
GRANT SUMMARY SHEET

Grant Name: 2024 InteraWorks 24-27

Department: POLICE DEPARTMENT

Grantor: Nashville Police + Public Safety Alliance

**Pass-Through Grantor
(If applicable):** OTHER

Total Award this Action: \$0.00

Cash Match Amount \$0.00

Department Contact: Capt. Kelly Cantrell
880-3727

Status: NEW

Program Description:

This is an In-Kind Grant. The Nashville Police + Public Safety Alliance has awarded MNPd a grant worth a total of \$466,200 to provide leadership training to MNPd supervisors through the ASPIRE Leadership Institute. No money will pass through the MNPd. The Alliance received a grant from the Best Year Yet Foundation to cover half of the cost of the program. The grant will allow MNPd supervisors to attend training provided by InteraWorks. The training will provide a comprehensive, customized program to develop 300+ supervisors over the next three years to promote safety, compassion and trust in the MNPd and the city of Nashville

Plan for continuation of services upon grant expiration:

Project is totally grant funded and will cease upon expiration of the grant.

Grants Tracking Form

Part One

Pre-Application <input type="radio"/>		Application <input type="radio"/>		Award Acceptance <input checked="" type="radio"/>		Contract Amendment <input type="radio"/>	
Department	Dept. No.	Contact				Phone	Fax
POLICE DEPARTMENT	031	Capt. Kelly Cantrell				880-3727	880-3077
Grant Name:	2024 InteraWorks 24-27						
Grantor:	OTHER - Enter Description to the Right --->				Other:	Nashville Police + Public Safety Alliance	
Grant Period From:	10/01/24	(applications only) Anticipated Application Date:					
Grant Period To:	09/30/27	(applications only) Application Deadline:					
Funding Type:	FOUNDATION	Multi-Department Grant		<input type="checkbox"/>	If yes, list below.		
Pass-Thru:		Outside Consultant Project:		<input type="checkbox"/>			
Award Type:	FORMULA	Total Award:		\$0.00			
Status:	NEW	Metro Cash Match:					
Metro Category:	New Initiative	Metro In-Kind Match:					
CFDA #		Is Council approval required?		<input type="checkbox"/>			
Project Description:	Applic. Submitted Electronically? <input checked="" type="checkbox"/>						
<p>This is an In-Kind Grant. The Nashville Police + Public Safety Alliance has awarded MNPD a grant worth a total of \$466,200 to provide leadership training to MNPD supervisors through the ASPIRE Leadership Institute. No money will pass through the MNPD. The Alliance received a grant from the Best Year Yet Foundation to cover half of the cost of the program. The grant will allow MNPD supervisors to attend training provided by InteraWorks. The training will provide a comprehensive, customized program to develop 300+ supervisors over the next three years to promote safety, compassion and trust in the MNPD and the city of Nashville</p>							
Plan for continuation of service after expiration of grant/Budgetary Impact:							
Project is totally grant funded and will cease upon expiration of the grant.							
How is Match Determined?							
Fixed Amount of \$		or		% of Grant		Other: <input checked="" type="checkbox"/>	
Explanation for "Other" means of determining match:							
Program costs will be absorbed into the MNPD operating budget							
For this Metro FY, how much of the required local Metro cash match:							
Is already in department budget?		\$0.00	Fund		Business Unit		
Is not budgeted?		\$0.00	Proposed Source of Match:				
(Indicate Match Amount & Source for Remaining Grant Years in Budget Below)							
Other:							
Number of FTEs the grant will fund:		0.00	Actual number of positions added:				
Departmental Indirect Cost Rate		31.20%	Indirect Cost of Grant to Metro:		\$0.00		
*Indirect Costs allowed? <input type="radio"/> Yes <input checked="" type="radio"/> No		% Allow.	0.0%	Ind. Cost Requested from Grantor:		\$0.00	in budget
*(If "No", please attach documentation from the grantor that indirect costs are not allowable. See Instructions)							
Draw down allowable? <input type="checkbox"/>							
Metro or Community-based Partners:							

