



COMMUNITY POLICING IN NORTHERN NEVADA

2018

Community Policing in Northern Nevada

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In late 2016, Dr. Angie Taylor approached Reno City Councilman Oscar Delgado regarding several officer-involved shootings and incidents of police brutality in predominantly minority communities around the country. They shared their concerns regarding the nature of these incidents, which both revealed and exacerbated tensions in the relationships between police and local communities. They expressed a shared goal of ensuring that Northern Nevada had the community policing policies and strategies in place to reduce the likelihood of similar incidents occurring in the region. The following day, Dr. Taylor, Reno City Councilman Delgado, and Reno Police Chief Jason Soto met to discuss the need and opportunity to form a group to examine the recommendations contained in the *Final Report of the President's Task Force on 21st Century Policing* (2015).

Task Force Members:

Chair, Dr. Angie Taylor, Community Member

Chief Brian Allen, Sparks Police

Sheriff Chuck Allen, Washoe County Sheriff's Office

Oscar Delgado, Reno City Council

Pastor Nathan DuPree, Living Stones Church

Darryl Feemster, Community Member (now deceased)

Patricia Gallimore, President, Reno/Sparks NAACP

Reverend Jorge Herrera, Little Flower Catholic Church

Commissioner Kitty Jung, Washoe County Commission

Geno Martini, Mayor, City of Sparks

Dr. Cesar Minera, Word of Life Ministries

Senator Julia Ratti, Nevada State Senator

Chief Jason Soto, Reno Police Department

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Executive Summary

For decades, law enforcement agencies around the country have been engaged in identifying and evaluating policies and procedures designed to strengthen the effectiveness of their efforts to detect and detain alleged criminal offenders and improve relations with the broader community. In recent years, however, several officer-involved shootings and incidents of police brutality in predominantly minority communities “have exposed rifts in the relationships between local police and the communities they protect and serve.”¹ The national conversation and concomitant emotion surrounding these events have transcended matters of law and justice.

In fall 2016, three northern Nevada law enforcement agencies – the Reno Police Department, Sparks Police, and the Washoe County Sheriff’s Office – commissioned the Guinn Center, an independent, Nevada-based research center, to review best practices as outlined in the *Final Report of the President’s Task Force on 21st Century Policing* (2015); identify gaps in current policies and procedures within and across the three law enforcement agencies against the Task Force’s itemized best practices; and propose actions for implementation that address the gaps. Among the set of recommendations published in the *Final Report of the President’s Task Force on 21st Century Policing*, the Guinn Center was tasked to focus on data, hiring and recruitment, and training.

Our research revealed that the Reno Police Department, Sparks Police, and the Washoe County Sheriff’s Office have implemented previously many of the recommendations contained in the *Final Report of the President’s Task Force on 21st Century Policing*. In recent years, leadership within the three law enforcement agencies has voluntarily directed human capital and financial resources and worked closely with community stakeholders to improve community policing practices. For example, the three law enforcement agencies review use of force incidents to identify agency-wide trends, remedy issues, and revise training, if necessary. Accordingly, many of the existing policies and procedures deployed by the three law enforcement agencies currently align with nationally recognized best practices. There are, however, gaps in several areas, particularly in training and the collection and dissemination of data. Based on recurring themes and identified gaps, the Guinn Center organized its set of recommendations into five categories:

- I. Public Accountability and Transparency
- II. Hiring and Recruitment
- III. Training
- IV. Internal Policy Development
- V. Human Capital and Officer Wellness

Our research team acknowledges that Reno Police Department, Sparks Police, and the Washoe County Sheriff’s Office are separate and distinct agencies. However, for simplicity of presentation, we present our general findings. In Appendix A, our research team provides recommendations specific to each agency.

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Our research team summarizes the observations (“gaps”) and recommendations in the five categories. The Guinn Center acknowledges that the three law enforcement agencies may have implemented some of the recommendations offered in this report to varying degrees. As such, based on the gap analysis, we identify the agencies that should consider adopting the proposed recommendations. The key is: Reno Police Department (**RPD**); Sparks Police (**SP**); and Washoe County Sheriff’s Office (**WCSO**).

I. Public Accountability and Transparency

A. Reporting on Key Police Accountability Measures

- There is limited reporting on key police accountability measures and key agency policies.
- Data reporting is inconsistent across agencies.
- There is limited reporting on operations data.

Recommendations

- Law enforcement agencies in northern Nevada should design performance metrics for key policies, programs, and initiatives, and they should publicly report on these metrics each year. [**RPD**, **SP**, **WCSO**]
- Law enforcement agencies in northern Nevada should collect and publish data on key police accountability factors. Specifically, law enforcement agencies should make information on the following publicly available: detentions, stops, summonses, arrests, reported crime, use of force, offer-involved shootings, and in-custody deaths, -- all of which should be disaggregated by demographics (e.g., race/ethnicity, gender, and geographic location). Historical data should be presented, and data should be updated annually. The data should be published on the agency’s website and/or in an annual report. [**RPD**, **SP**, **WCSO**]
 - Law enforcement agencies should organize meetings with community representatives to discuss data collection, data analysis, and data reporting. [**RPD**, **SP**, **WCSO**]
- Law enforcement agencies should publish key mission-related policies (e.g., use of force, impartial policing, etc.) on agency websites. These policies should be updated on a regular basis. [**SP**, **WCSO**]
- Law enforcement agencies should collect and report data distinguishing between law enforcement contacts resulting from calls for service versus those that are officer-initiated. The agencies should track data and set goals around the number and type of non-enforcement contacts. These goals should be set for all levels of the agency and not restricted to community policing officers or to a select group of agency leaders. [**RPD**, **SP**, **WCSO**]
- Law enforcement agencies should publish more information about operations, specifically: number of open cases per detective, average number of stops and arrests per officer, number of non-enforcement contacts, and number of officer volunteer hours out in the community. [**RPD**, **SP**, **WCSO**]

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- Law enforcement agencies should consider hiring data analytics experts to assist the agencies identify ways to analyze the collected data and develop performance metrics to help evaluate existing policies, procedures, and training. [RPD, SP, WCSO]

B. Public Trust and Legitimacy

- The Reno Police Department is the only agency that has an annual survey.
- Levels of trust in the three law enforcement agencies vary across the region.

Recommendations

- The three law enforcement agencies in northern Nevada should develop a valid survey instrument of community residents, with responses disaggregated by gender, race/ethnicity, age, and zip code. [RPD, SP, WCSO]
 - Given the geographic size of northern Nevada, the three agencies should explore the feasibility and cost efficiencies of administering a single survey. [RPD, SP, WCSO]
 - Law enforcement agencies should include a set of identical questions, which would facilitate comparisons across the agencies. [RPD, SP, WCSO]
- For all agencies, the survey should include the following seven dimensions of performance measurement: (1) Reducing crime and victimization; (2) Holding offenders accountable (clearance and conviction rates); (3) Reducing fear and enhancing security (feel safe in home, neighborhood); (4) Increasing safety and order in public spaces (e.g., reduce traffic accidents, increase public use of parks); (5) Using force sparingly (minimize shootings, promote racial equality); (6) Using public funds efficiently and fairly (deploy officers fairly, keep costs down); and (7) Enhancing “customer” satisfaction.¹⁵³ [RPD, SP, WCSO]
- Law enforcement agencies in northern Nevada should use the survey data (collected above), in addition to other quantitative metrics, to evaluate performance, as well as existing policies and procedures. [RPD, SP, WCSO]
- Performance metrics and survey results should be made publicly available. [RPD, SP, WCSO]

C. Immigrant-Community Policing Relations

- Representatives of community organizations shared that the immigrant community’s public trust in the three law enforcement agencies in northern Nevada had been adversely impacted by national conversations about immigration.

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Recommendations

- The three law enforcement agencies in northern Nevada should develop immigrant-specific policies. [RPD, SP, WCSO]. The agencies should develop a written policy for rank-and-file (e.g., patrol) officers that specifies:
 - The official agency policy regarding the circumstances under which the agency (and officers) can report or refer individuals to immigration enforcement officers
 - The questions that can be asked on routine stops, and
 - The circumstances under which immigration status questions can be asked of witnesses reporting crimes.
- Law enforcement agencies should publish this information on agency websites and prepare and disseminate the information in English and Spanish. [RPD, SP, WCSO]
 - The agencies should host a community forum to review the information and distribute the printed materials. [RPD, SP, WCSO]
 - Agencies should distribution information on their immigrant-specific policies to the media. [RPD, SP, WCSO]
- Law enforcement agencies should continue efforts to hire more Spanish-speaking sworn and non-sworn personnel and more Spanish-speaking translators. [RPD, SP, WCSO]
- The three law enforcement agencies should expand outreach efforts to Tu Casa Latina, a nonprofit organization that “helps immigrant women, men, and children who are victims of crimes, domestic violence, abuse, and trafficking in northern Nevada.”¹⁵⁴ Officers and deputies could organize informal meetings with the Tu Casa Latina community (e.g., staff, clients, board members) to discuss agency policy and procedures and help create a safe environment that would encourage immigrant women to report domestic violence. [RPD, SP, WCSO]

D. Community Input

- Community input into the three law enforcement agencies varies and remains informal.
- The Reno Police Department and the Washoe County Sheriff’s Office have community advisory committees currently.

Recommendations

- Establish a community advisory committee, if one has not been instituted. [SP]
 - Agencies should draft meeting agendas collaboratively with the input of the advisory committee members. [RPD, WCSO]

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- Agencies should include the community advisory committees in the process of: (a) reviewing existing policies and drafting new policies; (b) reviewing the analysis and presentation of data; and (c) reviewing other issues or topics that are of interest to or impact the community. [RPD, SP, WCSO]
- Law enforcement agencies may want to consider establishing a multi-agency task force, comprised of community representatives and law enforcement officials, to explore the benefits (and costs) of establishing a civilian advisory review board (per NRS 289.380). Following the conclusion of its work, the task force should identify and articulate the costs and benefits of establishing this oversight body. [RPD, SP, WCSO]

II. Hiring and Recruitment

A. Hiring

- Reno Police Department data reveals that there is greater attrition among underrepresented groups in the hiring process.
- While Nevada Revised Statute establishes fitness standards, physical exam requirements vary across agencies: Only the Reno Police Department requires applicants to pass a grip strength test as part of the physical exam.
- Only the City of Reno 's written test includes a biodata questionnaire.
- Reno Police Department data reveals that there is significant attrition of African American and Latino/Hispanic candidates as they move through the hiring process
 - African American and Latino/Hispanic candidates fail to make it through the hiring process at rates that are comparable to the initial applicant pool or general population.
- The Reno Police Department and the Washoe County Sheriff's Office do not publish data on the demographic composition of their departments.

Recommendations

- The Reno Police Department and Sparks Police should allow police officer applicants to retake the physical test, an option which the Washoe County Sheriff's Office allows currently. [RPD, SP]
- Reno Police Department should remove the grip strength test as part of the physical exam. [RPD]
- The City of Reno should explore the benefits (costs) of removing the biodata questionnaire from the Reno Police Department written exam. [RPD]
- The three law enforcement agencies, in partnership with their human resource departments, should track and review attrition/retention data annually. Using the data, law enforcement agencies should identify interventions to retain officers, particularly those from underrepresented backgrounds. [RPD, SP, WCSO]

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- Agencies should publish information annually regarding the composition of the agency (both sworn and non-sworn personnel), including race, gender and other relevant demographic data. [RPD, WCSO]

B. Recruitment

- Well-established law enforcement career pathways are not available in northern Nevada.

Recommendations

- The three law enforcement agencies in northern Nevada should work with the Washoe County School District, Washoe County School District Board of Trustees, and the Nevada Department of Education to establish a Law, Public Safety, Corrections and Security Career and Technical Education (CTE) program in a Signature Academy in the Washoe County School District.⁸⁶ [RPD, SP, WCSO]
- Agencies should update their websites and display complete information about the job requirements and the hiring process, including schedules and deadlines. [SP, WCSO]

III. Training

- Agency representatives acknowledged that there are some gaps in the current training received by officers at the three law enforcement agencies.

Recommendations

- Law enforcement agencies in northern Nevada should identify key trainings and conduct a training audit of these policies regularly (at least biennially). [SP, WCSO]
 - Agencies should review the evaluation components of existing trainings and strengthen both data collection and the evaluation capacity for all trainings, as needed. [RPD, SP, WCSO]
- Trainings should provide officers with explicit guidelines and examples of appropriate questions, behaviors, and responses when interacting with members of the community. [RPD, SP, WCSO]
- Agencies in northern Nevada should review use of force and de-escalation training regularly to ensure de-escalation training is comprehensive and reflects current best practices. [RPD, SP, WCSO]
 - Agencies should ensure that use of force policies and procedures prioritize de-escalation; agencies should adopt de-escalation first as a formal policy. [RPD, SP, WCSO]
- Law enforcement agencies should track and publicly report annually both the number of hours of use of force training and the number of hours of de-escalation, communication, and less lethal tactics training officers receive at the Northern Nevada Law Enforcement Academy (a Nevada POST-certified Academy) and through in-service training. [RPD, SP, WCSO]

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- Agencies should describe the process for ongoing coaching and supervision to reinforce de-escalation concepts on an ongoing basis. [RPD, SP, WCSO]
- Law enforcement agencies should also report publicly the ratio of less lethal and de-escalation training to lethal tactics training and the percentage of the force receiving training in less lethal tactics and de-escalation. This information should be reviewed and evaluated annually, and it should be shared with the public. [RPD, SP, WCSO]
- While the northern Nevada law enforcement agencies offer standalone (interactive) trainings on implicit bias and impartial policing, they should include trainings on cultural diversity that have clear training standards and objectives. [RPD, SP, WCSO]
- Law enforcement agencies should report publicly (and annually) the types and levels of training officers receive in impartial policing, implicit bias, and cultural responsiveness; the number of hours of training received; and the percentage of the force who received training. [RPD, SP, WCSO]
- Agencies should collaborate and partner with local advocacy groups to provide training and/or to organize on-site visits for officers. [RPD, SP, WCSO]

IV. Internal Policy Development

A. Policy Development

- All three law enforcement agencies in northern Nevada have use of force policies in place that include training, investigations, prosecutions, data collection, and information sharing; however only the Reno Police Department publishes its use of force policy.
- While the three law enforcement agencies have a policy regarding the use of physical control equipment and techniques vulnerable populations, the policy does not include the range of vulnerable populations identified in the 21st Century Policing report.

Recommendations

- The law enforcement agencies should identify and publish publicly the key set of mission-related policies based (e.g., use of force, fair and impartial policing, and search and seizure). [SP, WCSO]
- Agencies should ensure that all policies delineate specific and detailed information about procedures and appropriate behaviors. [RPD, SP, WCSO]
- The three law enforcement agencies should review, with input from existing community advisory committees and/or other community members, policies surrounding the use of body-worn and dashboard cameras. [RPD, SP, WCSO]

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- Agencies should hold community forums to discuss with community members the policies surrounding new technologies, the availability of (and use of) data, and the ways in which law enforcement agencies can leverage technology to engage with the community. [RPD, SP, WCSO]

B. Internal Review

- The three law enforcement agencies review serious incidents internally but have not established formally a peer review of critical incidents.
- The three law enforcement agencies have not established Serious Incident Review Boards.

Recommendations

- The three law enforcement agencies should explore the feasibility of establishing formally an internal peer review of critical incidents. [RPD, SP, WCSO]
- Law enforcement agencies should explore the feasibility of establishing Serious Incident Review Boards. [RPD, SP, WCSO]
 - Alternatively, law enforcement agencies could explore the feasibility of establishing a multi-agency Serious Incident Review board that would replicate the model of the Washoe County Regional Officer Involved Shooting (OIS) Protocol. [RPD, SP, WCSO]

C. Community Involvement in Policy Development

- None of the three law enforcement agencies in northern Nevada include community representatives in the process of drafting, evaluating, and reviewing policies and procedures.

Recommendation

- Law enforcement agencies should evaluate current practices and identify ways to involve community members in the process of developing and evaluating policies and procedures. [RPD, SP, WCSO]

D. Integration of Policy Priorities into Officer and/or Supervisor Evaluations

- The three law enforcement agencies in northern Nevada currently do not evaluate currently sworn officers on their efforts to engage and/or interact with members of the community.

Recommendation

- Law enforcement agencies in northern Nevada should establish internal committees to explore ways to evaluate sworn officers (deputies) and supervisors on their efforts to engage members of the community. [RPD, SP, WCSO]

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- Law enforcement agencies, working with Human Resource Departments, should identify ways to revise and update the standard performance evaluation to include community engagement explicitly. [RPD, SP, WCSO]

V. Human Capital

A. Human Capital

- The Reno Police Department, Sparks Police, and the Washoe County Sheriff's Office are understaffed.

Recommendations

- Law enforcement agencies in northern Nevada should continue to bolster recruiting efforts to fill funded positions (for sworn officers or deputies). [RPD, SP, WCSO]
- Agencies should begin working with community organizations, state legislators, and city and county elected officials to request additional funding for sworn officers in their respective Fiscal Year 2018-2019 budgets. [RPD, SP, WCSO]
- Law enforcement agencies should increase the number of Community Action and Outreach Officers (or Community Resource Officers). [RPD, SP]



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I. Introduction

For decades, law enforcement agencies around the country have been engaged in identifying and evaluating policies and procedures designed to strengthen the effectiveness of their efforts to detect and detain alleged criminal offenders and improve relations with the broader community. In recent years, however, several officer-involved shootings and incidents of police brutality in predominantly minority communities “have exposed rifts in the relationships between local police and the communities they protect and serve.”² The national conversation and concomitant emotion surrounding these events have transcended matters of law and justice.

Locally, several incidents in northern Nevada have prompted community concern about current policies and procedures among local law enforcement agencies. In 2016, officers from the Reno Police Department, Sparks Police, and Washoe County Sheriff’s Office were involved in the shooting of Arteair Porter, a 22 year-old African American man.³ Later that same year, community members voiced concern when the Reno Police Department did not immediately arrest the driver of a truck who ran into a group of protestors.⁴ In April 2017, an investigative series in the *Reno Gazette-Journal* drew attention to the spike in the in-custody death rate at the Washoe County jail over the last two years.⁵ Additionally, national leaders calling for stricter enforcement of immigration laws at the local level, including deportation, and possible changes to Deferred Action for Childhood Arrivals (DACA), have strained local police-community relations in recent months.

Collectively, these events have prompted political, community, and law enforcement leaders locally and across the country to examine current policies and procedures, particularly as they relate to community policing, which is defined as the promotion of organizational strategies that support crime prevention, community problem-solving, and strong law enforcement-community partnerships. Local law enforcement agencies are working with the northern Nevada community to address its concerns. For instance, in 2014, the Reno Police Department created, organized, and administered the region’s first Symposium on Race and Policing, and partnered with Sparks Police and Washoe County School District Police to host the event, which was held at the Boys and Girls Club. The following year, the group of participating law enforcement agencies included Reno Police, Sparks Police, Washoe County Sheriff’s Office, Nevada Highway Patrol, Reno Airport Police, Washoe County School District Police, and University of Nevada, Reno (UNR) Police, which hosted the Symposium. This initial collaboration has evolved into an annual event and organizers continue to leverage the symposium to strengthen relationships with the community and share information on topics of community interest (e.g., use of force, mental health, immigration, etc.). Law enforcement agencies have worked with the National Association for the Advancement of Colored People (NAACP) in Reno, faith-based organizations, and immigrant rights groups to organize the annual Symposium on Race and Policing, and to strengthen community relations.

Following events around the country that “exposed rifts in the relationships between local police and the communities they protect and serve,” Dr. Angie Taylor approached Reno City Councilman Oscar Delgado

^a The regional Officer Involved Shooting Protocol was used to review this incident. The Washoe County District Attorney’s Office found that “shooting death of Arteair Porter was done so in justified self-defense and defense of others.” See: <https://www.washoecounty.us/outreach/2016/12/2016-12-07-porter-ois.php>

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a group of community leaders, the chiefs of law enforcement agencies, and elected officials in northern Nevada assembled a task force to examine community policing in the region.^b This task force concluded that an external assessment of community policing policies and practices in the region could help strengthen relationships between law enforcement agencies and the greater community.

In fall of 2016, the three law enforcement agencies in northern Nevada – the Reno Police Department, Sparks Police, and the Washoe County Sheriff’s office, who have participated in the task force, commissioned this study to assess their current policies and procedures against best practices in community policing, as delineated in the *Final Report of the President’s Task Force on 21st Century Policing* (2015).

A review of the three northern Nevada agencies reveals that many of their existing policies and procedures align with nationally recognized best practices. For example, none of the agencies require officers to issue a predetermined number of tickets or citations. All three law enforcement agencies organize and host community outreach activities (e.g., Reno Police Department’s 360 Blueprint, Sparks Police’s community barbecues, Washoe County Sheriff’s Office’s Sun Valley School Initiative and toy drives, etc.). There are, however, gaps in several areas, particularly in training and the collection and dissemination of data. Failure to address these shortcomings as measured against best practices, could undermine public trust in the agencies. This report seeks to provide actionable recommendations that the law enforcement agencies, in partnership with community members and political leaders, should consider implementing. Ultimately, the ability of the three law enforcement agencies to act on any single recommendation will depend on fiscal resources, human capital, legal and administrative constraints, and the political landscape.

A. Scope of Study

In December 2014, President Barack Obama signed Executive Order 13684, which established the President’s Task Force on 21st Century Policing (“Task Force”).⁶ The President charged the 11-member Task Force – composed of those with relevant experience or subject matter expertise in law enforcement, civil rights, and civil liberties – with identifying best practices and offering recommendations on how policing practices can promote effective crime reduction while building public trust. The Task Force focused on six primary topic areas or “pillars”:

1. Building Trust and Legitimacy
2. Policy and Oversight
3. Technology and Social Media
4. Community Policing and Crime Reduction

^b Task force members include: Dr. Angie Taylor (Chair), Community Member; Chief Brian Allen, Sparks Police; Sheriff Chuck Allen, Washoe County Sheriff’s Office; Oscar Delgado, Reno City Council; Pastor Nathan DuPree, Living Stones Church; Darryl Feemster, Community Member (now deceased); Patricia Gallimore, President, Reno/Sparks NAACP; Reverend Jorge Herrera, Little Flower Catholic Church; Commissioner Kitty Jung, Washoe County Commission; Geno Martini, Mayor, City of Sparks; Dr. Cesar Minera, Word of Life Ministries; Senator Julia Ratti, Nevada State Senator; and Chief Jason Soto, Reno Police Department.

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5. Training and Education, and
6. Officer Safety and Wellness

In May 2015, the Task Force released its final report, which contained 59 recommendations in the six core areas, as well as three additional recommendations related to general implementation of the recommendations (see Appendix B for a complete list of recommendations from the *Final Report of the President's Task Force on 21st Century Policing*).⁷ Of the 59 recommendations in the Task Force report, there are 21 that are directed at the Federal government, and several others that are directed at state legislative bodies and/or community stakeholders.

The three northern Nevada law enforcement agencies commissioned the Guinn Center, a nonprofit, Nevada-based research center, to review best practices as outlined in the *Final Report of the President's Task Force on 21st Century Policing* (2015); identify gaps in current policies and procedures within and across the three law enforcement agencies against the Task Force's itemized best practices; and propose actions for implementation that address the gaps.

Our research revealed that the Reno Police Department, Sparks Police, and the Washoe County Sheriff's Office previously have implemented many of the recommendations contained in the *Final Report of the President's Task Force on 21st Century Policing*. Other recommendations were not relevant to the agencies.

B. Methodology

The Guinn Center implemented a multi-pronged approach to this project, consisting of interviews with internal and external stakeholders, review of internal documents, analysis of data, and research on best practices in community policing.

Data Collection

Our research team collected primary data from the following sources:

- Stakeholder interviews
- Reno Police Department documents, policies, general orders, and data
- Sparks Police Department documents, policies, general orders, and data
- Washoe County Sheriff's Office documents, policies, general orders, and data
- City of Reno Human Resources data
- City of Sparks Human Resources data
- Washoe County Human Resources data

Data presented in this report was provided directly to the Guinn Center by the law enforcement agencies or collected from their websites.⁸ Also, we collected secondary data from research journals, the U.S. Department of Justice, the Bureau of Labor Statistics, newspaper articles, and published policy reports.

