduct. Many departments, as has RPD, have turned to software systems to assist in this critical management responsibility. Employing specialized software is an efficient means of producing graphs and reports quickly and with relative ease. IA Pro is a robust software package that is capable of tracking a variety of information, including personnel complaints, use of force incidents, traffic accidents, and personnel commendations.

IAPro also includes an Early Intervention Program (EIP) module as a resource for supervisory personnel to identify employees who may display symptoms of job stress or performance problems at early stages. The intent of an EIP is to proactively provide employees with the assistance and training necessary to perform their assigned duties in an effective and efficient manner. While individual incidents such as personnel complaints, traffic collisions, and uses of force are reviewed at the time of occurrence by a supervisor and the chain of command, these incidents may appear acceptable in isolation, but a pattern of less-than-optimal job performance may develop that is more difficult to identify. Tracking the indicators detailed in this program enables supervisors to examine the totality of an individual's actions and make a more accurate assessment of the employee's well-being.

It is important to note that the notification triggered by reaching a threshold in and of itself does not suggest a definitive problem with an employee, but rather, informs supervision of a high rate of total incidents. Again, this number is determined by the department. For instance, officers working high-crime areas are more commonly involved in arrests and uses of force, which has the potential to trigger a notification even though their actions are entirely appropriate. This applies to more proactive officers as well. Nonetheless, the department can look at the employee's pattern of conduct and determine if there may be a problem. If so, it may address the problem through counselling, training, or as otherwise called for.

Reporting

RPD publishes a very thorough, comprehensive annual report that outlines department activities and programs. The report includes detailed information on criminal activity, arrests, and citations, as well as data on public and internal complaints regarding RPD personnel. The publication of this information is vital to maintaining the public trust and shows the department is being transparent with the community. RPD would benefit from producing a detailed internal monthly management report mirroring the complaint data in the annual report.

Personnel Complaint Recommendations:

- Change complaint form and policy terminology from "citizen" to "public" or other appropriate terminology. (Recommendation No. 155.)
- The complaint form should be prominently displayed on the home page of the department website. (Recommendation No. 156.)
- Develop a form specific to personnel commendation and display it prominently on the home page of the department website. (Recommendation No. 157.)

- Separate the function of determining the finding of an administrative investigation from the investigator or fact-finder. (Recommendation No. 158.)
- Continuously assess the public complaint process to ensure it is objective and effective. (Recommendation No. 159.)
- Institute an interim practice of tracking all resolved informal complaints, documented or not, to assist in a complaint process assessment. (Recommendation No. 160.)
- Produce a detailed internal monthly management report mirroring the complaint data published in the annual report. (Recommendation No. 161.)

Use of Force

The necessary and appropriate use of force in carrying out a police officer's duties up to and including the taking of a human life is among the most complex and critiqued actions of law enforcement. At no time in the past has the use of force been looked at, examined, and judged as it is today. It is essential and critical that the department have and follow a comprehensive policy on the use of force. Providing relevant training for the use of force is vital for the department. The purpose of comprehensive training in the use of force is to ensure employees are using proper and reasonable applications of force in the performance of their duties. With respect to the use of deadly force, no other responsibility of the city or department has more importance.

The use of force by RPD personnel is governed by Policy P-400-20, Use of Force. The policy, which is four pages in length, provides guidelines on appropriate uses of force, reporting, and supervisory responsibilities. Officers are authorized to use only the amount of force that is objectively reasonable to effectively bring an incident under control, while protecting the safety of the officer and others in accordance with departmental training.

Officers are required to notify a supervisor immediately after they use Intermediate Force, Deadly Force, or anytime an officer uses any other force that results in an apparent or claimed injury which is not otherwise precluded (e.g., incidental injury during police custody). Intermediate Force is defined as non-deadly force options that may pose a risk of unintended or unforeseen injury. Intermediate Force includes the use of: OC foam or spray; any impact including but not limited to personal weapons, baton, or other object used to strike; less than lethal munitions; police canine or horse; and Conducted Electrical Weapons (Taser). An officer who uses or witnesses the use of such force will complete a report prior to the end of shift at the direction of the responding supervisor.

An RPD supervisor is required to prioritize responding to the scene of a reported use of force and initiate a departmental review. The investigating supervisor reviews the scene, addresses injuries, if any, collects appropriate photographic and physical evidence, and conducts interviews of involved persons and department personnel. The supervisor completes a Use of Force Investigative Review in the department's reporting system (currently IPro's Blue Team). The supervisor evaluates the totality of the review and forwards any recommendations to Internal Affairs through the chain of command.

Internal Affairs will review the reported force and recommendations, if any, from the reporting supervisor and division staff. When appropriate, Internal Affairs will initiate an administrative investigation. The Internal Affairs Unit is the central collection point for all use of force reports. This allows an on-going review of each report to determine if the use of force was within departmental policy and/or if there are any training needs that have been identified.

As reported in the 2019 Internal Affairs Annual Report, the Reno Police Department's Internal Affairs Unit has partnered with the University of Nevada-Reno since 2014 to assist in the continuing research of the department's use of force incidents. This partnership analyzes each individual use of force, coding characteristics within not only the use of force itself but the entire incident. This enables a better understanding of each particular incident. This analysis is used to adjust specific training, and department policies and ideologies. RPD is to be commended for initiating such a collaborative analysis process.

Duty to Intercede and Report, De-escalation Provisions

In recent years, law enforcement agencies nationwide have begun to include duty to intercede and report provisions in their use of force policies. Duty to intercede requires an officer to intercede if they witness a department member using force that is clearly beyond that which is necessary, as determined by an objectively reasonable officer under the circumstances. A duty to report policy requires any officer who observes a law enforcement officer or an employee use force that potentially exceeds what the officer reasonably believes to be necessary to report such observation to a supervisor.

In addition, de-escalation requirements have been incorporated into use of force policies. This policy requires officers to utilize de-escalation techniques, crisis intervention tactics, and other alternatives to force when feasible. "Feasible" has been defined for policy purposes in some jurisdictions as, "Reasonably capable of being done or carried out under the circumstances to successfully achieve the arrest or lawful objective without increasing risk to the officer or another person."

RPD's Use of Force policy contains such requirements as described below.

Section III. C., Peer Intervention, states in part, "A peace officer shall, without regard for chain of command, intervene to prevent or stop another peace officer from using physical force that is not justified in pursuance of the other peace officer's law enforcement duties in carrying out the arrest of a person, placing a person under detention, taking a person into custody or booking a person."...and "Officers who observe uses of force that are not justified shall report the observation to their immediate supervisor unless the observations involve their immediate supervisor, in which case the officers shall report the observation to the supervisor of their immediate supervisor." By state law, the witnessing officer must report such observations in writing on the department Intervention Form not later than 10 days after the occurrence.

Section III. B., De-escalation, states in part, "Whenever reasonable, officers will attempt to employ departmentally authorized de-escalation tactics and techniques, in accordance with departmental training, prior to or in conjunction with a Use of Force."

Use of Deadly Force

RPD policy authorizes the use deadly force. The policy indicates, whenever reasonable, the officer must consider the effectiveness of other available force options and should give a verbal warning before using deadly force. Absent those possibilities and whenever objectively reasonable, officers may use deadly force to protect the officer or others from what is reasonably believed to be a threat of death or serious bodily harm; and/or to prevent the escape of a fleeing violent felon who the officer has probable cause to believe poses a serious threat of death or serious injury to the officer or others; and/or to stop an animal that represents a threat to public safety, or as a humanitarian measure when the animal is seriously injured to prevent it from suffering further and only if the force can be applied without harm to others.

Policy E-170-04, Employee Involved Shootings and Incidents Resulting In Substantial Bodily Harm or Death, contains detailed policy and procedure guidelines regarding responsibilities of involved and on-scene officers, responding supervisors, assigned investigations, and administrative staff in the event of an employee use of deadly force or other event involving substantial bodily injury.

Policy establishes that:

- A criminal investigation is to be conducted to determine if a crime has occurred, who committed it, to make arrests where applicable, and to prepare a report for the District Attorney's office.
- The Internal Affairs Unit shall conduct a separate administrative investigation to determine if departmental policy, rules, and procedures were followed.
- A risk management appraisal will be conducted by Internal Affairs to assess potential liability for the incident and, if necessary, assist the City Attorney's office with litigation related to the incident.

A requirement for an annual review of the force policy should be contained in department policy, along with other critical policies. While current RPD policy, General Order E-190-17 (General Orders, Deputy Chief Directives and Training Bulletins), indicates the Chief of Police has discretion to order the review of all General Orders, it does not contain an annual review requirement. RPD staff indicated, in practice, annual review of certain policies are conducted; however, the practice should be memorialized in policy.

Use of Force Incidents

From January 1, 2020, to December 31, 2020, RPD recorded 80,887 calls for service. With 149 reportable use of force incidents, it can be seen that the RPD officers used force in 0.18 percent of the calls. In comparing force to the number of arrests during this time frame, it can be seen that RPD officers used force in 1.58 percent of the 9,418 arrests. Factors such as training and supervision as well as increased public scrutiny are all factors that can impact this high-risk aspect of policing.

Tables 7-4 and 7-5 reflect reported use of force incidents for 2018 through 2020 as reported by RPD.

TABLE 7-4: Use of Force Incidents Compared to Arrests, 2018–2020

Year	Total Number of Arrests	Number of Use of Force Reports	% of Arrests When Force Is Used	Ratio (1 out of X Arrests Results in UOF)
2018	15,026	198	1.31%	1:76
2019	13,284	212	1.59%	1:62
2020	9,418	149	1.58%	1:63
Total	37,728	559	1.48%	1:67

Source: Reno Police Department

TABLE 7-5: Use of Force Incidents Compared to Dispatch Calls, 2018–2020

Year	Total Number of Dispatched Calls*	Number of Use of Force Reports	% of Dispatched Calls When Force Is Used	Ratio (1 out of X Dispatched Calls Results in UOF)
2018	82,311	198	.24%	1:416
2019	83,098	212	.25%	1:392
2020	80,887	149	.18%	1:543
Total	246,296	559	.22%	1:441

Source: Reno Police Department

Note: *The total number of dispatched calls is only representative of the incidents handled and does not take into consideration the total number of persons contacted by members of the Reno Police Department.

As noted previously, Internal Affairs utilizes IA Pro software to track personnel incidents including use of force. These use of force incidents are also tracked by IA Pro's Early Intervention Program (EIP), which provides RPD management the opportunity to address personnel performance at the earliest stages.

A detailed review of RPD use of force is included in the department's annual report. Though gross monthly numbers on the use of force are reported in the monthly Performance Scorecard, it is recommended use of force analytic information similar to the annual report content be incorporated into a monthly management report. This will provide more timely information for command staff review and an opportunity to address any patterns or anomalies in a timely manner.

Use of Force Recommendations:

- A requirement for an annual review of the force policy should be contained in department training policy, along with other critical policies. (Recommendation No. 162.)
- It is recommended that the information on use of force typically included in the annual report be incorporated into a monthly management report to provide more timely information for command staff review. (Recommendation No. 163.)

SECTION 8. MISCELLANEOUS

In this section, we will discuss aspects of the RPD that are important to police operations, but are outside the confines of a specific operating division. These include department policies, succession planning, and information technology.

DEPARTMENT POLICY MANUAL

Policies serve as operational guidelines and are critical to the effective and efficient management of any law enforcement organization. Given the mission of law enforcement, and ever-changing laws that regulate the performance of such, a comprehensive and current policy manual is vital.

Few law enforcement agencies, including Reno, have the time and resources available to maintain an up-to-date and comprehensive policy manual. This is truly a daunting task! Many agencies that CPSM has worked with and which have attempted to do so have indicated that it requires the work of a full-time supervisor, such as a lieutenant or sergeant. And even with this commitment of resources, they struggle to keep current with changes in the law and best practices. Given the experience of CPSM team members in our former agencies, we know this to be true. In our operational assessment, we found instances in which department practices did not fully align with policy or policies for a function were absent. As we reported on specific units, we cited examples.

There are private firms that specialize in aiding police agencies in maintaining a policy manual that meets current standards for best practices and legal mandates. An increasing number of agencies are relying on such firms to assist with this vital function. One such firm, Lexipol, is highly regarded and widely utilized across the country. Lexipol's legal team and subject matter experts continuously track changes and conditions that warrant policy revisions, and at least annually, but often two to three times per year, provide agencies with revised policies for consideration.

While Lexipol provides sample policies consistent with best practices and legal mandates, each agency maintains the ability to modify the policies to meet their specific operational needs and objectives. If the agency accepts the revision, Lexipol immediately updates the manual.

In our experience, we have heard from police departments, city attorneys, and Joint Powers Insurance Agencies (JPIA) that the services provided by Lexipol are essential in policy management. In one case, a JPIA refused to provide insurance to agencies that did not utilize Lexipol.

While Lexipol provides continuing support in ensuring that policies match current statutes and court decisions, we recommend that critical policies receive annual review by the department's staff to ensure that department practices and policies align. One of the best ways to ensure compliance is to use the policy manual as a guide for department-wide audits and inspections.

Policy Recommendations:

- Strong consideration should be given to contracting with Lexipol for development and maintenance of an improved policy manual. (Recommendation No. 164.)
- Review critical policies on an annual basis to ensure that department practices align with department policy, and that policy reflect practice. (Recommendation No. 165.)

SUCCESSION PLANNING

Within the next five years the department will see the retirement of a number of its command staff, down through the rank of lieutenant, as well as civilian command-level personnel. It is imperative that efforts be made to develop the future leaders of the department. The focus cannot be limited to ranking officers, but must transcend the hierarchy of the organization to prepare the next generation of command staff down through the future first-line supervisors, both sworn and civilian.

The Chief should work with the department's command staff to discuss performance observations of lieutenants in an effort to identify strengths and deficiencies. Interviews should be conducted with each lieutenant to ascertain what he/she believes are needed areas of professional development in preparation for increased future responsibilities. Command staff should be assigned, in a one-on-one capacity, to serve as mentors and ensure that identified development needs for their assignee are successfully completed.

Lieutenants should join the command staff to conduct a similar analysis of sergeants. Once a development plan is determined for current sergeants, lieutenants should serve as mentors to the sergeants, and be charged with ensuring that the plan is successfully implemented.

In addition to formal educational opportunities and training needs (FBI National Academy, Senior Management Institute for Police, etc.), assignment of administrative tasks and to specialized units should be part of this plan. The recommendations offered in this assessment offer the opportunity to place administrative responsibilities on the shoulders of these first-line supervisors and mid-level management staff.

Some time ago, RPD created a document entitled, "The Professional, Personnel and Personal Development Plan" which was designed to provide a platform to identify skills and attributes needed to fill positions of rank and/or special assignment as they are vacated either through retirement or rotation. This type of plan is the basis of a succession plan. The document was last updated in 2014.

The stated goal of RPD in the document was to continually focus on the future of the organization with both short- and long-term planning aimed at developing personnel for organizational continuity. The document provided a resource manual intended to give supervisors and employees an overview of the types of skill sets needed for special assignments and promotions. Although the document requires updating since its last revision in 2014, it still provides a basis for development of a succession plan utilizing the recommendations noted in this section.

Finally, succession planning cannot be an informal process, but must be a carefully developed and written strategic plan.

Succession Planning Recommendations:

- Develop a written and strategic succession plan which transcends the hierarchy of the organization to identify and develop future leaders of the department. (Recommendation No. 166.)
- Review and update the "Professional, Personnel and Personal Development Plan" and assess it for inclusion in the department succession plan. (Recommendation No. 167.)

INNOVATION AND TECHNOLOGY UNIT

Innovation

The Innovation and Technology Unit has been in existence for approximately five years. It looks for innovations to improve processes, maximize communication of information to department members and the community, increase data accessibility to the public, and reduce resource demand through technology. The unit reports directly to the Support Services Division commander and is staffed by one police officer and one part-time intern. The unit is also supported by a private software development company (Blue Cover Six) on retainer to the department. The intern position has been an unpaid part-time position; however, beginning with the FY 2021/22 fiscal budget the position became a part-time funded position within the unit.

The unit is housed upstairs in the main police facility in the old jail area. The officer assigned to the unit works a 4/10 schedule with Saturday, Sunday, and Monday off; however, his hours are flexible, and he often works different hours to accommodate technology needs requiring attention. It was learned he often will respond to calls from department members at all hours of the night and on weekends. Most issues he is able to handle over the phone or by logging onto his laptop computer at home.

When the currently assigned officer in the unit was working patrol approximately seven years ago, he realized there was a need to improve accessibility and efficiency of the patrol information handbook the department provided to patrol officers. The officer created an app on his own time that allowed officers access to the book using their smartphones instead of having to physically carry the book with them on patrol. From that beginning, managers in the department recognized that the department could be made more efficient and effective by utilizing the knowledge and talent of this officer to recognize technology issues and seek solutions. This led to the creation of the full-time IT unit and position.

Since the unit's inception, the officer and Blue Cover Six have created 25 apps. These apps have improved efficiency within the department and improved the ability of the public to access crime information and other law enforcement information. Obviously, a large part of the unit's work is ensuring the required maintenance is completed on the apps the unit has developed. The department currently budgets \$55,000 for the maintenance of those apps. The maintenance budget has been funded by the asset forfeiture funds; however, this next budget cycle the funding of the unit will become a line item in the department's budget.

Although the part-time intern handles some of the maintenance of the apps, the officer spends approximately 50 percent of his time on maintenance of the apps, and another 25 percent handling technology issues for members of the department. This leaves about 25 percent of his time available to research innovative solutions, which was the real emphasis of the unit. The unit is also responsible for maintaining all camera systems inside and outside of the police facility, while also maintaining the card reader system for the building.

The unit's innovation work comes from department staff requests for an application or bridge to address issues with the department's current RMS. Staff desire innovation that will enable the system to be more user friendly and function effectively for them. At the beginning of each year, a list of desired innovation items compiled from staff requests is prioritized by command staff. Due to workload, the unit is able to work on only a few of the prioritized requests each year.

In order for the assigned officer to have time to explore innovation solutions, CPSM recommends the part-time intern position be converted to a full-time IT position to relieve the officer of most of

his maintenance responsibilities that interfere with his innovation work. In addition, CPSM was advised by the incumbent officer that the current intern has the knowledge and skill set to assume the officer's position upon his retirement in a few years. Converting the current intern to a full-time position meets an immediate operational need and a future staffing need with both the benefit of consistency and cost-savings by staffing the unit with a civilian position.

Information Technology

Although the department usually has at least one or two city employees a day supporting RPD IT issues, these employees are located in the Central IT Department at Reno City Hall. The IT Department is responsible for the maintenance and replacement of all computers in the PD. All computers in the PD are on a five-year replacement plan and two years ago they transitioned to laptops. Central IT also is responsible for supporting the department's CAD/RMS system.

Central IT provides several easy ways to contact them regarding computer issues. Employees may fill out an on-line reporting ticket, call the IT Help Desk, or send an e-mail. Usually within several hours, Central IT will respond to the issue.

Central IT replaces and maintains the computers in all of the police vehicles. These computers are not on the five-year rotation plan, but are replaced as needed (such as when a failure occurs), or when the vehicle itself is replaced. During the past year, Central IT placed 23 vehicle computers in new vehicles, and is expecting to replace 31 in 2021. IT is currently working with the PD to replace some of the older departmental PCs as well as develop a formalized replacement plan.

Central IT supports the Innovation and Technology unit when questions or concerns arise and tries to find a solution that meets both the department need and Central IT's.

Although there are usually one or two IT employees handling computer issues within the police department, it was learned that members of the police department can still wait a day or so until they are contacted after filling out an on-line help form. Due to the current wait time, many employees reach out to the innovation officer for more timely assistance.

Most law enforcement agencies today utilize significant amounts of technology. When a system goes down, the situation can interfere with the operation of the department. Those systems must be brought back online in a timely manner in order to be effective. CPSM would recommend that two members of the city IT department be assigned permanently to address the department's issues and be housed in the department for easy access by department members.

Throughout this report, we have identified technology needs, many of which are related to case management, management of personnel issues, crime analysis, and a host of related subjects. No law enforcement agency can afford to acquire all of the "latest and greatest" technologies. However, in the areas described, a significant need exists in Reno for commonly utilized technology. We need not revisit specific needs that were addressed previously in reporting on the individual divisions. Here, though, we would offer a recommendation that the department create an Information Technology Committee.

The committee should be chaired by someone such as a commander who has the authority to move recommendations forward, and should be made up of end users from throughout the department. As well, a member of the city's IT staff should be included as a member of the committee. It is important that the participants are diverse in their skill levels regarding technology. Committees of this type have a tendency to attract only those who have a level of

skill and comfort with technology; thus, the technologies they recommend/acquire are not user friendly for those with more general knowledge or less comfort. This results in the acquisition of technology that end users shy away from, and the technology is then underutilized and ineffective.

Anecdotal evidence from our interviews with staff at all levels of the organization suggests the need for the department to increase its utilization of technology. In focus groups, we discussed technology needs, and the potential for the development of such a committee. Several personnel responded favorably to such a consideration.

Technology and Innovation Recommendations:

- Convert the part-time IT intern position to a full-time IT position. (Recommendation No. 168.)
- Two staff members of the city's IT department should be assigned to and housed in the police department to improve IT support within RPD. (Recommendation No. 169.)
- Create an Information Technology Committee to address the department's technology needs as well as recommend ways to maximize the use of existing technology. (Recommendation No. 170.)

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SECTION 9: CURRENT AUTHORIZED STAFFING AND PROPOSED STAFFING ADDITIONS

In the following table we provide a summary of current authorized and proposed staffing as recommended by CPSM. Should the city and police department determine that any of the recommendations that involve added personnel as offered by CPSM not be implemented, these numbers would adjust accordingly.

TABLE 9-1: Current and Proposed Additional Authorized Staffing in the RPD

Position	2020/2021 Authorized	Proposed Added Authorized
Chief	1	
Deputy Chief	3	
Commander	3	
Lieutenant	9	1
Sergeant	40	
Officer	270	13
Police Recruit	13	
Sworn Total	339	14
Administrative Services Manager	1	
Records Manager	1	
Dispatch Manager	1	
Dispatch Assistant Manager	1	
Records Supervisor	3	
Dispatch Supervisor	9	2
Victim Advocate Supervisor	1	
Police Services Supervisor	1	
Secretary (Admin)	3	
Police Assistant	28	8
Victim Advocate	6	2
Volunteer Coordinator	1	
Police Service Specialist	8	
Community Services Officer	7	4
Crime Analyst	1	2
Secretary (Training)	1	
Supply Technician	1	
Evidence Technician	2	
Management Assistant	2	
Office Assistant (RGU/VSU)	3	
Office Assistant (Dispatch)	1	
Maintenance Worker (GET)	2	

Position	2020/2021 Authorized	Proposed Added Authorized
Grant Project Coordinator	1	.5
Public Safety Intern (temp)	4	.5
Public Safety Dispatcher	44	6
Total Civilian	133	25
Total Authorized Personnel	472	39

Note: *New employment classification.

§ § §

SECTION 10: DATA ANALYSIS

This data analysis report on police patrol operations for the Reno Police Department focuses on three main areas: workload, deployment, and response times. These three areas are related almost exclusively to patrol operations, which constitute a significant portion of the police department's personnel and financial commitment.

All information in this analysis was developed using data from the department's computer-aided dispatch (CAD) system.

CPSM collected data for one year from January 1, 2019, through December 31, 2019. The majority of the first section of the report, concluding with Table 10-9, uses call data for one year. For the detailed workload analysis, we use two eight-week sample periods. The first period is from January 4 through February 28, 2019, or winter, and the second period is from July 7 through August 31, 2019, or summer.

WORKLOAD ANALYSIS

When CPSM analyzes a set of dispatch records, we go through a series of steps:

- We first process the data to improve accuracy. For example, we remove test records that do not indicate an actual activity. We also remove incomplete data, as found in situations where there is not enough time information to evaluate the record.
- At this point, we have a series of records that we call "events." We identify these events in three ways:
 - We distinguish between patrol and nonpatrol units.
 - We assign a category to each event based upon its description.
 - We indicate whether the call is "zero time on scene," (i.e., patrol units spent less than 30 seconds on scene), "police-initiated," or "community-initiated."
 - "Zero time on scene" includes calls where units spent less than 30 seconds on scene.
 - "Police-initiated" includes calls where the times for the first unit assigned and arrived were identical.
 - "Community-initiated" includes all remaining calls.
- We then remove all records that did not involve a patrol unit to get a total number of patrol-related events.
- At important points during our analysis, we focus on a smaller group of events designed to represent actual calls for service. This excludes events with no unit time spent on scene and directed patrol activities.

In this way, we first identify a total number of records, then limit ourselves to patrol events, and finally focus on calls for service.

As with similar cases around the country, we encountered several issues when analyzing Reno's dispatch data. We made assumptions and decisions to address these issues.

- 4,432 events (about 3 percent) involved patrol units spending zero time on scene.