Part Two

Grant Budget										
Budget Year	Metro Fiscal Year	Federal Grantor	State Grantor	Other Grantor	Local Match Cash	Match Source (Fund, BU)	Local Match In-Kind	Total Grant Each Year	Indirect Cost to Metro	Ind. Cost Neg. from Grantor
Yr 1	FY25	\$0.00			\$0.00		\$0.00	\$0.00	\$0.00	\$0.00
Yr 2	FY26	\$0.00			\$0.00		\$0.00	\$0.00	\$0.00	\$0.00
Yr 3	FY27	\$0.00			\$0.00					
Yr 4	FY__									
Yr 5	FY__									
Total		\$0.00	\$0.00	\$0.00	\$0.00		\$0.00	\$0.00	\$0.00	\$0.00
Date Awarded:			08/28/24	Tot. Awarded:		\$0.00	Contract#:			
(or) Date Denied:				Reason:						
(or) Date Withdrawn:				Reason:						

Contact: juanita.paulsen@nashville.gov
vaughn.wilson@nashville.gov

Rec'd 09/03/24

Approved 09/03/24

VW

The ASPIRE Leadership Institute for the Metro Nashville Police Department

Developing the Next Generation
of Law Enforcement Leadership

Prepared for:

Pat Shea, Founder & CEO

Halim Genus, VP Programs & Partnerships



Executive Summary

The **Nashville Police & Public Safety Alliance (“the Alliance”)** and **InteraWorks** are partnering to explore the implementation of a customized leadership institute for the Metro Nashville Police Department (MNPd) to fuel and empower the successful execution of their vision and culture and develop their next generation of leaders.

Pressing issues for the MNPd and the City of Nashville include the lasting impact of the pandemic, political dynamics, social media, immigration, economic challenges, overall perception, and a fast-growing and increasingly diverse community. *“Law enforcement has drastically changed in the early part of the 21st century....and with what is expected from a law enforcement agency as well as the intense criticism of how an agency fulfills its community’s needs, leadership development and training has never been more important.”* – Where Will Tomorrow’s Law Enforcement Leadership Come From? - Police Chief Magazine.

This proposal recommends the establishment of **The ASPIRE Leadership Institute** for the MNPd. The commitment of current leadership to cascade new models of leadership in the department is *inspiring*. The opportunity for the department to *inspire* other leaders in the community is powerful. Thus, “ASPIRE” meaningfully reflects their unique vision to foster greater safety, compassion and trust in the department and across Nashville.

Following discovery interviews with MNPd senior leadership, five priority areas emerged including 1. Leadership Development & Training 2. Cultural Transformation 3. Community Engagement & Trust 4. Structural & Operational Changes and 5. Sustainability and Metrics. Top priorities cited include teaching officers to become model people leaders and connecting with the community with empathy. ASPIRE empowers these objectives and their aspiration to ***“develop future leadership through the expansion of leadership and people skills as distinct from policing skills.”***

This proposal scope is for the development of three hundred sworn and civilian leaders through ASPIRE over the next three years, with an initial pilot beginning in Q4 of 2024. The program we recommend is 9-months long via two phases, *Phase 1: Leading Self and Others* and *Phase 2: Leading Community*. The learning experience includes self-assessment, learning circles, six onsite facilitated programs, virtual coaching, self-paced study, peer and community activities and mentoring with co-horts of up to thirty moving through the learning journey together. An abbreviated experience for the Executive Team is also included.

The Alliance and InteraWorks’ via our Best Year Yet Foundation will co-fund the program with top MNPd leaders as involved sponsors and advisors. Collectively, we have extensive experience in the community and developing leaders locally, nationally and globally in top organizations to address today’s challenges and transform organizations to ensure they thrive. The *Final Report of the President’s Task Force on 21st Century Policing* states that training and education is a pillar in the roadmap for developing tomorrow’s leaders and encourages each state and agency to partner with other agencies or learning partners to do so. We are confident that this initiative will integrate and cascade the current department vision and culture throughout the department and bring the MNPd into a new era of community leadership and influence in Nashville.

