

Reno Police Department's Community Oriented Policing-Plus



"Reaching Out to Our Community"

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POLICE DEPARTMENT

City of Reno

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Introduction and Acknowledgments

The Reno Police Department and the city of Reno are proud to make the following information available. Since its inception, Reno's version of Community Oriented Policing, entitled Community Oriented Policing - Plus, was greeted with enthusiasm and anticipation of improved community-police relations. This new philosophy resulted in improved employee morale and job satisfaction, as well as improved community contentment. The department's COP+ motto, "Your Police - Our Community," seems to exemplify the community aspect of the philosophy. The sweeping changes in the police department, undertaken over a relatively short time period, touched every individual in the department and included a comprehensive change in service delivery philosophy. As a result, the department's public image has vastly improved and the citizens in the first year approved a tax override which allowed the addition of 88 police personnel. Prior to COP+, the department twice failed to get community approval for additional personnel or improved services. The reorganization started in June 1987 with full implementation occurring in January 1988. Therefore, COP+ is still in its embryonic stage from an organizational point of view. The department will continue to work to improve on the successes of the past several years.

Many individuals should be acknowledged for putting this document together. The four Area Captains were the ones that really made the concept work in application: Captain Bob Galli, Captain Ron Glensor, Captain Tom Robinson and Captain Jim Weston. Criminal Justice Department Head Dr. Ken Peek of the University of Nevada, Reno, has kept us on track and encouraged us to publish segments of the concept. Lieutenant Wayne Lucia, who was the brains behind the Quality Assurance Bureau, prepared a lot of the original documentation of the reorganization effort. City Manager Hal Schilling and the City Council continued to believe in the command staff of the Reno Police Department during the difficult times that brought about the circumstances requiring the reorganization. The officers and civilians in the trenches performed under the most difficult of circumstances when staffing was insufficient, funds nonexistent, and each community contact felt like a personal attack. These are the people who really need to be thanked for turning a concept into a reality. Without the support of the people "on the front lines," no concept, no matter how viable, will succeed. They "hung in there," not giving up, despite the fact that giving up seemed, at times, the only alternative.

Is Community Oriented Policing - Plus for everyone? While the success in Reno would lead many to answer in the affirmative, many factors need to be considered. After several years, COP+ seems to have been a success in a medium-sized community which was experiencing significant image problems, devastating financial circumstances and difficulties establishing meaningful dialogue with any local community group. In short, it was started in Reno out of desperation. Only time will tell if it is right for larger cities or cities not experiencing fiscal, image, or communications problems. While I firmly believe that department-wide implementation was the only way that it would have been accepted in Reno, that type of sweeping change, with its unsettling impact and disruptive consequences, may not be for everyone. If this document stimulates debate or is helpful in any way to others contemplating the use of COP or COP+, it has been worth the effort. If we can be a resource to any individual, group, police department, or city interested in undertaking such an endeavor, we offer our assistance, experience, and knowledge.

R. V. Bradshaw

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Chief of Police
Reno, Nevada



COMMUNITY ORIENTED POLICING PLUS POLICY STATEMENT

THE CITY OF RENO DESIRES TO PROVIDE ITS CITIZENS WITH EFFECTIVE AND EFFICIENT POLICE SERVICES. IN AN EFFORT TO IMPROVE THE DELIVERY OF THESE SERVICES, DESPITE LIMITED AND DIMINISHED RESOURCES, THE POLICE DEPARTMENT HAS DEVELOPED AND ENACTED COMMUNITY ORIENTED POLICING-PLUS. THIS CONCEPT ENABLES THE COMMUNITY AND THE DEPARTMENT TO COMMUNICATE ONE WITH THE OTHER IN SUCH A WAY AS TO GENERATE MUTUAL RESOLUTIONS TO IDENTIFIABLE PARTICIPATION TO SUCCESSFULLY RESOLVE ISSUES THAT ARE INDIVIDUAL AND MOST OFTEN COMMON TO BOTH. THE EXCHANGE IS BEST DEFINED IN THE DEPARTMENT'S SLOGAN, "YOUR POLICE-OUR COMMUNITY."

R.V. BRADSHAW
CHIEF OF POLICE

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COMMUNITY ORIENTED POLICING-PLUS

by

Captain Ronald W. Glensor

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INTRODUCTION

In June 1987, after the public, for the second time in two years, struck down a tax initiative that would have replenished depleting resources and personnel, a Community Attitude and Confidence Survey conducted by the Reno Police Department (RPD) revealed it had a serious image problem.

A team policing model driven by Management by Objectives (MBO), allowed the department to track its performance through established goals and objectives. High productivity was mistakenly equated to success. Standardization took priority over creativity; performance was evaluated in terms of the ability of individuals and divisions to attain MBO objectives. Statistics became the driving force. Although the department was successful in accomplishing MBO objectives, it suffered an image problem in the community.

In 1980 the State of Nevada passed a property tax law similar to California's Proposition 13. It established a property tax cap allowing only incremental annual increases. The City of Reno¹ had relied heavily on property tax revenues and the new legislation resulted in immediate public service cuts. The police department suffered through six years of personnel and equipment reductions.

