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The Kenny Guinn Center for Policy Priorities is pleased to submit a proposal to support a multi-jurisdictional public security and law enforcement effort to identify and recommend best practices for promoting effective crime reduction strategies while building public trust throughout Washoe County, Nevada.

Background

Over the past few years, communities around the United States have witnessed several officer-involved shootings involving a law enforcement officer and an individual. Many of the victims have been African-American. Collectively, these incidents have strained relations between local law enforcement agencies and communities, particularly communities that are largely African-American, and have prompted national conversations about community policing practices.

In December 2014, the President's Task Force on Community Policing convened with the task of identifying best practices and offering recommendations on how policing practices can promote effective crime reduction while building public trust. In May 2015, the Task Force released its report in which it identified recommendations in six broad areas of focus: Building Trust and Legitimacy, Policy and Oversight, Technology and Social Media, Community Policing and Crime Reduction, Officer Training and Education, and Officer Safety and Wellness.

While comprehensive and detailed, the recommendations contained in the final report authored by President's Task Force on Community Policing do not consider local demographic, cultural, and geographic features.

Proposed Analysis

The Guinn Center seeks to identify best practices and offer recommendations on how policing practices can promote effective crime reduction while building public trust in Washoe County. Specifically, the Guinn Center proposes to use the set of recommendations outlined by the President's Task Force on Community Policing as a benchmark, assess the extent or degree to which law enforcement agencies in Washoe County, Reno, and Sparks have adopted the recommended practices with fidelity ("gap analysis"), and identify strategies for adopting additional policies and best practices designed to reduce crime while building public trust among community members in the greater Washoe County area.

The Guinn Center will focus its assessment and development of implementation strategies in three key areas:

- A. Human Resources/Personnel
 - Recruiting, Hiring, Retention, and Promotion
- B. Training/Institutional Culture
 - Academy and On-Going
- C. Data Collection

Methodology/Components

The Guinn Center proposes to complete this analysis using the following methods:

- a) Interviews (e.g., open-ended conversations with key stakeholders including but not limited to law enforcement personnel, community members, elected officials)
- b) Data compilation and analysis: Using task force recommendations as a baseline, the Guinn Center will assess current data collection efforts, compile recommended data, and establish a baseline
- c) Mapping, as needed (using GIS tools): The Guinn Center may compile maps for illustrative purposes using the data recommended by the President's Task Force. For example, the Guinn Center, in collaboration with senior leadership, may decide to map several of the data points that the President's Task Force recommends that departments should collect and report regularly. The Guinn Center may also assemble some community asset maps.
- d) Series of 4-6 targeted focus groups throughout Washoe County: Facilitated focus groups will be held throughout the county to solicit community perspectives on community based policing practices. (The Guinn Center staff is bilingual and can conduct interviews and focus groups in Spanish).
- e) Research and comparative analysis: The Guinn Center will examine what the policies adopted by other regions (particularly regions that are comparable to Washoe County) to improve public trust while reducing crime.
 - 1) Guinn Center will identify national peers (e.g. based on population size, demographic characteristics, etc.) and comparison with their data and practices; and
 - 2) Guinn Center will identify and review of law enforcement departments around the country that have received recognition for outstanding community policing practices (and interviews with their teams).
- f) Completion of gap analysis based on an assessment of recommended policies versus existing practices in three key areas (e.g., human resources, training, and data collection and reporting): The Guinn Center will assess the extent to which Washoe County Sheriff's Office, Reno Police Department, and Sparks Police Department have adopted the recommendations outlined by the Task Force.
- g) Development of recommendations and estimated cost of implementation: The Guinn Center will develop detailed recommendations, and identify preliminary costs associated with implementation of recommended policies.
- h) Participation in Community-Law Enforcement Symposia. At April 2017 symposium, Guinn Center will share preliminary findings and gap analysis. At September 2017 symposium, Guinn Center will share full report.

Deliverables

- a) Completed final policy report, with recommendations, and final presentation
- b) Collection of additional information and data
- c) Facilitated community meetings (upon request) to share the analysis contained in the policy report

Timeline

December 2016	Finalization of scope of project and terms of contract
January – March 2016	Interviews with stakeholders Research Focus Groups Gap Analysis
April 2016	Comparative Analysis among other cities/counties with similar characteristics Participation in Symposia
May-June 2016	Development of Recommendations
July-August 2016	Draft Report complete; Limited distribution for review

September 2016

Final report submitted; Meetings to share information (upon request)
Participation in Fall Symposia to discuss report

Cost

\$45,000 (January-September). This amount will cover all costs and expenses related to all research associated with the completion of this project over the specified period of analysis (January-June). The Guinn Center will work closely with decision makers and senior leadership in Washoe County, Sparks and Reno to determine the style and format of the final report.

