COMMUNITY ENGAGEMENT REPORT
City of Raleigh, NC

SEARCH & SELECTION PROCESS
CHIEF OF POLICE

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Public Sector
SEARCH & CONSULTING

TABLE OF CONTENTS

EXECUTIVE SUMMARY

Introduction

The City of Raleigh contracted with Public Sector Search & Consulting (PSSC) to conduct a national recruitment for the City's next Chief of Police. Recognizing the importance of this position and its influence on our community, the City asked PSSC to conduct extensive community engagement as they developed the candidate profile and to further inform the search and selection process. Eight (8) focus group meetings were held, with nearly 100 participants in attendance. Additionally, a community survey was conducted in both English and Spanish to learn more about the qualities, characteristics, and experience the community desires in their next Chief of Police and areas of needed attention, focus, and prioritization.

Methodology

The survey opened on April 12th and received responses until the survey was closed on May 17th. The survey link was posted on the City website and promoted during focus group meetings by PSSC. The weblink to the survey was published through the City's media and publicity channels (newspaper and radio releases, Instagram, Facebook, City website, etc.), as well as through mailing lists. A press release resulted in news stories and articles that helped publicize the survey. During the survey period, 3,414 responses were received. It should be noted not every respondent answered every question. Each table provides the actual number of responses for each particular question.

The survey was comprised of ten (10) questions to gather information related to department priorities and the leadership traits, qualifications, and experience desired for the next Chief of Police for the City of Raleigh. Other questions asked about the level of trust in RPD and respondent demographic information. One question provided respondents with the opportunity to speak directly to the hiring authority and provide insight into what the community wanted the decision-maker to consider when making the appointment. The comments are summarized and a link at the end of Question #5 provides the complete responses.

Summary of Survey Results

The 3,414 survey respondents overwhelmingly self-identify as residents of the City of Raleigh (84%), two-thirds indicate they work in the City (67.2%), and more than 10% of respondents are business owners. The length of time living in Raleigh provided a cross-section of new and well-established residents.

White/Caucasian respondents are overrepresented (73%) compared to the U.S. Census Bureau's 2018 estimate of 57.6% of Caucasian residents in Raleigh. African American or Black respondents makeup nearly 30% of the residents in Raleigh and are underrepresented in the survey (15.6%), as are Hispanic/Latino respondents (5.18% of respondents and 8.9% of the population). More than half of the respondents, (50.3%) identify as female, while 38.8% identify

as male and 9.8% prefer not to say. Several respondents identify as non-binary (4.5%). Less than 5% of the respondents self-identify as non-Raleigh residents.

The first substantive question addresses the issue of community trust. While 28% of respondents have complete or very high trust in Raleigh PD, more than 45% of respondents reported very little or no trust. When we look at "Trust in RPD" by race/ethnicity, we found significantly lower trust among all ethnic and minority groups. Only 21% of African American respondents report complete or very high trust in RPD, which is more than 20% lower than all respondents. In fact, 55% of African Americans, who make up the largest block of minority respondents, report very little or no trust in RPD. Likewise, a majority of Hispanic or Latino and American Indian or Alaska Native report very little or no trust in RPD (60%).

Another question asked Respondents to select the five most important qualifications from the choices provided. "Please select five (5) QUALIFICATIONS you think are important when selecting the next chief of police." 66% of respondents believe the next chief should 1) understand the history of policing in the U.S., including racism and bias (66%) and the chief should be 2) open and transparent (65.08%), 3) have a track record of building community trust (55.56%), 4) promote diversity and gender equity in the workplace (44.11%). Last, the respondents suggest that the next chief should 5) have a track record of reducing crime and promoting community policing (41.07%).