Key Stakeholder Interviews

The analysis and observations contained in this report are based on a series of interviews with sworn and non-sworn officers at the Reno Police Department, Sparks Police, and the Washoe County Sheriff's Office,

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as well as former law enforcement officers from these agencies, Department of Human Resources officials, representatives from community organizations, residents of northern Nevada, and subject matter experts.^c Our research team used the recommendations, as delineated in the *Final Report of the President’s Task Force on 21st Century Policing* (2015), as a template for interviewing stakeholders.

Analysis

The Guinn Center’s analysis is qualitative in nature. Our research team identified recurring themes in our interview notes, examined data, policies, and procedures, conducted research on best practices, and consulted with subject matter experts and practitioners. Based on recurring themes and identified gaps, the Guinn Center organized the recommendations into five categories:

- I. Public Accountability and Transparency
- II. Hiring and Recruitment
- III. Training
- IV. Internal Policy Development
- V. Human Capital and Officer Wellness

Our research team concludes with several additional recommendations that do not fall into the categories listed above. A draft of this report was reviewed by subject matter experts and practitioners, including high-ranking law enforcement officers from comparably sized jurisdictions.

The intended audience of this report includes law enforcement agency representatives, political leaders, community leaders, and subject matter experts here and around the country. Given that our intended audience includes community members and individuals in other jurisdictions seeking out best practices, this policy report includes a brief overview of each law enforcement agency, its training protocols, and hiring procedures. The summary information is designed to provide context around the policies and procedures of the three law enforcement agencies – the Reno Police Department, Sparks Police, and the Washoe County Sheriff’s Office.

The format of this report is as follows. Section II provides a brief overview of the three law enforcement agencies in northern Nevada. Included in this section is a summary of recruitment, hiring, and training. In Sections III-VII, the Guinn Center discusses the five issues (Public Accountability and Transparency, Hiring and Recruitment, Training, Internal Policy Development, and Human Capital). In the discussion, we include observations, based on our gap analysis, and provide actionable recommendations that the agencies may want to take under advisement and consider implementing.

^c Sworn officers at a law enforcement agency take an oath to support national, state and local laws, carry a firearm, have arrest power; and wear a badge. Non-sworn officers work at the same agency and may carry out basic police or investigative work, but they will not take an oath and will have limited (if any) legal powers. To protect the confidentiality around which information was shared with our research team, this report does not identify the specific individuals, departments, or community organizations with whom we spoke. Additionally, where appropriate to protect the confidentiality of the interviewee, our research team did not attribute quotes to specific individuals, agencies, or organizations.

II. An Overview of Major Law Enforcement Agencies in Northern Nevada

This section provides a brief overview of the three law enforcement agencies who are the subject of this study: Reno Police Department, Sparks Police, and the Washoe County Sheriff's Office. Nevada has several dozen law enforcement agencies, which, depending on their authority, exercise jurisdiction over school districts, cities, counties, agencies, or tribal lands.^d Three major law enforcement agencies in northern Nevada include the Reno Police Department, Sparks Police, and the Washoe County Sheriff's Office. Table 1 presents an overview of the demographic statistics of the three law enforcement agencies and the communities over which they have jurisdiction. The Washoe County Sheriff's Office exercises jurisdiction over the physical area that extends beyond the city limits of Reno and Sparks.

A. Reno Police Department: "Your Police, Our Community"

As of October 2017, the Reno Police Department (RPD) had 312 sworn officers (with an authorized staffing level of 346 sworn officers) and approximately 65 non-sworn professional staff.⁹ There are currently 127 officers on patrol. In 2016, the Department responded to 120,201 calls for service in an area covering 111 square miles.¹⁰ The Reno Police Department is led by (Interim) Chief Jason Soto, who was appointed in 2015, and is a 20-year veteran of the Reno Police Department. The Reno Police Department has several departments and special units.^e

In 1988, the Reno Police Department launched a community oriented-policing model as its primary operating philosophy, which means that the agency "promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime."¹¹ As stated in its 2016 annual report, the Reno Police Department program "is nationally recognized as a model for Community Oriented Policing and Problem Solving" and its motto, "Your Police, Our Community," "exemplifies [its] commitment to creating partnerships with community members, local businesses and other agencies and organizations to make Reno safe [...]."¹² The Reno Police Department's training curriculum incorporates community policing and problem-solving strategies.¹³

Following the receipt of a U.S. Department of Justice Office of Community Oriented Policing Services (COPS) Hiring Recovery Program (CHRP) grant in 2010, the Reno Police Department launched the Community Action and Outreach Unit, which is housed in the patrol division. The objectives of the Community Action and Outreach Unit are to infuse principles of Community Oriented Policing and Problem Solving, Intelligence Led Policing/Crime Fighting, Crime Prevention Through Environmental Design (CPTED), resource management, and innovative policing practices designed to develop social

^d Among these are: Nevada Highway Patrol, the University of Nevada, Reno (UNR) Police, Washoe County School District police, Nevada Capitol Police, Nevada Legislative Police, Carson City Sheriff's Office, and Ely Police Department.

^e A selection of these units and departments are: Auto Theft, Backgrounds, Burglary, Community Action Office (CAO), Crime Analysis, Bike Team, Detectives, Special Investigations, Financial Crimes/Fraud, Fusion Center Detective ALT, Graffiti, Internal Affairs, K-9, Missing Persons Unit, Property and Evidence, Regional Sex Offender Notification, Regional Gang Unit, Robbery/Homicide Unit, Street Enforcement Team, Victim Services, and Traffic.

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capital to reduce crime and address problems in the community.¹⁴ The Community Action and Outreach Unit maintains partnerships with Northern Nevada Mental Health, Washoe County School District schools, and local apartment managers.¹⁵ The Reno Police Department Community Action and Outreach Unit is staffed by six officers – one Sergeant and five officers, which represents a reduction from eight officers prior to the Great Recession.¹⁶

The Reno Police Department has implemented many procedures, policies, and programs that are identified as best practices in the *Final Report of the President’s Task Force on 21st Century Policing* (2015). For example, over the last ten years, the Reno Police Department, in partnership with the Washoe County Sheriff’s Office and UNR Police Department, has hosted the Regional Citizens Police Academy on multiple occasions.^f The purpose of the Regional Citizens Police Academy, which offers free training once a year, is “to foster better communication between citizens and police through education. The Academy creates a nucleus of well-informed citizens who possess greater insight into police practices [....].”¹⁷

Additionally, in 2013, the Reno Police Department created and launched 360 Blueprint, which is a partnership between community churches, local law enforcement, the Washoe County School District, and volunteer mentors.¹⁸ 360 Blueprint seeks to improve student academic achievement and identify solutions for under-resourced students and their families by building relationships and offering an array of services (e.g., mentoring, reading program, community resources, etc.). In 2015, 360 Blueprint operated in eight schools, served 100 under-resourced children, and included nine Reno Police Department officers and two Sparks Police officers.¹⁹

B. Sparks Police: “Where Community Comes First”

Sparks Police, which currently has 112 authorized officers (and 106 sworn officers at the time of publication) and 47 civilian personnel, responded to 82,225 calls for service in 2016, in an area covering 36 square miles.²⁰ Sparks Police is led by Chief Brian Allen, who was appointed in 2013, and is a 26-year veteran of the Sparks Police Department. Sparks Police has approximately two dozen divisions and/or units.^g

Sparks Police formally initiated Community Oriented Policing in 1995, following the receipt of a grant from the U.S. Office of Community Oriented Policing Services (COPS).²¹ The COPS grant funded two community oriented policing coordinators. With the grant positions, the COPS Office provided training and technical assistance to help Sparks Police adopt a community policing philosophy. As stated by Sparks Police, “Officers don’t know anything other than community policing concepts.”²² As part of this process, Sparks Police developed its mission, value statements, and motto, “Where Community Comes First.”²³

^f The Regional Citizens Police Academy had been in operation for 20 years prior to suspending classes in 2013 for a three-year period. The Regional Citizens Police Academy re-opened in 2016.

^g Sparks Police is organized with the following units: 911/Communications Center, Bike Unit, Consolidated Bomb Squad, Detectives, Drug Enforcement Administration (DEA), Police Explorers, HIDTA – High Intensity Drug Trafficking Area, Honor Guard, Horse Mounted Unit, Internal Affairs, K9, Northern Nevada Repeat Offender Program, Patrol, Property & Evidence, Records, Regional Crime Suppression Unit, Regional Gang Unit, Regional Sex Offender Notification Unit, Street Enforcement Team, Support Services, SWAT, Traffic, and Victim Services Unit.

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In 2015, the Sparks Police again partnered with the national U.S. Department of Justice COPS Office and received funding for two Community Resource Officers (CRO), who lead Sparks Police's community policing and relationship programs (including Sparks Police's involvement in 360 Blueprint) and serve as the Department's primary Public Information Officers.^{h, 24}

Like the Reno Police Department, Sparks Police has adopted policies that align with recommendations as delineated in the *Final Report of the President's Task Force on 21st Century Policing* (2015). In 2017, Sparks Police re-launched a Citizen Police Academy that had operated previously for more than 20 years (and had offered more than 31 sessions). Sparks Police Citizen Police Academy is offered twice a year at no cost to applicants. The Sparks Police Citizen Police Academy provides volunteer citizens an "opportunity to learn more about the Sparks Police culture and the men and women who serve [the] community," and covers topics such as use of force.²⁵

C. Washoe County Sheriff's Office: "Commitment to Community"

The Washoe County Sheriff's Office provides primary law enforcement services for the unincorporated area of Washoe County (covering 6,700 square miles) and operates the only adult detention facility (jail) for pre-trial detainees and sentenced misdemeanants within Washoe County. The Sheriff's Office responded to 84,207 calls for service in Fiscal Year 2017.²⁶ The Washoe County Sheriff's Office currently has 410 sworn officers, 291 civilian personnel, and 13 active Reserve Deputy Sheriffs, who serve on a part-time, volunteer basis.²⁷ Sworn officers account for 40 percent of total personnel, and approximately 60 percent of all personnel work in the jail. The Washoe County Sheriff's Office is led by Sheriff Chuck Allen, who was elected in 2014, and has several departments and functions.ⁱ

The Detention Bureau manages all functions, services and activities pertaining to the housing of pre-trial adult detainees booked into the facility (jail) from over thirty local, state, and federal law enforcement agencies serving the Washoe County region. The Detention facility has an average daily population of 1,058 inmates. The Sheriff's Office also operates a Forensic Science Lab that serves 13 counties.²⁸

The motto of the Washoe County Sheriff's Office is "Commitment to Community." While the Washoe County Sheriff's Office also uses community-oriented policing strategies in support of intelligence-led policing practices, it has not adopted a community policing model formally. Up until 2010, the Washoe County Sheriff's Office had Community Liaison Officers (CLOs), who were dedicated to working with and engaging the community. The Community Liaison Officers attended meetings of the six Citizen Advisory Boards (CABs) within Washoe County "in order to interact with local residents [...] and to become more

^h Community Resource Officers are comparable in function and responsibility to Community Action and Outreach Officers.

ⁱ The Washoe County Sheriff's Office is comprised of multiple task forces and special units including Patrol Division (Major Accident Investigation Team, Marine Auxiliary, Motorcycle, ATV & Firearms, Motors), Detectives, Consolidated Bomb Squad, Consolidated Extraditions Unit, K-9 Unit, Northern Nevada Regional Intelligence Center (NNRIC), RAVEN aviation unit, Regional Gang Unit, Search and Rescue, Special Weapons and Tactics (SWAT), and the Hostage Negotiation Team.

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aware of the concerns and problems within the districts.”^j,²⁹ Budget cuts and increased demand in other departments led to the elimination of the Community Liaison Officer positions.^k

In addition, the Washoe County Sheriff’s Office has a Community Engagement Office, which was “designed to communicate, collaborate and work with our community to hear their concerns, answer questions and provide relevant and timely crime prevention information.”³⁰

The Washoe County Sheriff’s Office maintains a Citizen Corps, which has over 300 volunteer members. The Citizen Corps has three teams, which can provide auxiliary support during crisis situations or following (natural) disasters: the Community Emergency Response Team, the Sheriff’s Mobile Auxiliary Response Team (SMART), and the Citizens Homeland Security Council.³¹ The Reno Police Department and the Washoe County Sheriff’s Office also operate the Homeless Evaluation Liaison Program (HELP), which was founded in 1994 as “an effective alternative solution to the use of traditional policing methods of increased enforcement and incarceration” for the chronically homeless.^l,³² The Washoe County Sheriff’s Office also has a liaison program with several schools in Washoe County School District. As part of this program, deputies visit elementary schools once a week and promote reading.

Demographic Composition of the Three Law Enforcement Agencies

Table 1 presents demographic information on the three law enforcement agencies in Northern Nevada and their respective communities, as of 2016. As the data reveals, most racial and/or ethnic groups are underrepresented in the three law enforcement agencies, and the gap is particularly striking among Latinos/Hispanics. As of 2016, approximately 5.7 percent of sworn officers in Sparks Police are Latino/Hispanic while one-quarter (27.5 percent) of the greater Sparks community is Latino/Hispanic. In Reno, only 10.3 percent of sworn officers are Latino/Hispanic whereas 25.1 percent of Reno is Latino/Hispanic.

Across northern Nevada, Asian Americans account for 5 to 7 percent of the population, but only 2-3 percent of sworn officers. American Indians account for 1 to 2 percent of the population, but only 1 percent of sworn officers. African Americans comprise 2 to 3 percent of the population, but only 1 to 2 percent of sworn officers. The exception is Native Hawaiian/Pacific Islanders, who are overrepresented in the three law enforcement agencies: they account for less than one percent of the population but 2 to 3 percent of sworn officers.

More than half of the community in northern Nevada is female, and only 7.5 percent of sworn officers in Sparks Police are women. In the Reno Police Department, only 7.1 percent of sworn officers are women. This is significantly lower than the national average of 12 percent.³³ The Washoe County Sheriff’s Office,

^j The Washoe County Citizen Advisory Boards (CABs), created pursuant to Nevada Revised Statute 244.1945 and Washoe County Code Section 5.425, seek to communicate ideas and concerns of local citizens on planning and development issues to the appointed Boards and Commissions. There are nine CABs representing different geographical regions within Washoe County.

^k The Washoe County Sheriff’s Office would like to staff these positions again.

^l The goal of HELP “is to reunite homeless persons in need with their family and friends.” Reno Police Department and the Sheriff’s Office assign an officer (deputy) to downtown Reno; the officer directs individuals who may be chronically homeless to service providers. The Washoe County Sheriff’s Office deputies work closely with service providers who aid the elderly, homeless, and other individuals who suffer from mental illness.

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however, has a higher percentage of female sworn officers than other law enforcement agencies; 18 percent of sworn officers are women. The higher percentage of female sworn officers in the Washoe County Sheriff's Office owes, in part, to the fact that the agency runs the county's only adult detention center (jail), which requires female sworn officers to oversee female detainees. However, upon taking office, Sheriff Chuck Allen has worked to fulfill his campaign pledge of increasing the number of female deputies. Working with Washoe County Human Resources, the Washoe County Sheriff's Office has developed and/or re-designed marketing and outreach materials to attract more female recruits. Additionally, the Washoe County Sheriff's Office has the authority to commission officers and has hired several female officers using this authority.

Table 1. Demographic Statistics: Northern Nevada Law Enforcement Agencies and Communities

Comparative Statistics						
	Reno		Sparks		Washoe County*	
	N	%	N	%	N	%
	AREA DEMOGRAPHICS (2016)					
Total Population	237,121	100.0%	94,718	100.0%	108,075	100.0%
<i>Race</i>						
White	186,029	78.5%	74,212	78.4%	93,880	86.9%
Black/African American	6,151	2.6%	2,669	2.8%	1,297	1.2%
Asian	15,491	6.5%	5,456	5.8%	2,786	2.6%
Native Hawaiian/Pacific Islander	1,815	0.8%	333	0.4%	528	0.5%
American Indian	2,579	1.1%	1,442	1.5%	2,885	2.7%
Two or More Races	10,375	4.4%	4,135	4.4%	3,209	3.0%
Other Race/Unknown	14,681	6.2%	6,471	6.8%	3,490	3.2%
<i>Ethnicity</i>						
Latino/Hispanic	59,537	25.1%	26,187	27.6%	17,744	16.4%
Non-Latino/Non-Hispanic	177,584	74.9%	68,531	72.4%	90,331	83.6%
<i>Gender</i>						
Male	119,814	50.5%	46,253	48.8%	55,099	51.0%
Female	117,307	49.5%	48,465	51.2%	52,976	49.0%
	LAW ENFORCEMENT (2016)					
Total Sworn Officers	312	100.0%	106	100.0%	410	100.0%
<i>Sworn Officers as Percentage of Area Population</i>	13.3	0.1%	11.2	0.1%	38	0.1%
<i>Sworn Officers Race/Ethnicity</i>						
White	259	83.3%	87	82.1%	340	83.0%
Black/African American	4	1.3%	2	1.9%	8	2.0%
Latino/Hispanic	32	10.3%	6	5.7%	37	9.0%
Asian/Pacific Islander	9	2.9%	3	2.8%	8	2.0%
American Indian	3	1.0%	1	0.9%	4	1.0%
Other Race/Unknown	4	1.3%	7	6.6%	12	3.0%
<i>Sworn Officers Gender</i>						
Male	289	92.9%	98	92.5%	336	82.0%
Female	22	7.1%	8	7.5%	74	18.0%
* Unincorporated Washoe County: Washoe County - Reno - Sparks = unincorporated Washoe County						

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D. Recruitment and Hiring

Recruitment

The realization that the pipeline of recruits is limited and that current sworn officers (rank and file leadership) do not reflect the changing demographics or the gender composition of their communities – see Table 1 – has prompted law enforcement agencies, in recent years, to adopt new recruiting strategies to attract greater numbers of applicants, as well as applicants from underrepresented communities. Traditionally, law enforcement agencies, like other employers, have recruited at career and job fairs in the community, as well as at universities, community colleges, and high schools. Recently, the law enforcement agencies in northern Nevada have also started recruiting at local sporting events (e.g., soccer and softball fields). Sparks Police (with the City of Sparks) has given presentations at events in tribal communities, at middle schools, and at meetings of diversity and women’s groups at the University of Nevada, Reno. They have also advertised career opportunities in Spanish-language media outlets. Sparks Police created and maintains a Recruitment Team that is charged with trying to increase the application pool for qualified police officers to include not only race and gender, but background and life experience.

Like other agencies in the region, the Washoe County Sheriff’s Office has partnered with community organizations “to exchange information and discuss recruitment strategies focusing on diversity.”³⁴ In addition to advertising at job and career fairs, the Washoe County Sheriff’s Office has placed public service announcements (PSAs) in local movie theaters in December. The Washoe County Sheriff’s Office has also advertised at sports clubs for women, at veterans’ groups, and at criminal justice classes at universities and community colleges.

In 2015, Reno Police Department directed focused attention and resources to recruiting more applicants, including women. The Department launched regularly scheduled “Meet-and-Greet” informational sessions to share information about the application process, and ‘Run with Recruiter’ events, which allows interested individuals to practice portions of the physical test. The Reno Police Department has scheduled roughly seven to ten meetings of both types of outreach events for the past two years. Additionally, representatives attend more events (e.g., Gay Pride Parade) to share information about employment opportunities. Agency representatives indicate these events have benefitted all applicants, including women.

To build a workforce pipeline, the Reno Police Department, in partnership with the Washoe County School District Police, runs an Explorer Program for high school students interested in learning about law enforcement careers.³⁵ Students in the program earn high school (one-half) credit. Topics include case law, traffic stops, building searches, radio traffic, and drug laws. Participating students must complete 35 community service hours each semester.³⁶ Despite its efforts, the Reno Police Department noted that its Explorer Program has not attracted significant interest and has not been an effective vehicle for building a pipeline of potential recruits.

Sparks Police also has a (non-credit) Explorer Program that is housed within Learning for Life, a subsidiary of the Boy Scouts, and is open to individuals between the age of 14 and 20. While Sparks Police does not collect data, anecdotal information suggested that several Explorers later pursued careers in law enforcement and criminal justice. Additionally, Sparks Police has a mini-high school academy in Reed High School. This academy consists of instructional lessons taught during government class for five weeks. Among the topics covered by Sparks Police officers are state and local laws, along with alcohol and drug

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awareness. Sparks Police also noted that the mini-high school academy has not been an effective vehicle for building a pipeline of potential recruits.

To increase the number of applicants, including those from underrepresented backgrounds, several of the law enforcement agencies now offer continuous recruitment, which allows applicants to apply year-round. Traditionally, law enforcement agencies, as with the Reno Police Department, open the on-line application period for entry-level sworn officers for a period of approximately one month each spring, just prior to the start of the July training program at the Northern Nevada Law Enforcement Academy (NNLEA), Nevada Peace Officer Standards and Training (POST)-certified Academy, which is the state's "regulatory agency that establishes and maintains the laws, regulations, and acts as the governing authority for the behavior, hiring, basic and professional certification, course certification, and training requirements for all law enforcement officers in the state."³⁷ In 2014, the Sparks Police and City of Sparks began offering continuous recruitment for entry-level officer positions.³⁸ Similarly, the Washoe County Sheriff's Office now offers "open [continuous] recruitment, [which] allows for greater flexibility, [and] making the application process easier for potential candidates."³⁹ Candidates can now apply based on their availability.

Hiring

The three agencies have similar hiring procedures, except for a couple of notable differences. In general, all agencies, in conjunction with each jurisdiction's Civil Service Commission, are involved in the examination and selection of personnel for entry-level civilian and sworn positions within the agency. Each agency organizes the application process around the Northern Nevada Law Enforcement Academy (NNLEA), which offers training twice a year (January and July) for a period of 18-20 weeks.

Table 2 summarizes the testing and hiring procedures for the three law enforcement agencies highlighted in this study for the position of entry-level sworn officer. Additional information is detailed below.

Reno Police Department: The Reno Police Department provides detailed information about its hiring process and requirements on its website.⁴⁰ The Department opens its applications for entry-level sworn officers for a period of approximately one month each spring, just prior to the start of the July training program at the Northern Nevada Law Enforcement Academy (NNLEA), a POST-certified Academy. Within one month after the close of the application period, the Reno Police Department offers five consecutive dates of testing. Applicants must take and pass the Nevada POST physical exam to be eligible for the written civil service exam. The written and physical exam are based on a job analysis, which identifies the specific duties and requirements of an entry-level career in law enforcement. Grounded in community input, the Reno Police Department, in cooperation with the City of Reno's Human Resources Department, began offering the physical exam and the written exam on the same day so that "there is no delay between the start and end of the process."⁴¹ Unlike the other two law enforcement agencies, the City of Reno's written exam includes a biodata section, which consists of factual questions about an applicant's life and work experiences, as well as items involving values, beliefs, and attitudes. The biodata portion of the written exam is worth 32 percent of the exam score.⁴²

After applicants complete the written exam, the City of Reno's Human Resources Department scores the exam and sends a list of the top ten scoring applicants for each open (entry-level) officer position to the

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Reno Police Department. The City of Reno then initiates a background check process for each potential officer. “After this initial background investigation is completed, the investigator will submit a written report to [Reno Police Department’s] Hiring Board, which summarizes the findings of the investigation. The hiring board is made up of the Department’s Chief of Police, and Deputy Chiefs of Police. They [...] review the written report and determine if the candidate will continue in the hiring process. They have the option of disqualifying a candidate from further consideration, skipping a candidate for a more qualified candidate, sending the report back for further investigation or providing the candidate with a conditional offer of employment.”⁴³

Table 2. Summary of the Hiring Process, by Agency

	Reno Police Department	Sparks Police	Washoe County Sheriff's Office
Minimum Requirements	- High school diploma and/or GED	- Minimum 24 units of college-level coursework credits, OR	- High school diploma and/or GED
		- Valid DD214 Discharge from the military OR	
		- Valid POST Certificate from states with similar POST requirements	
To Begin	Complete Online Application	Complete Online Application	Complete Online Application
	- Open for 1 month	- Continuous recruitment	- Continuous recruitment
	Take POST Physical Fitness Test	Take POST Physical Fitness Test	Take POST Physical Fitness Test
	- Pass/Fail	- Pass/Fail	- Pass/Fail
	- Must pass physical exam in order to take written exam)		- Take written exam after physical exam
	Complete Written Test	Complete Written Test	Complete Written Test
	- Includes biodata section		
	- Scored and Ranked for Interview	- Scored and Ranked for Interview	- Scored and Ranked for Interview
	- Testing is offered once a year	- Testing is offered 3 times a year	- Testing is offered 4 times a year
	- Test is available 5 days	- Test is available one day (Saturday)	- Test is available one day
		- If applicant misses testing date, he/she has to wait one year to reapply	- Can schedule a make-up test day
	Background Investigation	Interview (panel)	Background Investigation
	- Pass/Fail	Pre-employment Polygraph	- Pass/Fail
		- Pass/Fail	- Submit a set of fingerprints
	Interview (panel)	Background Investigation	Interview (panel)
	- Submit personal history statement	- Pass/Fail	- Submit personal history statement
	- Includes community representatives		- Individual case management
	Pre-employment Polygraph		Pre-employment Computer Voice Stress Analyzer (CVSA)
	- Pass/Fail		- Pass/Fail
Following a conditional offer of employment	Medical Exam/Physical/Drug Test	Psychological Testing	Medical Exam/Physical/Drug Test
	- Pass/Fail	- Pass/Fail	- Pass/Fail
	Psychological Testing	Medical Exam/Physical/Drug Test	Psychological Testing
	- Pass/Fail	- Pass/Fail	- Pass/Fail
Upon gainful employment	Attend Nevada POST (5 months)	Attend Nevada POST (5 months)	Attend Nevada POST (5 months)
	Swearing in Ceremony	Swearing in Ceremony	Swearing in Ceremony
	Police Training Officer Program	Field Training Officer Program	CAT III Academy, followed by Field Training Officer Program

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If an applicant passes the written exam and the background check, he (she) is then scheduled for a Chief's interview. The Reno Police Department's Chief's interview panel includes a sergeant, executive ranking officer, training officer, and community representatives. If the Chief's board approves an application and makes a conditional offer of employment to the applicant, he (she) is required to complete medical and psychological testing, as well as submit to a polygraph examination. After being hired, the candidate must attend and complete the Northern Nevada Law Enforcement Academy (NNLEA).

