

Richard DeChant

Cleveland Police Foundation

## 2020 Fourth District Cultural Transformation Project

*2020 Board Grant Application*

### ***Cleveland Police Foundation***

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# Application Form

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## *Request Summary*

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As of April 2018, SLF has updated its strategy and priorities. Please read more about them here before applying. Also, be sure to read about our criteria for proposals and answer only the questions asked.

Thank you for taking the time to complete our application for grants above \$15,000. Please submit your application by **11:59 p.m.** on the deadline date for the cycle.

We have added a feedback question at the end of the application--it is about how many hours it took you to complete this application. We appreciate your honest answer.

If you have any questions or concerns about the application or the process, please contact Grants Manager Kristen Summers at 216-431-8010 or [ksummers@stlukesfdn.org](mailto:ksummers@stlukesfdn.org)

### **Project Name\***

Name of Project

*If you are requesting general operating support for your organization, please enter "Operating Support".*

2020 Fourth District Cultural Transformation Project

### **Project Description**

Please provide a short description of your project.

*General Operating requests--you may skip this*

To build upon the existing goal to create a virtuous cycle of safety by eliminating fear and increasing empathy. To maximize the effectiveness of our police officers, we are cultivating an environment that supports their personal & professional development as well as their physical, emotional & mental wellness.

To build a culture of empathy between our police officers and the community, we are creating opportunities for meaningful engagement outside of the responses to calls for help.

### **Total Amount Requested\***

\$125,730.00

### **Payable in Year 1\***

Please enter the requested amount requested for year one. If this is a single-year request, this amount should match the total amount requested.

\$125,730.00

**Payable in Year 2**

For multi-year requests only.

**Payable in Year 3**

For multi-year requests only.

**Term Months Requested\***

12

**Type of Support\***

Please indicate the type(s) of support you are requesting with this grant proposal.

*Capacity building examples include: leadership development, improving evaluation and outcomes measurement, enhancing advocacy involvement, improving communications and collaborations.*

Program/Project Support

**The Foundation provides grants to organizations supporting Cuyahoga County's underserved communities. The Foundation does not fund projects outside Cuyahoga County that do not directly benefit Cuyahoga County residents.**

**If your project directly serves residents in one or more of the three SLF footprint neighborhoods, please select them below.**

**SLF Footprint Neighborhoods**

- Buckeye/Shaker
- Mt. Pleasant
- Woodland Hills

**Renewal or New\***

Please indicate whether this is a renewal grant (we have funded an iteration of this project before) or if this is a new request.

*If your organization has received funds from us before, but for a different project, please indicate "new."*

Renewal

***Organization Details***

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The questions in this section will help us get to know your organization and its successes.

***The character counts are limited, so please keep your responses as succinct as possible. Do not feel that you have to fill the space.***

**Mission Statement\***

Please include your organization's mission statement.

The mission of CPF is to improve quality of life for all members of the community and to strengthen the bonds between the Cleveland Division of Police (CDP) and the citizens it serves.

## Mission Achievement\*

How does your organization work toward achievement of your mission?

The Cleveland Police Foundation fulfills its mission by:

Providing funding and support for community policing initiatives, education, career-related and character development activities for youth and neighborhoods, and other community outreach programs that strengthen the bond between the Cleveland Division of Police (CDP) and the community.

Promoting public awareness of how the CDP improves quality of life in the community.

Providing support to members of the CDP and their families, including the families of officers who die in the line of duty.

Investing in police training and education, equipment, and technology so that members of the CDP may better serve the needs of citizens and protect the community.

Providing monetary support and assistance to police charities that enrich the lives of kids and families:

The Cleveland Police Athletic League (PAL) engages thousands of children each year in wholesome sports, recreational, and extracurricular activities, and mentoring from role models.

Cleveland Cops for Kids strengthens relationships between the police and kids, especially children who are victims of trauma.

The Cleveland Police Mounted Unit is one of the oldest mounted units in the US, that shares with the community the unique bond between police officers and their horses.

The Cleveland Police Museum preserves police history and memorabilia to foster mutual understanding and respect between police officers and the public.

