



Community Policing Innovations Initiative 2021 Request for Proposals

What is the Community Policing Innovations Initiative?

The Community Policing Innovations Initiative was established to identify and support pathways for investment, leadership, and impact on community projects that address systemic inequities in policing and public safety. We just made awards to the first cohort of sites in early 2021 and are excited to expand the number of jurisdictions working on police innovation yet this year.

Looking at the seven-county region, we are interested in supporting a second cohort of cities who have a genuine commitment to innovating their local police departments by building change in their practices and/or redesigning their structure and services. We hope that these communities can serve as examples to others in the region in the years to come.

Who are we?

To catalyze local investment and respond to local needs, the Hudson-Webber Foundation and the Community Foundation for Southeast Michigan provided seed funds to establish the Community Policing Innovations Initiative. This funding is aimed at providing support in the community for their cities. Both of our foundations have a long history of building collaborations and deploying funds to benefit local communities. Based on the findings from these initial investment, we will work to include and invite other philanthropic partners to expand the effort. We are pleased that the Ballmer Group and Oakland County have also made contributions to the Initiative to support this initial period.

Our Priorities

The goal for the Initiative is to provide training and technical assistance that will give the guidance and support necessary for local communities, in partnership with local law enforcement, to develop community-driven, substantive, and pragmatic changes in the way policing and public safety services are provided. Consistent with some of the priorities that many communities are voicing with respect to policing and public safety, the Foundations have established some general areas of focus for the Initiative to guide the development of community-specific initiatives.

The programs that are supported through the Initiative will focus on one of five areas, numbered below, which encompass two broad categories, Transforming Police Practices and Forging New Paradigms:

Transforming Police Practices

1. ***Use of Force.*** In the wake of the horrific death of George Floyd in 2020, communities are wanting to ensure that the policies, procedures, and training of their police department with respect to use of force are consistent with best practices and with the values of the community. Particular focus should be paid to collaboration that would address current use of force policies and directly engage the community so that police policies and practices better represent the needs of the community by their agents of public safety.
2. ***Officer Accountability.*** Communities are trying to understand whether they have the necessary, overlapping series of checks and balances to be able to identify problematic performance and hold officers accountable for misconduct. Applicants could re-imagine a police officer contract, adopt new discipline process/matrices, provide training and/or retraining mechanisms that would allow for both accountability from the police after problematic performance and greater trust with the community.
3. ***Disparate Enforcement and Treatment.*** Some communities, especially smaller communities, are taking their first steps in understanding whether their police department's patterns of enforcement activity may be having disparate effects on communities of color – and exploring what alternative enforcement techniques might promote public safety while reducing identified disparities. Applicants might outline a program for collecting and analyzing data on police stops, search and/ or arrests to determine whether certain types of activities are having an unwanted disparate impact, and/or they may outline the development of policies and training geared toward raising awareness of subconscious or implicit biases. Applicant may also consider a review of calls for service and how 911 operators can be an agent for determining caller bias prior to sending a unit to respond.

Forging New Paradigms

4. ***Re-Imagining Public Safety.*** Across the country, some are arguing for “defunding” or “abolishing” the police. Others are speaking of transforming the model of local policing. Different people talk about these concepts in different ways. However, at the core of many of these conceptions is an interest in “reallocating or redirecting funding away from the police department to other agencies funded by the local municipality” with the intent to provide for public safety without relying on armed police to serve as the primary responders to various social and community problems that they may not be best situated to address.¹

Applications that focus on a process for exploring differential response and re-imagining public safety could develop thoughtful collaboration between police and social service agencies to begin a conversation about how to re-align the response method for calls for

¹ Rashawn Ray, Brookings Institute, “What Does ‘Defund the Police’ Mean and Does it Have Merit?” (June 19, 2020), <https://www.brookings.edu/blog/fixgov/2020/06/19/what-does-defundthe-police-mean-and-does-it-have-merit/>.

service where mental health, trauma, or youth may be involved to include or collaborate with city/community public health or social service programs.

