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RE: PROJECT OUTREACH —  
City of Hayward  
OCJP No. 1452-1

September 30, 1974

Office of Criminal Justice Planning  
Planning Operations Division  
7171 Bowling Drive  
Sacramento, California 95823

Gentlemen:

Enclosed please find a copy of the Final Evaluation Report for the above project. Also enclosed is the one-page analysis for this report prepared by Regional staff.

We have retained a copy of each of the above items for our files.

Sincerely,

*Paula A. Nordine*

PAULA A. NORDINE, Coordinator  
Grants Management and Evaluation

PAN:ead

Enclosures

**MICROFICHE**

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## PROJECT OUTREACH FINAL EVALUATION ANALYSIS

The Project Outreach evaluation was conducted by Thomas E. Whalen, a private consultant paid from grant funds and assisted by two student interns. Conclusions of his 10-month study of the Hayward Police Department family crisis intervention projects were:

1. In comparison with the year prior to the project, the total number of family disturbance calls (415F) was reduced 22% from 1043 to 811. Repeat disturbance calls were reduced 27% during the same period. There was also a 15% savings in total police time spent on family disturbance calls during the year of the project as compared to the previous year.
2. An evaluation of the police officer training program indicated that the officers had a positive view of the training received. They benefited especially from training in active listening, defusing and interviewing techniques, and how to make referrals. A separate analysis of officers' attitudes toward their roles as arbitrators of family conflicts showed that they changed their attitudes considerably as a result of the training. Increased officer confidence in dealing with family disturbances is likely to be as important as their accumulation of new knowledge in reducing family disturbance calls.
3. A comparison of alternative counseling approaches showed few differences in client outcomes. Those families receiving on-the-spot crisis counseling had a slightly lower repetition rate (43%) than families referred by police officers for follow-up counseling (47%). On the other hand, more police time (28 minutes per call) was required for street contacts than for crisis calls in which a counselor was not present (25 minutes per call). These differences are all slight and not statistically significant. Interviews with a dozen police officers indicated strong support for having counselors respond with them to crisis calls. Interviews with 23 families showed a very strong desire among clients for counselors to respond along with police to the initial crisis call.
4. A detailed study of 17 families counseled by Project Outreach showed a substantial reduction in the rate of their crisis calls during the past year. During the first half of the year, these families made 47 crisis calls requiring police intervention. The average time between their calls was only 39 days. During the second half of the year, after contact and counseling by project counselors, these same families made only 20 crisis calls with an average time of 113 days between calls.

FINAL EVALUATION REPORT ANALYSIS

PROJECT TITLE:

Project Outreach

CCCJ NUMBER: 1452-1

PROPONENT:

City of Hayward

TYPE OF REPORT

DUE

SUBMITTED

\_\_\_\_ 1st Quarter \_\_\_\_\_

\_\_\_\_ 2nd Quarter \_\_\_\_\_

\_\_\_\_ 3rd Quarter \_\_\_\_\_

\_\_\_\_ 4th Quarter \_\_\_\_\_

Final

\_\_\_\_ X \_\_\_\_\_ Evaluation 8 '20 '74

PROJECT DIRECTOR:

C.C. Marchand,  
Chief of Police  
22738 Mission Boulevard  
Hayward, CA 94541

DATE: 9/18/74

PREPARED BY: Susan Crawford

The evaluator concludes that Project Outreach has made real progress in its first year toward improving the police force's effectiveness in handling family disturbances.

With the report submitted, the Project has fulfilled all requirements for evaluation as specified in its first-year contract. The consultant addressed each objective as originally planned and presented the material in an especially well-organized and readable manner. Project success seems to depend as much on the very favorable response it has received from most Hayward police officers as it does on the "hard" data examined.

1452

PROJECT OUTREACH

A Program of Family Crisis Intervention

Hayward Police Department

Hayward, California

FINAL EVALUATION REPORT

Submitted by

Thomas E. Whalen, Ph.D.

with the assistance of

Susan Calcagno

August, 1974

16626

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## INTRODUCTION

My work as evaluation consultant to Project Outreach began on August 30, 1973. During the past year I have spent my spare hours in a number of activities. Early in the year, after establishing relationships with the project staff and members of the California Council on Criminal Justice, I spent considerable time orienting myself to police work as it related to family crisis intervention. I rode in police vehicles to the scenes of family disturbances and observed the interaction between family members, police, and counselors. I continued this activity intermittently throughout the year until I had observed each staff counselor in several situations.

During the fall and winter months I spent considerable time working with the project secretary and the student research intern to establish a record keeping system necessary for the collection of data pertinent to project objectives. I also established a working relationship with members of the Hayward Police Department records section and the City of Hayward's data processing department.

When the first police training sessions commenced in February, I observed a portion of those given to an initial group of volunteer police officers. Subsequently, I spoke personally with these and other officers, including the Chief, and Assistant Chief of Police, about their reactions to the project. Much time, of course, was also spent in planning how to measure and analyze the variety of data which were collected for this report.

Because this report will possibly be read by a variety of professional and lay persons alike, I have tried to limit the use of technical jargon as much as possible through the liberal use of both graphical and verbal

descriptions. I also tried to strike an even balance between "hard" and "soft" data. Thus, you will find the usual display of computer statistics with frequencies of occurrence, percentages, and mathematical comparisons for various measures; but you will also find a generous sprinkling of purely "human" testimony from both police officers and client families collected through interviews. This latter data could, of course, be quantified as well; but in so doing, it often loses its directness and spontaneity, and therefore much of its meaningfulness.

I am indebted to many people for their cooperation in making this evaluation possible. Susan Calcagno, a graduate student researcher who worked closely with me on this project, provided indispensable service. Patricia Pandey, another student intern, provided valuable information concerning the training sessions. My thanks go to the staff counselors, Ken Morritt, Sue Gershenson, and Domingo Govantes, for their fine cooperation and assistance in collecting some of the interview data, and to Barbara Barker, the staff secretary, for her help in typing this report. Lastly, I would like to thank Chief of Police Marchand, and Assistant Chief Sterlinski, for the time and effort they expended to make my job a pleasant experience.

Thomas E. Whalen  
July, 1974



## OVERALL SUMMARY

In comparison with the year prior to the project, the total number of family disturbance calls (415F) was reduced from 1043 to 811, a 22% reduction. Repeat disturbance calls were reduced 27% during the same period. There was also a 15% savings in total police time spent on family disturbance calls during the year of the project as compared to the previous year.

An evaluation of the police officer training program indicated that the overall view of officers toward the training was quite positive. They especially benefited from training in active listening, defusing and interviewing techniques, and how to make referrals. Most officers stated that they planned to use many of the techniques presented during the sessions when responding to future crisis calls. All officers said that they definitely learned something from the training. A separate analysis of officers' attitudes toward their roles as arbitrators of family conflicts showed that they did change their attitudes considerably as a result of the training. These changes toward a more confident feeling on their part to deal with family disturbances are likely to be just as important as their accumulation of new knowledge in the Hayward Police Department's effort to reduce family problems.

A comparison of two different counseling approaches showed few differences in client outcomes. Those families receiving on-the-spot crisis counseling had a slightly lower repetition rate (43%) than families referred by police officers for follow-up counseling (47%). On the other hand, more police time (28 minutes per call) was required for street contacts than for crisis calls in which a counselor was not present (25 minutes per call).

These differences are all slight and not statistically significant. Interviews with a dozen police officers indicated strong support for having counselors respond with them to crisis calls. Interviews with 23 families showed a very strong desire among clients for counselors to respond along with police to the initial crisis call.

A detailed study of 17 random families counseled by Project Outreach showed a very substantial reduction in the rate of their crisis calls during the past year. During the first half of the year, these families made 47 crisis calls requiring police intervention. The time between their calls was only 39 days on the average. During the second half of the year, after contact and counseling by project counselors, these same families made only 20 crisis calls with an average time of 113 days between calls.

In conclusion, it is our judgment that Project Outreach has made great progress during its first year toward meeting its overall goal of improving the police force's effectiveness in handling family disturbances. The competency and professionalism of the counseling staff is outstanding. Their rapport with the police officers, an extremely important factor in this project, is very excellent. When one considers the potential for disharmony in an operation which requires the close cooperation of police officers and psychologists, considerable credit must be given Chief Marchand and his staff for providing the kind of leadership which has led to a climate of open-minded acceptance of new ideas and approaches to an old social problem. Credit must also be given Kenneth Merritt, Project Outreach Coordinator, and his staff, for their astute awareness that they alone cannot solve the problem of family conflict. Their recognition of the important role played by the police in this endeavor has led to a cooperative spirit of mutual respect between psychologists and police. This spirit should carry the project through an even more successful second year.

## Objective One

Reduce by one-fourth the number of repeat family disturbance calls received by the Hayward Police Department during the project year compared to the number of calls received in the previous twelve-month period.

Family disturbance calls were operationally defined as those details entered into the computer data base as 415F. The first step toward evaluating this objective was to determine the extent of repeat calls during the pre-project year. This was done by accessing records from ASSESSING the City of Hayward in the form of punched cards and printouts of all 415F police details for the twelve month period prior to the start of the project (June 1, 1972, through May 31, 1973). These records consist of a detail date, time, report number, officer badge number, and address. The names of callers are not recorded.

It should be pointed out that there are two general types of 415F's in the data base. The first type, accounting for the smallest proportion of the total, are reported cases. These are family disturbance cases which are serious enough, as determined by the detail officer, to require a formal written report. During the pre-project year there were 145 such calls. The great bulk of 415F's, however, are unreported calls--those judged not to be serious enough for a written report to be submitted. There were 898 of these calls during the pre-project year. The initial plan for evaluating objective one was to utilize only reported family disturbance cases. But it quickly became apparent (see mid-year report) that reported cases represented only the top of a much larger iceberg, and that in order to get an accurate picture of the repeat phenomenon, one must include all 415F data, reported and unreported.

The procedure used for determining the extent of repeat 415F offenders was to sort all of the data cards by street number. Once this is accomplished, the card information is printed out so that multiple details at a single address location are printed adjacent to one another on the sheet. These multiple details can then be identified as 415F repetitions. Although this system is not fool proof by any means, we suspect that it provides data that is reasonably accurate for statistical purposes. Some of the problems encountered with the identification of repeat calls were: (1) no apartment number listed with the address, (2) two entries on the same date, (3) misspelled street names. In other words, there are a certain number of errors in the computer data which make the identification of repeat calls somewhat subjective and less than 100% accurate. But, assuming that these errors are randomized across the pre-project and project years about equally, we expect that this identification system provides pretty accurate information on repeat calls.