ASPIRE Context & Objectives

1. Leadership Development and Training

- Adaptive and Reflective Practices:
 - Flexibility and Innovation: Encourage flexibility in internal operations and adapting to community needs and diverse viewpoints.
 - Personal and Professional Growth: Prioritize continuous learning, curiosity, and the importance of considering personal lives in professional development.
- Empathy and Emotional Intelligence:
 - Skill Development Priorities: Emphasize social and emotional learning, empathy, and cultural cognizance for decision-making processes.
 - Emotional Intelligence (EI): Further integrate EI into training to improve personal and professional interactions, reduce burnout, and enhance adaptability.
- Diversity and Inclusion:
 - Commitment to Diversity: Support goals such as the 30x30 initiative to have 30% female officers by 2030 and integrate diverse perspectives into training via interaction and outside facilitation.
 - Challenges and Integration: Address integration issues for women, minorities, and younger workers and foster an inclusive environment.
- People Leadership:
 - Leadership Styles: Leadership is focused on fostering growth, adaptability, and resourcefulness in their teams. Developmental leadership is a key approach.
 - Mentorship and Role Models: Highlight mentorship, modeling, critical thinking, and encourage a developmental rather than a punitive approach.
- Program Logistics and Implementation:
 - Training Logistics: Preference for a mix of virtual and onsite training and blended learning tools, with sessions tailored to fit various schedules.
 - Inclusivity in Training: Ensure training is required, accessible and relevant to both sworn and civilian staff, with a focus on broadening perspective and enhancing emotional intelligence.

2. Cultural Transformation

- Ongoing Culture Change: MNPD is in the third year of a cultural shift that includes changes in appearance policies and operational procedures.
- Vision for the Department: Emphasize diversity, reduce attrition, create a fulfilling work environment. Officers innovate and feel valued.

3. Community Engagement and Trust:

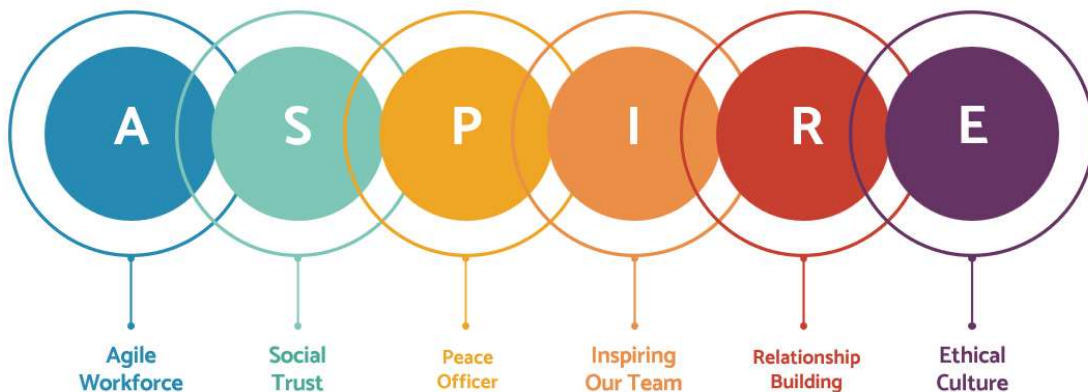
- Public Trust: Build public trust through open dialogue, transparency, and listening. This includes shifting from traditional authoritative approaches to more empathetic and collaborative interactions.
- Positive Interactions: Create opportunities for positive community engagement to improve relationships and departmental reputation.

4. Structural and Operational Changes:

- Training and Academies: Integrate leadership initiatives with current academy training to build a solid foundation of empathetic behavior.
- Operational Shifts: Continue to move from a “weeding out” mentality to developing and retaining talent by delaying stress-inducing portions of training and reducing attrition.

5. Metrics of Success:

- Internal Metrics: Success is measured by improved job satisfaction, morale, retention, the development of social and emotional capacities.
- External Impact: Safety, positive community interactions, increased transparency, and enhanced public perception of the police force.



Recommendations

The target group is emerging and mid-level leaders with the goal of three hundred participants over the next three years. Participants will go through the program in co-hort groups of up to thirty each. Co-horts could be set up based on level or function. Senior Leadership would also participate via an abbreviated experience as detailed on the next page.

The program is a 9-month blended-learning curriculum via two phases of six and three months respectively. Facilitated programs occur onsite every six weeks in each phase, with activities and coaching between the live sessions.

