

GRANTS LANDSCAPE REVIEW SUMMARY



National **Public Safety**
PARTNERSHIP

INTRODUCTION

The National Public Safety Partnership (PSP) program provides an innovative framework for the US Department of Justice (DOJ) to enhance its support of state, local, and tribal law enforcement and prosecution authorities as they aggressively investigate and prosecute violent criminals, especially those involved in gun crime, drug trafficking, and gang violence. Through the PSP, DOJ provides assistance to American cities of different sizes and diverse needs to support and build their capacity to fight crime. PSP facilitates the development of data-driven, evidence-based strategies tailored to the unique needs of participating cities to address serious violent crime challenges.

Departments and agencies participating in the PSP program complete a series of assessments to identify a baseline understanding of their challenges and areas for growth. The grants landscape review helps PSP sites evaluate their capabilities and capacity to apply for, win, and manage grant opportunities. The review also is an important step in using the various grant strategy training and technical assistance (TTA) opportunities available to PSP sites. To evaluate a grant strategy and management abilities and needs, a PSP grant strategy subject matter expert (SME) identified conducts an on-site visit. The PSP site teams then use recommendations from these assessments to determine specific types of TTA, such as peer exchanges, further SME assistance, guidance on relevant grants, or examples of policies or procedures from other law enforcement agencies.

Before conducting the assessment site visit, the grant strategy SME reviews background information provided by the site on the city's current grant portfolio and writing and management capacity. During the on-site visit, the SME assesses a site's current grant strategy by reviewing past grant applications, policies, procedures, and other documents related to the grant application and management process. The SME also interviews local personnel, tours the department facilities, and discusses department funding priorities. The SME writes a grants landscape review report that identifies grant strategy gaps, needs, and best practices. The report also provides recommendations to advance the site's grant strategy, identify future TTA opportunities, and identify future grant opportunities.

As of January 2020, 10 of the 31 PSP sites had completed a formal grants landscape review: Birmingham, Alabama; Indianapolis, Indiana; Jackson, Mississippi; Kansas City, Missouri; Memphis, Tennessee; Miami, Florida; Nashville, Tennessee; Saginaw, Michigan; Toledo, Ohio; and Tulsa, Oklahoma. PSP offers all sites grant strategy assistance; the other 21 sites either chose not to receive a formal grants landscape review report or will receive one at a later date.

The analysis in this report identifies common themes, technical gaps, and recommendations from completed grants landscape review reports across all PSP sites. Our analysis of the common themes involved coding the recommendations to predetermined categories that aligned with PSP core outputs. We present our findings in both quantitative and qualitative formats. The following sections review our analytical methods and subsequent findings in detail. This report will provide PSP stakeholders with an understanding of the types of recommendations made to PSP sites through grants landscape reviews, common gaps in grant strategy capabilities and practices among PSP sites, and areas for potential program-wide TTA to strengthen PSP site grant strategy and management capacity.

PSP presents a summary of these findings and recommendations in the [PSP Grants Landscape Review Summary one-pager](#). Some common findings and recommendations include:

- Law enforcement agencies often do not have formal grant strategies in place to address strategic priorities through grant opportunities. Create a wish list of grants and other public/private resources that fulfill strategic priorities.
- Law enforcement agencies may benefit greatly from partnering with their own local police foundation to address resource challenges. Consider a variety of funding sources through local, state, and national public and private opportunities.
- Grant opportunities sometimes require or strongly encourage collaboration, particularly with service providers or research organizations. Consider partnering with a university or other local or national research centers to pursue research grant opportunities.
- Often, grant writers do not have sufficient knowledge of law enforcement to write a strong grant application. Re-structure approaches to grant writing by designating a concept paper coordinator.

FINDINGS

Using the ten grants landscape review reports, the PSP evaluation team coded 236 references to the 10 theme categories and the 67 themes within those categories (see Appendix B). The most common themes across the ten reports were in the Funding, Interagency Partnerships, and Personnel categories. The PSP evaluation team coded 141, 75, and 10 references to these categories across 10, 10, and 7 reports, respectively.