Our research team analyzed recent demographic data of applicants who applied for open officer positions at the Reno Police Department.^{m,44} The data, presented in Table 3, reveals the following patterns:

- In 2016, 60 percent of Reno Police Department applicants who met the minimum qualifications were white; 6.5 percent were African American; 21.5 percent were Latino/Hispanic; 2.2 percent were Asian; 1.1 percent were Native Hawaiian/Pacific Islander; 2.0 percent were American Indian/Alaskan Native; 82.1 percent were male; and 17.1 percent were female.
 - As of 2017, 82.3 percent of Reno Police Department sworn officers were white; 1.6 percent were African American; 11.0 percent were Latino/Hispanic; 2.5 percent were Asian; 0.9 percent were American Indian; and 7.8 percent were women.
- More than two-thirds (66 percent) of individuals who applied and met the minimum qualifications either failed to show up for the physical exam or failed the physical exam. Data indicates that over 50 percent of applicants who met the minimum qualifications later failed to show up for the physical exam. (As we shall see, Sparks Police and Washoe County Sheriff's Office also report that the biggest drop-off in the process is among applicants who apply and then fail to report for the physical exam. While the Washoe County Sheriff's Office sends several reminders to applicants about the exam dates, none of the agencies follow up and survey applicants who fail to show up for the physical exam.)ⁿ
- In 2016, the pass rate on the physical exam (31.1 percent) was significantly lower than the pass rate on the written exam (86.2 percent). The pass rate on the physical exam for whites (31.5 percent), Latino/Hispanic (33.9 percent), and men (34.2 percent) are among the highest. In contrast, the pass rate on the physical exam for African American (22.2 percent), Native Hawaiian/Pacific Islander (22.2 percent), American Indian/Alaskan Native (11.8), and women (16.1 percent) are among the lowest.

^m Data was not available from Sparks Police or the Washoe County Sheriff's Office. According to Sparks Police, applicants are not required to submit demographic data on gender, race, etc. Thus, it is difficult to gather these statistics.

ⁿ According to one report, "Lack of attendance by those who registered for entry-level police officer exams is not uncommon throughout the U.S., and observers have suggested that it may signal an absence of understanding of the role, responsibilities, and expectations of a police officer in today's society. While the media often portray officers as tough crime fighters, that depiction fails to showcase the full range of duties an officer performs. Those who apply for the position with only a fraction of the knowledge of what policing entails are more likely to become disenchanted and may subsequently drop out of the process." Seattle Community Police Commission. January 2016. *An Assessment of the Seattle Police Department's Community Engagement: Through Recruitment, Hiring, and Training*. Page 18.

https://www.seattle.gov/Documents/Departments/CommunityPoliceCommission/CPC_Report_on_SPD_Community_Engagement.pdf.

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- Both men and women have comparable pass rates on the written exam, 86.4 percent and 82.6 percent, respectively. White, Latino/Hispanic, and Asian applicants have pass rates of 80 percent and above. African American applicants have pass rates of 66.7 percent, and Native Hawaiian/Pacific Islander and American Indian applicants had pass rates of 50 percent.



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Table 3. Recruitment Data for Reno Police Department, 2015-2016

Police Recruitment Demographics, 2015-2016															
2015															
	Minimum Qualifications					Physical Exam					Written Exam				
	Passed	Failed	Total # Applications Received	Pass Rate	% of the Total	Passed	Failed or Failed to Appear	Total # Candidates	Pass Rate	% of the Total	Passed	Failed or Failed to Appear	Total # Candidates	Pass Rate	% of the Total
<i>Race/Ethnicity</i>															
White	655	6	661	99.1%	64.3%	208	447	655	31.8%	65.6%	199	7	206	96.6%	66.8%
Black/African American	32	0	32	100.0%	3.1%	10	22	32	31.3%	3.2%	9	1	10	90.0%	3.0%
Latino/Hispanic	189	5	194	97.4%	18.6%	65	124	189	34.4%	20.5%	61	4	65	93.8%	20.5%
Asian	30	0	30	100.0%	2.9%	9	21	30	30.0%	2.8%	8	1	9	88.9%	2.7%
Native Hawaiian/Pacific Islander	14	0	14	100.0%	1.4%	1	13	14	7.1%	0.3%	0	1	1	0.0%	0.0%
American Indian/Alaskan Native	12	1	13	92.3%	1.2%	4	8	12	33.3%	1.3%	4	0	4	100.0%	1.3%
Two or More Races/Multi-Ethnic	55	0	55	100.0%	5.4%	11	44	55	20.0%	3.5%	9	1	10	90.0%	3.0%
Unknown	31	0	31	100.0%	3.0%	9	22	31	29.0%	2.8%	8	4	12	66.7%	2.7%
TOTAL	1018	12	1030	98.8%	100.0%	317	701	1018	31.1%	100.0%	298	19	317	94.0%	100.0%
<i>Gender</i>															
Male	847	9	856	98.9%	83.2%	283	564	847	33.4%	89.3%	266	15	281	94.7%	89.3%
Female	160	3	163	98.2%	15.7%	30	130	160	18.8%	9.5%	28	1	29	96.6%	9.4%
Unknown	11	0	11	100.0%	1.1%	4	7	11	36.4%	1.3%	4	3	7	57.1%	1.3%
TOTAL	1018	12	1030	98.8%	100.0%	317	701	1018	31.1%	100.0%	298	19	317	94.0%	100.0%
2016															
	Minimum Qualifications					Physical Exam					Written Exam				
	Passed	Failed	Total # Applications Received	Pass Rate	% of the Total	Passed	Failed or Failed to Appear	Total # Candidates	Pass Rate	% of the Total	Passed	Failed or Failed to Appear	Total # Candidates	Pass Rate	% of the Total
<i>Race/Ethnicity</i>															
White	501	8	509	98.4%	59.9%	158	343	501	31.5%	60.8%	142	16	158	89.9%	63.4%
Black/African American	54	1	55	98.2%	6.5%	12	42	54	22.2%	4.6%	8	4	12	66.7%	3.6%
Latino/Hispanic	180	4	184	97.8%	21.5%	61	119	180	33.9%	23.5%	49	12	61	80.3%	21.9%
Asian	18	0	18	100.0%	2.2%	5	13	18	27.8%	1.9%	4	1	5	80.0%	1.8%
Native Hawaiian/Pacific Islander	9	0	9	100.0%	1.1%	2	7	9	22.2%	0.8%	1	1	2	50.0%	0.4%
American Indian/Alaskan Native	17	0	17	100.0%	2.0%	2	15	17	11.8%	0.8%	1	1	2	50.0%	0.4%
Two or More Races/Multi-Ethnic	43	0	43	100.0%	5.1%	14	29	43	32.6%	5.4%	13	1	14	92.9%	5.8%
Unknown	15	0	15	100.0%	1.8%	6	9	15	40.0%	2.3%	6	0	6	100.0%	2.7%
TOTAL	837	13	850	98.5%	100.0%	260	577	837	31.1%	100.0%	224	36	260	86.2%	100.0%
<i>Gender</i>															
Male	688	10	698	98.6%	82.2%	235	453	688	34.2%	90.4%	203	32	235	86.4%	90.6%
Female	143	3	146	97.9%	17.1%	23	120	143	16.1%	8.8%	19	4	23	82.6%	8.5%
Unknown	6	0	6	100.0%	0.7%	2	4	6	33.3%	0.8%	2	0	2	100.0%	0.9%
TOTAL	837	13	850	98.5%	100.0%	260	577	837	31.1%	100.0%	224	36	260	86.2%	100.0%
<i>Notes</i>															
1) Pass Rate = demographic category passed/total in demographic category, e.g., females-passed/total # female candidates															
2) % of the Total = demographic category passed/total passed (shaded numbers [cells] in Column B, Column G, and Column L)															
3) Race/ethnicity and gender categories in columns E, J, and O for Pass Rate don't sum to TOTAL, which is calculated as total passed/total # candidates															
4) Green shading indicates the step up from minimum qualifications to physical exam, and pink shading indicates the step up from physical exam to written exam.															

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Sparks Police: Sparks Police is the only law enforcement agency in northern Nevada that requires 24 college-level credits as part of the minimum qualifications. Alternatively, an applicant may have a valid POST certificate from a state with similar POST requirements, and/or a valid DD214 with honorable discharge from the military. Applicants must pass the Nevada POST physical exam and a written civil service exam, which was designed by and acquired from a national testing agency and is based on a job analysis.⁴⁵ In 2014, Sparks Police began offering the written exam three times a year (March, May, and October) on a single day. On the day of testing, the physical exam is conducted in the morning, with the written test to follow the same afternoon. The written test is offered on one day (which is typically a Friday or Saturday) during the testing period. If an applicant signs up for the test but is unable to make his (her) appointment, the City of Sparks does not allow the applicant to reschedule, and, subsequently, the applicant must wait an entire year to reapply to Sparks Police.

Following the written examination, the City of Sparks shares with Sparks Police a roster of applicants, who passed the written exam based on scored rankings, which are then listed in alphabetical order. Sparks Police conducts a five-person panel interview of top applicants; the lieutenant of internal affairs sits on the interview panel. Applicants must undergo a background check.

Data reveals that there is considerable attrition throughout the process and that the biggest drop off in applicants is the period between submission of the initial application and the physical exam. For example, in 2016, 145 applicants met the minimum requirements and were invited to schedule an exam. However, only 43 applicants showed up and took the exam, and only 22 passed both the written and physical exams. The City of Sparks human resource officials noted that only 60 percent of individuals who apply subsequently take the physical and written exams.⁴⁶ The City of Sparks does not collect data on gender, race and/or ethnicity to determine whether attrition is disproportionately higher among certain groups, and it does not engage in follow-up communication with applicants who failed to take the physical exam.^o

Washoe County Sheriff's Office: The Washoe County Sheriff's Office offers the Nevada POST physical and written tests several times a year, depending on number of applicants; in 2017, the exam was offered four times. Two weeks prior to the physical exam date, the Sheriff's Office offers a pre-physical boot camp to help applicants understand the physical requirements of the job. Once an application is received, the Washoe County Department of Human Resources schedules a physical exam. Applicants take the physical test on Saturday; the written test is offered the next day. Applicants can retake the physical fitness test if they do not pass the first time. The Washoe County Sheriff's Office has made a study guide available online (with sample questions) to help recruits prepare for the exam.⁴⁷ The Washoe County Sheriff's Office also holds an informational session to review the hiring process.

In 2013, the Washoe County Sheriff's Office drafted its own written test, with the assistance of a consulting firm and based on information provided by subject matter experts, including current employees. The Washoe County Sheriff's Office and the Washoe County Department of Human Resources review the exam annually. In addition to the written exam, there are a series of assessments (related to job activities) that solicit applicant responses to job-related scenarios. The written test is worth 30 percent of the final score, and the written assessments are worth 70 percent of the final score. The Washoe County

^o The City of Sparks staff indicated that applicants self-report information and that they are not required to submit information on gender, race, and/or ethnicity.

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Department of Human Resources noted that the pass rate for the written exam, which is based on a curve, is 80 percent.

Following the written exam, the Washoe County Department of Human Resources sends the Sheriff's Office a list of candidates ranked by their passing test scores. Top-scoring applicants, who pass the physical and written exams, are given a background packet that must be completed and returned within ten days. Applicants must also sign up for an appointment for a one-on-one interview during which time command staff reviews the forms and explains the hiring process. Applicants who complete their forms and pass the background check are interviewed by a panel of individuals (referred to as a hiring board), which include the Chief Deputy, Administrative Captain, Human Resources representative, and the assistance of the Background Unit deputies. The Washoe County Sheriff's Office does not include community representatives on the interview panel due to the extensive discussions, which are confidential, about an applicant's background. Successful applicants enroll in the Northern Nevada Law Enforcement Academy (NNLEA). Eligible applicants who are not selected return to the applicant pool and can reapply. Finally, officials reported that the Washoe County Sheriff's Office, like the Reno Police Department and Sparks Police, has significant attrition between the initial application submission and the physical testing phase of the hiring process.

Retention and Promotion

Representatives from the three law enforcement agencies acknowledged that the demographic composition of leadership positions does not reflect the diversity of their communities. However, representation of ethnic and/or racial groups and/or women among leadership exceeds that of general rank and file officers. For example, as of February 2017, there was one Native American, one Latino, two African Americans, and two women among the 22 higher ranking officers (i.e., Sergeant, Lieutenant, Deputy Chief, Chief) in Sparks Police, which represents 27 percent of officers.⁴⁸ In Reno Police, as of December 2017, among 53 higher ranking officers, 20.7 percent represented racial and/or ethnic groups and/or women.

The process of promotion is similar to the hiring process. Generally, candidates for promotion must take an exam. At Sparks Police, which uses a blind review process, candidates must complete a nationally validated written exam, followed by a metric-based, internal assessment, created by the City of Sparks' Human Resources Department. For each open position, the Human Resources Department gives Sparks Police a list of top-scoring candidates in alphabetical order. These candidates are interviewed by a panel of internal stakeholders, which include the Chief, two Deputy Chiefs, and one additional person. Sparks Police has allocated resources to support the professional development of officers.

Agency representatives and community stakeholders noted that several police officers who are either African American and/or Latino/Hispanic have left careers in these law enforcement agencies in recent years. One law enforcement representative commented that officers from diverse backgrounds "need a certain internal strength" to remain on the force.^p

^p There is a body of research that identifies some of the primary reasons driving minority attrition in law enforcement careers: "Individuals may face difficulties adjusting to a law enforcement agency's organizational culture; [I]ndividuals from underrepresented communities may face difficulties in the promotion process due to a lack of

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Current and former agency representatives acknowledge that, despite the formal hiring requirements and physical and written exams, there is some discretion in the hiring and promotion process, particularly during the background check and interview phases of the initial hiring process. In recent years, both Sparks Police and the Washoe County Sheriff's Office have revised the automatically disqualifying factors as they relate to recent illegal drug use.⁴⁹ Several current and retired law enforcement agency representatives suggested agencies should increase their focus on retention, though none of the law enforcement agencies have consistently conducted internal analyses of the attrition and retention data among sworn officers.

E. Training

After recruits are offered employment by one of the three agencies included in this report, they must attend a Nevada Police Officers Standards and Training (POST) academy, which is usually the Northern Nevada Law Enforcement Academy (NNLEA) for applicants who live in northern Nevada. Per Nevada law (Nevada Revised Statutes [NRS]) and administrative code (NRS 289.510, NRS 289.600, NAC 289.140), Nevada POST Academy sets the requirements for the basic POST certificate, which includes 480 hours of training.^{49,50} The NNLEA training program is almost 21 weeks long and provides significantly more training than the basic training outlined in POST.

While at the NNLEA, a recruit may not fail more than two quizzes and has only one option to retake a failed exam. If the recruit fails either the midterm or final exam of a course, he (she) is removed from the program. All recruits must pass the defensive tactics course. Nevada POST requires that officers maintain their certifications with annual continuing education courses. For a sworn officer, this requires an additional 12 hours of training each year, which may be offered by the agency as in-service training, or at the NNLEA.⁵¹ In addition, officers are required to receive 2-4 hours of training on use of force each year. Officers who are authorized to use a firearm must "at least biannually demonstrate a minimum level of

transparency about the process, as well as a scarcity of role models, mentoring relationships, and professional development opportunities." See U.S. Department of Justice Equal Employment Opportunity Commission. October 2016. *Advancing Diversity in Law Enforcement*. <https://www.eeoc.gov/eeoc/interagency/police-diversity-report.cfm>.

⁴⁹ The training addresses the following: (A) Law and legal procedures (civil liability, constitutional law, crimes against persons, crimes against property, juvenile law, laws governing coroners, laws relating to arrest, laws relating to drugs, including, without limitation, current trends in drugs, miscellaneous crimes, probable cause, rights of victims, search and seizure, traffic laws, and use of force); (B) Patrol operations and investigations (abuse of elderly persons, accident investigations, basic patrol procedures, child abuse and sexual abuse of a child, domestic violence and stalking, investigation of crime scenes, collection and preservation of evidence and fingerprinting, principles of investigation, techniques of interviewing and interrogation, the DWI Detection and Standardized Field Sobriety Testing course, and unknown-risk and high-risk vehicle stops); (C) Performance skills (health, fitness and wellness, interpersonal communications, operation of emergency vehicles, provision of emergency first aid and cardiopulmonary resuscitation, searching of buildings, tactics for the arrest and control of suspects, including, without limitation, methods for arrest and the use of less than lethal weapons, training concerning active assailants, training in the use of firearms, and writing of reports); (D) The functions of a peace officer (care of persons in custody, community policing, counter-terrorism and weapons of mass destruction, courtroom demeanor, including, without limitation, the giving of testimony, crisis intervention, ethics in law enforcement, handling of persons with mental illness, history and principles of law enforcement, management of stress, survival of peace officers, systems of criminal justice, and the realities of law enforcement); (E) Course administration and examinations.

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proficiency in the use of each firearm he or she is authorized to use.”⁵² The three law enforcement agencies which are the subject of this study follow different training models, and all offer their own in-service and specialized training programs.⁵³

Field Training Officer Model

The standard program is the Field Training Officer (FTO) program, which is used by Sparks Police and the Washoe County Sheriff’s Office and many other agencies around the United States. The Field Training Officer program was developed in San Jose, California, and was the mandated program in many agencies for years. The FTO program uses behavior modification theory and seeks to modify an officer’s behavior (and performance in the field) through “positive and negative rewards.” As such, the FTO program is heavily focused on evaluation of the officer’s behavior.⁵⁴ The FTO program has distinct phases of training, each with specific criteria and objectives, and it emphasizes on-going communication. There are specific task lists for FTO training; several of these tasks require that recruits talk to community members. In the first phase of FTO training, a recruit is exposed to experiences in certain areas, including conducting traffic stops and writing reports. At the end of the first phase, the training supervisor evaluates the recruit and drafts a plan for additional training, if needed. The second phase is more advanced and includes investigative practices and techniques. In the last phase, the recruit is in uniform and is accompanied by a training officer who wears plainclothes; the objective of this phase is to give a recruit a significant degree of autonomy over the decisions he (she) makes while in the field but under direct supervision.

Through the FTO program, a recruit receives daily feedback from the training officer and team, in which the recruit’s performance is evaluated against established goals. Some subject matter experts suggest that the FTO model, when compared to others, emphasizes greater accountability for officers’ behavior by offering clear standards and metrics for quantifying and evaluating performance.

According to subject matter experts, the two primary differences between the FTO program and the PTO program (discussed below) are as follows: (1) the FTO program provides more supervisory training of the new officer once he (she) is in the field, and (2) the FTO program provides greater accountability of an officer’s behavior through regular evaluation and clear performance metrics and standards.

Police Training Officer Model

In 2001, the U.S. Department of Justice, its Office of Community Oriented Policing Services (COPS), the nonprofit Police Executive Research Forum (PERF), and the Reno Police Department developed the Police Training Officer (PTO) program, which is now used by other agencies around the country.⁵⁵ This problem-based learning strategy uses adult learning theory and problem-solving tools to encourage new officers to think with a proactive mindset, enabling the identification of and solution to problems within their communities. In short, the PTO empowers officers by providing them with problem-solving tools. The PTO program is based on two core principles: the first is community policing, and the second is the use problem-based learning (PBL) as a training strategy.⁵⁶

The PTO program, which runs for 16 weeks, begins after a recruit successfully completes the Nevada Northern Law Enforcement Academy (NNLEA), a POST-certified Academy. During the PTO training

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program, each recruit is paired with a certified training officer who then assigns “street” problems to the recruit to have him (her) “learn about policing in the context of solving these problems.”⁵⁷ To address any training shortcomings, the certified trainer officer develops prescriptive, specialized training for each new recruit that lasts 1-2 weeks, at which point the new recruit resumes his (her) regular training schedule. After a recruit fulfills the NNLEA requirements, he (she) remains on probation for a period of one year, inclusive of the PTO program.

There is no body of evidence to suggest that one of the training models is correlated with better outcomes, such as fewer incidents of officer-involved shootings. Regardless of whether the law enforcement agency in northern Nevada uses the FTO or PTO model, officers from the three agencies consider the level and quality of the NNLEA and in-service training and preparation to be “solid.” One officer stated, “The training and staff do a great job with the basic needs of the training and curriculum that is required not only to become an officer, but also to meet POST standards.”⁵⁸

Reno Police Department: The Reno Police Department’s training regimen for new officers is 700 hours and includes training on victims’ rights and child abuse, among others. The Reno Police Department implemented an ethics and values-based training methodology for the first time in 2017, meaning that the Department’s ethics and core values are now integrated into the training. While maintenance of the basic Nevada POST Academy certificate requires 24 hours each year of continuing education training, the Reno Police Department may also require an additional 12 hours of training, which could include city-mandated sexual harassment training, or tactical training (e.g. force-on-force training, etc.).⁵⁹ Since 2000, the Reno Police Department has provided training to address implicit bias, which can help make officers aware of their unconscious biases so that they are able to activate to counteract them, thereby resulting in fair and impartial policing practices. In general, the training lieutenants and training sergeants identify training needs, while balancing cost and time considerations. The team Sergeant and training Sergeant assess each officer and can tailor trainings to meet the specific needs of the officer.

Recently, the Reno Police Department revised its training policy and now all personnel (sworn and non-sworn officers) take city-mandated training (e.g., sexual harassment, etc.) classes together. According to agency representatives, this new policy change has been well-received by personnel. The opportunity to train together has helped improve internal relations, which have been marked by tensions based on differences between sworn and non-sworn personnel.

Sparks Police: After recruits graduate from the NNLEA, they return to Sparks Police and receive agency-specific training using the FTO model. Currently, Sparks Police has three master trainers and a total of 14 training officers who train all Field Training Officers for Sparks Police. Sparks Police shared that the number of recruits dropping out of its FTO program had fallen in recent years. A decade ago, recruits were not completing the Sparks Police FTO program. To address this challenge, Sparks Police added training and supervisory staff and focused more deliberately on the entire hiring process from recruitment through application. In addition, agency leadership examined data from the interview scores and found that there was a strong correlation between individuals who barely passed the written exam and later failed to complete the FTO program. Based on its analysis, Sparks Police subsequently increased the minimum

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written exam score requirement by 2 points. Now, Sparks Police has a higher completion rate of its FTO program.

Sparks Police requires more training than the Nevada Administrative Code (NAC), which currently requires 12 hours. Specifically, each officer completes 40 hours of training annually during in-service training. This includes all POST-mandated training such as use-of-force, defensive tactics, and electronic control devices, and electronic control devices, among others. Additionally, officers can attend specialty classes, which vary annually, and may include topics such as Fair and Impartial Policing, legal developments, and crisis intervention training (CIT). The combination of in-service training and three, 8-hour range days means that each Sparks Police Officer receives up to 64 hours of training annually. Additionally, the Sparks Police sends officers to outside specialty training.