5. *Truth & Reconciliation.* Nationally, communities are thinking through whether there can a structured process in which the community may give voice to their history, pain, anger, and grief; the police acknowledge their historical and specific role in that history; and establishing a common, shared vision for how the public safety relationship can be different in the future. Applicants could consider police academy or departmental training that offers regional/ community history, implicit bias training, and real-world scenario-based de-escalation training all that include community participation as educators, scenario role-players and restorative justice circle participants.

For the areas (4) and (5), above, the Foundations recognize that a complete overhaul of one community's public safety system, or a comprehensive truth and reconciliation process, is not realistic through this RFP's funding. However, applicants in this space can seek support and assistance on establishing a framework for a collaborative process of understanding where police services could be re-aligned to best serve the community in crisis. This might, for instance, include the development of a multi-member/multi-stakeholder Task Force to evaluate or address calls for service data to reflect the how a differential response approach might be implemented by a jurisdiction. Similarly, applicants might seek support on establishing a framework for a community-driven process of dialogue aimed at addressing local histories and experiences involving law enforcement and police interactions.

Specifics of What We Fund

Based on the priority areas listed above, the Community Policing Innovations Initiative is seeking to partner with local jurisdictions in southeast Michigan to **provide financial support for technical assistance and subject matter expertise in the re-imagining of policing services and public safety in their area.** The seven-county region applicants would target Initiative's priority areas above, to partner communities and police departments, under the guidance of training and technical service (TTA) providers provided through the grant. With the TTA provider's support the recipient sites will be assisted in the design of specific public safety initiatives that are both innovative and collaborative across agencies, city-stakeholders, and community groups. It is anticipated that an average of \$40,000 in TTA assistance per community will be provided during this second round of investments.

The Foundations are looking to support collaborative work by either new or already-in-place partnerships/ coalitions between law enforcement agencies and community or city-stakeholder groups that want to advance their capacity-building and real-world interventions that will drive change. Applicants should have a clear definition of the terms of their partnership and provide some form of documentation like a Letter of Support or Partnership Agreement signed by all partners that formalizes the partnership and shared understanding of its collaborative goals.

The Foundations will support local communities and community partnerships by matching technical advisors with selected communities and partnerships. **Therefore, support will primarily flow directly to technical advisors selected by the Foundations or requested by the communities to support partners to accomplish the proposed program or initiative.**

Throughout the engagement, with guidance and support from the Foundation, recipients will be provided with training and technical assistance as well as subject matter expertise to inform best practices in the focal areas of the initiative. The Initiative will coordinate quarterly workshops for the recipients on priority areas and create a space for the recipients to collaborate among one another to build on ideas and innovations from their various jurisdictions. Training and Technical assistance may include key learnings on an area or idea based on other national or regional initiatives that have showed measured success in differential response, policy, community and/or law enforcement trainings or the like. Subject matter expertise will be provided to assist the recipients in targeting best practices across the field of law enforcement, community policing, community engagement, and differential response.

During the program's development and engagement recipients will partner with TA providers to undertake the following:

Developing an Action Plan. Through initial meetings hosted by the Foundation, providers would work with the selected sites to develop individualized action plans for implementing the proposed approach including an assessment of their own training and technical assistance needs. This action plan should reflect the goals of the recipients' partnership efforts, necessary steps to their proximal and distal goals, and how real-time evaluation can be incorporated to help improve the program. The subject matter experts will provide the necessary assistance and trainings to the site and maintain regular, ongoing contact to ensure that tangible progress is being made and that outstanding challenges are addressed.

Planning Trainings, Workshops, and Other Capacity-Building Events with Sites. Convening a series of workshops, trainings, or other capacity-building events around a specific topic like strategic-action planning, implementing organizational change, assessing progress will allow the various initiatives supported by the Initiative to learn from experts as well as each other. These workshops can also help spread ideas and outcomes. These can be a combination of virtual and in-person workshops. These convenings can help to "cross-pollinate" insights and lessons learned across efforts – compounding and enhancing the real-time reach of the various, supported initiatives while organically building the capacity of non-governmental stakeholders to lead and technical assistance providers to provide guidance in the space.