As shown in Table 1, Grant Writing Process and Staff in the Funding category was the most common individual theme, with 87 references in 10 reports. Criminal Justice System, Private and Foundation Funding, Local Partnerships, and More Funding were the next most common individual themes, with 30, 26, 21, and 10 references across 8, 8, 7, and 7 reports, respectively. We discuss the most common themes later in this report, where we analyze specific recommendations from SMEs pertaining to each theme.

Table 1. Most common references at a glance

Theme	Number of References Coded (cumulative)
FUNDING	141
Grant Writing Process and Staff	87
Private and Foundation Funding	26
More Funding	10
Federal Funding and Grants	7
Diverse Funding Sources	5
State Funding	5
INTERAGENCY PARTNERSHIPS	75
Criminal Justice System	30
Local Partnerships	21
New Partnerships	7
Peer Agencies	7
Federal Partnerships	5
PERSONNEL	10
Need To Hire and/or Promote	4

As shown in Table 2, “grant” was the most common topical word/phrase, with 733 occurrences. “Funding,” “foundation,” “private,” and “public” were the next most common topical word/phrases, with 223, 169, 134, and 22 occurrences, respectively.

Table 2. Most common selected words at a glance

Word	Number of occurrences
Grant	733
Funding	223
Foundation	169
Private	134
Public	122

As shown in Table 3, which documents the intersection of coding between two theme categories, the PSP evaluation team coded many of the references to two or more themes or theme categories. The intersection of Funding and Interagency Partnerships was by far the most common intersection, with 43 references.

THE HIGH FREQUENCY OF CROSS-REFERENCES INDICATES THE IMPORTANCE OF COLLABORATION IN AND OUTSIDE OF POLICE AGENCIES IN IMPROVING GRANT STRATEGIES ACROSS PSP AGENCIES.

The intersections of Funding and Personnel; Data and Analysis and Funding; Data Analysis and Interagency Partnerships; and Interagency Partnerships and Personnel were also common, with 7, 3, 3, and 3 references, respectively. The high frequency of cross-references indicates the importance of collaboration in and outside of police agencies in improving grant strategies across PSP agencies. This report will explore these topics in the following sections, which discuss common themes and recommendations across grants landscape review reports.

Table 3. Intersection of themes among all reports

	Community stakeholders	Crime prevention	Data and analysis	Funding	Governance and policy	Interagency partnerships	Investigations	Personnel	Planning	Technology
Community stakeholders	0	0	0	0	0	0	0	0	0	0
Crime prevention		0	1	0	0	0	0	0	0	0
Data and analysis			3	0	3	0	1	0	0	0
Funding				0	43	0	7	2	2	2
Governance and policy					0	0	0	0	0	0
Interagency partnerships						0	3	0	0	0
Investigations							0	0	0	0
Personnel								1	0	0
Planning									0	0
Technology										0

FUNDING

The SME recommended that PSP sites consider a variety of funding sources and offered technical assistance to improve the sites' chances of winning desired grants. In some cases, this involved creating a grants wish list, creating or strengthening a police foundation, and improving internal processes.

INDIANAPOLIS ASSESSMENT REPORT: IMPD, the Marion County Prosecutor's Office, and the Marion County Probation Department should develop individual and combined grant needs lists...IMPD, the Marion County Prosecutor's Office, and the Marion County Probation Department should prioritize their top three grant needs or projects and develop short (one-to-two page) concept papers on each topic...With assistance from Ms. Brody, IMPD, the Marion County Prosecutor's Office, and the Marion County Probation Department should review previously unawarded grant applications to prepare for the upcoming grant season. Applicants should also request peer reviewer comments from un-funded applications as this will help inform new submissions.

KANSAS CITY ASSESSMENT REPORT: Within the next six to nine months, Joan Brody will work with KCPD in the above three areas to help: 1) Prepare for and apply for new FY 2019 grant opportunities, 2) Launch an internal grants working group, and 3) Develop a proactive grant strategy for FY 2020.

NASHVILLE ASSESSMENT REPORT: In spring-summer 2017, after the current grant season slows down, Ms. Brody proposes working with both the MNPD and the District Attorney's Office to develop a more formal internal process to complete a grants wish list or strategy document.