The Cleveland Police Honor Guard ensures that appropriate courtesies are rendered at the funerals and memorial services for active and retired police officers, veterans, and dignitaries, and serves as color guard at civic functions, parades, and sporting events.

The Pipes and Drums of the Cleveland Police serves as the musical component at events, parades, civic functions, and funeral services of fallen law enforcement, veterans, and dignitaries.

## Client Feedback\*

How do you employ client feedback into program design?

We will re-administer the Cultural Diagnostic Survey, as well as a survey to the Employee Assistance Unit to measure the impact of our cultural transformation work. The survey to the Employee Assistance Unit to measure whether there has been a decrease in: (1) number of sick days/absenteeism; (2) on-duty injuries; (3) hazardous injuries; (4) use of force; (5) justified complaints; and (6) discipline (verbal reprimand, written reprimand, suspension, retraining). These are the Indirect Internal Indicators that may take longer to see substantial movement, but nonetheless should be measured.

## Potential Challenges\*

What are the current and potential challenges that could be barriers to success of the organization and/or project proposed, either internally or externally?

*For example: "We are expecting the end of a large grant from ABC Org, so we will have to make up the funds from elsewhere."*

*or*

*"Our longtime CEO is planning to retire, and we have not yet done succession planning."*

*or*

*"We are expecting major policy changes that will affect our services."*

There are no major unforeseen circumstances impacting our implementation, however there have been expected factors that have had various levels of impact on our progress. The largest factor is the amount of time and labor team members can utilize for this project. All the team members are volunteers and hold regular positions within the organization that demand most of their labor. Although the Division has been providing these officers generous time to work on projects, most of the team chooses to pursue the projects during their normal work day. Another factor that has slowed some implementation is organizational bureaucracy, however we expected and continue to expect this. Surprisingly, the team has been very adept at overcoming much of the bureaucracy and have exceeded our expectations on their effectiveness in this particular arena. The largest hurdle with these projects could easily have been the access to resources for implementation, but thanks to the generosity of our supporting foundations and the ingenuity of the team, that has not been a significant factor.

### Top Funders\*

Please include a list of the top ten funders/sources of income of your organization and the amounts they funded in the past year. *Individual donors do not need to be mentioned by name.*

Saint Luke's Foundation = \$139,750  
 Cleveland Foundation = \$74,360  
 Milton & Tamar Family Foundation = \$25,000  
 Grant & Jennifer Dinner = \$50,0000  
 Albert & Audrey Ratner Family Foundation = \$25,000  
 The Edward & Catherine Lozick Foundation = \$273,000  
 ArcelorMittal = \$15,000  
 Cleveland Browns = \$30,000  
 All Metal Sales = \$20,000  
 Key Bank = \$50,000

## *Proposal*

### Project Rationale/Problem Statement\*

What is the need to be addressed?

In May 2018, the federal monitoring team commissioned Anzalone Liszt Grove Research to conduct a study to assess community perceptions of the Cleveland Division of Police (CDP). A similar study was conducted in June 2016. Key findings were:

African Americans have a significantly lower view of Cleveland police than white and Latino adults do. Overall, a majority of Clevelanders rate the Division of Police positively, with 62% saying they do an excellent or good job, and 36% saying they do a not so good or poor job. However, while 79% of white Clevelanders rate the police positively, and 69% of Latinos do, just 49% of African American adults rate the Division of Police positively. This is in-line with findings from 2016.

Most residents believe the police do not treat people of all races and groups equally. Only 44% of people say CDP does a positive job of treating people of all races equally. Specifically, few people think the Division treats African Americans (25%) or Latinos (33%) the same as other members of the community. This belief extends to other groups as well, as only about a third believe the police treat those with mental illness or special needs (38%), young people (35%) or homeless people (30%) the same as everybody else. In the 2016 poll, 37% of residents thought African Americans were treated the same as others and 44% thought that Latinos were, so views on equality have worsened since then.