Washoe County Sheriff's Office: After new recruits graduate from the NNLEA, they return to the Washoe County Sheriff's Office and receive agency- and mission-specific training. Previously, the Washoe County Sheriff's Office used the Police Training Officer (PTO) program, but now uses the Field Training Officer (FTO) program. At the Washoe County Sheriff's Office, new recruits have three weeks of training (the POST CAT III Academy) in which they must receive skills- and knowledge-training that is specific to the detention (jail) facility the Sheriff's Office operates. New deputies must spend their first few years on detention operations before moving to other divisions; on average, deputies spend four to five years in detention operations prior to having the ability to transfer to patrol. When deputies move from detention operations to patrol, they receive a five-week patrol academy training course prior to transitioning. While deputies must receive 24 hours annually of continuing education training to maintain their basic POST certification, the Washoe County Sheriff's Office requires an additional 12 hours.



III. Public Accountability and Transparency

A. Reporting on Key Police Accountability Measures

Efforts to strengthen relations between law enforcement agencies and communities have focused, in part, on the use of open data.⁶⁰ Projects, such as the Police Data Initiative, in which Sparks Police participates, supports local law enforcement agencies' efforts to leverage data to increase transparency and accountability and build trust with the public.[†]

The issue and treatment of data is two-fold. First, there is the question of what data should be collected. The second question is related to the use of data both internally (i.e., as part of the feedback loop to update policies and procedures) and externally (i.e., to increase transparency and accountability).

Affirming the need to use the data internally, the Task Force on 21st Century Policing advised, "Trust in institutions can only be achieved if the public can verify what they are being told about a product or service, who is responsible for the quality of the product or service, and what will be done to correct any problems. To operate effectively, law enforcement agencies must maintain public trust by having a transparent, credible system of accountability."⁶¹ The Task Force also counseled that "law enforcement agencies should make all department policies available for public review and regularly post on the department's website information about stops, summonses, arrests, reported crime, and other law enforcement data aggregated by demographics."⁶²

In addition to information about stops, summonses, arrests, reported crime, key police accountability measures include use of force and officer-involved shootings. A portion of the *Final Report of the President's Task Force on 21st Century Policing* reads: "Law enforcement agencies should have comprehensive policies on the use of force that includes training, investigations, prosecutions, data collection, and information sharing. These policies must be clear, concise, and openly available for public inspection."⁶³ Ideally, the data should be disaggregated by demographics. Additionally, the Task Force stated, "These policies and practices should at a minimum increase transparency and accessibility, provide access to information (crime statistics, current calls for service), allow for public posting of policy and procedures, and enable access and usage for persons with disabilities."⁶⁴

Furthermore, researchers have suggested that law enforcement agencies should develop performance metrics and evaluate their performance against outcomes. Professor David Bayley, a criminal justice specialist, posited that measurement of police performance "is critical to maintaining a healthy balance between controlling crime and protecting the rights of citizens."⁶⁵ Bayley wrote, "Reform requires adopting a mind-set that puts a premium on judging itself by the demonstrable achievement of objectives."⁶⁶

[†] The Police Data Initiative (PDI) "is a law enforcement community of practice that includes leading law enforcement agencies, technologists, and researchers committed to engaging their communities in a partnership to improve public safety that is built on a foundation of trust, accountability and innovation. The PDI represents the great work and leadership of more than 130 law enforcement agencies who have released more than 200 datasets to date, and originated as a result of several recommendations in the Task Force on 21st Century Policing that focused on technology and transparency." Available: <https://www.policedatainitiative.org/about/>.

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Observations

There is limited reporting on key police accountability measures. Two of the law enforcement agencies do not publish their policies on their websites. In stark contrast, Reno Police Department has listed all their policies under the “General Orders” tab on its website, where they are available for public review.

None of the three law enforcement agencies in northern Nevada make all data on key police accountability measures available for public review, although it is available upon request and they are required to report it to the U.S. Federal Bureau of Investigation. Table 4 provides a comparison of the data made available by each agency. Data on key police accountability measures (e.g. stops, searches, arrests, use of force, etc.), as well as in-custody deaths, is not available for all three law enforcement agencies. Sparks Police makes available all data, except in-custody deaths (which none of the agencies report publicly). The Washoe County Sheriff’s Office, on the other hand, does not publish any of the key police accountability measures. However, all agencies expressed an interest in reporting the data publicly, and the Washoe County Sheriff’s Office is in the process of developing a process and establishing the information technology hardware system for capturing and reporting the data.

Table 4. Public Reporting by Law Enforcement Agencies of Key Accountability Measures and Policies

	Reno Police	Sparks Police	Washoe County Sheriff’s Office
Policy			
Use of Force	Yes	No	No
Racial Profiling	Yes	No	No
Search and Seizure	Yes	No	No
Data			
Stops	No	Yes	No
Summons	No	Yes	No
Arrests	No	Yes	No
Reported Crime	No	Yes, but not by demographics	No
Officer Involved Shootings	- Presented in Internal Affairs Annual Report (on website)	Yes	No
Use of Force	- Presented in Internal Affairs Annual Report (on website) - No demographic information	Yes	No

The three law enforcement agencies do not report the data in ways that distinguish between contacts resulting from calls for service versus those contacts that are officer-initiated. Furthermore, they do not incorporate discussions of these key police accountability measures (e.g., analysis, trend data) into their annual reports or regular reporting to the community.

Since 2004, the Reno Police Department has published key police accountability measures, including use of force data, in its Internal Affairs Annual Report, although the data is not disaggregated by demographics or zip code, and the report does not include information on actions taken.⁵⁶⁷ The Internal Affairs Annual

⁵⁵ The Reno Police Department published its first Internal Affairs Report in 2009.

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Report contains data on citizen complaints, administratively-directed investigations, the discharge of firearms, police pursuits, employee-involved traffic crashes, and the personnel early intervention system.^t Additionally, the Department publishes a summary of reported crime data in the Department's general Annual Report.⁶⁸ On occasion, the Reno Police Department provides time-series data on key accountability measures. Currently, the Reno Police Department does not publish data on stops, summonses, arrests, and officer-involved shootings.

In 2016, Sparks Police launched an updated website, and, at that time, the agency posted key accountability measures on the website for public review. Sparks Police has published data on stops, summonses, arrests, reported crime, officer-involved shootings, and use of force; except for reported crime, all accountability measures are disaggregated by demographics and presented as a time series.⁶⁹ The data, however, is uploaded without an accompanying narrative that explains the key accountability terms, or a legend that defines codes and terms contained in the data sheets.

There is limited reporting on key agency policies. As shown in Table 4, the three law enforcement agencies have published very few of their key policies on their websites. Sparks Police and the Washoe County Sheriff's Office have not published their policies on use of force, fair and impartial policing, stops, or searches and seizures. The Reno Police Department, however, has published most of its mission critical policies, including use of force, fair and impartial policing, and searches and seizures (on its website), and has placed them all under the 'General Orders' tab on the agency's website.

There is variation in the extent to which agencies use data. Law enforcement agency representatives revealed that while they are collecting data, they have not clearly identified how to systematically analyze or review the data to inform, evaluate, and revise current policies, procedures, and training. In short, agencies have not established systematic and rigorous feedback loops for collecting and analyzing the data with the goal of improving outcomes. For example, Reno Police Department representatives shared that the agency collects information on traffic stops, as well as other key police accountability measures.^u This data is reviewed monthly in the Chief's All Manager's meeting with section heads and watch lieutenants. Interviews suggest that agencies may lack staff, as well as the tools and templates needed to help the agencies manage data collection and analysis. The Washoe County Sheriff's Office stated that they review data, particularly following a major incident, but not systematically; and, when they observe a trend, they dedicate resources to evaluate the underlying causes.

^t The most recent [\(2016\) Internal Affairs Annual Report](#) is available on the homepage of the Internal Affairs Department. The Reno Police Department's website, however, does not currently have a search function. Individuals must conduct a general web search to find previous years of the Internal Affairs Annual Report.

^u In 2001, the Nevada Legislature passed Assembly Bill (AB) 500, which commissioned law enforcement agencies in Clark and Washoe Counties and the Nevada Highway Patrol to collect data on traffic stops during 2002. In 2002, the State of Nevada required the collection of traffic stop data for a single year. The study, "AB 500 Traffic Stop Data Collection Study: A Summary of Findings," which was authored by University of Nevada, Las Vegas, Professor Richard McCorkle, was presented to the Legislature in 2003.

See <https://lasvegassun.com/news/2003/jan/31/blacks-hispanics-in-nevada-more-likely-to-be-pulle/> and <https://5harad.com/papers/traffic-stops.pdf>.

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Data reporting is inconsistent across agencies. Our research team found that data on key accountability measures is often not collected and reported in comparable ways across the three agencies. For example, Sparks Police disaggregates all but one key accountability measure by demographics. The Reno Police Department, on the other hand, does not publish key accountability measures by race, ethnicity, and/or gender in its annual reports. Additionally, the Reno Police Department does not disaggregate use of force incidents by type of force used (e.g., electronic restraint, firearm, etc.), while both Sparks Police and the Washoe County Sheriff's Office do report on the type of force used (see Appendix C-F for use of force data across the three law enforcement agencies). The Reno Police Department indicated that existing templates, software limitations, and human capital resource constraints limit the ability to disaggregate data. Additionally, the Reno Police Department's investigating sergeant in use of force incidents does not inquire about the racial and/or ethnic identity of the subject.

Differences in data collection and reporting present challenges in attempting to compare outcomes across law enforcement agencies in northern Nevada. Agency representatives shared that the three agencies have met previously to discuss the need to design a common template for reporting and sharing data so that the information is comparable across the three agencies. However, no action has yet to be taken to create a single template.

There is limited reporting on operations data. Beyond calls for service, much of the work of the law enforcement agencies is unreported. Statistics about crimes and the number of crimes solved (i.e. clearance rate) are reported frequently. However, other relevant statistics, which capture the breadth of the responsibilities of officers and the extent of their work in the field are reported sporadically. Among these, for example, are statistics about the number of open cases per detective, the average number of stops and arrests per officer, the number of non-enforcement contacts, and the number of officer volunteer hours out in the community. The Reno Police Department includes a number of these metrics in its general agency annual report, among which are: crimes reported, clearance rate, volunteer hours, patrol hours, non-patrol hours, and vacation home checks.⁷⁰ Sparks Police posts several of these metrics on its website, including volunteer hours and number of contacts who received advocacy services. However, the Washoe County Sheriff's Office does not publish any of these metrics on its website. Further, the three law enforcement agencies do not distinguish between law enforcement contacts resulting from calls for service versus those that are officer-initiated nor is this information published.

Recommendations

- Law enforcement agencies in northern Nevada – the Reno Police Department, Sparks Police, and the Washoe County Sheriff's Office – should design performance metrics for core policies, programs, and initiatives, and they should report annually on these metrics.
 - Law enforcement agencies should track and analyze the data on accountability measures and performance metrics regularly and identify trends. Agencies should share this information with the public.
- Law enforcement agencies in northern Nevada should collect and publish data on key police accountability factors. Specifically, law enforcement agencies should make information on the

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following publicly available: detentions, stops, summonses, arrests, reported crime, use of force, offer-involved shootings, and in-custody deaths, disaggregated by demographics (e.g., race/ethnicity, gender, and geographic location). Historical data should be presented, and data should be updated annually. The data should be published on the agency's website and/or in an annual report.

- Law enforcement agencies should organize meetings with community representatives to discuss data collection, data analysis, and data reporting and they should solicit input from the community.
- Law enforcement agencies, specifically Sparks Police and Washoe County Sheriff's Office, should publish their key mission-related policies (e.g., use of force, impartial policing, etc.) on agency websites. Policies need to be updated on a regular and consistent basis.
 - Law enforcement agencies should continue to host community meetings (e.g., town halls) around policy revisions.
- Law enforcement agencies should collect and report data distinguishing between law enforcement contacts resulting from calls for service versus those that are officer-initiated. The agencies should track data and set goals around the number and type of non-law enforcement contacts. These goals should be set for all levels of the organization and not restricted to community policing officers (i.e., Community Resource Officers, Community Action Officers) or to a select group of agency leaders.
- Law enforcement agencies should publish more information about operations, specifically: number of open cases per detective, average number of stops and arrests per officer, number of non-enforcement contacts, and number of officer volunteer hours out in the community.
- Law enforcement agencies in northern Nevada should consider hiring data analytics experts to assist the agencies in identifying ways to analyze the collected data and performance metrics to help evaluate existing policies, procedures, and training.
 - Law enforcement agencies should develop procedures around using the data to inform and evaluate existing policies and new policies and procedures.
- Law enforcement agencies should convene a multi-agency working group to design a standard reporting template for key police accountability measures so that outcomes can be compared across the three agencies.



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B. Public Trust and Legitimacy

In addition to tracking and reporting changes in crime and on key police accountability measures, law enforcement agencies should assess levels of trust in agencies and officers by their communities. According to the Task Force on 21st Century Policing, “Annual community surveys, ideally standardized across jurisdictions and with accepted sampling protocols, can measure how policing in that community affects public trust.”⁷¹ Additionally, the Task Force counseled that law enforcement agencies “should build relationships based on trust with immigrant communities. This is central to overall public safety.”⁷² As part of this guidance, the Task Force recommended that law enforcement agencies should “decouple federal immigration enforcement from routine local policing for civil enforcement and non-serious crime.”^{v, 73}

Criminal justice and police reform experts have argued that one way of strengthening public trust in law enforcement agencies is to establish opportunities for greater citizen oversight or review of law enforcement agencies – in particular, their decision-making processes and reviews of serious incidents. The Task Force recommends that “some form of civilian oversight of law enforcement is important to strengthen trust with the community.”⁷⁴

Observations

The Reno Police Department is the only agency that has an annual survey. The Reno Police Department has been conducting an annual survey for the past three decades and publishing (some of) the results annually in the Department’s annual report. Since 1987 and following the adoption of the Community-Oriented Policing model, the Reno Police Department has conducted an Attitude and Public Opinion survey to “measure the effectiveness of the department in four areas: (1) Performance, (2) Crime-Fighting Efforts, (3) Department’s Image, and (4) the Community’s Sense of Safety.”⁷⁵ In its first decade of use, the Reno Police Department conducted the survey biannually and used multi-methods of communication (e.g., phone and internet). Now, the survey, which is entirely web-based, is conducted annually and includes an expanded set of questions.⁷⁶

The Reno Police Department does not publish the survey results as a standalone report, but instead, includes a summary of the survey results in the department’s annual report. The results of the full survey are not available to the public, however.⁷⁷ Survey information included in the 2016 Annual Report includes:

- “The Department’s performance was evaluated positively 75.1 percent of the time.”
- “The Department’s crime fighting efforts were evaluated positively by 75.0 percent of respondents.”
- “The Department’s image was evaluated positively by 74.0 percent of respondents.”

^v We note that the Task Force on 21st Century Policing was established by Executive Order under President Barack Obama in 2015. Under the current administration, led by President Donald Trump, U.S. Attorney General Jeff Sessions has urged local authorities to help federal agents detain and deport people living in the country illegally as part of a push to reduce crime he believes is linked to illegal immigration. The U.S. attorney general has vowed to withhold federal funds from cities that do not cooperate. See also: <https://www.justice.gov/opa/speech/attorney-general-jeff-sessions-delivers-remarks-las-vegas-federal-state-and-local-law>. This policy shift explains, in part, the growing concern among residents of northern Nevada.

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- “The majority of Reno residents, 83.0 percent, reported feeling that the city of Reno is a safe place to live.”⁷⁸

Except for a few intermittent years, the annual report does not consistently include time-series data, which makes it difficult to identify trends in public opinion about the effectiveness of the Reno Police Department.⁷⁹ The Department disseminates information about how to participate in its survey primarily through its Facebook and Twitter pages; this, however, may result in a biased sample of respondents.⁸⁰

Unlike the Reno Police Department, Sparks Police does not conduct an annual survey. Instead, the City of Sparks conducts a biannual survey on all City services, which includes several questions about public safety services. These questions do not address the effectiveness of specific policing strategies or crime-fighting efforts.⁸¹ The City of Sparks’ survey instrument and results are not publicly available.

The Washoe County Sheriff’s Office does not conduct an annual survey of public perceptions of the agency. Again, there is no standardization across the three agencies in the collection and reporting of measures of public trust, making it difficult to compare attitudes toward agencies.

Researchers note that, if done well, survey data can and should be used subsequently to evaluate an agency’s performance – and its policies and practices. Specifically, Harvard University researchers Mark Moore and Anthony Braga suggest that “only by adopting a comprehensive and multifaceted measurement system of police performance will police chiefs or other reformers have a chance to drive the organization to higher levels of performance or to shift the organization’s direction.”⁸² Moore and Braga propose seven dimensions of performance measurement that, arguably, should be included in an annual public opinion survey: (1) Reducing crime and victimization; (2) Holding offenders accountable (clearance and conviction rates); (3) Reducing fear and enhancing security (feel safe in home, neighborhood); (4) Increasing safety and order in public spaces (e.g., reduce traffic accidents, increase public use of parks); (5) Using force sparingly (minimize shootings, promote racial equality); (6) Using public funds efficiently and fairly (deploy officers fairly, keep costs down); and (7) Enhancing “customer” satisfaction.⁸³

Levels of trust in the three law enforcement agencies vary across the region. Community members and representatives of community organizations commented that the Reno Police Department is engaged with the community and is available to listen to community concerns. Several community members and representatives from community organizations shared that they “could call Chief Soto on his cellphone.”⁸⁴

Some community leaders, however, commented that they do not believe that the agency’s commitment to community engagement has filtered through to the rank and file (i.e., patrol officers) who are most likely to interact with the public.

Additionally, several community leaders shared their perceptions and expressed concern about increased racial profiling, especially regarding stops and detentions of African American residents by the Reno Police Department. Data shown in Table 5 reveals that the arrest rate of African Americans by the Reno Police Department is higher than for other racial/ethnic groups. Additionally, the arrest rate of African Americans by the Reno Police Department is higher than the arrest rate of African Americans by the other two law enforcement agencies. And the arrest rate of African Americans is also much higher than their

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representation in the community; for example, in 2016, African Americans accounted for 13.9 percent of all arrests but only 2.6 percent of Reno’s total population (see Table 1).⁸⁵

Table 5. Arrest Data, 2013-2016, by Demographic Group

Arrests, by Law Enforcement Agency and Subject’s Race/Ethnicity: 2013-2016												
	Reno Police Department				Sparks Police				Washoe County Sheriff’s Office			
	2013		2014		2013		2014		2013		2014	
	<u>N</u>	<u>%</u>	<u>N</u>	<u>%</u>	<u>N</u>	<u>%</u>	<u>N</u>	<u>%</u>	<u>N</u>	<u>%</u>	<u>N</u>	<u>%</u>
<i>Race/Ethnicity</i>												
White	10,054	82.6%	10,026	81.9%	2,532	65.7%	2,976	65.4%	2,098	83.7%	2,109	85.7%
Black/African American	1,628	13.4%	1,732	14.1%	360	9.3%	516	11.3%	120	4.8%	92	3.7%
Latino/Hispanic	–	–	–	–	840	21.8%	876	19.3%	185	7.4%	175	7.1%
Asian	191	1.6%	226	1.8%	36	0.9%	72	1.6%	33	1.3%	30	1.2%
Native Hawaiian/Pacific Islander	–	–	–	–	–	–	–	–	–	–	–	–
American Indian	302	2.5%	258	2.1%	84	2.2%	108	2.4%	36	1.4%	35	1.4%
Two or More Races	–	–	–	–	–	–	–	–	–	–	–	–
Other Race	–	–	–	–	0	0.0%	0	0.0%	20	0.8%	3	0.1%
Unknown	–	–	–	–	0	0.0%	0	0.0%	15	0.6%	17	0.7%
Total	12,175	100.1%	12,242	100.0%	3,852	99.9%	4,548	100.0%	2,507	100.0%	2,461	99.9%
<i>Ethnicity Alone</i>												
Latino/Hispanic	759	6.2%	718	5.9%	–	–	–	–	–	–	–	–
Non-Latino/Non-Hispanic	11,416	93.8%	11,524	94.1%	–	–	–	–	–	–	–	–
Total	12,175	100.0%	12,242	100.0%	–	–	–	–	–	–	–	–
<i>Gender</i>												
Male	8,949	73.5%	9,051	73.9%	3,060	79.4%	3,468	76.3%	1,835	73.2%	1,796	73.0%
Female	3,226	26.5%	3,191	26.1%	792	20.6%	1,080	23.7%	654	26.1%	657	26.7%
Unknown	–	–	–	–	–	–	–	–	18	0.7%	8	0.3%
Total	12,175	100.0%	12,242	100.0%	3,852	100.0%	4,548	100.0%	2,507	100.0%	2,461	100.0%
Arrests, by Law Enforcement Agency and Subject’s Race/Ethnicity: 2015-2016												
	Reno Police Department				Sparks Police				Washoe County Sheriff’s Office			
	2015		2016		2015		2016		2015		2016	
	<u>N</u>	<u>%</u>	<u>N</u>	<u>%</u>	<u>N</u>	<u>%</u>	<u>N</u>	<u>%</u>	<u>N</u>	<u>%</u>	<u>N</u>	<u>%</u>
<i>Race/Ethnicity</i>												
White	9,657	81.4%	9,868	81.8%	2,969	63.0%	2,388	65.0%	2,385	84.5%	2,282	83.9%
Black/African American	1,730	14.6%	1,673	13.9%	377	8.0%	346	9.4%	145	5.1%	152	5.6%
Latino/Hispanic	–	–	–	–	1,138	24.1%	806	21.9%	181	6.4%	198	7.3%
Asian	203	1.7%	194	1.6%	97	2.1%	77	2.1%	30	1.1%	18	0.7%
Native Hawaiian/Pacific Islander	4	0.0%	3	0.0%	–	–	–	–	–	–	–	–
American Indian	276	2.3%	319	2.6%	98	2.1%	57	1.6%	41	1.5%	33	1.2%
Two or More Races	–	–	–	–	–	–	–	–	–	–	–	–
Other Race	–	–	–	–	12	0.3%	0	0.0%	26	0.9%	25	0.9%
Unknown	–	–	–	–	23	0.5%	0	0.0%	14	0.5%	13	0.5%
Total	11,870	100.0%	12,057	99.9%	4,714	100.1%	3,674	100.0%	2,822	100.0%	2,721	100.1%
<i>Ethnicity Alone</i>												
Latino/Hispanic	588	5.0%	567	4.7%	–	–	–	–	–	–	–	–
Non-Latino/Non-Hispanic	11,282	95.0%	11,490	95.3%	–	–	–	–	–	–	–	–
Total	11,870	100.0%	12,057	100.0%	–	–	–	–	–	–	–	–
<i>Gender</i>												
Male	8,622	72.6%	8,882	73.7%	3,361	71.3%	2,671	72.7%	2,133	75.6%	2,047	75.2%
Female	3,248	27.4%	3,175	26.3%	1,351	28.7%	1,003	27.3%	670	23.7%	650	23.9%
Unknown	–	–	–	–	2	0.0%	–	–	19	0.7%	24	0.9%
Total	11,870	100.0%	12,057	100.0%	4,714	100.0%	3,674	100.0%	2,822	100.0%	2,721	100.0%

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Community members also voiced concerns with what they perceive as a lack of responsiveness by Sparks Police to the idea of community participation, even while acknowledging community barbecues hosted by the agency on a regular basis. As evidence of their concern, they mentioned Sparks Police's decision not to establish a community advisory committee, which the other two law enforcement agencies have assembled. Sparks Police stated, however, that community organizations, excepting one, have not directly approached the law enforcement agency to establish stronger relationships.

Community members shared that there were concerns among the Latino/Hispanic community regarding the use of force by Sparks Police. Use of force data, shown in Table 6, reveals that in 2011, Latinos/Hispanics accounted for 31.4 percent of use of force incidents by Sparks Police; in 2012, they accounted for 43.5 percent, and in 2013, they accounted for 33.1 percent. During this period, the percentage of use of force among Latinos/Hispanics was significantly higher than the percentage of Latinos/Hispanics (26.3 percent) living in Sparks, and higher than the rate for other demographic groups.⁸⁶ Over the period of 2013-2016, use of force incidents by Sparks Police fell from 124 in 2013 to 70 in 2016, a 43.5 percent decrease. In 2016, Latinos/Hispanics accounted for 21.4 percent of use of force incidents. The data presented here may explain, in part, the concerns the Latino/Hispanic community has voiced regarding community relations with Sparks Police.