Evaluating Success & Documenting Lessons Learned. Throughout the series of workshops, training and subject matter expert support, the recipients will be provided insight and methodologies to develop mechanisms for reporting on progress and

success. Technical assistance providers and those conducting the various supported initiatives should identify and execute towards a formalized mechanism of evaluating the success of the reform program and documenting lessons learned. It is hoped that reporting back in this way can further build the knowledge and capacity of non-governmental stakeholders and technical assistance providers, as well as communities across the Southeast Michigan region on effective monitoring and evaluation in their area of focus.

Specifics of Support

This will be a competitive process. **If selected, a community will receive the benefit of an average of \$40,000 in technical assistance support.** It is important that applicants understand this grant is for personalized training and technical assistance, not for the support of a new position in a department, equipment or supplies. Dollars will go directly to the TTA providers. Competitive applications will be those that demonstrate a strong level of the community's readiness and interest in one or more of the five priority areas. It is anticipated that up to 5 communities from across the region will be selected for the second cohort.

If selected, communities will then create an "action plan" with their technical assistance provider, and the Community Foundation will pay the TTA providers and/or set of providers directly for providing those services. (eg. Trainings for police or communities, One-on-one coaching for city leadership, etc.)

The Community Foundation has identified high-quality national and local technical assistance providers to pair communities with. However, if a community already has a relationship in place with a technical assistance provider that they want to utilize, that provider will be considered as well. The review committee will want to assess whether the provider meets the values/focus of this effort.

Special Opportunity: Thanks to a contribution to the Initiative from Oakland County, an *additional* cohort of up to 10 Oakland County communities will benefit from this effort. Any community in Oakland County selected will be eligible not only for \$40,000 in technical assistance, but also up to \$50,000 for support to implement strategies after the technical assistance phase has completed. If you are interested in applying from Oakland County, please contact us directly at PolicingFund@cfsem.org

Who is eligible to apply?

We want to support communities, cities, and/or police departments that are mutually aligned on the need to make progress and collaborative proactively in the given Priority area under which funding is sought.

- Applicants must be located in and/or serve the 7 counties in southeast Michigan (Wayne, Oakland, Macomb, Washtenaw, Livingston, St. Clair, Monroe)

- Applicants must demonstrate that they are working in partnership with the community and local law enforcement to design and implement strategies.
- Applicants must be willing to work with and receive advice from an established training and technical service providers and subject matter experts provided by the Initiative. The initiative's Steering Committee will serve as the proposal review board and make the final decision on who shall receive grant funding. In addition, as programs begin to develop and TTA is established, the Steering Committee will serve in a consultancy role, offering expertise and guidance to grantees.
- Applicants should provide upon submission a **Letter of Agreement, Partnership Agreement, MOU or City-based requirement that memorializes this partnership and clearly defines roles and stakeholders or leadership for accountability and outreach. This does not need to be an overly formal or legal document but rather a written commitment to partner and collaborate to advance the work defined in the application.**
- Applicants should provide **letters of support – containing clear commitments (1) to a collaborative intervention process and (2) to a community-driven and community-prioritized implementation approach – by, at a minimum, the leader of the implicated law enforcement agency or agencies (e.g., Police chief or Sheriff) and where possible City Leadership (e.g., Director of City Department or Mayor's Office).**

2021 Application Timeline

- **August 13, 2021:** Applications due by 5 p.m. to PolicingFund@cfsem.org
- **September 10, 2021:** Decisions on selected communities will be made and communicated to all applicants.

If selected, communities will meet within two weeks with our key consultant, 21CP Solutions, to make action plan and be paired with appropriate technical assistance providers. The Community Foundation will then put contracts in place with the providers to begin services.

Proposal Format

The Application Checklist at the end of this document outlines the items you should include in a proposal.

Reporting Requirements

If awarded, the selected communities will be required to submit a report at the end of the project period to share the impact of the investment. It is anticipated that most investments will be made for a 12-month period, but the Foundation is able to be flexible if a longer timeline is needed.