For the purpose of consistency, a repeat family disturbance was defined as any call made from the same family residence on a calendar date subsequent to the original call. This definition eliminated multiple calls which were made on the same day, and also eliminated from consideration any calls made from an obviously commercial or business location. Using this operational definition, a total of 145 repeat calls were identified during the pre-project year. The same exact procedure was carried out on the 415F data for the project year (June 1, 1973, through May 31, 1974). The number of repeat calls made during this period was 106. This represented a reduction in repeat calls of 27 per cent. Thus, the one-fourth reduction in repeat calls sought in objective one was achieved.

Because nothing is ever as simple as it first appears, we should add that this reduction of 27 per cent in repeat calls was not achieved primarily by affecting a reduction in the proportion of repeat callers to all 415F details. It was due mainly to an overall reduction in the total number of 415F's from pre-project to project year.

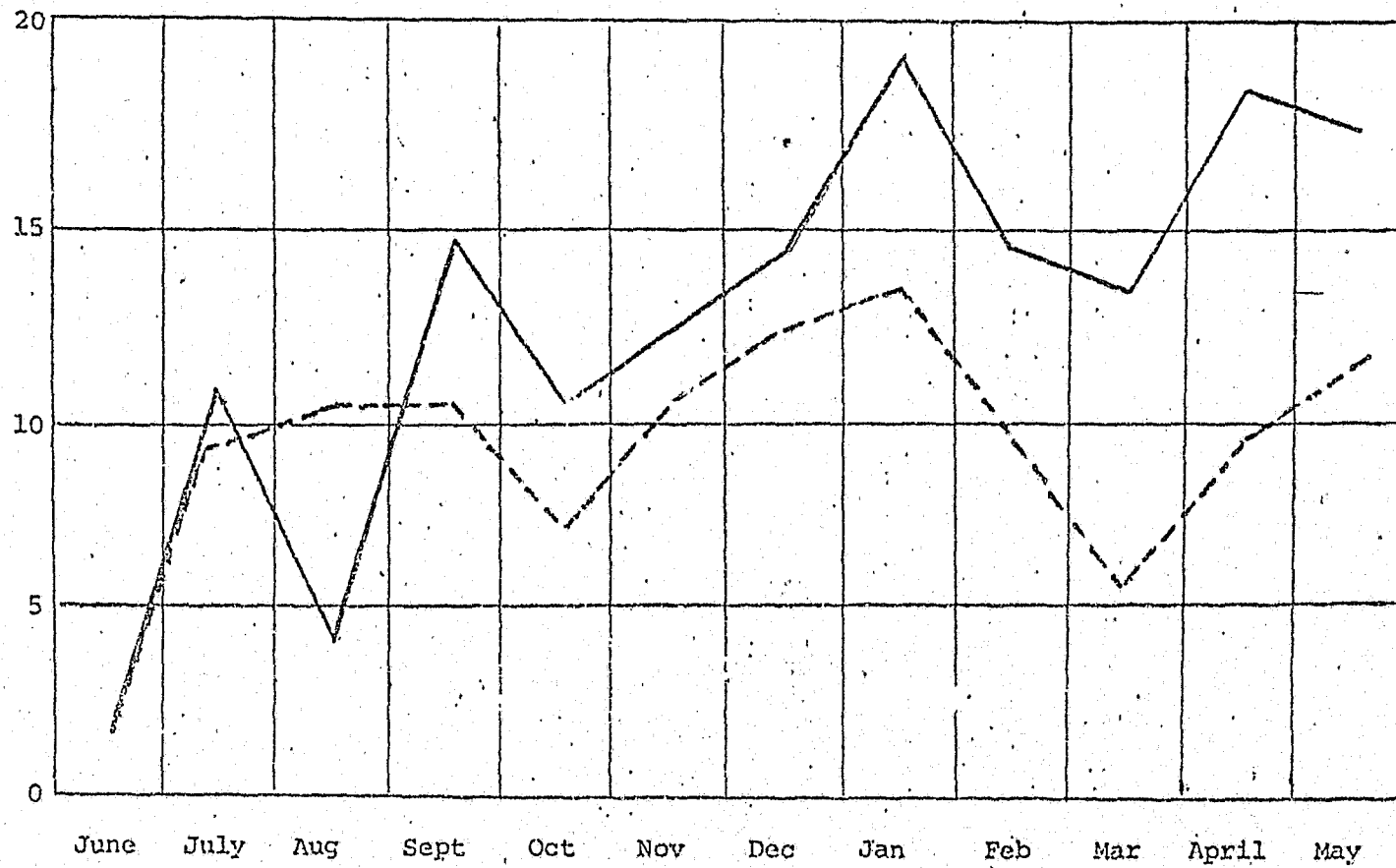
During the year prior to the project, there were a total of 1,043 415F details of which 145 (14 per cent) were repeat calls. During the project year, the total number of family disturbance calls dropped to 811 of which 106 (13 per cent) were repeat calls. Thus, although there was definitely a considerable reduction in repeat calls during the project year, it appears to be influenced strongly by a similar 22 per cent reduction in the total number of 415F calls.

Figure 1.1 shows a visual comparison of the repeat caller phenomenon during the two year period. As can be seen from Figure 1.1, during the first three months of the project year (before the project had really gotten underway), the number of repeat calls was even greater than the previous year. But beginning in September, 1973, a definite pattern developed which has since then reduced the number of repeat calls more and more each succeeding month. That this reduction was due solely to the work of Project Outreach counselors cannot be stated unequivocally, but it seems likely that their efforts had some impact, at least, on this significant reduction.

Figure 1.1

A Comparison of Repeat Family Disturbance  
Calls During Project and Pre-Project Years

----- Project Year  
———— Pre-Project Year



## Objective Two

. Reduce the amount of time police officers spend on family disputes by 20% as compared to the previous twelve month period.

Once again, family disputes have been defined for measurement purposes as 415F details. Time expenditure was defined as the amount of time which lapses after the responding officer arrives at the scene of a disturbance until he clears the detail. Both of these points in time are reported by the officer over his radio to the central dispatcher, who then logs them in along with other information.

The rationale behind this objective was that if family counselors are operating in the street with officers, the counselors could take over the crisis situation soon after it is calmed and free the officers for other duties. It was also felt that by training officers in some of the techniques of crisis intervention, this might enable them to perform their duties with greater dispatch in those instances when a family counselor is not present.

Although the data necessary to evaluate this objective resided in the city computer data system, it was not possible to access it in a form suitable for analysis. Therefore, a computer program was written for use on the Cal-State, Hayward, CDC 3150 machine which processed the card data by calculating means and standard deviations of detail times for any specified time period. This program was used to compare the project and pre-project data on a month-by-month basis. The t-test for the significance of a difference between independent means was used to determine whether mean differences across the two years were different from chance variation.

Table 2.1 shows the results of the month-by-month and total comparisons of detail times. As can be seen from this table, 8 of the 12 months show





Table 2.1

Means, Standard Deviations, and t-ratios for  
415F Family Disturbance Detail Times

<u>Months</u>	<u>Pre-Project Year</u>			<u>Project Year</u>			<u>t-ratio</u>	<u>%Increase/Decrease</u>
	<u>N</u>	<u>Mean</u>	<u>SD</u>	<u>N</u>	<u>Mean</u>	<u>SD</u>		
June	94	15.35	15.48	95	14.72	16.08	0.27	4.1% D
July	90	13.42	10.85	93	16.98	12.97	-2.01*	26.5% I
August	119	17.08	15.59	88	16.33	16.45	0.33	4.4% D
September	117	14.66	11.94	79	14.95	12.89	-0.16	2.0% D
October	90	16.82	20.61	44	16.43	14.48	0.13	2.3% I
November	56	14.36	11.80	63	18.67	27.33	-1.07	28.2% I
December	86	12.42	10.57	79	15.94	14.37	-1.79	28.3% I
January	80	16.25	15.78	54	18.17	17.48	-0.65	11.8% I
February	66	15.76	14.70	56	16.84	20.19	-0.33	7.9% I
March	71	13.07	9.77	40	15.85	9.16	-1.50	21.3% I
April	96	18.41	20.94	57	16.70	12.06	0.64	9.9% D
May	76	14.62	13.02	63	17.89	13.47	-1.45	22.4% I
Total	1043	15.19	14.25	811	16.62	15.57	-2.04*	9.4% I

Note: Times are in minutes

\* Indicates a t-ratio significant at the .05 level.

a lower detail time for the pre-project year. In only 4 months-- June, August, October, and April--was the average detail time lower during the project year. In only one month, however, was the difference in mean times statistically significant. This was for the month of July, which showed about a 3½ minute difference in average times between years. Taken as a whole, the average detail time was significantly lower during the pre-project year: 15.19 minutes vs. 16.62 minutes on the average. It should be pointed out that standard deviations associated with these means are quite high and indicate wide variation above and below the average times. It is not uncommon, for example to encounter a detail time of well over an hour; nor is it unusual to find some detail times of zero length (the crisis is over before the police arrive).

When this objective is viewed purely in terms of average time spent on 415F details by police officers, there is an obvious lack of success, since there was an actual 9.4% increase in average detail time during the project year. But, perhaps the logic of this solution is not complete. As previously stated, there was a substantial reduction in the actual number of 415F details during the project year. Therefore, if one is interested primarily in reducing the time police officers spend arbitrating family disputes, this fact should be taken into account. If we compute the total amount of time spent on such details during each of the two years, we get a ratio of 15,843 to 13,478 minutes in favor of the project year. In other words, during the Project Outreach year, police officers spent 2,365 minutes less on family crisis calls than during the previous year. This represents a time savings of 15 per cent.

A related analysis was made of this year's data to determine the extent of family crises during different time periods. Figures 2.1, 2.2,

and 2.3 show graphically the frequencies of calls by months, days of the week, and hours of the day. These data were summarized in order to provide information to project staff regarding when to schedule their street time. Much of what appears in these figures confirms subjective feelings of the counselors and police officers. Figure 2.1 shows that the hot summer months produce greater numbers of family crises. During the rest of the year, December shows the highest rate of incidents due to the Christmas syndrome.

The results shown in Figure 2.2 lend support to the schedule already in use by project counselors. Beginning about half-way through the first year, they began to concentrate their street activities to weekend nights. Although Figure 2.2 shows Mondays to be more productive of 415's than Fridays or Saturdays, there is an artifact in this data which will become apparent by referring to Figure 2.3. Notice that between the hours of midnight and 2am, there are very high occurrences of family calls. That is, a large number of calls which would be answered by a Sunday night counselor on a night shift are being credited to Monday. Therefore, late night weekend street activity appears to be most appropriate for project counselors to emphasize.