¹ Reno, Nevada is a city of approximately 131,000 residents and 54 square miles, located at the eastern edge of the Sierra Nevada mountains. Its main economic base is tourism, with a number of high rise destination resort hotel/casinos located in the downtown area. The police department employs 500 personnel, 313 of which are sworn officers.

At the same time, jurisdiction, calls for service (CFS), and population continued on a steady rise. The situation had deteriorated to a critical state. Police administrators were convinced the solution to the problem rested on their ability to reverse the department's poor image in the community.

In an effort to reunite the police with the community, a new management philosophy based on close police/community interaction was implemented. Community Oriented Policing was gaining popularity with many municipalities. The Reno model, entitled Community Oriented Policing-Plus (COP+), was designed to address the department's poor community image and attempt to raise support for the financially strapped organization.

within a year after COP+ was implemented, voters approved a long-sought tax initiative that authorized the hiring of 88 new officers and subsequent surveys showed a marked improvement in the department's image in the community.

THE COMMUNITY POLICING STRATEGY

COP+ designers have since learned that the Reno Police Department's situation was similar to many other agencies throughout the country. Most agencies have struggled as a result of budget and personnel reductions. For the past two decades police have come under more scrutiny than other professions. Studies on preventative patrol, response time, neighborhood watch and investigations drew debate and criticism among law enforcement

and academicians regarding traditional assumptions from police that these strategies were effective. It was learned that 8 of 10 calls for service were related more to quality of life concerns than crime. The public no longer believed that hiring more police equated to less crime. Traditional strategies had to be reconsidered because of their ineffectiveness and the public's demand that the police do "more with less."

The theories supporting Community Policing have appeared in literature for several decades but its terminology and application was not largely recognized in the United States until the mid-1980's. Three benefits have been commonly associated with Community Policing:

- * Improved delivery of police service
- * Improved police/community relations
- * Mutual resolutions to identifiable problems

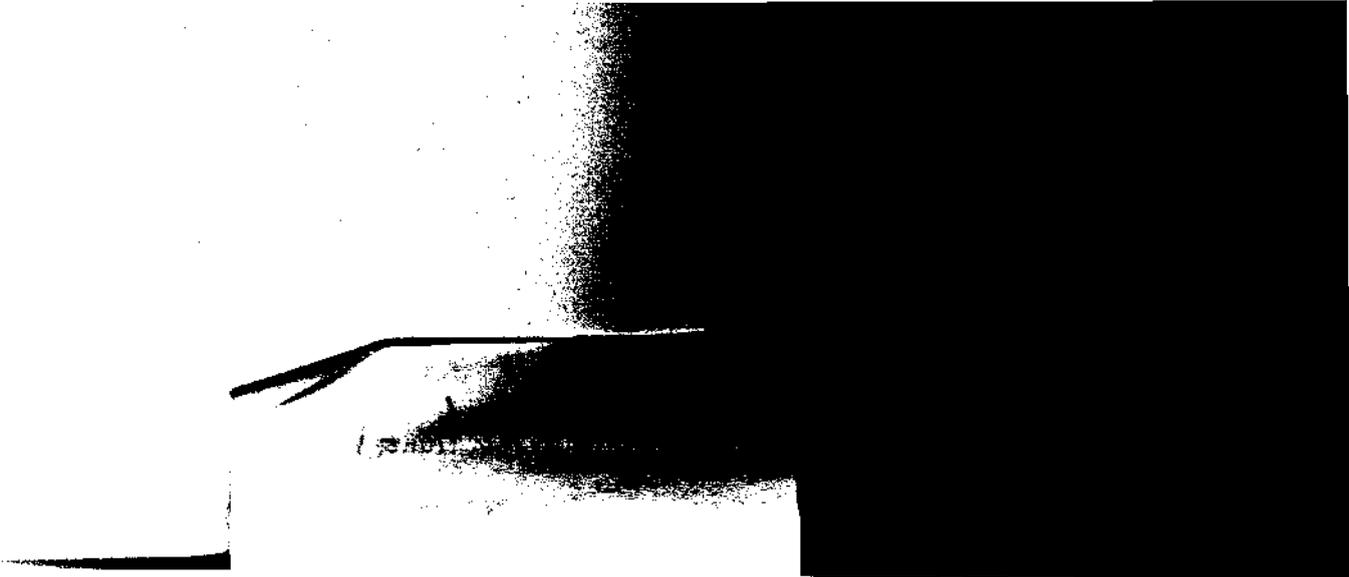
Community policing is considered by some to be the most significant contribution to policing in this century. It is "rethinking" of the traditional policing strategies which have resulted in minimal success. It combines efficiency with effectiveness, promotes quality over quantity, and encourages creative approaches to problem resolution. A "bottom-up" approach to problem solving is encouraged and increased discretionary authority is given to the "beat cop" to accomplish this task. The mutual identification of problems with citizens, and use of outside

resources are all important elements of Community Policing. For years, the police have responded to calls for service (CFS) and dealt with each situation as a separate incident. This practice is referred to as Incident-driven Policing and is criticized for "treating symptoms, not diseases." The police have learned that most incidents involve many associated symptoms. The long term solution to a problem lies in an officer's ability to identify and eradicate the causal factors.