Terms

By contracting the Guinn Center to do this work, partnering agencies within Washoe County and Reno and Sparks cities agree to provide:

- a) Relevant data (based on specific requests)
- b) Mapping support services (based on specific requests)
- c) Access to personnel for the purpose of conducting interviews

All data, including expanded datasets that the Guinn Center shall construct, shall remain the sole property of the partnering state, city, and/or county government agencies. The Guinn Center will not be granted access to data nor will it be allowed to use the data beyond the scope of this study.

Prior to commencing the work, partnering agencies in the cities of Sparks and Reno and Washoe County agree to:

- a) Make an announcement to law enforcement personnel informing them of the research project
- b) Work with the Guinn Center to identify a list of officers and/or community partners that are willing to be interviewed.
- c) Provide a letter from authorities that describes the project and its purpose to law enforcement officers and community partners, and explains the role the Guinn Center, and pledges the full support of authorizing jurisdictions in this project.

Staff Expertise

Nancy E. Brune, Ph.D., Executive Director

Dr. Nancy E. Brune is the Executive Director of the Kenny Guinn Center for Policy Priorities, a statewide policy research center providing independent, data-driven analysis on issues of tax and fiscal policy, education, economic development, and natural resource security. She also serves as a Senior Fellow at the UNLV William S. Boyd School of Law. In April 2016, President Obama appointed Dr. Brune to the President's Advisory Commission on Educational Excellence for Hispanics. She is the author of over 70 peer-reviewed journal articles, reports, essays, blogs, and op-ed pieces on topics ranging from economic security, public security, public sector reforms, education, energy security, and natural resource security. Her work has appeared in the IMF Staff Papers, Social Science and Medicine, Foreign Policy Analysis, and Americas Quarterly. Dr. Brune received her Ph.D., Master of Philosophy and Master of Arts degrees from Yale University and her Master of Public Policy and B.A. degrees from Harvard University. She has held research fellowships at Princeton University and the University of Pennsylvania.

Prior to joining the Guinn Center, she was a Senior Policy Analyst at Sandia National Laboratories, where she worked on issues of national security, energy security, homeland security, water-energy-security nexus, and technology and policy. In addition, Dr. Brune served as an Adjunct Senior Fellow at the Center

for A New American Security, a bipartisan national security think tank. Previously, she was the Director of Research and Policy, as well as the Director of the Energy Security Policy Initiative at UNLV's Institute for Security Studies. Dr. Brune has consulted for the Harvard School of Public Health, JPMorgan Chase, the Overseas Private Investment Corporation, and the World Bank. She has taught at the College of Southern Nevada, Nevada State College, and the University of Nevada at Las Vegas.

The product of a Mexican father and an English mother, Dr. Brune was raised in a household that emphasized public service. She is very active in her southern Nevada community. Dr. Brune serves as Vice Chair of the Knowledge Fund Advisory Council, an initiative of the Nevada Governor's Office of Economic Development, as well as the Chair of the Institutional Advisory Council of the College of Southern Nevada. She was appointed by Governor Brian Sandoval to sit on the English Mastery Council and the Jobs for America's Graduates-Nevada board of directors. She is a member of the Blue Ribbon for Kids Commission, the Clark County Department of Social Services Community Advisory Committee, and has served on the Clark County Committee on Community Priorities, the Clark County Citizen Review Board, the Clark County School District's School Comparison Report Committee, and the Advisory Council on Science, Technology, Engineering and Mathematics (STEM). She has served as a bilingual CASA (Court Appointed Special Advocate) and as a bilingual mediator with the Neighborhood Justice Center.

Meredith Levine, Director of Economic Policy

Meredith Levine is the Director of Economic Policy for the Kenny Guinn Center for Policy Priorities. She is responsible for analyzing public policies related to economic development, as well as fiscal, budgetary, and tax policies. Prior to joining the Guinn Center, Ms. Levine worked for the Surveys and Investigations Division of the U.S. House Appropriations Committee and as an analyst for the Congressional Research Service. She has also conducted research for Yale University Department of Economics faculty on a broad range of economic, political, and policy-related questions. Ms. Levine majored in Government at Cornell University, receiving her A.B. with distinction in all subjects, and holds each an M.A. and M.Phil. from Yale University, both in Political Science. Currently, she is completing her doctorate in Political Science at Yale. Her dissertation is centered on policy development over time.