PHASE 1 – LEADING SELF & OTHERS (six months)

1. Individual Assessment – *Barrett Values Assessment*™
2. Leadership Curriculum (4 hours onsite every six weeks)
 - a. *Inside Out Leadership*™
 - b. *Conflict to Collaboration*™
 - c. *Activating Empathy*™
 - d. *Inspiring Through Influence*™
3. Learning Circles via activities and building relationships with peers. Group Coaching in virtual 60-to-90-minute sessions.
4. Coaching and Mentoring including, peer-to-peer

PHASE 2 – LEADING COMMUNITY (three months)

1. Leadership Curriculum (4 hours onsite every six weeks)
 - a. *Igniting the Heart of Teams*™
 - b. *Creating Trust*™
2. Leadership Practicum via activities and building relationships with self-selected community leaders through sharing learnings and goals. Group Coaching in virtual 60-to-90-minute sessions.
3. Coaching and Mentoring including, participants in next class

Learner support includes program materials with deskside ASPIRE ABC Toolkit, access to our Learning Experience Platform (LXP) with additional resources and the option to attend quarterly *InteraLabs* virtual open sessions.

We recommend that Senior Leadership receive an abbreviated version of ASPIRE to ensure they understand and align with the material, are prepared to model and coach others and integrate ASPIRE into their culture and community. This experience would consist of an assessment, three onsite sessions and three activities/coaching calls in between sessions (versus six onsite sessions and six coaching calls).

ASPIRE FOR THE EXECUTIVE TEAM (six weeks)

1. Individual Assessment – *Barrett Values Assessment*[™]
2. Phase 1 Leading Self and Others (4 hours onsite)
 - a. **Inside Out Leadership**[™] - full program
 - b. Modeling and Review ABCs
3. Complete Phase 1 Leading Self and Others (4 hours onsite)
 - a. Review of progress
 - b. **Conflict to Collaboration**[™] - intro
 - c. **Activating Empathy**[™] - intro
 - d. **Inspiring Through Influence**[™] intro
 - e. Modeling and Review ABCs
 - f. Coaching Others
4. Phase 2 – Leading Community (4 hours onsite)
 - a. Review
 - b. **Igniting Heart of Teams**[™] – intro
 - c. **Creating Trust**[™] – intro
 - d. Modeling & Review ABCs
 - e. Coaching Community
5. Learning Circles via activities and building relationships with peers.

PROGRAM MEASURES OF SUCCESS

Recommended tools and measures of success using a standard learning model are below:

1. **Reaction** - Program Evaluation – *Measure satisfaction, engagement and relevance*
2. **Learning** – Individual Assessments – *Validate knowledge, attitude, skill, confidence, commitment and behavior change*
3. **Behavior** - Tools for Application Tracking and Leadership Feedback – *Actual Behavior Changes (ABCs)*
4. **Results** – Assess relevant internal and external metrics – *Example, reduction in community complaints and resulting cost/time savings, employee engagement, promotions etc.*

Implementation

Participant Profiles

The program will be required or recommended for advancement with top leadership endorsement. We encourage that participants to self-nominate or be nominated by others. They should be enrolled in attending by choice and see this as a reward or benefit to develop their skills and capacity and ultimately, their impact.

Qualifications for best candidates include a motivated to advance, desire for learning, willingness to devote the time, open to new ideas and a commitment to attendance and practice. Pilot participants should include influencers in the department and each class will have an opportunity to mentor the next class in Phase 2.

Proposed Timeline

2024

Finalize scope & approval. Enrollment & preparation - Q3

Executive Team Cohort – Q4

First Class Phase 1 *Pilot* (2 cohorts), review and adjust - Q4/Q1

2025

First Class Phase 2 *Pilot* (2 cohorts), review and adjust – Q2

Graduation, enrollment & preparation – Q3

Second Class Phase 1 (4 cohorts) – Q4/Q1

2026

Second Class Phase 2 (4 cohorts) – Q2

Graduation, enrollment & preparation – Q3

Third Class Phase 1 (4 cohorts) – Q4/Q1

2027

Third Class Phase 2 (4 cohorts) – Q2

Graduation, future planning – Q3

Alternative Timeline – Enrollment, preparation and Executive Team Q3/Q4. Cohorts start Q1

Investment & Grant

Element	Max # of Participants	Investment
Assessments	30	\$900
Phase 1 – Leading Self & Other Leadership Curriculum, Learning Circles, Coaching	30	\$29,000
Phase 2 – Leading Community Leadership Curriculum, Learning Circles, Coaching	30	\$14,500
Program Management, Materials, Learning Experience Platform (LXP), InteraLabs, Metrics	30	Included
Total Investment Per Cohort	30	\$44,400
Total Investment Executive Team	15	\$22,200
Total Three-Year Investment	300	\$466,200

NOTE: 50% of these costs would be covered by a grant from InteraWorks' Best Year Yet Foundation at \$22,200 per cohort (\$11,100 for Executive Team) and \$233,100 for the three-year roll-out.

