

2019 4D Cultural Transformation Grant

Budget

\$50,000 – Police Overtime

\$50,000 - Total

Organization Name: CLEVELAND POLICE FOUNDATION

Total amount requested: \$139,725

Requested grant period: July 1, 2019 through June 30, 2020

PROJECT INCOME	Saint Luke's Foundation	Cleveland Foundation	Other Funding	Total	Line Item Description
Cultural Transformation Project	\$61,500	\$0	\$0	\$61,500	
Community Policing Bike Initiative	\$50,000	\$0	\$0	\$50,000	
Community Outreach	\$10,000	\$0	\$0	\$10,000	
Indirect Costs	\$18,225	\$0	\$0	\$18,225	
TOTAL	\$139,725	\$0	\$0	\$139,725	

PROJECT EXPENSES	Cultural Transformation Project	Community Policing Biking Initiative	Community Outreach Initiatives	Total	Line Item Description
Salaries and wages	\$0	\$50,000	\$0	\$50,000	1000 hours of foot and bike patrol
Professional Services	\$30,000	\$0	\$0	\$30,000	Transformation advisory support; Continuous improvement support and program adjustment based on results: \$5,000/month for 6 months, payable every other month
Travel	\$7,500	\$0	\$0	\$7,500	Travel for Cultural Transformation Consultant - 6 trips: every other month @ \$937.50
Training & Equipment	\$0	\$0	\$0	\$0	Certification, safety equipment, regulation uniform for 10 officers
Bike Maintenance	\$0	\$0	\$0	\$0	Bike maintenance for police officers
Innovation Team Projects	\$24,000	\$0	\$0	\$24,000	To provide funding support projects identified by the Innovation Team
Community Engagement Activities	\$0	\$0	\$10,000	\$10,000	To provide funding support for community engagement activities; \$1,500 earmarked for Capt. Sulzer project
Indirect expenses ie: rent/occupancy, utilities, maintenance)	\$9,225	\$7,500	\$1,300	\$18,225	
TOTAL	\$70,725	\$57,500	\$11,500	\$139,725	

2019 4D Cultural Transformation Project

2018 Board Application NEW STRATEGY

Cleveland Police Foundation

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Application Form

Request Summary

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

Project Name*

Name of Project

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

2019 4D 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*

\$139,725.00

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.

\$139,725.00

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

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 administer a survey of the clients served based upon Community Policing Section of the Cleveland Ohio Community Survey: Public Perceptions of Safety and Policing conducted by the Interviewing Service of America and Gomez Research, which was submitted to the Cleveland Police Monitoring Team in June 2016 ("June 2016 Survey"). By utilizing the June 2016 Survey as a baseline, we will be able to measure the impact of our work.

In addition, 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.

Diversity, Equity & Inclusion*

What is your overall organization's understanding of Diversity, Equity and Inclusion, and how are these values incorporated into your work? You may also specifically mention the project.

Recognizing the importance of inclusion to the success of this project, CPF ensured that the voices of police officers, at all levels, were heard and included in the development of this project. Additionally, it was equally imperative to ensure all stakeholders in the community had a voice as well, not only in the development but implementation. Throughout the project year, CPF will hold quarterly meetings to be transparent and accountable for its work. Also, these meetings will provide opportunities for input and

recommendations from the stakeholders to improve and build upon the existing work. By including all stakeholders in this process, we are ensuring that diverse individuals, in race, background, socioeconomic status, etc. are represented in a meaningful manner. And finally, because certain groups always attend community meetings, and as a result, their interests tend to be articulated and responded to at the exclusion of others. Therefore, it will be important for CPF to be very proactive in providing safe, welcoming access to those groups that are generally absent from these discussions.

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."

The most significant potential challenge would be scheduling the police officers for overtime and Innovation Team meetings. However, based on the past commitment and dedication of not only the Commander, but the officers themselves to this initiative, we are confident that the necessary accommodations will be made to ensure its success.