TOLEDO ASSESSMENT REPORT: Review previously unfunded TPD grants to identify application strengths and weaknesses...Ms. Brody will work Lieutenant Wieczorek, SSL Larry Larimore, and Analyst Jessica Herbert to sort through current public and private Requests for Proposals (RFPs) to identify those that meet known TPD priorities and discuss those that have the greatest potential to get funded this year.

TULSA ASSESSMENT REPORT: TPD should prepare for FY 2019 grants while simultaneously developing a grant strategy...TPD should coordinate with the TPD Foundation to identify private funding streams to address TPD needs.

ADDITIONAL ASSESSMENT RECOMMENDATIONS: The following are additional recommendations provided to PSP sites related to grant funding:

Review recent un-funded grant applications and peer review comments. Review current concept papers and white papers from the [department], DA's Office, and [university]... Continue coordination and communication (phone conferences, email, and in person as needed) about the Department of Justice Program Plan and current solicitations that

may fit [the city's] needs. Discuss and provide advice to develop the most competitive application approach and set up a successful grant writing process...Work with [department] on first "wish list" for police foundation support...Identify private grant funding application opportunities that could be submitted via police foundation (or other local nonprofit temporarily if needed, until police foundation is fully operational).

Ms. Brody will provide [the department] with TTA on how to effectively and efficiently identify new public and private funding opportunities throughout the calendar year...A more formal process for working with the [local] Police Foundation on private funding opportunities (solicited grants as opposed to fundraising events) will be discussed with [the grant coordinator] when potential opportunities are identified.

Seek TTA from Ms. Brody regarding how to use grant funding to expand grant administration capacity in agencies that win a grant award...Review current concept papers and white papers from the [department], DA's Office, and Crime Commission. Develop new concept papers that cover current priority projects. Use these summaries to identify and match anticipated future public and private grant solicitations...Continue communications with [the local foundation] to help identify new private funding that supports local criminal justice needs...Continue working with [PSP Strategic Site Liaison] to develop grant strategies that help strengthen connections and links for using existing technology, which could include new private funding and in-kind resources.

[The department] should develop a grants needs list and match that list to the DOJ FY19 Program Plan and RFPs to prepare for the FY19 grant season...The PSP site should host and participate in an initial meeting with Chief Colina, [SME] Brody, and potential [city] Police Foundation board members to discuss the establishment of the Miami Police Foundation... [The department] Grants Unit and Grants Coordinator should actively engage and communicate with [SME] Brody to network and learn about grant strategies and practices with other big city grants units...[The department] should work with [SME] Brody to develop a grant strategy that suites the department's grant writing processes and approaches by fall 2019, in preparation for the FY20 federal grant season.

The [department] and the Prosecutor's Office should prepare for FY 2019 grants while beginning to plan for developing a grant strategy...The [department] should continue to coordinate with the Community Foundation to identify private funding streams to address [department] needs.

The SME made clear through her recommendations that PSP agencies should first consider strategic priorities when grant planning. Agencies can also learn from feedback on unsuccessful grant applications. PSP sites are encouraged to take a proactive approach to grants, including developing concept papers and working groups to identify grants pertaining to funding priorities. PSP sites should also consider a variety of public and private funding sources, as well as grants that require partnering with an outside agency, such as a police foundation.

INTERAGENCY PARTNERSHIPS

The SME made several recommendations about the ways in which PSP law enforcement agencies should partner with other agencies to strengthen grant-writing capacity. This included creating grant wish lists in collaboration with other agencies, using other agencies' expertise to contribute to grant writing, and networking with other agencies with successful grant writing units.

INDIANAPOLIS ASSESSMENT REPORT: Ms. Brody will assist the IMPD, the Marion County Prosecutor's Office, the Marion County Probation Department, and the Mayor's Office identify current grant opportunities as well as help Indianapolis-based grant writers and administrators expand their networks.

KANSAS CITY ASSESSMENT REPORT: KCPD and the Jackson County Prosecutor's Office should expand and enhance research partnerships, action-research grant opportunities, and access to analysts by meeting with potential research partners in the next month to discuss current FY 2019 grant solicitations. They should continue to meet regularly with research partners to discuss future projects in FY 2020 and beyond...KCPD should work with the US Attorney's Office on accessing state public funding streams.