- The computer-aided dispatch (CAD) system used approximately 94 different event descriptions, which we condensed into 18 categories for our tables and 12 categories for our figures (as shown in Chart 10-1). Table 10-20 in the appendix shows how each call description was categorized.

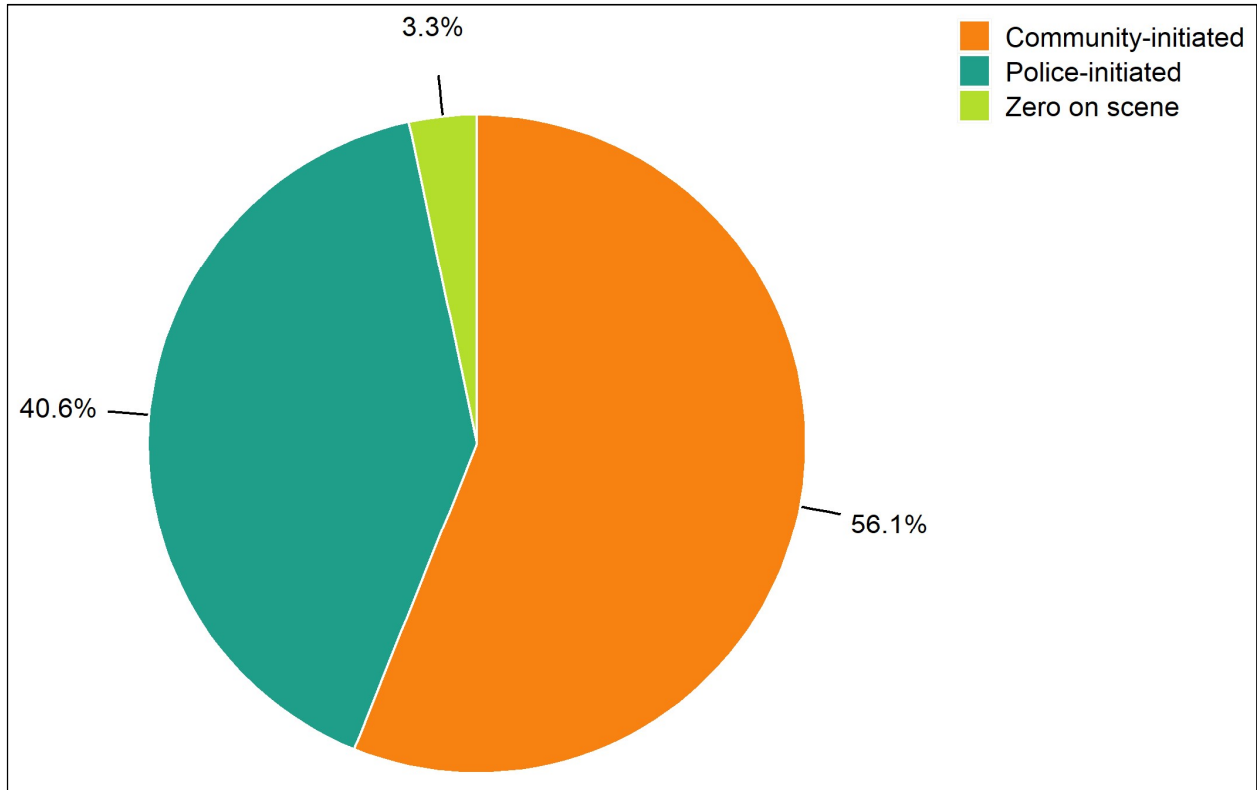
Between January 1, 2019, and December 31, 2019, the communications center recorded approximately 132,899 events involving a responding patrol unit. When measured daily, the department was dispatched to an average of 364 patrol-related events per day, approximately 3 percent of which (12 per day) had fewer than 30 seconds spent on the call.

In the following pages, we show two types of data: activity and workload. The activity levels are measured by the average number of calls per day, broken down by the type and origin of the calls, and categorized by the nature of the calls (crime, traffic, etc.). Workloads are measured in average work hours per day.

CHART 10-1: Event Descriptions for Tables and Figures

Table Category	Figure Category
Alarm	Alarm
Assist citizen	Assist
Assist other agency	
Check	Check
Crime-person	Crime
Crime-property	
Custody/warrant	Custody/warrant
Directed patrol	Directed patrol
Disturbance	Disturbance
Follow-up	Follow up
Animal	General noncriminal
Civil matter	
Miscellaneous	
Investigation	Investigation
Suspicious incident	Suspicious
Accident	Traffic
Traffic enforcement	
Traffic stop	

FIGURE 10-1: Percentage Events per Day, by Initiator



Note: Percentages are based on a total of 132,899 events.

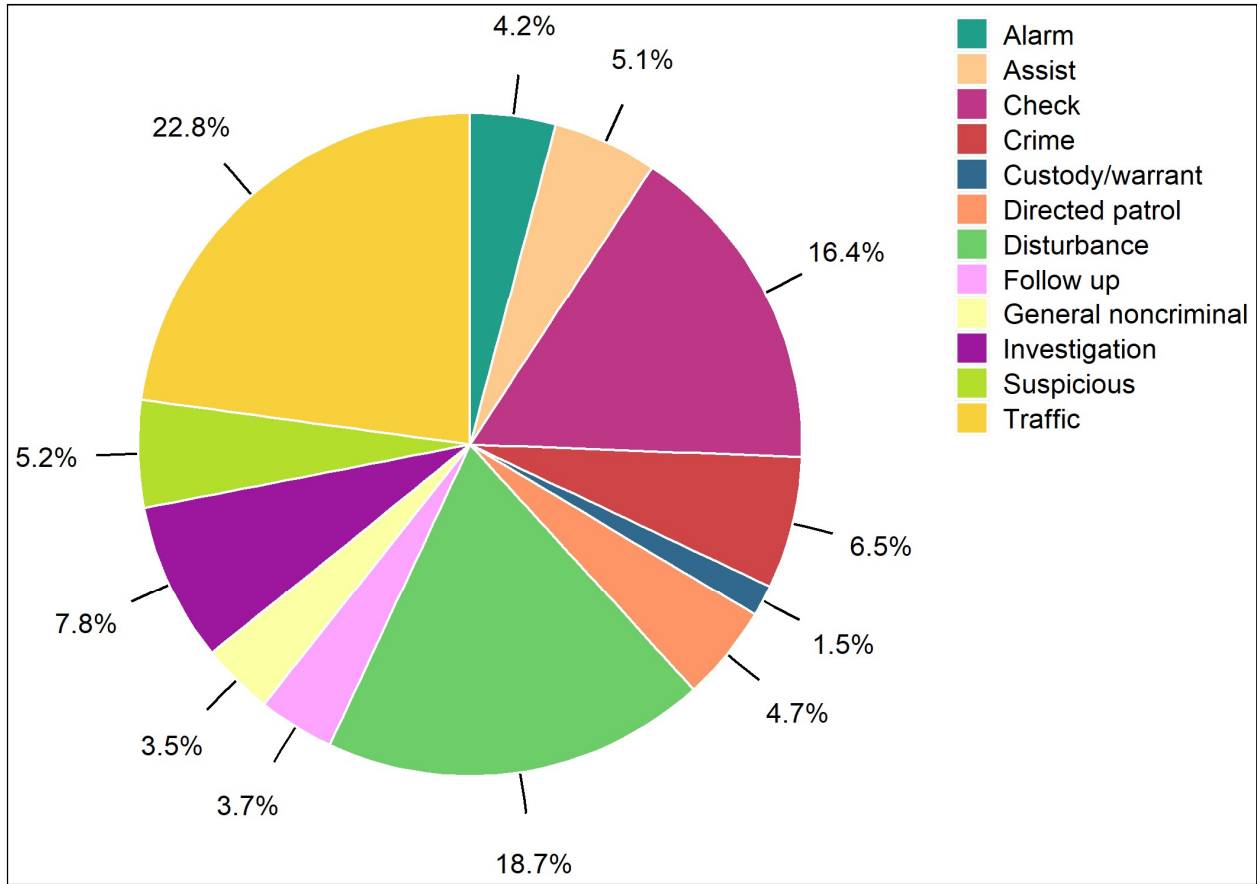
TABLE 10-1: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Community-initiated	74,556	204.3
Police-initiated	53,911	147.7
Zero on scene	4,432	12.1
Total	132,899	364.1

Observations:

- 56 percent of all events were community-initiated.
- 41 percent of all events were police-initiated.
- 3 percent of the events had zero time on scene.
- On average, there were 364 events per day, or 15.2 per hour.

FIGURE 10-2: Percentage Events per Day, by Category



Note: The figure combines categories in the following table according to the description in Chart 10-1.

TABLE 10-2: Events per Day, by Category

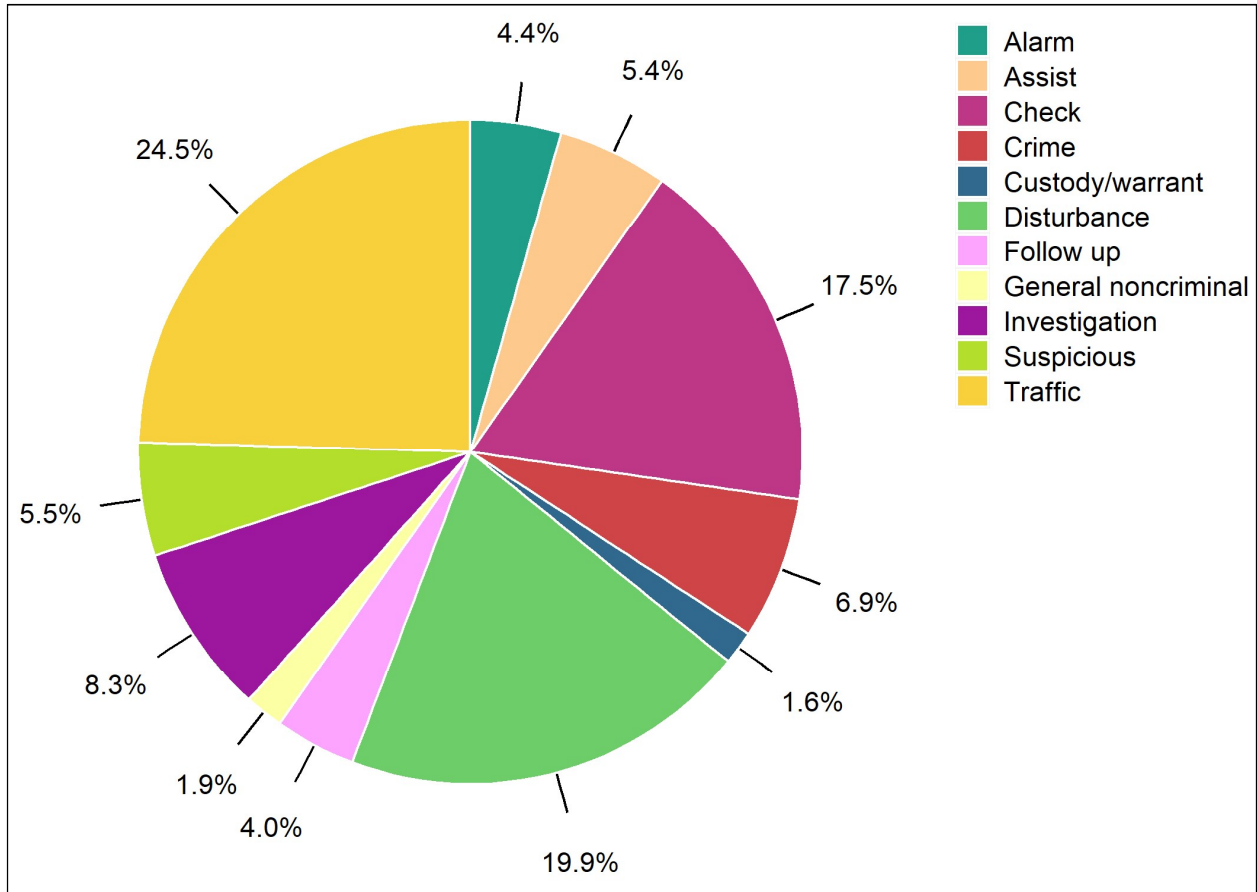
Category	No. of Events	Events per Day
Accident	4,185	11.5
Alarm	5,525	15.1
Animal	55	0.2
Assist citizen	2,434	6.7
Assist other agency	4,315	11.8
Check	21,745	59.6
Civil matter	1,308	3.6
Crime–person	3,973	10.9
Crime–property	4,603	12.6
Custody/warrant	2,031	5.6
Directed patrol	6,203	17.0
Disturbance	24,851	68.1
Follow-up	4,927	13.5
Investigation	10,327	28.3
Miscellaneous	3,316	9.1
Suspicious incident	6,930	19.0
Traffic enforcement	3,812	10.4
Traffic stop	22,359	61.3
Total	132,899	364.1

Note: Observations below refer to events shown within the figure rather than the table.

Observations:

- The top three categories accounted for 58 percent of events.
 - 23 percent of events were traffic-related.
 - 19 percent of events were disturbances.
 - 16 percent of events were checks.
- 6 percent of events were crimes.

FIGURE 10-3: Percentage Calls per Day, by Category



Note: The figure combines categories in the following table according to the description in Chart 10-1.

TABLE 10-3: Calls per Day, by Category

Category	No. of Calls	Calls per Day
Accident	4,132	11.3
Alarm	5,393	14.8
Animal	53	0.1
Assist citizen	2,358	6.5
Assist other agency	4,211	11.5
Check	21,409	58.7
Civil matter	1,287	3.5
Crime-person	3,945	10.8
Crime-property	4,520	12.4
Custody/warrant	2,016	5.5
Disturbance	24,381	66.8
Follow-up	4,844	13.3
Investigation	10,199	27.9
Miscellaneous	930	2.5
Suspicious incident	6,754	18.5
Traffic enforcement	3,577	9.8
Traffic stop	22,299	61.1
Total	122,308	335.1

Note: The focus here is on recorded calls rather than recorded events. We removed 4,432 events with zero time on scene and additional 6,159 directed patrol activities.

Observations:

- On average, there were 335.1 calls per day, or 14.0 per hour.
- The top three categories accounted for 62 percent of calls:
 - 25 percent of calls were traffic-related.
 - 20 percent of calls were disturbances.
 - 18 percent of calls were checks.
- 7 percent of calls were crimes.

FIGURE 10-4: Calls per Day, by Initiator and Month

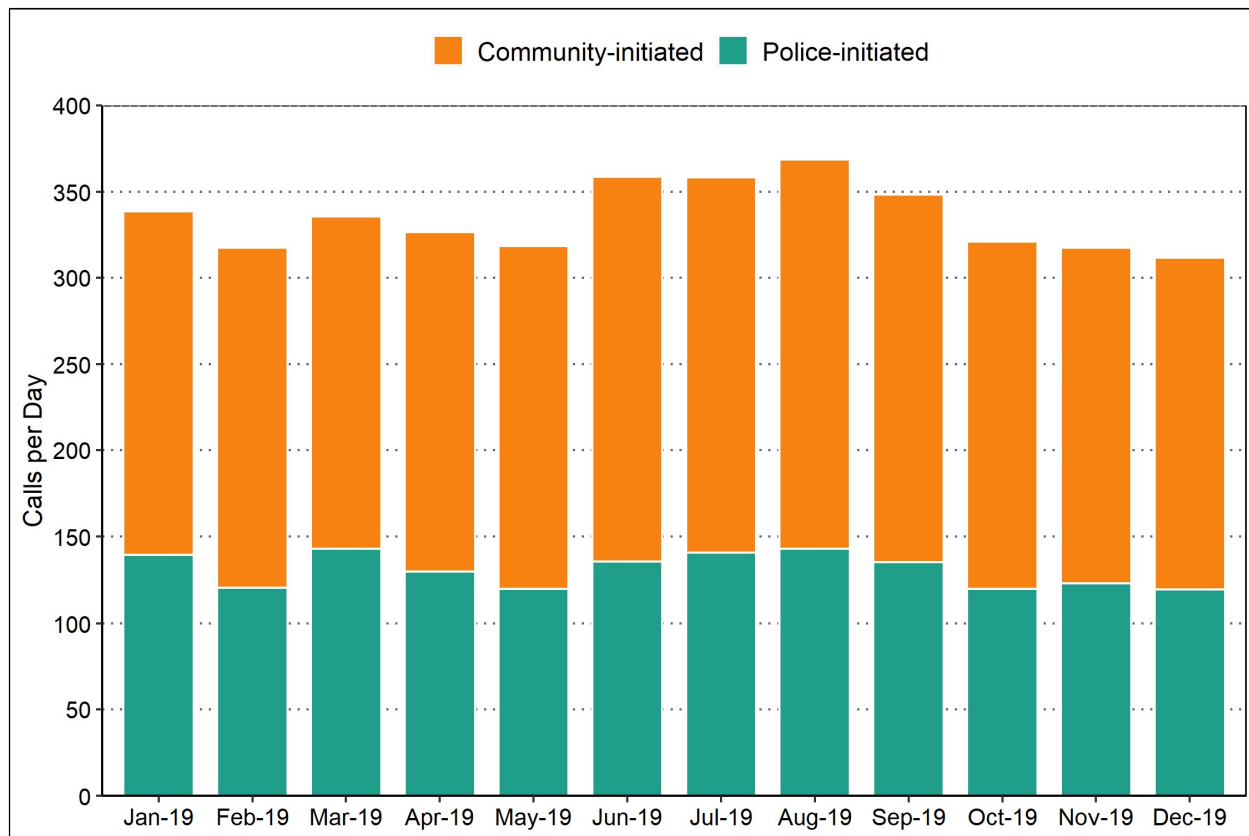


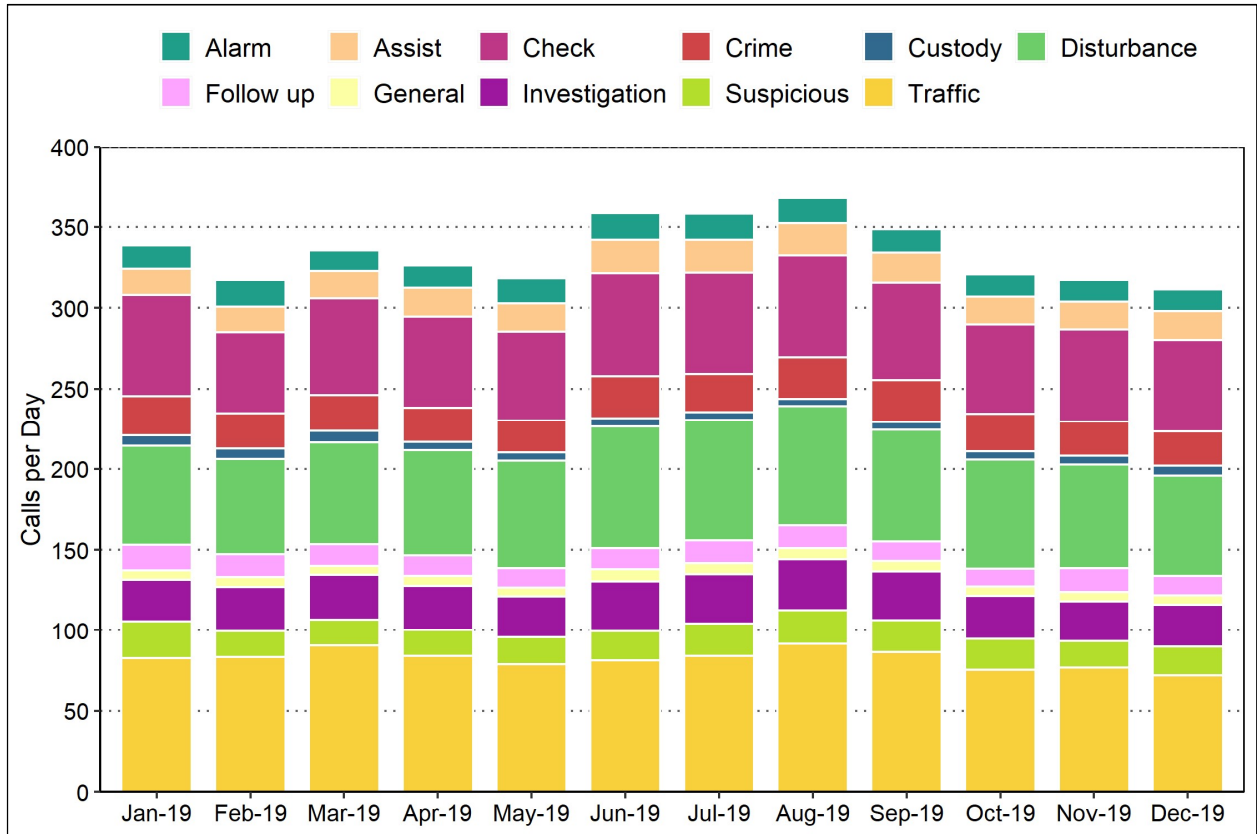
TABLE 10-4: Calls per Day, by Initiator and Months

Initiator	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Community	199.3	196.8	192.4	196.5	198.3	223.0	217.4	225.6	213.0	201.0	194.1	191.9
Police	139.4	120.6	143.0	129.8	119.9	135.7	140.9	143.0	135.5	119.8	123.3	119.5
Total	338.7	317.3	335.4	326.3	318.2	358.7	358.4	368.6	348.5	320.8	317.4	311.4

Observations:

- The number of calls per day was lowest in December.
- The number of calls per day was highest in August.
- The months with the most calls had 18 percent more calls than the months with the fewest calls.
- March and August had the most police-initiated calls, with 20 percent more than February, May, and October, which had the fewest.
- August had the most community-initiated calls, with 18 percent more than March and December which had the fewest.

FIGURE 10-5: Calls per Day, by Category and Month



Note: The figure combines categories in the following table according to the description in Chart 10-1.

TABLE 10-5: Calls per Day, by Category and Month

Category	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Accident	11.4	13.2	9.5	9.1	10.0	12.2	11.2	12.5	11.9	12.0	12.0	11.2
Alarm	14.5	16.5	12.6	13.9	15.3	16.7	16.2	16.4	14.3	14.0	13.6	13.4
Animal	0.1	0.2	0.2	0.2	0.0	0.2	0.2	0.2	0.3	0.0	0.1	0.2
Assist citizen	6.6	5.4	5.4	6.4	5.6	8.5	8.4	7.6	6.4	5.9	5.9	5.4
Assist other agency	9.5	10.5	11.5	11.6	12.0	12.1	11.9	12.3	12.1	11.3	11.2	12.4
Check	62.6	50.1	59.9	56.4	54.9	63.8	62.8	63.0	60.3	55.4	57.0	56.9
Civil matter	3.2	3.6	3.1	3.3	2.9	4.3	4.0	3.8	3.7	3.6	3.3	3.4
Crime-person	9.7	9.0	9.5	10.3	10.4	12.1	12.1	12.0	12.7	11.0	10.6	10.3
Crime-property	14.9	13.0	12.8	10.9	9.8	14.1	11.6	13.8	13.6	12.4	10.8	11.1
Custody/warrant	6.5	6.8	7.3	5.3	4.9	5.1	4.5	4.6	4.8	5.0	5.5	6.1
Disturbance	61.3	58.8	62.9	64.9	66.6	75.4	74.8	73.7	69.1	67.6	63.8	62.1
Follow-up	15.7	14.1	13.6	12.9	11.9	13.0	14.2	14.1	12.0	11.1	14.9	11.8
Investigation	26.0	27.3	27.8	27.4	25.3	30.9	30.7	31.7	30.4	26.8	24.7	26.4
Miscellaneous	2.4	2.3	2.2	2.6	2.7	3.3	2.6	2.8	2.6	2.0	2.6	2.3
Suspicious incident	22.9	16.3	16.0	16.2	16.8	18.2	20.4	21.1	19.9	19.4	16.7	17.8
Traffic enforcement	10.8	10.8	8.7	9.1	9.7	9.9	9.6	10.5	10.3	8.6	10.8	8.9
Traffic stop	60.6	59.4	72.4	65.9	59.1	59.1	63.1	68.6	64.0	54.9	53.9	51.9
Total	338.7	317.3	335.4	326.3	318.2	358.7	358.4	368.6	348.5	320.8	317.4	311.4

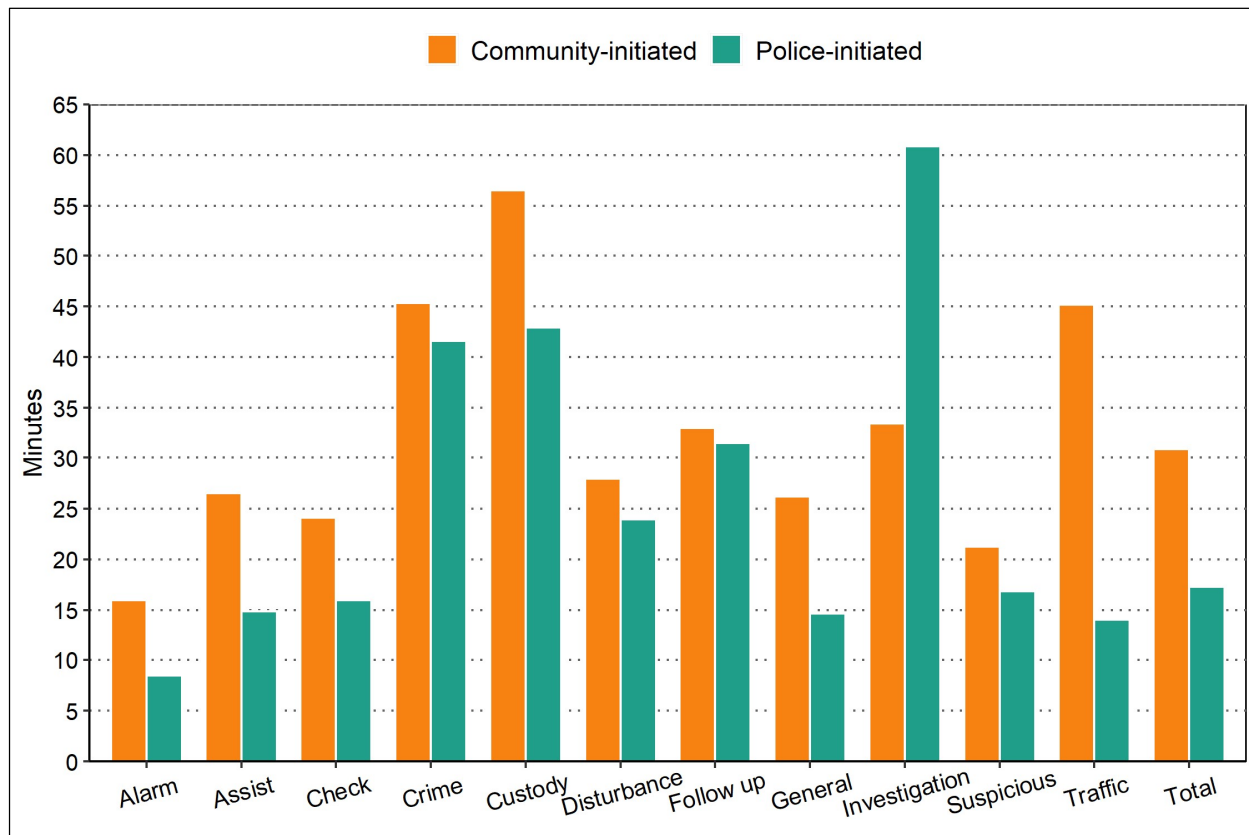
Note: Calculations were limited to calls rather than events.