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
 Milton Maltz
 Grant & Jennifer Dinner
 Albert & Audrey Ratner
 Lozick Foundation
 Samuel & Maria Miller Foundation
 ArcelorMittal
 Woods King, Jr. Family Foundation
 Ohio Department of Natural Resources
 Shaughnessy Family Fund

Proposal

Project Rationale/Problem Statement*

What is the need to be addressed?

According to the Cleveland Ohio Community Survey: Public Perceptions of Safety and Policing conducted by the Interviewing Service of America and Gomez Research, which was submitted to the Cleveland Police Monitoring Team in June 2016 ("Survey"), citizens are skeptical about police conduct and accountability.

Only 48% of citizens believe officers treat people with respect or use the appropriate amount of force (47%) in most situations. While 72% of white citizens believed CDP are doing a "good" or "excellent" job, only 43% of black citizens and 60% of Latino citizens believed the same. There was also a significant disparity of approval ratings based on geographic area. Of those surveyed, 73% in the Far-West areas and 62% in the Mid-West areas rate overall CDP performance as good or excellent, compared to 49% in the North East and 44% in the Mid-East and South-East areas. Disturbingly, the majority of citizens are distrustful of the use of force by CDP (63%), and half (51%) are concerned that they, a family member, or friend will be a victim of excessive force. Word of mouth was one of the most frequently cited sources of information about CDP (38%), second only to television (64%), followed by social media (32%) and websites (22%). Because people are more likely to form negative opinions based on word of mouth, it is critically important to increase the number of positive interactions with CDP.

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.

Although women and minorities are underrepresented in the District, Senior Leadership was intentionally in ensuring their representation on the Innovation Team. It is comprised of 3 Sergeants; 10 Patrol Officers; 9 males; 4 females; 4 Blacks; 7 Whites; 1 Hispanic; 1 Other.

Update on Previous Funding

ONLY FOR THOSE APPLYING FOR RENEWAL GRANTS

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

In April 2017, Commander Brandon Kutz and his senior leadership team embarked upon the process to transform the culture of the 4th District PD to better serve the residents of Cleveland. A Cultural Diagnostic Survey ("Survey") was given to all members of the 4th District PD. 59% responded, with 18 individuals disclosing their identity. In October 2017, after unpacking the results of the Survey, an Innovation Team was formed and selected 5 initiatives: 1. Peer-to-Peer Recognition (Project launched in May, 2018 and within 6 months, 46 officers received recognition awards for their efforts, designing a Division-wide award pin for

officers to wear on their uniform); 2. Reduction in Mandatory Holdover (implemented tools predict and manage scheduling shortages, has reduced stress at a \$0 cost to the team); 3. Removal of patrol officers' duty reports ("Duty Free") (strategy presented to Chief for pilot implementation in 3rd District); 4. Improvement in communication processes between detectives and patrol (detectives at roll call, technology installed to broadcast info, number of arrests increased); and 5. Facilities beautification (lobby completed, purchased new water fountain, improvements made to new breakdown, expansion to provide room for community events). Additional initiatives include: Social with the Chief/Command Staff to increase communication; District photographs to capture work; District newsletter to increase internal communications; Trauma Officer Training to provide emergency first aid to wounded officers or citizens; installation of District wifi; Zone car detailing to improve professional image; Youth outreach with unicycles. In March 2019, the Survey was re-administered to measure impact. 67% officers responded to the Survey. All organizational practices registered improvement since April 2017. The "Fundamental Human Drivers" show an improvement: 9% increase in Individual Meaning; 14% increase in Personal Growth; 14% increase in Being Whole.