For the Washoe County Sheriff's Office, community perception is driven largely by reports about the jail and its operations, since this is the primary way many northern Nevada residents interact with or learn about the Washoe County Sheriff's Office. Interviews revealed that there are also heightened concerns in the immigrant and Latino/Hispanic communities about the Washoe County Sheriff's Office and its relationship with the U.S. Immigration and Customs Enforcement (ICE) and immigration. (This is discussed in greater detail in sub-section III.C.)

Recommendations

- The three law enforcement agencies should develop a valid survey instrument of community residents, with responses disaggregated by gender, race/ethnicity, and zip code.
 - Given the geographic size of northern Nevada, the three agencies should explore the benefits and cost efficiencies of administering a single survey.
 - In the absence of conducting a single, multi-agency survey, Sparks Police and the Washoe County Sheriff's Office each should develop and administer its own survey.
 - Law enforcement agencies should include (a set of) identical questions, which would facilitate comparisons across the agencies.
- For all agencies, the survey should include the following seven dimensions of performance measurement: (1) Reducing crime and victimization; (2) Holding offenders accountable (clearance and conviction rates); (3) Reducing fear and enhancing security (feel safe in home, neighborhood); (4) Increasing safety and order in public spaces (e.g., reduce traffic accidents, increase public use of parks); (5) Using force sparingly (minimize shootings, promote racial equality); (6) Using public funds efficiently and fairly (deploy officers fairly, keep costs down); and (7) Enhancing "customer" satisfaction.⁸⁷

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- Law enforcement agencies in northern Nevada should use the survey data, in addition to other quantitative metrics, to evaluate performance, as well as existing policies and procedures.
- Performance metrics and results from the survey should be made available to the public.

Table 6. Use of Force Data, Summary, 2011-2016

Use of Force Summary, by Law Enforcement Agency and Subject's Race/Ethnicity: 2011-2016													
2011							2012						
	Reno Police Department		Sparks Police		Washoe County Sheriff's Office			Reno Police Department		Sparks Police		Washoe County Sheriff's Office	
	N	%	N	%	N	%		N	%	N	%	N	%
White	73	55.7%	45	52.3%	71	70.3%	White	80	56.7%	41	48.2%	53	62.4%
Black/African American	20	15.3%	10	11.6%	14	13.9%	Black/African American	19	13.5%	5	5.9%	6	7.1%
Latino/Hispanic	25	19.1%	27	31.4%	13	12.9%	Latino/Hispanic	30	21.3%	37	43.5%	14	16.5%
Asian	1	0.8%	2	2.3%	1	1.0%	Asian	2	1.4%	1	1.2%	0	0.0%
American Indian	3	2.3%	2	2.3%	2	2.0%	American Indian	3	2.1%	1	1.2%	10	11.8%
Other Race	9	6.9%	0	0.0%	0	0.0%	Other Race	7	5.0%	0	0.0%	2	2.4%
Total	131	100.1%	86	99.9%	101	100.1%	Total	141	100.0%	85	100.0%	85	100.2%
2013							2014						
	Reno Police Department		Sparks Police		Washoe County Sheriff's Office			Reno Police Department		Sparks Police		Washoe County Sheriff's Office	
	N	%	N	%	N	%		N	%	N	%	N	%
White	83	58.9%	65	52.4%	44	67.7%	White	71	48.0%	59	57.3%	33	68.8%
Black/African American	24	17.0%	10	8.1%	7	10.8%	Black/African American	31	20.9%	16	15.5%	6	12.5%
Latino/Hispanic	24	17.0%	41	33.1%	10	15.4%	Latino/Hispanic	33	22.3%	25	24.3%	8	16.7%
Asian	2	1.4%	3	2.4%	1	1.5%	Asian	1	0.7%	2	1.9%	1	2.1%
American Indian	1	0.7%	5	4.0%	3	4.6%	American Indian	4	2.7%	1	1.0%	0	0.0%
Other Race	7	5.0%	0	0.0%	0	0.0%	Other Race	8	5.4%	0	0.0%	0	0.0%
Total	141	100.0%	124	100.0%	65	100.0%	Total	148	100.0%	103	100.0%	48	100.1%
2015							2016						
	Reno Police Department		Sparks Police		Washoe County Sheriff's Office			Reno Police Department		Sparks Police		Washoe County Sheriff's Office	
	N	%	N	%	N	%		N	%	N	%	N	%
White	72	54.5%	53	58.2%	35	66.0%	White	96	57.1%	47	67.1%	35	62.5%
Black/African American	19	14.4%	14	15.4%	9	17.0%	Black/African American	26	15.5%	5	7.1%	10	17.9%
Latino/Hispanic	26	19.7%	19	20.9%	6	11.3%	Latino/Hispanic	36	21.4%	15	21.4%	6	10.7%
Asian	0	0.0%	1	1.1%	0	0.0%	Asian	0	0.0%	0	0.0%	0	0.0%
American Indian	6	4.5%	4	4.4%	2	3.8%	American Indian	2	1.2%	2	2.9%	5	8.9%
Other Race	9	6.8%	0	0.0%	1	1.9%	Other Race	8	4.8%	1	1.4%	0	0.0%
Total	132	99.9%	91	100.0%	53	100.0%	Total	168	100.0%	70	99.9%	56	100.0%

Note: Data for Washoe County Sheriff's Office is limited to patrol operations and does not include data from detention operations.

C. Immigrant Community-Policing Relations

Observations

The immigrant community's public trust in the three law enforcement agencies varies across the three agencies and has been impacted, in part, by national conversations on immigration. The three law enforcement agencies in northern Nevada have taken actions to build "relationships based on trust with immigrant communities." In recent years, law enforcement agency officials have appeared regularly at public forums, workshops, meetings of faith-based groups, and town halls, and they have clarified and

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stated consistently that they do not ask for or utilize immigration status in working with victims of crime or those involved in minor violations (e.g., traffic stops).⁸⁸ Immigration status, according to representatives from some of the law enforcement agencies in northern Nevada, is only considered in serious felony crimes, including, but not limited to, murder, aggravated assault, and burglary.

The three law enforcement agencies address regularly the issue of immigration at the annual Symposium on Race and Policing.^w In September 2017, northern Nevada law enforcement agencies partnered with local and state elected officials, as well as community and faith-based groups, to sponsor an open forum on immigration and refugee reform.⁸⁹

Additionally, Sparks Police has held community barbecues in “predominantly Hispanic apartment complexes.”⁹⁰ All three law enforcement agencies have relationships with churches whose members are primarily Latino/Hispanic and/or Spanish-speaking. Representatives of the Latino/Hispanic community sit on the Reno Police Department’s Chief’s Impact Panel and the Washoe County Sheriff’s Office’s Green Ribbon Panel. (See sub-section III.D. for a discussion of these panels and their function in the community.)

Despite these efforts, community representatives raised two concerns. First, community members are concerned that the U.S. Immigration and Customs Enforcement (ICE) office in northern Nevada has a desk and computer located at the detention facility operated by the Washoe County Sheriff’s Office. In 2014, the Washoe County Sheriff’s Office indicated that it would no longer hold people in jail “based solely on requests from federal immigration authorities.”^{x, 91} The Washoe County Sheriff’s Office does not have a 287(g) agreement in place with the U.S. Department of Homeland Security (DHS) currently.^y However, as noted, the ICE office is located within the Washoe County Sheriff’s Office adult detention facility (jail), and, additionally, the Washoe County Sheriff’s Office “provides an automated daily list to the ICE, as well as other federal agencies and the media.”⁹² In response, the Washoe County Sheriff’s Office stated, “It is an administrative warrant and it is beyond our control,” and remains an issue of federal law.⁹³ According to several community representatives, “ICE is putting a hold on these individuals immediately.”⁹⁴

The second issue of concern to residents of northern Nevada is the lack of Spanish-speaking personnel in the three law enforcement agencies. One of the suggestions of the Task Force is that “law enforcement agencies should ensure reasonable and equitable language access for all persons who have encounters with police [...].”⁹⁵ Currently, there are few Spanish-speaking sworn and/or non-sworn officers in the three agencies. Washoe County Sheriff’s Office has a Spanish-speaking staff member who helps with public engagement and public relations outreach with local Spanish-language media. However, none of

^w At the April 2017 Symposium on Race and Policing, which members of our research team attended, organizers set up a table where representatives from several law enforcement agencies were present throughout the evening to answer questions from the community about immigration.

^x The Washoe County Sheriff’s Office issued this statement after the federal court in Oregon ruled that ICE federal detainers are requests, not mandates, and that “local law enforcement agencies that honor those requests can be held responsible for keeping people in jail when there isn’t sufficient evidence regarding their immigration status.” See Michelle Billman. Washoe Sheriff’s Office will no longer honor ICE detainers. KUNR. September 17, 2014. Available: <http://kunr.org/post/washoe-sheriffs-office-will-no-longer-honor-ice-detainers#stream/0>

^y Under the framework of Section 287(g) of the Immigration and Nationality Act, the U.S. DHS can enter into agreements with state and local law enforcement agencies to permit certain officers to perform specific immigration enforcement activities. Several stakeholders in northern Nevada were uncertain whether establishing a 287(g) between U.S. DHS and the Washoe County Sheriff’s Office “would be implemented appropriately” and serve the interests of the Washoe County community.

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the community policing officers (i.e., Community Resource Officers, Community Action Officers) speak Spanish. According to community residents, the lack of Spanish-speaking personnel results in significantly long delays in case management.

In short, several citizen representatives noted that community trust – from immigrant communities – in law enforcement agencies “is low.” “We have to start all over again rebuilding trust. We are back to square one. And we see that there is less reporting of criminal activity (including domestic violence) because people are afraid.”⁹⁶

Recommendations

- The three law enforcement agencies in northern Nevada should develop immigrant-specific policies. The agencies should develop a written policy for rank-and-file (e.g., patrol) officers that specifies:
 - The official agency policy regarding the circumstances under which the agency (and officers) can report or refer individuals to immigration enforcement officers,
 - The questions that can be asked on routine stops, and
 - The circumstances under which immigration status questions can be asked of witnesses reporting crimes.
- The law enforcement agencies should publish this information on their websites and prepare and disseminate the information in English and Spanish.
 - The agencies should host a community forum to review the information and distribute the printed materials.
 - The agencies should distribute information on their immigrant-specific policies to the media.
- Law enforcement agencies should hire more Spanish-speaking sworn and non-sworn personnel and more Spanish-speaking translators.
 - Law enforcement agencies should recruit community policing officers (i.e., Community Resource Officers, Community Action Officers) who are bilingual.
- The three law enforcement agencies should expand outreach efforts to Tu Casa Latina, a nonprofit organization that “helps immigrant women, men, and children who are victims of crimes, domestic violence, abuse, and trafficking in northern Nevada.”⁹⁷ Officers and deputies could organize informal meetings with the Tu Casa Latina community (e.g., staff, clients, board members) to discuss agency policy and procedures and help create a safe environment that would encourage immigrant women to report domestic violence.

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D. Community Input

Observations

Community input into the three law enforcement agencies varies and remains informal. In 1997, the Nevada Legislature passed a law allowing the creation of civilian advisory boards “to advise the governing body on issues concerning peace officers, school police officers, constables and deputies of constables within the city or county (NRS 289.380).”^{z, 98} In southern Nevada, the Las Vegas Metropolitan Police Department has had a civilian advisory board (i.e., Citizen Review Board) in place since 1999.⁹⁹ To date, none of the three law enforcement agencies in northern Nevada have attempted to stand up a civilian advisory board, and interviews revealed that there is very little support from agency representatives to establish one at this time.

However, several community members interviewed strongly support the establishment of one civilian advisory board to introduce greater accountability and allow community input into law enforcement agencies in northern Nevada. Others interviewed were neutral as to whether a civilian advisory board was necessary or desirable for the northern Nevada community.

Arguably, community input could take the form of a civilian advisory board or a community advisory committee.¹⁰⁰ Currently, two of the law enforcement agencies in northern Nevada have established informal community advisory committees.¹⁰¹ In Reno, the Chief of Police has two advisory committees: (1) the Chief’s Advisory Board, which is comprised of roughly a dozen business leaders, and (2) the Chief’s Impact Panel, which includes community members and representatives of community organizations who are selected at the discretion of the Chief. The Chief’s Impact Panel meets every other month to discuss issues of relevance to the Reno Police Department and the community. The meeting agenda is set by the Chief of the Reno Police Department. The Chief’s Impact Panel and Chief’s Advisory Board do not provide oversight of the agency, and they have no formal authority or mandate.

Similarly, in Washoe County, the Sheriff’s Green Ribbon panel, launched in 2016, includes – amongst others – community members, who are selected at the discretion of the Sheriff. The Sheriff’s Green Ribbon Panel is “comprised of a diverse group of spiritual leaders, community leaders, public safety leaders, media representatives, elected officials and others to meet quarterly and discuss issues concerning Washoe County.”¹⁰² The Sheriff’s Office convenes the Green Ribbon Panel quarterly (though some reported meeting less frequently), and it creates the agenda.¹⁰³ The purpose of the community advisory committee is to serve as a vehicle through which the Sheriff’s Office can disseminate information about the agency. The Sheriff’s Green Ribbon Panel provides no direct oversight of the Sheriff’s Office and has no formal authority or mandate.

In contrast, Sparks Police does not have a community advisory committee. Community members expressed widespread concern with Sparks Police’s decision not to establish a community advisory committee. For many, the absence of such a body is perceived by the community as a lack of willingness

^z Unlike several other states, Nevada law does not grant civilian advisory boards the power to conduct their own investigations or issue subpoenas. West Virginia Advisory Committee to The U.S. Commission on Civil Rights. January 2004. “Alternative Models for Police Disciplinary Procedures” in *Coping with Police Misconduct in West Virginia: Citizen Involvement in Officer Disciplinary Procedures*. Available: <http://www.usccr.gov/pubs/sac/wv0104/ch4.htm>.

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to engage with the community with greater accountability and transparency; referencing Sparks Police, one community member stated, “relationship building with the community is more limited.”

Notwithstanding the widespread approval of the existence of community advisory committees in the Reno Police Department and the Washoe County Sheriff’s Office, community members and organizational representatives did share several concerns about the composition, structure, and operation of these committees. First, there is no formal application process to sit on the Chief’s Impact Panel or the Sheriff’s Green Ribbon Panel. As such, there is a lack of understanding about how or why particular community groups are selected to sit on the advisory councils. Community members were concerned that the agendas were set by the agency without community input. This led one community member to remark that, despite the existence of the Sheriff’s Green Ribbon Panel, “there was a need for greater community input into the Sheriff’s Office.”¹⁰⁴

Recommendations

- Establish a community advisory committee, if one has not been instituted. Currently, Sparks Police is the only law enforcement agency included in this study that does not have a community advisory council.
 - Law enforcement agencies should draft meeting agendas collaboratively with the input of the advisory committee members.
- Law enforcement agencies should include the community advisory committees in the process of: (a) reviewing existing policies and drafting new policies; (b) reviewing the collection, analysis, and presentation of data; and (c) reviewing other issues or topics that are of interest to or impact the community.
- Law enforcement agencies may want to consider establishing a multi-agency task force, comprised of community representatives and law enforcement officials, to explore the benefits (and costs) of establishing a civilian advisory review board (per NRS 289.380). Following the conclusion of its work, the task force should identify and articulate the costs and benefits of establishing this oversight body.



IV. Hiring and Recruitment

The Task Force on 21st Century Policing recommended that “law enforcement agencies should strive to create a workforce that contains a broad range of diversity including race, gender, language, life experience, and cultural background to improve understanding and effectiveness in dealing with all communities.” Additionally, the Task Force recommended that “all [...] state, local and tribal law enforcement agencies should report and make available to the public census data regarding the composition of their departments including race, gender, and other relevant demographic data.”

A. Hiring

Observations

There is greater attrition among underrepresented groups in the hiring process. Data reveals that the current demographic composition of sworn law enforcement officers (deputies) in the three law enforcement agencies in northern Nevada does not reflect the demographic profile of their communities. Recent hiring data from the Reno Police Department reveals that the demographic composition of the original applicant pool was comparable to the population of greater Reno. However, as applicants moved through the hiring process – specifically, the background check investigation and the interview process – the number of applicants from diverse backgrounds who were eventually hired declined. For example, Reno’s population is 25.1 percent Latino/Hispanic. As shown in Table 7, 21.9 percent of Latino/Hispanic applicants met the minimum qualifications and passed both the physical exam and written exam; yet, the current composition of the Reno Police Department was only 10.3 percent Latino/Hispanic as of December 2016.^{aa}

The physical exam appears to be a significant barrier in the hiring process. Physical requirements for law enforcement officers are set by Nevada Revised Statute (NRS) to ensure the safety of the officer and the greater public. Even so, recent hiring data from the Reno Police Department finds that the one of the biggest barriers in the hiring process is the physical exam (see Table 7). In 2016, only 31.1 percent of applicants who took the physical exam passed. African-Americans, Asian and Pacific Islanders, and American Indians had even lower pass rates: 22.2 percent, 25.9 percent, and 11.8 percent, respectively. As part of its physical exam requirements, Reno Police Department requires applicants to “exhibit grip strength of at least 80 lbs. with the dominant hand, using a Jamar hand dynamometer.”¹⁰⁵ The Reno Police Department is the only law enforcement agency in Nevada that requires the grip strength test. Washoe County Sheriff’s Office, for instance, reported that they eliminated it more than two decades ago.

While this data is specific to Reno Police Department, officials from other departments also acknowledged that the physical exam is a significant barrier for applicants and that they have attempted to provide support. For example, as mentioned previously, Reno Police Department offers a “Run with the Recruiter” event prior to the test date; the Washoe County Sheriff’s Office allows applicants to re-take the physical exam if they do not pass it initially.

^{aa} Applicants are ranked based on scores. As such, an applicant may pass the exam but may still not be selected to interview if his (her) exam score is low.

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Table 7. Hiring Data, Reno Police Department, 2016

Police Hiring Demographic Data and Composition of Sworn Officers, 2016											
	Minimum Qualifications			Physical Exam			Written Exam			Composition of Force	
	Passed	Pass Rate	% of the Total	Passed	Pass Rate	% of the Total	Passed	Pass Rate	% of the Total	Number	Percent
<i>Race/Ethnicity</i>											
White	501	98.4%	59.9%	158	31.5%	60.8%	142	89.9%	63.4%	259	83.3%
Black/African American	54	98.2%	6.5%	12	22.2%	4.6%	8	66.7%	3.6%	4	1.3%
Latino/Hispanic	180	97.8%	21.5%	61	33.9%	23.5%	49	80.3%	21.9%	32	10.3%
Asian/Hawaiian/Pacific Islander	27	100.0%	3.3%	7	25.9%	2.7%	5	71.4%	2.2%	9	2.9%
American Indian/Alaskan Native	17	100.0%	2.0%	2	11.8%	0.8%	1	50.0%	0.4%	3	1.0%
Two or More Races/Unknown	58	100.0%	6.9%	20	34.5%	7.7%	19	95.0%	8.5%	5	1.6%
TOTAL	837		100.0%	260		100.0%	224		100.0%	312	100.0%
<i>Gender</i>											
Male	688	98.6%	82.2%	235	34.2%	90.4%	203	86.4%	90.6%	290	92.9%
Female	143	97.9%	17.1%	23	16.1%	8.8%	19	82.6%	8.5%	22	7.1%
Unknown	6	100.0%	0.7%	2	33.3%	0.8%	2	100.0%	0.9%		
TOTAL	837		100.0%	260		100.0%	224		100.0%	312	100.0%
<i>Notes</i>											
1) Pass Rate = demographic category passed/total in demographic category, e.g., females–passed/total # female candidates											
2) % of the Total = demographic category passed/total passed (shaded numbers [cells] in Column B, Column G, and Column L)											
3) Race/ethnicity and gender categories in columns E, J, and O for Pass Rate don't sum to TOTAL, which is calculated as total passed/total # candidates											
4) Green shading indicates the step up from minimum qualifications to physical exam, and pink shading indicates the step up from physical exam to written exam.											



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Only the City of Reno includes a biodata questionnaire as part of the written test. Both community members and agency representatives have long expressed concern about the City of Reno’s use of a biodata questionnaire as a significant part of the written examination for job candidates. The biodata section of the written exam currently used by the City of Reno accounts for 32 percent of the final score.¹⁰⁶ In 2014, executive officers of the National Association for the Advancement of Colored People (NAACP – Reno Chapter) authored an opinion piece in which they raised concerns about the use of biodata, arguing that it “may well bias the system against some minority applicants.”¹⁰⁷ Among the concerns are that these sorts of tests are “geared toward organizational sameness” and may disadvantage candidates with diverse or non-traditional backgrounds.¹⁰⁸

Recent hiring data (see Table 7) reveals that the written exam pass rate is lower for some racial and/or ethnic groups, thus lending some preliminary support to concerns expressed by community members and agency officials.^{bb} For example, in 2016, the pass rate on the written exam for white applicants was 89.9 percent. For Latino/Hispanic applicants, the pass rate was 80.3 percent; for Asian/Pacific Islander applicants, it was 71.4 percent; for African-American applicants, it was 66.7 percent; and for American Indian applicants, it was 50 percent.

Research on the use of biodata, factual questions based on life experiences, values, and attitudes, is mixed. In an article published in the *Journal of Law, Criminology and Police Science* in 1972, J.T. Flynn and Mayfield Peterson found that “relevant experience, as measured by the biodata instrument, was found to be the best predictor of performance in the academy.”¹⁰⁹ However, experts also suggest that biodata information works when the following criteria are met: “a tight-knit group of similar jobs; a tight-knit definition of job performance; a skilled analyst interviews multiple people looking for causal bio-data items; bio-data items are administered to a large number of current employees and analyzed for performance differentiation; the test is given to a large number of applicants who are hired regardless of their scores; and after a period of adjustment, bio-data scores and job performance are statistically compared.”¹¹⁰

The biodata questionnaire currently used was developed by Darany and Associates and was validated by the organization, and not by a national testing center or research institution specializing in instrument validation.¹¹¹ Neither Sparks Police nor the Washoe County Sheriff’s Office uses a biodata questionnaire.

African American and Latino/Hispanic candidates fail to make it through the hiring process at rates that are comparable to the initial applicant pool or general population. Our research team reviewed recent hiring data from the Reno Police Department. The data reveals that applicants from racial and/or ethnic groups are represented in the pool of applicants that passed their physical and written exams in rates that are comparable to their share of the population (see Table 8, Column A). The original application pool (Table 8, Column C) was 60 percent white, 22 percent Latino/Hispanic, 6 percent African-American, 3 percent Asian/Pacific Islander, and 2 percent American Indian. The demographic profile of applicants who met minimum requirements and passed both the physical and written test (Table 8, Column I) is as follows:

^{bb} Recent Reno Police Department hiring data (2016) reveals that the pass rate for the written exam (86.2 percent) that includes a biodata section is higher than the pass rate for the physical exam (31.1 percent).

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63 percent white, 22 percent Latino/Hispanic; 4 percent African-American, and 2 percent Asian/Pacific Islander.

However, as applicants move through the hiring process, the number of applicants from diverse backgrounds who are eventually hired declines. As shown in Table 8, Column K, the composition of the Reno Police Department (sworn officers) is: 83 percent white, 10 percent Latino/Hispanic, 1 percent African-American, 3 percent Asian/Pacific Islander, and 1 percent American Indian.

While the summary hiring data presented here is based on the Reno Police Department, the data shown in Table 1 suggests that both Sparks Police and the Washoe County Sheriff’s Office may face similar challenges in terms of recruiting and hiring officers from diverse populations that reflect their community.

Table 8. Demographic Profile of Applicants through the Hiring process, Reno Police Department, 2016

	A	B	C	D	E	F	G	H	I	J	K
Race/Ethnicity	General Population	Total # Applications Received	% of Total	Met Minimum Requirements	% of Total	Passed Physical Exam	% of Total	Passed Written Exam	% of Total	Total Sworn Officers	% of Total
White	79%	509	60%	501	60%	158	61%	142	63%	259	83%
Black/African American	3%	55	6%	54	6%	12	5%	8	4%	4	1%
Latino/Hispanic	25%	184	22%	180	22%	61	23%	49	22%	32	10%
Asian/ Pacific Islander	7%	27	3%	27	3%	7	3%	5	2%	9	3%
American Indian/Alaskan Native	1%	17	2%	17	2%	2	1%	1	0%	3	1%
Two or More Races/Multi-Ethnic/Unknown	11%	58	7%	58	7%	26	8%	19	8%	5	2%
TOTAL	100%	850	100%	837	100%	260	100%	224	100%	312	100%

Current and former agency representatives acknowledge that, despite the official Nevada POST-mandated physical requirements and the Nevada Revised Statutes requirements on the background check and disqualifying factors, there is considerable discretion in the hiring (and promotion) process, particularly during the background check and interview phases of the initial hiring process. In recent years, the Reno Police Department revisited the background check process and began reviewing qualifying candidates on a case-by-case basis as they proceed through the background check and then investigating the reasons a candidate failed the background check.