Newport News Police Department has developed Problem Oriented Policing (POP) strategy replicated by many agencies. POP teaches officers how to identify the underlying factors associated with the incident. It encourages officers to be creative and use outside resources.

In summary, Community Policing is a philosophy and, as such, does not work. Incident-driven Policing is identified as the traditional method of response by police that treats all situations as single incidents and thus fails to solve problems long term. Problem Oriented Policing is a strategy of problem solving that replaces the Incident-driven Policing and is considered the working element of the Community Policing philosophy.

Many police departments world-wide have adopted Community Policing strategies. Many different names have been ascribed to the various forms of community policing implemented. Houston Police Department refers to its program as Neighborhood Oriented Policing; Newport News Police Department and San Diego Police Department call it Problem Oriented Policing (POP); Flint, Michigan



adopted Community-based Policing; Baltimore Police Department calls it Citizen Oriented Police Enforcement (COPE); and Reno Police Department has developed Community Oriented Policing-Plus (COP+). The acronyms alone are evidence of why readers have been confused and argued the differences between COP and POP programs.

The Reno Police Department adopted Community Policing as a philosophy and POP as a problem solving strategy. Improved quality of life is pursued as a main goal of COP+ and is evidenced by the department's COP+ motto which appears on all advertising, including police vehicle license plates and bumperstickers, "YOUR POLICE, OUR COMMUNITY".

RENO POLICE DEPARTMENT'S COP+ PROGRAM

In its original design, COP+ was implemented as a department-wide philosophy. A complete reorganization and new management style emerged. Training, developed in a 40 hour format, was mandatory for every employee from clerk to Chief of Police.

The financial and political situation in Reno demanded a complete change in policing strategy. It did not allow the designers of COP+ time for incremental implementation nor the development of special teams of officers to carry out the COP+ philosophy. An immediate and department-wide commitment was necessary to accomplish the program's goals and, most importantly, reverse the community's poor image of the police.

Training emphasized the "cop on the beat" as the most

important element in establishing good police/community relations and improving the department's image. A "bottom-up" approach to problem identification and resolution was encouraged. Officers were given increased discretionary authority to carry out their new responsibilities. Each officer was issued a resource manual identifying government and social service agencies available to assist in problem solving or referral.

The implementation of COP+ resulted in a major change in organizational structure. Appendix 1 is an organizational chart of Reno Police Department. Decentralization of the previous "pyramid structure" brought key units in the COP+ design closer. This was done to improve communication and speed up the decision making process. In philosophy, COP+ is similar to most other Community Policing programs. Its main goals are to improve police services, improve police/community relations, and mutually identify and resolve problems.

Neighborhood Advisory Groups (NAGS) were developed to enhance police/community relations and a Quality Assurance (QA) section within the police department was designed to conduct internal and external surveys that serve as "report cards" on community satisfaction. These two elements of COP+ are unique in concept to other RPD programs. Both QA and NAGs have contributed immeasurably to the department's success and their ability to measure the community's satisfaction.

AREA COMMANDS

Reno was reorganized geographically into three operational areas - North, South, and Central. Station Command provides administrative support to the three operational areas. Each area including the station, is under the command of a captain.

Captains have 24-hour responsibilities for their areas of town, 365 days of the year. This departs from the traditional structure where a captain would have city-wide responsibility for a particular shift. Captains spend a majority of their time working with the community. Lieutenants serve as watch commanders. Twenty-three teams of officers, each supervised by a Sergeant, are assigned and divided among the three areas.

NEIGHBORHOOD ADVISORY GROUPS (NAGS) MODELS

Originally, COP+ called for the formation of a series of community groups representing neighborhood areas to meet with police officials at organized meetings. The purpose of the meetings was to establish meaningful dialogue between the police and the people to discuss their problems and possible solutions.

Officials envisioned one NAG group for each captain, each group formed in essentially the same fashion. But, as the groups formed and citizens provided input about the unique characteristics of their neighborhoods, three different NAG models emerged. Each

area represents diverse economic, ethnic, and crime concerns. Captains have developed NAGs to address their areas particular needs.

North/Stead Area Model

The North/Stead Area is comprised of the northern portion of the City of Reno beyond the Truckee River, which essentially divides the City into half. Incorporated elements north of the Truckee River are included in this area except downtown, which is the Central Area.

The North/Stead Area contains many diverse and varied neighborhoods, ranging from the lower class predominately minority inhabited section in the northeast to a rapidly developing upper middle class neighborhood in the northwest. An abandoned military facility (Stead) in the northernmost section of the area has developed into a middle class neighborhood with a rapidly developing trend toward an industrial complex. Many senior citizen housing developments exist within the area, as well as the University of Nevada with its large student residential population. Each population segment of the area represents a different requirement and type of demand on police service.

As a result of its demographic diversity, the original plan of one NAG representing the area quickly fell by the wayside. The North/Stead NAG model developed, focusing on delivering the NAG message to existing organizations within the area, which had been formulated for other purposes. Church groups, PTA groups,

neighborhood councils, tenant associations, booster clubs, senior citizen groups, homeowners associations, landlord groups, etc. all became forums for delivering the North/Stead NAG message. The NAG message is carried to these groups via a Newsletter developed by the Area Commander.

