

## **APPLICATION DEADLINE August 9, 2004**

U.S. Department of Justice  
Office of Community Oriented Policing Services  
Community Policing Development

July 2004

### **Request for Proposals: Developing A Community Policing Implementation Assessment Tool**

#### **I. Introduction**

The U.S. Department of Justice Office of Community Oriented Policing Services (COPS Office) is seeking proposals to develop an implementation stage framework and a self-assessment instrument that would operationalize community policing and allow agencies to measure and evaluate their implementation across various community policing elements. This solicitation provides background on the COPS Office and outlines the desired project that COPS is interested in funding through a cooperative agreement. This self-assessment instrument should be developed using knowledge obtained from the existing literature; input and guidance from practitioners, experts, and other stakeholders; and results from a limited testing and validation phase. One award will be made, and the Awardee will be expected to begin work immediately upon selection. The approximate maximum level of funding is \$300,000.

#### **II. Background**

Since 1994, the U.S. Department of Justice Office of Community Oriented Policing Services has been the Federal government office whose unique mission it is to directly serve the needs of state and local law enforcement. The COPS Office is responsible for making grants to States, units of local government, Indian tribal governments, other public and private entities, and multi-jurisdictional or regional consortia with the goals of increasing police presence, expanding and improving cooperative efforts between law enforcement agencies and members of the community, supporting innovative community policing projects, and otherwise enhancing public safety through reductions in crime and social disorder.

The COPS Office has awarded grants to more than 13,000 policing agencies across the country and has provided funding for over 118,000 officers through direct hiring grants and the redeployment of officers through the purchase of time-saving technology and the hiring of civilians. The COPS Office has also funded a wide-variety of innovative policing grants to combat crime and enhance public safety through the use of community policing strategies. Innovative grants have included funding to foster collaborative problem-solving between police, community-based agencies or schools, and the community at large; engage faith based communities; develop and implement organizational plans that support the adoption and maintenance of community policing; respond to and prevent domestic violence; develop and implement 311 systems; and reduce the use of methamphetamine. The COPS Office has also funded the creation of a national network of Regional Community Policing Institutes (RCPIs) to foster training in community policing at the regional level across a wide range of topics. The COPS Office has a history of producing practical and useable products and publications for the

law enforcement field through wide-ranging applied research. Additional information regarding the COPS Office can be found at [www.cops.usdoj.gov](http://www.cops.usdoj.gov).

### **III. Solicitation Description**

**Purpose/Goal:** Police agencies perform a variety of services using differing methods, many of which fall under the umbrella of community policing. These community policing methods are collectively being employed much more prominently, and their use is commonly accepted as an effective way to address crime and disorder and improve citizen satisfaction with police services. However, there is no universally accepted approach for implementing community policing. Indeed, there are even a variety of suitable definitions for community policing, and therefore numerous practical models for its application exist. Nonetheless, there are a set of commonly accepted dimensions or elements of community policing, which fall primarily under the rubric of problem solving, organizational change strategies, and community engagement and partnership. The COPS Office would like to develop an implementation stage framework organized by these accepted elements and including all the specific activities that comprise them.

The COPS Office recognizes the complexities associated with strategically planning for a police agency's transition towards community policing, as well as the difficulties associated with measuring implementation against their desired objectives. To aid in this effort, the COPS Office also seeks to produce an accompanying self-assessment instrument that would allow agencies to evaluate their implementation of the various elements of community policing, which would be informed by the operationalized implementation stage framework mentioned above. By producing a validated self-assessment instrument that could be applied by law enforcement practitioners and others, a process for determining the existing state of implementation could be executed, which would facilitate internal planning, and inform training and management initiatives toward the full adoption of the community policing philosophy. This self-assessment tool would also assist executives and officers alike in recognizing the current stage of implementation of the agency and develop goals to help the agency reach where it desires to be. The COPS Office ultimately intends to compile and develop an accompanying suite of resources that correspond to the community policing elements within the framework that would allow for follow-up based on the self-assessment results; this may serve as a second project phase.

**Objectives/Expectations:** The applicant will develop a process to identify the major elements and sub-elements of community policing that captures and reflects the commonly accepted principles of the philosophy. For example, the applicant can use existing research on community policing, tap into the knowledge of practitioners and others, or use any number of other methods, so long as they ensure that all of the appropriate elements are incorporated and fully addressed in a manner that will engender acceptance from the practitioner and academic field. The COPS Office has its own definition of community policing, including primary and sub-elements, which can be found at <http://www.cops.usdoj.gov/Default.asp?Item=36>. Applicants should familiarize themselves with this document, though the ultimate operationalized framework may be more or less expansive than that developed by COPS, or may include different sets of primary and sub-community policing elements.