Observations:

- The top three categories averaged between 61 and 64 percent of calls throughout the year:
 - Traffic calls averaged between 71.9 and 91.5 calls per day throughout the year.
 - Disturbance calls averaged between 58.8 and 75.4 calls per day throughout the year.
 - Check calls averaged between 50.1 and 63.8 calls per day throughout the year.
- Crimes averaged between 20.2 and 26.2 calls per day throughout the year and accounted for 6 to 8 percent of total calls.

A unit's occupied time is measured as the time from when the unit was dispatched until the unit becomes available again. The times shown are the average occupied minutes per call for the primary unit, rather than the total occupied minutes for all units assigned to a call. Observations below refer to times shown within the figure rather than the table.

FIGURE 10-6: Primary Unit's Average Occupied Times, by Category and Initiator



Note: The figure combines categories using weighted averages from the following table according to the description in Chart 10-1.

TABLE 10-6: Primary Unit's Average Occupied Times, by Category and Initiator

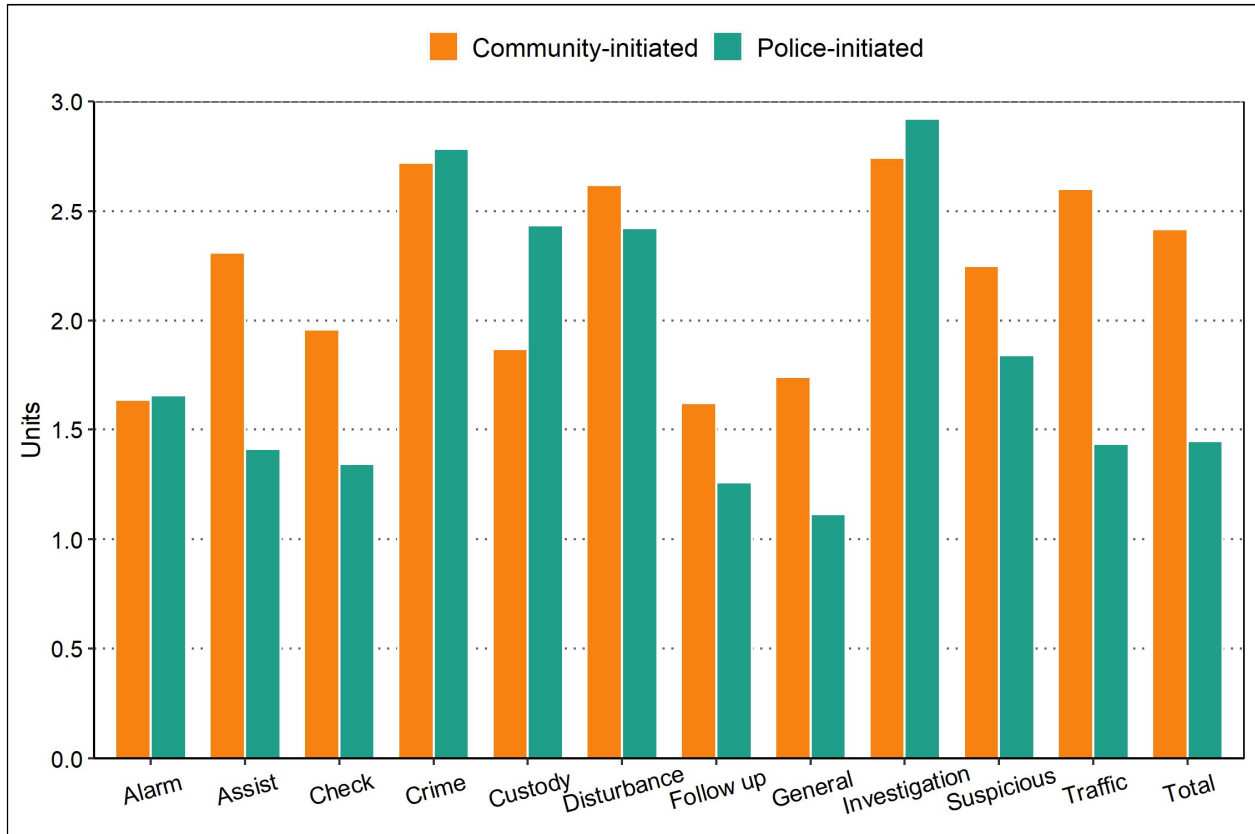
Category	Community-Initiated		Police-Initiated	
	Minutes	Calls	Minutes	Calls
Accident	59.0	3,694	45.9	438
Alarm	16.0	5,346	8.4	47
Animal	32.6	21	14.1	32
Assist citizen	22.2	420	12.7	1,938
Assist other agency	27.0	3,728	23.6	483
Check	24.1	6,559	16.0	14,850
Civil matter	28.9	1,259	28.2	28
Crime-person	54.4	3,860	50.6	85
Crime-property	37.4	4,401	35.2	119
Custody/warrant	56.5	1,706	42.9	310
Disturbance	28.0	23,517	24.0	864
Follow-up	32.9	1,053	31.4	3,790
Investigation	33.4	9,465	60.9	734
Miscellaneous	20.9	657	13.3	273
Suspicious incident	21.3	6,288	16.9	466
Traffic enforcement	24.9	2,535	13.7	1,042
Traffic stop	NA	0	13.4	22,299
Weighted Average/Total Calls	30.8	74,509	17.3	47,798

Note: The information in Figure 10-6 and Table 10-6 is limited to calls and excludes all events that show zero time on scene. One call with an inaccurate busy time was removed.

Observations:

- A unit's average time spent on a call ranged from 8 to 61 minutes overall.
- The longest average times were for police-initiated investigation calls.
- The average time spent on crime calls was 45 minutes for community-initiated calls and 42 minutes for police-initiated calls.

FIGURE 10-7: Number of Responding Units, by Initiator and Category



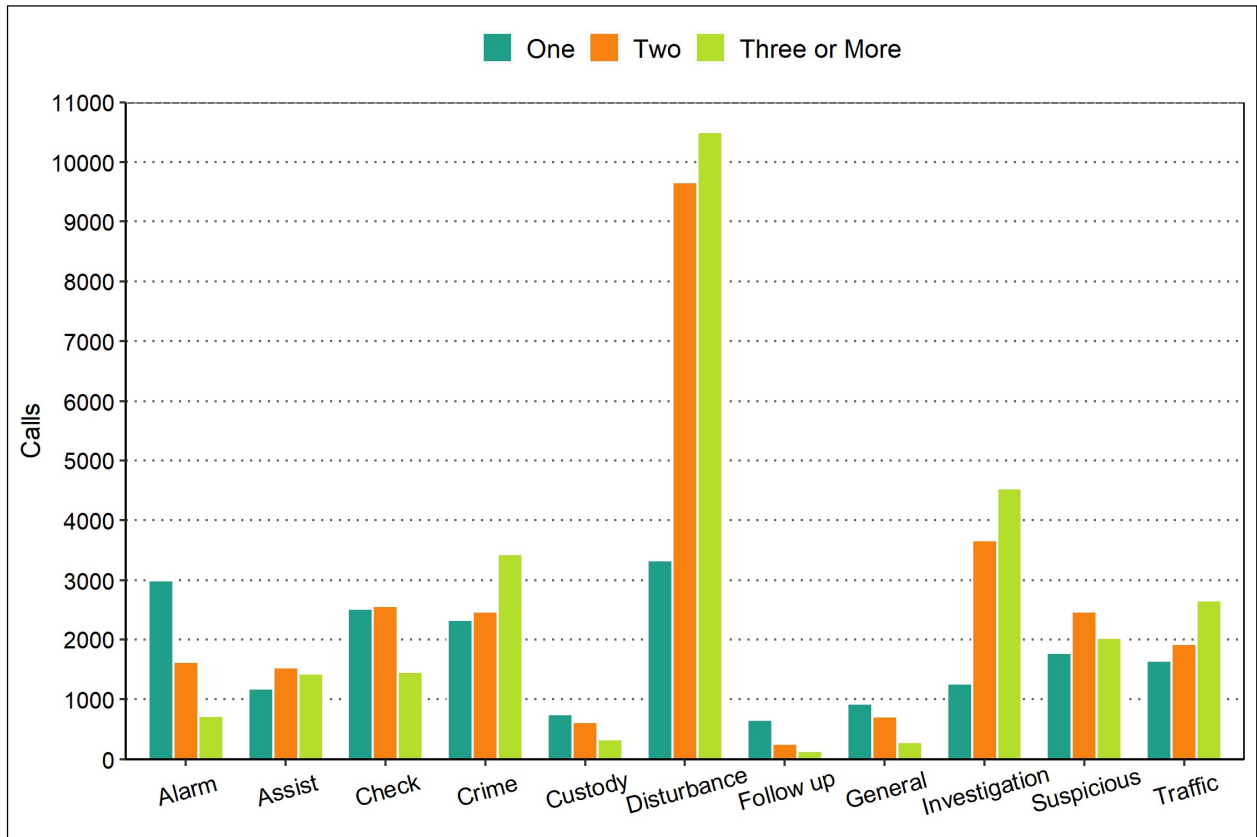
Note: The figure combines categories using weighted averages from the following table according to the description in Chart 10-1.

TABLE 10-7: Average Number of Responding Units, by Initiator and Category

Category	Community-Initiated		Police-Initiated	
	No. of Units	Calls	No. of Units	Calls
Accident	3.1	3,694	2.7	438
Alarm	1.6	5,346	1.7	47
Animal	2.2	21	1.1	32
Assist citizen	1.3	420	1.4	1,938
Assist other agency	2.4	3,728	1.3	483
Check	2.0	6,559	1.3	14,850
Civil matter	2.0	1,259	1.9	28
Crime-person	3.1	3,860	3.7	85
Crime-property	2.4	4,401	2.1	119
Custody/warrant	1.9	1,706	2.4	310
Disturbance	2.6	23,517	2.4	864
Follow-up	1.6	1,054	1.3	3,790
Investigation	2.7	9,465	2.9	734
Miscellaneous	1.3	657	1.0	273
Suspicious incident	2.2	6,288	1.8	466
Traffic enforcement	1.9	2,535	1.3	1,042
Traffic stop	NA	0	1.4	22,299
Weighted Average/Total Calls	2.4	74,510	1.4	47,798

Note: The information in Figure 10-7 and Table 10-7 is limited to calls and excludes all events that show zero time on scene. Observations refer to the number of responding units shown within the figure rather than the table.

FIGURE 10-8: Number of Responding Units, by Category, Community-initiated Calls



Note: The figure combines categories using weighted averages from the following table according to the description in Chart 10-1.

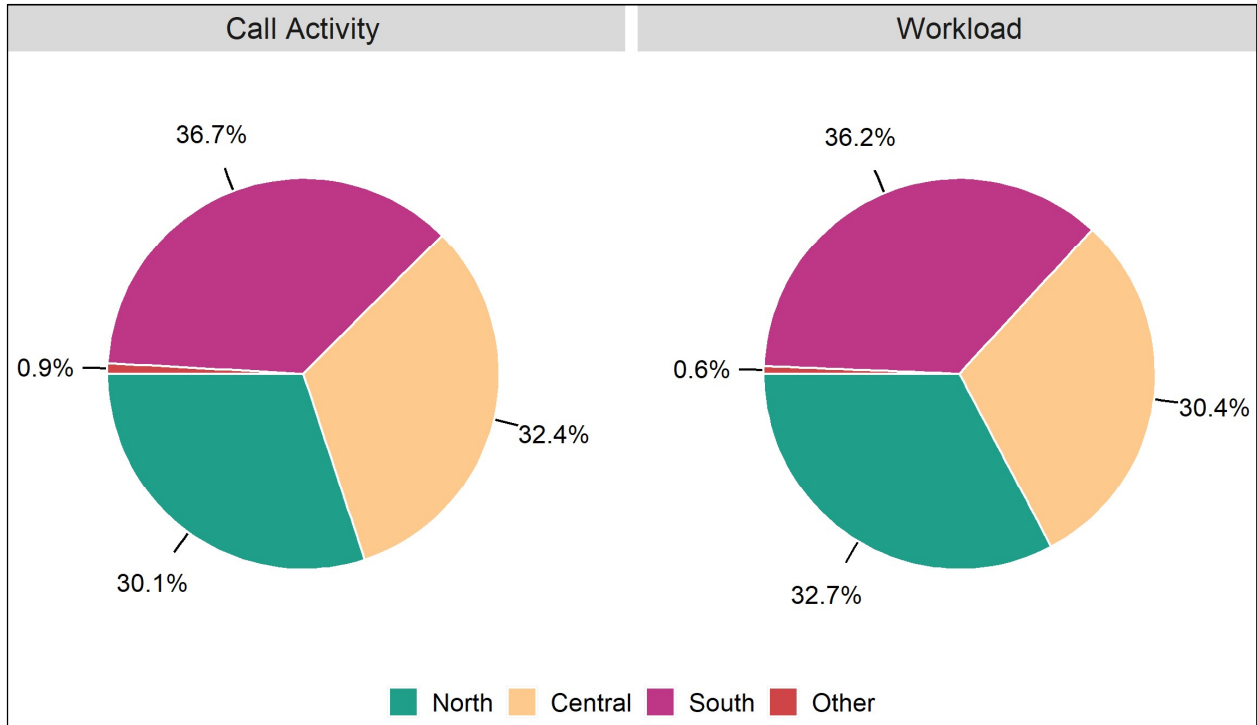
TABLE 10-8: Number of Responding Units, by Category, Community-initiated Calls

Category	Responding Units		
	One	Two	Three or More
Accident	462	1,142	2,090
Alarm	2,998	1,626	722
Animal	7	10	4
Assist citizen	309	94	17
Assist other agency	867	1,444	1,417
Check	2,529	2,570	1,460
Civil matter	357	662	240
Crime–person	818	1,151	1,891
Crime–property	1,527	1,327	1,547
Custody/warrant	749	619	338
Disturbance	3,338	9,671	10,508
Follow-up	656	258	140
Investigation	1,260	3,673	4,532
Miscellaneous	566	44	47
Suspicious incident	1,778	2,480	2,030
Traffic enforcement	1,179	779	577
Total	19,400	27,550	27,560

Observations:

- The overall mean number of responding units was 1.4 for police-initiated calls and 2.4 for community-initiated calls.
- The mean number of responding units was as high as 2.9 for investigation calls that were police-initiated.
- 26 percent of community-initiated calls involved one responding unit.
- 37 percent of community-initiated calls involved two responding units.
- 37 percent of community-initiated calls involved three or more responding units.
- The largest group of calls with three or more responding units involved disturbances.
- When focusing on arriving units:
 - The overall mean number of arriving units was 1.4 for police-initiated calls and 1.8 for community-initiated calls.
 - For community-initiated calls, percentages adjusted to 36 percent for one arriving unit, 41 percent for two arriving units, and 17 percent for 3 or more arriving units.

FIGURE 10-9: Percentage Calls and Work Hours, by Zone



Note: The other category included calls at Reno PD locations such as the main station and the Neil Road substation; in miscellaneous beats such as W2, S6, and W8; or missing beat information.

TABLE 10-9: Calls and Work Hours by Beat, per Day

Zone	Beat	Per Day		Area (Sq. Miles)
		Calls	Work Hours	
North	22	2.8	2.8	22.75
	24	12.4	11.6	10.30
	30	1.8	1.8	8.94
	32	6.4	5.4	4.54
	34	5.8	5.1	3.46
	36	7.2	5.8	2.94
	38	14.1	11.3	1.80
	42	8.4	6.2	4.97
	44	20.8	15.9	3.70
	46	9.6	8.5	2.50
	48	11.4	10.3	0.98
	Subtotal	100.7	84.7	66.88
Central	51	26.2	19.8	0.37
	52	11.4	7.1	0.30
	53	30.3	20.8	0.34
	54	14.6	9.2	0.22
	55	17.1	13.7	0.77
	56	8.9	8.2	0.71
		Subtotal	108.5	78.8
South	62	2.3	1.7	1.20
	64	3.8	2.9	1.08
	66	7.0	5.1	0.56
	72	8.6	6.7	1.08
	74	17.2	14.1	1.72
	76	16.1	11.8	2.96
	82	2.9	2.2	5.00
	84	2.1	1.5	1.55
	86	24.2	18.3	1.70
	88	5.8	4.0	3.05
	92	8.5	7.0	5.98
	94	7.1	5.7	2.17
	96	3.8	2.9	1.75
98	13.5	9.7	11.25	
	Subtotal	122.9	93.6	41.05
Other	Police stations	1.0	1.0	NA
	Miscellaneous	0.4	0.2	NA
	Unknown	1.5	0.4	NA
	Total	335.1	258.7	108.74

Observations:

- South zone had the most calls and workload, and it accounted for 37 percent of total calls and 36 percent of total workload.
- Excluding the other category, an even distribution would allot 110.7 calls and 85.7 work hours per zone.

FIGURE 10-10: Percentage Calls and Work Hours, by Category, Winter 2019

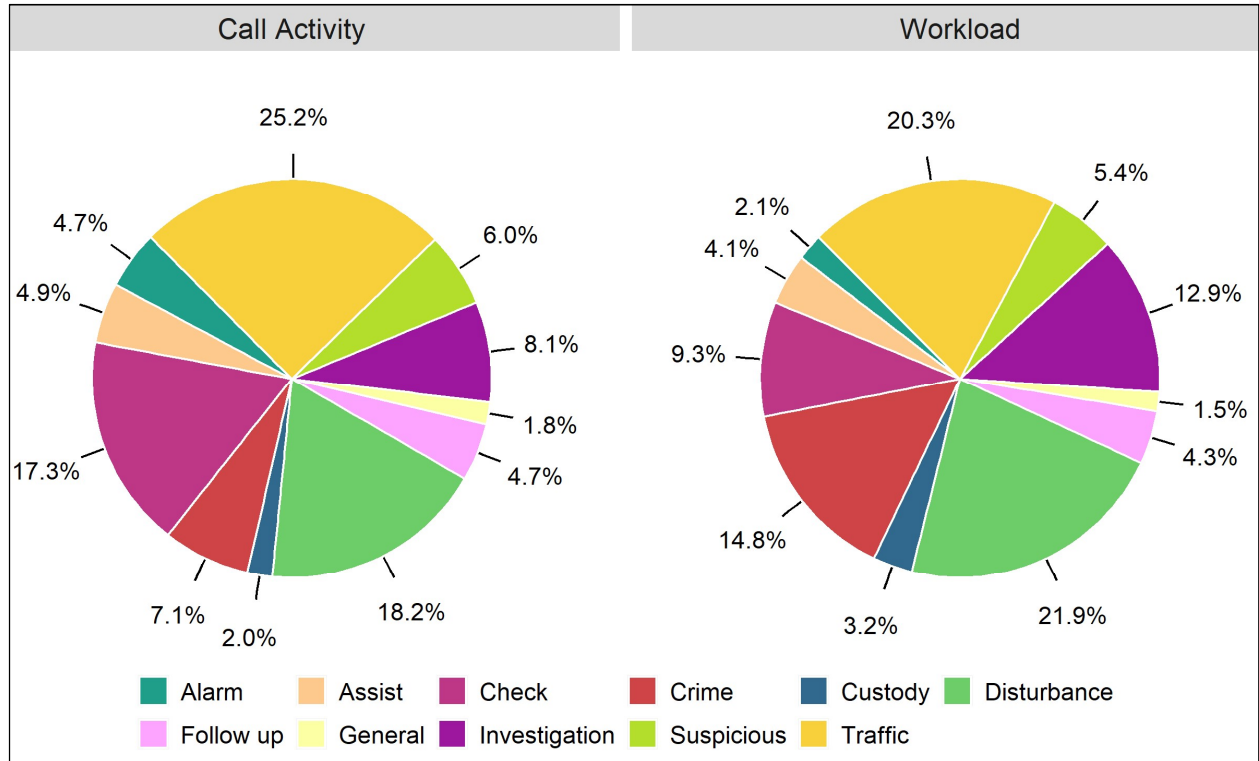


TABLE 10-10: Calls and Work Hours per Day, by Category, Winter 2019

Category	Per Day	
	Calls	Work Hours
Accident	12.3	24.1
Alarm	15.4	5.5
Animal	0.1	0.0
Assist citizen	6.0	1.8
Assist other agency	10.0	8.8
Check	56.8	23.9
Civil matter	3.4	3.0
Crime-person	9.2	22.0
Crime-property	14.0	16.2
Custody/warrant	6.6	8.2
Disturbance	59.7	56.5
Follow-up	15.3	11.2
Investigation	26.7	33.1
Miscellaneous	2.4	1.0
Suspicious incident	19.8	13.9
Traffic enforcement	10.8	6.3
Traffic stop	59.8	21.9
Total	328.4	257.5

Note: Workload calculations focused on calls rather than events.

Observations, Winter:

- Total calls averaged 328 per day or 13.7 per hour.
- Total workload averaged 258 hours per day, meaning that on average 10.7 officers per hour were busy responding to calls.
- Traffic calls constituted 25 percent of calls and 20 percent of workload.
- Disturbance calls constituted 18 percent of calls and 22 percent of workload.
- Check calls constituted 17 percent of calls and 9 percent of workload.
- These top three categories constituted 61 percent of calls and 52 percent of workload.
- Crime calls constituted 7 percent of calls and 15 percent of workload.