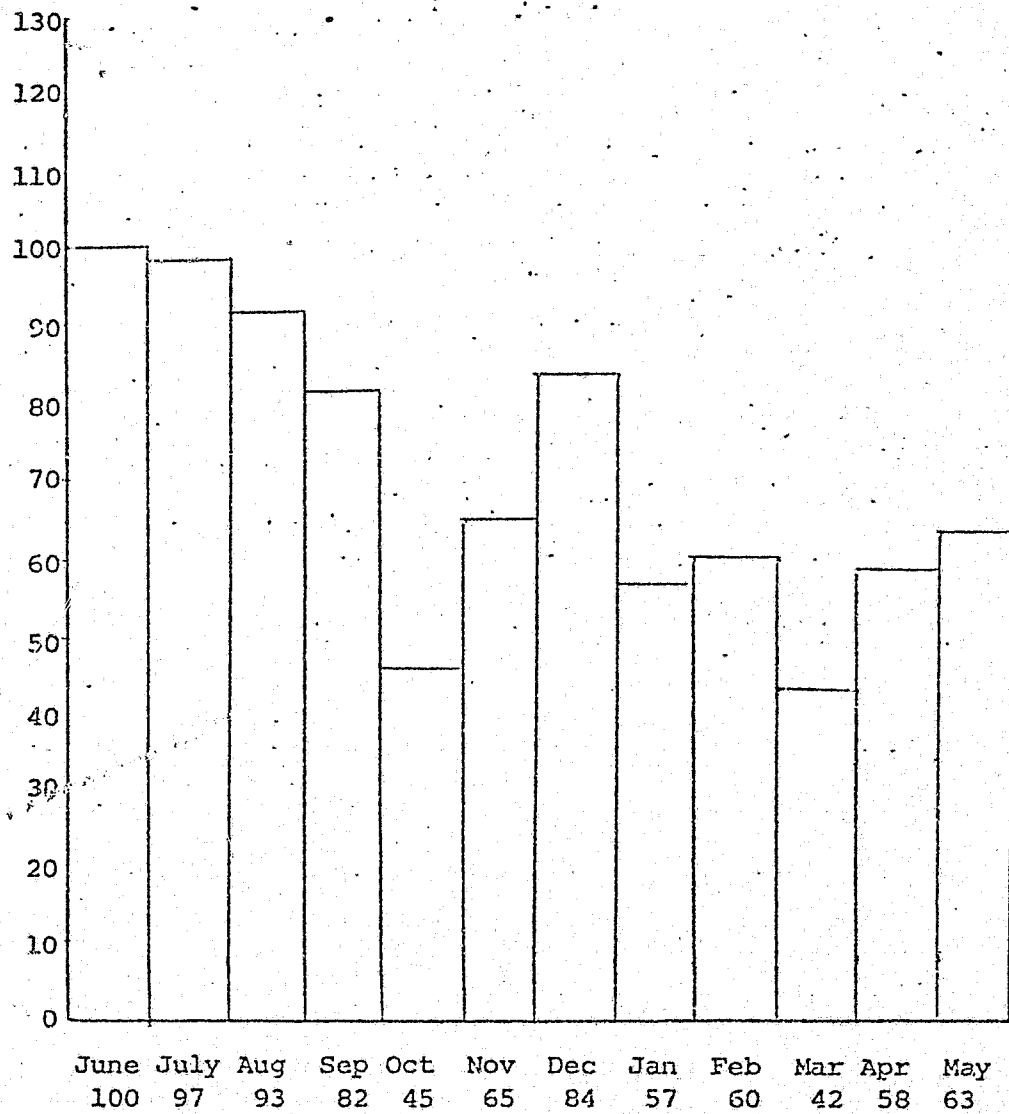
Figure 2.4 summarizes much of what has been said so far in this report. This figure shows the extent of family disturbance calls from month to month during both project and pre-project years. Except for the months of June, July, and November, family calls have been fewer in number during the project year than previously. A similar situation is shown with regard to reported cases shown at the bottom of Figure 2.4. This overall picture accounts for the considerable reductions in repeat calls (27 per cent) and total time spent on family disputes (15 per cent). With respect to these

first two objectives, Project Outreach has made greater progress on the first than on the second; but notable progress, indeed, on both.

Figure 2.1

415F Family Disturbance Calls by Month  
During the Project Year (June 1973-May 1974)

# of  
415F  
Details

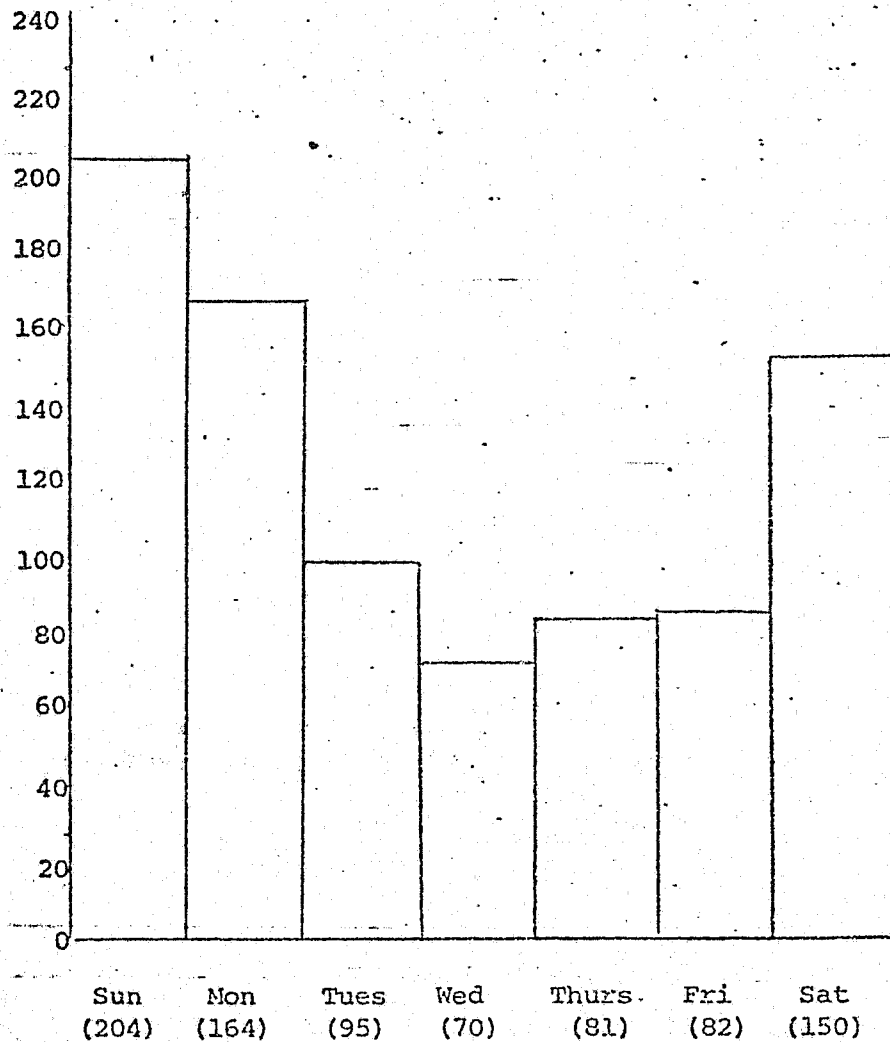


N=846

Figure 2.2

415F Family Disturbance Frequencies by Days  
of the Week During the Project Year (June 1973-May 1974)

#415F  
Details



N=846



Figure 2.3

415F Family Disturbance Frequencies by Hours  
of the Day during the Project Year (June 1973-May 1974)