Prices reflect a 10% government/non-profit discount.

Any facilitator travel is an additional shared cost not reflected here TBD.

About InteraWorks

Our Beliefs, Purpose and Value

Organizations have the potential to be THE vehicle for socio-economic and leadership transformation. *Traditional models and structures are breaking down, rendering the “command and control” style obsolete.*

No organization can rise above the consciousness of its leaders. *Guide people and teams with awareness, presence and authenticity. Come from a place of curiosity and ease. Ask, listen and be thoughtful in your interactions. Build cultures of “we” rather than “me”.*

Reliable, measurable strategies to calibrate and raise the consciousness of leaders are available and proven. *Learning that is Vertical vs Horizontal, Transformative vs Developmental. This is the path.*

We need to evolve our organizations through a new model of leadership development NOW. *Pervasive issues include organizational relevance, top leader pessimism, global threats, labor issues, technology disruption, disengagement, conflict and stress require new capabilities.*

Our purpose is to elevate the human experience and empower individuals and teams to find their purpose and reach their full potential. We believe in the symbiotic relationship between organizations and people - where organizations thrive because of the people in them, and people thrive because of the environment the organizations have created. Our focus is transforming performance and development for leaders at all levels and through this, we help organizations get the results they want.

InteraWorks is the next generation of talent development for evolving organizations. Combining experiential learning programs, coaching, technology and yearlong development paths, our clients deploy our work at scale across the globe. We integrate mindset shifts and behavior change with practical tools and systems, real-life application and technology. Our programs expand the capacity and capability of people to enable them to model new paradigms of leadership and develop others to do the same.

We fulfill our values and commitment to service through our **Best Year Yet Foundation**, a 501(3)c organization that provides InteraWorks systems, tools, and other support to help organize, focus, and increase the effectiveness of nonprofits and community projects around the world while reducing the burnout so often associated with service work.

Sample InteraWorks Clients

Deloitte.