The result has been excellent participation by the citizens. The police have been able to involve themselves in a wide variety of community centered issues and problems not previously regarded as needing police attention. Through this model, the North/Stead Area Commander has been able to develop the police department's expanding role as a "good neighbor" in the community.

This NAG model remains significantly different from those employed in the other two areas. Area assigned patrol officers are encouraged to identify groups in the community through their field duties that could host a NAG type meeting. As such, the patrol officers are developing a different sense of policing and are becoming instrumental in the department's ability to service the community from a broader perspective.

South Area Model

The South Area is geographically the largest area of the city and is experiencing rapid growth due to both building and annexation. The demographic make-up of the South Reno area is categorized as primarily upper-middle and upper income residents in the Southwest portion of town. Several exclusive residential areas, with homes valued in the millions of dollars, are growing

quickly. The Southeast portion of the city is populated primarily with middle income residents moving into newly established residential areas. The Southeast area also contains several densely populated apartment complex areas. One area is heavily populated by minorities, low income residents, and HUD supported housing. The middle portion of the South area, along the main thoroughfare, is congested with the major portion of Reno's shopping and commercial district. Two major regional shopping malls are also located in this area.

The South Area has primarily remained with the original concept of Neighborhood Advisory Groups. A core group was developed in 1988 and has grown to an active mailing list of over 300 residents. The participating residents are usually from the Southwest portion of town and interested in staying involved in the program. Several members of this large NAG group have assumed leadership roles in the process by conducting membership drives, organizing meetings, and serving as a liaison between the NAG and local Neighborhood Watch groups, churches, and other social organizations. Southwest NAG meetings are organized as social events, church meetings, and luncheons.

In addition to the large core NAG group, several smaller groups have formed to serve business and planning needs in the area. The Neil Road businessmen's group includes from 15-20 business and property owners in the Neil Road area. This is predominantly a low income, high minority rental area with elevated crime problems. The group meetings focus on problems such as

drugs, youth gangs, evictions of undesirable tenants, and the neighborhood foot patrol programs. A Neil Road Planning Committee involves up to 75 residents. The City Planning Department and Police Department are currently involved in a major re-zoning project, the development of an 18 acre park, a police neighborhood service center (sub-station), and noise abatement from the nearby airport. A South Virginia Street business group includes 15-30 business operators and residents along the South Virginia corridor. This is the major shopping district in Reno. One major destination hotel/casino sponsors the meetings and issues include area property crimes, transients, and drugs.

The success of the South area core NAG is primarily based on the permanent nature of the residents in the Southwest and the free time many of the elderly individuals have to become involved in the program. These people see the NAG as a social function where the police provide education and entertainment. For example, at each NAG meeting, "entertainment" such as police dog demonstrations, drug movies, guest speakers etc., are regular agenda items. The high participation rate does not occur in the lower income Neil Road area as much of the population is transient and work varied shift hours. Additionally, participation in this area is more reactive to crime related incidents of concern.

Central Area Model

The Central Area is the smallest of the three areas geographically. The City has an economy which is service based.

Approximately eighty percent of casino and hotel capacity is located within the Central Area. In addition, the City's two major hospitals are in the area.

The demographic make-up of Central Area reflects the City's business/industry base. It can best be described as the downtown area. The population is highly transient in both a positive and negative sense. Because of the 24-hour nature of gaming, employees and tourists create an ongoing movement of people through the area. Every day there can be an influx of 10,000 to 60,000 tourists. On the negative side, the Central Area is where most of the homeless/transient locate. This is due to the "glitter" of casinos and the location of some social service agencies.

A limited number of individuals who can be called permanent residents do live in the area. There are three or four small pockets of single family dwellings. These residences are occupied by either renters or elderly people who have lived there a long time. Many houses are being converted to small professional offices. Apartments are small complexes, either in the form of multi-level single room buildings, or two story, 25-50 unit complexes. Many have a high concentration of Hispanic and Asian families.

During late 1987, a NAG was held for the Central Area. Approximately 25-30 individuals attended. The majority of participants were business owners/representatives, with only two or three actual residents. It became very clear during the presentation that the issues facing the downtown area were

associated more with business than residential areas. A second meeting was held and the same low participation of residents occurred.

Over a period of six months, the NAG concept evolved to the point where it was realized the Central Area Captain would have to, on a daily basis, be involved with representatives of the business community. Several business groups were already in existence and the area captain integrated himself within those existing organizations.

The single most important representative organization is the Downtown Renovation Agency (DRA). Membership of the DRA includes most of the downtown properties CEO's, small business owners, and representatives of the Chamber of Commerce. This is an extremely powerful group, both economically and politically. Additionally, the captain is a member of the casinos Security Director's Association.

One of the most serious issues confronting the Central Area, and the entire City, involves the homeless and transient situation. The Central Captain is a member of the Homeless Coalition, numerous task forces established to evaluate medical/social treatment, and other committees that are concerned with the general environment of the area. Many of the groups are temporary and issue driven.

