

## **Law Enforcement Leadership for Equity Initiative**

### ***Eligibility Criteria***

This solicitation is open to local city and county law enforcement agencies that are committed to engaging in a collaborative, data-driven effort to reduce racial and ethnic disparities in juvenile arrests and to promote diversion of appropriate youth out of the justice system. Efforts will help law enforcement agencies to improve fairness of juvenile arrest policies, combat implicit bias, and eliminate unnecessary arrests for youth of color, without jeopardizing public safety. Eligible applicants include: city police departments, county sheriff's departments, tribal law enforcement agencies, and other local law enforcement entities. Applicants must demonstrate significant levels of stakeholder engagement, capacity to collect and analyze data, and commitment to implementing policy and practice reforms.

### ***Project Overview***

Eliminating racial and ethnic disparities and ensuring fairness for youth of color in the justice system are critical challenges for our country at this time. With the heightened discourse around policing and its impact on communities of color, many law enforcement agencies are actively seeking ways to enhance equity in policing practices, eliminate racial and ethnic disparities for youth of color, and improve relationships between law enforcement and the communities of color they serve. With support from the W.K. Kellogg Foundation, the Center for Children's Law and Policy (CCLP) offers comprehensive training and technical assistance to support local law enforcement agencies in their pursuit of these goals.

CCLP will help law enforcement leaders implement a data-driven and collaborative approach for addressing racial and ethnic disparities (RED) in arrests of youth. CCLP will provide targeted technical assistance to help law enforcement leaders diagnose where disparities exist and implement evidence-based strategies that combat individual and structural bias.

CCLP has partnered with law enforcement agencies in Gainesville, FL; Bridgeport, Hartford, New Haven, and Waterbury, CT; and Memphis, TN; among others – all of which have achieved measurable reductions in arrests of youth of color. Law enforcement agencies that have implemented CCLP's data-driven approach have increased diversion for youth of color and

reduced arrest for youth of color by up to 50%. Jurisdictions have achieved these result while maintaining the interest of public safety.

### **Key Project Elements**

In this project, with support from the W.K. Kellogg Foundation, CCLP will select four local law enforcement agencies that will work to reduce racial and ethnic disparities in juvenile arrests by implementing CCLP's approach. The work will involve two phases: (1) Phase One, which lays the groundwork for policy and practice improvements through training, skill-building, and research on the impact of current practices, and (2) Phase Two, which includes technical assistance to support implementation and evaluation of reforms. The key elements of the project are outlined below:

### **PHASE ONE:**

- 1) **Building Leadership for Equity Reform** - CCLP will conduct a Leadership Academy for law enforcement executives and key juvenile justice stakeholders in each jurisdiction on implicit bias and systemic reform to reduce racial and ethnic disparities in the juvenile justice system. The Academy will include instruction from law enforcement leaders who have successfully implemented equity reforms. The Academy will serve as an initial education opportunity for law enforcement and other system leaders about the principles of effective equity reform and strategies for measurable change. This Academy will provide leaders with a base of knowledge about racial disparities, and how to use data to identify disparities and develop targeted reforms. With this foundation, law enforcement leaders will be prepared to plan and implement data-driven reforms, with technical assistance from CCLP.
- 2) **Comprehensive Assessment** - CCLP will work with law enforcement agency personnel to conduct a comprehensive assessment of juvenile arrest and diversion policies and practices to diagnose disparities and identify promising targets for reform. CCLP will employ qualitative and quantitative approaches, including site visits, interviews with key stakeholders, surveys, and focus groups, in addition to review of relevant policies and procedures and detailed data analysis. CCLP will also identify opportunities for law enforcement agencies to connect to effective racial equity and juvenile justice reform efforts in other jurisdictions and to leverage partnerships with other child-serving and justice agencies, including courts, child welfare, behavioral health, and education.
- 3) **Roadmap for Equity Reform** - Based on the assessment findings, CCLP will provide recommendations in six reform areas that present opportunities for measurable and sustainable reductions in racial and ethnic disparities:

- a. **Data:** Regular collection, analysis, and use of data to inform operational management;
- b. **Policy and Protocol:** Structuring arrest and diversion protocols to promote fair, equitable, objective, and consistent decision-making that advances equity and the interest of public safety;
- c. **Diversion Programs:** Improving access to culturally appropriate and effective diversion programs that prevent deeper involvement with the justice system for youth of color;
- d. **Cultural and Community Connections:** Improving cultural responsiveness of policing practices, engaging communities of color in the reform process, and building trust between police and communities of color most affected by disparities;
- e. **Cross-System Collaboration:** Enhancing collaboration with juvenile justice and other child-serving systems such as education, child welfare, and behavioral health; and
- f. **Management of Organizational Culture Change:** Articulating organizational values and goals that promote equitable treatment for youth of color, and managing a change process that aligns policies, practices, and organizational culture with these goals.