Then, Respondents were asked to rate the "Highest" PRIORITIES for RPD. Those responses were: holding staff/officers accountable (77.8%), building trust in the community (66.96%), expanding on racism and implicit bias training (62.45%), strengthening police-community partnerships (51%), and community policing and problem-solving (43.79%).
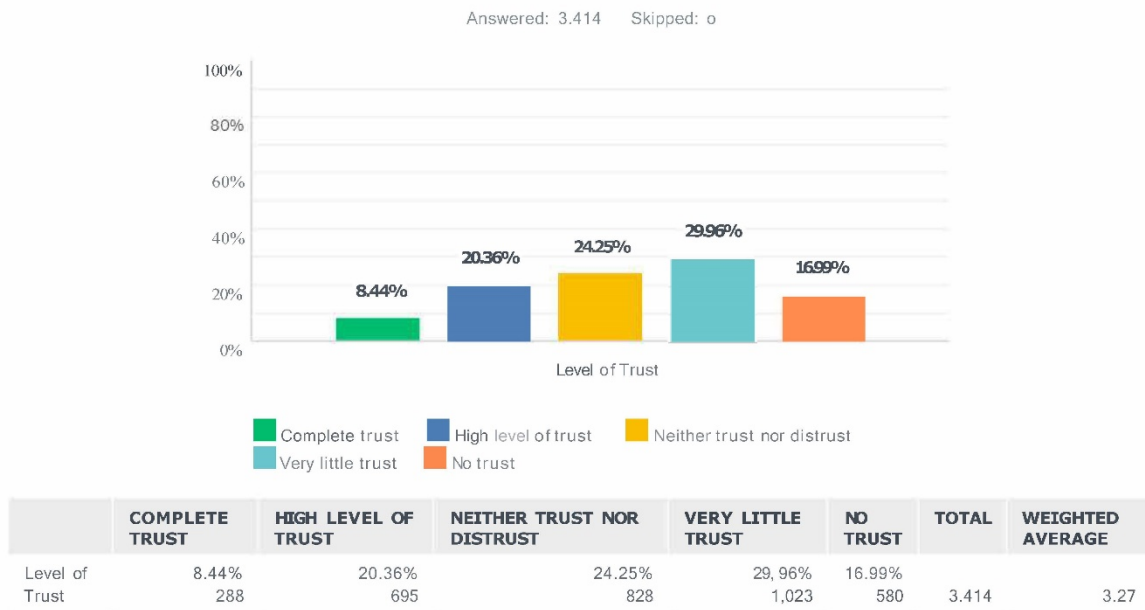
Next, Respondents were provided with several response choices and asked to select the five (5) most important LEADERSHIP QUALITIES. The desired leadership traits or qualities are presented in descending order: honesty and integrity, holds employees accountable, embraces transparency, values diversity at all levels and develops meaningful solutions to community problems.

More than 1000 respondents answered the question asking if there was something else they wanted the City Manager to consider when she appointed the next Chief of Police. Respondents touch on many topics, including diversity, systemic racism, fairness, and hiring the best person for the job. Others view the appointment as an opportunity to improve the trust between the police and the community. Many believe the chief should increase non-police response for mental health situations to reduce tensions in stressful situations when possible. Other respondents provide suggestions related to police operations.

LEVEL OF TRUST

The first two illustrations relate to the respondent's level of trust in the Raleigh Police Department (RPD). The first illustration includes all respondents, while the second illustrates the respondents those who identify as African American or Black.

QI Please describe your level of TRUST in the Raleigh Police Department

Answered: 3.414   Skipped: o

	COMPLETE TRUST	HIGH LEVEL OF TRUST	NEITHER TRUST NOR DISTRUST	VERY LITTLE TRUST	NO TRUST	TOTAL	WEIGHTED AVERAGE
Level of Trust	8.44% 288	20.36% 695	24.25% 828	29, 96% 1,023	16.99% 580	3.414	3.27

Key Takeaways:

- More than 45% of the respondents very little or no trust in RPD

- Only 28.8% of respondents have a high level or complete trust in the RPD

- Data suggests there are opportunities to improve trust with all populations
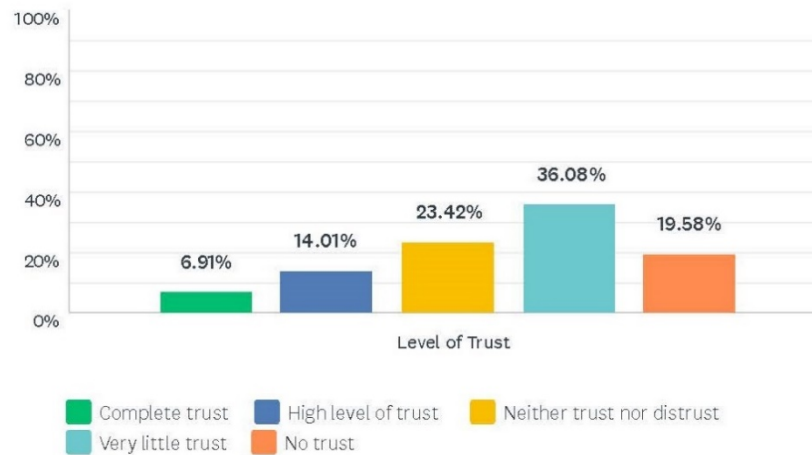
LEVEL OF TRUST

The following illustration provides data provided by 521 respondents who identified as African American or Black.

City of Raleigh Chief of Police Search - Community Input Survey

Q1 Please describe your level of TRUST in the Raleigh Police Department

Answered: 521   Skipped: 0

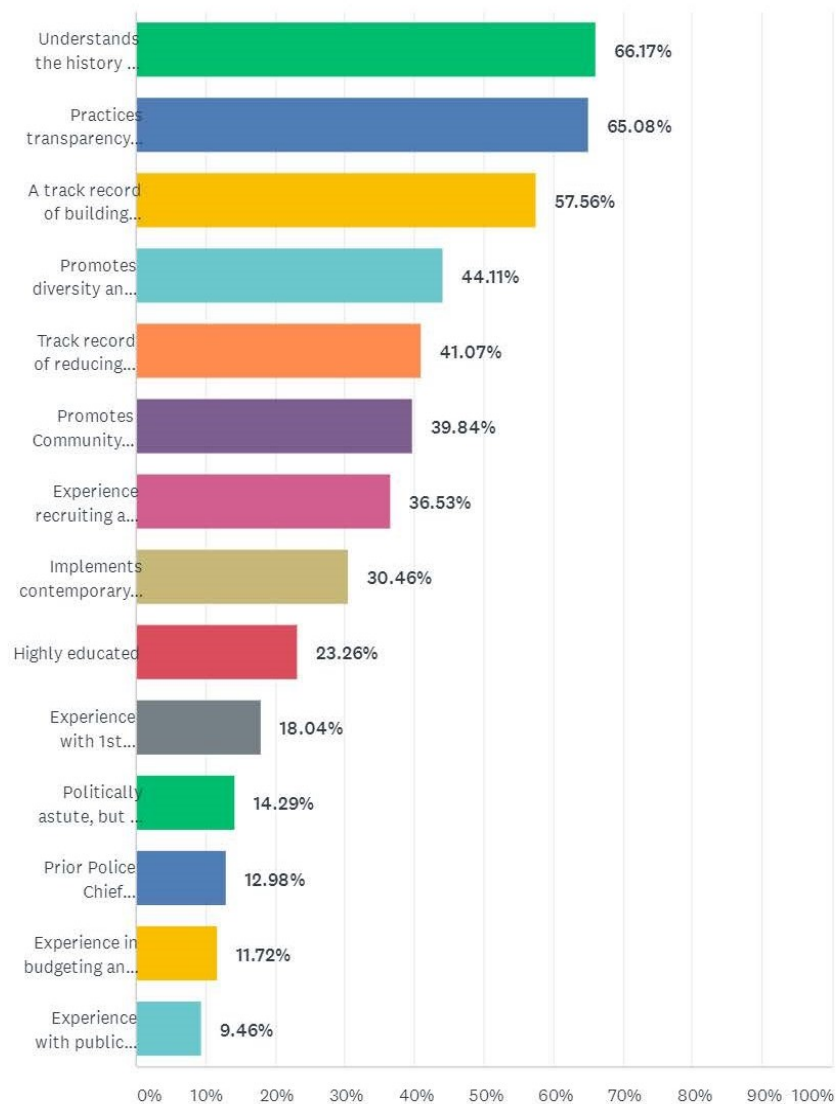|	COMPLETE TRUST	HIGH LEVEL OF TRUST	NEITHER TRUST NOR DISTRUST	VERY LITTLE TRUST	NO TRUST	TOTAL	WEIGHTED AVERAGE
Level of Trust	6.91% 36	14.01% 73	23.42% 122	36.08% 188	19.58% 102	521	3.47