NASHVILLE ASSESSMENT REPORT: Under PSP, Ms. Brody will work with the MNPD and the District Attorney's Office to identify new private resources to support each agency's priorities and even possibly a joint project...Ms. Brody will provide additional TTA to MNPD as needed during the PSP project in the area of grant administration, such as introducing the MNPD grants team to grant administrators in other police departments across the nation.

TOLEDO ASSESSMENT REPORT: Meet with the Toledo/Lucas County [Criminal Justice Coordinating Council] to discuss and coordinate grant strategies...Ms. Brody will also connect TPD with other successful and well-run grants units in other police departments to develop a network that Lieutenant Wieczorek can call upon for assistance and possibly a future peer-exchange.

TULSA ASSESSMENT REPORT: TPD and the Tulsa DA's Office should expand their research partnerships, action-research grant opportunities, and access to analysts by meeting with potential local and national research partners to discuss potential researcher-practitioner partnerships...TPD should coordinate with the US Attorney's Office to more efficiently access state public funding streams through the District Attorney's Council by helping secure a visit from Ms. Brewer in the State Circuit Attorney's Office within the next two months.

ADDITIONAL ASSESSMENT RECOMMENDATIONS: The following are additional recommendations provided to PSP sites related to interagency grant partnerships:

Review and recommend joint applications with [department] and DA's Office, as applicable... Identify additional networking activities for the DA's Office (e.g., John Jay College of Criminal Justice Institute for Innovation in Prosecution seminars, linkages with current DA's Offices receiving grant funding for innovative programming).

Ms. Brody will also connect [the grant coordinator] with other successful and well-run grants units in other police departments to develop a network [the grant coordinator] can call upon for assistance and possibly a future peer-exchange.

Convene phone conferences and/or in-person meetings with the [department], DA's Office, and Crime Commission members to discuss grant approaches, including recommendations for possible joint applications where applicable...Meet with the [local] Sheriff's Office to learn about their grant seeking capacity and efforts...Identify networking activities for the [department] Grants Unit, DA's Office, Crime Commission, and the MSCLE Foundation. Identifying effective peer exchanges with other police department grants units; Encouraging participation in the John Jay College of Criminal Justice Institute for Innovation in Prosecution seminars; Linking [the district attorney's] office to other prosecutors across the nation receiving grant funding for innovative programming; Connecting the Crime Commissions with similar local, county, and state crime commissions and/or similar organizations across the nation.

The [department] should participate in meetings with Ms. Brody and local research partners to discuss their capacity to support future grant solicitation opportunities...[The department] and appropriate PSP partners should work with [SME] Brody and the Mayor's Office Grant Writing Team to coordinate the grant strategy and obtain further information on grant writing and implementation processes.

The [department] and the Prosecutor's Office should expand their research partnerships, action-research grant opportunities, and access to analysts by meeting with potential local and national research partners to discuss potential researcher-practitioner partnerships... [SME] Brody will help introduce Community Foundation members to similar organizations across the country at the IACP Annual Meeting Police Foundation Track in October 2019... PSP team members and [department] leaders should meet with state [Victims of Crime Act] funding administrators to explain PSP.

The SME made recommendations for ways in which sites can improve grant writing by connecting with other organizations. This includes reaching out to agencies within the same city that have technical expertise to contribute to a grant application or contacting peer law enforcement agencies that have won grant awards in the past. Local organizations such as prosecutor's offices, mayor's offices, colleges and universities, and foundations may be able to lend support to grant applications through both expertise and labor. Partnering with a university or other research center may also allow PSP sites to pursue research grant opportunities. These collaborations are a core piece of PSP initiatives and may strengthen responses to grant opportunities.

COLLABORATIONS WITH LOCAL ORGANIZATIONS SUCH AS A PROSECUTOR'S OFFICES, MAYOR'S OFFICES, COLLEGES AND UNIVERSITIES, AND FOUNDATIONS ARE A CORE PIECE OF PSP INITIATIVES AND MAY STRENGTHEN RESPONSES TO GRANT OPPORTUNITIES.