## **PHASE 2:**

- 4) **Technical Assistance for Planning of Policy and Practice Reforms** - CCLP will help law enforcement executives to plan and implement evidence-based interventions that will reduce disparities for youth of color. CCLP will also serve as a resource bank during the planning process, providing tools, resources, and a national perspective on effective interventions. CCLP will also facilitate peer networking with law enforcement leaders from other jurisdictions who have successfully implemented similar equity reforms.
- 5) **Comprehensive Training and Technical Support for Implementation** - CCLP will provide intensive remote and onsite technical support for implementation of reforms. In addition to technical support, CCLP will help develop, roll out, and build capacity for ongoing training for line officers and supervisory staff. A key feature of the implementation phase, this training effort will support effective implementation of reform and the process of departmental culture change needed to establish and sustain an equity and youth-focused approach to policing.

Training topics will include:

- a. Purpose of the juvenile justice system and law enforcement's key role;
- b. Racial and ethnic disparities at arrest and diversion;

- c. Implicit bias;
- d. Adolescent brain development;
- e. Skill building for effective interactions with youth;
- f. Training on specific policy and practice reforms;
- g. Training on diversion options available in the community; and
- h. Police/youth dialogues.

**6) Monitoring, Evaluation, and Dissemination** - CCLP will help local leaders develop a monitoring and evaluation plan to help demonstrate measurable disparity reduction outcomes. CCLP will also help to document and disseminate efforts and outcomes to promote replication in new jurisdictions.

In addition to implementing these strategies, each site will:

- Develop and work toward specific goals with measurable outcomes;
- Submit semi-annual reports on strategy implementation and system reforms.

***Site Selection Criteria***

Applications will be evaluated based on the following criteria:

- Existence of engaged and committed leadership for racial and ethnic disparities reduction from first or second in command within the law enforcement agency;
- Identification of at least one law enforcement executive to manage project efforts;
- Ability to collect and report data relevant to effective reduction of racial and ethnic disparities;
- Evidence of racial or ethnic disparities in arrests and diversion;
- Evidence of preparedness and commitment to reduce racial and ethnic disparities through data-driven process
- Capacity to partner and leverage engagement from key juvenile justice stakeholders to implement necessary reforms;
- Capacity to monitor progress; and
- Capacity to sustain reform.

***How to Apply***

Jurisdictions that would like to apply for participation in the *Racial and Ethnic Disparities Reduction Project* should complete the following steps:

**1) Complete and submit the applicant questionnaire by 11:59 p.m. EST, on Wednesday, March 21, 2018.** Applicant agencies should submit their application online using the following link: <https://goo.gl/forms/yNPWikKfX40nfs1m2>. Please contact Tiana Davis, Policy Director for Equity and Justice at the Center for Children’s Law and Policy, with any questions about the

application.

2) **Participate in a teleconference with the application review committee.** Finalists for this project will participate in a teleconference interview with members of the application review committee. Key law enforcement leaders from your agency will be asked to participate in the teleconference, along with other juvenile justice stakeholders from your jurisdiction. The designated point of contact for each finalist law enforcement agency will be notified and asked to coordinate the teleconference.

## **SELECTION PROCESS AND APPLICANT INTERVIEWS**

The Center for Children’s Law and Policy will convene an expert panel to review the eligible applications. This Selection Committee will choose up to eight finalist law enforcement agencies for further consideration. Finalists will be notified by April 1. If your jurisdiction is selected as a finalist, the core group that would lead your agency’s work during the project should plan to participate in the interview.

## **CONTACT**

If you have questions about this questionnaire, the request for proposals, or regarding any aspect of the application process, please feel free to contact Tiana Davis, Policy Director for Equity and Justice, at [tdavis@cclp.org](mailto:tdavis@cclp.org).

## **Center for Children’s Law and Policy (CCLP)**

CCLP is a public interest law and policy organization focused on reform of juvenile justice and other systems that affect troubled and at-risk children, and protection of the rights of children in those systems. CCLP staff work to eliminate racial and ethnic disparities in the juvenile justice system, reduce unnecessary incarceration of youth without jeopardizing public safety, and improve conditions of confinement for youth in state and local facilities. CCLP’s projects encompass a range of activities including technical assistance, training, research, development and implementation of standards, writing, public education, media advocacy, and administrative and legislative advocacy.