Key Takeaways:

- More than 55% of the respondents very little or no trust in RPD; That is more than 20% higher than other respondents (45%)
- Only 20.91% of respondents have a high level or complete trust in the RPD
- The current level of trust of the African American respondents should concern the police department and its leadership.

As reported in summary, respondents who identified as Hispanic or Latino and American Indian or Alaska Native also reported very low levels of trust in RPD (60%).

QUALIFICATIONS

Q2 Please select five (5) of the following QUALIFICATIONS that you think are the most important when selecting the next Chief of Police for the City of Raleigh. (Select up to five (5))

Answered: 3,414   Skipped: 0

Qualification	Percentage
Understands the history ...	66.17%
Practices transparency...	65.08%
A track record of building...	57.56%
Promotes diversity an...	44.11%
Track record of reducing...	41.07%
Promotes Community...	39.84%
Experience recruiting a...	36.53%
Implements contemporary...	30.46%
Highly educated	23.26%
Experience with 1st...	18.04%
Politically astute, but ...	14.29%
Prior Police Chief...	12.98%
Experience in budgeting an...	11.72%
Experience with public...	9.46%

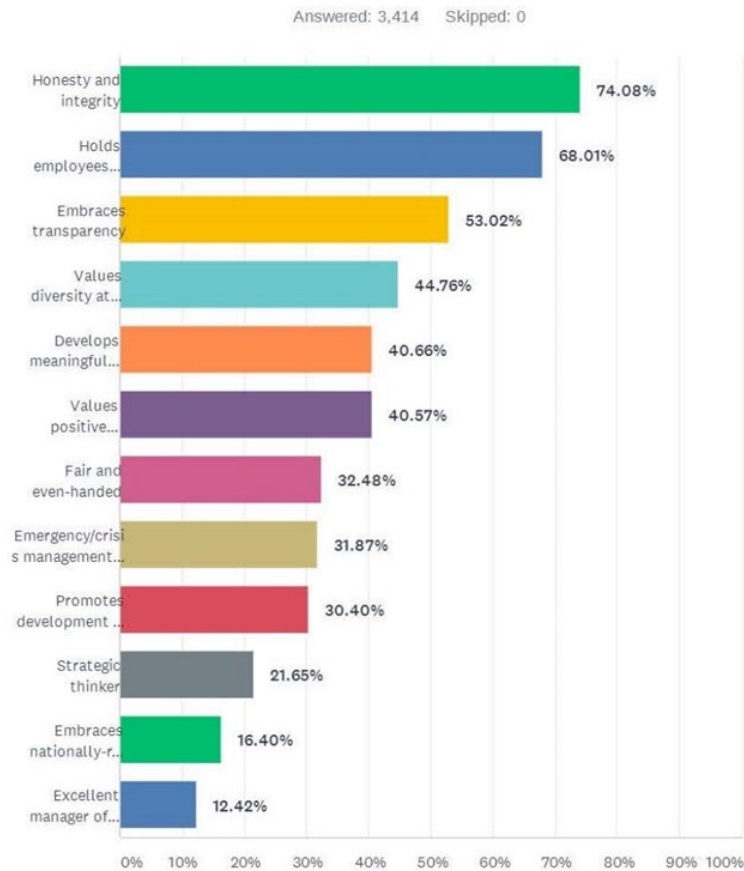| ANSWER CHOICES	RESPONSES	
Understands the history of policing in the US, including racism and bias	66.17%	2,259
Practices transparency and openness	65.08%	2,222
A track record of building community trust	57.56%	1,965
Promotes diversity and gender equity in the workplace	44.11%	1,506
Track record of reducing crime and promoting community safety	41.07%	1,402
Promotes Community Oriented Policing	39.84%	1,360
Experience recruiting and retaining quality personnel	36.53%	1,247
Implements contemporary and innovative policing practices	30.46%	1,040
Highly educated	23.26%	794
Experience with 1st Amendment protests	18.04%	616
Politically astute, but not political	14.29%	488
Prior Police Chief experience	12.98%	443
Experience in budgeting and financial management	11.72%	400
Experience with public relations, media and news/social media	9.46%	323
Total Respondents: 3,414		