Central Area is also the primary focal point for special events. Groups or individuals sponsoring a special event must meet with a police department representative to insure public safety issues are addressed. The larger events require the

attention of the Area Captain.

The Central NAG model is one of participation with existing professional organizations. This has been successful because the members of existing groups have a vested interest in the downtown area. The captain can address the issues and concerns while insuring the resources are distributed in an equitable fashion.

Station Command

Station Command is an administrative function managed by a captain. The three operational areas and Station Command make up the Field Services Bureau (FSB). Station Command is concerned with the strategic implementation of programs that support COP+ in the three areas. Station Command manages all administrative and personnel functions within FSB. These include: development and management of the budget, operation of the FTO program, shift bid², coordination of grants, supervision of shift administrative sergeants, court liaison program, secretarial and clerical staff, and other support programs for FSB.

UMBRELLA HAG GROUPS

In addition to the single Neighborhood Advisory Groups, designers envisioned the need for several specialized NAGs that

². Shift bid is a contracted issue and is administered by Station Command. Officers bid every six months by seniority for their supervisor, shift, area, and days off.

would participate directly with the Chief of Police. The Media Advisory Group, Citizen Advisory Group, and Professional Advisory Group were formed to meet this need.

Media Advisory Groups

The Media Advisory Group was developed with the single purpose of improving police/media relations. The media was criticized by citizens in the first survey for "unfair, biased, and sensationalized" reporting of the police in several incidents. Police officials believed this contributed to the department's poor image. This group was made up of news directors, assignment editors or general managers of the three local television stations, news directors from several of the local radio stations and the executive editor of the local newspaper. It was hoped that this group would help establish meaningful communications between the department and the media, and provide an equal exchange of ideas, perceptions, and concerns.

The creation of a public information officer (PIO) shortly after the implementation of COP+ alleviated many of the concerns and problems previously experienced between police and the media. The PIO communicates daily with the media, arranging news conferences and delivering news releases. The PIO also promotes stories on many community projects and functions in which the police department is involved.

Citizen Advisory Group

This group consists of a few selected NAG members from each of the three areas. The concept establishes an executive group that will provide the Chief with an overall perspective on the progress and status of COP+. It also allows the Chief access to some of the most influential citizens in the city. In turn, these citizens have direct communication with the Chief of Police. Such access is rare and usually confined to complaints about service.

Professional/Technical Advisory Group

The aim of this group was to invite professionals in the field of law enforcement throughout the country to Reno, where they could provide technical assistance on the application of COP+. In the summer of 1989, a representative from Police Executive Research Forum (PERF) in Washington D.C. was invited to Reno and presented a Problem Oriented Policing course to supervisors.

QUALITY ASSURANCE

Quality Assurance (QA) is the "plus" in COP+. QA conducts two major Community Attitude and Confidence surveys and 24 mini-surveys a year. QA also manages the department's progress toward accreditation through the Commission on Accreditation of Law

Enforcement Agencies (CALEA)³.

Every six months, the QA section conducts a major Community Attitude and Confidence survey consisting of 700-800 random respondents. These surveys were designed to assist the department in understanding the community's attitude toward police service. The first survey revealed the department had a poor image within the community. Subsequent surveys have shown a rapid improvement.

Each survey is discussed extensively in Executive Staff and the results are shared with department members, city council, NAG groups, and the Chief's media advisory group. The surveys are considered a "report card" on police service. The information is used as a tool to "fine tune" the police response to community problems.

The 24 annual mini-surveys occur at the direction of command staff or at the request of division heads who want their operation evaluated. As an example: QA conducted a survey of Investigative Services Bureau (Detectives) to evaluate customer satisfaction. It revealed the most frequent complaint by citizens was the lack of recontact by detectives. The problem was twofold: Officers taking the original report were advising citizens that detectives would contact them the next day and many of the reports taken involved misdemeanor crimes in which case there was no automatic follow-up by a detective.

³. The Commission was formed in 1979 through the combined efforts of four major law enforcement membership associations. CALEA's goal is to improve Law Enforcement by establishing standards and evaluate agencies for accreditation.

After discussion of the survey in staff, the following solutions were proposed: First, briefings were used to instruct officers not to tell citizens detectives would automatically contact them the next day. Officers were reminded that some cases required three days of processing, depending upon its classification or solvability factors. The police report form was changed to a multi-form. Every complainant/victim received a copy of the "facesheet" after reporting an incident. The facesheet contains important crime information and a case number. The back of the form contains phone numbers and information on how to follow-up misdemeanor and other crime cases. A follow-up survey by QA revealed a marked improvement in citizen satisfaction.

The importance of the police understanding community needs cannot be overstated. Surveys provide vital information and insight into the public's perception of officer performance and can be used to evaluate the effectiveness of police/citizen relations. Officers must be careful that "order" does not become an overriding concern to the point where sensible law is ignored. Policing efforts must be consistent with community needs and desires. The surveys conducted by QA have helped police officials in evaluating their performance, identify community needs, and establish long range planning objectives.