FIGURE 10-11: Percentage Calls and Work Hours, by Category, Summer 2019

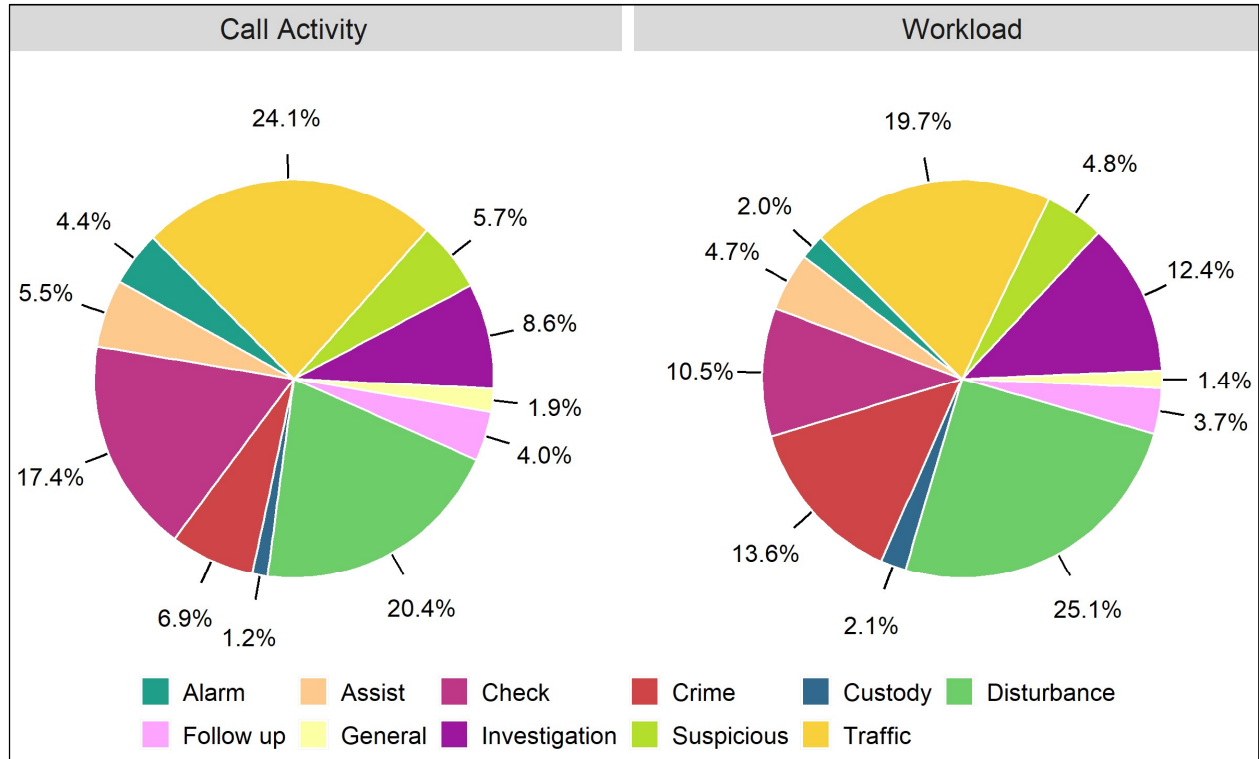


TABLE 10-11: Calls and Work Hours per Day, by Category, Summer 2019

Category	Per Day	
	Calls	Work Hours
Accident	11.8	29.5
Alarm	16.0	5.7
Animal	0.2	0.1
Assist citizen	7.9	2.6
Assist other agency	12.0	10.9
Check	63.3	29.8
Civil matter	4.0	2.9
Crime-person	12.1	23.5
Crime-property	12.8	15.3
Custody/warrant	4.5	5.9
Disturbance	74.3	71.5
Follow-up	14.6	10.6
Investigation	31.1	35.2
Miscellaneous	2.7	1.1
Suspicious incident	20.5	13.6
Traffic enforcement	10.1	5.4
Traffic stop	65.7	21.0
Total	363.4	284.6

Note: Workload calculations focused on calls rather than events.

Observations, Summer:

- The average number of calls per day and daily workload were higher in summer than in winter.
- The average daily workload was higher in summer than in winter.
- Total calls averaged 363 per day or 15.1 per hour.
- Total workload averaged 285 hours per day, meaning that on average 11.9 officers per hour were busy responding to calls.
- Traffic calls constituted 24 percent of calls and 19 percent of workload.
- Disturbance calls constituted 20 percent of calls and 25 percent of workload.
- Check calls constituted 17 percent of calls and 10 percent of workload.
- These top three categories constituted 62 percent of calls and 55 percent of workload.
- Crime calls constituted 7 percent of calls and 14 percent of workload.

OUT-OF-SERVICE ACTIVITIES

In the period from January 1, 2019, through December 31, 2019, the dispatch center recorded activities that were not assigned a call number. We focused on those activities that involved a patrol unit. We also limited our analysis to non-call activities that occurred during shifts where the same patrol unit was also responding to calls for service. Each record only indicates one unit per activity. There were a few problems with the data provided and we made assumptions and decisions to address these issues:

- We excluded activities that lasted less than 30 seconds. These are irrelevant and contribute little to the overall workload.
- Another portion of the recorded activities lasted more than eight hours. As an activity is unlikely to last more than eight hours, we assumed that these records were inaccurate.
- After these exclusions, 80,354 activities remained. These activities had an average duration of 56.3 minutes.

In this section, we report out-of-service activities and workload by type of activity. In the next section, we include these activities in the overall workload when comparing the total workload against available personnel in winter and summer.

TABLE 10-12: Activities and Occupied Times by Description

Description	Occupied Time	Count
10-6 / Busy	57.4	71,150
Court	88.0	89
Gas	14.7	28
Administrative - Weighted Average/Total Activities	57.4	71,267
Personal - Meal - Average/Total Activities	47.1	9,087
Weighted Average/Total Activities	56.3	80,354

Observations:

- The most common out-of-service description was "10-6" or busy.
- The recorded personal activities were for meal breaks.
- The description with the longest average time was for court-related activities.
- The average time spent was 57.4 minutes for administrative activities was 47.1 minutes for personal activities.

FIGURE 10-12: Activities per Day, by Month

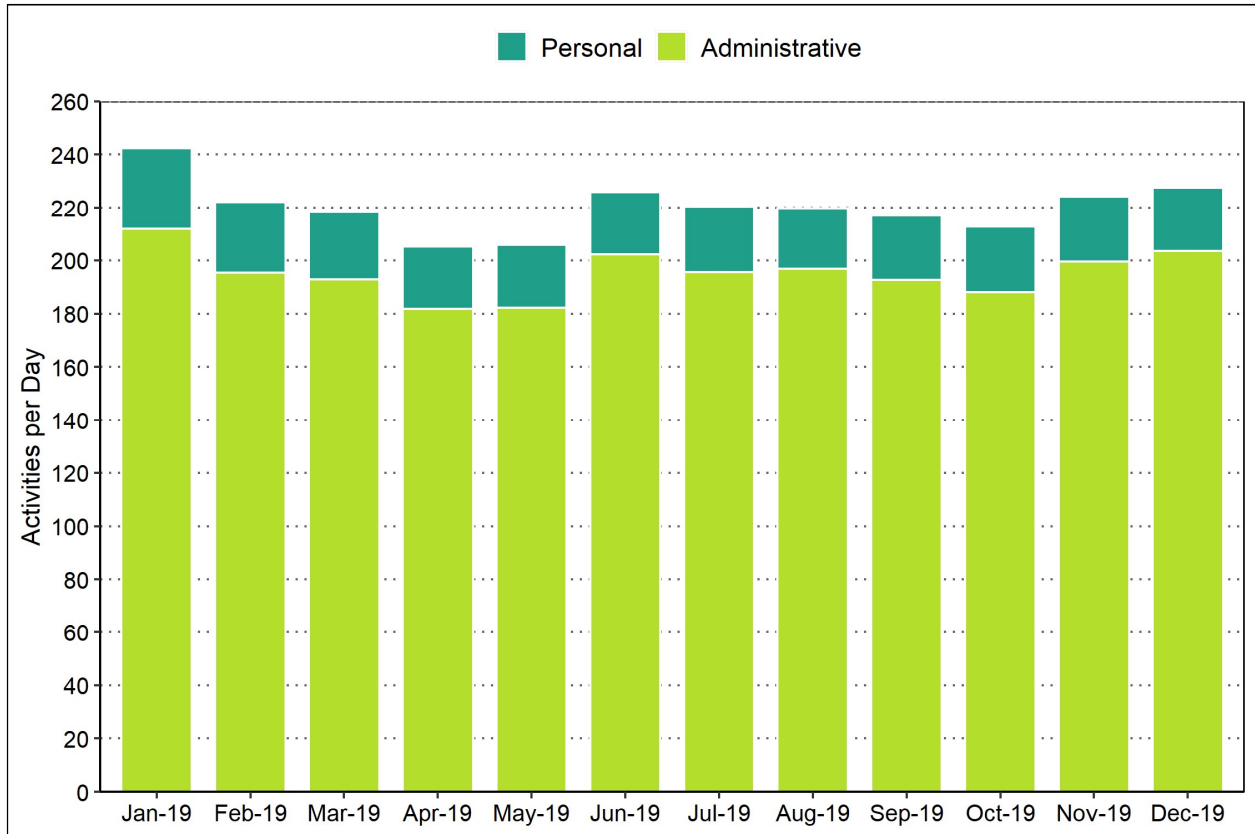


TABLE 10-13: Activities per Day, by Month

Activities	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Administrative	211.9	195.5	193.0	181.9	182.2	202.3	195.6	196.9	192.7	188.0	199.5	203.5
Personal	30.5	26.6	25.7	23.4	23.5	23.6	24.9	23.0	24.1	24.7	24.7	24.0
Total	242.4	222.1	218.6	205.3	205.7	225.9	220.5	219.9	216.8	212.7	224.2	227.5

Observations:

- The number of activities per day was lowest in April.
- The number of activities per day was highest in January.

FIGURE 10-13: Activities per Day, by Day of Week

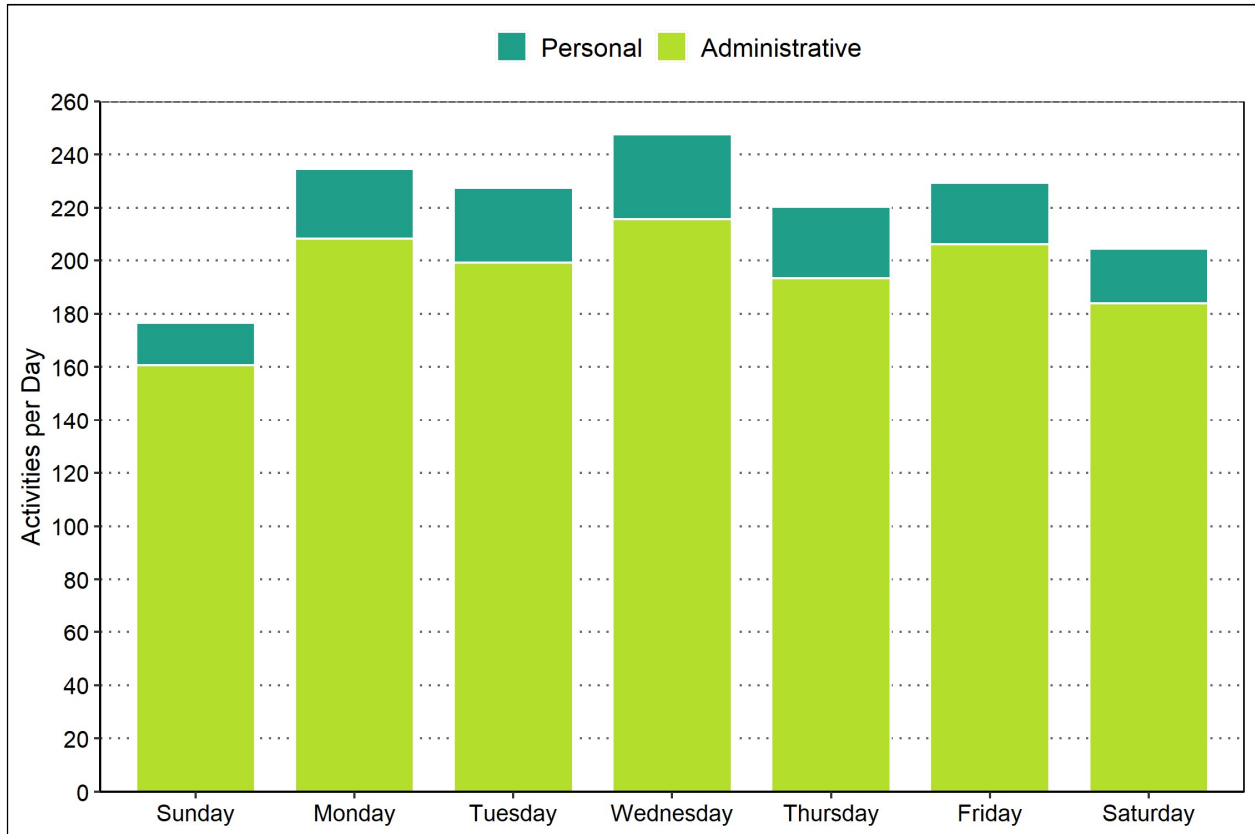


TABLE 10-14: Activities per Day, by Day of Week

Day of Week	Administrative	Personal	Activities per Day
Sunday	160.8	15.9	176.7
Monday	208.1	26.6	234.7
Tuesday	199.2	28.4	227.6
Wednesday	215.4	32.3	247.7
Thursday	193.2	27.1	220.4
Friday	206.1	23.3	229.4
Saturday	183.9	20.5	204.5
Weekly Average	195.3	24.9	220.1

Observations:

- The number of non-call activities per day was lowest on Sundays.
- The number of non-call activities per day was highest on Wednesdays.

FIGURE 10-14: Activities per Day, by Hour of Day

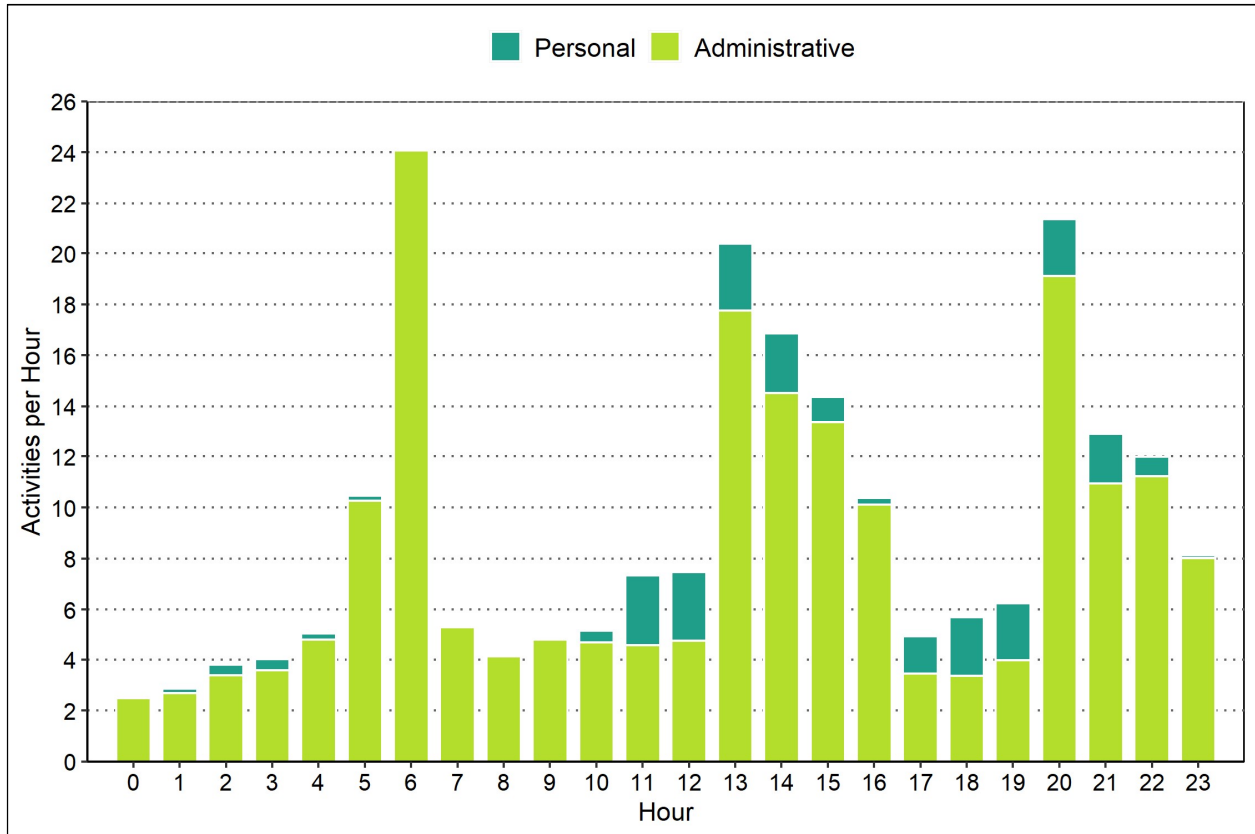


TABLE 10-15: Activities per Hour, by Hour of Day

Hour	Personal	Administrative	Total
0	0.06	2.49	2.55
1	0.17	2.69	2.86
2	0.40	3.39	3.79
3	0.44	3.58	4.02
4	0.25	4.78	5.03
5	0.19	10.27	10.46
6	0.00	24.08	24.08
7	0.00	5.30	5.30
8	0.01	4.13	4.14
9	0.06	4.77	4.83
10	0.45	4.67	5.12
11	2.76	4.56	7.33
12	2.74	4.73	7.47
13	2.62	17.76	20.38
14	2.34	14.52	16.86
15	1.04	13.35	14.38
16	0.27	10.11	10.38
17	1.46	3.44	4.90
18	2.33	3.37	5.70
19	2.25	3.98	6.24
20	2.24	19.12	21.35
21	1.94	10.94	12.88
22	0.76	11.23	11.99
23	0.11	8.01	8.12
Hourly Average	1.04	8.14	9.17

Observations:

- The number of activities per hour was highest between 6:00 a.m. and 7:00 a.m.
- The number of activities per hour was lowest between midnight and 1:00 a.m.

DEPLOYMENT

For this study, we examined deployment information for eight weeks in winter (January 4 through February 28, 2019) and eight weeks in summer (July 7 through August 31, 2019). The department's main patrol force consists of patrol officers and sergeants. During 2019, they operated on 10-hour shifts starting at 6:00 a.m., 7:00 a.m., 2:00 p.m., and 9:00 p.m. The police department's main patrol force deployed an average of 29.0 units per hour during the 24-hour day in winter 2019 and an average of 28.0 units per hour in summer 2019. When additional units (community service officers, DUI units, K9 units, motorcycle units, and traffic units) were included, the department averaged 34.8 units per hour during the 24-hour day in winter 2019 and 34.5 units in summer 2019.

In this section, we describe the deployment and workload in distinct steps, distinguishing between summer and winter and between weekdays (Monday through Friday) and weekends (Saturday and Sunday):

- First, we focus on patrol deployment alone.
- Next, we compare "all" workload, which includes community-initiated calls, police-initiated calls, directed patrol, and out-of-service activities.
- Finally, we compare the workload against deployment by percentage.

Comments follow each set of four figures, with separate discussions for winter and summer.