Key Takeaways:
- More than two-thirds of respondents feel the next chief should understand the history of policing in the U.S., including racism and bias (66%)
- Nearly two-thirds of respondents believe the next leader should practice transparency and openness (65.08%)
- Over half of respondents want the next chief to have a track record of building community trust (55.56%)
- Almost half of the respondents believe the chief should promote diversity and gender equity in the workplace (44.11%).
- The fifth most selected response is having a track record of reducing crime and promoting community policing (41.07%).

Key Takeaways:
- More than three-fourths of the respondents selected holding staff/officers accountable as the highest priority (77.8%)
- More than two-thirds of respondents selected building trust in the community (66.96%)
- Expanding on racism and implicit bias training was also identified as one of the highest priorities (62.45%)
- Almost half of the respondents believe strengthening police community partnerships should be a high priority
- The next most frequent priority is community policing and problem solving (43.70%)

LEADERSHIP QUALITIES

Q4 Please select up to five (5) of the following LEADERSHIP QUALITIES
you believe are most important when selecting the next Chief of Police.
(Select up to five (5))

Answered: 3,414   Skipped: 0

ANSWER CHOICES	RESPONSES	
Honesty and integrity	74.08%	2,529
Holds employees accountable	68.01%	2,322
Embraces transparency	53.02%	1,810
Values diversity at all levels	44.76%	1,528
Develops meaningful solutions to community problems	40.66%	1,388
Values positive community relations	40.57%	1,385
Fair and even-handed	32.48%	1,109
Emergency/crisis management response	31.87%	1,088
Promotes development of staff, training and succession planning	30.40%	1,038
Strategic thinker	21.65%	739
Embraces nationally-recognized best practices in policing	16.40%	560
Excellent manager of resources	12.42%	424
Total Respondents: 3,414		

Key Takeaway:
- While all leadership qualities are very important, respondent most frequently selected honesty and integrity (74.08%) and holds employees accountable (68.01%)

Q5. The City Manager is the hiring authority for this position. Is there anything else you would like her to consider when she makes this appointment?
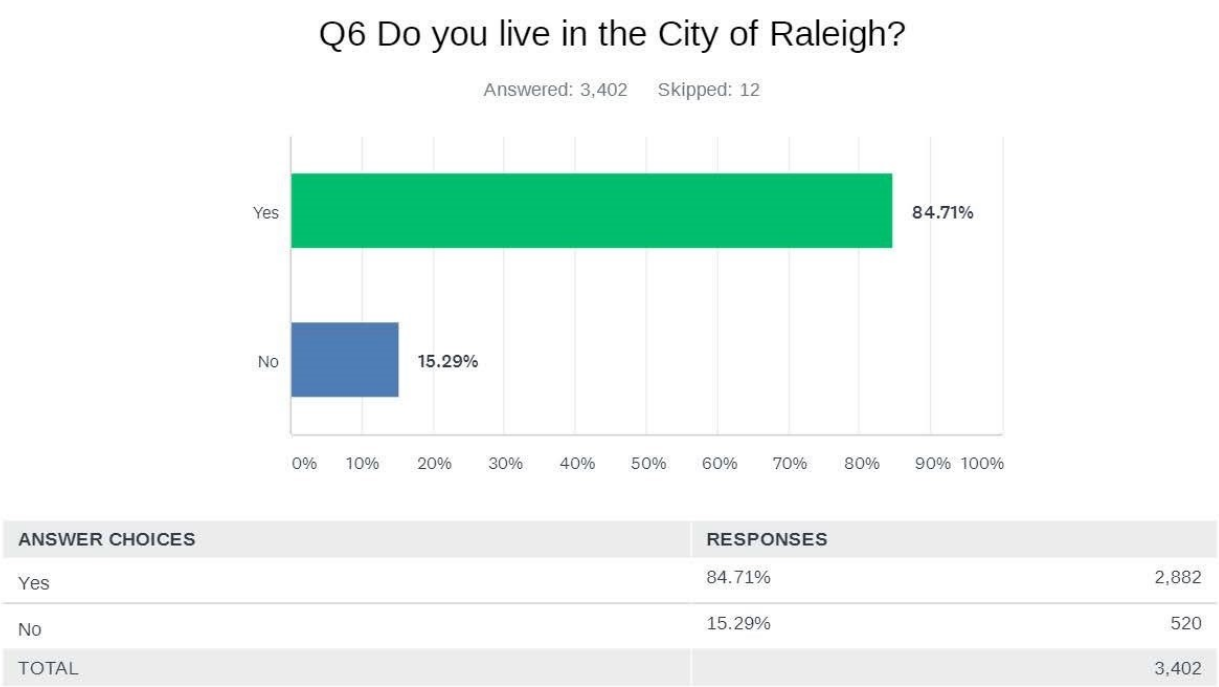
PSSC received more than 1000 responses – Respondents touch on many topics, including diversity, systemic racism, fairness, and hiring the best person for the job. Others view the appointment as an opportunity to improve the trust between the police and the community.