This new, informal practice echoes what several other law enforcement agencies around the country are doing. For example, in New Orleans, the police department recently eliminated “a rule that automatically disqualified anyone who admitted prior use of recreational drugs. It now prohibits pot use during the previous two years and use of harder drugs, like heroin and cocaine, within the past decade.”¹¹² Also confronting scores of open positions, Chicago is rethinking its prohibition on individuals with a juvenile record.¹¹³ Similarly, Sparks Police and the Washoe County Sheriff’s Office have revisited automatically disqualifying factors as they relate to recent illegal drug use.¹¹⁴

The three law enforcement agencies are not collecting and analyzing retention data to identify interventions to reduce attrition among traditionally underrepresented groups. Agency representatives and community stakeholders shared that several police officers who are either African American and/or

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Latino/Hispanic have left careers in these law enforcement agencies in recent years. Law enforcement agencies refuted this claim. No data was provided to the research team to support or refute this claim. According to agency representatives, none of the three law enforcement agencies are analyzing retention data, by demographics, regularly and specifically, to understand attrition better, and to identify mechanisms for retention of individuals with diverse backgrounds; this is largely because most attrition is due to retirement, according to agency officials.

The Reno Police Department and the Washoe County Sheriff's Office do not publish data on the demographic composition of their departments. All three law enforcement agencies in northern Nevada who are subject to this review collect data on the composition of their departments (see Table 1 on page 18 for a summary) – specifically, data on race and/or ethnicity, gender, and age. To date, only Sparks Police has made this data publicly available on its website. The agency first presented the information at the 2016 3rd Annual Symposium on Race and Policing and now presents the information on its website and updates it annually.

Recommendations

- The Reno Police Department and Sparks Police should allow police officer applicants to retake the physical test, an option which the Washoe County Sheriff's Office allows currently.
 - The Reno Police Department and Sparks Police should meet with their respective human resource departments to discuss the costs and logistics of allowing applicants to re-take the physical exam.
 - The Reno Police Department should consider eliminating the grip strength test as part of the physical exam.
- Law enforcement agencies should review and evaluate the background check process.
 - Agencies should establish an internal committee which should collect data and identify the most frequent reasons applicants fail the background check.
 - Based on research and data, agencies should identify which disqualifying factors are predictors of job performance in law enforcement careers and eliminate those that are not correlated with performance.
- The City of Reno should consider the costs and benefits of removing the biodata questionnaire from the City of Reno (Reno Police Department) written exam.
- The three law enforcement agencies, in partnership with their human resources departments, should track and review attrition/retention data annually. Using the data, the law enforcement agencies should identify mechanisms to retain officers from diverse backgrounds.
- The three law enforcement agencies should publish annually information regarding the composition of said agencies (both sworn and non-sworn personnel), including race, gender, and other relevant demographic data.

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B. Recruitment

Observations

Well-established law enforcement career pathways are not available in northern Nevada. Unlike other agencies in the Silver State and elsewhere, northern Nevada law enforcement agencies do not have access to a robust and established pathway to a career in law enforcement and public safety. For instance, the Nevada Department of Education has a Law, Public Safety, Corrections, and Security Career and Technical Education (CTE) program.¹¹⁵ In southern Nevada, the Clark County School District has established a magnet high school that has a law enforcement focus (Veterans Tribute Career Technical Academy), which offers the Law, Public Safety, Corrections, and Security CTE program. These sorts of programs are a critical part of the pipeline that links secondary students to post-secondary careers and educational opportunities in law enforcement careers. Currently, not a single secondary high school (traditional, magnet, or Signature) in Washoe County School District offers the Law, Public Safety, Corrections, and Security CTE program.^{cc, 116} Additionally, while the Reno Police Department, in partnership with the Washoe County School District, and the Sparks Police Department run Explorer programs for youth (age 14-20), the duration of these programs and the content shared is limited. Agency representatives shared that these programs have not forged a robust pipeline of potential officers.

Each of the three law enforcement agencies has a different application process, and information about the application and the hiring process is not easily located on the agencies' websites. The first point of entry is the application process. All three agencies have different policies regarding the on-line application process. For example, the Washoe County Sheriff's Office has continuous recruitment and offers testing four times a year. Sparks Police also has continuous recruitment period and offers testing three times a year. In contrast, the Reno Police Department limits the application period to one month and offers a single testing period each year.

Two of the law enforcement agencies have a webpage that contains complete information about the agency's recruitment and hiring process, including links to sample documents, information about requirements, training materials, and the hiring and recruitment schedule or calendar. Currently, the Reno Police Department has the most comprehensive website. As a point of comparison, the Phoenix Police Department and the Salt Lake City Police Department have a page on their website where it displays the agencies' information on the recruitment and hiring process and includes companion videos and information packets.¹¹⁷

Recommendations

- The three law enforcement agencies in northern Nevada should work with the Washoe County School District, Washoe County School District Board of Trustees, and the Nevada Department of Education

^{cc} Washoe County School District officials indicated that they have attempted to stand up a Law, Public Safety, Corrections, and Security CTE program in the Washoe County School District. However, a recent job growth analysis conducted by the Governor's Office of Economic Development (GOED) revealed that law enforcement/ public safety jobs are not considered a high-demand, high-growth sector. Consequently, it is then difficult to justify the allocation of limited Federal and state Career and Technical Education funds to support the launch of a new Law, Public Safety, Corrections, and Security CTE program in the district. <https://www.washoeschools.net/sacte>

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to establish a Law, Public Safety, Corrections, and Security Career and Technical Education (CTE) program in a Signature Academy in the district.^{dd}

- Representatives should explore on-line delivery and cross-listed classes to expand access to students in rural school districts in northern Nevada (e.g., Carson City, Lyon, Douglas, etc.).
- The agencies should update their respective websites and display complete information about the job requirements and hiring process, including schedules and deadlines.



^{dd} Signature Academies are “four-year themed high school programs that help students jump start their future. These courses of study provide a rigorous, applied curriculum that includes opportunities to earn college credit and industry certifications, gain 21st century skills, and develop connections between school and the real world.” Available: <https://www.washoeschools.net/Page/2256>.

V. Training

One of the core pillars of discussion by the Task Force on 21st Century is training. Effective and regular training is critical to developing a force of law enforcement officials who can reduce crime effectively while building and maintaining the public's trust. In addition to making policies transparent, law enforcement agencies should review core training and procedures internally. The Task Force emphasized use of force training, in particular. For example, the Final Report stated, "Law enforcement agency policies on use of force should emphasize de-escalation and alternatives to arrest or summons in situations where appropriate."¹¹⁸ Our research team interviewed law enforcement agencies on core training policies, including use of force, as well as crisis intervention training and impartial policing (i.e., racial profiling).

Observations

Use of force incidents have increased in the Reno Police Department. Use of force data (as shown in Table 6, page 38) reveals that use of force incidents involving Sparks Police and the Washoe County Sheriff's Office have declined over the period 2011-2016. However, use of force incidents have increased in the Reno Police Department by 28.2 percent over the same period. Use of force data incidents involving subjects who were Latino/Hispanic accounted for 21.4 percent all of incidents in each the Reno Police Department and Sparks Police in 2016, compared to 10.7 percent in the Washoe County Sheriff's Office.

There are some gaps in the current training received by officers at the three law enforcement agencies. Law enforcement agency representatives and community members indicated that there were gaps or deficiencies in some areas of training. A recent audit of the Washoe County jail, which was prompted by a spike in the in-custody death rate at the Washoe County jail over the last two years, stated that "suicide prevention training for jail staff members has consisted of briefings at shift reports and has often consisted of approximately 30 minutes of training per year."¹¹⁹ Subsequently, the auditor recommended that "all jail [...] employees receive a minimum of 4 hours per year of suicide prevention training [...]."¹²⁰

De-escalation training is limited. Both agency representatives and community members noted that training in de-escalation tactics, especially in relation to use of force training was limited. Use of force training – whether offered at the NNLEA or as part of in-service training – includes training in de-escalation tactics.^{ee, 121} While law enforcement agency representatives acknowledged that the de-escalation training

^{ee} Per the Nevada Administrative Code (NAC) 289.140, the Nevada POST Academy sets the requirements for the basic POST certificate. The training addresses the following: (A) Law and legal procedures (civil liability, constitutional law, crimes against persons, crimes against property, juvenile law, laws governing coroners, laws relating to arrest, laws relating to drugs, including, without limitation, current trends in drugs, miscellaneous crimes, probable cause, rights of victims, search and seizure, traffic laws, and use of force); (B) Patrol operations and investigations (abuse of elderly persons, accident investigations, basic patrol procedures, child abuse and sexual abuse of a child, domestic violence and stalking, investigation of crime scenes, collection and preservation of evidence and fingerprinting, principles of investigation, techniques of interviewing and interrogation, the DWI Detection and Standardized Field Sobriety Testing course approved by the National Highway Traffic Safety Administration, and unknown-risk and high-risk vehicle stops); (C) Performance skills (health, fitness and wellness, interpersonal communications, operation of emergency vehicles, provision of emergency first aid and cardiopulmonary resuscitation, searching of buildings, tactics for the arrest and control of suspects, including, without limitation, methods for arrest and the use of less

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is “not as complete or comprehensive as it might be,” they also noted that training needs have to be balanced against financial and human capital costs.¹²²

Community advocates who have been working on criminal justice issues in northern Nevada also commented that deputies lack sufficient training in de-escalation tactics and also lack training to identify interventions appropriate for the different kinds of crisis situations: “in this case, there is a level of care not being provided” by deputies in the Washoe County jail, commented the community representative.¹²³

Implicit bias training is limited. Agency representatives and community leaders acknowledged that while the agencies have offered implicit bias training, the training is limited with regards to design and hours. Training in Fair and Impartial Policing, a program supported by the U.S. Department of Justice Community Oriented Policing Services, was conducted in the region in 2016. Classes were extended to executive level law enforcement officials, community members, and law enforcement officers who serve in supervisory role. Currently, the NNLEA, Reno Police Department, and Washoe County Sheriff’s Office do not offer on-going, stand-alone training (at their internal academies) that is focused solely on recognizing and confronting implicit bias and cultural responsiveness. Rather, agency representatives report that there is material on fair and impartial policing (profiling) woven into their respective agencies’ ongoing in-service training for rank-and-file officers, and some of the concepts are addressed in existing training on sexual harassment and discrimination. In 2017, Sparks Police taught a fair and impartial policing class (six hours) during its in-service training and now offers four hours in its mini-academy.¹²⁴ Recently, the Washoe County Sheriff’s Office allocated financial resources and hired an external expert to provide implicit bias training.

Some research indicates that immersive experiences “in a context either rich in counter-stereotypic exemplars or that is conducive to the regular discussion of issues related to implicit bias show reduced implicit bias.¹²⁵ Community representatives and law enforcement agency representatives commented that sworn officers and deputies do not have meaningful immersive experiences currently with members of the community who may traditionally have had more adversarial relationships with law enforcement. “Officers need to go into the community to truly understand their stories,” remarked one law enforcement representative. Community members suggested that the law enforcement agencies needed to offer more immersive experiences with members of various racial and ethnic groups. While law enforcement agency representatives expressed support for this idea, they expressed some concern with the implementation or operationalization of the idea in practical terms.¹²⁶

Community policing officers do not receive specialized training prior to assuming their new role. Law enforcement agency representatives shared that community policing officers (i.e., Community Action Officers, Community Resource Officers) do not receive additional specialized NNLEA or in-service training

than lethal weapons, training concerning active assailants, training in the use of firearms, and writing of reports); (D) The functions of a peace officer (care of persons in custody, community policing, counter-terrorism and weapons of mass destruction, courtroom demeanor, including, without limitation, the giving of testimony, crisis intervention, ethics in law enforcement, handling of persons with mental illness, history and principles of law enforcement, management of stress, National Crime Information Center procedures, survival of peace officers, systems of criminal justice, and the realities of law enforcement); (E) Course administration and examinations.

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to prepare them for serving as a community policing officer. Law agency representatives suggested that specialized training for these positions could help officers and increase the effectiveness of their interaction with the broader community. Sparks Police noted that once an officer is assigned to the role of Community Resource Officer (or Crime Prevention Officer), officers can attend specialized training, pending available budgetary resources.

Recommendations

- The law enforcement agencies in northern Nevada should identify core trainings and conduct a training audit of these policies regularly (at least biennially).
 - Law enforcement agencies should review the evaluation components of existing trainings and strengthen both data collection and the evaluation capacity for all trainings, as needed. (This assessment could be included as part of the training audit or conducted separately.)
- Trainings should provide officers with explicit guidelines and examples of appropriate questions, behaviors, and responses when interacting with members of the community.
- Law enforcement agencies should review use of force and de-escalation training regularly to ensure de-escalation training is comprehensive and reflects current best practices.
 - Agencies should ensure that use of force policies and procedures prioritize de-escalation; agencies should adopt de-escalation first as a formal policy.
- Law enforcement agencies should track and (publicly) report annually both the number of hours of use of force training and the number of hours of de-escalation, communication, and less lethal tactics training officers receive at the Northern Nevada Law Enforcement Academy (a Nevada POST-certified Academy) and through in-service training.
- Law enforcement agencies should also report publicly the ratio of less lethal and de-escalation training to lethal tactics training and the percentage of the force receiving training in less lethal tactics and de-escalation. This information should be reviewed and evaluated annually, and it should be shared with the public.
 - Law enforcement agencies should describe the process for ongoing coaching and supervision to reinforce de-escalation concepts on an ongoing basis.
- The three law enforcement agencies should offer standalone (interactive) trainings on implicit bias and impartial policing, as well as cultural diversity, that have clear training standards and objectives.
- Law enforcement agencies should publicly report (on an annual basis) the types and levels of training officers receive in impartial policing, implicit bias, and cultural responsiveness; the number of hours of training received; and the percentage of the force who received training.
- Law enforcement agencies should collaborate and partner with local advocacy groups to provide training and/or to organize on-site visits for officers.

VI. Internal Policy Development

A. Policy Development

The effectiveness of law enforcement officers to detect and detain alleged criminal offenders and improve relations with the broader community is dependent upon their ability to receive high-quality training at regular intervals. The development of clear and concise policies that govern behavior and interactions can also help improve an officer's ability to carry out his (her) duties and responsibilities effectively. Additionally, the development of clear and concise policies can help improve public accountability and transparency. As one of the six pillars of discussion, the Task Force recommended that law enforcement agencies should have clear and comprehensive key policies in place, which "should be made publicly available to ensure transparency" and periodically reviewed. The key policies include: "the use of force (including training on the importance of de-escalation), mass demonstrations (including the appropriate use of equipment, particularly rifles and armored personnel carriers), consent before searches, gender identification, racial profiling, and performance measures."^{ff}

In this section, our research team evaluates internal policy development processes and emphasizes three key policies: use of force, search and seizure, and impartial policing. There are several additional policies that the Task Force addressed in its report, *Final Report of the President's Task Force on 21st Century Policing*, which are not key mission-related policies, but do merit consideration. And, as such, they are addressed here.

Observations

Law enforcement agencies do not update critical mission-related policies annually. For example, the Reno Police Department's use of force policy has not been updated since 2009.¹²⁷ The Reno Police Department's Impartial Policing Policy was originally drafted in 2004 and updated in 2017, thirteen years later.¹²⁸ Representatives from the law enforcement agencies shared that they review critical mission-related policies based on need and employee behavior. For example, Sparks Police informally reviews mission critical policies every 1-2 years; the Project Development Sergeant is tasked with updating key critical policies.

Law enforcement agencies involve employees in the development of policies and procedures. All three law enforcement agencies – the Reno Police Department, Sparks Police, and the Washoe County Sheriff's Office – indicated that they involve employees in the process of developing policies and procedures.

^{ff} The Task Force recommends that "law enforcement agencies should have comprehensive policies on the use of force that includes training, investigations, prosecutions, data collection, and information sharing. These policies must be clear, concise, and openly available for public inspection" (see Recommendation 2.2 in Appendix B). Use of force policies "should also mandate external and independent criminal investigations" and "use "external and independent prosecutors" [...] "in cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths." Additionally, this set of policies "should clearly state what types of information will be released, when, and in what situation, to maintain transparency." President's Task Force on 21st Century Policing. 2015. *Final Report of the President's Task Force on 21st Century Policing*. Washington, D.C.: Office of Community Oriented Policing Services, page 22. Available: https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf.

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Currently, only one law enforcement agency – Sparks Police – has an internal policy review board, which includes employees from all levels of the organization (i.e., both non-sworn and sworn members, including the Internal Affairs Lieutenant), whose objective is to review (and update) agency policies, particularly the core policies. The training unit within the Washoe County Sheriff’s Office reviews and updates agency policies.

All three agencies have use of force policies in place that include training, investigations, prosecutions, data collection, and information sharing; however only the Reno Police Department publishes its use of force policy.¹²⁹ The Task Force on 21st Century Policing suggested that:

Law enforcement agencies should have comprehensive policies on the use of force that include training, investigations, prosecutions, data collection, and information sharing. These policies must be clear, concise, and openly available for public inspection. These policies should also mandate external and independent criminal investigations in cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths.¹³⁰

In 2006, recognizing the need for greater transparency and accountability, the three law enforcement agencies, along with the Washoe County District Attorney’s Office, signed the Washoe County Regional Officer Involved Shooting (OIS) Protocol. Per the OIS protocol, when an Officer Involved Shooting occurs in Washoe County, investigators from the three agencies conduct a joint investigation with an uninvolved agency leading the investigation. These independent investigations are then reviewed by the Washoe County District Attorney’s Office. Part of this protocol includes guidelines for what types of information to share with the media (and community). A modified protocol has also been utilized for in-custody deaths.

All three law enforcement agencies have policies on impartial policing policies in place. The Task Force on 21st Century Policing recommended that law enforcement agencies “should adopt and enforce policies prohibiting profiling and discrimination based on race, ethnicity, national origin, religion, age, gender, gender identity/expression, sexual orientation, immigration status, disability, housing status, occupation, or language fluency.”¹³¹ Nevada state law (NRS 289.820) prohibits racial or biased-based profiling. The Reno Police Department has made the policy available on its website; the other two law enforcement agencies, however, have not.¹³² The Reno Police Department’s Impartial Policing policy includes explicit mention of immigration status.^{gg, 133}

^{gg} The policy reads: 1. Except as provided below, officers shall not rely exclusively on race, color, religion, age, national origin, ethnicity, gender, sexual orientation, disability, economic status and/ or citizenship when establishing either reasonable suspicion or probable cause. Similarly, except as provided below, officers shall not consider race, color, religion, age, national origin, ethnicity, gender, sexual orientation, disability, economic status and/or citizenship in deciding whether to request consent to search or to initiate non-consensual encounters that do not rise to the level of arrest. 2. Race, color, religion, age, national origin, ethnicity, gender, sexual orientation, disability, economic status and/or citizenship can never be used as the sole basis for probable cause or reasonable suspicion. Officers may consider the reported race or ethnicity of a specific suspect or suspects based on trustworthy, relevant information that links a person or persons of a specific race/ethnicity to an unlawful incident(s). 3. Except as provided above,

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The three law enforcement agencies have not relied on “public engagement and collaboration” when developing policies around the use of new technologies. The Task Force addresses the increased use of new technologies by law enforcement agencies, including dashboard cameras and body-worn cameras. The Task Force suggested that “law enforcement agencies should encourage public engagement and collaboration, including the use of community advisory bodies, when developing a policy for the use of a new technology.”¹³⁴

In 2017, the Nevada Legislature approved Senate Bill 176, which requires “police agencies statewide to equip officers who regularly interact with the public with portable recording devices [body-worn cameras] while on duty.”¹³⁵ The policies governing the use of these technologies (e.g., maintenance of data, access to the data, public records requests, etc.) vary across agencies and levels of government. For example, the state requires that agencies maintain video camera footage for 15 days; Sparks Police maintains the video camera footage for 30 days.

Despite the (limited) deployment of dashboard and body-worn cameras to date in the greater Washoe County area, there is variation in the degree to which the three law enforcement agencies have invited “public engagement and collaboration” when developing policies around the use of these new technologies. For instance, when Sparks Police and the Washoe County Sheriff’s Office deployed dashboard cameras, they did not invite “public engagement and collaboration” to assist in the development of policies around the use of this new technology. Reno Police Department, however, worked with the American Civil Liberties Union (ACLU) in 2016 on this issue. Sparks Police has stated that prior to implementation of the body-worn camera program, “citizen input will be sought.”¹³⁶

There is variation in the extent to which law enforcement agencies have developed a policy regarding the use of physical control equipment and techniques against vulnerable populations. The Task Force recommended that law enforcement agencies “should carefully consider and review their policies” regarding the “use of physical control equipment and techniques against vulnerable populations – including children, elderly populations, pregnant women, people with physical and mental disabilities, limited English proficiency, and others.”¹³⁷ Data reveals that northern Nevada law enforcement agencies use electronic restraint as part of the actions taken against individuals with whom deputies have contact (see Appendix F). For example, in 2016, of the 167 use of force incidents in the Washoe County Sheriff’s office, 14 involved the use of an electronic restraint (i.e., taser) (see Appendix F). While Reno Police Department and Sparks Police do have policies and guidelines in place around the “use of physical control equipment and techniques against vulnerable populations,” the policies do not mention all of the vulnerable populations identified by the Task Force. For example, Reno Police Department’s Electronic Control Device policy mentions pregnant women and “frail” individuals, but does not explicitly mention

race, color, religion, age, national origin, ethnicity, gender, sexual orientation, disability, economic status and/or citizenship shall not be motivating factors in making law enforcement decisions. 4. Officers shall not contact or stop a person merely on suspicion that the person is present in the United States illegally. 5. Officers will not make inquiries into the citizenship status of an individual that has requested police services. 6. Officers shall follow the same procedures when contacting or stopping any person whether the contact occurs with consent, reasonable suspicion or probable cause.

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children, people with disabilities, and individuals with limited English proficiency.¹³⁸ Sparks Police's Taser policy does not mention individuals with limited English proficiency.

Recommendations

- The three law enforcement agencies in northern Nevada should identify a key set of mission-related policies (e.g., use of force, fair and impartial policing, and search and seizure).
 - These core policies should be updated regularly (at least biannually) and published on the agencies' websites.
- The three law enforcement agencies should ensure that all policies delineate specific and detailed information about procedures and appropriate behaviors.
 - Agencies should train sworn officers in the core policies and review procedures therein.
- The three law enforcement agencies should develop, with input from existing community advisory committees and/or additional community members, policies surrounding the use of body-worn cameras.
 - These policies should be published on the agencies' websites.
- The three law enforcement agencies should review, with input from existing community advisory committees and/or additional community members, policies surrounding the use of dashboard cameras.
 - These policies should be published on the agencies' websites.
- The three law enforcement agencies should consider establishing a multi-agency committee or working group to review policies and explore the feasibility of adopting uniform policies across the three agencies vis-à-vis the use of body cameras, and the maintenance of and access to data therein.
 - This multi-agency working group should meet regularly (annually) to review issues related to the use of new technologies.
- The three law enforcement agencies should hold community forums to discuss with community members the policies surrounding new technologies, the availability of (and use of) data, and the ways in which law enforcement agencies can leverage technology to engage with the community.
- The three law enforcement agencies in northern Nevada should each develop a policy around the use of physical control equipment against all vulnerable populations identified by the Task Force on 21st Century Policing.
 - Law enforcement agencies should consider involving community members in the process of developing the policy around the use of physical control equipment and techniques against vulnerable populations.
 - The law enforcement agencies should publish these policies on their agencies' websites.

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B. Internal Review

The Task Force on 21st Century Policing encourages law enforcement agencies to review and discuss critical incidents internally. The purpose of these reviews, which are distinct from criminal investigations, is to focus on the improvement of practices and policy in a reflective, non-adversarial manner. The Task Force suggested that law enforcement agencies should:

- “implement nonpunitive peer review of critical incidents separate from criminal and administrative investigations,”¹³⁹ and
- “establish a Serious Incident Review Board comprising of sworn staff and community members to review cases involving officer involved shootings and other serious incidents.”¹⁴⁰

Observations

The three law enforcement agencies review serious incidents internally but have not established formally a peer review of critical incidents. Officials from the three northern Nevada Law enforcement agencies stated that while there is no formal review process in place following critical or serious incidents, they regularly debrief these incidents and identify “lessons learned.” One law enforcement agency representative shared that senior leadership has discussed the formal implementation of a nonpunitive peer review of critical incidents, and the agency remains open to doing so.