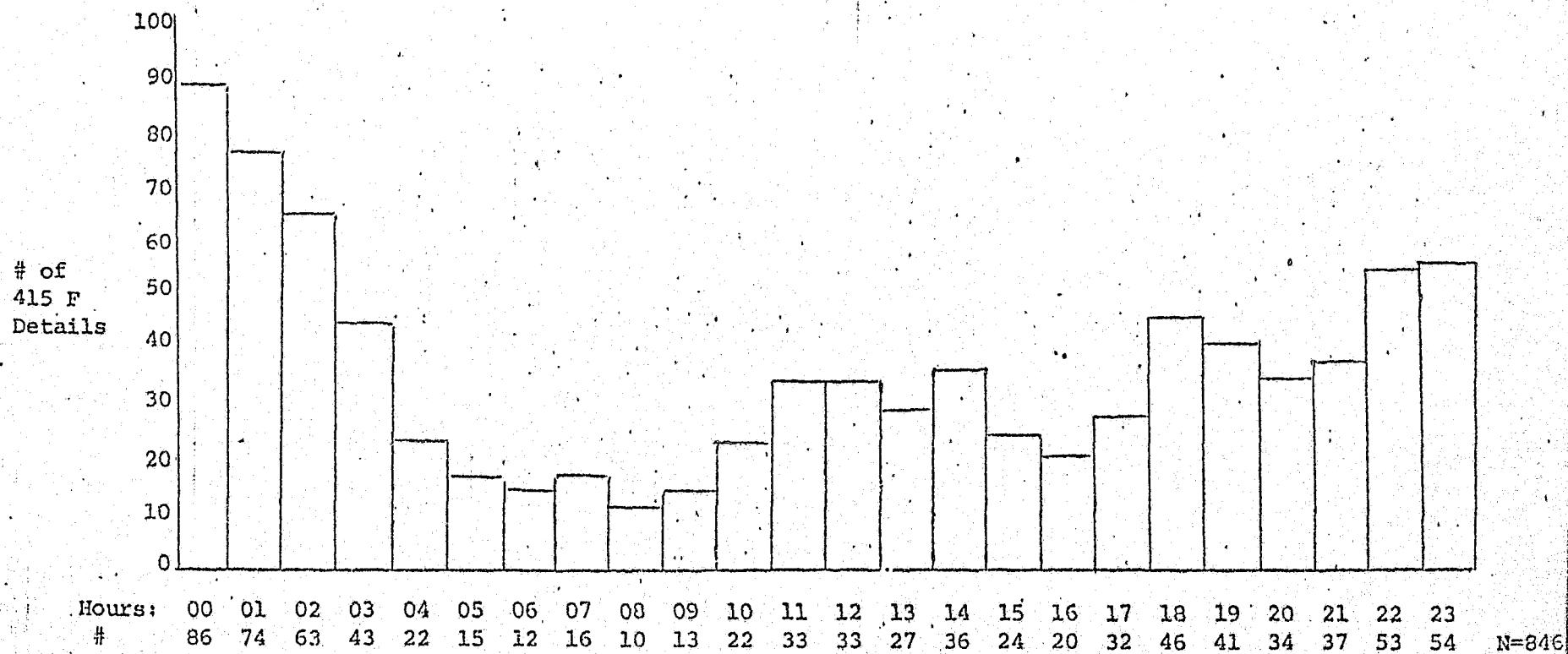
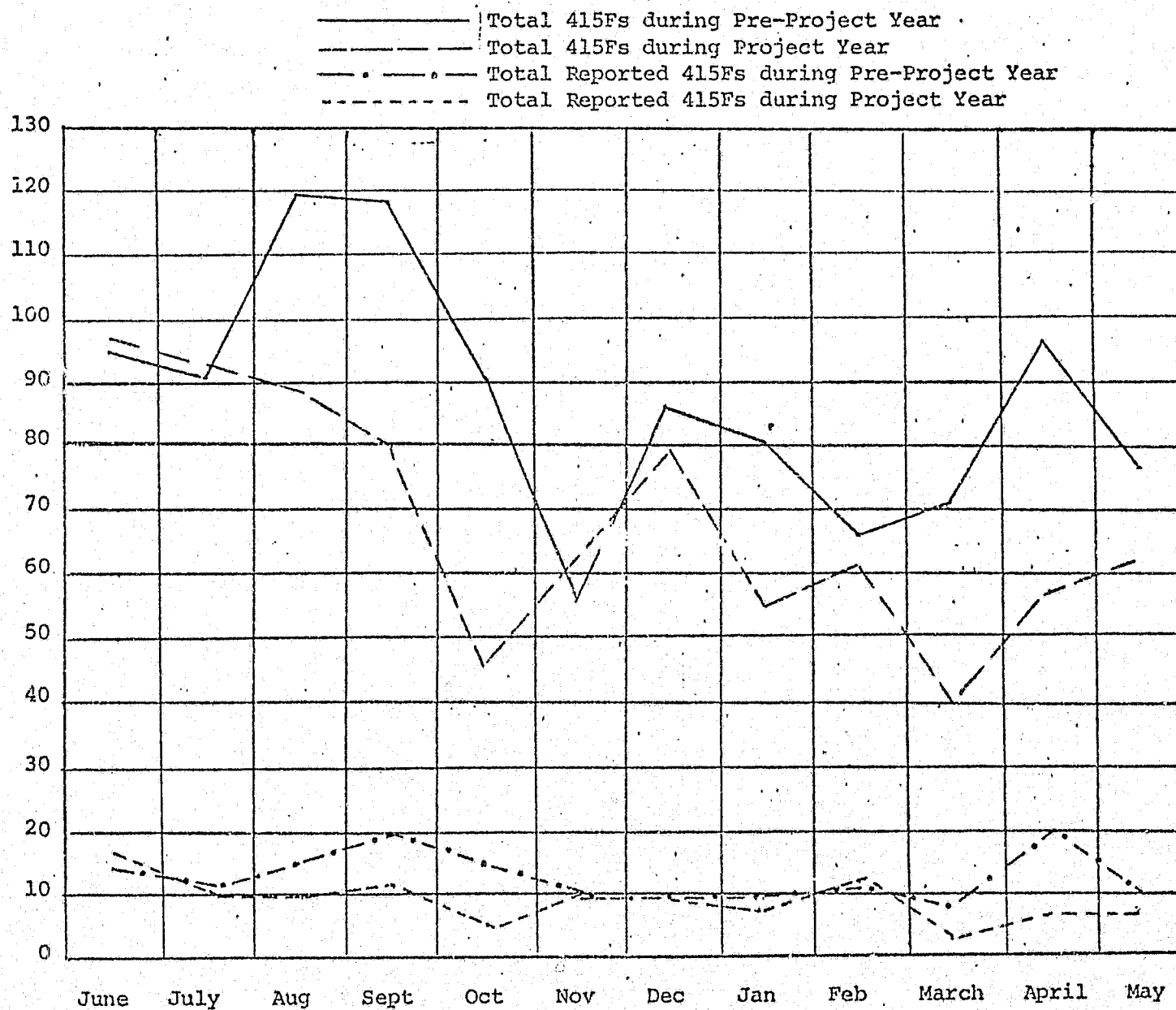




Figure 2.4

A Comparison of Total and "Reported" 415F  
Details during the Project and Pre-Project Years



### Objective Three

Improve the ability of field officers to effectively handle family disturbance calls.

This objective was assessed through the use of two questionnaire instruments designed to measure the police officers' reactions to a 20-hour training course taught by Project Outreach staff members. The first instrument, administered at the end of the training cycles, asked the officers to respond to questions involving the specific content of the training program. The second questionnaire, a pre-post instrument developed by Patricia Pandey, a counselor-intern from California State University, Hayward, was used to discover if officers (1) changed their attitudes concerning their role as family crisis arbitrators, and (2) considered their factual knowledge of crisis intervention to have improved as a result of the training. In addition to the results from these questionnaires, which were administered to all officers, data will be reported in this and the following sections gathered through personal interviews of 12 officers including 2 lieutenants, 3 sergeants, and 7 patrolmen.

#### Training Evaluation Questionnaire

Appendix A contains a list of all the items on the questionnaire used to evaluate the training sessions. Beside each item, response frequencies and summary statistics are given. Data are provided for each of the three staff trainers separately, where appropriate. Comments to open-ended questions are not all-inclusive, but are intended to be representative of the varieties and types received. The statistics used were the mean (group

average) and standard deviation, a measure of dispersion among the raters.

#### Summary.

The overall view of the officers toward the training course in family crisis intervention was quite positive. In terms of specific topics, they benefited most from instruction in defusing techniques, how to make referrals, active listening, interviewing and role-playing techniques.

In general, the subject matter, organization, course materials, and instruction of the sessions appeared very satisfactory and in accordance with the officers' needs and expectations. The ratings received by the three trainers in these categories differed somewhat. Slightly higher ratings were received by Trainer I, the project coordinator. This is understandable since he was the one who originally developed the training curriculum and had more actual experience in administering the training. It is likely that, given the opportunity for the other two counselors to modify some of the materials to suit their own teaching styles, they will improve in their abilities to deliver the training.

The police officers left the training sessions feeling that their knowledge about and skill in handling family crisis intervention had much improved. Most officers stated that they planned to use many of the techniques presented during the sessions when responding to future crisis calls. All officers said that they had definitely learned something from the training, but a majority of them also thought they would benefit from another series of refresher sessions in the future.

#### Pre-Post Attitude Questionnaire

Appendix B contains a copy of the attitude questionnaire. Officers

were asked to respond to 36 questions in a variety of categories as shown below:

I. Attitudes:

- a. appropriateness of 415F's for police work.
- b. understanding people and their problems.
- c. effectiveness; feeling of professionalism.
- d. being of service to people with 415F's.
- e. confidence in making referrals.

II. Knowledge and skills:

- a. when to make referrals.
- b. types of referral agencies available.
- c. interviewing competency.
- d. defusing techniques.
- e. mediation-resolution techniques.

The items on this instrument were quantified on a 4-point scale from "strongly agree" to "strongly disagree". For half the items, agreement was considered to be the most appropriate response; the reverse was true for the other items. To simplify the interpretation, a score of 4 was assigned to extreme responses in the appropriate direction and a score of 1 was given for extreme scores in the opposite direction. In other words, the scoring procedure was switched for those items worded negatively. Responses between the two extremes of the scale, of course, received 2 or 3 points. Those items in Appendix B marked with an asterisk are the negatively scaled items.

On the following page is a table giving a complete statistical summary of the officers' responses. Table 3.1 shows group means for the pre- and post-tests, correlations between means, and t-ratios. These t-values were computed using a correlated t-model to detect the significance of a difference



Table 3.1

A Comparison of Police Officers' Attitudes Toward  
Family Crisis Intervention Before and After Training

Item No.	N	<u>Before</u>		<u>After</u>		<u>Difference</u>	<u>Correlation</u>	<u>t-ratio</u>
		<u>Mean</u>	<u>SD</u>	<u>Mean</u>	<u>SD</u>			
1	60	2.20	.73	2.76	.69	-0.56	.42	5.72*
2	60	3.03	.75	3.08	.69	-0.05	.38	.47
3	60	3.11	.64	3.10	.51	.01	.53	.22
4	60	2.65	.63	2.73	.51	-0.08	.43	1.04
5	60	2.95	.53	2.86	.53	.08	.44	1.15
6	59	2.57	.87	2.64	.88	-0.06	.58	.64
7	60	2.26	.75	2.93	.63	-0.66	.35	6.49*
8	60	3.11	.49	3.08	.46	.03	.48	.53
9	60	2.26	.73	2.90	.51	-0.63	.25	6.28*
10	60	3.40	.64	3.11	.76	.28	-0.06	2.13*
11	60	2.88	.45	3.10	.30	-0.21	.08	3.20*
12	60	2.70	.49	3.05	.46	-0.35	.13	4.28*
13	60	3.03	.55	3.11	.45	-0.08	.45	1.21
14	60	3.00	.48	3.08	.33	-0.08	.20	1.21
15	60	3.11	.37	3.06	.31	.05	.51	1.13
16	60	3.20	.54	3.28	.49	-0.08	.29	1.04
17	59	2.83	.37	2.94	.39	-0.11	.29	1.98*
18	59	3.11	.45	3.06	.55	.05	.64	.90

Table 3.1

(continued)

Item No.	N	<u>Before</u>		<u>After</u>		<u>Difference</u>	<u>Correlation</u>	<u>t-ratio</u>
		<u>Mean</u>	<u>SD</u>	<u>Mean</u>	<u>SD</u>			
19	60	2.50	.53	2.96	.41	-0.46	.38	6.74*
20	57	2.61	.52	2.94	.51	-0.33	.05	3.51*
21	60	3.03	.31	3.06	.25	-0.03	.18	.70
22	59	2.84	.40	2.88	.32	-0.03	.12	.53
23	60	3.16	.41	3.33	.47	-0.16	.39	2.61*
24	60	2.83	.41	2.98	.34	-0.15	.21	2.41*
25	59	3.06	.58	3.22	.52	-0.15	.51	2.12*
26	60	3.10	.62	3.18	.67	-0.08	.51	1.00
27	60	3.21	.49	3.21	.49	0	.36	0
28	60	3.21	.41	3.33	.50	-0.11	.21	1.54
29	60	2.66	.50	3.03	.51	-0.36	.36	4.88*
30	60	2.90	.43	3.05	.38	-0.15	.12	2.12*
31	60	2.70	.53	3.01	.46	-0.31	.02	3.49*
32	60	2.96	.58	3.26	.57	-0.30	.32	3.46*
33	60	3.00	.26	3.18	.43	-0.18	.15	3.02*
34	59	2.98	.57	3.01	.50	-0.03	.53	.49
35	60	2.61	.49	3.01	.29	-0.40	.04	5.54*
36	59	3.23	.62	3.18	.68	.05	.33	.51
Average	60	2.89	.18	3.05	.23	-0.15	.55	5.92*

Note: The average statistics presented at the bottom are based upon an average item score for individuals. This was used as a total test score because some individuals did not answer all items.