PSSC reviewed all responses. We attempt to present a fair representation of the many comments, issues and suggestions below.

- Implement new policing practices/someone who thinks outside the box
  - train officers in de-escalation
  - utilize other response teams for mental health and homeless population
  - focus on hiring and training good people who want to be public servants
- Don't base the decision on politics
- Hire the most qualified person
- Someone who understands the political/racial climate and is sensitive to it but not intimidated by it
- Change the culture of RPD
- Hold cops accountable
  - Create an environment where cops hold each other accountable
- Restore faith in the black community
- Apply laws equally
- Don't over police black areas/ Don't hire a racist/ get rid of racist cops
- Make Raleigh a safe place to live/reduce violent crime
- Someone who will handle protests better and protect those exercising their First Amendment rights- without escalating tensions
- Be transparent with the community
  Focus on protecting people not property
- Someone with new ideas re: retention of officers
- Rebuild trust with the community
- Publicly support officers/ let officers know you have their back
- Leadership/Integrity/Experience/open-minded
- A political/strong moral compass /family-oriented
- Hold protesters accountable when they become violent
- Consider someone with a different background other than law enforcement
- Demilitarize policing/ Defund/abolish RPD
- Make downtown safe again
- Someone with no prior record of unfair unethical or excessive force in their background
- A good communicator/ someone who can effectively use the media
- Have the right temperament for the job/Hire someone who cares about people

All responses can be viewed at the following link: Open-Ended Responses to Question #5

Questions 6-10 collected demographic and other information provided by the respondents.

Q6 Do you live in the City of Raleigh?

Answered: 3,402   Skipped: 12

ANSWER CHOICES	RESPONSES	
Yes	84.71%	2,882
No	15.29%	520
TOTAL		3,402

Key Takeaway:
- The overwhelming majority of respondents indicate they live in Raleigh (84.71%)