The three law enforcement agencies have not established Serious Incident Review Boards. None of the three law enforcement agencies has established a formal Serious Incident Review Board comprised of sworn staff and community members to review serious incidents. One law enforcement agency representative indicated that its leadership has discussed the possible creation of a Serious Incident Review Board and that the agency “is open” to implementing one.¹⁴¹ In recent years, though no formal policy is in place, law enforcement agencies in northern Nevada have met with community members following a serious incident to explain the incident and answer questions. Also, the Reno Police Department’s Chief’s Impact Panel and Washoe County Sheriff’s Office Green Ribbon Panel have convened special meetings after serious incidents.

Recommendations

- The law three law enforcement agencies should establish formally an internal peer review of critical incidents.
- Law enforcement agencies should explore the feasibility of establishing Serious Incident Review Boards that would be comprised of officers and community members.
 - Alternatively, law enforcement agencies could explore the feasibility of establishing a multi-agency Serious Incident Review board that could complement the work of the Washoe County Regional Officer Involved Shooting (OIS) Protocol.

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C. Community Involvement in Policy Development and Training

To build public trust and strengthen transparency, the Task Force on 21st Century Policing recommended that “law enforcement agencies should involve the community in the process of developing and evaluating policies and procedures.”¹⁴² The Task Force also suggested that law enforcement agencies “should develop programs to create opportunities for patrol officers to regularly interact with neighborhood residents, faith leaders, and business leaders.”¹⁴³

Observations

None of the law enforcement agencies include community representatives in the process of drafting, evaluating, and reviewing policies and procedures. Even the two law enforcement agencies in northern Nevada that have community advisory committees – the Reno Police Department and the Washoe County Sheriff’s Office – do not involve their committee members in the process of developing and evaluating policies and procedures.

However, law enforcement agencies have collaborated with community members to develop strategies in communities and neighborhoods disproportionately affected by crime. For example, the Reno Police Department has a Crime-Free Multi-Housing program, which is “designed to help residents, owners, and managers of rental properties keep drugs and other illegal activities out of their area.”¹⁴⁴ Each quarter, as part of this program, the Reno Police Department’s Community Action Officers conduct a train-the-trainer workshop to address the goal of crime-free multi-housing (e.g., apartments) locations. The Community Action Officers train apartment complex property managers in topics such as legal rights, effective property management, maintenance and lighting, environmental designs, reinforcement of doors, and how to conduct background checks. The Sparks Police is exploring ways to launch a crime-free, multi-housing program in its community.

There are limited opportunities for patrol officers from the Reno Police Department, Sparks Police, and the Washoe County Sheriff’s Office to interact with community members. The Reno Police Department has six Community Action Officers (five officers and one sergeant), down from its eight officers prior to the Great Recession. Sparks Police and the Washoe County Sheriff’s Office have two community policing officers apiece. Only leadership participates in the Reno Police Department’s Chief’s Impact Panel, the Sheriff’s Office’s Green Ribbon Panel, and Sparks Police’s “Coffee with the Chief” quarterly meetings. Agency representatives have suggested that leadership should increase opportunities for patrol officers to have more regular non-enforcement interactions with community members. Similarly, law enforcement agency representatives, community members, training professionals, and former police officers all suggested that patrol officers needed meaningful immersive experiences in the community. Law enforcement agencies continue to look for ways to create meaningful opportunities for officers to interact with the community (e.g., the Reno Police Department’s Neighborhood Portfolio Exercise).

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Recommendations

- Law enforcement agencies in northern Nevada should evaluate current practices and identify ways to involve community members in the process of developing and evaluating policies and procedures.
 - The Reno Police Department and the Washoe County Sheriff's Office could bring the development and review of policies and procedures to the work and scope of their community advisory committees.
 - Agencies should each establish internal committees to identify and develop meaningful opportunities for patrol officers to engage in non-enforcement interactions with community members.
 - Law enforcement agencies should increase the number of community policing officers.

D. Integration of Policy Priorities into Officer and/or Supervisor Evaluations

In its Final Report, the President's Task Force on 21st Century Policing recommended that "law enforcement agencies should evaluate officers on their efforts to engage members of the community and the partnerships they build. Making this part of the performance evaluation process places an increased value on developing partnerships."¹⁴⁵

Observations

The three law enforcement agencies in northern Nevada do not evaluate sworn officers on their efforts to engage and/or interact with members of the community specifically. Reno Police Department evaluates its sworn officers on 15 core competencies, 9 of which are direct or indirectly based on community interaction/engagement. However, Performance evaluations of officers and supervisors do not evaluate personnel on the number of law enforcement partnerships or community programs they support (i.e., 360 Blueprint); on the number of their non-enforcement interactions with the community; or on community engagement, specifically.

Recommendations

- Law enforcement agencies should establish internal committees to explore ways to evaluate sworn officers (deputies) and supervisors on their efforts to engage members of the community.
 - Law enforcement agencies in northern Nevada, working with Human Resource Departments, should identify ways to revise and update the standard performance evaluation to include community engagement.
 - Law enforcement agencies should track and report annually the number of non-enforcement contacts officers and supervisors have with community members.

VII. Human Capital and Officer Wellness

A. Human Capital

Observations

The Reno Police Department, Sparks Police, and the Washoe County Sheriff's Office are understaffed. The Great Recession adversely affected budgets, and staffing levels have not recovered to pre-2008 levels. For example, prior to the economic downturn, the Reno Police Department had 391 sworn officers; as of 2016, Reno Police Department had 312 sworn officers. In 2017, the number of sworn officers increased over the previous year to 327, which represents a 16.4 percent decrease from the pre-Great Recession level. The number of sworn officers in 2016 amounts to roughly 13.3 officers per 10,000 residents (see Table 1). Chief Jason Soto recently stated Reno Police Department's short-term goal is to have 15 officers per 10,000 residents.¹⁴⁶

Compared to its peers – cities nationwide with comparable populations – the Reno Police Department has relatively few officers per residents, as shown in Table 9. As of 2010, Reno had 14.5 officers per 10,000 residents. The national average in 2010 was 18 officers per 10,000 residents, and even similarly-sized cities had more officers per resident. Baton Rouge, Louisiana, for example, had 32.2 officers per 10,000 residents; Savannah, Georgia, had 27.5 officers per 10,000; and Scottsdale, Arizona, had 18.5 officers per 10,000 residents.¹⁴⁷ Of the 27 cities displayed in Table 9, only six had fewer officers per residents than Reno; in descending order, they are: Boise, Idaho; Chandler, Arizona; North Las Vegas, Nevada; Chula Vista, California; Gilbert, Arizona; and Irvine, California.

Additionally, all three law enforcement agencies in northern Nevada shared that they do not have sufficient community officer positions. The Reno Police Department still has fewer Community Action Officers than it did in 2008. Consequently, law enforcement agencies face the current challenge of trying to increase community engagement and outreach with fewer designated community-oriented police officers. The Task Force on 21st Century Policing recommended that law enforcement agencies “allow sufficient time for patrol officers to participate in problem solving and the community engagement process.”¹⁴⁸ However, current staffing models, according to agency officials, prevent community action officers from having “sufficient time for proactive problem-solving on every shift.”¹⁴⁹ Discussing the staffing challenges faced by the agency, one agency representative commented, “Data is great, but more officers (deputies) would be better.”¹⁵⁰

Community advocacy organization representatives also observed that “police are overworked and fatigued.”¹⁵¹ They expressed support for increased funding for more sworn officer (deputy) positions.¹⁵²

Recommendations

- Law enforcement agencies in northern Nevada should continue to bolster recruiting efforts to fill funded positions (for sworn officers and deputies).
- Law enforcement agencies in northern Nevada should begin working with community organizations, state legislators, and city and county elected officials to request additional funding for sworn officers in their respective Fiscal Year 2018-2019 budgets.

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- Law enforcement agencies should organize a coordinated marketing campaign to make a public case for increased funding for more sworn officers in northern Nevada.
- Law enforcement agencies should increase the number of Community Action and Outreach Officers (i.e., Community Resource Officers) among their ranks.

Table 9. Law Enforcement Officers Per Capita for Reno and Other Cities with Comparable Populations (2010)¹⁵³

City	State	Population	All Law Enforcement Employees	Total Officers	Employees / 10K pop	Officers / 10K pop
Mobile	Alabama	255,178	766	523	30.0	20.5
Glendale	Arizona	245,387	553	408	22.5	16.6
Jersey City	New Jersey	244,201	984	831	40.3	34.0
St. Petersburg	Florida	243,666	774	538	31.8	22.1
Chandler	Arizona	241,826	478	320	19.8	13.2
Orlando	Florida	240,222	939	719	39.1	29.9
Madison	Wisconsin	238,224	548	443	23.00	18.6
North Las Vegas	Nevada	238,004	468	308	19.7	12.9
Norfolk	Virginia	234,100	842	759	36	32.4
Durham	North Carolina	233,790	598	485	25.6	20.7
Winston-Salem	North Carolina	232,928	688	528	29.5	22.7
Birmingham	Alabama	231,009	1,163	858	50.3	37.1
Laredo	Texas	230,674	501	419	21.7	18.2
Scottsdale	Arizona	230,496	676	423	29.3	18.4
Chula Vista	California	229,060	312	230	13.6	10.00
Lubbock	Texas	227,867	513	382	22.5	16.8
Baton Rouge	Louisiana	226,001	832	728	36.8	32.2
Chesapeake	Virginia	225,627	484	365	21.5	16.2
Reno	Nevada	237	392	323	17.6	14.5
Garland	Texas	221,921	448	323	20.2	14.6
Hialeah	Florida	217,995	401	342	18.4	15.7
Irvine	California	217,193	289	200	13.3	9.2
Gilbert	Arizona	215,215	320	214	14.9	9.9
Savannah Metro	Georgia	210,744	808	579	38.3	27.5
Fayetteville	North Carolina	208,263	518	366	24.9	17.6
Irving	Texas	206,308	503	339	24.4	16.4
Boise	Idaho	205,902	364	296	17.7	14.4
Sparks*	Nevada	94,718	159	112	16.8	11.8

Note: Data from Sparks is from 2016 while all other data for cities is from 2010.

Note: Blue shading represents cities in the Intermountain West states, other than Reno, which is highlighted in yellow.

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B. Officer Wellness

The health and wellness of sworn and non-sworn personnel of law enforcement agencies is an issue that has attracted significant attention. According to the National Law Enforcement Officers Memorial Fund, a nonprofit dedicated to the value of law enforcement and promotion of safety for those who serve, 24 of the 126 officer fatalities that occurred in 2014 were the result of job-related illnesses such as heart attacks.¹⁵⁴ The Task Force on 21st Century Policing broadly recommended that “law enforcement agencies should promote safety and wellness at every level of the organization (see Recommendation 6.2).”¹⁵⁵

Observations

Behavioral (mental) health and wellness receives limited institutional support from within the three northern Nevada law enforcement agencies. All three law enforcement agencies have health and wellness programs and provide information on mental health services and behavioral wellness. For example, in 2008, the Reno Police Department initiated a pilot officer wellness program, in partnership with local medical professional and managed care specialists.¹⁵⁶ The success of Reno Police Department’s initial program led to the institution of an overall wellness or “resiliency” policy in the agency that includes testing, nutrition, and exercise.¹⁵⁷ The Reno Police Department has a wellness committee that provides officers with information and services related to wellness and resiliency. Members of the wellness committee “are trained to go over the advanced [medical] testing results with officers as well as to assist them with creating and implementing a plan to help them meet their overall wellness goals. This part of the program has proven to be invaluable, as police officers tend to be more comfortable talking to and taking guidance from ‘one of their own.’”¹⁵⁸

Sparks Police adopted a similar health and wellness program with the same managed care specialists, and noted that its safety and wellness program is modeled after the International Association of the Chiefs of Police’s (IACP) SafeShield initiative, which focuses on physical health, mental health, and officer safety.¹⁵⁹ Additionally, the three law enforcement agencies in northern Nevada who are subject to this study noted that they utilize shift schedules that balance the needs of their agencies with the wellness of their employees.

However, law enforcement agency representatives shared that while information about behavioral (mental) health services is provided and available, there is little institutional support or meaningful follow up from within the agency. Simply stated, agencies do not appear to be addressing mental health issues in ways that create an open and safe space for officers to discuss and even seek treatment. One officer stated:

Regarding health and wellness, there is no promotion of specific opportunities, no real follow-up. We are simply told, “Here it is. Here is the opportunity that is available to you.” But there is no encouragement to utilize the service. If you want the opportunity to be meaningful, you have to push it out – you have to mention it in weekly meetings, you have to have command level leadership pushing out the programs and engaging in these conversations.¹⁶⁰

A community member who has conducted trainings for law enforcement agencies locally observed that officers are largely left to seek out mental health services on their own. There remains, it was stated, a “stigma around reaching out for help and seeing a therapist” and the culture “still rewards officers who

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bottle up and do not show their emotions.”¹⁶¹ Agencies, it was suggested, need to explore more effective ways to “check on” and evaluate the mental health of officers.¹⁶²

Law enforcement agencies around the country have launched efforts to address the behavioral wellness of officers. For example, the Philadelphia Police Department partners with professional psychologists and the local university to “to provide confidential mental health services in areas such as marriage counseling, parenting, bullying, and other job-related or personal stresses.”¹⁶³ To address an increase in alcohol-related offenses among officers, the Fort Worth Police Department “implemented mandatory alcohol awareness training” for all officers, which included presentations on alcohol awareness and stress management. This training is now part of the agency’s training program for new recruits. Additionally, the Fort Worth Police Department operates an “in-house peer support program” which works with officers “in confidence to eliminate the fear of reprisal.”¹⁶⁴ Since the program began, the Fort Worth Police Department “has seen a decline in both stress-related incidents and alcohol-related offenses.”¹⁶⁵ It was reported that “[m]ore officers are using the department’s peer support program, which is helping to diminish the stigma associated with seeking assistance.”¹⁶⁶

Recommendations

- Law enforcement agencies in northern Nevada should survey officers anonymously to determine their behavioral health needs and interests.
- Law enforcement agencies in northern Nevada should contact mental health providers and psychologists to discuss opportunities to directly connect sworn and non-sworn officers with mental health services, based on identified needs or areas of concern.
- Law enforcement agencies should collaborate with mental health service providers and invite them to host regular seminars at the agency on various mental health topics, informed by the interests of law enforcement personnel.



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Appendix A: Complete Set of Recommendations Delineated in *Final Report of Task Force on 21st Century Policing*

1. Building Trust and Legitimacy

Recommendation 1.1: Law enforcement culture should embrace a guardian mindset to build public trust and legitimacy. Toward that end, police and sheriffs' departments should adopt procedural justice as the guiding principle for internal and external policies and practices to guide their interactions with the citizens they serve.

Recommendation 1.2: Law enforcement agencies should acknowledge the role of policing in past and present injustice and discrimination and how it is a hurdle to the promotion of community trust.

Recommendation 1.3: Law enforcement agencies should establish a culture of transparency and accountability in order to build public trust and legitimacy. This will help ensure decision making is understood and in accord with stated policy.

Recommendation 1.4: Law enforcement agencies should promote legitimacy internally within the organization by applying the principles of procedural justice.

Recommendation 1.5: Law enforcement agencies should proactively promote public trust by initiating positive nonenforcement activities to engage communities that typically have high rates of investigative and enforcement involvement with government agencies.

Recommendation 1.6: Law enforcement agencies should consider the potential damage to public trust when implementing crime fighting strategies.

Recommendation 1.7: Law enforcement agencies should track the level of trust in police by their communities just as they measure changes in crime. Annual community surveys, ideally standardized across jurisdictions and with accepted sampling protocols, can measure how policing in that community affects public trust.

Recommendation 1.8: Law enforcement agencies should strive to create a workforce that contains a broad range of diversity including race, gender, language, life experience, and cultural background to improve understanding and effectiveness in dealing with all communities.

Recommendation 1.9: Law enforcement agencies should build relationships based on trust with immigrant communities. This is central to overall public safety.

2. Policy and Oversight

Recommendation 2.1: Law enforcement agencies should collaborate with community members to develop policies and strategies in communities and neighborhoods disproportionately affected by crime for deploying resources that aim to reduce crime by improving relationships, greater community engagement, and cooperation.

Recommendation 2.2: Law enforcement agencies should have comprehensive policies on the use of force that include training, investigations, prosecutions, data collection, and information sharing. These policies must be clear, concise, and openly available for public inspection.

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Recommendation 2.3: Law enforcement agencies are encouraged to implement nonpunitive peer review of critical incidents separate from criminal and administrative investigations.

Recommendation 2.4: Law enforcement agencies are encouraged to adopt identification procedures that implement scientifically supported practices that eliminate or minimize presenter bias or influence.

Recommendation 2.5: All federal, state, local, and tribal law enforcement agencies should report and make available to the public census data regarding the composition of their departments including race, gender, age, and other relevant demographic data.

Recommendation 2.6: Law enforcement agencies should be encouraged to collect, maintain, and analyze demographic data on all detentions (stops, frisks, searches, summonses, and arrests). This data should be disaggregated by school and non-school contacts.

Recommendation 2.7: Law enforcement agencies should create policies and procedures for policing mass demonstrations that employ a continuum of managed tactical resources that are designed to minimize the appearance of a military operation and avoid using provocative tactics and equipment that undermine civilian trust.

Recommendation 2.8: Some form of civilian oversight of law enforcement is important in order to strengthen trust with the community. Every community should define the appropriate form and structure of civilian oversight to meet the needs of that community.

Recommendation 2.9: Law enforcement agencies and municipalities should refrain from practices requiring officers to issue a predetermined number of tickets, citations, arrests, or summonses, or to initiate investigative contacts with citizens for reasons not directly related to improving public safety, such as generating revenue.

Recommendation 2.10: Law enforcement officers should be required to seek consent before a search and explain that a person has the right to refuse consent when there is no warrant or probable cause. Furthermore, officers should ideally obtain written acknowledgement that they have sought consent to a search in these circumstances.

Recommendation 2.11: Law enforcement agencies should adopt policies requiring officers to identify themselves by their full name, rank, and command (as applicable) and provide that information in writing to individuals they have stopped. In addition, policies should require officers to state the reason for the stop and the reason for the search if one is conducted.

Recommendation 2.12: Law enforcement agencies should establish search and seizure procedures related to LGBTQ and transgender populations and adopt as policy the recommendation from the President's Advisory Council on HIV/AIDS to cease using the possession of condoms as the sole evidence of vice.

Recommendation 2.13: Law enforcement agencies should adopt and enforce policies prohibiting profiling and discrimination based on race, ethnicity, national origin, religion, age, gender, gender identity/ expression, sexual orientation, immigration status, disability, housing status, occupation, or language fluency.

Recommendation 2.14: The U.S. Department of Justice, through the Office of Community Oriented Policing Services and Office of Justice Programs, should provide technical assistance and incentive funding

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to jurisdictions with small police agencies that take steps towards shared services, regional training, and consolidation.

Recommendation 2.15: The U.S. Department of Justice, through the Office of Community Oriented Policing Services, should partner with the International Association of Directors of Law Enforcement Standards and Training to expand its Nation Decertification Index to serve as the National register of Decertified Officers with the goal of covering all agencies within the United States and its territories.

3. Technology and Social Media

Recommendation 3.1: The U.S. Department of Justice, in consultation with the law enforcement field, should broaden the efforts of the National Institute of Justice to establish national standards for the research and development of new technology. These standards should also address compatibility and interoperability needs both within law enforcement agencies and across agencies and jurisdictions and maintain civil and human rights protections.

Recommendation 3.2: The implementation of appropriate technology by law enforcement agencies should be designed considering local needs and aligned with national standards.

Recommendation 3.3: The U.S. Department of Justice should develop best practices that can be adopted by state legislative bodies to govern the acquisition, use, retention, and dissemination of auditory, visual, and biometric data by law enforcement.

Recommendation 3.4: Federal, state, local, and tribal legislative bodies should be encouraged to update public record laws.

Recommendation 3.5: Law enforcement agencies should adopt model policies and best practices for technology-based community engagement that increases community trust and access.

Recommendation 3.6: The Federal government should support the development of new “less than lethal” technology to help control combative suspects.

Recommendation 3.7: The Federal government should make the development and building of segregated radio spectrum and increased bandwidth by FirstNet for exclusive use by local, state, tribal, and federal public safety agencies a top priority.

4. Community Policing and Crime Reduction

Recommendation 4.1: Law enforcement agencies should develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety.

Recommendation 4.2: Community policing should be infused throughout the culture and organizational structure of law enforcement agencies.

Recommendation 4.3: Law enforcement agencies should engage in multidisciplinary, community team approaches for planning, implementing, and responding to crisis situations with complex causal factors.

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Recommendation 4.4: Communities should support a culture and practice of policing that reflects the values of protection and promotion of the dignity of all, especially the most vulnerable.

Recommendation 4.5: Community policing emphasizes working with neighborhood residents to co-produce public safety. Law enforcement agencies should work with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community.

Recommendation 4.6: Communities should adopt policies and programs that address the needs of children and youth most at risk for crime or violence and reduce aggressive law enforcement tactics that stigmatize youth and marginalize their participation in schools and communities.

Recommendation 4.7: Communities need to affirm and recognize the voices of youth in community decision making, facilitate youth-led research and problem solving, and develop and fund youth leadership training and life skills through positive youth/police collaboration and interactions.

5. Training and Education

Recommendation 5.1: The Federal government should support the development of partnerships with training facilities across the country to promote consistent standards for high quality training and establish training innovation hubs.

Recommendation 5.2: Law enforcement agencies should engage community members in the training process.

Recommendation 5.3: Law enforcement agencies should provide leadership training to all personnel throughout their careers.

Recommendation 5.4: The U.S. Department of Justice should develop, in partnership with institutions of higher education, a national postgraduate institute of policing for senior executives with a standardized curriculum preparing them to lead agencies in the 21st century.

Recommendation 5.5: The U.S. Department of Justice should instruct the Federal Bureau of Investigation to modify the curriculum of the National Academy at Quantico to include prominent coverage of the topical areas addressed in this report.

Recommendation 5.6: POSTs should make Crisis Intervention Training (CIT) a part of both basic recruit and in-service officer training.

Recommendation 5.7: POSTs should ensure that basic officer training includes lessons to improve social interaction as well as tactical skills.

Recommendation 5.8: POSTs should ensure that basic recruit and in-service officer training include curriculum on the disease of addiction.

Recommendation 5.9: POSTs should ensure both basic recruit and in-service training incorporates content around recognizing and confronting implicit bias and cultural responsiveness.

Recommendation 5.10: POSTs should require both basic recruit and in-service training on policing in a democratic society.

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Recommendation 5.11: The Federal Government, as well as state and local agencies, should encourage and incentivize higher education for law enforcement officers.

Recommendation 5.12: The Federal government should support research into the development of technology that enhances scenario-based training, social interaction skills, and enables the dissemination of interactive distance learning for law enforcement.

Recommendation 5.13: The U.S. Department of Justice should support the development and implementation of improved Field Training Officer Programs.

6. Officer Safety and Wellness

Recommendation 6.1: The U.S. Department of Justice should enhance and further promote its multi-faceted officer safety and wellness initiative.

Recommendation 6.2: Law enforcement agencies should promote safety and wellness at every level of the organization.

Recommendation 6.3: The U.S. Department of Justice should encourage and assist departments in the implementation of scientifically supported shift lengths by law enforcement.

Recommendation 6.4: Every law enforcement officer should be provided with individual tactical first aid kits and training as well as anti-ballistic vests.

Recommendation 6.5: The U.S. Department of Justice should expand efforts to collect and analyze data not only on officer deaths but also on injuries and “near misses.”

Recommendation 6.6: Law enforcement agencies should adopt policies that require officers to wear seat belts and bullet-proof vests and provide training to raise awareness of the consequences of failure to do so.

Recommendation 6.7: Congress should develop and enact a peer review error management legislation.

Recommendation 6.8: The U.S. Department of Transportation should provide technical assistance opportunities for departments to explore the use of vehicles equipped with vehicle collision prevention “smart car” technology that will reduce the number of accidents.

7. Implementation

Recommendation 7.1: The President should direct all federal law enforcement agencies to review the recommendations made by the Task Force on 21st Century Policing and, to the extent practicable, to adopt those that can be implemented at the federal level.