Honeywell

**WHOLE FOODS
MARKET**

The
**Cheesecake
Factory.**



LOCKHEED MARTIN



H2Safety

Microsoft

Southwest

**WELLS
FARGO**

abbvie



**dorma
kaba**

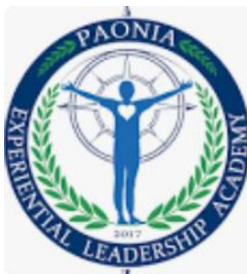


H-E-B




MARRIOTT

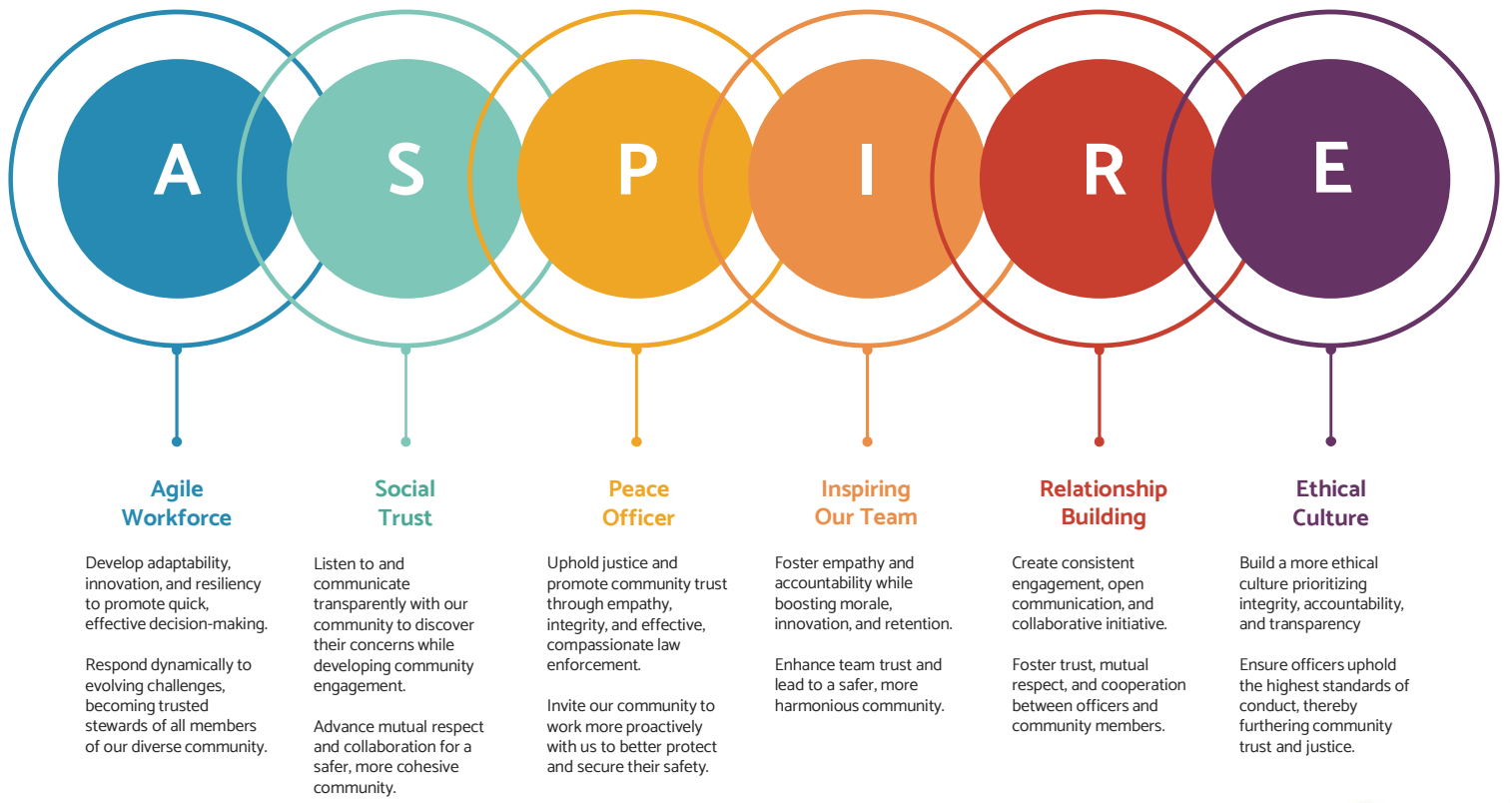
Sample Best Year Yet Foundation Grantees





aspire
MNPD Leadership Institute

an  interworks program



Leadership Framework



Program Elements



Individual Assessment

Pre-class assessment to set participant expectations.



Leadership Curriculum

Participants experience an interactive and transformative experience during live instructor led session



Learning Circles/ Practicum

Cohort complete assignments in community, and then convenes virtually for 60-90 minutes following the live sessions.