\* Indicates differences significant at the .05 level or beyond.

between pre- and post-responses. The .05 level of significance was used to denote changes in attitudes which were not simply due to chance variations.

#### Summary

The results shown in Table 3.1 provide strong evidence that the police officers did, in fact, change their attitudes considerably as a result of their training experience. Eighteen of the items show statistically significant changes from pre- to post-training. Seventeen of these changes were considered to be in the appropriate direction. In addition, there were eleven other items which showed some degree of change in the proper direction. Only six items out of 36 changed in the wrong direction, and one item showed no changes. These latter shifts were very slight, of course, and most likely due to random fluctuations from one time to another.

Listed below are some of the items which showed significantly positive attitude changes among the police officers:

- (7) I have a pretty good knowledge of available mental health and "helping" resources in the local area.
- (11) If it is possible to resolve a family fight, I know what steps to take to accomplish this.
- (12) I know how to refer people with family problems to an agency that could help them.
- (20) The interview isn't complete until there is a summary.
- (32) It is important to get the disputants to agree as to what the problem is.
- (35) I know the technical methods for helping to resolve a family fight.



On the following items, the officers' attitudes changed significantly in an appropriate direction toward disagreement:

- (1) Unless, there is a real possibility of getting hurt, police intervention is not appropriate in family disturbances.
- (9) Disputants on a 415F should always be separated into different rooms.
- (10) It is not important for an officer to establish rapport with the people he sees on a 415F.
- (25) Police officers should not be required to respond to family fight calls.
- (30) There is really no way of knowing when to refer a family to an agency for help with their problems.

In conclusion, it can be stated with considerable certainty that Project Outreach has made a definite impact on the attitudes of police officers in the Hayward Police Department toward their handling of family disturbance calls. It is likely that these attitude changes are just as important as the accumulation of new knowledge in the force's effort to resolve family problems.

#### Personal Interviews

Appendix C contains the police officer interview schedule. Of particular importance to this third project objective is item 5: "As a result of your training, do you feel more competent and effective in handling 415F details alone?" Some of the answers given to this question are of interest:

"Yes, now I have an extra alternative--getting help for them."

"... no doubt about learning something. Main thing, ... having information at my fingertips gives people reassurance, temporarily solves the problem."

"Almost 100 per cent more effective."

"Yes."

Not all of the officers were totally positive, of course. Some felt that the training had just scratched the surface, and that they had much more learning to do before they would be totally effective. But the majority thought they had learned something worthwhile.

#### Summary of Objective 3

It seems clear from the variety of evidence presented that the training of police officers to effectively handle family disturbance calls is proceeding quite well. Most officers responded quite positively to the content of the training sessions both via questionnaire and personal interviews by the evaluators. An attitude survey also showed that the Hayward police officers have significantly modified their attitudes toward helping local families resolve their problems. This in itself should improve the force's effectiveness in dealing with this social problem.

#### Objective Four

Determine which of the two approaches utilized is the most effective in reducing police involvement in domestic disputes.

The intent of this objective was to explore the efficacy of two types of service provided by Project Outreach counselors. In the first approach, counselors respond along with police officers to a family crisis call as it happens in the home of the disputants. This type of contact will be referred to as a street contact. Another type of contact which has been equally important to the project, at least in terms of numbers of families counseled, is the police officer referral. Because the project employs only three counselors, it is not possible for them to be "on the street" at all times. Thus, a large proportion of their cases are referred to them as the result of street contacts made by police officers. Considering these two basic approaches, it becomes logical to ask whether one or the other works better toward resolving family disputes.

The criteria used to determine the merits of each approach were both objective and subjective in nature. The objective criteria were the same ones used to evaluate objectives 1 and 2 previously: (1) the number of repeat 415F calls, and (2) the average detail time of police officers. The subjective criteria were, in essence, the opinions of both police officers and client families toward the participation of family counselors in the crisis call. Data were collected on the basis of interviews with police officers and clients. The questions asked police officers were as follows:

- (1) Do you prefer to handle 415F details with or without a Project Outreach counselor present?
- (2) In what ways do you feel the Project Outreach counselor helps and/or hinders you?

- (3) In what ways, if any, does the presence of a Project Outreach counselor effect your methods of handling a 415F?
- (4) Do you feel protective towards Project Outreach counselors during a 415F detail? Has this changed any over the year?

The client questions pertinent to this objective are given below (see Appendix D for the complete Client Interview Schedule).

- (2) Do you think family counselors should continue to call on Hayward families or do you think they should let the police handle the family problems and only do follow-up counseling?
- (3) Would you rather have a family counselor or just a policeman come to your home during a crisis?
- (4) How did you feel when I responded to your call with the police officer?
- (5) Did you feel that I was more or less helpful than a police officer would have been alone?
- (6) If the police had come to your home alone and then referred you to Project Outreach, do you think you would have made contact with a family counselor?

It should be noted that the client questions were posed by the counselors themselves during a follow-up evaluative telephone conversation with a member of the client family. Responses were collected from 23 different clients. To the extent that this procedure may have mitigated against perfectly valid responses, then the data may be biased. However, it is our judgment that the responses received from the clients were as frank, open, and truthful as most interview data collected in social research enterprises. Nevertheless, no claim is being made that these data are perfectly valid and representative of all families counseled through Project Outreach services.

### Results

The results for both of the objective criteria are quite interesting

because they shed a great deal more light on the repetition phenomenon discussed under Objective 1 in this report. In order to compare the two counseling approaches in terms of (1) repeat calls and (2) average detail times, random samples of 100 cases of each type were taken from the project files.

In terms of repeat calls, the comparison showed that the 100 families classified as street contacts made a total of 76 crisis calls to the police department after their initial call. Therefore, of the 176 total calls made by this group 43% were repeats. Among the 100 families referred to Project Outreach by police officers, the number of subsequent calls was even higher. The repetition rate for this group was 47 per cent. This difference of 4 percentage points is not statistically significant.

The most interesting fact about these figures is the extent to which they deviate from the repetition rates discussed previously for Objective 1. In terms of the computer data on 415F details, the repetition rate during the project year was only 13 per cent. What accounts for this large difference? The most plausible explanation is that the computer data contains only information on 415F details. Because many repeat calls are made for offenses classified in other detail categories, the results presented in Objective 1 are artificially low in terms of a repetition rate which includes related future offenses. A further analysis of the present data showed that among the 100 street contacts, only 39 families accounted for the 76 repeat calls. This compared to 40 families in the referred group who made 87 repeat calls. Thus, it appears that when all related offenses are taken into account, about 40% of the families served by Project Outreach can be classified as repeat offenders. It is probable that the city-wide average for repeat offenders may run even higher than this, perhaps as high as 50 per cent.

Tables 4.1 and 4.2 provide more detailed information concerning the variety of details handled by Project Outreach counselors. Each of these tables lists the number of families who were initially contacted in each detail category. Since some detail information was missing for the families referred by officers, only 82 calls could be classified. Therefore, 82 cases were selected randomly from the 100 street contacts to balance the comparison.

Among the street-contacted families (Table 4.1), the largest number of cases (29) were classified as 415F's. However, 28 cases were classified as 415, a general disturbance category; and a considerable number of cases fell into other categories - insane, suicide, missing person, etc. This indicates that Outreach counselors are responding to crisis calls whenever their services are requested by police officers in the field.

Among the referred families (Table 4.2), the diversity of offenses is even greater. Only 16 of the 82 cases are classified as 415F's. Twenty-seven are in the general disturbance category, 415; and others fall into such categories as juvenile code, missing juvenile, assault and battery, insane, missing person, suicide attempt, etc. This indicates that police officers are making quite liberal use of the project for referral purposes and are using their judgment concerning which families to refer, rather than blindly following the use of detail classifications made by the phone dispatcher.

In terms of average detail times, a comparison of the two groups (Table 4.3) showed that street contacted families required somewhat more time than those in the referral group. However, the average times of 27.73 and 25.15 minutes per crisis call, respectively, were not significantly different. The

Table 4.1

Original Detail Categories for Family  
Crisis Calls Made by Counselors  
(Street Contacts)

<u>Detail #</u>	<u>N</u>	<u>Description</u>
415F	29	Family disturbance
415	28	Disturbance
5150	6	Insane-hospitalize
1056A	4	Suicide attempt
1056J	3	Suicide attempt - juvenile
1057	3	Missing person
1062B	2	Civil standby
1062	1	Meet a citizen
1061	1	Misc. public service
1059	1	Security check
1042	1	Check on welfare of/at
1141	1	Ambulance needed
647F	1	Vagrant (family)
242	1	Assault & battery

Note: 10-series are radio codes;  
others are penal codes.

Table 4.2

## Original Detail Categories for Family

## Crisis Calls Made by Police

(Referrals)

<u>Detail #</u>	<u>N</u>	<u>Description</u>
415	27	Disturbance
415F	16	Family disturbance
601	7	Juvenile code
1057J	6	Missing juvenile
242	6	Assault and battery
5150	2	Insane-hospitalize
1057	2	Missing person
1056A	2	Suicide attempt
1042	2	Check on welfare of/at
1141	1	Ambulance needed
1070	1	Prowler
1064	1	Found property
1062X	1	Property damage/vehicle
1056	1	Suicide attempt
908	1	Number & method of selection
647F	1	Vagrant (family)
602	1	Juvenile code
484	1	Theft
459	1	Burglary
272	1	Contributing to delinquency of a minor
220	1	Assault with intent to commit rape



interesting thing about both of these computed means is that, once again, they deviate considerably from the data reported earlier in this report under Objective 2. The mean detail time reported for 415F calls during the project year was 16.62 minutes. This difference of about 10 minutes is probably due to the fact that the 415F calls taken from the computer data included a large proportion of calls made only by police officers and not considered serious enough for referral to project counselors. Thus, the seriousness of a family dispute, and its potential for resolution by a counselor, seem to be important factors associated with the amount of time police officers spend on the call.