Recommendation 7.2: The U.S. Department of Justice should explore public-private partnership opportunities, starting by convening a meeting with local, regional, and national foundations to discuss the proposals for reform described in this report and seeking their engagement and support in advancing implementation of these recommendations.

Recommendation 7.3: The U.S. Department of Justice should charge its Office of Community Oriented Policing Services with assisting the law enforcement field in addressing current and future challenges.

Community Policing in Northern Nevada

Appendix B. Use of Force, Reasons Used, Reno Police Department, page 1

Reason Force Was Used and Subject's Race/Ethnicity: Reno Police Department, 2011							
	White	Black / African American	Latino / Hispanic	Asian	American Indian	Other Race	Total
<i>Reason Force Used</i>							
ADW w/ Vehicle	–	–	–	–	–	–	0
Armed w/ DW	3	3	1	–	–	–	7
Attack on Officer	8	1	2	–	1	1	13
Barricaded Subject	–	–	–	–	–	–	0
Fight	9	2	9	1	1	1	23
Physical Resistance	26	8	9	–	–	4	47
Suicidal Subject	5	1	–	–	–	–	6
Threatening to Fight	1	3	1	–	–	–	5
Threats/Gestures	5	–	1	–	1	–	7
Uncooperative	8	3	1	–	–	–	12
Other	3	–	2	–	–	–	5
Total	68	21	26	1	3	6	125

Reason Force Was Used and Subject's Race/Ethnicity: Reno Police Department, 2012							
	White	Black / African American	Latino / Hispanic	Asian	American Indian	Other Race	Total
<i>Reason Force Used</i>							
ADW w/ Vehicle	–	–	–	–	–	–	0
Armed w/ DW	3	–	1	–	1	–	5
Attack on Officer	10	–	8	–	–	2	20
Barricaded Subject	1	–	–	–	–	–	1
Fight	8	3	3	–	–	2	16
Physical Resistance	43	12	12	–	2	–	69
Suicidal Subject	1	–	1	–	–	–	2
Threatening to Fight	7	–	–	–	–	–	7
Threats/Gestures	1	1	–	–	–	–	2
Uncooperative	5	1	4	1	1	1	13
Other	2	–	–	–	–	–	2
Total	81	17	29	1	4	5	137

Reason Force Was Used and Subject's Race/Ethnicity: Reno Police Department, 2013							
	White	Black / African American	Latino / Hispanic	Asian	American Indian	Other Race	Total
<i>Reason Force Used</i>							
ADW w/ Vehicle	–	–	–	–	–	–	0
Armed w/ DW	3	1	–	–	–	–	4
Attack on Officer	4	3	1	–	–	–	8
Barricaded Subject	1	–	–	–	–	–	1
Fight	13	1	7	–	–	1	22
Physical Resistance	44	11	10	2	–	5	72
Suicidal Subject	3	–	–	–	–	–	3
Threatening to Fight	3	3	1	–	–	–	7
Threats/Gestures	5	2	1	–	–	–	8
Uncooperative	5	3	2	–	–	1	11
Other	2	–	1	–	–	–	3
Total	83	24	23	2	0	7	139

Community Policing in Northern Nevada

Appendix B. Use of Force, Reasons Used, Reno Police Department, page 2

Reason Force Was Used and Subject's Race/Ethnicity: Reno Police Department, 2014							
	White	Black / African American	Latino / Hispanic	Asian	American Indian	Other Race	Total
<i>Reason Force Used</i>							
ADW w/ Vehicle	-	-	-	-	-	-	0
Armed w/ DW	2	2	2	-	-	1	7
Attack on Officer	6	-	2	1	2	2	13
Barricaded Subject	-	-	1	-	-	-	1
Fight	8	2	2	-	1	-	13
Physical Resistance	36	21	19	-	-	3	79
Suicidal Subject	2	-	1	-	-	1	4
Threatening to Fight	4	-	-	-	1	-	5
Threats/Gestures	2	3	-	-	-	1	6
Uncooperative	8	3	3	-	-	-	14
Other	2	1	2	-	-	1	6
Total	70	32	32	1	4	9	148

Reason Force Was Used and Subject's Race/Ethnicity: Reno Police Department, 2015							
	White	Black / African American	Latino / Hispanic	Asian	American Indian	Other Race	Total
<i>Reason Force Used</i>							
ADW w/ Vehicle	-	-	-	-	-	-	0
Armed w/ DW	4	-	1	-	-	-	5
Attack on Officer	3	5	2	-	-	-	10
Barricaded Subject	1	-	-	-	-	-	1
Fight	8	1	5	-	-	1	15
Physical Resistance	44	10	12	-	4	2	72
Suicidal Subject	1	-	1	-	-	-	2
Threatening to Fight	1	-	1	-	-	-	2
Threats/Gestures	2	1	-	-	-	-	3
Uncooperative	5	1	3	-	2	1	12
Other	2	-	1	-	-	-	3
Total	71	18	26	0	6	4	125

Reason Force Was Used and Subject's Race/Ethnicity: Reno Police Department, 2016							
	White	Black / African American	Latino / Hispanic	Asian	American Indian	Other Race	Total
<i>Reason Force Used</i>							
ADW w/ Vehicle	-	-	-	-	-	-	0
Armed w/ DW	8	-	5	-	-	-	13
Attack on Officer	5	3	4	-	-	-	12
Barricaded Subject	1	-	-	-	-	-	1
Fight	12	3	4	-	-	-	19
Physical Resistance	43	14	20	-	2	3	82
Suicidal Subject	-	-	1	-	-	-	1
Threatening to Fight	6	1	-	-	-	-	7
Threats/Gestures	4	-	-	-	-	1	5
Uncooperative	10	3	1	-	-	1	15
Other	5	1	-	-	-	-	6
Total	94	25	35	0	2	5	161

Community Policing in Northern Nevada

Appendix C. Use of Force, Reasons Used, Sparks Police, page 1

Reason Force Was Used and Subject's Race/Ethnicity: Sparks Police, 2011							
	White	Black / African American	Latino / Hispanic	Asian	American Indian	Other Race	Total
<i>Reason Force Used</i>							
Affect and Arrest	37	10	25	2	2	–	76
Armed/Refusing Lawful Order	–	–	–	–	–	–	0
Defend Another Person	1	–	–	–	–	–	1
Fled Scene	–	–	–	–	–	–	0
Intoxicated, Fighting w/ Officers	–	–	–	–	–	–	0
Other/Officer Safety	2	–	–	–	–	–	2
Prevent Escape	1	–	–	–	–	–	1
Prevent Violent Crime	–	–	1	–	–	–	1
Ran to Avoid Arrest	–	–	–	–	–	–	0
Refusing Lawful Order	–	–	–	–	–	–	0
Restrain for Subject's Safety	3	–	1	–	–	–	4
Suspicious Person	1	–	–	–	–	–	1
Threatening To/Fight Officers	–	–	–	–	–	–	0
Total	45	10	27	2	2	0	86

Reason Force Was Used and Subject's Race/Ethnicity: Sparks Police, 2013							
	White	Black / African American	Latino / Hispanic	Asian	American Indian	Other Race	Total
<i>Reason Force Used</i>							
Affect and Arrest	40	8	31	3	2	–	84
Armed/Refusing Lawful Order	3	1	1	–	–	–	5
Defend Another Person	1	–	2	–	–	–	3
Fled Scene	–	–	–	–	–	–	0
Intoxicated, Fighting w/ Officers	2	–	2	–	1	–	5
Other/Officer Safety	1	–	1	–	1	–	3
Prevent Escape	2	–	–	–	–	–	2
Prevent Violent Crime	–	–	1	–	–	–	1
Ran to Avoid Arrest	4	–	–	–	1	–	5
Refusing Lawful Order	1	–	1	–	–	–	2
Restrain for Subject's Safety	8	–	2	–	–	–	10
Suspicious Person	1	1	–	–	–	–	2
Threatening To/Fight Officers	2	–	–	–	–	–	2
Total	65	10	41	3	5	0	124

Reason Force Was Used and Subject's Race/Ethnicity: Sparks Police, 2015							
	White	Black / African American	Latino / Hispanic	Asian	American Indian	Other Race	Total
<i>Reason Force Used</i>							
Affect and Arrest	32	11	12	–	3	–	58
Armed/Refusing Lawful Order	–	–	1	–	–	–	1
Defend Another Person	3	–	2	1	1	–	7
Fled Scene	3	–	–	–	–	–	3
Intoxicated, Fighting w/ Officers	1	–	–	–	–	–	1
Other/Officer Safety	–	–	–	–	–	–	0
Prevent Escape	1	–	–	–	–	–	1
Prevent Violent Crime	2	–	1	–	–	–	3
Ran to Avoid Arrest	4	–	–	–	–	–	4
Refusing Lawful Order	2	–	2	–	–	–	4
Restrain for Subject's Safety	3	2	1	–	–	–	6
Suspicious Person	1	1	–	–	–	–	2
Threatening To/Fight Officers	1	–	–	–	–	–	1
Total	53	14	19	1	4	0	91

Community Policing in Northern Nevada

Appendix C. Use of Force, Reasons Used, Sparks Police, page 2

Reason Force Was Used and Subject's Race/Ethnicity: Sparks Police, 2012							
	White	Black / African American	Latino / Hispanic	Asian	American Indian	Other Race	Total
<i>Reason Force Used</i>							
Affect and Arrest	31	3	27	1	1	–	63
Armed/Refusing Lawful Order	1	–	2	–	–	–	3
Defend Another Person	1	–	2	–	–	–	3
Fled Scene	–	–	1	–	–	–	1
Intoxicated, Fighting w/ Officers	1	1	2	–	–	–	4
Other/Officer Safety	–	1	–	–	–	–	1
Prevent Escape	–	–	–	–	–	–	0
Prevent Violent Crime	–	–	1	–	–	–	1
Ran to Avoid Arrest	–	–	2	–	–	–	2
Refusing Lawful Order	1	–	–	–	–	–	1
Restrain for Subject's Safety	5	–	–	–	–	–	5
Suspicious Person	1	–	–	–	–	–	1
Threatening To/Fight Officers	–	–	–	–	–	–	0
Total	41	5	37	1	1	0	85

Reason Force Was Used and Subject's Race/Ethnicity: Sparks Police, 2014							
	White	Black / African American	Latino / Hispanic	Asian	American Indian	Other Race	Total
<i>Reason Force Used</i>							
Affect and Arrest	35	13	23	2	1	–	74
Armed/Refusing Lawful Order	1	–	1	–	–	–	2
Defend Another Person	1	–	–	–	–	–	1
Fled Scene	–	1	–	–	–	–	1
Intoxicated, Fighting w/ Officers	2	–	–	–	–	–	2
Other/Officer Safety	3	1	–	–	–	–	4
Prevent Escape	–	–	–	–	–	–	0
Prevent Violent Crime	2	–	–	–	–	–	2
Ran to Avoid Arrest	4	1	1	–	–	–	6
Refusing Lawful Order	3	–	–	–	–	–	3
Restrain for Subject's Safety	8	–	–	–	–	–	8
Suspicious Person	–	–	–	–	–	–	0
Threatening To/Fight Officers	–	–	–	–	–	–	0
Total	59	16	25	2	1	0	103

Reason Force Was Used and Subject's Race/Ethnicity: Sparks Police, 2016							
	White	Black / African American	Latino / Hispanic	Asian	American Indian	Other Race	Total
<i>Reason Force Used</i>							
Affect and Arrest	18	1	4	–	1	–	24
Armed/Refusing Lawful Order	3	2	1	–	–	–	6
Defend Another Person	1	–	4	–	–	–	5
Fled Scene	–	–	–	–	–	–	0
Intoxicated, Fighting w/ Officers	–	–	–	–	–	–	0
Other/Officer Safety	1	–	–	–	–	1	2
Prevent Escape	–	–	–	–	–	–	0
Prevent Violent Crime	–	–	–	–	–	–	0
Ran to Avoid Arrest	14	–	5	–	–	–	19
Refusing Lawful Order	6	2	–	–	1	–	9
Restrain for Subject's Safety	–	–	–	–	–	–	0
Suspicious Person	–	–	–	–	–	–	0
Threatening To/Fight Officers	4	–	1	–	–	–	5
Total	47	5	15	0	2	1	70

Community Policing in Northern Nevada

Appendix D. Use of Force, Actions Taken, Sparks Police, 2011-2016, page 1

Type of Force Actions Taken and Subject's Race/Ethnicity: Sparks Police, 2011							
	White	Black / African American	Latino / Hispanic	Asian	American Indian	Other Race	Total
<i>Type of Force</i>							
Carotid Hold	–	–	–	–	–	–	0
Chemical Agent	3	–	–	–	–	–	3
Electronic Restraint	13	3	6	–	1	–	23
Firearm Discharge	–	–	–	–	–	–	0
Impact Tool	–	–	1	–	–	–	1
K-9	–	–	1	–	–	–	1
Not Indicated/Other	8	–	2	–	–	–	10
Pain Compliance Hold	2	–	2	–	–	–	4
Physical Restraint	–	–	1	–	–	–	1
Physical Takedown	42	7	27	2	2	–	80
Strike with Elbow/Knee	–	–	–	–	–	–	0
Strike with Fist/Foot	6	2	2	2	–	–	12
Total	74	12	42	4	3	0	135
Type of Force Actions Taken and Subject's Race/Ethnicity: Sparks Police, 2012							
	White	Black / African American	Latino / Hispanic	Asian	American Indian	Other Race	Total
<i>Type of Force</i>							
Carotid Hold	–	–	–	–	–	–	0
Chemical Agent	–	–	2	–	–	–	2
Electronic Restraint	8	1	5	–	–	–	14
Firearm Discharge	–	–	–	–	–	–	0
Impact Tool	1	–	–	–	–	–	1
K-9	1	–	3	–	–	–	4
Not Indicated/Other	1	–	–	–	–	–	1
Pain Compliance Hold	3	2	11	–	–	–	16
Physical Restraint	3	–	1	–	–	–	4
Physical Takedown	41	7	35	–	3	–	86
Strike with Elbow/Knee	–	–	–	–	–	–	0
Strike with Fist/Foot	12	1	14	2	–	–	29
Total	70	11	71	2	3	0	157

Community Policing in Northern Nevada

Appendix D. Use of Force, Actions Taken, Sparks Police, 2011-2016, page 2

Type of Force Actions Taken and Subject's Race/Ethnicity: Sparks Police, 2013							
	White	Black / African American	Latino / Hispanic	Asian	American Indian	Other Race	Total
<i>Type of Force</i>							
Carotid Hold	-	-	-	-	-	-	0
Chemical Agent	-	-	-	-	-	-	0
Electronic Restraint	16	1	9	-	1	-	27
Firearm Discharge	7	4	-	-	-	-	11
Impact Tool	-	-	1	-	-	-	1
K-9	1	-	1	-	-	-	2
Not Indicated/Other	17	-	2	1	-	-	20
Pain Compliance Hold	7	3	11	-	2	-	23
Physical Restraint	-	3	4	2	-	-	9
Physical Takedown	67	9	47	5	4	-	132
Strike with Elbow/Knee	3	1	-	-	-	-	4
Strike with Fist/Foot	16	-	9	-	1	-	26
Total	134	21	84	8	8	0	255

Type of Force Actions Taken and Subject's Race/Ethnicity: Sparks Police, 2014							
	White	Black / African American	Latino / Hispanic	Asian	American Indian	Other Race	Total
<i>Type of Force</i>							
Carotid Hold	2	-	-	-	-	-	2
Chemical Agent	-	-	-	-	-	-	0
Electronic Restraint	6	4	2	2	1	-	15
Firearm Discharge	1	1	1	-	-	-	3
Impact Tool	5	1	1	-	-	-	7
K-9	1	2	1	-	-	-	4
Not Indicated/Other	-	-	1	-	-	-	1
Pain Compliance Hold	7	4	4	3	-	-	18
Physical Restraint	10	1	-	-	-	-	11
Physical Takedown	81	20	34	3	-	-	138
Strike with Elbow/Knee	1	1	3	1	-	-	6
Strike with Fist/Foot	10	5	1	3	-	-	19
Total	124	39	48	12	1	0	224

Community Policing in Northern Nevada

Appendix D. Use of Force, Actions Taken, Sparks Police, 2011-2016, page 3

Type of Force Actions Taken and Subject's Race/Ethnicity: Sparks Police, 2015							
	White	Black / African American	Latino / Hispanic	Asian	American Indian	Other Race	Total
<i>Type of Force</i>							
Carotid Hold	-	-	-	-	-	-	0
Chemical Agent	1	1	-	-	-	-	2
Electronic Restraint	8	1	4	-	1	-	14
Firearm Discharge	-	1	-	-	-	-	1
Impact Tool	-	-	-	-	-	-	0
K-9	1	-	1	-	-	-	2
Not Indicated/Other	-	-	-	-	-	-	0
Pain Compliance Hold	4	2	1	-	1	-	8
Physical Restraint	3	-	-	-	2	-	5
Physical Takedown	58	25	18	1	4	-	106
Strike with Elbow/Knee	2	-	-	-	-	-	2
Strike with Fist/Foot	6	3	-	-	-	-	9
Total	83	33	24	1	8	0	149

Type of Force Actions Taken and Subject's Race/Ethnicity: Sparks Police, 2016							
	White	Black / African American	Latino / Hispanic	Asian	American Indian	Other Race	Total
<i>Type of Force</i>							
Carotid Hold	-	-	-	-	-	-	0
Chemical Agent	-	-	-	-	-	-	0
Electronic Restraint	2	-	2	-	-	-	4
Firearm Discharge	-	1	2	-	-	-	3
Impact Tool	-	-	-	-	-	-	0
K-9	1	-	-	-	-	-	1
Not Indicated/Other	1	-	-	-	-	1	2
Pain Compliance Hold	4	-	3	-	-	-	7
Physical Restraint	2	-	1	-	-	-	3
Physical Takedown	56	5	16	-	3	-	80
Strike with Elbow/Knee	1	-	-	-	-	-	1
Strike with Fist/Foot	8	-	1	-	-	-	9
Total	75	6	25	0	3	1	110

Community Policing in Northern Nevada

Appendix E. Use of Force, Reasons Used, 2016, Washoe County Sheriff's Office

Reason Force Was Used and Subject's Race/Ethnicity: Washoe County Sheriff's Office, 2016							
	White	Black / African American	Latino / Hispanic	Asian	American Indian	Other Race	Total
<i>Reason Force Used</i>							
Affect an Arrest	5	–	–	–	–	–	5
Battery on a Police Officer	4	–	–	–	1	–	5
Cell Extraction	2	2	–	–	1	–	5
Defend Another Person	2	1	1	–	–	–	4
Intoxicated, Fighting w/ Officers	1	–	–	–	–	–	1
Other/Officer Safety	1	–	1	–	–	–	2
Physically Resisting/Combative	16	5	2	–	3	2	28
Prevent Escape	–	–	–	–	–	–	0
Ran to Avoid Arrest	3	–	1	–	–	–	4
Refusing Lawful Order	–	1	1	–	–	–	2
Restrain for Subject's Safety	–	–	–	–	–	–	0
Suspicious Person	–	–	–	–	–	–	0
Threatening To/Fight Officers	–	–	–	–	–	–	0
Total	34	9	6	0	5	2	56

Appendix F. Use of Force, Actions Taken, Washoe County Sheriff's Office, 2016

Type of Force Actions Taken and Subject's Race/Ethnicity: Washoe County Sheriff's Office, 2016							
	White	Black / African American	Latino / Hispanic	Asian	American Indian	Other Race	Total
<i>Type of Force</i>							
Chemical Agent	–	–	–	–	–	–	0
Electronic Restraint (Taser)	7	3	2	–	2	–	14
Firearm Discharge	–	–	–	–	–	–	0
Guiding/Holding/Handcuffing	58	15	11	–	8	–	92
Impact Tool	1	–	–	–	–	–	1
K-9	–	–	–	–	–	–	0
Less Lethal	–	–	–	–	–	–	0
Not Indicated/Other	1	–	–	–	–	–	1
Physical Force	28	15	2	–	11	–	56
Pro Straint Chair	3	–	–	–	–	–	3
Total	98	33	15	0	21	0	167

Community Policing in Northern Nevada

Appendix G. Officer-Involved Shooting Review 2000-2016, Reno Police Department and Sparks Police

Officer Involved Shooting Review: Reno Police Department, 2000-2016								
	<u>N</u>	<u>%</u>		<u>N</u>	<u>%</u>		<u>N</u>	<u>%</u>
<i>Number of Incidents</i>	28	100.0%	<i>Type of Weapon</i>			<i>Officer Race/Ethnicity</i>		
<i>Number of Actions</i>	28	100.0%	Firearm	–	–	White	48	98.0%
<i>Number of Subjects Struck</i>	28	100.0%	Handgun			Black / African American	–	–
<i>Number of Fatal Injuries</i>	20	71.4%	None			Latino / Hispanic	–	–
			Rifle/Air Rifle/Shotgun			Asian	–	–
<i>Subject Gender</i>			Shotgun			American Indian	1	2.0%
Male	28	100.0%	Vehicle	–	–	TOTAL	49	100.0%
Female	0	0.0%	TOTAL	–	–			
TOTAL	28	100.0%						
<i>Subject Race/Ehnicity</i>			<i>Armed with Weapon</i>					
White	23	82.1%	Yes	28	100.0%			
Black / African American	4	14.3%	No	0	0.0%			
Latino / Hispanic	–	–	Unknown	0	0.0%			
Asian	1	3.6%	TOTAL	28	100.0%			
American Indian	–	–						
TOTAL	28	100.0%						
Officer Involved Shooting Review: Sparks Police, 2000-2016								
	<u>N</u>	<u>%</u>		<u>N</u>	<u>%</u>		<u>N</u>	<u>%</u>
<i>Number of Incidents</i>	16	100.0%	<i>Type of Weapon</i>			<i>Officer Race/Ethnicity</i>		
<i>Number of Actions</i>	16	100.0%	Firearm			White	21	95.5%
<i>Number of Subjects Struck</i>	12	75.0%	Handgun	5	31.3%	Black / African American	–	–
<i>Number of Fatal Injuries</i>	7	43.8%	None	2	12.5%	Latino / Hispanic	1	4.5%
			Rifle/Air Rifle/Shotgun	3	18.8%	Asian	–	–
<i>Subject Gender</i>			Shotgun	1	6.3%	American Indian	–	–
Male	13	81.3%	Vehicle	5	31.3%	TOTAL	22	100.0%
Female	3	18.8%	TOTAL	16	100.2%			
TOTAL	16	100.1%						
<i>Subject Race/Ehnicity</i>			<i>Armed with Weapon</i>					
White	9	56.3%	Yes	9	56.3%			
Black / African American	4	25.0%	No	5	31.3%			
Latino / Hispanic	3	18.8%	Unknown	2	12.5%			
Asian	–	–	TOTAL	16	100.1%			
American Indian	–	–						
TOTAL	16	100.1%						

Community Policing in Northern Nevada

Appendix H: Officer Involved Shooting Review 2000-2016, Washoe County Sheriff's Office

Officer Involved Shooting Review: Washoe County Sheriff's Office, 2000-2016								
	<u>N</u>	<u>%</u>		<u>N</u>	<u>%</u>		<u>N</u>	<u>%</u>
<i>Number of Incidents</i>	19	100.0%	<i>Type of Weapon</i>			<i>Officer Race/Ethnicity</i>		
<i>Number of Actions</i>	19	100.0%	Firearm			White	26	89.7%
<i>Number of Subjects Struck</i>	15	78.9%	Handgun	8	44.4%	Black / African American	1	3.4%
<i>Number of Fatal Injuries</i>	9	47.4%	None	0	0.0%	Latino / Hispanic	1	3.4%
			Rifle/Air Rifle/Shotgun	3	16.7%	Asian	–	–
<i>Subject Gender</i>			Shotgun	2	11.1%	American Indian	1	3.4%
Male	19	100.0%	Vehicle	5	27.8%	TOTAL	29	99.9%
Female	0	0.0%	TOTAL	18	100.0%			
TOTAL	19	100.0%						
<i>Subject Race/Ehnicity</i>			<i>Armed with Weapon</i>					
White	14	73.7%	Yes	12	63.2%			
Black / African American	3	15.8%	No	6	31.6%			
Latino / Hispanic	1	5.3%	Unknown	1	5.3%			
Asian	–	–	TOTAL	19	100.1%			
American Indian	1	5.3%						
TOTAL	19	100.1%						

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