To build a culture of empathy between our police officers and the citizens they serve, we need to create opportunities for them to have meaningful engagement outside of the responses to calls for help. At the same time, we have to recognize the constraints caused by limited resources of our police department, and not disrupt their staffing schedules to deliver police officers on the streets to respond to crimes that threaten our public safety. Our solution is two-fold: (1) fund supplemental neighborhood community policing support to allow police officers the opportunity to engage in foot patrols and bike patrols so they can develop relationships with the community; and (2) train other police officers in the practice of community policing to embed the culture of community policing throughout the department. Our goal is to change the mindset from one of "they do community policing over there" to "community policing is who we are."

### Population Served\*

Please describe the population you are planning to serve with this grant request.

*You may include details on demographics and/or geography.*

\*The Buckeye-Shaker area has a Total Population of 12,470; 81% Black; 45% Family Households; Median Household Income of \$25,917; 14% unemployment rate; 29% poverty rate; & 34% of the households receive some form of public assistance.

\*The Mount Pleasant area has a Total Population of 17,320; 98% Black; 57% Family Households; Median Household Income of \$23,646; 21% unemployment rate; 30% poverty rate; & 48% of the households receive some form of public assistance.

\*The Buckeye-Woodland Hills area has a Total Population of 6,657; 96% Black; 58% Family Households; Median Household Income of \$14,491; 31% unemployment rate; 51% poverty rate; & 49% of the households receive some form of public assistance.

\*Data from United States Census Bureau 2010 Decennial Census & American Community Survey 2006-2010 5-Year Estimates.

### Update on Previous Funding

#### **\*ONLY FOR THOSE APPLYING FOR RENEWAL GRANTS\***

Please update us on the previous grant received from Saint Luke's Foundation.

The Innovation Team (IT) has adopted 19 unique projects since the inception of the program in September 2017. These projects include: facility improvements; internal personnel support, appreciation and care; organizational policy and procedural changes; communication initiatives both internal and with the community; and community oriented initiatives. A project to highlight is one in which a community/citizen group was integrated into the cultural change process. We have performed collaborative work with the citizen's group and have launched projects as a result of this work.

In January of 2019 we conducted another survey of our officers using the same tool utilized in 2017. We were able to observe improvements in every measured category across the board. Additionally, we measured other important metrics that point to the success of this project: 1) 70% of all transfer requests in the Division have been into the Fourth District (this is directly counter to historical trends), 2) The Fourth District has shown a 42% drop in complaints against officers compared to the 2016-2017 average (significantly larger decrease than any other district in the City), 3) Use of force incidents are down 29% in the Fourth district compared to the 2016-2018 average.

In 2019, the Fourth District deployed 1044 hours of foot and bike patrol resulting in over 2800 citizen contacts and 850 business contacts. Officers attended 35 community meetings, 24 school events, touching almost 1500 lives. They made almost 300 referrals for community resources.

### Responsible Staff\*

Please describe the full-time/part-time roles involved in the project and specifics about the staff responsible.

Commander Brandon Kutz - Will oversee and lead the work of the Innovation Team  
Captain John Sotomayor - Will oversee and direct the work of the Community Engagement Officer and Over-Time Police Officers

### Implementation Plan\*

How do you propose to address the need described above and what is the timeline for doing so?

*Please answer this question using a bulleted list including a time frame as applicable (month/year).  
For General Operating requests, please include the activities you would undertake to further your organizational outcomes.*

Will Implement six (6) Innovation Team projects  
Deliver 1300 hours of directed community policing of foot and bike patrol

### Partners and Collaborators\*

Please include bulleted list of your partners and their roles.

*If you have only one major partner, you may use the space to expound on their role.*

Cleveland Division of Police - Will approve the assignment of police officers  
Dr. Monica Tanese-Coles - Will continue to provide cultural change training and facilitator support for the Innovation Team.

## These next several questions have to do with the intended results of this project.

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Only one set of intended outputs/outcomes/asures of success is required; however, you may add up to five sets total, if applicable.

#### Outputs

Outputs are the tangible and immediate results of your activities, usually answering "how much?". What is your organization going to do? Who are you going to reach? For example, how many people do you plan to serve or how many workshops will you offer? How many hours of assistance will you provide?