#### Police Interviews

In general, police officers were quite favorable toward having Project counselors respond to crisis calls with them in the field. When asked if they preferred to handle 415F details with or without a Project Outreach counselor, eight of twelve officers gave unqualified approval. Four of the officers stated that on some occasions, they felt the counselor's presence was unnecessary, and that counselors should not arbitrarily respond to a call but should be available if needed. One point made by several officers was that they felt it really helped the counselors to be in the families' homes and to experience the crisis situation first hand.

When asked: "In what ways do you feel the Project Outreach counselor helps and/or hinders you?", these were some of the officers' comments:

"They don't get in the way at all. The counselors have an excellent working relationship with the officers. No problems at all."

"The majority of the officers are glad to have them. We don't have to spend as much time as before."

"They are far more qualified to handle social problems than I am. They have the time to devote to it."

"They're useful in disarming and cooling the situation."

"They help because the authoritarian image is out of the picture, or in the background. They hinder because we're concerned about their safety. I'm not real sure when we can bring them into an incident."

"They help because as a cop you're not noted for finesse and counseling abilities. Counselors are not a cop and not threatening. There is a difference in peoples' attitudes towards me and the situation when the counselor arrives. The atmosphere relaxes. There's no more threat of going to jail."

"Counselors are efficient and educated in the ways of the human mind and how it works. This gives them a jump on things. They are able to deal more effectively and help explain why people play the games they play."

The officers' responses to related questions were somewhat similar. Here are a few responses to the third interview question: "In what ways, if any, does the presence of a Project Outreach counselor effect your methods of handling 415F's?"

"We still basically handle 415F's the same way, but-through training we know what is happening. It (the training) showed us when to use techniques. Training was a big plus--should be followed-up."

"I usually let the counselor take the lead. I calm down the situation and let them do the work."

"I don't change the techniques, just feel I can get back to the streets sooner and leave the situation in competent hands."

Here are some typical responses to the fourth question: "Do you feel protective towards Project Outreach counselors during a 415F detail? Has this changed over the year?"

"When they first started I was super-protective. I thought they didn't know what was going on. Now I have much more confidence in all the counselors--they know what they're looking for and what to do."

"Yes, I'm hesitant to get very far away until he feels comfortable."

"Yes, with Sue (the one female counselor) we keep an eye on her and make sure she doesn't get herself out on a limb. Same with Don and Ken but to a lesser degree."

"Male or female or reserve (officer), I'm still conscious of their safety; but no real problem. The counselors follow directions, wait until its safe to come in."

"Yes, we protect them as we protect our own. We won't leave them in a hot spot and say, 'OK, you take care of it.' Once the situation is not violent we let them take over the lead. They're accepted."

#### Client Interviews

Several related questions were asked of clients. Some representative examples of their responses are summarized below:

"It's good to have a counselor with the police officer. You all came so quick. We wanted help right away, not two weeks later."

"Sometimes a patrolman is needed. There should be a choice-- either call Project Outreach or the HPD."

"Counselor needs to go, too. I thought, 'Thank God,' here comes someone who can really help."

"Counselors should be into it from the start."

"We need both, depending on the circumstances. If there is violence, then also the patrolman."

One question of particular interest was this one: "If the police had come to your home alone and then referred you to Project Outreach, do you think you would have made contact with a family counselor?"

— "No, it would be just like going to AA."

"If you had called us the next day, I would have followed up. It would be like you making the first move."

"Very doubtful."

"No."

"Doubt it. I'd probably put it off."

"No."

#### Summary for Objective 4

In terms of the objective criteria used to evaluate this objective, there was no measurable difference in the two different modes of operation.

Both types of families, those contacted on the street and those referred by police officers, had about the same number of repeat problems, although the referred group repeated slightly more often. The amount of time spent on calls by police officers under the two separate conditions was also about the same, although they spent slightly more time with a counselor present. This is probably due to their need for introducing the counselor and remaining on the scene until they are sure it's safe to leave.

Comments from both the police officers and family members indicated a favorable attitude toward having the counselors present during the initial crisis. Most officers felt that the counselor's presence enabled him to get more insight into the family's problems. Many clients stated that they probably wouldn't have made a future appointment to talk to a counselor if they hadn't made contact initially in their home.

It seems likely that both modes of operation are beneficial. Although it might be better to have a counselor on call at all times for emergency crisis calls, the size of the counseling staff simply makes this impossible. Also, the ability of the police department to use Project Outreach as its own referral agency provides the officers with a more effective and direct resource for handling family problems, because it allows for much greater communication between police and counselors than would be the case with an outside agency. Thus, it seems that unless the counseling staff is increased, it should continue to operate in both a crisis and follow-up capacity.

## Objective Five

Bring the problems of families frequently needing crisis intervention by police to closure.

This objective, in some respects, is closely associated with Objective 1. Families frequently needing crisis intervention are those who repeatedly call the police department for help. In order to achieve this project objective, a significant reduction in repeat calls must be shown.

A procedure has been implemented by the project staff which allows them to identify repeat 415F or related crisis calls, whether these families are personally contacted by counselors or are referred by police officers. Once a family has been identified as a repeat offender, counselors make a special effort to help them resolve their conflicts so that further police intervention will be unnecessary.

In order to evaluate this objective a group of repeating families was identified during the first half of the project year and their progress was followed during the remainder of the year, during which time they received counseling. Data will be presented showing the frequency of their crisis calls during the year.

In addition to this data, information was collected through personal interviews with other families by the project counselors and with police officers by the evaluators. A sample of their comments relative to Objective 5 will also be presented in this section.

### Repeat Calls

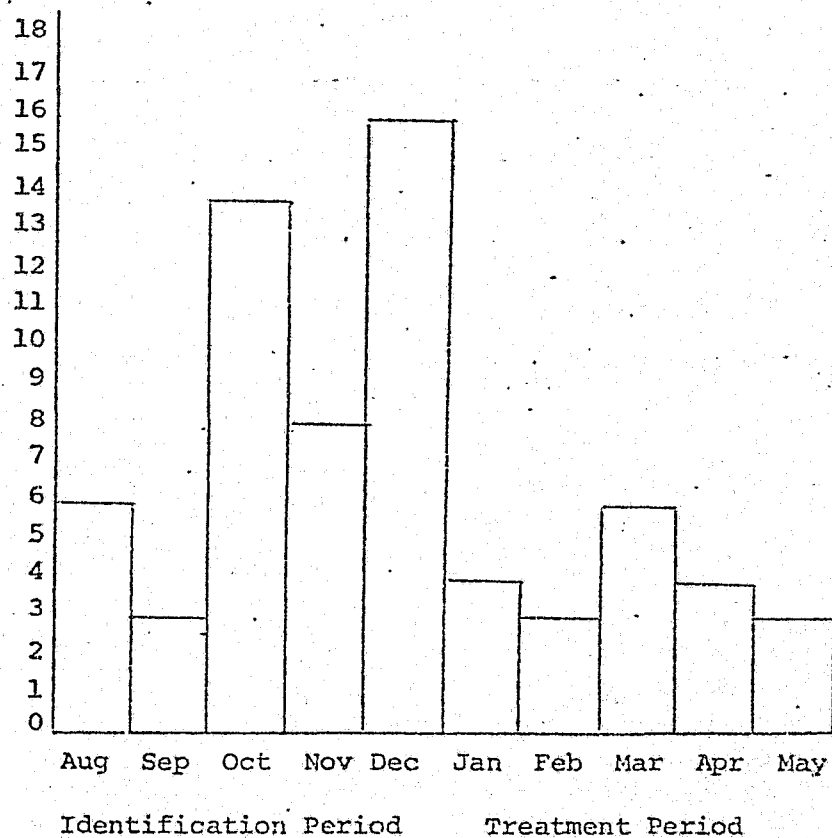
From a random sample of 100 street contacts and 100 police officer referrals (see Objective 4), a group of 17 families was identified as repeat callers. The criterion used for this identification was that the

family had to have made at least one repeat call to the police before December 31, 1973. The baseline period for this identification phase began August 1, 1973, even though the project officially started on June 1, 1973. The reason for this two month delay was that sufficient personnel, including a secretary, had not been hired until late July; and a record keeping system was not established until August. Thus, for evaluation purposes, the year was divided into two five month periods. During the period of August through December (the baseline period) repeat offenders were identified. The average time between their crisis calls was computed and compared with the average time between their crisis calls during the second half of the year, January through May, 1974. The rationale for this procedure is as follows: If the time interval between repeat calls during the second period is significantly longer than during the first, then this will indicate that the family counseling provided by Project Outreach has been effective.

Figure 5.1 shows the frequency of crisis calls for the identified families throughout the year. During the baseline identification period, the families made a total of 47 calls to the police department. This included their 17 original calls and 30 additional repeat calls. The average time duration between these calls for each family was 39 days. As shown in Figure 5.1, the total number of crisis calls dropped substantially during the second half of the year. During this phase (the treatment period) only 20 repeat calls were made and the time between these calls was 113 days per family on the average. This difference in average time between calls was tested statistically ( $t=4.19$ ,  $df=15$ ) and found to be highly significant.

Figure 5.1

Frequency of Family Crisis Calls during  
a Ten Month Period for a Random  
Group of Repeat Callers  
(N=17)



A further analysis of these data showed that of the 17 families (9 street contacts and 8 referrals), eight of them did not repeat a crisis call at all during the second half of the year. Only two families repeated more often during the treatment period than they did during the baseline period.

This phenomenon, impressive as it is, is not conclusive proof of the effectiveness of the counseling. It is well known among mental health professionals that spontaneous remission sometimes occurs among untreated patients, i.e., they appear to regain their health even though treatment is not provided. It is possible that this alternative hypothesis could account for the effects shown in Figure 5.1. However, it is our judgment that the crisis and follow-up counseling provided these families did have some beneficial effects which contributed to the highly significant reduction in crisis calls during the latter half of the year.

#### Client Interviews

Two of the questions asked clients were particularly pertinent to this objective. These were:

(8) Do you think that having counselors available for you to discuss your problems has kept you from calling the police more often?