OPERATIONALIZING COP+ THROUGH PROBLEM SOLVING

Problem solving, or Problem Oriented Policing (POP), puts the

Community Policing philosophy to practice. The POP approach offers a new proactive strategy of delivering police service. FED ITB experienced many successes since COP+ began. Each of the three areas has different concerns and, as a result, their approaches to problem solving have varied.

North Area

-Eviction Program: Several apartment complexes in Northeast Reno were plagued with tenants trafficking drugs. Many of the tenants were receiving HUD assistance to live in the complex. Previous enforcement efforts had been unsuccessful. Police organized meetings with the representatives of the District Attorney's Office, landlord tenant association and apartment complex owners. It was evident that the landlords did not know their rights and were concerned that any attempts toward eviction would result in law suits and claims of harassment. They were concerned about the deterioration of the properties due to the influx of drugs and prostitution but did not know how to deal with the problem.

In reviewing the alternatives, participants discovered that HUD had strict regulations for applicants receiving aid. Many of the people suspected of drug sales were in violation of these guidelines. An eviction program was developed and in a cooperative effort with all concerned, 11 individuals were evicted. Some will not be eligible to reapply for HUD funding.

-Pat Baker Park: Pat Baker Park is a small neighborhood park

that was build in "one day" in the late 1970's by the community in Northeast Reno. The park is referred to as " instant park" and carries an emotional significance to the citizens who created it. Unfortunately, over the years it has become a common place for drug sales and gang related activity.

Residents complained and demanded more police when dealers took over the park. Traditionally, the police would assign officers permanently to the area and slowly increase enforcement in hopes of dispersing the problem. This strategy usually worked for a short time, but the situation would quickly revert to its beginning when the police presence was removed. At that time, complaints would increase and the police would respond with a task force making mass arrests. This strategy, although it cleared out the dealers for a longer period of time, usually resulted in several complaints from residents about the police being heavy handed or prejudiced.

At the implementation of COP+, NAG groups were formed in the Northeast area. Police worked with these groups, one representing local ministries, to discuss approaches to alleviating the problem of drugs and gangs. Through this mutual exchange of ideas toward problem solving, the ministers' NAG endorsed the department's enforcement plans tactic, which, as in the past, involved a high profile and mass arrests. This time not one complaint was made against the police. Following the numerous arrests of drug dealers and suspected gang members, the community led a "take back the park" march and picnic to celebrate their

success. Police continue to work closely with these groups to monitor the park and neighborhood.

-Trainer Way Drug Sting: As a result of working with neighborhood NAGS, police received numerous complaints of "crack houses" on Trainer way in Northeast Reno. In the past, cooperation with the police regarding these problems had been nonexistent. The NAG group allowed police to work closely with the residents and decide on a solution to the problem. "Operation House Calls" evolved and an undercover black officer from out-of-state was loaned to the department for assistance. Numerous drug buys were made and numerous arrests were made. A NAG group was developed and police worked closely with residents toward a solution to the problem. This program would not have been possible without the information and cooperation from NAG members. The success has been enjoyed by all.

-Abandoned Vehicles in Stead: Stead is an abandoned Air Force Base within the City limits approximately 10 miles north of downtown. It's a small, but rapidly growing, community of approximately 5,000 residents.

Stead is surrounded by open desert and has always been a favorite dumping ground for abandoned vehicles, creating an eyesore for residents and a danger for children. Many of the vehicles were located in the county jurisdiction and both agencies essentially ignored the complaints as being out of their control.

As a result of working with the North/Stead NAG, a senior officer assigned to the area arranged for towing of over 100

vehicles from the area. Several NAG members donated tow vehicles and equipment from their own businesses. The success of this project received positive news coverage and was a positive step toward improving the police image among Stead residents.

-UNR/RPD Jurisdictional Agreement: The University of Nevada, Reno is located at the north edge of the downtown area. UNR has its own police department (UNPD). They have jurisdiction on campus, at several off campus fraternity/sorority houses, and at Job Corps in Stead. Job Corps is a federal training program for youths. They have security, but use UNPD to investigate criminal cases.

In the past, there had been little communication between campus police. Job Corps security and RPD, even though many of the problems experienced by each agency were cross jurisdictional concerns that could have been handled more quickly if better communication had taken place. Police began working with the two other agencies discussing their concerns. Jurisdictional agreements were formed and periodic meetings were scheduled to encourage communication. As a result, UNR police consolidated their dispatch with Reno PD. For the first time, RPD and UNPD officers could monitor each other's activity. It's not uncommon now to find officers covering each other on traffic stops or providing cover on a serious call. The relationship between the agencies has improved dramatically.

-Patton Drive Footbeat Program: Patton Drive is located near Pat Baker Park and has been the scene of several drive by shootings

and gang related activity. The same NAGs dealing with Pat Baker Park worked toward a solution on Patton Drive. Footbeats were immediately assigned to the area. Officers began talking with residents and non-residents were singled out and questioned about their business. RPD's gang officer identified known members who were targeted for enforcement action. The shootings and gang activity quickly subsided. This area is being monitored closely by police.

-Dirt Bike Program: Reno lies at the base of the Sierra Nevada mountains and is surrounded by large areas of open desert. The Stead, Southwest, and Northwest areas were popular for off-road vehicles and dirt bikes. Noise and dust from the off-road vehicles resulted in complaints from citizens. Many of the popular areas were in county jurisdiction and the lack of four wheeled vehicles limited the police department's response to complaints.