FIGURE 10-15: Deployed Units, Weekdays, Winter 2019

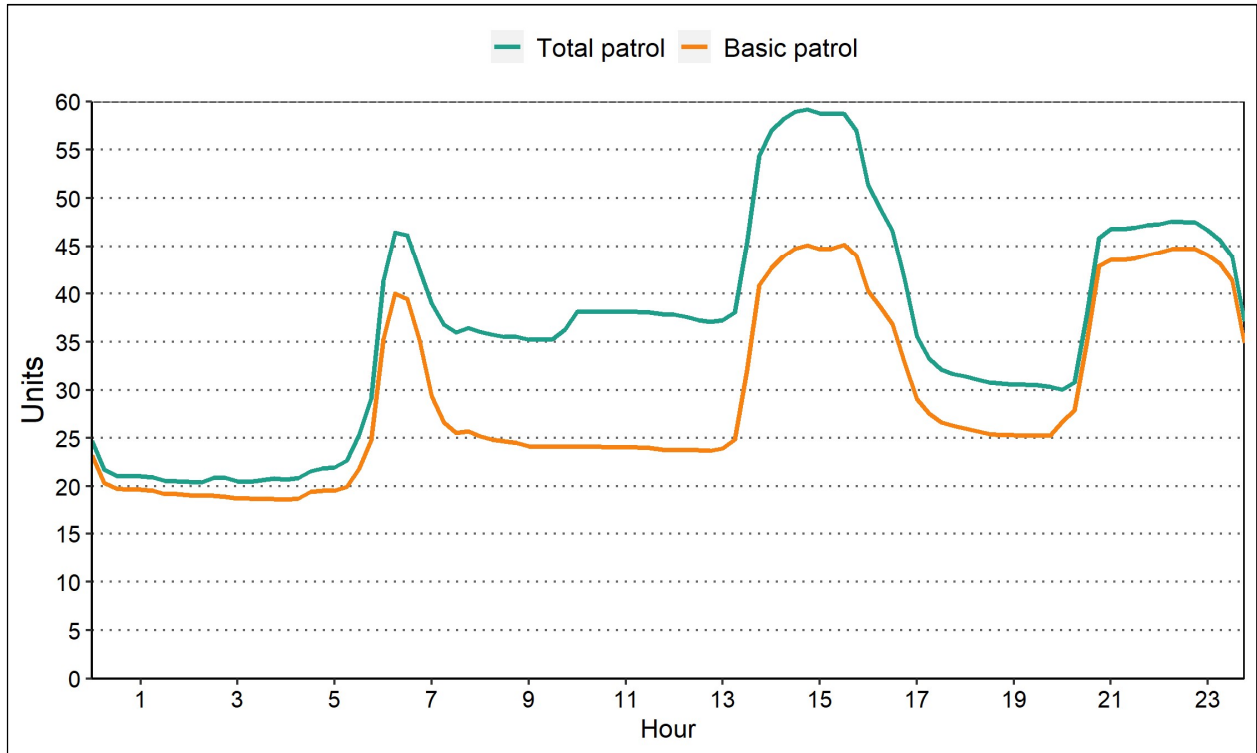


FIGURE 10-16: Deployed Units, Weekends, Winter 2019

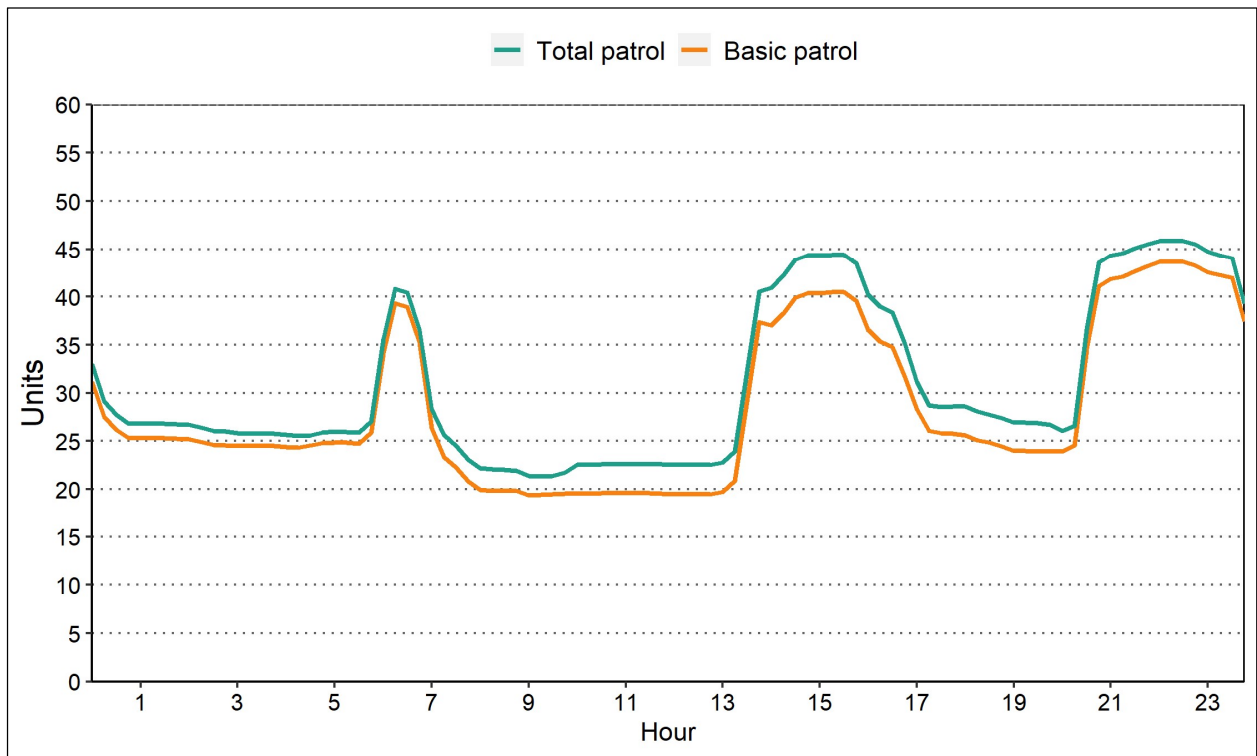


FIGURE 10-17: Deployed Units, Weekdays, Summer 2019

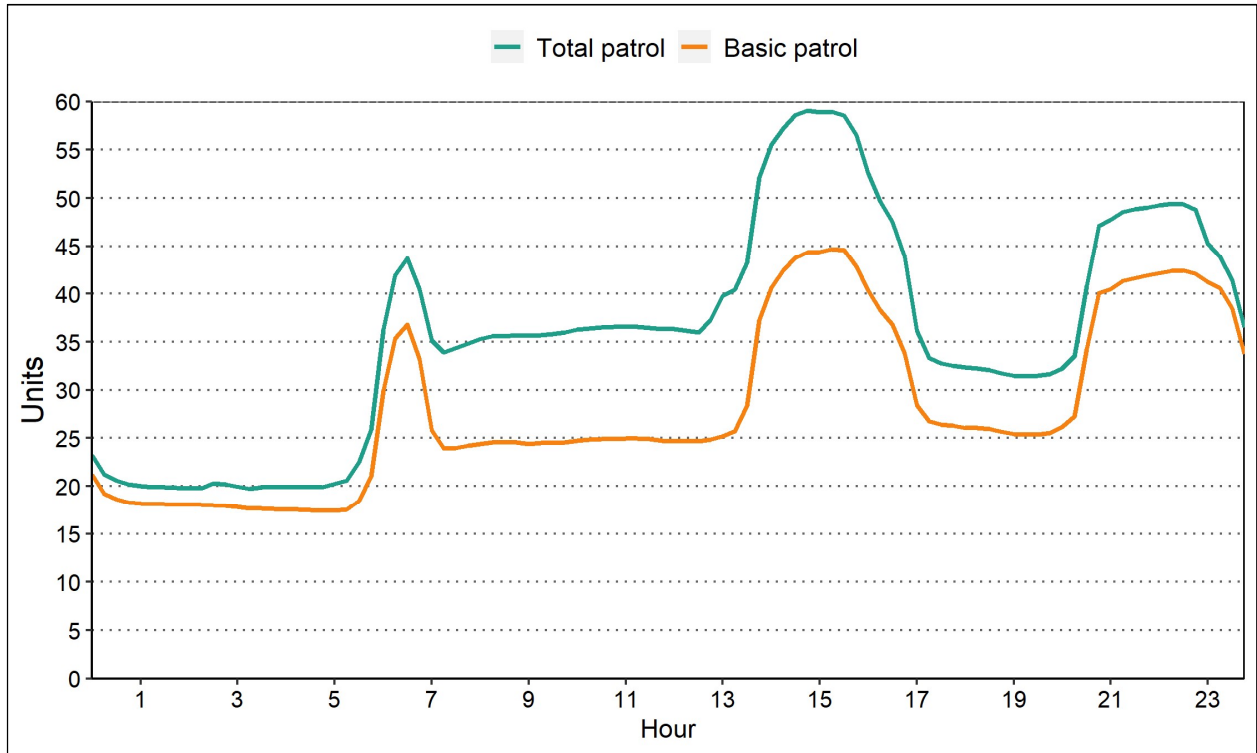
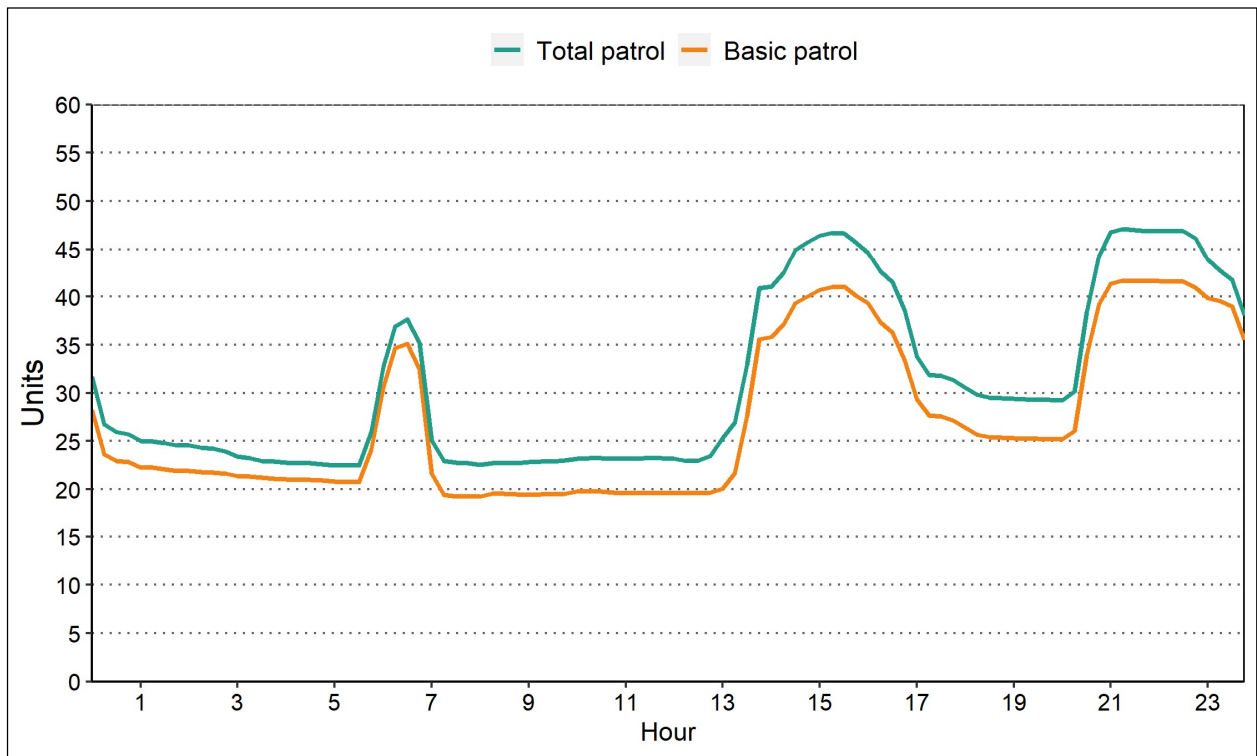


FIGURE 18: Deployed Units, Weekends, Summer 2019



Observations:

- For Winter (January 4 through February 28, 2019):
 - The average deployment was 36.3 units per hour during the week and 30.9 units per hour on the weekend.
 - Average deployment varied from 20.4 to 59.2 units per hour on weekdays and 21.3 to 45.9 units per hour on weekends.
- For Summer (July 7 through August 31, 2019):
 - The average deployment was 35.9 units per hour during the week and 31.1 units per hour on the weekend.
 - Average deployment varied from 19.7 to 59.0 units per hour on weekdays and 22.5 to 47.1 units per hour on weekends.

FIGURE 10-19: Deployment and All Workload, Weekdays, Winter 2019

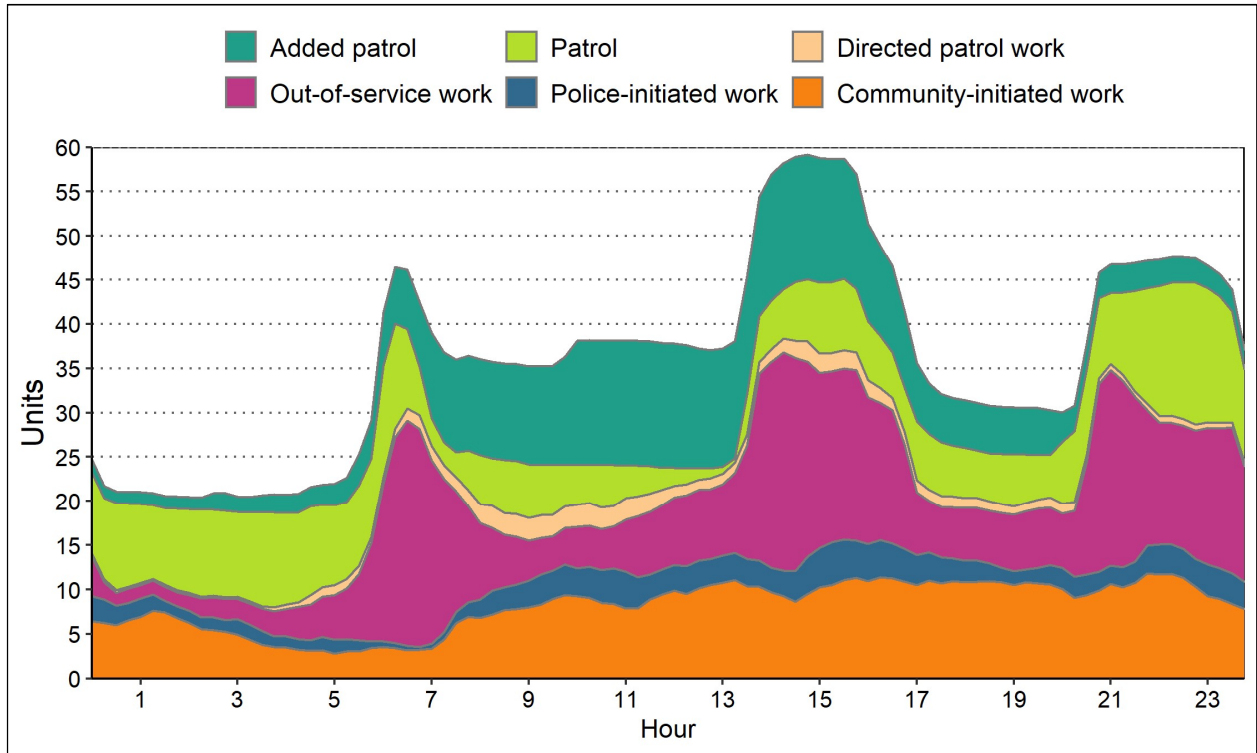


FIGURE 10-20: Deployment and All Workload, Weekends, Winter 2019

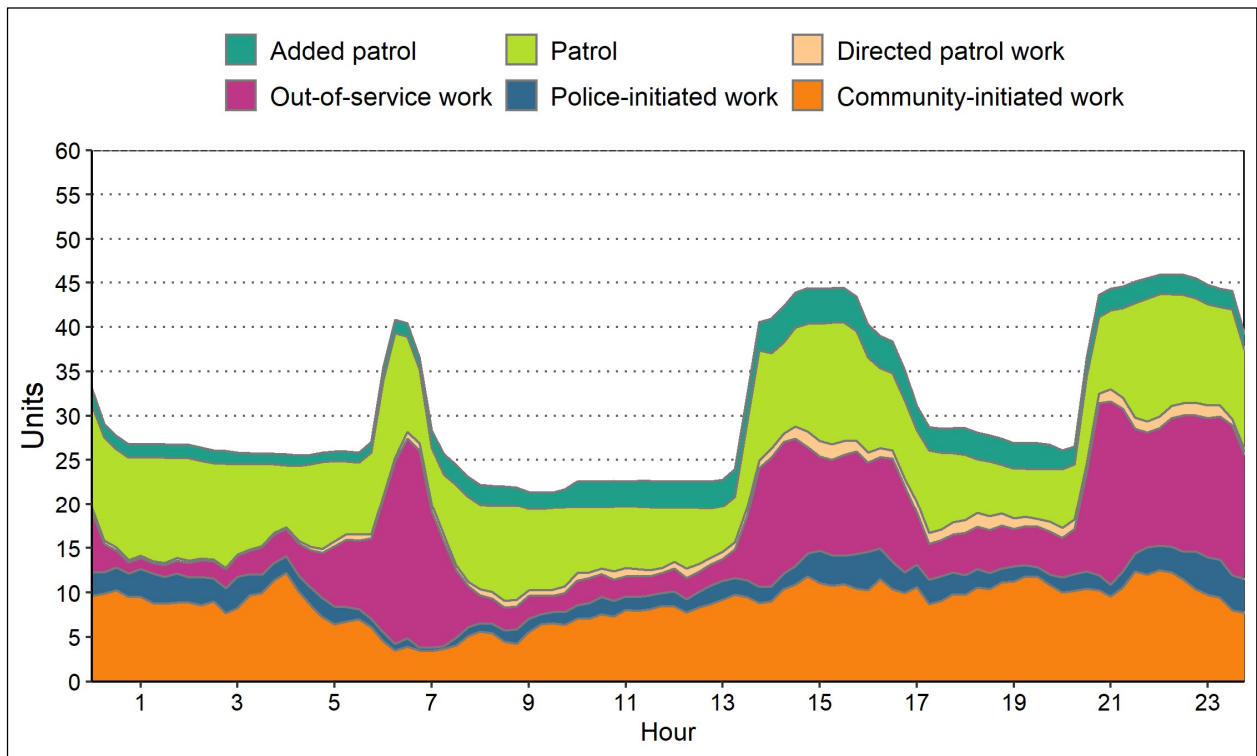


FIGURE 10-21: Deployment and All Workload, Weekdays, Summer 2019

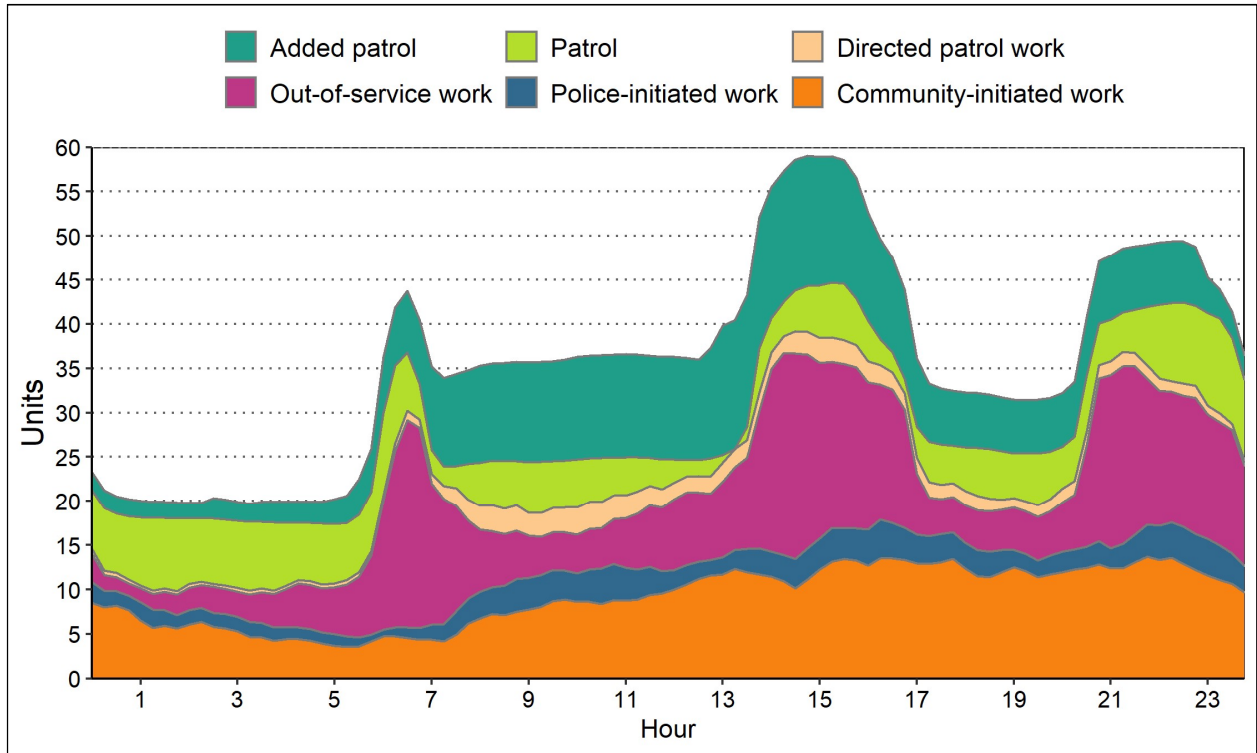
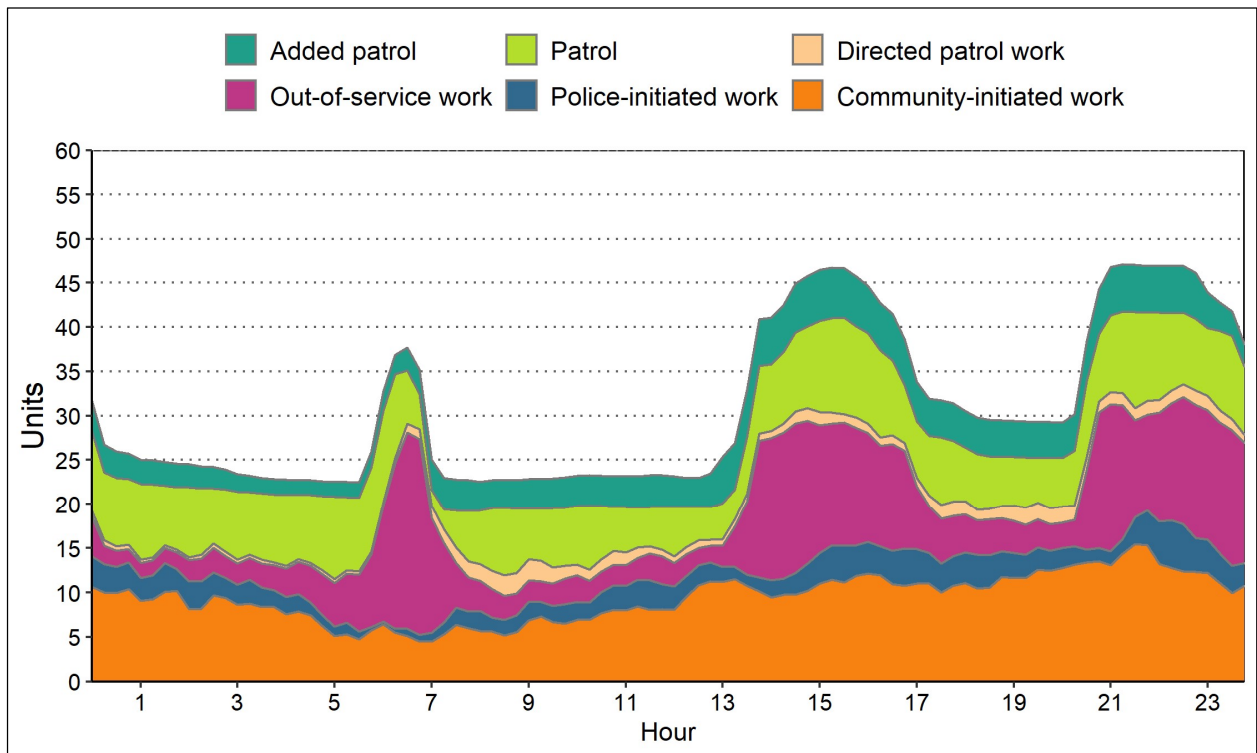


FIGURE 10-22: Deployment and All Workload, Weekends, Summer 2019



Note: Figures 10-19 to 10-22 show deployment along with all workloads from community-initiated calls and police-initiated calls, directed patrol, and out-of-service work.

Observations:

Winter:

- Community-initiated work:
 - Average community-initiated workload was 8.2 officers per hour during the week and 8.8 officers per hour on weekends.
 - This was approximately 22 percent of hourly deployment during the week and 28 percent of hourly deployment on weekends.
- All work:
 - Average workload was 21.8 officers per hour during the week and 19.1 officers per hour on weekends.
 - This was approximately 60 percent of hourly deployment during the week and 62 percent of hourly deployment on weekends.

Summer:

- Community-initiated work:
 - Average community-initiated workload was 9.2 officers per hour during the week and 9.5 officers per hour on weekends.
 - This was approximately 26 percent of hourly deployment during the week and 30 percent of hourly deployment on weekends.
- All work:
 - Average workload was 22.6 officers per hour during the week and 20.2 officers per hour on weekends.
 - This was approximately 63 percent of hourly deployment during the week and 65 percent of hourly deployment on weekends.