#### Outcomes

Outcomes are the observable, measurable changes in condition, behavior, or knowledge that result from your outputs, typically short-term within the timeframe of a grant. What does success look like? What change do you expect to see in the lives of individuals, families, organizations, or the community as a result of your work? For example, what will people know or be able to do as a result of participating in a workshop? What will people know as a result of your hours of assistance?

#### Measures

Measures are the way that you will know what your actual outcomes are – what data will you help you to understand the extent to which the change you want to happen has been achieved? What will tell you if your work

has had the intended effect or if changes are needed? What will help you learn about the effectiveness of your work? For example, how can you know that people are able to do something as a result of participating in your workshop?

**Intended Output #1\***

1300 hours of community policing

**Intended Outcome #1\***

Increased engagement between police and citizens which will improve police community relations and eventually reduce crime

**Measures of Success #1\***

10% increase in the number of business and community contacts

**Intended Output #2**

6 Innovation Team Projects

**Intended Outcome #2**

10% increase in: Individual Meaning; Personal Growth; Being Whole; alignment of organizational practices w/outcomes.

**Measures of Success #2**

Leading indicators are: (1) the no. of projects completed; (2) time/money saved/efficiencies; (3) no. of officers involved; and (4) no. of projects adopted Division-wide.

Survey Employee Assistance Unit to measure: (1) number of sick days/absenteeism; (2) on-duty injuries; hazardous injuries; (3) use of force; (4) justified complaints; and (5) discipline.

Cultural Diagnostic Survey: 10% increase in Individual Meaning; Personal Growth; Being Whole



Intended Output #3  
Intended Outcome #3  
Measures of Success #3  
Intended Output #4  
Intended Outcome #4  
Measures of Success #4  
Intended Output #5  
Intended Outcome #5  
Measures of Success #5

## ***Required Documents***

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### **Board List\***

Please upload a list of your board members, excluding any personal contact information.

BOARD LIST with Affiliations - CPF - 2020.pdf

### **Organization Chart\***

Please upload your organizational chart, including names and titles.

Organizational Chart-CPF.pdf

### **Audited Financials\***

Please submit your most recent organizational audit, along with the auditor's management letter (or memorandum of internal controls). If you do not have an audit, please submit a letter from your financial advisor indicating the current financial status of your organization.

CPF\_990\_2018.pdf

### **Project Budget and Narrative**

Please upload a budget, in your own format, for the project or capital request.

Also, in the box below or in the document, please provide information on any other funders for this project and the amounts they have committed or are pending.

FINAL - PROJECT BUDGET - CPF - 2020 (002)\_GD Year 1.pdf

Currently, there are no other funders for this project.

### **Organization Budget\***

Please upload the overall budget of the organization. Also, in the box below, please describe the financial health of the organization, including any anomalies.

CPF\_2020\_Budget.pdf

Attached please find the operating budget for the Cleveland Police Foundation. An initial review of the financials may be misleading, as the Foundation currently operates on a cash flow (as opposed to accrual) basis. It is our intent, as the organizational structure of the Foundation continues to develop, to transition to an accrual basis . . . allowing for a more consistent presentation of the financial information. More

specifically, the operating budget currently shows as surplus of approximately \$200,000 on \$840,000 of revenue. Without supporting data from the Statement of Financial Position (or Balance Sheet) it is not clear that a large portion of our cash position is in "restricted" funds as opposed to "unrestricted" or general operating funds. Much of this \$200,000, for example, is to be spent for a specific program in calendar year 2020. Per the related inquiry, Foundation leadership considers this an "anomaly" that deserves explanation.

### Organization Budget Total\*

What is your organization's total operating budget?

\$840,000.00

### Strategic Plan

If your organization has a strategic plan or any other pertinent plan, please upload it here.

### Optional Documents

You may upload any additional documents here (must be one file).

**You can attach only one file at a maximum of 5MiBs. To merge several PDFs together for free, please visit I Love PDF.**

## *Feedback to Saint Luke's*

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### Hours Required\*

Approximately how many hours did it take you to complete this grant application? *Please include the time it took to prepare any documents you needed for this specific application.*

0-5 hours