In discussing the problem with NAGs from the three areas of concerned, the police department purchased two dirt bikes and assigned officers to patrol the areas upon request. Recently, police responded to a complaint and the dirtbike officers recovered an All-Terrain Vehicle (ATV) that was stolen from a dealership one day earlier and two arrests were made. Residents have been very supportive of the program.

-Sierra Nevada Job Corps: Job Corps is a Federally sponsored employment training program. Most students are from low-income families and a high proportion are from out of state. Job Corps has always had a poor reputation among officers and students have

been the subject of many resident complaints about loitering in neighborhoods. Police began meeting with Job Corps staff and security, thus discovering there were positive aspects of the program. Job Corps had 600 students attending many different training programs, including law enforcement. The entry requirements for law enforcement students are strict and they can not have a police record.

As a result of working with Job Corps staff, students have recently been involved in construction projects at the police facility. The most significant project was the construction of a Nevada Peace Officers Memorial to honor slain officers. Students have also attended the dispatch academy for work experience and college credits.

-COMPAS Program: The Comprehensive Mental Health Assessment Program was developed to deal with the mentally ill. It would take several hours of a police officer's time to process a mentally ill subject. COMPAS personnel respond to the scene of a mentally ill subject upon the request of officers. COMPAS works directly with the hospitals and state mental health institutions. Upon their arrival, the officer is released from the scene to resume other duties and COMPAS handles all the processing and transportation.

-Telephone Programming: A convenience store in the Northeast section of Reno was a popular hangout for drug sellers who used the telephone to receive calls from clients. Enforcement for this type of activity is manpower intensive and time consuming. The store owner and telephone company were contacted in hopes of solving the

problem. It was learned telephones can be programmed not to receive incoming calls. The dealers quickly disappeared. Even though the problem was more than likely dispersed to another location, the police accept this short-term solution when compared to the risks associated with drug sales continuing at the convenience store which was frequented by teens and children,

South Area

-Traffic Team: The most common complaint from citizens is attributed to speeding vehicles and other traffic related problems. Traffic enforcement was largely carried out by motor officers assigned to district teams and other interested officers. All officers were trained in use of speed radar guns and relied on this equipment for the majority of traffic violation citations. Upon completion of radar training, the number of tickets issued rose rapidly, as did citizen complaints alleging "speed traps".

In order to respond properly to the mounting requests for enforcement, yet at the same time correct the department's poor image, motors were reassigned from district teams to a traffic team supervised by one sergeant. Their hours were adjusted to cover the peak hours when violations and accidents were occurring. A state funded grant allowed for the purchase of a computer dedicated to tracking accident, citation, and DUI information. Motors were assigned to enforcement according to identified problem areas and upon citizen request.

A citizen's request for service begins with the personal

contact of the assigned motor officer. Warning citations were developed and are issued at the discretion of officers in lieu of verbal warnings. This has met with positive public reaction.

A radar trailer displaying an oncoming vehicle's speed large enough for the driver to see was donated by the Reno Air Race Association. The trailer has become extremely popular and is requested for school zones and neighborhoods throughout the city. Funding is being sought for the purchase of two more trailers in order to meet the overwhelming requests.

Officers assigned to an area would instruct violators of the problems and complaints received. Although the number of citations increased substantially since the reorganization of traffic teams, complaints have been nearly eliminated.

-Fish Hatchery Property Project: Neil Road is a high density area consisting of numerous apartment complexes. Major thoroughfares separate apartment complexes from schools and parks, making it difficult and dangerous for children to walk to nearby facilities from home. Residents in the area continually complained of the need for a local park for the children. Through working with NAGs and the City Planning Department a 19-acre abandoned fish hatchery property was located. Several city and private entities worked together on the problem. As a result, the Parks Department earmarked 7 million dollars to build a park. Truckee Meadows Boys Club is considering building a facility on the land. The Zoning Department has begun a revision in the Master Plan to allow the building of a park. The Planning Department has researched a



comprehensive proposal to develop a police substation on the site. A possibility exists that Ford Foundation money can be acquired to develop the plan at a minimum cost to the City. This has been one of the most aggressive, positive projects, and one of the best examples of COP+ philosophy and POP at work.

-Neil Road Foot Patrol: Neil Road is a high density area consisting of several low income apartment and HUD properties. The area has a high ratio of Hispanics and has experienced both Black and Hispanic gang problems. Police began working with business owners and residents in the area to discuss problems. Footbeat assignments, with at least one bi-lingual officer, were assigned to the area. The community support was tremendous and officers worked closely with residents and business owners to solve numerous long standing problems. Overt gang activity quickly subsided with the footbeat presence.

-Truancy Program: Washoe County has a high rate of dropout among its students. This problem has received a lot of attention and concern over the past two years. A variety of agencies, including the police department, handled the dropout and truancy problem independently and with minimal success. The various agencies formed a coalition to resolve the problem. RPD, working with school officials, assigned officers to truancy enforcement 2-4 days a week. All agencies worked together and developed a new truancy policy that included incentives for good attendance. All truants picked up by police were transported to the Childrens Cabinet who was responsible for assigning referral services before

the student was returned to school.