FIGURE 10-23: Percentage of Workload, Weekdays, Winter 2019

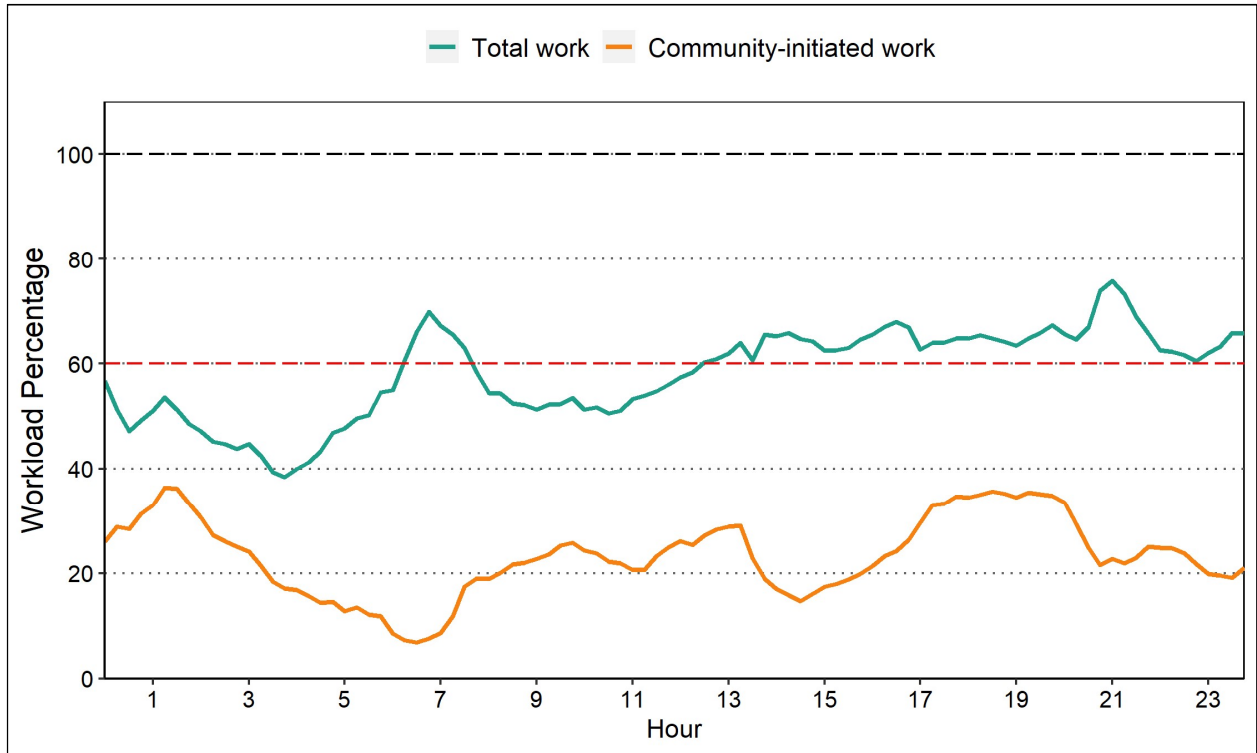


FIGURE 10-24: Percentage of Workload, Weekends, Winter 2019

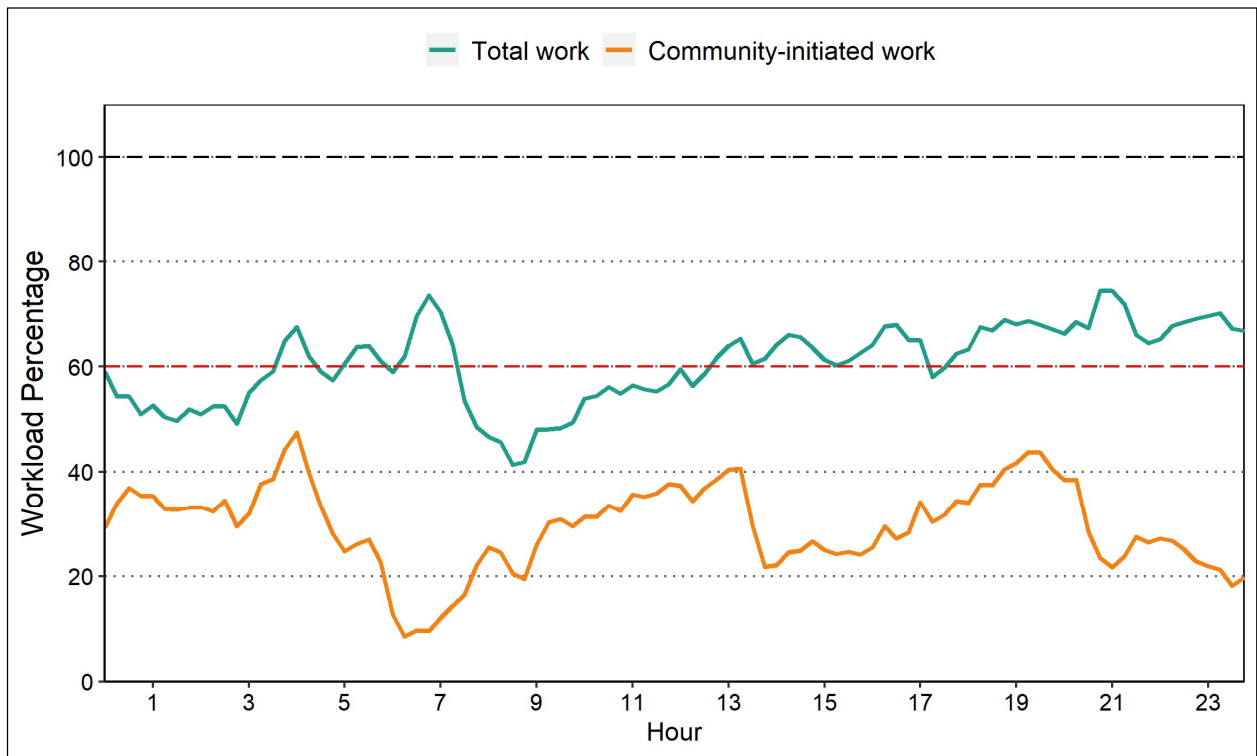


FIGURE 10-25: Percentage of Workload, Weekdays, Summer 2019

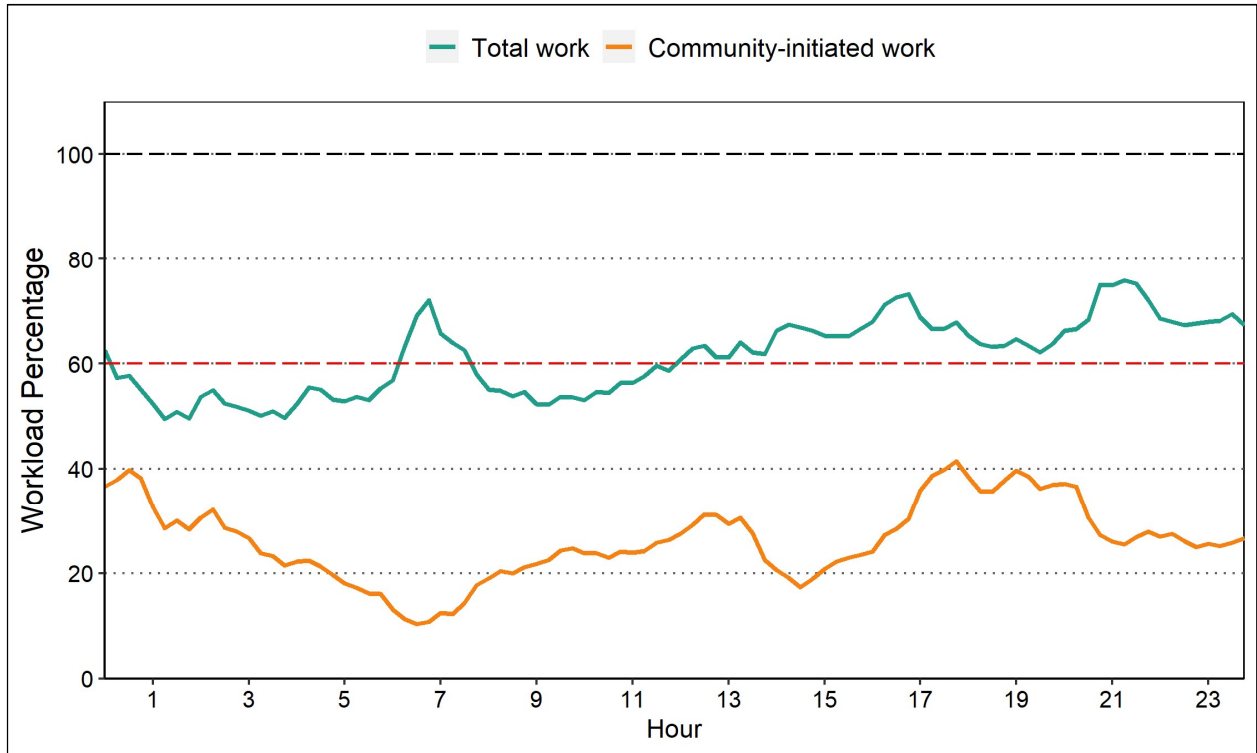
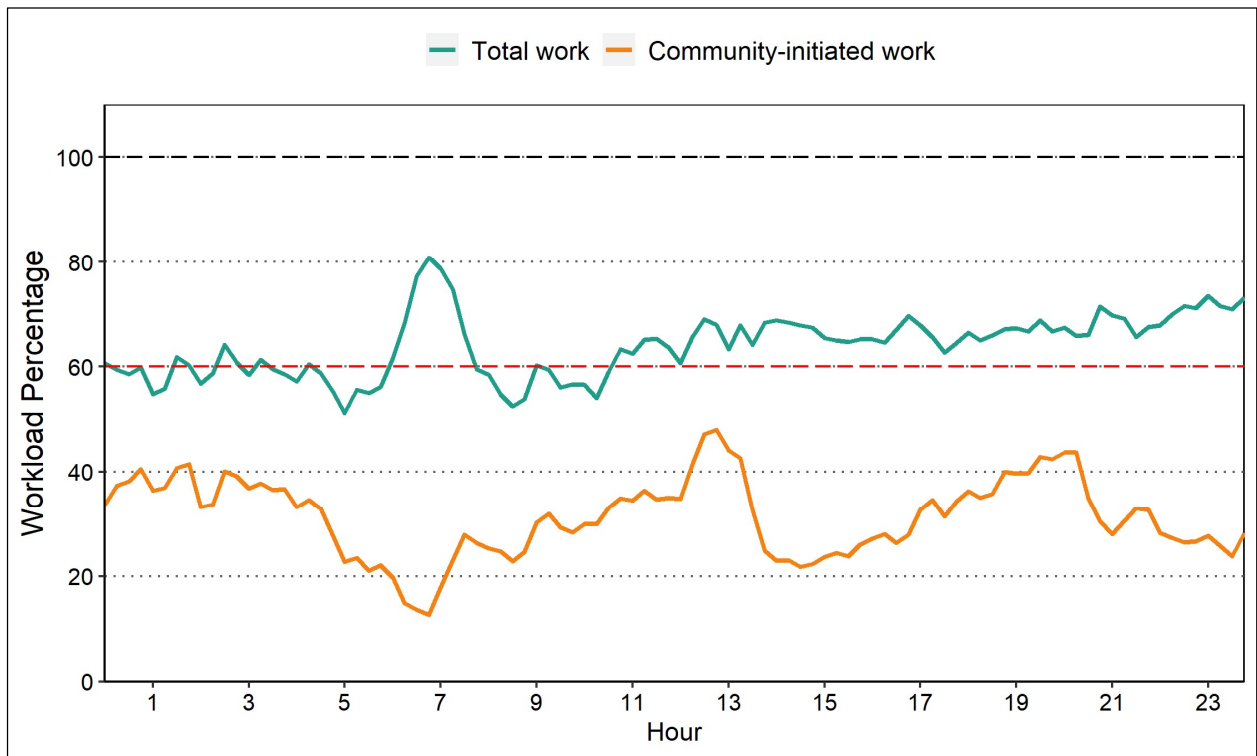


FIGURE 10-26: Percentage of Workload, Weekends, Summer 2019



Observations:

Winter:

- Community-initiated work:
 - During the week, workload reached a maximum of 36 percent of deployment between 1:15 a.m. and 1:45 a.m. and between 6:30 p.m. and 6:45 p.m.
 - On weekends, workload reached a maximum of 47 percent of deployment between 4:00 a.m. and 4:15 a.m.
- All work:
 - During the week, workload reached a maximum of 76 percent of deployment between 9:00 p.m. and 9:15 p.m.
 - On weekends, workload reached a maximum of 74 percent of deployment between 6:45 a.m. and 7:00 a.m. and between 8:45 p.m. and 9:15 p.m.

Summer:

- Community-initiated work:
 - During the week, workload reached a maximum of 41 percent of deployment between 5:45 p.m. and 6:00 p.m.
 - On weekends, workload reached a maximum of 48 percent of deployment between 12:45 p.m. and 1:00 p.m.
- All work:
 - During the week, workload reached a maximum of 76 percent of deployment between 9:15 p.m. and 9:30 p.m.
 - On weekends, workload reached a maximum of 81 percent of deployment between 6:45 a.m. and 7:00 a.m.

RESPONSE TIMES

We analyzed the response times to various types of calls, separating the duration into dispatch delay and travel time, to determine whether response times varied by call type. Response time is measured as the difference between when a call is received and when the first unit arrives on scene. This is further divided into dispatch delay and travel time. Dispatch delay is the time between when a call is received and when the first unit is dispatched. Travel time is the remaining time until the first unit arrives on scene.

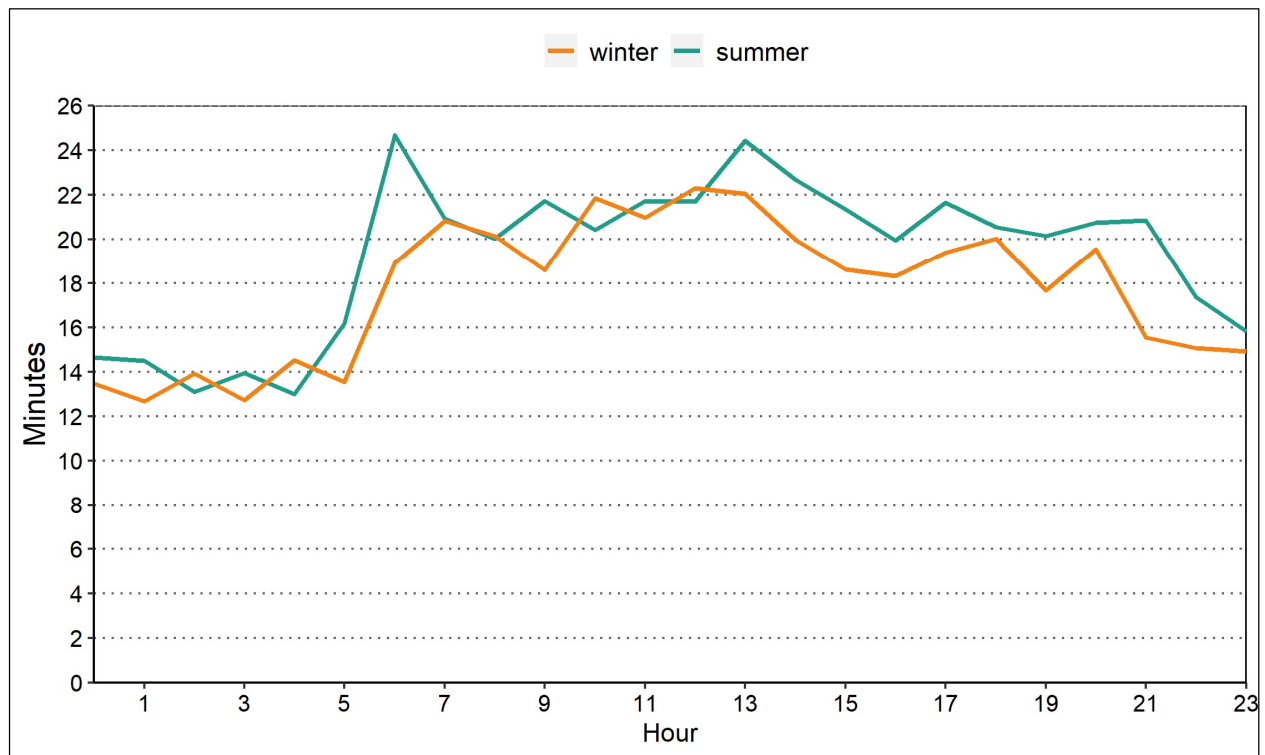
We begin the discussion with statistics that include all calls combined. We started with 18,391 calls for winter and 20,349 calls for summer. We limited our analysis to community-initiated calls, which amounted to 11,100 calls for winter and 12,392 calls for summer. Also, we removed a few calls lacking a recorded arriving unit. We were left with 10,454 calls in winter and 11,737 calls in summer for our analysis. For the entire year, we began with 122,308 calls, limited our analysis to 74,510 community-initiated calls. With similar exclusions, we were left with 70,343 calls.

Our initial analysis does not distinguish calls based on priority; instead, it examines the difference in response to all calls by time of day and compares the winter and summer periods. We then present a brief analysis of response time for high-priority calls alone.

All Calls

This section looks at all calls without considering their priorities. In addition to examining the differences in response times by both time of day and season (winter vs. summer), we show differences in response times by category.

FIGURE 10-27: Average Response Time and Dispatch Delays, by Hour of Day, Winter and Summer 2019



Observations:

- Average response times varied significantly by the hour of the day.
- In winter, the longest response times were between noon and 1:00 p.m., with an average of 22.3 minutes.
- In winter, the shortest response times were between 1:00 a.m. and 2:00 a.m. and between 3:00 a.m. and 4:00 a.m., with an average of 12.7 minutes.
- In summer, the longest response times were between 6:00 a.m. and 7:00 a.m., with an average of 24.7 minutes.
- In summer, the shortest response times were between 4:00 a.m. and 5:00 a.m., with an average of 13.0 minutes.

FIGURE 10-28: Average Response Time by Category, Winter 2019

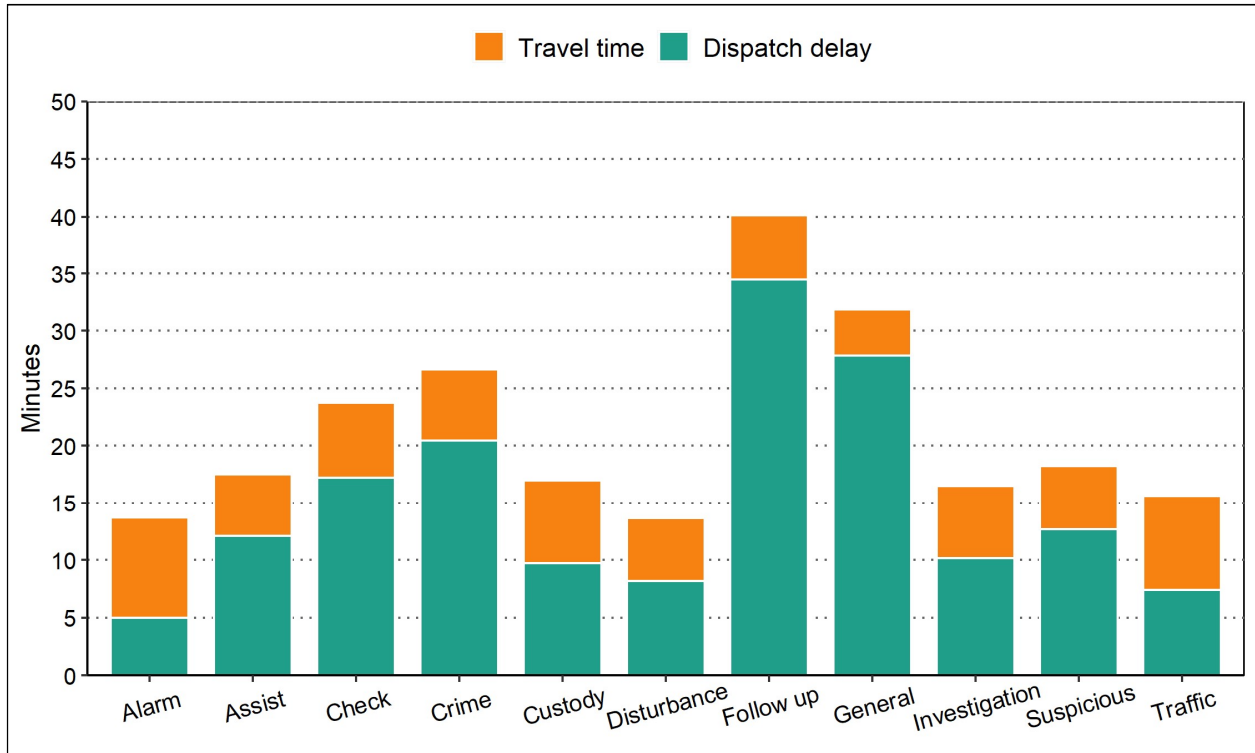


FIGURE 10-29: Average Response Time by Category, Summer 2019

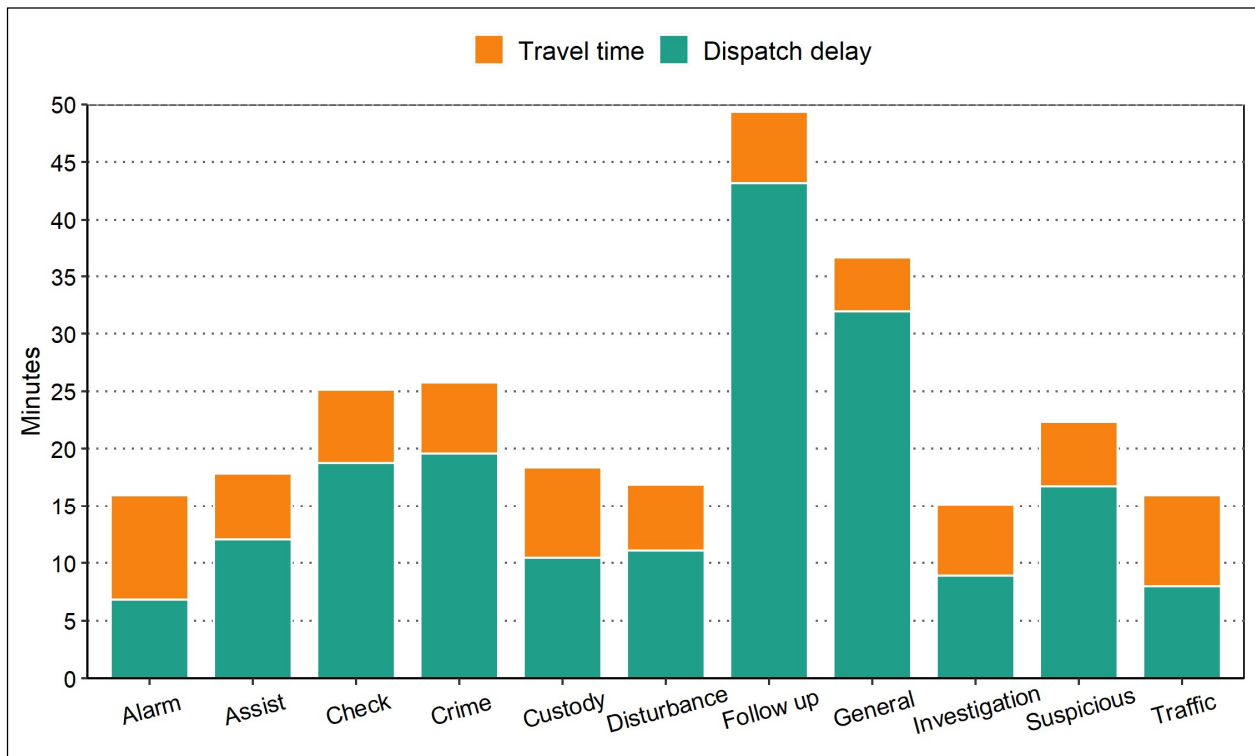


TABLE 10-16: Average Response Time Components, by Category

Category	Winter				Summer			
	Minutes			Count	Minutes			Count
	Dispatch	Travel	Response		Dispatch	Travel	Response	
Accident	6.0	8.7	14.8	563	4.8	8.3	13.2	568
Alarm	5.0	8.7	13.7	725	6.8	9.2	16.0	732
Assist citizen	33.3	5.6	38.9	73	32.6	6.1	38.7	75
Assist other agency	8.4	5.4	13.8	423	9.0	5.8	14.8	511
Check	17.2	6.5	23.7	886	18.8	6.4	25.2	1,045
Civil matter	23.8	5.6	29.4	184	27.9	6.2	34.1	207
Crime-person	15.7	6.2	22.0	492	14.6	6.0	20.6	652
Crime-property	23.6	6.1	29.7	735	24.5	6.4	30.9	666
Custody/warrant	9.7	7.3	17.0	312	10.5	7.9	18.4	206
Disturbance	8.2	5.5	13.6	3,124	11.1	5.8	16.9	3,896
Follow-up	34.5	5.7	40.1	179	43.2	6.2	49.4	162
Investigation	10.2	6.3	16.5	1,317	8.9	6.3	15.2	1,534
Miscellaneous	35.5	1.1	36.5	98	39.6	1.8	41.4	110
Suspicious incident	12.7	5.6	18.2	973	16.8	5.6	22.3	1,029
Traffic enforcement	9.5	7.4	16.9	370	13.2	7.4	20.5	344
Total Average	12.0	6.2	18.2	10,454	13.5	6.3	19.8	11,737

Note: The total average is weighted according to the number of calls per category.

Observations:

- In winter, the average response time for most categories was between 14 minutes and 32 minutes.
- In winter, the average response time was as short as 14 minutes (for disturbances) and as long as 40 minutes (for follow-ups).
- In summer, the average response time for most categories was between 15 minutes and 37 minutes.
- In summer, the average response time was as short as 15 minutes (for investigations) and as long as 49 minutes (for follow-ups).
- The average response time for crimes (person and property) was 27 minutes in winter and 26 minutes in summer.

TABLE 10-17: 90th Percentiles for Response Time Components, by Category

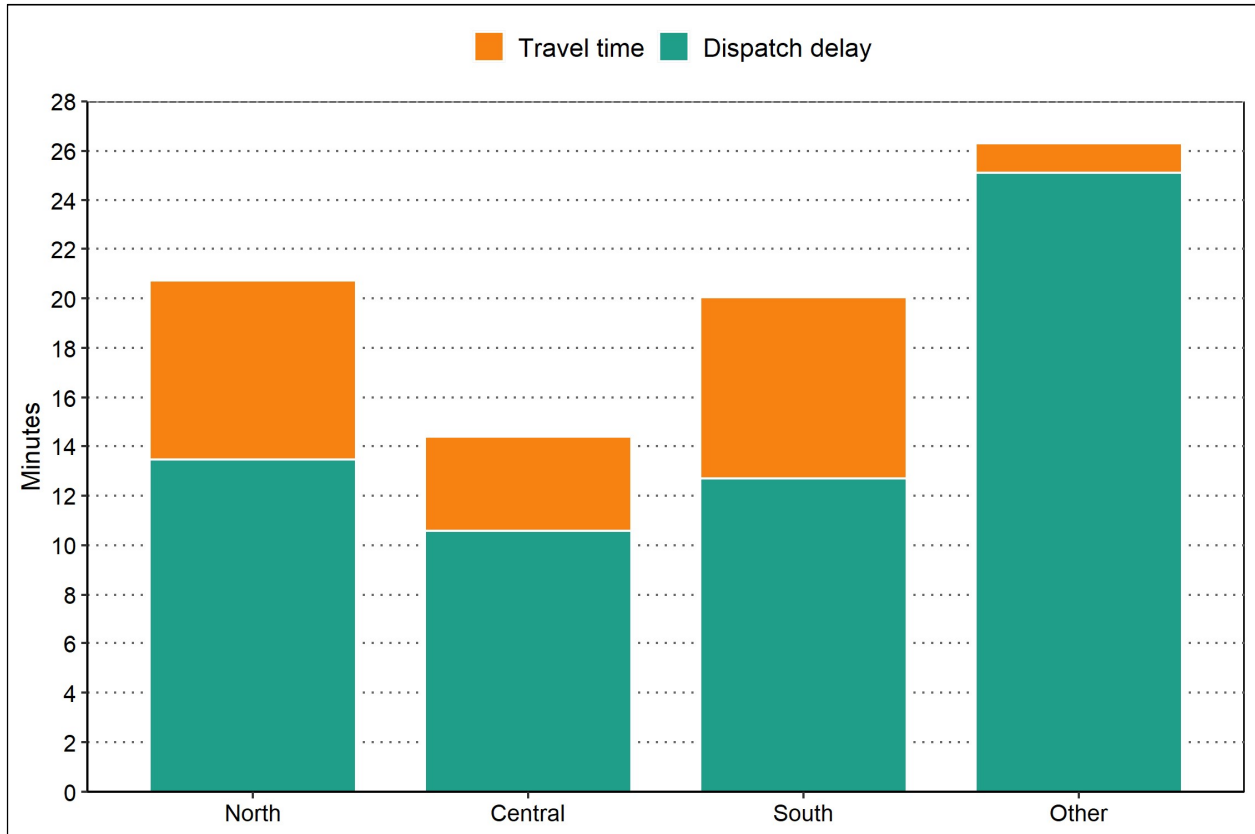
Category	Winter, Minutes			Summer, Minutes		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Accident	13.4	17.6	29.8	8.8	16.8	22.5
Alarm	12.0	16.8	25.8	15.8	17.3	29.7
Assist citizen	82.8	13.2	86.1	73.1	16.5	83.0
Assist other agency	18.9	10.6	25.5	18.4	12.0	26.3
Check	46.4	14.7	58.1	57.9	13.6	68.0
Civil matter	55.2	13.0	61.5	73.2	14.3	83.0
Crime-person	50.5	13.6	59.5	46.9	12.2	58.0
Crime-property	74.3	13.4	82.7	87.5	14.7	96.7
Custody/warrant	22.7	14.5	32.8	25.3	17.8	35.8
Disturbance	19.7	11.2	26.0	29.8	11.8	36.9
Follow-up	99.6	13.0	118.4	117.0	14.9	125.8
Investigation	27.5	13.2	34.9	21.1	12.4	29.2
Miscellaneous*	160.6	0.0*	166.5	209.2	7.5	209.2
Suspicious incident	31.8	11.8	37.7	44.4	12.1	53.2
Traffic enforcement	22.2	16.2	32.4	33.4	15.5	41.8
Total	32.6	13.3	41.1	37.8	13.2	46.6

Note: A 90th percentile value of 32.4 minutes means that 90 percent of all calls are responded to in fewer than 32.4 minutes. For this reason, the columns for dispatch delay and travel time may not be equal to the total response time. *Most miscellaneous calls are described as "POLICE PH MSG" or "POLICE INFO CALL" and have zero travel time.