Cohort Coaching + Mentoring

Graduates mentor incoming class



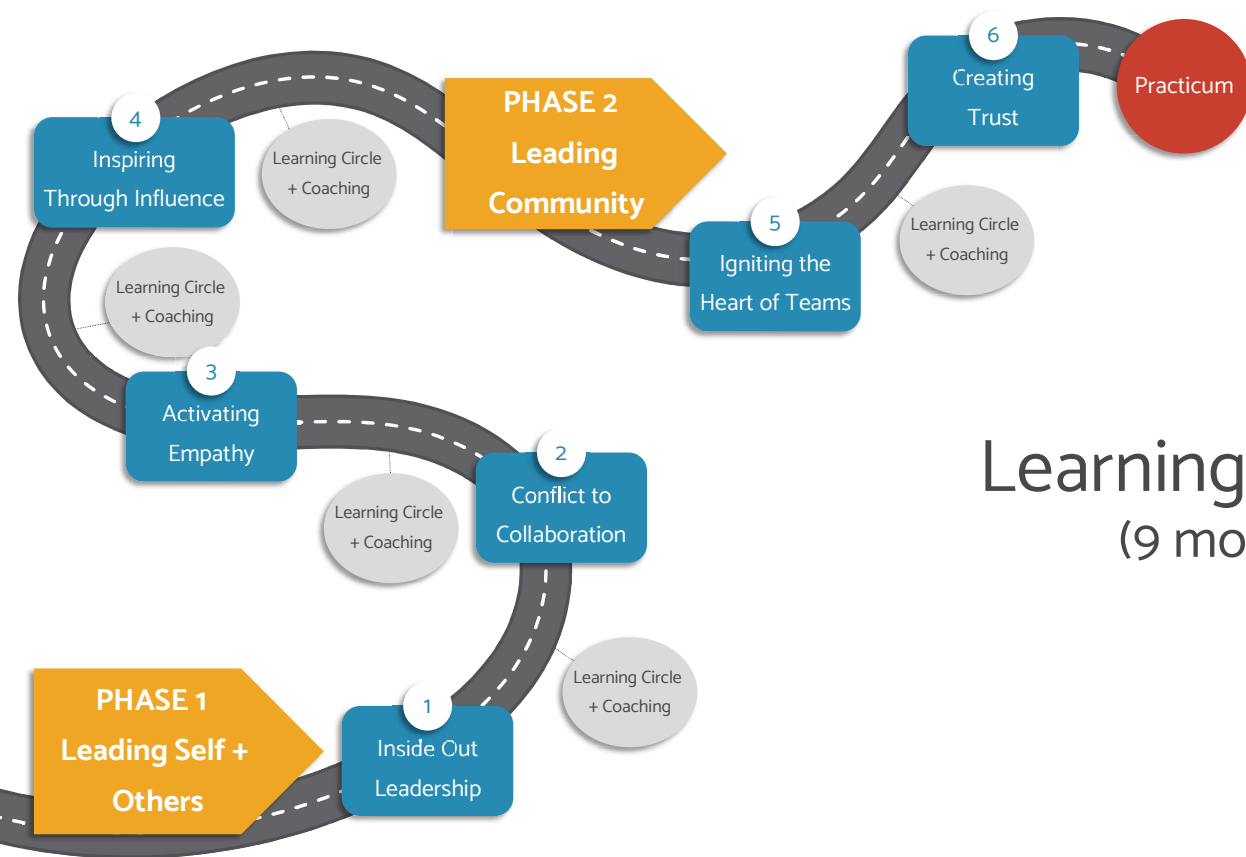
Evolution of Community

Learning path that evolves over multiple years with ongoing engagement with other learners and the community



Lifelong Learning + Support

Learners participate in InterLabs sessions, support via LXP, email tracks, thought leadership, and learner engagement opportunities



Learning Journey (9 months)

Phase 1 *learning path*

Cohort Coaching + Mentoring

Review the previous session and prepare for the upcoming session

Cohort Support

Support materials to bring your new knowledge and tools into your everyday work



Inside Out Leadership

Harness your ability to create alignment, focus, integrity, and accountability to create more innovative solutions and adjust to rapidly changing complex environments.



Conflict to Collaboration

Move your team past challenging interactions, bad habits, and hidden issues to a path of lasting resolution and open communication



Activating Empathy

Empathy allows us to see the bigger picture and the impact of our actions, allowing us to build more authentic relationships and increase connections, possibilities, and opportunities.



Inspiring Through Influence

Harness your ability to create alignment, focus, integrity, and accountability to create more innovative solutions and adjust to rapidly changing complex environments.



Ongoing Learner Support Programs

These multimodal and microlearning bites help participants avoid previous behavior patterns and integrate new skills into their everyday work life for true sustainable learning. It's amazing what a difference one hour can make.

Outcome statement

Phase 2 *learning path*

Provide Cohort Coaching + Mentoring

Be the peer resource for Year 1 Learners

Cohort Support

Support materials to bring your new knowledge and tools into your everyday work



Igniting the Heart of Teams

Learn how to create better relationships in your community through developing coherence and regulating emotional energy.



Creating Trust

Harness your ability to develop trust enhancing strong community relationships.



Ongoing Learner Support Programs

These multimodal and microlearning bites help participants avoid previous behavior patterns and integrate new skills into their everyday work life for true sustainable learning. It's amazing what a difference one hour can make.