A new centralized children's intake center is now under construction. The center was funded by both private and public resources and will integrate all state, county, and private agencies. It will also house a truancy center. The combined efforts of all agencies resulted in a dramatic reduction in truancy.

-Mill and Edison Drag Racing: Mill and Edison are main streets in an industrial area located in the eastern portion of the City. Over the years it has become a popular teenage hangout for drinking and drag racing. Previous attempts to alleviate drag racing resulted in minimal success. The area is remote and any police response was discovered well in advance. Drag racers even began assigning perimeter guards with walkie talkies to sound an alarm at any police response.

As many as 300 teens would congregate to watch the racing. The situation deteriorated to the point that temporary stands were erected to sell car parts. Liquor was so prevalent that business owners set out garbage cans in hopes that some of the trash would be discarded properly and reduce their clean-up after the weekend.

Regardless of the number of citations written, there was little success in curbing the problem. Police began working with City engineers, business owners, school district officials, and the Reno Citizens Traffic Advisory Board to resolve the problem. Empty lots were fenced, newly designed "speed humps" were installed, and "no parking" zones established. Police worked with local schools

who printed articles in school papers to discourage drinking and drag racing in the area. A form letter was developed explaining to parents about the problem and was sent to the residence of any juvenile contacted by police. For the first time, the problem was reduced to isolated incidents.

Central Area:

-Springtime Enforcement Plan: Reno's downtown tourist season begins in the spring. As many as 60,000 guests may be present on any weekend. The transient population also increases and minor street crimes become a concern. Footbeats, bicycle, and dirtbike patrols are implemented in an effort to maintain order.

-Court Foot Beat Program: The downtown businesses and casinos continually make demands for a higher police presence and increased footbeats. In order to satisfy the downtown concern and not remove police from the neighborhoods, a program was developed that allows officers to volunteer for overtime pay walking a footbeat while they are on-call for municipal court. Before, police were paid a nominal standby fee while waiting at home. This program has been very popular with officers and downtown business owners.

-Special Tax District: As a result of the success of the court footbeat program, casino and business owners worked with the police department to develop legislation allowing the downtown business owners to create a special tax district. The special tax district allows business owners to pay for new officer positions that would be allocated specifically for the downtown area. The

law was passed in the last legislature and planning for as many as 28 new officer positions is being discussed.

-Eyes and Ears Program: The downtown casino's Security Officers Association meets periodically to discuss common problems. They have developed a communications network between themselves, but the police department needed to call each property individually to ensure that information was disseminated properly.

The Central Area Commander is now a member of the Security Officers Association. The police have worked with the Association to streamline the communications network and create a dispatch procedure. Police radios for downtown footbeats have been programmed so officers now have direct contact with the Security Officer's Association base station. The new procedure has resulted in a more timely response by the police and improved relations with security personnel.

-Homeless Coalition: Reno has a permanent population estimated between 200-300 "hardcore" transients. Two major social services are located downtown. Daily they draw a large crowd of transient and homeless traffic resulting in continual complaints from downtown business owners. The police, downtown property owners association, and social service agencies have dealt with the problem independently in the past.

A Homeless Coalition, consisting of downtown property owners, members of City government, social service agencies, hospitals, and the police, was formed to deal with this concern. A permanent facility outside the downtown area is being planned through

contributions from downtown businesses and the combined sale of social service properties in the downtown area.

Police have also networked with the hospitals and detox center to ensure there is a consistent approach to dealing with the problem. Enforcement has taken a back seat to planning and problem solving.

CONCLUSION

Wilson's theory on "broken windows" applied to Reno P.D. as well. RPD's "broken window" was their image in the community. Mistakenly, the department equated their success in attaining MBO objectives with public satisfaction. Police often misunderstand the needs of communities and rarely are vehicles created to properly measure success beyond the simple statistics of an officer's production. RPD's MBO program had degenerated to the point where statistics drove the organization. It took two lost attempts to pass a vote for more personnel and a Community Attitude and Confidence Survey to convince the police their image was suffering.

Police have learned from history they can no longer impose order from the outside. Order maintenance is the shared responsibility of both the police and the community. Communities want the opportunity to participate and, in exchange, will offer their support. The design and implementation of COP+ helped RPD better understand their role in the community. It solicited

police/community cooperation and emphasized a mutual identification of problems and combining of resources in problem resolution. Effectiveness took priority over efficiency and improved quality of life was its main goal.

Reno P.D. has embraced its community through the COP+ design. Any initial fears by the police of interference, or citizens attempts to take control of the department, have been set aside by two years of cooperative efforts in problem solving. The longterm effects of COP+ are not yet known. Reno P.D. will continue meeting with their NAG groups and conducting bi-annual and mini-surveys in order to monitor their success. Regardless of the future, designers are convinced that COP+ is the most positive and successful approach to policing in Reno's history. A renewed positive image in the community and 88 new officers provide designers with evidence of this assumption.

CITY OF RENO POLICE DEPARTMENT
COMMUNITY ORIENTED POLICING - PLUS