Once these elements and sub-elements are identified, the applicant will be expected to operationalize them to reflect concrete and realistic examples of their application within the field, including the full spectrum of their implementation. Once these elements are operationalized, the applicant will be required to develop 1) an implementation stage framework and 2) an accompanying self-assessment instrument that police and others can apply within their agencies. Applicants will be expected to test and validate this self-assessment instrument in a number of police agencies. It is expected that a maximum number of test sites will be included in the project

design that can be supported by the budget. In addition to a traditional self-assessment tool, other innovative delivery formats (e.g. web-based programs, software, etc.) for testing community policing operationalization may be proposed and are encouraged if feasible under the scope of this project, or may be proposed and considered under a second project phase.

**Deliverables:** The applicant will be expected to deliver a validated self-assessment tool to be used by law enforcement agencies for measuring implementation of the full spectrum of community policing. Further, based on the limited validation process, an accompanying practical user's guide for applying the self-assessment tool should also be produced. This guide should incorporate lessons and recommendations based on issues observed or anticipated considerations that should be taken into account.

**Knowledge/Experience Required:** The applicant must have: 1) requisite research capabilities; 2) experience in developing and implementing similar processes and methodologies as those proposed under this project; 3) knowledge of and experience in community policing; 4) experience working with law enforcement agencies; and 5) experience with managing grants and cooperative agreements. All entities possessing these criteria, including faith based and community organizations, are eligible to apply.

#### **IV. How to Apply:**

Those interested in submitting an application in response to this solicitation must:

1. Complete a Community Policing Development Application Packet.
2. Under Section I of the Community Policing Development Application Packet, attach a written proposal. In addition to the three items requested under Section I, please also include:
  - The *Project Goals and Objectives*;
  - A detailed *Project Description* that is responsive to the Purposes and Objectives as described earlier;
  - A *Project Implementation Plan*. Include in this plan a detailed description of: how the project will be implemented; who will be served; your management plan for implementing this project with respect to management of internal and external personnel and resources; a detailed timeline; an outline of the process and methodology that will be used to develop and operationalize the community policing framework; the number of agencies that will participate in its validation, and how they will be selected; how the assessment tool could ultimately be used; and the assessment tool delivery format(s) (e.g. paper instrument, software, etc.);
  - *Resumes* of key project staff/named consultants (does not count towards the page limit of 25 double-spaced pages);
  - An *Explanation of Capabilities and Experience*. The applicant should explain their experience in developing and implementing similar processes and methodologies as those proposed under this project. The applicant should also demonstrate their knowledge of and experience in community policing, and their work with law enforcement agencies. Finally, the applicant should describe their research capabilities and document their experience with managing grants and cooperative agreements.
  - A budget using the *Budget Detail Worksheet* provided, and an accompanying *Budget Narrative* that explains the proposed costs (does not count towards the page limit of 25 double-spaced pages).

3. Attach a detailed breakdown of your employee fringe benefits structure and a copy of your current federally approved indirect cost agreement, if you are claiming indirect costs.
4. Attach a copy of your Dun and Bradstreet Data Universal Numbering System (DUNS) number.

#### **V. Notice of Intent to Apply**

Please fax a notice of intent to reply letter that includes your email address to the COPS Office **to the attention of Angel Winters at 202-616-8658 no later than August 2, 2004.** You will receive an email confirmation of the receipt of your notice of intent to apply within two business days.

#### **VI. Application Deadline and Mailing Address**

Applications for this solicitation are **due to the COPS Office no later than August 9, 2004 by 6:00 p.m.** Due to the continuing delay in U.S. Postal Mail Service, we encourage applicants to return application materials using an overnight courier service. Please submit an original application package (with original signatures) and three copies to:

U.S. Department of Justice  
Office of Community Oriented Policing Services  
1100 Vermont Ave., NW  
Washington, DC 20530  
Attn: Angel Winters, PPSE

For overnight/express deliveries, please substitute the zip code above with 20005.

#### **VIII. COPS Office Contacts for Assistance**

Please contact Rob Chapman at (202) 514-8278 to obtain additional information about the solicitation. The Catalog of Federal Domestic Assistance (CFDA) reference for this program is 16.710.