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
- Angela Thi Bennett (Part-time) - Manage all aspects of the project; ensure timely reporting and accountability to funders
- Captain Keith Sulzer - Manage the Law Enforcement Shadowing Program

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, with two (2) of them community based
- Deliver 800 hours of directed community policing of foot and bike patrol
- 50 students will participate in Law Enforcement Shadowing Program

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.
- FBI - Partner with Captain Keith Sulzer on Law Enforcement Shadowing Program
- Cleveland Metropolitan School District
- Cleveland City Council

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

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

Outputs = Tangible and direct results of program activities (*e.g. number of participants, service hours provided*)

Outcomes = Observable, measurable changes stemming from outputs (*e.g. change in behavior, condition, or learning*)

Measures of success = Tools used to determine outputs and outcomes (*e.g. survey items, focus groups, interviews, observations*)

Intended Output #1*

800 hours of community policing (200 blocks of overtime)

Intended Outcome #1*

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

Measures of Success #1*

Administer Community Policing Survey

Increase of at least 10% of respondents indicating that they feel positive about their relationship with the police

Increase of at least 10% of respondents indicating that they felt the police took the time to get to know them

Increase of at least 10% of respondents indicating that they know the name of the police officers

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

Improved relationship with police

Intended Outcome #3

At least 75% of youth will indicate that their perception of police have improved

Measures of Success #3

Short questionnaire will be administered to the students
Teacher/chaperone evaluation of the experience

Intended Output #4**Intended Outcome #4****Measures of Success #4****Intended Output #5****Intended Outcome #5****Measures of Success #5*****Required Documents***

Board List*

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

2019 BOARD LIST with Affiliations - CPF.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_2017.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.

2019 SLF CPF Budget.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.

2019 CPF Budget Budget vs. Actuals.pdf

Organization Budget Total*

What is your organization's total operating budget?

\$800,000.00

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.

12march2019-SLF Project Report Summary.pdf

Feedback to Saint Luke's

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.*

11-15 hours

File Attachment Summary

Applicant File Uploads

- 2019 BOARD LIST with Affiliations - CPF.pdf
- Organizational Chart-CPF.pdf
- CPF_990_2017.pdf
- 2019 SLF CPF Budget.pdf
- 2019 CPF Budget Budget vs. Actuals.pdf
- 12march2019-SLF Project Report Summary.pdf



BOARD OF DIRECTORS LIST WITH AFFILIATIONS

Organization Name: CLEVELAND POLICE FOUNDATION

The members of the Board of Directors include:

Grant Dinner (President)

Partner, Weinberg Wealth Management, LLC

James M. Craciun (Vice President)

Manager, Craciun-Barry-Corrigan Funeral Homes

Nancy Feighan (Secretary)

Program Manager, Workforce and Economic Development, Cuyahoga Community College

Woods King, III (Treasurer)

Partner, Buckley King LPA

Tricia Abruzzino

Development Manager, Junior Achievement of Greater Cleveland

John O. Anoliefo

Executive Director, Famicos Foundation

Dick Clough

CEO, Clough Cleveland, Inc.

Michael S. Connole

Managing Partner, Skylight Financial Group

Thomas G. Klocker

President, All Metal Sales, Inc.

David Minoff

Director of E-Commerce, Kichler

Peter J. Miragliotta

CEO, Tenable Protective Services

BOARD OF ADVISORS

The Board of Advisors includes individuals who were instrumental to founding the Cleveland Police Foundation and who provide leadership for the Cleveland Division of Police and City of Cleveland:

Samuel H. Miller (Deceased)
Co-Chairman Emeritus, Forest City Enterprises, Inc.

Edward P. Kovacic (Deceased)
Chief (Retired), Cleveland Division of Police

Michael McGrath
Public Safety Director, City of Cleveland

Calvin Williams
Chief, Cleveland Division of Police

COMMUNITY ADVISORY COMMITTEE

The Community Advisory Committee engages the participation and assistance of these community leaders:

Brian Betley
President, FOP Cleveland Lodge 8

Vincent Montague
President, Black Shield Police Association

Jeff Follmer
President, Cleveland Police Patrolmens Association

Thomas Lynch
Senior Director, Protective Services, Cleveland Clinic

Joe Marinuccu
President and CEO, Downtown Cleveland Alliance

Jim Milano
President, Milano Monuments

Sam Pines
Vice President, Good Karma Brands

Terry Stewart
Chairman and CEO, Arkansas El Dorado Festival and Events



ORGANIZATIONAL CHART