InteraWorks Foundations of Transformation

Systemic Strategic Infrastructure

Expand Capacity

Enable bold visionary, strategic, and purposeful outcomes

Orchestrate ROB

Operating rhythm, meeting, and communication culture

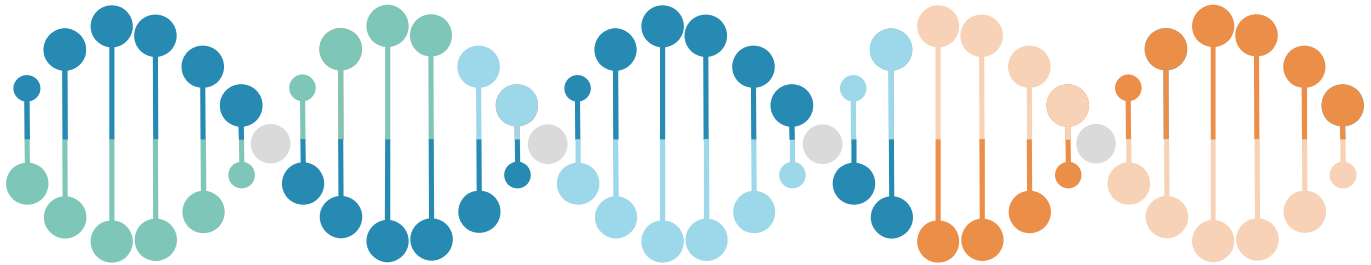
Address Shadow

Facilitate awareness to eliminate reactive triggers

Cultural Evolution

Articulate Clearly

Share our unique perspective to voice our aspirational purpose



Generate Engagement

Establish an empowering performance framework

Develop Mastery

Cultivate authentic, respectful self-expression and appreciation for all

Establish Standards

Create a psychologically safe space to enable mindful accountability

Create Community

Stakeholder engagement as an ecosystemic leader of cultural evolution

THE NASHVILLE
POLICE + PUBLIC SAFETY
ALLIANCE

August 29th, 2024

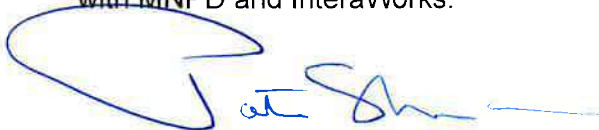
Chief John Drake
Metropolitan Nashville Police Department
600 Murfreesboro Pike
Nashville, TN 37210

Dear Chief Drake,

The Nashville Police + Public Safety Alliance requests approval from the Metropolitan Nashville Police Department (MNPd) for an in-kind grant valued at \$466,200 to support the newly designed ASPIRE Leadership Program. The Alliance has received a grant from the Best Year Yet Foundation to cover half of the cost of the program. The program aims to develop leadership within the police department, building skills that align with MNPd's vision for a more adaptive and community-focused approach. The Institute is designed to enhance leadership capabilities across MNPd, fostering growth in key areas such as cultural transformation and community engagement.

For this initiative, the Alliance and the Best Year Yet Foundation will make all payments directly to InteraWorks, with no match or other financial obligations required from MNPd or the Nashville Metropolitan Government. No funds will be transferred to the Metropolitan Nashville Police Department for this project.

Thank you for your consideration. We are excited about this project and look forward to working with MNPd and InteraWorks.



Patricia Glaser Shea
CEO and Founder
Nashville Police + Public Safety Alliance

**SIGNATURE PAGE
FOR
2024 InteraWorks Grant**

IN WITNESS WHEREOF, the parties have by their duly authorized representatives set their signatures.

**METROPOLITAN GOVERNMENT OF
NASHVILLE AND DAVIDSON COUNTY**

John C. Drake

John Drake
Chief of Police

8.28.24

Date

APPROVED AS TO AVAILABILITY
OF FUNDS:

Kevin Crumbo

Kevin Crumbo, Director
Department of Finance

9/16/2024 | 7:06 PM CDT

Date

APPROVED AS TO RISK AND INSURANCE:

Balagun Cobb

Director of Insurance

9/17/2024 | 9:24 AM CDT

Date

APPROVED AS TO FORM AND
LEGALITY:

Courtney Mohan

Metropolitan Attorney

9/17/2024 | 9:03 AM CDT

Date

Freddie O'Connell
Metropolitan Mayor

Date

ATTEST:

Metropolitan Clerk

Date