PERSONNEL

The SME made specific recommendations about how PSP site personnel can contribute to grant writing, by involving more actors in the grant application, or improve understanding of grant-writing techniques and processes.

NASHVILLE ASSESSMENT REPORT: Ms. Brody proposes meeting with a larger group of MNPD personnel identified by the Strategic Development Division to conduct a presentation about how grants work and rank/file's role in providing information and expertise for grant writing and grant administration.

TOLEDO ASSESSMENT REPORT: Ms. Brody will work with TPD to expand and enhance their grant writing capacity by helping TPD identify additional internal and external SMEs in pre-selected TPD focus areas as well as new grant writers to assist in the grant development and grant implementation processes.

TULSA ASSESSMENT REPORT: TPD should follow up with the TPD Foundation within the next month about funding for a part-time grant writer.

ADDITIONAL ASSESSMENT RECOMMENDATIONS: The following are additional recommendations provided to PSP sites related to grant personnel:

Discuss possible funding to support grant writer consultant to [department] for current grant writing season.

Increasing the number of internal SMEs assigned by [the chief] to work with the Grants Unit on an as-needed basis, in addition to external research partners from local, regional and national colleges, universities, and research firms/think tanks will provide [the grant coordinator] with assistance during the busy grant writing season.

Name a concept paper coordinator: Assign an internal [department] leader to oversee and coordinate the development of concept papers by first identifying a list of priority [department] areas of need with a number of corresponding [department] subject experts... If awarded funding, the subject expert can also become the project manager or serve in a similar role during grant implementation.

The [department] and the County Prosecutor's Office should follow up with [the local university] within the next two months about potential students for data analysis, evaluation, and grant-writing assistance. This might be part-time work, an internship, or part of a class project.

In many PSP sites, the SME identified the need for more personnel to be involved in grant writing. This both frees up time for a designated grant writer to respond to more opportunities and improve grant-

writing quality and involves department members directly to provide detail in a grant application. The SME also suggested that PSP sites reach out to local colleges and universities for grant writing assistance. In some cases, the SME suggested that PSP sites re-structure their approaches to grant writing by designating a concept paper coordinator and having department members serve as both SME and project managers on the grant initiative. Finally, the SME suggests that train all of their personnel on grant writing, rather than selected members of the department.

CONCLUSION

The PSP evaluation team conducted an analysis of all available grants landscape review reports as of January 2020. This analysis uncovered the three most prevalent themes across all grants landscape review reports. First, the SMEs identified the need for agencies to explore a variety of sources of funding and to learn from past grant applications. Second, the SME identified the need for PSP sites to engage with other organizations to strengthen grant applications, learn about new grant strategies, and broaden the range of available grant opportunities. Third, the SME suggested ways for PSP sites to restructure the personnel involved in the grant writing process to improve grant content and management.

These findings will help us execute grants landscape review reports and provide TTA to PSP sites. The findings in this report suggest potential training and workshop topics and ideas for facilitated discussions on common challenges in PSP sites. The findings also identify potential priorities for program-wide PSP strategy development.

IN MANY PSP SITES, THE SME IDENTIFIED THE NEED FOR MORE PERSONNEL TO BE INVOLVED IN GRANT WRITING. THIS BOTH FREES UP TIME FOR A DESIGNATED GRANT WRITER TO RESPOND TO MORE OPPORTUNITIES AND IMPROVE GRANT-WRITING QUALITY AND INVOLVES DEPARTMENT MEMBERS DIRECTLY TO PROVIDE DETAIL IN A GRANT APPLICATION.

APPENDIX A: APPROACH AND METHODOLOGY

The PSP evaluation team initially reviewed PSP assessment reports to identify common themes, such as “Records Management,” “Data Sharing,” and “Peer Agencies” (see Appendix A for a full list with definitions). We also included themes that did not occur in the assessment reports but that, with our background knowledge of PSP processes and TTA, we deemed relevant to PSP and potentially present in other PSP assessment reports. This process resulted in 67 individual themes that most accurately and comprehensively correspond to assessment recommendations. We organized these themes into 10 categories:



The PSP evaluation team coded the recommendations from the grants landscape review reports against the 77 themes (including both the individual themes and overarching theme categories) in NVivo at the sentence level or higher, and we coded recommendations to multiple themes when appropriate. The PSP evaluation team uses the same themes for each topical assessment type; therefore, we did not use all the themes in this grants landscape review report analysis.