(13) Do you feel that there has been any change in your situation as a result of your contact with Project Outreach.

In response to the first question, 19 of 23 clients interviewed said "yes." Some of their responses were:



"Definitely, I called Project Outreach instead."

"Definitely, I might have called the HPD two or three times, but Project Outreach was a better alternative."

"Yes, you saved our marriage."

"Yes, I think they made me understand my kids better."

"Yes, I don't like the question since I don't call the police anyway."

"Most definitely, we have not called HPD since. Knowing you are there and being able to talk with you lets the pressure off before complete despair or violence."

"Yes, definitely! I learned a method to deal with him (husband). I stopped irritating him into violence."

"No, that was a one-time deal."

In response to the second question above, which asked if there were any changes in the client's situation as a result of counseling, these were some replies:

"Yes, I don't get into arguments with my mother as much as I used to. She's been trying; I've been trying."

"My son's not been violent. He got an "A" in night school class. He's trying to go to Chabot - auto mechanics."

"We can deal with situations without yelling. We keep referring to our meetings with you."

"There was for awhile, then she fell back into the same pattern. I think she's a spoiled brat."

"I understand that idiot more than I ever did before. I see the pattern of his violent streak and act very calmly."

"Because of you, it showed me that HPD is not only concerned in curbing crime, but also in people as individuals with their problems and their needs."

#### Police Officer Interviews

The final question asked police officers bears indirectly on this fifth objective. Their responses also serve as a fitting conclusion to

this report:

Question: Do you have any suggestions as to how Project Outreach can be of better service to you and the community?

Answers: "Enlarge it. I'm all for it. I'd just as soon have them on the street every day. I'd hate to see the project taken away."

"Give us more money and more personnel to do more of the same."

"We should eventually move into youth counseling and the drug area. Family problems often involve youth... We need more advanced training to cover ethnic problems."

"No one is available during the week at nights. They should enlarge and have someone available during the midnight hours ... In addition to training the whole force, select a few officers who are particularly interested in crisis intervention and assign them to work with an Outreach counselor who will really train them to work on cases more expertly."

"More publicity."

"As psychiatric trainers, they can teach us to be more effective in such areas as notifying next of kin and handling the mentally deranged."

"Have another class dealing with specific illnesses and treatment. Teach officers different types of people, say four or five, and how to effectively communicate with each type."

"Training should be continued next year for feedback on what worked and what didn't--apply and evaluate."

"Alcoholism should be stressed in training. Many family problems revolve around this. Community publicity should be started soon."

"This is a fantastic program. It fills in a big gap in police service. Ken Merritt knows his way. I don't think they could have picked a better man. The concept is long overdue in law enforcement."

APPENDIX A

N=23	N=28	N=21	N=72
Trainer	Trainer	Trainer	Overall
I	II	III	

1. Listed below are the major topics covered in the training sessions. Please indicate your reactions to each session in terms of the amount of information provided.

Note: a 4-point scale was used.  
1=least informative  
4=most informative

	Mean	Mean	Mean	Mean	SD
1. Contract for training	3.17	2.36	2.86	2.79	.88
2. Needs assessment	3.12	2.58	2.71	2.80	.83
3. Discussion of Project Outreach	3.65	3.37	3.20	3.41	.57
4. Abnormal Psychology	3.18	3.28	2.88	3.11	.65
5. Transactional Analysis *	3.17	2.64	2.62	2.81	.64
6. Behavioral Determinants	3.40	3.38	2.88	3.22	.57
7. Shared leadership exercise	2.97	2.85	2.84	2.89	.67
8. Active listening exercise	3.47	3.32	3.28	3.36	.66
9. Defusing techniques	3.63	3.43	3.10	3.39	.51
10. Interviewing techniques	3.52	3.26	3.10	3.29	.62
11. Mediation techniques	3.43	3.06	2.68	3.06	.61
12. Johari awareness model	2.63	2.14	2.70	2.49	.90
13. Helping relationship exercise	2.90	2.25	2.80	2.65	.79
14. 415F film	2.85	2.32	2.63	2.60	.84
15. Flow chart of crisis intervention	3.31	3.02	2.79	3.04	.76
16. How to refer Mental health community	3.80	3.40	2.93	3.38	.67
17. 415 Case role playing	3.52	2.92	3.15	3.20	.81

2. Which one of the sessions listed above did you benefit-most from?

	f	f	f	TOTAL f
415 case role playing	8	3	7	18
Defusing techniques	2	5	4	11
Active listening exercise	3	4	3	10
Behavioral Determinants	3	3	1	7
Interviewing techniques	1	3	2	6
How to refer - MHC	1	3	2	6
Discussion of Project Outreach	2	3	0	5
Abnormal Psychology	2	1	2	5
Shared leadership exercise	2	2	1	5
Transactional Analysis *	4	0	0	4
Mediation techniques	1	2	0	3
Needs assessment	0	1	1	2
Johari awareness model	0	1	1	2
415F film	2	0	0	2
Flow chart of crisis intervention	0	1	1	2
Contract for training	0	0	0	0
Helping relationship exercise	0	0	0	0

\*During training sessions, training questionnaire was revised splitting Transactional Analysis away from the Abnormal Psychology category, making it a category in it's own.

3. Which of the sessions did you benefit least from?	Trainer	Trainer	Trainer	TOTAL f
	I f	II f	III f	
Contract for training	2	5	6	13
Johari awareness model	5	2	2	9
415F film	3	1	1	5
415 case role playing	0	4	0	4
Needs assessment	0	0	3	3
Abnormal Psychology	0	1	1	2
Transactional Analysis*	1	1	1	2
Shared leadership exercise	1	0	1	2
Active listening exercise	0	0	2	2
Interviewing techniques	1	0	0	1
Helping relationship exercise	0	0	1	1
Flow chart of crisis intervention	0	0	1	1
How to refer - MHC	0	0	1	1
Discussion of Project Outreach	0	0	0	0
Behavioral Determinants	0	0	0	0
Defusing techniques	0	0	0	0
Mediation techniques	0	0	0	0

4. How well did the subject matter of the training sessions meet your expectations? (Did you get what you expected to get?)	Trainer	Trainer	Trainer	Overall	SD
	I	II	III		
a. (4) very close to my expectations	3.61	3.14	3.15	3.30	.64
b. (3) pretty close					
c. (2) not to close					
d. (1) left field					

5. Do you feel the sessions were well organized?		Trainer	Trainer	Trainer	Overall	SD
a. (4) yes, very well organized		3.92	3.36	3.25	3.51	.34
b. (3) yes, adequately organized						
c. (2) no, somewhat disorganized						
d. (1) no, quite disorganized						

6. Are there any other topics you think should be added to the training sessions?\*

- "More of the 415 role playing/tape playback."
- "Family psychology."
- "Juvenile -vs- parent."
- "Family problems - mother, dad, children, school, etc."
- "Expand on mentally ill."
- "How to handle mentally ill at a 415."
- "How to handle 5150."
- "415 neighbors, landlord/tenant."
- "Social economics."
- "More practical problems followed by criticism."
- "More techniques."
- "Racial techniques."
- "Application exercise using TA."
- "More referral information."
- "More knowledge of the different agencies."

7. Was there proper balance between theory and practice?\*

- "OK, too much theory."
- "No, too much theory, need more practical application."
- "Yes, teacher was aware of street problems."
- "Examples were good."
- "Yes" (f=49)
- "No" (f=10)

8. As a result of the training sessions, how do you feel about your present knowledge concerning family crisis intervention?

	<u>Trainer I</u>	<u>Trainer II</u>	<u>Trainer III</u>	<u>Overall</u>	<u>SD</u>
a. (4) greatly improved	3.61	2.81	2.61	3.01	.61
b. (3) much improved					
c. (2) somewhat improved					
d. (1) no improvement					

9. As a result of the training session, how do you feel about your present skill in handling family crisis calls?

	3.59	2.63	2.67	2.96	.62
--	------	------	------	------	-----

- a. (4) greatly improved
- b. (3) much improved
- c. (2) somewhat improved
- d. (1) no improvement

\* Comments included in this summary represent a sampling of all comments covering major categories.

		Trainer I	Trainer II	Trainer III	Overall	SD
10.	Was the level of information presented appropriate to your needs?	3.44	3.09	3.02	3.18	.50
	a. (4) yes, just right					
	b. (3) yes, pretty close					
	c. (2) no, to sophisticated					
	d. (1) no, to Mickey Mouse					
11.	To what extent do you expect to utilize the training techniques presented in the sessions?	3.66	3.05	3.15	3.29	.56
	a. (4) I plan to use most of them					
	b. (3) I will use several of them					
	c. (2) I might use a few of them					
	d. (1) I probably won't use any					
12.	Do you feel that the materials passed out to you will be useful in your own situations?	3.12	3.69	3.13	3.31	.66
	a. (4) yes, very useful					
	b. (3) yes, pretty useful					
	c. (2) perhaps somewhat useful					
	d. (1) no, not at all useful					
13.	As a result of the training, how would you rate your present attitude toward responding to family crisis calls?	3.25	2.46	2.61	2.77	.80
	a. (4) much more willing to respond					
	b. (3) somewhat more willing to respond					
	c. (2) same as before					
	d. (1) less willing to respond					
14.	Do you feel you need or would benefit from another series of training sessions?	3.00	2.42	2.53	2.65	3.26
	a. (3) probably yes					
	b. (2) probably not					
	c. (1) definitely not					

If yes, what type of training would be most helpful?

- "More advanced ideas in general about people that I could apply."
- "To help refine one's methods and to observe others in handling 415's."
- "Past actions as compared to possible new solutions (comparison - best results as determined by return calls, etc)."
- "After using these methods, a review to determine if it is working properly and could be improved."
- "More training would mean I would be more confident. I understand but need more confidence."
- "Anything along these lines, best training I received in a long time. I hope to make good use of all your efforts."
- "Follow up after a period of experience to reinforce the theory put forth. Like most new concepts in a short time only a portion stays with you."
- "More role playing involving various types of 415F's. It is good to view other officer's approaches. This benefited me the most."
- "Taped sessions to reveal short comings we do not see in ourselves."
- "Actual cases, role playing, psychology of it all. What to expect from the counselor when he and R/O arrive at the same time."
- "More practice in handling 415 calls and psychology in dealing with criminals."
- "More intricate cases of role playing and possibly visits of some of the facilities available throughout the area that we may be referring disputants to attend."
- "More info on who to refer person to - ways of helping specific types of people."
- "Have different types of 415's and how to handle them. More time needed. I feel I learned much during the last session because I was applying what I had been taught."
- "More involved 415 with higher danger level."
- "Handling 5150."
- "Juvenile type 415's."
- "Identifying the types of mentally ill and what you can expect from them."
- "More techniques on defusing, more on mediation."
- "More depth into ethnic problems and feelings. Prejudices on both sides (police-minorities) compound many 415F's."
- "A class in racial life style."