## Q7 If you answered Yes to Question 6, how long have you lived in the City of Raleigh?

Answered: 3,378   Skipped: 36
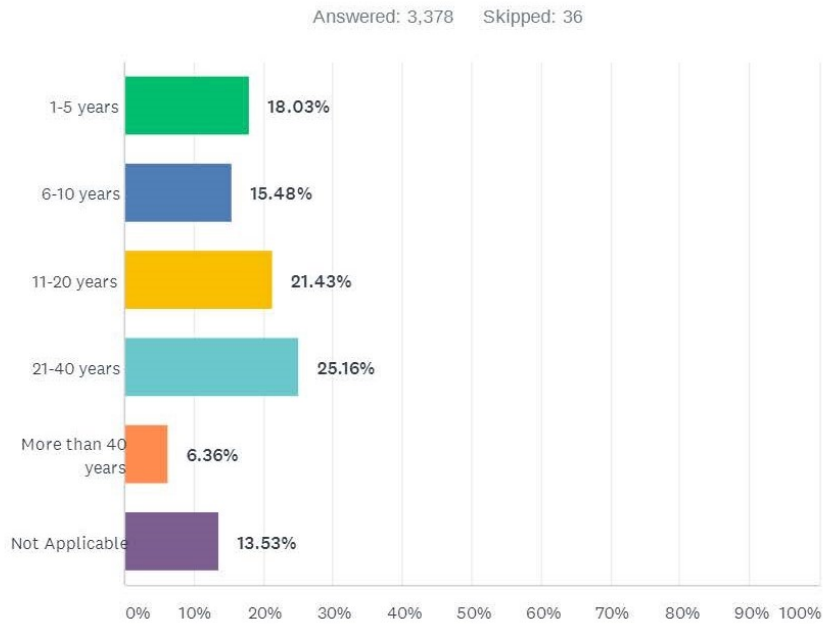
ANSWER CHOICES	RESPONSES	
1-5 years	18.03%	609
6-10 years	15.48%	523
11-20 years	21.43%	724
21-40 years	25.16%	850
More than 40 years	6.36%	215
Not Applicable	13.53%	457
TOTAL		3,378

Key Takeaway:
- The length of time living in Raleigh provided a cross-section of new and well-established residents.

Q8 Please check the categories that best describe your relationship with the City of Raleigh. (Select all that apply)

Answered: 3,399   Skipped: 15
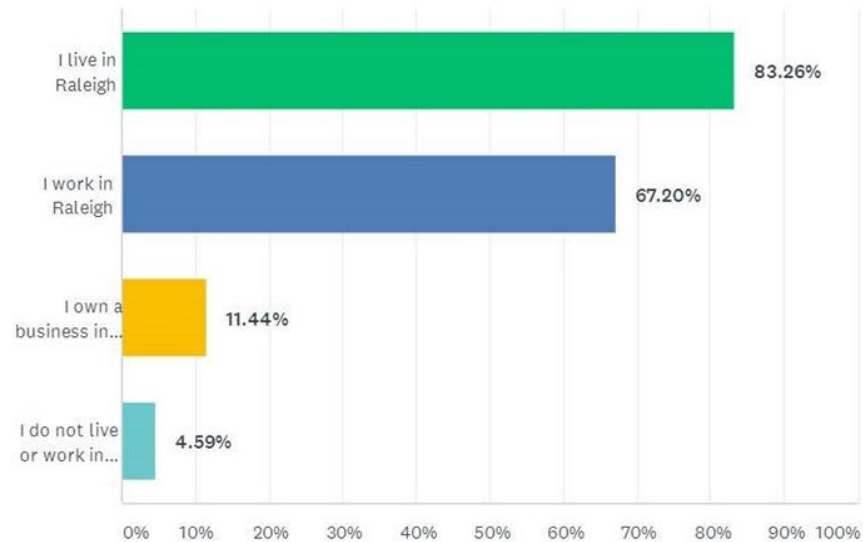
ANSWER CHOICES	RESPONSES	
I live in Raleigh	83.26%	2,830
I work in Raleigh	67.20%	2,284
I own a business in Raleigh	11.44%	389
I do not live or work in Raleigh	4.59%	156
Total Respondents: 3,399		

Key Takeaways:
- Most respondents self-identify as residents of the City of Raleigh (82.23%)
- More than two-thirds indicate they work in the City (67.2%)
- More than 10 % are business owners
- 4.59% or 156 respondents do not live or work in Raleigh