Application Checklist

The Community Foundation does not have a prescribed application format. You may format your own responses to the items below utilize Microsoft Word or another similar software. However, the Community Foundation would like to support all applicants towards success, thereby if some portion of the following check list is prohibitive to an applicant and stifles their plans to apply, we would like to know about that item. We may be able to assist you in problem solving the identified barrier in order to help you become a viable candidate for the CPIF.

Please email your submission to PolicingFund@cfsem.org by the deadline of 5 p.m. on August 1, 2021.

1. Demographic Information:

- a. City Applying
 - i. Mayor Name and Contact (Email and Phone)
 - ii. Point of Contact Name and contact information (Address, Email and Phone)
- b. Police Department
 - i. Police Chief Name and Contact Information (Email and Phone)
 - ii. Point of Contact Name and contact information (Address, Email and Phone)
- c. Non-Profit Partners
 - i. Executive Director Name and Contact Information (Email and Phone)
 - ii. Point of Contact Name and Contact Information (Address, Email, and Phone)
 - iii. Organizations Sector
 1. Academia or Research
 2. Business/ For Profit
 3. Government
 4. Labor
 5. Education
 6. Legal or Criminal Justice
 7. Activism or Advocacy
 8. Medical
 9. Social Services
- d. Southeast Michigan is defined by geographical areas of the 7 counties regions. All eligible applicants must be located within this geographical area. Please specify which county your municipality is located.

2. Priority Areas

- a. The programs that are supported through the Initiative will focus on one of five areas, numbered below, which encompass two broad categories, Transforming Police

Practices and Forging New Paradigms. Please note all those that apply to your City's application:

- i. Use of Force
 - ii. Officer Accountability
 - iii. Disparate Enforcement and Treatment
 - iv. Re-Imagining Public Safety
 - v. Truth & Reconciliation
- b. Please provide a Problem Statement that identifies why the area you've selected above is critical to the focus of your City's engagement in this project. (1,000) Words or Less). Specifically:
- i. What is the problem, issue, or concern in your municipality that you're seeking to address?
 - ii. How do you know that this is a problem, issue, or concern? Is it based on community feedback? Stakeholder determinations? Data?
- c. What are the specific gaps in existing knowledge in your community that must be addressed to begin problem solving within your focus area? (1,000 words or less)
- d. Based on the strategic partnership formed through this application or before, what specifically does your municipality plan to do to address the issue, concern, or problem identified in the Problem Statement above and the identified subsequent gaps in knowledge? What is the program, task force, database, system, or the like that might be established to address the identified problems? (2,000 words or less)

3. Training and Technical Assistance

- a. Based on the training and technical assistance outline in the RFP, how can the Foundations' trainings directly assist your program? Applicants should address specific trainings they might need in various topics, support for analysis or tracking they've identified for public safety assessments or the like. Successful applicants will show a strong idea of how to pursue their long-term goals for change within the identified priority area based on the training provided by the Foundations.
- b. Do you have a training and technical assistance provider in mind you would like to suggest support your endeavors to address the priority areas of the Foundation? If so please identify them below
 - i. TTA Provide Name and Contact Information (Email, phone number, website address where applicable)

4. Attachments

- a. The Foundations are looking for collaboration from either new or already-in-place partnerships/ coalitions between law enforcement agencies and community or city-stakeholder groups that want to advance their collaborative work through capacity-

building and real-world interventions that will drive change. Please attach a formalized document that adequately shows a partnership or shared understanding of the collaborative goals of this project.

- i. Letter of Agreement, Partnership Agreement, Memorandum of Understanding, or City Ordinance or other municipal law or action

Contact

The Community Policing Innovation Initiative is housed at the Community Foundation for Southeast Michigan. Our consulting partners at 21CP Solutions are assisting with the management of the effort.

Questions?

Contact Jessica Drake, Project Manager at PolicingFund@cfsem.org or 313-961-6675 ext. 143