Figure 1. Recommendation coding process



Each appearance of a coded sentence or group of sentences in the grants landscape review reports created a “reference,” and we identified the most common of the 77 themes—that is, those that had the most references. The PSP evaluation team also conducted a query for the most common words with three or more letters (such as “training”) across all assessment reports to identify common discussions of specific approaches to grant opportunities. The PSP evaluation team identified the most common words by the number of times they occurred across the assessment reports of the same type.

APPENDIX B: THEME DEFINITIONS

Theme	Definition	Example sentence coded
Community stakeholders	Interacting with community members and groups	None
New partnerships	Creating partnerships which did not previously exist with community members or organizations	None
Outreach	Engaging with the community to share information and promote relationships	None
Procedural justice	Maintaining internal and external procedural justice	None
Strengthen partnerships	Improving and strengthening relationships between the police agency and their community	None
Trust	Increasing citizen and community trust in the police agency	None
Crime prevention	Proactively reducing the incidence of crimes	Continue to document innovative violence and crime reduction approaches and identify key leads in [department] who could work on future grant applications, especially PSN.
Drug crime prevention	Proactively reducing the incidence of crimes related to drugs and the drug market	None
Gang crime prevention	Proactively reducing the incidence of gang-related crimes	None
Gun violence prevention	Proactively reducing the incidence of gun-related crimes	None
Treatment and social services	Working with local social service providers to deliver assistance to community members	None
Youth	Working to address youth-related community issues	None
Data and analysis	Collecting and using metrics and information	The [department] and the County Prosecutor's Office should follow up with [the local university] within the next two months about potential students for data analysis, evaluation, and grant-writing assistance. This might be part-time work, an internship, or part of a class project.
CompStat	Recommendations related to the CompStat process and/or data and accountability	None
Crime mapping	Documenting and analyzing the geographical representation of crimes	None
Data dissemination	Methods to ensure data is sent to or consistently available to officers or agency partners	None
Data sharing	Agreements or methods to view or transfer data between organizations	None
Interoperability	The ability to access data between organizations or pieces of equipment	None

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Theme	Definition	Example sentence coded
More analysis	The addition of specific forms of analysis to existing practices	The [department] and the County Prosecutor's Office should follow up with [the local university] within the next two months about potential students for data analysis, evaluation, and grant-writing assistance. This might be part-time work, an internship, or part of a class project.
New metrics	Additional information or data to collect which is not currently being collected or documented	None
Offender-based strategy	Analysis strategies which focus on the individual or individuals committing a disproportionate number of offenses	None
Processes and procedures	Analysis practices in a department	None
Program evaluation and research	Assessing a departmental program	None
Report automation	Creating reports automatically using software rather than analytical personnel	None
Social network analysis	Analysis strategies which map or explore connections between offenders	None
Funding	Gathering and using financial resources	Discuss the costs of hiring officers including recruitment and technology costs, a current theme in accurately pricing out and hiring new police officers.
Cost benefit analysis	Measuring the costs and benefits of a proposed technology to an agency	Discuss the costs of hiring officers including recruitment and technology costs, a current theme in accurately pricing out and hiring new police officers.
Diverse funding sources	Soliciting funding from a variety of sources	Ms. Brody will work Lieutenant Wieczorek, SSL Larry Larimore, and Analyst Jessica Herbert to sort through current public and private Requests for Proposals (RFPs) to identify those that meet known TPD priorities and discuss those that have the greatest potential to get funded this year.
Federal funding and grants	Seeking funding and grants from federal organizations	[The department] FY19 Program Plan and RFPs to prepare for the FY19 grant season.
Grant writing process and staff	An agency's grant writing procedures and the staff involved in writing and managing grants	With assistance from Ms. Brody, IMPD, the Marion County Prosecutor's Office, and the Marion County Probation Department should review previously unawarded grant applications to prepare for the upcoming grant season. Applicants should also request peer reviewer comments from unfunded applications as this will help inform new submissions.
Local funding	Soliciting funding from local sources	None
More funding	Pursuing and using additional funding beyond an agency's current level	Working with [Subject expert] Brody, TPD should include administrative funding in FY 2019 grant applications to help grow their internal grant development and grant implementation capacity.
Private and foundation funding	Soliciting funding from private sources, including foundations	Identify private grant funding application opportunities that could be submitted via police foundation (or other local nonprofit temporarily if needed, until police foundation is fully operational).
State funding	Soliciting funding from state sources	TPD should coordinate with the US Attorney's Office to more efficiently access state public funding streams through the District Attorney's Council by helping secure a visit from Ms. Brewer in the State Circuit Attorney's Office within the next two months.
Governance and policy	Agency management, standards, and procedures	None
Discipline	Disciplinary actions in the department	None
Leadership	The training, structure, and role of leadership	None