## Q9 Race or EthnicityPlease specify.

Answered: 3,340   Skipped: 74
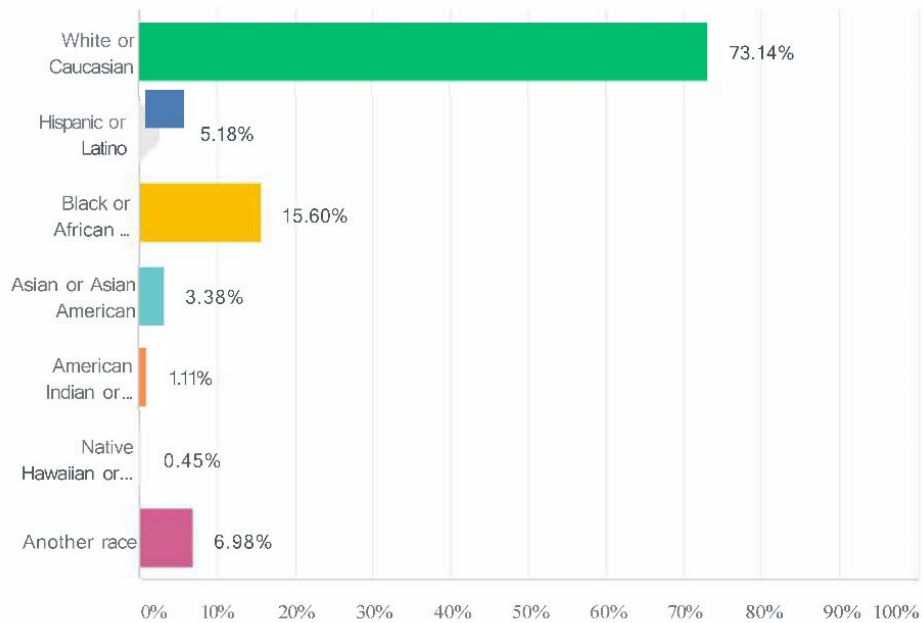
ANSWER CHOICES	RESPONSES	
Wl1ite or Caucasian	73.14%	2.443
Hispanic or Latino	5.18%	173
Black or African American	15.60%	521
Asian or Asian American	3.38%	113
American Indian or Alaska Native	1.11%	37
Native Hawaiian or other Pacific Islander	0.45%	15
Another race	6.98%	233
Total Respondents: 3,340		

Key Takeaways:

- White/Caucasian respondents are overrepresented (73%) compared to the U.S. Census Bureau's 2018 estimate of 57.6% of Caucasian residents in Raleigh.
- African American or Black respondents' make up nearly 30% of the residents in Raleigh but are underrepresented in the survey (15.6%)
- Hispanic/Latino respondents (5.18%) are also underrepresented because they make up 8.9% of the population

17

Q10 What is your gender?
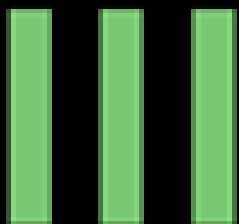
Answered: 3,364   Skipped: 50
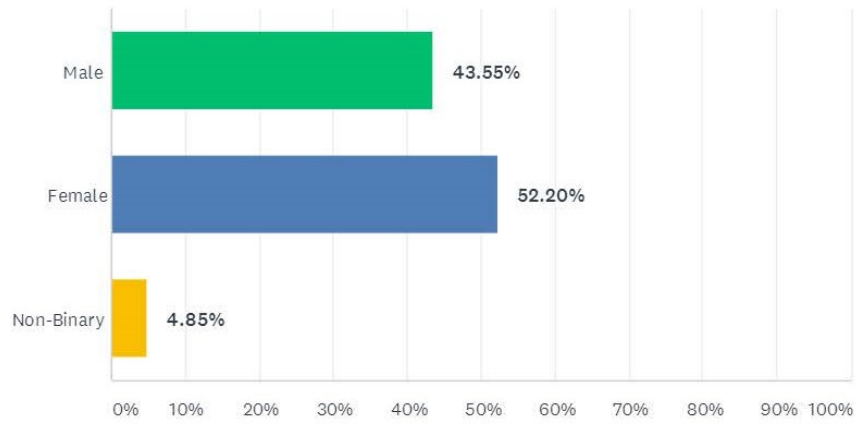
ANSWER CHOICES	RESPONSES	
Male	43.55%	1,465
Female	52.20%	1,756
Non-Binary	4.85%	163
Total Respondents: 3,364		

Key Takeaways:

- More than half of the respondents (50.3%) identify as female
- 38.8% identify as male
- 9.8% prefer not to say.
- 4.5% identify as non-binary

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