Erika Marquez, Ph.D., Director of Social Policy

Dr. Erika R. Marquez is the Director of Social Policy for the Kenny Guinn Center for Policy Priorities. Dr. Marquez has devoted the last decade of her career to working on local issues focused on housing quality, housing-related health concerns, and housing equity. In September 2016, Dr. Marquez was appointed to the U.S. Office of Minority Health's Pacific and Southwest Regional Health Equity Council. In May 2016, Governor Brian Sandoval appointed Dr. Marquez to the Board of Registered Environmental Health Specialists. She also sits on the Clark County Department of Social Services Citizens Advisory Committee. Dr. Marquez was instrumental in transitioning the Clark County Childhood Lead Poisoning Prevention Program into an integrated Healthy Homes approach through the development of the Nevada Healthy Homes Partnership, which subsequently received multiple years of federal funding to improve the quality of housing in Clark County. Dr. Marquez earned her Bachelor of Science degree from San Francisco State University, and completed her Master of Public Health degree in Epidemiology and Biostatistics and her Ph.D. in Public Health with a focus in Social Behavioral Health at the University of Nevada, Las Vegas. Dr. Marquez has conducted research at each of these institutions as well as Stanford University. Her research interests include the built environment, the impacts of substandard housing, social determinants of health, healthcare infrastructure, health access, and ways to approach public health policy and programs utilizing systematic approaches, including Health Impact Assessments. Dr. Marquez also serves as an instructor for the UNLV School of Community Health Sciences.

Prior to joining the Guinn Center, she served as the Project Manager for several Centers for Disease and Control and Prevention and the U.S. Department of Housing and Urban Development-funded grants. Dr. Marquez has also served on various committees, including the National Center for Healthy Housing Coalition, the Nevada Healthy Homes Partnership, the Clark County Childhood Lead Poisoning Prevention Program and the National Council of La Raza – Affordable Care Act Health Summit. Dr. Marquez is passionate and committed to improving the lives and health of the residents of Nevada.

Megan Rauch, Director of Policy Outreach and Associate Research Director

Megan Rauch joined the Guinn Center for Policy Priorities in May after living and working in Las Vegas for several years. In this role, she builds community engagement for the organization and creates in data-driven analysis on social issues affecting Nevadans. Some of her recent areas of research have included: the reorganization of the Clark County School District; the effects of incarceration and the criminal justice system on women, children and families; legalization of marijuana; sales tax exemptions for medical patients; and issues impacting special education students and English Language Learners. She has presented at the William S. Boyd School of Law, the College of Southern Nevada, the Las Vegas Urban Chamber of Commerce, the P.A.C.T. Coalition for Substance Abuse Prevention, and Nevada Women of Diversity, Inc.

Ms. Rauch has extensive experience working in a variety of media, including print, radio and video. Most recently, she worked as a producer and writer for A Beautiful Encore, a documentary that chronicles the demographic changes of downtown Las Vegas. Some of Ms. Rauch’s other work has been featured in U.S. News & World Report, The Las Vegas Sun, The Military Times, and Medill Reports. She has reported on a variety of topics, including: early childhood education, technology in the classroom, STEM education, socialization for senior citizens, and sexual assault in the military.

Ms. Rauch’s professional journey in Nevada began when she served a corps member in Teach for America. She taught twelfth grade English and was the yearbook advisor at Mojave High School in North Las Vegas. During that time, she earned her Masters in Education from the University of Nevada, Las Vegas. Ms. Rauch also holds a Masters in Journalism degree from Northwestern University and a B.A. in English from Boston College. In addition, Ms. Rauch volunteers with the Red Cross of Southern Nevada Public Affairs Team, where she frequently writes articles for their website and assists with social media campaigns.

In addition to our full-time staff, we will also be working with two external consultants, one of whom has more than 30 years of experience in law enforcement, and a second who has worked with police departments previously on community relations and community policing practices. In advance, we thank you for your consideration of our proposal. Please feel free to contact me at 702-468-4044 if you have any questions. We look forward to hearing from you at your earliest convenience.

Sincerely,

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