Since its founding, CCLP has helped localities and states across the country create more equitable and effective juvenile justice systems. CCLP is one of the most experienced organizations in the country in reducing racial disparities in the juvenile justice system. From 2006 to 2011, CCLP staff coordinated efforts to reduce racial and ethnic disparities in 17 jurisdictions in eight states as part of the John D. and Catherine T. MacArthur Foundation’s Models for Change Initiative and Disproportionate Minority Contact Action Network. In this role, CCLP staff offered guidance on promoting systems change, learning opportunities for juvenile justice officials, and practical solutions to the overrepresentation and disparate treatment of youth of color. Jurisdictions relied heavily on data to identify problems, develop solutions,

and monitor the effectiveness of interventions. As a result of these reform efforts, many jurisdictions experienced significant, measurable reductions in racial and ethnic disparities in their juvenile justice systems. CCLP has also led successful reform efforts in Connecticut, Colorado, Massachusetts, Virginia, and Florida, in addition to providing targeted training and technical assistance to many other jurisdictions.

CCLP partners annually with the Georgetown Center for Juvenile Justice Reform to deliver the Reducing Racial and Ethnic Disparities in Juvenile Justice Certificate Program, a comprehensive 5-day training for juvenile justice leaders working to advance equity in the juvenile justice system. CCLP staff also train judges, probation departments, service providers, law enforcement leaders, and other groups on effective approaches to reducing racial and ethnic disparities. CCLP has also written the most comprehensive guide for practitioners aimed at providing concrete information on reducing racial and ethnic disparities at each major decision point in the juvenile justice system, the Racial and Ethnic Disparities Reduction Practice Manual (<http://www.cclp.org/redpracticemanual/>). For more on CCLP's work, visit [www.cclp.org](http://www.cclp.org).

**Law Enforcement Leadership for Equity Initiative  
Applicant Questionnaire**

**INSTRUCTIONS**

Thank you for your interest in the Law Enforcement Leadership for Equity initiative. Please respond to each of the following items. Completed applications and required materials should be submitted by 11:59 p.m. EST, on March 21, 2018. If you have any questions about this application, please contact Tiana Davis, Policy Director for Equity and Justice at the Center for Children's Law and Policy, at [tdavis@cclp.org](mailto:tdavis@cclp.org).

**A. Submitter Information**

1. Name of Applicant Agency
2. Submitter's Name and Title
3. Email
4. Phone number
5. Mailing Address

**B. Agency Background Information**

1. Agency Website
2. Agency Type
  - City
  - County
  - Urban
  - Suburban
  - Rural
  - Tribal
  - State
  - Other
3. Agency Size (Sworn)
  - Less than 25
  - 25-50
  - 51-59
  - 100-249
  - 250-499
  - 500-999
  - 1,000 or more

**C. SHORT ANSWER** - Please respond to the following questions in 500 words or fewer. If you have additional information you would like to submit (e.g., graphs, tables, diagrams, reports), please email it to [tdavis@cclp.org](mailto:tdavis@cclp.org) with the subject line "Law Enforcement Leadership for Equity Materials - [AGENCY NAME].

1. Provide a brief introduction to your local jurisdiction and law enforcement agency.
2. Describe racial and ethnic disparities in juvenile arrests within your department. What do you think are the underlying factors that contribute to these problems?
3. What are your agency's goals for participation in this initiative?
4. Describe baseline juvenile arrest, diversion and court referral data, disaggregated by race, ethnicity, gender and offense category. Feel free to email or include links to any reports that may be available online.
5. Describe any formal agency policies regarding juvenile arrests.
6. Do officers have the option to divert youth from referral to juvenile court? If so, describe the available options (including citations, station adjustments, internal and external diversion programs), the eligibility criteria for each of these options, and the referral process for each option.
7. What, if any, are the primary obstacles to diverting more youth from formal processing?
8. Describe the training that officers receive regarding youth issues. For example, do officers receive training on adolescent development, de-escalation/crisis intervention, diversion resources, or youth engagement? Who receives this training, and when do they receive it?
9. Describe the training that officers receive regarding race, ethnicity, cultural diversity, and implicit bias. Who receives this training, and when do they receive it?
10. Does your agency have a youth unit, bureau, or division? If so, describe where the unit is situated in the broader agency, how it is structured, and its key functions.
11. Describe your department's current involvement with youth-focused initiatives, programs, or outreach.
12. What is your department's relationship with local schools? Please describe.
13. Briefly describe any partnerships with local community organizations, faith-based communities, youth service providers, and/or advisory groups in communities of color that you serve.
14. What does/did your department play in current or previous juvenile justice reform efforts?
15. Describe your department's data capacity and how commanders use data for agency management.
16. Describe existing databases of juvenile arrest, diversion and court referral data in your jurisdiction (e.g. police, sheriff, court, probation). For each database, briefly describe the type of information stored, whether it is accessible electronically, if data are disaggregated by race and ethnicity, and how often data are reviewed by agency leaders.

**17.** Is there any other information that you would like us to consider in your application? If you have additional information you would like to submit (e.g., graphs, tables, diagrams, reports), please email it to [tdavis@cclp.org](mailto:tdavis@cclp.org) with the subject line "Law Enforcement Leadership for Equity Materials - [AGENCY NAME].