15. What is your overall reaction to training session?

	Trainer I	Trainer II	Trainer III	Overall	SD
a. (4) outstanding					
b. (3) very good	3.73	3.07	2.94	3.25	6.2
c. (2) satisfactory					
d. (1) poor					



16. Did you learn anything?	Trainer	Trainer	Trainer	Overall	SD
	<u>I</u>	<u>II</u>	<u>III</u>	<u></u>	<u></u>
a. (2) yes	2.00	2.00	2.00	2.00	0
b. (1) no					

If yes, what did you learn?  
(In your own words).

- "I learned that I can head people in the right direction to solving their family problems and having a better life together."
- "Felt much more competent in handling 415 calls. May really be able to help people in these types of incidents so officer will not have to respond again."
- "How to put words on things we do every day. Keep in mind being a police officer and having that power of arrest, theory, and practice are two different things in 415F's. Wife wants husband arrested, husband wants wife arrested, some techniques are useful, others are not."
- "What I had been doing for years, without my knowledge, was a part of a sophisticated procedure; I know more than I thought I did."
- "Why people at times react the way they do under certain types of stress."
- "I was made to realize the different steps and how to cope with most of them and new ways to get to the end and where to send people who want help."
- "I felt that it gave me a better knowledge of what to look for at a 415F and a much better way to handle it. Also the referrals that are now available for us to use are excellent."
- "To listen to what the people are saying and to refrain from applying my own solution. In other words, to shut up and listen."
- "I feel that I learned a procedure. Before I would just stumble along in a 415 and hope for the best. Also I am now much more confident."
- "I learned new methods, at least to me they are new. I also learned what some of the methods were called that I already used and when the right time to use them is appropriate. Outstanding course:"
- "I feel better qualified to handle a 415F. I know where to send people for help. I can understand their problems and let them know I understand. I can talk to them, inform them rather than bullshit them."
- "Ways of showing people that the police want to help."
- "New methods of handling family fights. Most of the ideas I picked up from the training, I should be able to use."
- "Family disputes have causes - with the techniques of defusing, interviewing, mediation and referrals that the rate of recidivism can be reduced."
- "Theory as applied to technique and visa versa."
- "I will attempt to take a few more minutes to understand the problem at hand and attempt to come to a practical solution."
- "Discovered that there are other ways that problems can be dealt with and that some of the ways that I have handled past 415F's before are not nearly as good."
- "I learned how to listen and how to assess what people are saying and how to control the flow of events in a 415 situation."
- "The paraphrasing and the referral notebook will help my skill in handling 415F's."

- "How to handle the situations. Where as before I was at a total loss and felt that I couldn't help in 415's, now I look forward to using the techniques I have learned."
- "I learned several techniques and methods for helping families. Also, how and where to make referrals which I knew very little."
- "What not to do!"
- "Methods to calm and help resolve the family dispute on a more permanent basis. Who else can help."
- "Additional aids to use in solving 415F's and an increased understanding of people's behavior and attitudes."
- "Different places available to refer people."
- "It backed some of my own thoughts of why and how things happen in misunderstandings and problem solving."
- "I had the wrong idea of how to handle 415's and little confidence in myself. That has been changed now."
- "I got a chance to look at myself and how I act at a 415F. The handout that we got is most informative."
- "I found names for techniques that I had been doing all along. The instructor did an outstanding job considering the material was the type that I believe most officers would tend to reject."

17. What kind of job did the instructor do?	Trainer I	Trainer II	Trainer III	Overall	SD
a. (4) outstanding, fantastic	4.00	3.50	3.53	3.68	.32
b. (3) not bad					
c. (2) not good					
d. (1) piss poor					

Appendix B

# 415 Pre-Post Questionnaire

You are asked to fill out this questionnaire as a part of our evaluation of these training meetings. You will be given a coded identification, do not put your name on the questionnaire. This guarantees you that your answers are confidential. Please answer every question. Your first impression is probably the best answer. Thank you for your help.

## Scale

SD-strongly disagree

D-disagree

A-agree

SA-strongly agree

- \* 1. Unless there's a real possibility of someone getting hurt, police intervention is not appropriate in family disturbances.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

2. Only a certain kind of person tends to get into a family fight.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

3. When I go to a 415F detail, I am as effective in handling it as most officers.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

4. I usually feel that I have helped the people I see on 415F details.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

5. When I refer a family to an agency for help, I usually feel confident that I have made a good referral.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

6. Someone who talks a lot about committing suicide is usually bluffing.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

- \* 7. I have a pretty good knowledge of the available mental health and "helping" resources in the local area.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

8. When interviewing people on 415F details, I can get information without taking sides.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

SD-strongly disagree

D-disagree

A-agree

SA-strongly agree

- \* 9. Disputants on a 415F should always be separated into different rooms.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

- \* 10. It is not important for an officer to establish rapport with the people he sees on a 415F.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

- \* 11. If it is possible to resolve a family fight, I know what steps to take to accomplish this.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

- \* 12. I know how to refer people with family problems to an agency that could help them.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

13. It is good that the police are available to respond to 415F details.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

14. As an officer, I understand people and their problems as well as most people do.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

15. On 415F calls I am pretty effective in dealing with the situation and the people.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

16. As an "outsider", there is nothing I can do to be of service to people having a family fight.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

- \* 17. When I refer people to an agency for help, I'm pretty confident that it's a good referral.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

18. It is easy to spot someone who is mentally ill.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

SD-strongly disagree

D-disagree

A-agree

SA-strongly agree

- \* 19. When I want to refer people to a local agency for help, I know where to send them.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

- \* 20. The interview isn't complete until there's a summary.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

21. I know how to defuse a quarrel, when necessary, so that some kind of order is restored.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

22. I can readily establish good rapport with the people I see on 415F details.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

- \* 23. It is not possible for a police officer to be of any use in solving a family fight situation.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

- \* 24. On a 415F, I know when it is appropriate to make a referral to an agency.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

- \* 25. Police officers should not be required to respond to family fight calls.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

26. People who get into family fights that involve the police are basically different from other people.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

27. When an officer responds to a 415F detail, it is difficult for him to maintain a professional manner.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

28. It is not possible for me, as an officer, to be of any service to people having a family fight.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

SD-strongly disagree

D-disagree

A-agree

SA-strongly agree

- \* 29. Making referrals to agencies to help people with their problems is, at best, guesswork.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

- \* 30. There is really no way of knowing when to refer a family to an agency for help with their problems.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

- \* 31. If I wanted to send someone to a local agency for help with their problems, I wouldn't know where to send them.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

- \* 32. It is important to get the disputants to agree as to what the problem is.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

- \* 33. There are times when the disputants should be kept in the same room on a 415F.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

34. An officer should remain completely aloof from the people he sees on a 415F.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

- \* 35. I know the technical methods for helping to resolve a family fight.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

36. Mental illness can't be cured.

SD \_\_\_\_\_ D \_\_\_\_\_ A \_\_\_\_\_ SA \_\_\_\_\_

If you wish to make any additional comments, please feel free to do so on the back of this page.

Please turn the page now and fill in some additional information.

Code \_\_\_\_\_

Number of years/months on police force \_\_\_\_\_

Number of years/months in other police work \_\_\_\_\_

Married \_\_\_\_\_ Single \_\_\_\_\_ Divorced \_\_\_\_\_ Other (specify) \_\_\_\_\_

Highest grade completed \_\_\_\_\_

Any additional courses you have taken \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Again, thank you for your help.



Appendix C

POLICE INTERVIEW

1. Do you prefer to handle 415F details with or without a Project Outreach counselor present?

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2. In what ways do you feel the Project Outreach counselor helps and/or hinders you?

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3. In what ways, if any, does the presence of a Project Outreach counselor effect your methods of handling a 415F?

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4. Do you feel protective towards Project Outreach counselors during a 415F detail? Has this changed any over the year?

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5. As a result of your training, do you feel more competent and effective in handling 415F details alone?

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6. As a result of the training, do you perceive your men as being better able to handle 415F's.

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7. Do you feel that the cases you refer into Project Outreach are handled quickly and effectively?

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8. Do you receive feedback on your cases that are handled by Project Outreach?

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9. Do you have any suggestions as to how Project Outreach can be of better service to you and the community?

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Appendix D

CLIENT INTERVIEW QUESTIONNAIRE

We are in the process of evaluating our first year of operation as the family counseling unit of the Hayward Police Department and are very interested in your thoughts and opinions regarding our services to you. Would you mind answering a few questions?

All

1. What do you think about the HPD having family counselors?

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Street  
contacts

2. Do you think family counselors should continue to call on Hayward families or do you think they should let the police handle the family problems and only do follow-up counseling?

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street  
contacts

3. Would you rather have a family counselor or just a policeman come to your home during a crisis?

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street  
contacts

4. How did you feel when I responded to your call with the Police Officer?

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street  
contacts

5. Did you feel that I was more or less helpful than a police officer would have been alone?

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street  
contacts

6. If the police had come to your home alone and then referred you to Project Outreach, do you think you would have made contact with a family counselor?

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All

7. Was the police officer helpful to you?

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All

8. Do you think that having counselors available for you to discuss your problems with has kept you from calling the police more often?

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All

9. Has it been necessary for you to contact the HPD since your contact with Project Outreach?

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Repeat  
callers

10. (If yes), were the circumstances a continuation of your original problem or a new problem?

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Repeat  
callers

11. (If a continuation of an old problem), why did you phone the police instead of Project Outreach?

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---

All

12. How do you feel about the services provided to you by Project Outreach? Did they meet your needs?

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All

13. Do you feel that there has been any change in your situation as a result of your contact with Project Outreach?

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All

14. Do you feel that I have personally helped you in any way?

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All

15. Do you feel that you have solved some of your problems?

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Referrals  
only

16. Did you follow up on your referral to \_\_\_\_\_?

a. (If not, ) why didn't you follow up on the referral?

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b. (If yes,) did you feel that the particular agency was helpful and met your personal needs?

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All

17. Do you have any suggestions as to how Project Outreach could improve its services?

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All

18. Do you think the HPD should continue to use family counselors?

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All

19. Do you have any additional comments you would like to make?

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**END**