APPENDIX B: THEME DEFINITIONS

Theme	Definition	Example sentence coded
Morale	Officer morale and departmental cohesion	None
SOPs	Standard operating procedures, or established departmental procedures	None
Use of force	Use of force policies, procedures, or practices.	None
Wellness	Officer safety and physical and mental health	None
Interagency partnerships	Creating, strengthening, and sustaining relationships with other agencies	IMPD, the Marion County Prosecutor's Office, and the Marion County
Criminal justice system	Developing partnerships among organizations across the justice system	IMPD, the Marion County Prosecutor's Office, and the Marion County Probation Department should develop individual and combined grant needs lists.
Federal partnerships	Developing or strengthening partnerships with regional federal partners	KCPD should work with the US Attorney's Office on accessing state public funding streams.
Local partnerships	Developing or strengthening partnerships with local partners	Work with designated [city] agencies to develop grant strategy format and first draft after grant season slows down in summer 2018.
New partnerships	Creating partnerships that did not previously exist	Increasing the number of internal Subject experts assigned by [the chief] to work with the Grants Unit on an as-needed basis, in addition to external research partners from local, regional and national colleges, universities and research firms/think tanks, will provide [the grant coordinator] with assistance during the busy grant writing season.
Peer agencies	Learning from other law enforcement (peer) agencies	Ms. Brody will provide additional TTA to MNPDP, as needed, during the PSP project in the area of grant administration, such as introducing the MNPDP grants team to grant administrators in other police departments across the nation.
State partnerships	Developing or strengthening partnerships with state partner organizations	PSP team members and [department] leaders should meet with state VOCA funding administrators to explain PSP.
Strengthen partnerships	Further developing existing partnerships	IMPD, the Marion County Prosecutor's Office, and the Marion County Probation Department should continue to strengthen researcher partnerships.
Investigations	Conducting and managing investigations, including crime-specific approaches to investigations	None
Case management	Managing the investigations process and associated materials	None
Cold cases	Old and challenging cases	None
Evidence	Evidence practices in investigations	None
Gangs	Gang-related crimes and activities	None
Homicide	Investigations of homicides	None
Procedures and policies	Investigation practices and standards	None
Social media	Using social media in investigations	None
Witnesses	Managing witnesses in investigations	None
Personnel	Staffing management and officer professional development	If awarded funding, the Subject expert can also become the project manager or serve in a similar role during grant implementation.