Observations:

- In winter, the 90th percentile value for response time was as short as 26 minutes (for alarms) and as long as 118 minutes (for follow-ups).
- In summer, the 90th percentile value for response time was as short as 29 minutes (for investigations) and as long as 126 minutes (for follow-ups).

FIGURE 10-30: Average Response Time Components, by Zone



Note: The other category included calls in miscellaneous beats, such as W2, S6, and RSIC, and calls without beats assigned.

TABLE 10-18: Average Response Time Components, by Beat

Zone	Beat	Dispatch	Travel	Response	Calls	Area (Sq. Miles)
North	22	15.0	9.8	24.9	683	22.75
	24	13.9	9.3	23.2	3,098	10.30
	30	13.8	13.5	27.3	512	8.94
	32	13.7	8.0	21.8	1,431	4.54
	34	13.2	7.4	20.6	1,392	3.46
	36	13.5	6.9	20.4	1,541	2.94
	38	13.4	6.3	19.7	3,150	1.80
	42	15.0	8.2	23.1	1,579	4.97
	44	12.6	5.9	18.4	4,079	3.70
	46	13.0	6.7	19.7	2,279	2.50
	48	13.4	5.9	19.3	2,621	0.98
	Subtotal	13.5	7.3	20.7	22,365	66.88
Central	51	10.6	4.0	14.7	4,435	0.37
	52	10.0	4.2	14.2	1,933	0.30
	53	9.3	3.1	12.4	5,174	0.34
	54	11.1	3.5	14.6	2,384	0.22
	55	10.6	3.7	14.3	2,790	0.77
	56	13.6	5.1	18.6	2,084	0.71
		Subtotal	10.6	3.8	14.4	18,800
South	62	12.5	10.8	23.3	426	1.20
	64	13.1	8.9	22.0	769	1.08
	66	12.5	6.6	19.1	1,655	0.56
	72	13.3	6.7	20.0	2,212	1.08
	74	13.3	6.2	19.4	4,281	1.72
	76	12.3	5.8	18.1	3,404	2.96
	82	12.7	10.6	23.3	739	5.00
	84	11.5	8.6	20.1	423	1.55
	86	12.5	5.9	18.4	5,465	1.70
	88	10.9	7.7	18.6	1,485	3.05
	92	13.8	8.4	22.2	1,954	5.98
	94	12.8	7.6	20.4	1,990	2.17
	96	12.2	8.9	21.1	991	1.75
98	12.9	10.9	23.8	2,942	11.25	
	Subtotal	12.7	7.3	20.0	28,736	41.05
Other	Miscellaneous	19.5	8.5	28.1	41	NA
	Unknown	25.7	0.5	26.1	401	NA
Total		12.5	6.3	18.8	70,343	108.74

- Excluding the other category, the Central zone had the shortest average dispatch delay and travel time.
- The North and South zones shared similar average dispatch delays and travel times.

High-Priority Calls

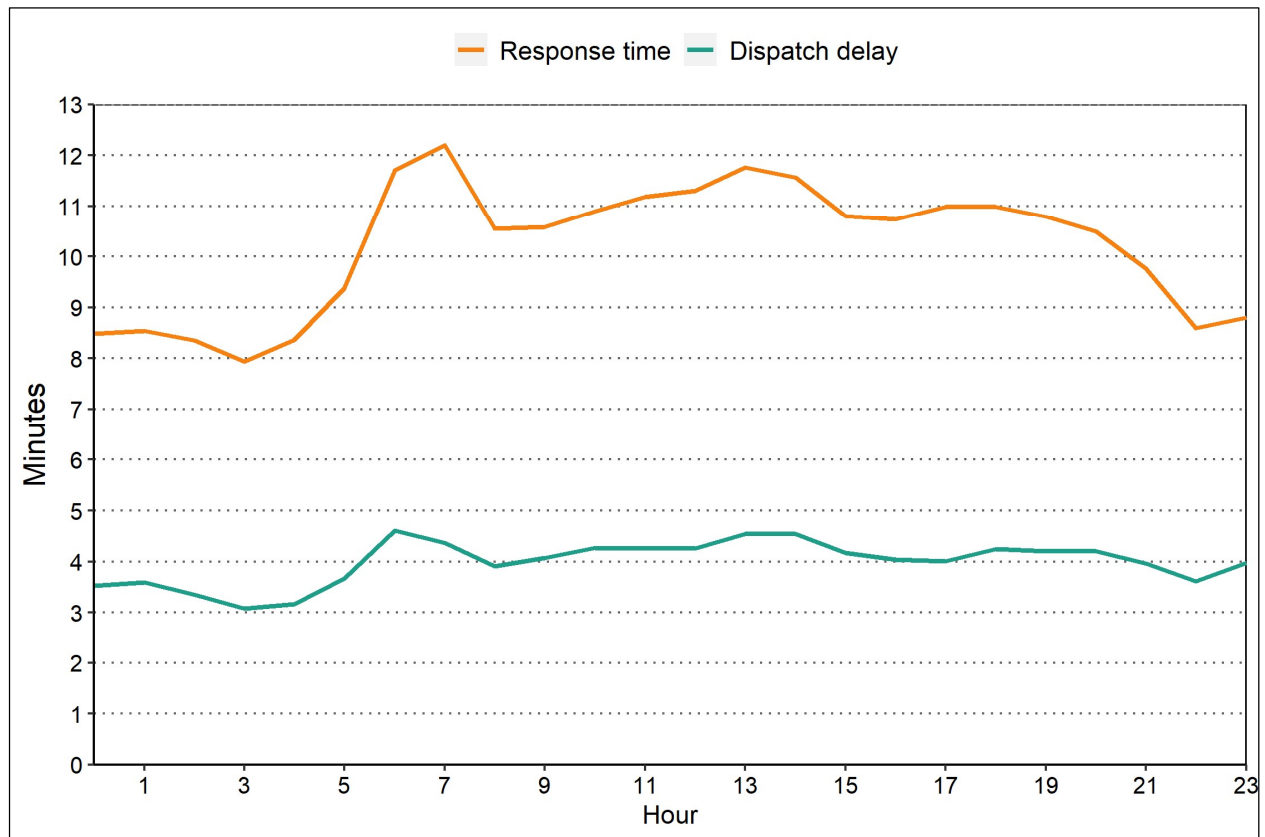
The department assigned priorities to calls with priority “E” or “1” as the highest priority. The following table shows average response times by priority.

TABLE 10-19: Average and 90th Percentile Response Times, by Priority

Priority	Minutes			Calls	90th Percentile Response Time
	Dispatch Delay	Travel Time	Response Time		
E	2.0	4.0	6.0	111	10.2
1	4.0	6.3	10.3	33,401	18.0
2	8.5	7.1	15.7	19,512	29.1
3	34.3	5.8	40.0	15,649	95.0
4	32.6	2.7	35.3	299	92.6
5	35.3	1.0	36.3	605	166.2
9	9.7	6.2	15.8	766	33.1
Total	12.5	6.3	18.8	70,343	42.8

Note: The total average is weighted according to the number of calls within each priority level.

FIGURE 10-31: Average Response Times and Dispatch Delays for High-priority Calls, by Hour



Observations:

- High-priority calls had an average response time of 10.3 minutes, lower than the overall average of 18.8 minutes for all calls.
- Average dispatch delay was 4.0 minutes for high-priority calls, compared to 12.5 minutes overall.
- For high-priority calls, the longest response times were between 7:00 a.m. and 8:00 a.m., with an average of 12.2 minutes.
- For high-priority calls, the shortest response times were between 3:00 a.m. and 4:00 a.m., with an average of 7.9 minutes.
- Average dispatch delay for high-priority calls was consistently 4.5 minutes or less, except between 6:00 a.m. and 7:00 a.m.

APPENDIX A: CALL TYPE CLASSIFICATION

Call descriptions for the department's calls for service from January 1, 2019, to December 31, 2019, were classified into the following categories.

TABLE 10-20: Call Type, by Category

Call Type Code	Call Type Description	Table Category	Figure Category		
ALARMP	ALARM-POLICE	Alarm	Alarm		
C90	C90 ACTIVATION				
HAIL	CITIZEN HAIL	Assist citizen	Assist		
PS	PUBLIC SERVICE				
EMS	EMS ADVISORY	Assist other agency			
EMSF	MEDICAL				
EXP	EXPLOSION				
FIRE	FIRE FOR POLICE				
MENTAL	MENTAL				
OUTAG	OUTSIDE AGENCY				
PLANE	PLANE CRASH				
1DOWN	1 DOWN-POLICE			Check	Check
AREACK	AREA CHECK				
ATL	ATTEMPT 2 LOCATE				
BUSCK	BUSINESS CK				
PROBCK	PROBATION CHECK				
SS	SUBJ STOP				
VEHCK	VEHICLE CHECK				
WELFCK	WELFARE CHECK				
AB	ASSAULT/BATTERY	Crime-person	Crime		
ADW	ASLT DEADLY WPN				
BDW	BAT W DEADLY WPN				
BOMB	BOMB THRR/DEVICE				
EXTORT	EXTORTION				
HOMIC	HOMICIDE				
KIDNAP	KIDNAPPING				
P	PURSUIT				
ROB	ROBBERY				
SEX	SEX CRIMES				
BURGC	BURG-COMMERCIAL	Crime-property			
BURGR	BURG-RESIDENTIAL				
BURGV	BURG-VEHICLE				
DOP	DESTR OF PROP				
EMBEZZ	EMBEZZLEMENT				
FRAUD	FRAUD - ANY				
GTA	GRAND THEFT AUTO				
LARC	LARCENY				

Call Type Code	Call Type Description	Table Category	Figure Category
NARC	NARCOTICS CALL		
BAIL	BAIL ENFORCEMENT	Custody/warrant	Custody/warrant
CUSTDY	IN CUSTODY		
TRAN	TRANSPORT		
WARANT	WARRANT SERVICE		
ASSIGN	ASSIGNMENT	Directed patrol	Directed patrol
FOOT	FOOT PATROL		
SR	SERVICE REQUEST		
DISTR	DISTURBANCE	Disturbance	Disturbance
DRTBK	DIRT BIKE		
DRUNK	DRUNK		
FAMDST	FAMILY DISTR		
FIGHT	FIGHT		
JUVPRB	JUVENILE PROBLEM		
PARTY	PARTY DISTR		
TRSPAS	TRESPASS		
UNWANT	UNWANTED SUBJECT		
VACANT	VACANT RESIDENCE		
FLWUP	FOLLOW UP	Follow up	Follow-up
ANIMAL	ANIMAL CALL	Animal	General noncriminal
CIVPRB	CIVIL PROBLEM	Civil matter	
PP	PRESERVE PEACE		
1021	POLICE PH MSG	Miscellaneous	
OTHER	OTHER		
PINFO	POLICE INFO CALL		
TOW	VEHICLE TOW REQ		
911B	911 BUSN HANG UP	Investigation	Investigation
911C	911 CELL HANG UP		
911P	911 PAY HANGUP		
911R	911 RES HANG UP		
C5	CODE 5		
CHILD	CHILD MISS/VICT		
DOA	DOA CODE 50		
GTAR	RECOVERED GTA		
MISSP	MISSING PERSON		
PROP	PROP-LOST/FOUND		
RUN	RUNAWAY JUVENILE		
SEARCH	SEARCH		
SHOTS	SHOTS HEARD		
SUIC	SUICIDAL SUBJ		
TRBUNK	TROUBLE UNKNOWN		
GUN	SUBJ W/GUN	Suspicious incident	Suspicious

Call Type Code	Call Type Description	Table Category	Figure Category
PROW	PROWLER		
SUSPC	SUSPICIOUS CIRCS		
SUSPP	SUSPICIOUS SUBJ		
SUSPV	SUSPICIOUS VEH		
ACC	ACC INJ OR UNK	Accident	Traffic
ACCEX	ACC EXTRICATION		
ACCNI	ACC NON INJ		
ABVEH	ABANDONED VEH	Traffic enforcement	
DRAG	DRAG RACING		
DUI	DUI		
PKGPRB	PARKING PROBLEM		
RECKDR	RECKLESS DRIVER		
STALLV	STALLED VEHICLE		
TRFPRB	TRAFFIC PROBLEM		
T	TRAFFIC STOP	Traffic stop	

APPENDIX B: CALLS EXCLUDED FROM STUDY

According to records obtained from CAD, Reno PD was associated with 222,417 calls in 2019. Of these, 132,899 events were recorded with at least one patrol unit. In other words, 89,518 calls were excluded from our analysis.

Some of these calls (44,257) had no unit assigned and other of these calls (39,155) had a responding unit that was not part of the department's patrol force. Three calls had responding units but lacked adequate unit information. 6,103 calls with type codes "CIVIL," "HOPE," "IBEAR CALLS," and "TEST" were removed. Altogether, these exclusions totaled 89,518 calls.

TABLE 10-21: All Excluded Calls

Summary of Calls Excluded	Count	Percentage
No dispatched units	44,257	49%
Only nonpatrol units responded	39,155	44%
Inaccurate unit time stamps	3	0%
Calls removed by type	6,103	7%
All Calls Excluded from Study	89,518	100%

We examined the call records for the 44,257 calls without dispatched units more closely. We found that almost all of 44,257 calls, except for 1 call, had no recorded primary unit and no recorded dispatch, enroute, or arrival time within the call record.

TABLE 10-22: Calls Without Units, By Description

Call Type Code	Call Type	Count	Cumulative Percentage
EMS	EMS ADVISORY	25,477	58%
DISTR	DISTURBANCE	1,556	61%
1021	POLICE PH MSG	1,271	64%
ACC	ACC INJ OR UNK	1,207	67%
PINFO	POLICE INFO CALL	1,097	69%
UNWANT	UNWANTED SUBJECT	1,010	71%
ATL	ATTEMPT 2 LOCATE	750	73%
WELFCK	WELFARE CHECK	734	75%
ALARMP	ALARM-POLICE	721	76%
OUTAG	OUTSIDE AGENCY	712	78%
TRBUNK	TROUBLE UNKNOWN	712	80%
911B	911 BUSN HANG UP	677	81%
LARC	LARCENY	574	82%
FRAUD	FRAUD - ANY	446	83%
Other*		7,313	100%
Total		44,257	100%

Note: *These 7,313 calls include an additional 69 different call descriptions. Within this group, the most frequent type accounts for less than 1 percent of the total 44,257 calls.

TABLE 10-23: Calls Without Units, By Disposition

Disposition	Count	Cumulative Percentage
CAN	34,775	79%
RTF	2,880	85%
HOJ	2,578	91%
NA	2,257	96%
SNA	549	97%
DHC	295	98%
CBC	263	98%
OK	179	99%
BC	145	99%
INF	83	99%
Other*	336	100%
Total	44,257	100%

Note: *These 336 calls include calls with additional 17 different infrequent dispositions.

The 39,155 calls that had a responding nonpatrol unit included a total of 24,413 calls only responded by no-RENO PD unit and 14,742 calls responded by at least one Reno PD unit. About 70 percent of the 24,413 calls were responded to by PWC units. The following table summarizes the most frequent call descriptions.

TABLE 10-24: Calls with Only Nonpatrol Units, By Description

Call Type Code	Call Type	Count	Cumulative Percentage
T	TRAFFIC STOP	7,672	20%
ABVEH	ABANDONED VEH	4,930	32%
ATL	ATTEMPT 2 LOCATE	4,728	44%
ASSIGN	ASSIGNMENT	3,964	54%
FLWUP	FOLLOW UP	3,249	63%
911C	911 CELL HANG UP	2,047	68%
PROBCK	PROBATION CHECK	1,724	72%
AREACK	AREA CHECK	1,423	76%
BUSCK	BUSINESS CK	1,344	79%
PKGPRB	PARKING PROBLEM	785	81%
SS	SUBJ STOP	615	83%
GTA	GRAND THEFT AUTO	601	84%
WARANT	WARRANT SERVICE	583	86%
VEHCK	VEHICLE CHECK	563	87%
TRAN	TRANSPORT	444	89%
OUTAG	OUTSIDE AGENCY	329	89%
LARC	LARCENY	312	90%
1021	POLICE PH MSG	285	91%
C5	CODE 5	271	92%
Other*		3,286	100%
Total		39,155	100%

Note: *These 3,286 calls include an additional 62 different call descriptions. Within this group, the most frequent type accounts for less than 1 percent of the total 39,155 calls.

The 39,155 calls that had a responding nonpatrol unit included a total of 49,864 responding units (responses). The following table summarizes the most frequent responding units grouping non-PD units by agency and Reno PD units by subtype.

TABLE 10-25: Calls with Only Nonpatrol Units, By Unit Type

Agency / Unit Type	Responses	Percent
PWC	21,304	43%
PUNU	3,054	6%
PAS	2,734	5%
PSP	1,481	3%
PRMRM	839	2%
PSPA	457	1%
PICH	415	1%
Other*	380	1%
Subtotal	30,664	61%
Reno PD V (SAV)	4,372	9%
Reno PD P (F)	4,210	8%
Reno PD PVA	2,607	5%
Reno PD SET	1,753	4%
Reno PD GANG	1,535	3%
Reno PD CST	1,431	3%
Reno PD SGT	1,112	2%
Reno PD DET	666	1%
Reno PD SE	611	1%
Reno PD LT	432	1%
Reno PD Other*	471	1%
Subtotal	19,200	39%
Total	49,864	100%

Note: *These other categories include an additional 5 different agencies and 15 Reno PD unit types. Within other categories, the most frequent type accounts for less than 1 percent of the total 49,864 responses.

APPENDIX C: WORKLOAD BY SEASON, 2020

FIGURE 10-32: Deployment and All Workload, Weekdays, Winter 2020

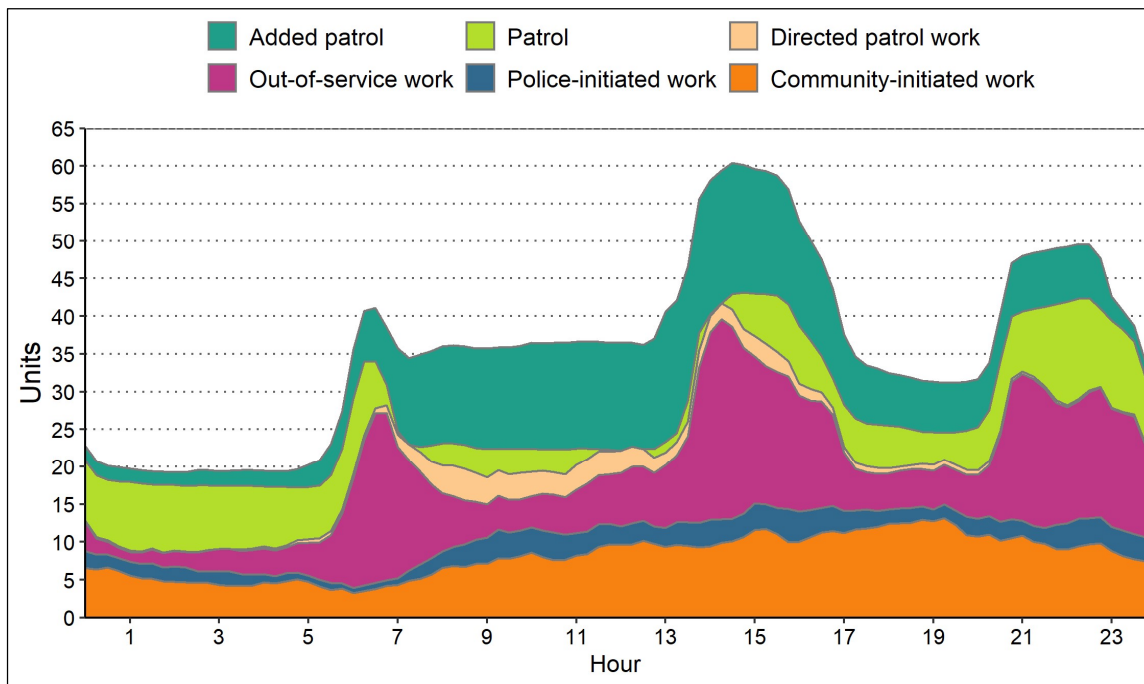


FIGURE 10-33: Deployment and All Workload, Weekends, Winter 2020

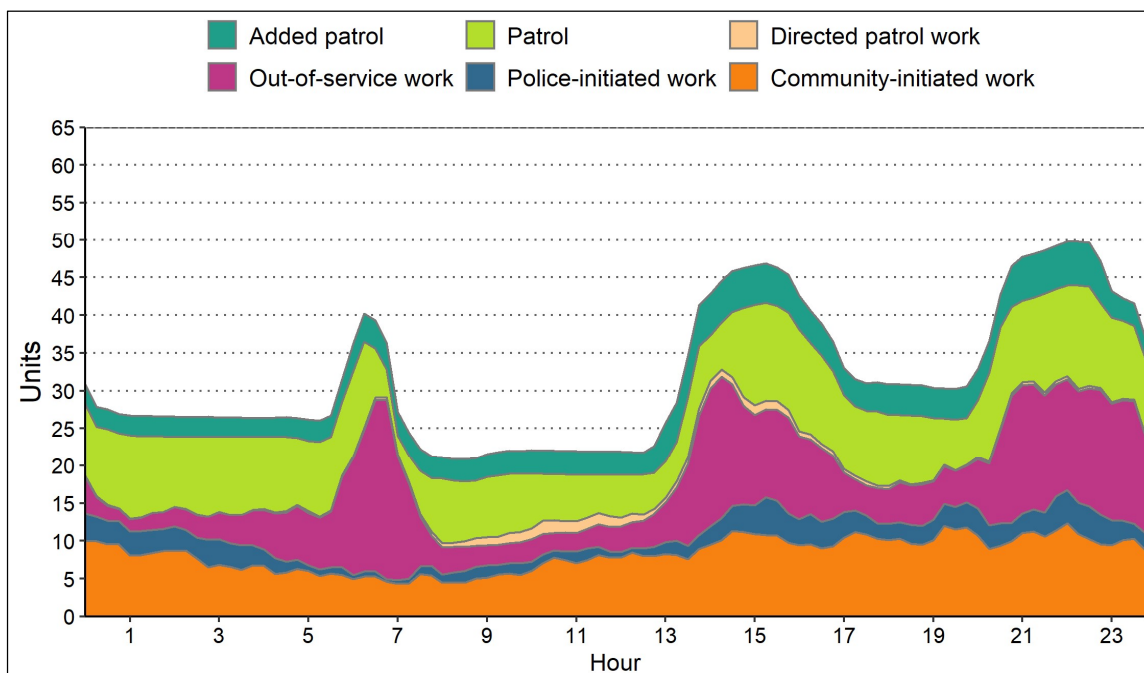


FIGURE 10-34: Deployment and All Workload, Weekdays, Summer 2020

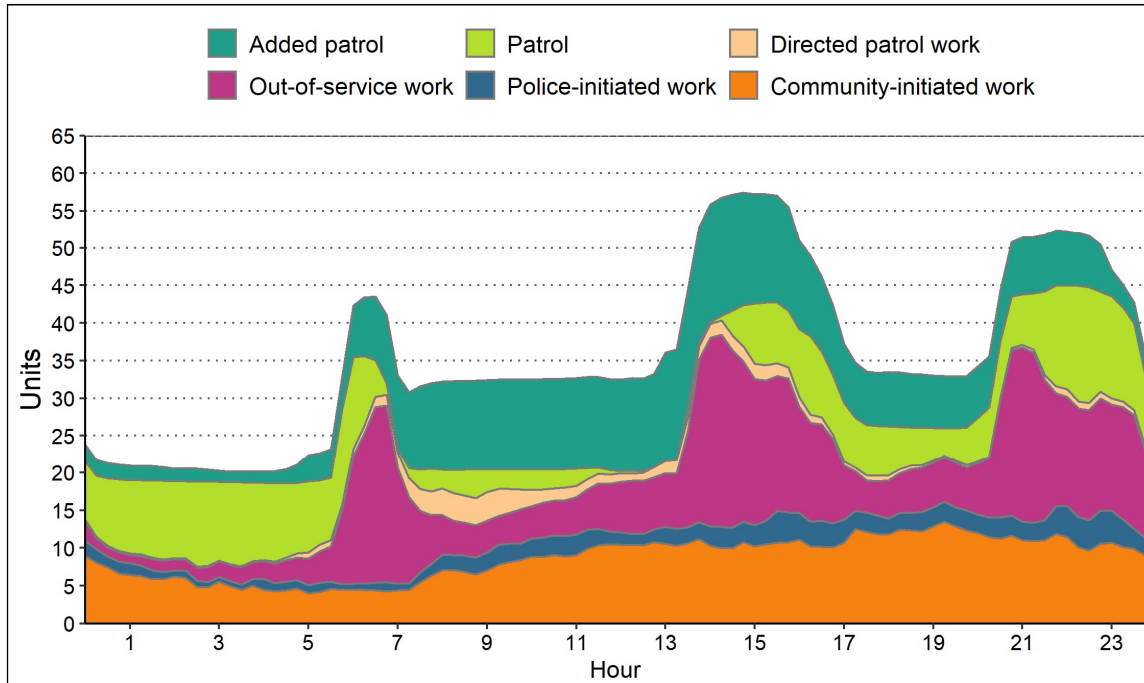
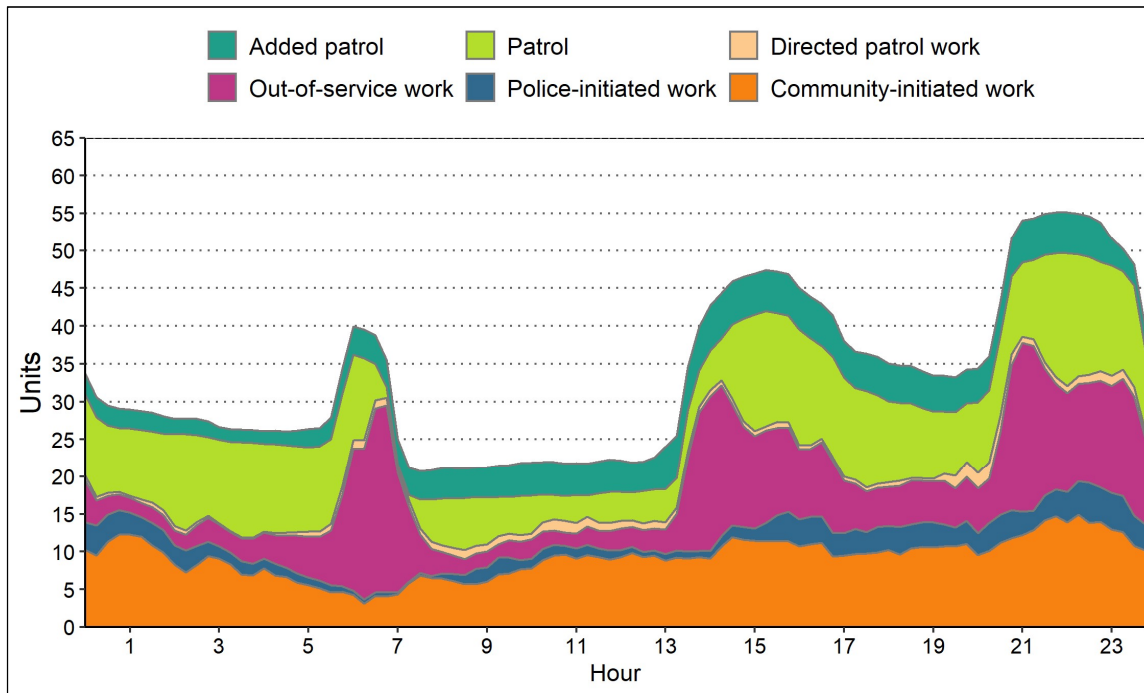


FIGURE 10-35: Deployment and All Workload, Weekends, Summer 2020



Winter (January 4 through February 28, 2020):

- Community-initiated work:
 - Average community-initiated workload was 8.1 units per hour during the week and 8.3 units per hour on weekends.
 - This was approximately 23 percent of hourly deployment during the week and 26 percent of hourly deployment on weekends.
- All work:
 - Average workload was 21.3 units per hour during the week and 19.2 units per hour on weekends.
 - This was approximately 59 percent of hourly deployment during the week and 60 percent of hourly deployment on weekends.

Summer (July 7 through August 31, 2020):

- Community-initiated work:
 - Average community-initiated workload was 8.7 units per hour during the week and 9.3 units per hour on weekends.
 - This was approximately 24 percent of hourly deployment during the week and 28 percent of hourly deployment on weekends.
- All work:
 - Average workload was 21.1 units per hour during the week and 20.2 units per hour on weekends.
 - This was approximately 59 percent of hourly deployment during the week and 60 percent of hourly deployment on weekends.

FIGURE 10-36: Percentage of Workload, Weekdays, Winter 2020

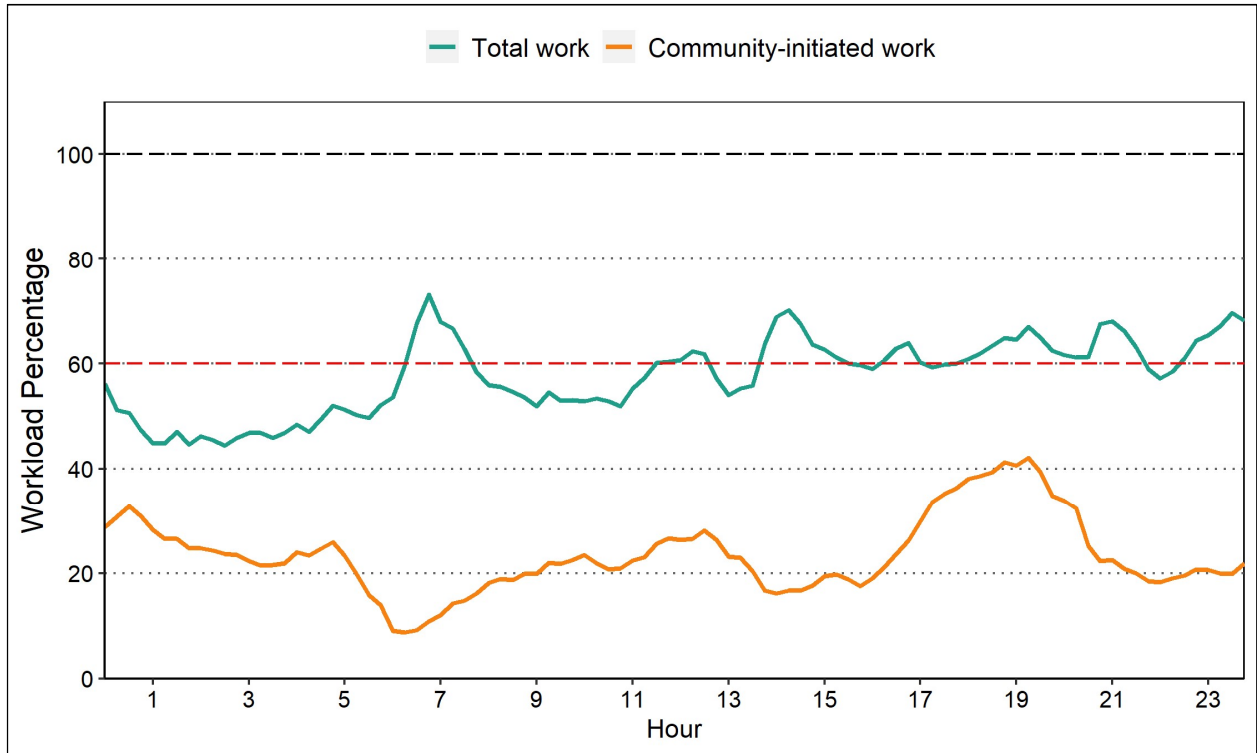


FIGURE 10-37: Percentage of Workload, Weekends, Winter 2020

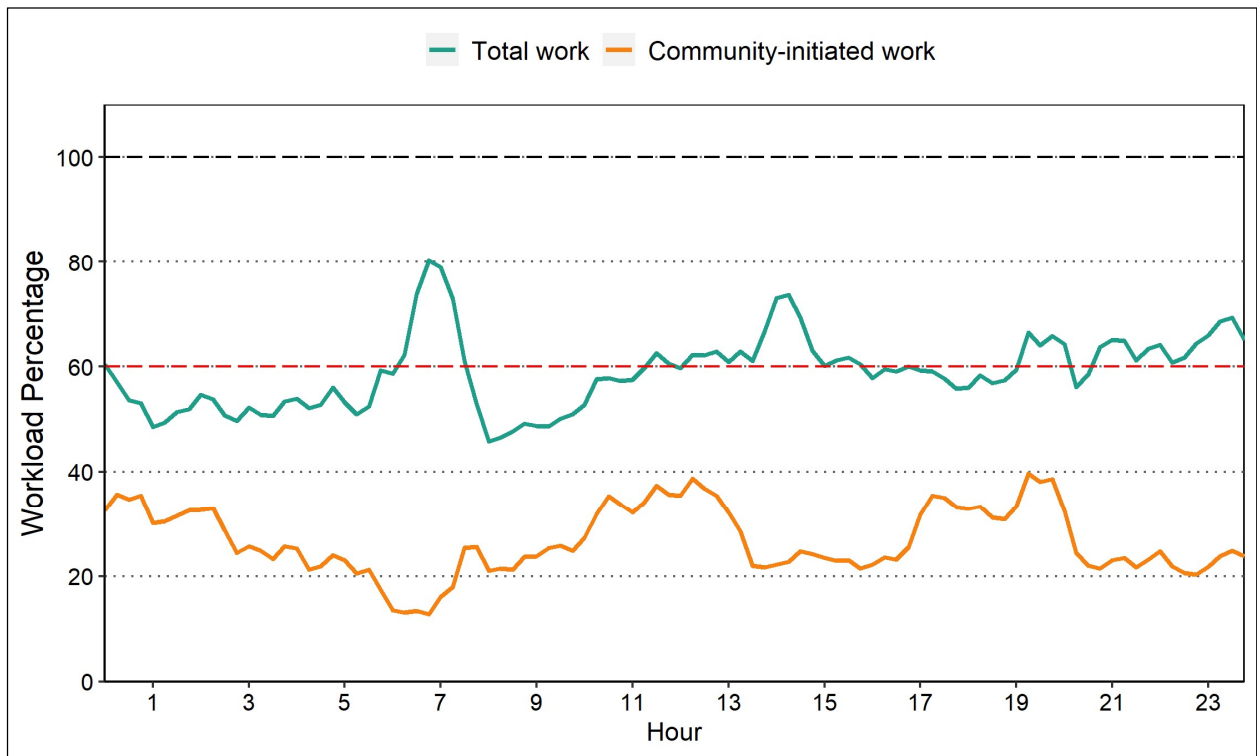


FIGURE 10-38: Percentage of Workload, Weekdays, Summer 2020

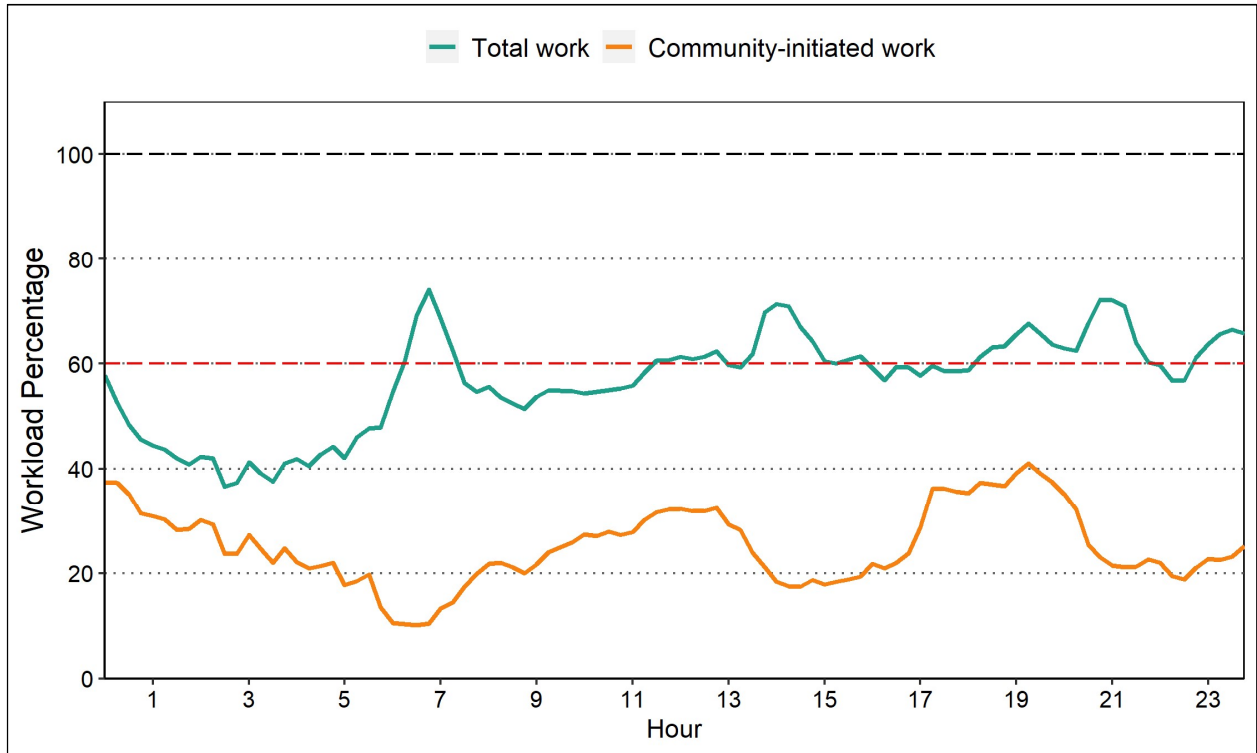
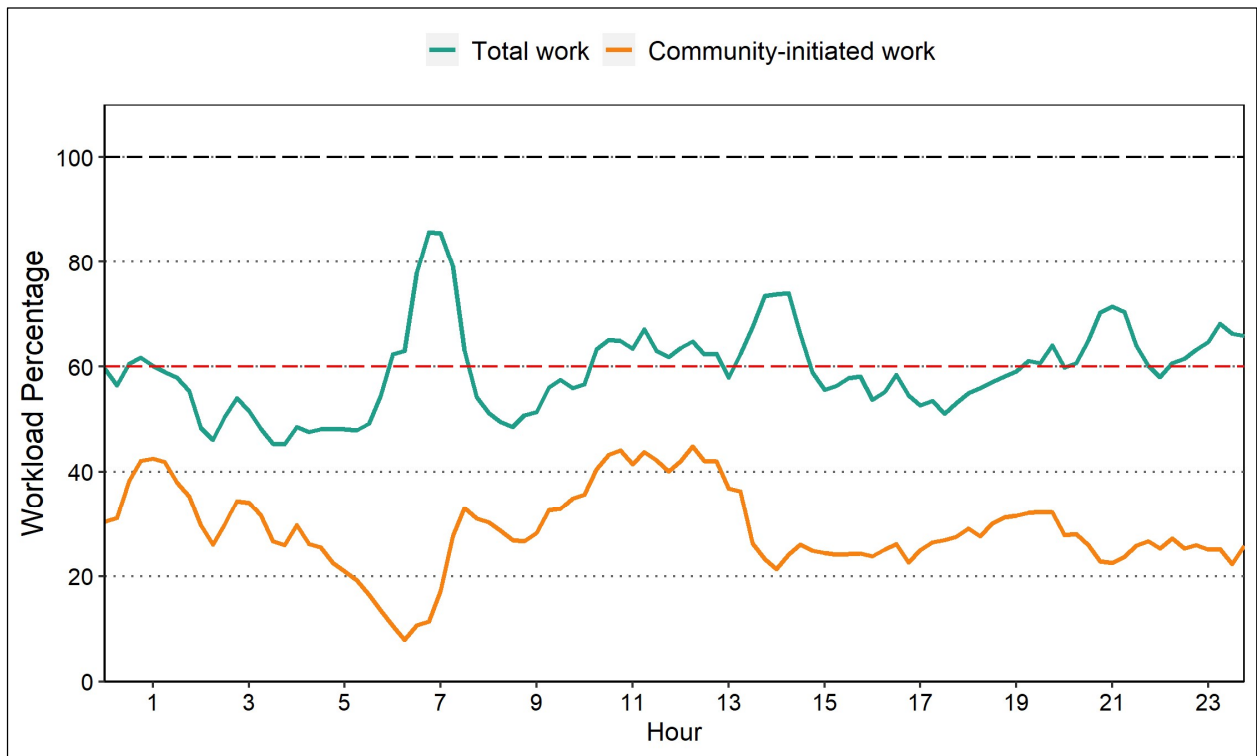


FIGURE 10-39: Percentage of Workload, Weekends, Summer 2020



Observations:

Winter:

- Community-initiated work:
 - During the week, workload reached a maximum of 42 percent of deployment between 7:15 p.m. and 7:30 p.m.
 - On weekends, workload reached a maximum of 40 percent of deployment between 7:15 p.m. and 7:30 p.m.
- All work:
 - During the week, workload reached a maximum of 73 percent of deployment between 6:45 a.m. and 7:00 a.m.
 - On weekends, workload reached a maximum of 80 percent of deployment between 6:45 a.m. and 7:00 a.m.

Summer:

- Community-initiated work:
 - During the week, workload reached a maximum of 41 percent of deployment between 7:15 p.m. and 7:30 p.m.
 - On weekends, workload reached a maximum of 45 percent of deployment between 12:15 p.m. and 12:30 p.m.
- All work:
 - During the week, workload reached a maximum of 74 percent of deployment between 6:45 a.m. and 7:00 a.m.
 - On weekends, workload reached a maximum of 86 percent of deployment between 6:45 a.m. and 7:15 a.m.

APPENDIX D: UNIFORM CRIME REPORT INFORMATION

This section presents information obtained from Uniform Crime Reports (UCR) collected by the Federal Bureau of Investigation (FBI). The tables and figures include the most recent information that is publicly available at the national level. This includes crime reports for 2010 through 2019, along with clearance rates for 2019. Crime rates are expressed as incidents per 100,000 population.

TABLE 10-26: Reported Crime Rates in 2019, by City

Municipality	State	Population	Crime Rates		
			Violent	Property	Total
Carson City	Nevada	55,491	296	1,069	1,364
Elko	Nevada	20,601	335	2,573	2,908
Henderson	Nevada	317,732	171	1,748	1,919
Las Vegas Metro	Nevada	1,666,803	531	2,772	3,303
North Las Vegas	Nevada	249,854	864	2,036	2,899
Sparks	Nevada	106,010	424	2,288	2,713
Reno	Nevada	254,349	558	2,101	2,659
Nevada		3,080,156	494	2,322	2,816
National		328,239,523	379	2,010	2,489

FIGURE 10-40: Reported Reno Violent and Property Crime Rates, by Year

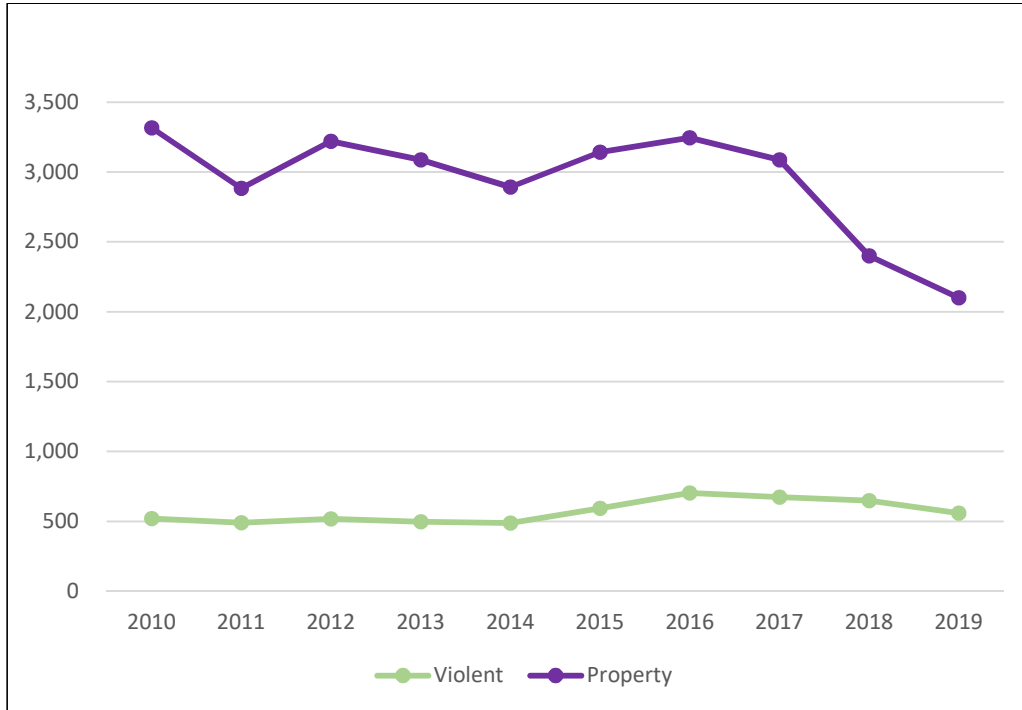


FIGURE 10-41: Reported City and State Crime Rates, by Year

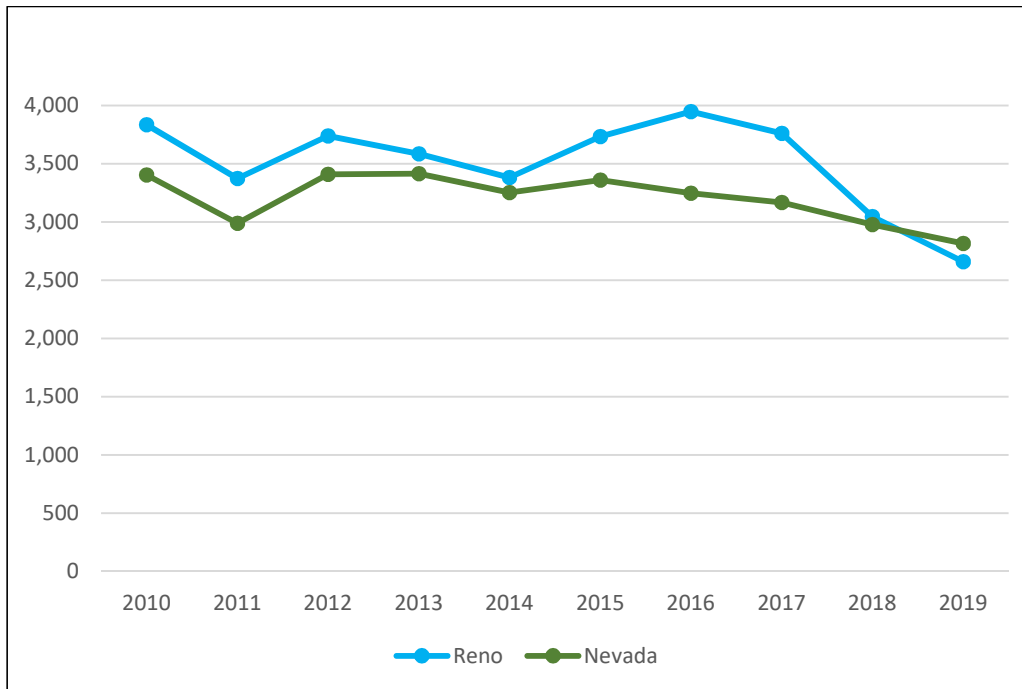


TABLE 10-27: Reported Reno, Nevada, and National Crime Rates, by Year

Year	Reno				Nevada				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2010	225,221	519	3,316	3,834	2,707,228	670	2,732	3,402	314,170,775	393	2,833	3,225
2011	227,120	489	2,884	3,373	2,730,056	545	2,444	2,989	317,186,963	376	2,800	3,176
2012	230,486	517	3,221	3,738	2,765,739	606	2,802	3,409	319,697,368	377	2,758	3,135
2013	232,561	496	3,087	3,584	2,796,911	585	2,828	3,413	321,947,240	362	2,627	2,989
2014	235,055	488	2,892	3,380	2,845,845	634	2,618	3,252	324,699,246	357	2,464	2,821
2015	239,721	592	3,142	3,734	2,897,487	695	2,664	3,359	327,455,769	368	2,376	2,744
2016	244,554	702	3,244	3,946	2,946,513	675	2,573	3,247	329,308,297	383	2,353	2,736
2017	248,531	674	3,086	3,760	2,998,039	556	2,612	3,168	325,719,178	383	2,362	2,745
2018	252,341	648	2,399	3,047	3,034,392	541	2,438	2,979	327,167,434	369	2,200	2,568
2019	254,349	558	2,101	2,659	3,080,156	494	2,322	2,816	328,239,523	379	2,010	2,489

TABLE 10-28: Reported Reno, Nevada, and National Crime Clearance Rates

Crime	Reno			Nevada			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances*	Rate
Murder Manslaughter	12	9	75%	142	117	82%	14,325	8,796	61%
Rape	178	28	16%	2,139	592	28%	124,817	41,065	33%
Robbery	308	121	39%	3,275	1,117	34%	239,643	73,091	31%
Aggravated Assault	921	412	45%	9,489	5,200	55%	726,778	380,105	52%
Burglary	822	183	22%	15,420	2,522	16%	981,264	138,358	14%
Larceny	3,343	633	19%	44,457	6,562	15%	4,533,178	834,105	18%
Vehicle Theft	1,179	146	12%	11,219	758	7%	655,778	90,497	14%

Note: *Clearances were calculated from crimes and clearance rates, as these numbers are not directly available from the FBI.

END