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Theme	Definition	Example sentence coded
Cross-unit collaboration	Collaboration among groups in a department	If awarded funding, the Subject expert can also become the project manager or serve in a similar role during grant implementation.
Departmental organization	Department units, hierarchy, and organizational relationships	Keep concept paper Subject experts involved: The Subject expert who wrote the concept paper will already have buy-in and be considered the go-to expert inside [the department] for the proposed need.
Need to hire and/or promote	The need to create and fill a specific position or unit	TPD should follow up with OSU within the next month about potential student help as part-time work, internships, or as part of a class project for the summer and next school year.
Schedules and shifts	Departmental scheduling and shift practices	None
Training needed	Training for department personnel	Subject experts develop short, one-to-two-page concept papers: Each concept paper will describe the need, proposed solution, and estimated costs. [Subject expert] Brody can provide TTA to Subject experts who have never written a concept paper or similar program/project idea summary.
Planning	Developing and institutionalizing agency changes	This working group will ensure that grant opportunities align with the Kansas City Strategic Plan once it is developed.
Strategic planning	Creating a plan of direction and action for the department	This working group will ensure that grant opportunities align with the Kansas City Strategic Plan once it is developed.
Sustainability	Institutionalizing technology and procedural changes	None
Technology	Agency use of technology, including new equipment and procedural changes	Review PSP [city] Technology Assessment Report and work on specific technology-related grant funding approaches.
Insufficient equipment	The need for additional equipment or replacement or repair of existing equipment	None
Interoperability	The ability to access or use technology systems between organizations or pieces of equipment	None
IT support needed	Services or technology changes needed by the agency from the responsible IT organization	None
Privacy	Maintaining individual privacy as new technology and systems are introduced	None
Records management	RMS (records management systems) and the agency's ability to collect and store information	None
Software and hardware	Necessary software or hardware technology needed by the agency	Connect [the chief] with Elucd team working to identify pilot sites.
Technology suggestion	Specific new technology or technology change recommended to be implemented	None
Training needed	Technology training needed or recommended	None
User interface	The specific dashboard or form of presentation through which end-users (usually officers) engage with a software	None

APPENDIX C: THEMES CODED BY EVALUATION TEAM

Theme	Number of Assessment Reports Coded In	Number of References Coded
FUNDING	10	141
Grant writing processes and staff	10	87
Private and foundation funding	8	26
More funding	7	10
Federal funding and grants	6	7
State funding	4	5
Diverse funding sources	5	5
Cost benefit analysis	1	1
Local funding	0	0
INTERAGENCY PARTNERSHIPS	10	75
Criminal justice system	8	30
Local partnerships	7	21
New partnerships	5	7
Peer agencies	4	7
Federal partnerships	4	5
Strengthen partnerships	2	3
State partnerships	2	2
PERSONNEL	7	10
Need to hire and/or promote	4	4
Training needed	3	3
Cross-unit collaboration	1	2
Departmental organization	1	1
Schedule and shifts	0	0
DATA AND ANALYSIS	3	3
More analysis	3	3
Crime mapping	0	0
CompStat	0	0
Data dissemination	0	0
Data sharing	0	0
Interoperability	0	0
New metrics	0	0
Offender-based strategy	0	0
Processes and procedures	0	0
Program evaluation and research	0	0
Report automation	0	0
Social network analysis	0	0
PLANNING	2	3
Strategic planning	2	3
Sustainability	0	0
TECHNOLOGY	2	3
Software and hardware	1	1
Insufficient equipment	0	0
Interoperability	0	0
IT support needed	0	0
Privacy	0	0

APPENDIX C: THEMES CODED BY EVALUATION TEAM

Records management	0	0
Training needed	0	0
Technology suggestion	0	0
User interface	0	0
CRIME PREVENTION	1	1
Drug crime prevention	0	0
Gang crime prevention	0	0
Gun violence prevention	0	0
Treatment and social services	0	0
Youth	0	0
COMMUNITY STAKEHOLDERS	0	0
New partnerships	0	0
Outreach	0	0
Procedural justice	0	0
Strengthen partnerships	0	0
Trust	0	0
GOVERNANCE AND POLICY	0	0
Discipline	0	0
Leadership	0	0
Morale	0	0
SOPs	0	0
Use of force	0	0
Wellness	0	0
INVESTIGATIONS	0	0
Case management	0	0
Cold cases	0	0
Evidence	0	0
Gangs	0	0
Homicide	0	0
Procedures and policies	0	0
Social media	0	0
Witnesses	0	0



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This project was supported by Grant No. 2019-DG-BX-K001 awarded by the Bureau of Justice Assistance. The Bureau of Justice Assistance is a component of the U.S. Department of Justice's Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, the Office for Victims of Crime, and the Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking (SMART). Points of view or opinions in this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice.