

## INTRADEPARTMENTAL CORRESPONDENCE

November 14, 2014  
1.17

**TO:** Chief of Police

**FROM:** Commanding Officer, Information Technology Bureau

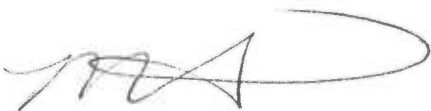
**SUBJECT:** TRANSMITTAL OF THE COMMUNITY ORIENTED POLICING SERVICES (COPS) 2014 LISTEN PROGRAM TO ADDRESS POLICE BIAS THROUGH COMMUNITY MEDIATION GRANT

Attached for your approval and signature is an Intradepartmental Correspondence to the Board of Police Commissioners seeking authorization to transmit a report to the Mayor and City Council. The report requests approval from the City Council and Mayor for the Los Angeles Police Department (LAPD) to accept the grant award of \$99,962 in funding from the Office of Community Oriented Policing Services for the 2014 LISTEN Program to Address Police Bias Through Community Mediation grant for the period of October 1, 2014 through September 30, 2016.

Through grant funding, LAPD, in partnership with the Los Angeles City Attorney's Office and the University of Southern California, will pilot a "Smart" mediation approach to LAPD police bias complaints involving communities of color known as the LISTEN Program (Leveraging Innovative Solutions to Enhance Neighborhoods). Program goals will entail increasing the skills and abilities of the law enforcement agencies, relevant stakeholders and individuals to engage in proven community policing strategies. Additional goals will entail an expeditious and satisfying outcome for both the complainant and the police officer, with systemic change occurring as both parties hear, clarify, and understand the issues from each other's point of view.

The LAPD will allocate \$3,700 for consultants, and \$2,922 for supplies and other costs. The City Attorney's office has been allocated \$68,278 for salary costs and \$25,062 for fringe costs to fund an Administrative Coordinator II who will dedicate 50% of their time to intake biased policing mediation referrals by the LAPD, scheduling dates/locations for community mediations, and scheduling of volunteers for training and participation in LISTEN.

If you have any questions regarding this matter, please contact Senior Management Analyst Stella Larracas, Officer in Charge, Grants Section, at (213) 486-0380.



MAGGIE GOODRICH, Chief Information Officer  
Commanding Officer  
Information Technology Bureau

Attachment



U.S. DEPARTMENT OF JUSTICE  
OFFICE OF COMMUNITY ORIENTED POLICING SERVICES

**COPS**★

145 N Street, N.E., Washington, DC 20530

October 1, 2014

Chief of Police Charlie Beck  
Los Angeles, City of  
100 West First Street, Suite 1072

Los Angeles, CA 90012

Subject: ORI: CA01942 Award #: 2014CKWX0004  
Project Title: LISTEN Program to Address Police Bias through Community Mediation

Dear Chief of Police Beck:

On behalf of the Attorney General and the Office of Community Oriented Policing Services (COPS), it is my pleasure to inform you that we have approved your proposal for the Community Policing Development (CPD) program in the amount of \$99,962.00. The COPS Office recognizes and appreciates your commitment to this very important initiative.

Contained in this packet is the Award Document. The Award Document contains terms, conditions, and requirements for your award. Be sure to familiarize yourself with all terms, conditions, and requirements before signing and accepting your award. **To officially accept the award, electronically sign the Award Document with the Award Terms and Conditions; if applicable, the Cooperative Agreement that is incorporated by reference into the Award Document; and, if applicable, the Special Award Conditions and/or High Risk Conditions in the Award Document Supplement within 45 days of the date shown on this letter.** Failure to sign your original Award Document within the 45-day award acceptance period may result in your CPD award being withdrawn and the funds deobligated without additional notification.

A supplemental online award package for 2014 CPD awardees can be found at <http://www.cops.usdoj.gov/Default.asp?Item=2450>. We strongly encourage you to visit this site immediately to access a variety of important and helpful documents associated with your award, including the CPD Award Owner's Manual, which specifies the terms, conditions, and requirements of your award.

If you have any questions about your grant, please do not hesitate to call your Program Manager through the COPS Office Response Center at 1.800.421.6770.

I want to extend my personal appreciation for your efforts and congratulate you on this award. On behalf of the staff at the COPS Office, we look forward to working with you to complete this important project.

Sincerely,

Ronald L. Davis  
Director

**Special Conditions:**



Memorandum

**Community Policing Development**

**To:** Mayor Eric Garcetti  
Los Angeles, City of

**Re:** Financial Clearance Memo  
A financial analysis of budgeted costs has been completed. Costs under this award appear reasonable, allowable, and consistent with existing guidelines. Exceptions / Adjustments are noted below.

**ORI #: CA01942 Grant #: 2014CKWX0004**

Budget Category	Proposed Budget	Approved Budget	Adjustments
Sworn Officer	\$0.00	\$0.00	\$0.00
Fringe Benefits	\$0.00	\$0.00	\$0.00
Civilian Personnel	\$63,325.00	\$68,278.00	\$4,953.00
Fringe Benefits	\$23,245.87	\$25,062.22	\$1,816.35
Equipment	\$0.00	\$0.00	\$0.00
Supplies	\$1,500.00	\$2,000.00	\$500.00
Travel/Training	\$1,235.00	\$0.00	-\$1,235.00
Consultants/Contractors	\$2,500.00	\$3,700.00	\$1,200.00
Other Costs	\$0.00	\$922.00	\$922.00
Indirect Costs	\$8,194.13	\$0.00	-\$8,194.13

<b>Total Budget Costs:</b>	<b>\$99,962.00</b>	<b>Federal Share:</b>	<b>\$99,962.00</b>	<b>Applicant Share:</b>	<b>\$0.00</b>
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**Budget Cleared Date:** 10/14/2014

**Overall Comments:**

All costs listed in this budget were programmatically approved based on the final Budget Detail Worksheets submitted by your agency to the COPS Office. Maintenance agreements (if applicable) must be purchased and paid in full within the grant period. Prior to the obligation, expenditure or drawdown of grant funds for non-competitive contracts in excess of \$100,000, grantee must submit a sole source justification to the COPS Office for review and approval. Prior to the obligation, expenditure, or drawdown of grant funds for consultant fees in excess of \$550 per day when the consultant is hired through a noncompetitive bidding process, approval must be obtained from the COPS Office. If the vendor number on this form differs from the EIN number included in your application, then for administrative purposes only, we are assigning a different vendor number to your agency. The reason for this administrative change is that your original EIN number has been assigned to another agency. If this applies to your agency, please use the new vendor number on all financial documents related to this grant award. The vendor number should not be used for IRS purposes and only applies to this grant.



## COPS Application

CA01942

Los Angeles, City of



### Section 1: COPS PROGRAM REQUEST

Federal assistance is being requested under the following COPS program:

Verify the COPS grant program for which you are requesting federal assistance. A separate application must be completed for each COPS program for which you are applying. Please ensure that you read, understand, and agree to comply with the applicable grant terms and conditions as outlined in the COPS Application Guide before finalizing your selection.

The program you have selected is: Community Policing Development

CPD Topic Area:

I. Microgrant Initiative for Law Enforcement

### Section 2: Agency Eligibility Information

#### A. Type of Agency (select one)

- Law Enforcement
- Non-Law Enforcement

From the list below, please select the type of agency which best describes the applicant.

Law Enforcement Entities

Municipal Police

## Section 3: GENERAL AGENCY INFORMATION

## A. Applicant ORI Number CA01942

The ORI number is assigned by the FBI and is your agency's unique identifier. The COPS Office uses the first seven characters of this number. The first two letters are your state abbreviation, the next three numbers are your county's code, and the next two numbers identify your jurisdiction within your county. If you do not currently have an ORI number, the COPS Office will assign one to your agency for the purpose of tracking your grant. ORI numbers assigned to agencies by the COPS Office may end in "ZZ."

## B. Applicant Data Universal Numbering System (DUNS) Number:

0378480120000

A Data Universal Numbering System (DUNS) number is required prior to submitting this application. A DUNS number is a unique nine or thirteen digit sequence recognized as the universal standard for identifying and keeping track of entities receiving federal funds. For more information about how to obtain a DUNS number, please refer to the "How to Apply" section of the COPS Application Guide.

## C. System for Award Management (SAM)

The System for Award Management (SAM) replaces the Central Contractor Registration (CCR) database as the repository for standard information about federal financial assistance applicants, recipients, and sub-recipients. DOJ requires that all applicants (other than individuals) for federal financial assistance maintain current registrations in the SAM database. Please note that Applicants must update or renew their SAM registration at least once a year to maintain active status.

Applicants that were previously registered in the CCR database must, at a minimum:

Create a SAM account

Log into SAM and migrate permissions to the SAM account (all the entity registrations and records should already have been migrated).

Applicants that were not previously registered in the CCR database must register in SAM prior to registering in Grants.gov. Information about SAM Registration procedures can be accessed at <http://www.sam.gov>.

For more information about how to register with SAM, please refer to the "How to Apply" section of the COPS Application Guide.

Your SAM Registration is set to expire on:

02/07/2015

Please enter date in MM/DD/YYYY format.

Note: If your SAM registration is set to expire prior to September 30, 2014, please renew your SAM Registration prior to completing this application. Contact the SAM Service Desk at 866-606-8220 or view/update your registration information at <http://www.sam.gov>

## D. Geographic Names Information System (GNIS) ID:

1662328

Please enter your Geographic Names Information System (GNIS) Identification Number. This is a unique ID assigned to all geographic entities by the U.S. Geological Survey. To look up your GNIS Feature ID, please go to the website: <http://geonames.usgs.gov/domestic/index.html>. For more information about how to obtain a GNIS number, please refer to the "How to Apply" section of the COPS Application Guide.

## E. Cognizant Federal Agency:

Department of Justice

Select the legal applicant's Cognizant Federal Agency. A Cognizant Federal Agency, generally, is the federal agency from which your jurisdiction receives the most federal funding. Your Cognizant Federal Agency also may have been previously designated by the Office of Management and Budget. Applicants that have never received federal funding should select the "Department of Justice" as the Cognizant Federal Agency.

## F. Fiscal Year:

From

07/01/2014

to

06/30/2015

## I. U.S. Department of Justice and Other Federal Funding

Applicants are required to disclose whether they have pending applications for federally funded assistance or active federal grants that support the same or similar activities or services for which grant funding is being requested under this application.

Be advised that as a general rule COPS grant funding may not be used for the same item or service funded through another funding source. However, leveraging multiple funding sources in a complementary manner to implement comprehensive programs or projects is encouraged and is not seen as inappropriate. To aid the COPS Office in the prevention of awarding potentially duplicative funding, please indicate whether your agency has a pending application and/or an active grant with any other federal funding source (e.g. direct federal funding or indirect federal funding through State sub-awarded federal funds) which supports the same or similar activities or services as being proposed in this COPS application. (check all that apply):

## Bureau of Justice Assistance (BJA)

 Pending Application

 Active Grant

## Office of Justice Programs (OJP)

 Pending Application

 Active Grant

## Office of Juvenile Justice and Delinquency Prevention (OJJDP)

 Pending Application

 Active Grant

## Office on Violence Against Women (OVW)

 Pending Application

 Active Grant

## National Institute of Justice (NIJ)

 Pending Application

 Active Grant

## Office for Victims of Crime (OVC)

 Pending Application

 Active Grant

## Other Department of Justice Funding

- Pending Application  
 Active Grant

## Other Federal or State Sub-awarded Funding

- Pending Application  
 Active Grant

No Federal or State Sub-awarded Funding

## Section 4: EXECUTIVE INFORMATION

Note: Listing individuals without ultimate programmatic and financial authority for the grant could delay the review of your application, or remove your application from consideration.

## A. Law Enforcement Executive/Agency Executive Information:

For Law Enforcement Agencies: This is the highest ranking law enforcement official within your jurisdiction (e.g., Chief of Police, Sheriff, or equivalent). This section below has been pre-populated from the information listed in your COPS Agency Portal Account. If this information is no longer correct, please log in to your COPS Agency Portal account and make the necessary corrections before proceeding with this application. For assistance, please call the COPS Office Response Center at 800-421-6770.

For Non-Law Enforcement Agencies: This is the highest ranking individual in the applicant agency (e.g., CEO, President, Chairperson, Director, etc.) who has the authority to apply for this grant on behalf of the applicant agency. If the grant is awarded, this position would ultimately be responsible for the programmatic implementation of the award. This section below has been pre-populated from the information listed in your COPS Agency Portal Account. If this information is no longer correct, please log in to your COPS Agency Portal account and make the necessary corrections before proceeding with this application. For assistance, please call the COPS Office Response Center at 800-421-6770.

Your agency previously indicated that if awarded, this grant would be used in a written contracting arrangement to receive law enforcement services (e.g., a town which is contracting with a neighboring sheriff's department to receive services). Therefore, question 4A, should display the executive information for the agency which will be providing the law enforcement services under this grant (e.g., Sheriff). Question 4B should display the executive information for the government agency which will be receiving the law enforcement services under this grant (i.e., Mayor, City Manager, etc.). Before proceeding with this application, we ask that you please log onto the COPS Agency Portal to update the agency providing law enforcement services as your Law Enforcement Executive/Agency Executive Information. This information will be used to populate Section 4 of this application, so please ensure its accuracy.

Title: Chief of Police

First Name: Charlie

MI:

Last Name: Beck

Suffix:

Agency Name: Los Angeles, City of

Street1: 100 West First Street, Suite 1072

Street2:

City: Los Angeles

State: CA

Zip / Postal Code: 90012

Telephone Number: 2134860380

Fax: 2134865727

Email: grants@lapd.lacity.org

Edit Contact Information

## B. Government Executive/Financial Official Information:

For Government Agencies: This is the highest ranking government official within your jurisdiction (e.g., Mayor, City Administrator, or equivalent). This section below has been pre-populated from the information listed in your COPS Agency Portal Account. If this information is no longer correct, please log in to your COPS Agency Portal account and make the necessary corrections before proceeding with this application. For assistance, please call the COPS Office Response Center at 800-421-6770.

For Non-Government Agencies: This is the financial official who has the authority to apply for this grant on behalf of the applicant agency (e.g., CFO, Treasurer, etc.). If the grant is awarded, this position would ultimately be responsible for the financial management of the award. Please note that information for non-executive positions (e.g., clerks, trustees, etc.) is not acceptable. This section below has been pre-populated from the information listed in your COPS Agency Portal Account. If this information is no longer correct, please log in to your COPS Agency Portal account and make the necessary corrections before proceeding with this application. For assistance, please call the COPS Office Response Center at 800-421-6770.

Title: Mayor

First Name: Eric

MI:

Last Name: Garcetti

Suffix:

Agency Name: Los Angeles, City of

Street1: 200 North Spring Street

Street2: Room 303

City: Los Angeles

State: CA

Zip / Postal Code: 90012

Telephone Number: 2139780600

Fax: 2139780750

Email: mayor@lacity.org

Edit Contact Information

## C. Application Contact Information:

Application Contact: Enter the application contact's name and contact information.

Title:

Mrs.

First Name:

Nichole

MI:  
  
 Last Name:  
  
 Suffix:  
  
 Agency Name:  
  
 Street1:  
  
 Street2:  
  
 City:  
  
 State:  
  
 Zip / Postal Code:  
  
 Telephone Number:  
  
 Fax:  
  
 Email:

#### Section 6A: LAW ENFORCEMENT & COMMUNITY POLICING STRATEGY

##### Community Policing Definition Framework

The following is the COPS Office definition of community policing that emphasizes the primary components of community partnerships, organizational transformation, and problem solving.

Community policing is a philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem solving techniques, to proactively address the immediate conditions that give rise to public safety issues, such as crime, social disorder, and fear of crime.

The COPS Office has completed the development of a comprehensive community policing self-assessment tool for use by law enforcement agencies. Based on this work, we have developed the following list of primary sub-elements of community policing. Please refer to the COPS Office web site (<http://www.cops.usdoj.gov>) for further information regarding these sub-elements.

##### Community Partnerships:

Collaborative partnerships between the law enforcement agency and the individuals and organizations they serve to both develop solutions to problems and increase trust in police.

Other Government Agencies  
 Community Members/Groups  
 Non-Profits/Service Providers  
 Private Businesses  
 Media

##### Organizational Transformation:

The alignment of organizational management, structure, personnel and information systems to support community partnerships and proactive problem-solving efforts.

Agency Management  
 Climate and culture  
 Leadership  
 Labor relations  
 Decision-making  
 Strategic planning  
 Policies  
 Organizational evaluations  
 Transparency  
 Organizational Structure  
 Geographic assignment of officers  
 Despecialization  
 Resources and finances  
 Personnel  
 Recruitment, hiring and selection  
 Personnel supervision/evaluations  
 Training  
 Information Systems (Technology)  
 Communication/access to data  
 Quality and accuracy of data

##### Problem Solving:

The process of engaging in the proactive and systematic examination of identified problems to develop effective responses that are rigorously evaluated.

Scanning: Identifying and prioritizing problems

Analysis: Analyzing problems

Response: Responding to problems

Assessment: Assessing problem-solving initiatives

Using the Crime Triangle to focus on immediate conditions (Victim/Offender/Location)

CP1) To what extent is there community support in your jurisdiction for implementing the proposed grant activities?

- a) High level of support  
 b) Moderate support  
 c) Minimal support

CP2) If awarded, to what extent will the grant activities impact the other components of the criminal justice system in your jurisdiction?

- a) Potentially decreased burden  
 b) No change in burden  
 c) Potentially increased burden

#### Section 7: NEED FOR FEDERAL ASSISTANCE

##### A. Explanation of Need for Federal Assistance

All applicants are required to explain their inability to address the need for this award without federal assistance. Please do so in the space below. [Please limit your response to a maximum of 4,000 characters.]

Due to recession driven, unprecedented cutbacks over the past five years, the City of Los Angeles has experienced dire reductions across City Departments resulting in significantly curtailed services and personnel. The Los Angeles Police Department scaled back by hundreds its total number of officers from over 10,000 to 9,800. The Los Angeles City Attorney's Office experienced a 15% staff reduction office-wide. Further burdening strained resources during this period was California's realignment plan, which shifted the responsibility of prison inmates from the state to the local counties in 2011. More recently, the Los Angeles Superior Court experienced significant cuts, including the elimination of more than 1,000 courtroom personnel and 68 courtrooms, in addition to the Alternative Dispute Resolution Program. As the City of Los Angeles determines how to do more with less resources, federal grant funding is critical to assisting Los Angeles achieve public safety goals and thoughtfully address issues involving communities of color. Through grant funding, the LISTEN program will introduce cost-effective, evidence-based solutions to resolve police bias complaints using community mediation – a proven community policing strategy not previously utilized in Los Angeles. With the elimination of disputes being resolved through the Alternative Dispute Resolution Program, the need for innovative, effective programs like LISTEN that result in systemic change, is vitally needed.

#### Section 8: CONTINUATION OF PROJECT AFTER FEDERAL FUNDING ENDS

If you are applying for a COPS grant with a post-grant retention plan requirement, please complete A. If you are applying for a COPS grant without a post-grant retention plan requirement, please complete B.

##### B. Continuation of Project after Federal Funding Ends (for other COPS grants with no retention plan requirement)

Please complete these questions to indicate any plans you may have to continue this program, project, or activity after the conclusion of federal funding.

1. Does your agency plan to obtain necessary support and continue the program, project, or activity following the conclusion of federal support?

- Yes  
 No

2. Please identify the source(s) of funding that your agency plans to utilize to continue the program, project, or activity following the conclusion of federal support: (check all that apply)

- General funds  
 Raise bond/tax issue  
 Private sources/donations  
 Non-federal asset forfeiture funds (subject to approval from the state or local oversight agency)  
 State, local, or other non-federal grant funding  
 Fundraising efforts  
 Other

If other, please provide a brief description of the source(s) of funding not to exceed 500 characters.

#### Section 10: EXECUTIVE SUMMARY

Please provide a brief summary of how your agency will use this federal funding. Refer to the COPS Program Specific Application Guide for clarification on specific information to include in your summary, and be sure to provide a description of how you expect this grant to impact public safety and/or crime prevention in your community. The Executive Summary may be used to keep Congress or other executive branch agencies informed on law enforcement strategies to deter crime in your community. [Responses are limited to a maximum of 4000 characters.]

Through federal grant funding totaling \$100,000 over the course of two years, the Los Angeles Police Department (LAPD), in partnership with the Los Angeles City Attorney's Office (LACA) and the University of Southern California (USC), will pilot a "Smart" mediation approach to chronic LAPD police bias complaints involving communities of color known as the LISTEN Program (Leveraging Innovative Solutions to Enhance Neighborhoods). Building upon the LACA's award winning community mediation model, LISTEN will incorporate procedural justice and responsiveness screenings generalizable for other local jurisdictions to ensure effective, efficient, and economical resolution to police bias complaints. Program goals will entail increasing the skills and abilities of the law enforcement agencies, relevant stakeholders and individuals to engage in proven community policing strategies. Additional goals will entail an expeditious and satisfying outcome for both the complainant and the police officer, with systemic change occurring as both parties hear, clarify, and understand the issues from each other's point of view. LISTEN will also include an evaluation component to determine key features of the mediation program's impact. The team will assess outcomes such as awareness of the program's availability among officers, response to experience with mediation by complainants and officers, and levels of satisfaction with the program among complainants, officers, and LAPD leadership. LISTEN will have a compelling impact on the residents of Los Angeles and result in enhanced conflict resolution skills, reduced consumption of court time and resources, as well as effective outcomes tailored to individual cases intended to make parties whole. LISTEN will provide a comprehensive framework of services that include outreach tools in English and Spanish, geographically convenient public office facilities, a robust pool of qualified volunteers, and sophisticated training materials for national replication.

#### Section 11: PROJECT DESCRIPTION (NARRATIVE)

Please include in your application an in-depth narrative response detailing your proposed project. Please refer to the COPS program specific Application Guide: "How to Apply" for information on what should be included in your response, as well as any additional formatting requirements and page length limitations. Note: Community Policing Development (CPD), Collaborative Reform Initiative for Technical Assistance (CRI-TA), and COPS Anti-Methamphetamine Program (CAMP) grant applicants must submit their entire project description as an attachment in Section 13 of this application.

##### F. Project Description (Narrative) Attachment:

Community Policing Development (CPD) applicants must submit their entire project description as an attachment.



**Section 12: OFFICIAL PARTNER(S) CONTACT INFORMATION**

An official "partner" under the grant may be a governmental, private, school district, or other applicable entity that has established a legal, contractual, or other agreement with the applicant for the purpose of supporting and working together for mutual benefits of the grant. Please see the COPS Application Guide for more information on official partners that may be required.

First Name	Last Name	Agency Name	Action
Songhai	Miguda Armstead	Los Angeles City Attorneys Office	<a href="#">Edit</a> <a href="#">Delete</a>
Howard	Greenwald	University of Southern California	<a href="#">Edit</a> <a href="#">Delete</a>

Title:

First Name:

Middle Name:

Last Name:

Suffix:

Name of Partner Agency (e.g., Smithville High School):

Type of Partner Agency (e.g., School District):

Street1:

Street2:

City:

State:

Zip/ Postal Code:

Telephone Number:

Fax:

Email:

Important! Please click "Add Partner" to Save before moving to the next section.

**Section 13: APPLICATION ATTACHMENTS**

This section should be used to attach any required or applicable attachments to your grant applications (e.g., Memorandum of Understanding, etc.)

If the program for which you are applying requires a Memorandum of Understanding (MOU), this document should define the roles and responsibilities of the individuals and partner(s) involved in your proposed project. Please refer to the program-specific Application Guide to determine if an MOU or other application attachments are required. The Guide will also specify if optional attachments are permitted for submission.

**Current Attachments**

**File Name**

<a href="#">Greenwald CV.doc</a>	Resume	<a href="#">Delete</a>
<a href="#">Detective Katherine Haskins Resume FINAL.docx</a>	Resume	<a href="#">Delete</a>
<a href="#">Songhai Miguda-Armstead Resume.doc</a>	Resume	<a href="#">Delete</a>
<a href="#">APA Letter of Support.pdf</a>	Other	<a href="#">Delete</a>
<a href="#">CSJ LetterofSupport.docx</a>	Other	<a href="#">Delete</a>
<a href="#">Davis - Support Letter - 06-18-14.pdf</a>	Other	<a href="#">Delete</a>
<a href="#">John Mack Letter of Support.pdf</a>	Other	<a href="#">Delete</a>
<a href="#">Cardenas COPS Letter of Support.pdf</a>	Other	<a href="#">Delete</a>
<a href="#">Project timeline FINAL.doc</a>	Other	<a href="#">Delete</a>
<a href="#">Position Descriptions FINAL.docx</a>	Other	<a href="#">Delete</a>
<a href="#">Form COPS Sh ApplicationAttachment 2 1-V2.1.pdf</a>	SF-424	<a href="#">Delete</a>
<a href="#">Form SF424 2 1-V2.1.pdf</a>	SF-424	<a href="#">Delete</a>
<a href="#">SF424 2 1-1235-Congressional Districts.docx</a>	SF-424	<a href="#">Delete</a>
<a href="#">Budget Narrative (2014-06-16).doc</a>	Budget Narrative	<a href="#">Delete</a>
<a href="#">Program Narrative Final.doc</a>	Project Narrative	<a href="#">Delete</a>

Memorandum of Understanding

**Section 14: Budget Detail Worksheets**

**Instructions for Completing the Budget Detail Worksheets**

The following Budget Detail Worksheets are designed to allow all COPS grant and cooperative agreement applicants to use the same budget forms to request funding. Allowable and unallowable costs vary widely and depend upon the type of COPS program. The maximum federal funds that can be requested and the federal/local share breakdown requirements also vary.

Please refer to the program-specific Application Guide to determine the allowable/unallowable costs, the maximum amount of federal funds that can be requested, and the federal/local share requirements for the COPS program for which your agency is applying(See <http://www.cops.usdoj.gov/Default.asp?Item=46>). To assist you, sample Budget Detail Worksheets are included in each Application Guide

Please complete each section of the Budget Detail Worksheets applicable to the program for which you are applying (See <http://www.cops.usdoj.gov/Default.asp?Item=46> for requirements). If you are not requesting anything under a particular budget category, please check the appropriate box in that category indicating that no positions or items are requested.

Final calculations will be rounded to the nearest whole dollar. Once the budget for your proposal has been completed, a budget summary page will reflect the total amounts requested in each category, the total project costs, and the total federal and local shares.

If you need assistance in completing the Budget Detail Worksheets, please call the COPS Office Response Center at 800.421.6770.

**B. Base Salary and Fringe Benefits for Civilian/Non-Sworn Personnel**

Instructions: Please complete the questions below for one non-sworn position salary and benefits package. As applicable per the program-specific Application Guide, you may also be required to project Year 2 and Year 3 salaries.

Please refer to <http://www.cops.usdoj.gov/Default.asp?Item=46> for information about allowable and unallowable fringe benefits for sworn officer positions requested under the program to which your agency is applying.

B. CIVILIAN POSITIONS

Administrative Coordinator IIA

A. Base Salary Information

<p>Position Title: <input type="text" value="Administrative Coordinator IIA"/>                  Description: A new case manager will be hired to implement and coordinate LISTEN on behalf of the Los Angeles City Attorney's Office.</p>	<p><u>Year 1 Salary</u>                  Enter the first year entry-level base salary for this civilian/non-sworn position.  <input type="text" value="63325.00"/>                  X <input type="text" value="50.00"/> % of time on project  <input type="text" value="31662.5"/>  <input type="checkbox"/> Please check this box if base salary includes vacation costs.  <input type="checkbox"/> Please check this box if the base salary includes sick leave costs.</p>	<p><u>Year 2 Salary</u>                  Enter the second year entry-level base salary for this civilian/non-sworn position.  <input type="text" value="63325.00"/>                  X <input type="text" value="50.00"/> % of time on project  <input type="text" value="31662.5"/>  <input type="checkbox"/> Please check this box if base salary includes vacation costs.  <input type="checkbox"/> Please check this box if the base salary includes sick leave costs.</p>
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B. Fringe Benefit costs should be calculated for each year of the grant term.

<p>FRINGE BENEFITS:</p> <p>Social security expenses cannot exceed 6.2% <input checked="" type="checkbox"/> Exempt 6.2% <input type="checkbox"/> Fixed Rate</p> <p>Medicare expenses cannot exceed 1.45% <input type="checkbox"/> Exempt 1.45% <input type="checkbox"/> Fixed Rate</p> <p>Health insurance</p> <p>Life Insurance</p> <p>Vacation Number of Hours Annually: <input type="text" value="0"/></p> <p>Sick Leave Number of Hours Annually: <input type="text" value="0"/></p> <p>Retirement</p> <p>Worker's Compensation <input type="checkbox"/> Exempt</p> <p>Unemployment Insurance <input type="checkbox"/> Exempt</p> <p>Other: <input type="text" value="Shift Differential Payments"/></p> <p>Other: <input type="text" value="Professional Liability Insurance"/></p> <p>Other: <input type="text" value="Select One"/></p> <p>Benefits Sub-Total Per Year (1 Position) <input type="text" value="11622.93"/></p> <p>C. Total Salary + Benefits Per Year (1 Position) <input type="text" value="43285.43"/></p> <p>D. Total Salary and Benefits for Years 1 and 2 (1 Position): <input type="text" value="86570.87"/> X <input type="text" value="1"/> # of Positions <input type="text" value="86570.87"/></p>	<table border="1"> <thead> <tr> <th colspan="2"><u>Year 1 Fringe Benefits</u></th> <th colspan="2"><u>Year 2 Fringe Benefits</u></th> </tr> <tr> <th colspan="2">COST BASE% OF SALARY</th> <th colspan="2">COST BASE% OF SALARY</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>389.43</td> <td>1.23</td> <td>389.44</td> <td>1.23</td> </tr> <tr> <td>2748.30</td> <td>8.68</td> <td>2748.30</td> <td>8.68</td> </tr> <tr> <td>34.80</td> <td>0.11</td> <td>34.80</td> <td>0.11</td> </tr> <tr> <td>303.96</td> <td>0.96</td> <td>303.96</td> <td>0.96</td> </tr> <tr> <td>6.30</td> <td>0.02</td> <td>6.30</td> <td>0.02</td> </tr> <tr> <td>7495.14</td> <td>23.67</td> <td>7495.14</td> <td>23.67</td> </tr> <tr> <td>398.90</td> <td>1.26</td> <td>398.90</td> <td>1.26</td> </tr> <tr> <td>9.50</td> <td>0.03</td> <td>9.50</td> <td>0.03</td> </tr> <tr> <td>227.10</td> <td>0.72</td> <td>227.10</td> <td>0.72</td> </tr> <tr> <td>9.50</td> <td>0.03</td> <td>9.50</td> <td>0.03</td> </tr> <tr> <td>0</td> <td>0.00</td> <td>0</td> <td>0.00</td> </tr> </tbody> </table>	<u>Year 1 Fringe Benefits</u>		<u>Year 2 Fringe Benefits</u>		COST BASE% OF SALARY		COST BASE% OF SALARY		0	0	0	0	389.43	1.23	389.44	1.23	2748.30	8.68	2748.30	8.68	34.80	0.11	34.80	0.11	303.96	0.96	303.96	0.96	6.30	0.02	6.30	0.02	7495.14	23.67	7495.14	23.67	398.90	1.26	398.90	1.26	9.50	0.03	9.50	0.03	227.10	0.72	227.10	0.72	9.50	0.03	9.50	0.03	0	0.00	0	0.00
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C. EQUIPMENT/TECHNOLOGY

No Equipment/Technology Requested

Instructions: List non-expendable items that are to be purchased. Provide a specific description for each item in the description boxes below and explain how the item supports the project goals and objectives as outlined in your application. Non-expendable equipment is tangible property (e.g., technology) having a useful life of more than one year and an acquisition cost of \$5,000 or more per unit. Expendable items should be included either in the "SUPPLIES" or "OTHER" categories. Applicants should analyze the cost benefits of purchasing versus leasing equipment, especially for high-price items and those subject to rapid technical advances. Rented or leased equipment costs should be listed in the "CONTRACTS / CONSULTANTS" category.

Please be advised that, to the greatest extent practical, all equipment and products purchased with these funds must be American-made.

For agencies purchasing items related to enhanced communications systems, the COPS Office expects and encourages that, wherever feasible, such voice or data communications equipment should be incorporated into an intra- or interjurisdictional strategy for communications interoperability among federal, state, and local law enforcement agencies.

See <http://www.cops.usdoj.gov/Default.asp?Item=46> for a list of allowable/unallowable costs for this program. Agencies are encouraged to limit their requests to the lines shown below and group similar items together so that all items are accounted for on the budget worksheet for each category. Please limit your descriptions to 1000 characters.

D. SUPPLIES

No Supplies Requested

Instructions: List items by type (office supplies; postage; training materials; copying paper; books; hand-held tape recorders; etc). Provide a specific description for each item in the description boxes below and explain how it supports the project goals and objectives outlined in your application. Generally, supplies include any materials that are expendable or consumed during the course of the project, costing less than \$5,000.

See <http://www.cops.usdoj.gov/Default.asp?Item=46> for a list of allowable/unallowable costs for this program. Agencies are encouraged to limit their requests to the lines shown below and group similar items together so that all items are accounted for on the budget worksheet for each category. Please limit your descriptions to 1000 characters.

Item Name

Name	Cost	Qty	Sub Total	Description
------	------	-----	-----------	-------------

LISTEN Spanish Brochur Base cost: 2000 1500.00 Brochures printed in Spa Delete  
 0.75  
 Total : 1500.00

Add Item

E. Travel/Training

No Travel/Training Requested

Instructions: Itemize grant-related travel expenses of grantee personnel (excluding consultants, whose expenses are listed in Section F) by event (e.g., mandatory training, staff to training, field interviews, advisory group meetings). Identify the location of travel whenever possible, and show the number of staff expected to attend each event. Training fees, transportation, lodging and per diem rates for trainees should be listed as separate travel items. Grantee travel costs specific to the grant project may be based on the grantee's written travel policy, assuming the costs are reasonable. Grantees without a written travel policy must follow the established federal rates (found at <http://www.cops.usdoj.gov/Default.asp?Item=46>) for lodging, meals, and per diem. For all grantees (with or without a written travel policy), airfare travel costs must be one of the following: the lowest discount commercial airfare, standard coach airfare, or the Federal Government contract airfare (if authorized and available).

See <http://www.cops.usdoj.gov/Default.asp?Item=46> for a list of allowable/unallowable costs for this program. Agencies are encouraged to limit their requests to the lines shown below and group similar items together so that all items are accounted for on the budget worksheet for each category. Provide a specific description in the description boxes below for each item and explain how the item supports the project goals and objectives as outlined in your application. Please limit your descriptions to 1000 characters.

Event Title and Location

Name	Cost	Qty	Sub Total	Description
	Registration: 0.00			
	Lodging: 375.00			
International Association	Per Diem: 280.00	1	1235.00	Upon completion of the E
	Transportation: 580.00			
Total : 1235.00				

Add Item

F. Contracts/Consultants

No Contract Costs Requested

Instructions: See the Program-specific Application Guide for a list of allowable/unallowable costs for the particular program to which you are applying. Provide a specific description in the description boxes below for each item and explain how the item supports the project goals and objectives as outlined in your application. Please limit your descriptions to 1000 characters.

Contracts: Provide a cost estimate for the product or service to be procured by contract. Applicants are encouraged to promote free and open competition in awarding contracts. If awarded, requests for sole source procurements of equipment, technology, or services in excess of \$100,000 must be submitted to the COPS Office for prior approval. (See <http://www.cops.usdoj.gov/Default.asp?Item=46> for more information on the required submission.)

No Consultant Fees Requested

Instructions: See <http://www.cops.usdoj.gov/Default.asp?Item=46> for a list of allowable/unallowable costs for the particular program to which you are applying. Provide a specific description in the description boxes below for each item and explain how the item supports the project goals and objectives as outlined in your application. Please limit your descriptions to 1000 characters.

Consultant Fees: For each consultant enter the name (if known), service to be provided, hourly or daily fee (based upon an 8-hour day), and estimated length of time on the project. Unless otherwise approved by the COPS Office, approved consultant rates will be based on the salary a consultant receives from his or her primary employer. Consultant fees in excess of \$550 per day require additional written justification and must be pre-approved in writing by the COPS Office if the consultant is hired via a noncompetitive bidding process.

F2. Consultant Fees

Name	Cost	Qty	Sub Total	Description
Dr. Howard Greenwald, L	Base cost: 2500.00	1	2500.00	Dr. Howard Greenwald w
Total : 2500.00				

Add Item

No Consultant Travel Requested

Instructions: See <http://www.cops.usdoj.gov/Default.asp?Item=46> for a list of allowable/unallowable costs for the particular program to which you are applying. Provide a specific description in the description boxes below for each item and explain how the item supports the project goals and objectives as outlined in your application. Please limit your descriptions to 1000 characters.

List all travel-related expenses to be paid from the grant to the individual consultants (e.g., transportation, meals, lodging) separate from their consultant fees.

No Consultant Expenses Requested

Instructions: See <http://www.cops.usdoj.gov/Default.asp?Item=46> for a list of allowable/unallowable costs for the particular program to which you are applying. Provide a specific description in the description boxes below for each item and explain how the item supports the project goals and objectives as outlined in your application. Please limit your descriptions to 1000 characters.

Consultant Expenses: List all travel-related expenses to be paid from the grant to the individual consultants separate from their consultant fees and travel expenses (e.g., computer equipment and office supplies).

G. Other Costs

No Other Costs Requested

Instructions: List other requested items that will support the project goals and objectives as outlined in your application. Provide a specific description for each item in the description boxes below and explain how the item supports the project goals and objectives as outlined in your application.

Please be advised that, to the greatest extent practical, all equipment and products purchased with these funds must be American-made.

See <http://www.cops.usdoj.gov/Default.asp?Item=46> for a list of allowable/unallowable costs for this program. Agencies are encouraged to limit their requests to the lines shown below and group similar items together so that all items are accounted for on the budget worksheet for each category. Please limit your descriptions to 1000 characters.

H. Indirect Costs

No Indirect Costs Requested

Instructions: Indirect costs are allowed under a very limited number of specialized COPS programs. Please see <http://www.cops.usdoj.gov/Default.asp?Item=46> for a list of allowable/unallowable costs for the particular program to which you are applying.

If indirect costs are requested, a copy of the agency's fully-executed, negotiated Federal Rate Approval Agreement must be attached to this application.

If your organization is requesting indirect costs for this project, please include a copy of your current, signed federally approved indirect Cost Rate Negotiated Agreement. If the applicant does not have an approved rate, a rate can be requested by contacting the applicant's cognizant federal agency, which will review all documentation and approve a rate for the applicant organization. Please limit your description to 1000 characters.

Indirect Cost Description

Indirect Cost Description	Budget Base Total (\$)	Indirect Rate (%)	Approved Indirect Cost	Description (Explain how this item supports the project goals and objectives)	
Case Manager ACIIa	Base cost: 63324.00	12.94	8194.13	See the Federally approv	Delete
Total	8194.13				

Add Item

S. BUDGET SUMMARY

Instructions: Please review the category totals and the total project costs below. If the category totals and project amounts shown are correct, please continue with the submission of your application. Should you need to make revisions to a budget category, please return to the Budget Detail Worksheet.

Section

Budget Category	Category Total	
A. Sworn Officer Positions	\$0.00	
B. Civilian / Non-Sworn Officer Positions	\$86570.87	
C. Equipment & Technology	\$0.00	
D. Supplies	\$1500.00	
E. Travel & Training	\$1235.00	
F. Contracts & Consultants	\$2500.00	
G. Other Costs	\$0.00	
H. Indirect Costs	\$8194.13	
<b>Total Project Amount:</b>	\$100000.00	
<b>Total Federal Share Amount:</b> (Total Project Amount X Federal Share Percentage Allowable)	\$100000.00	100.000000%
<b>Total Local Share Amount (If applicable):</b> (Total Project Amount - Total Federal Share Amount)	\$0.00	0.000000%

Contact Information for Budget Questions

Please provide contact information of the financial official that the COPS Office may contact with questions related to your budget submission.

First Name:  
Nichole

Last Name:  
Trujillo

Title:  
Management Analyst II

Telephone Number:  
213-486-0385

Fax:  
213-486-5727

Email Address:  
n3362@lapd.lacity.org

Section 15A: ASSURANCES

Several provisions of federal law and policy apply to all grant programs. The Office of Community Oriented Policing Services needs to secure your assurance that the applicant will comply with these provisions. If you would like further information about any of these assurances, please contact your state's COPS Grant Program Specialist at 800-421-6770.

By signing this form, the applicant assures that it will comply with all legal and administrative requirements that govern the applicant for acceptance and use of federal grant funds. In particular, the applicant assures us that:

1. It has been legally and officially authorized by the appropriate governing body (for example, mayor or city council) to apply for this grant and that the persons signing the application and these assurances on its behalf are authorized to do so and to act on its behalf with respect to any issues that may arise during processing of this application.
2. It will comply with the provisions of federal law, which limit certain political activities of grantee employees whose principal employment is in connection with an activity financed in whole or in part with this grant. These restrictions are set forth in 5 U.S.C. § 1501, et seq.
3. It will comply with the minimum wage and maximum hours provisions of the Federal Fair Labor Standards Act, if applicable.

4. It will establish safeguards, if it has not done so already, to prohibit employees from using their positions for a purpose that is, or gives the appearance of being, motivated by a desire for private gain for themselves or others, particularly those with whom they have family, business or other ties.
5. It will give the Department of Justice or the Comptroller General access to and the right to examine records and documents related to the grant.
6. It will comply with all requirements imposed by the Department of Justice as a condition or administrative requirement of the grant, including but not limited to: the requirements of 28 CFR Part 66 and 28 CFR Part 70 (governing administrative requirements for grants and cooperative agreements); 2 CFR Part 225 (OMB Circular A-87), 2 CFR 220 (OMB Circular A-21), 2 CFR Part 230 (OMB Circular A-122) and 48 CFR Part 31.000, et seq. (FAR 31) (governing cost principles); OMB Circular A-133 (governing audits) and other applicable OMB circulars; the applicable provisions of the Omnibus Crime Control and Safe Streets Act of 1968, as amended; 28 CFR Part 38.1; the applicable COPS Application Guidelines; the applicable COPS Grant Owner's Manuals; and with all other applicable program requirements, laws, orders, regulations, or circulars.
7. It will, to the extent practicable and consistent with applicable law, seek, recruit and hire qualified members of racial and ethnic minority groups and qualified women in order to further effective law enforcement by increasing their ranks within the sworn positions in the agency.
8. It will not (and will require any subgrantees, contractors, successors, transferees, and assignees not to), on the grounds of race, color, religion, national origin, sex, disability, or age, unlawfully exclude any person from participation in, deny the benefits of or employment to any person, or subject any person to discrimination in connection with any programs or activities funded in whole or in part with federal funds. These civil rights requirements are found in the non-discrimination provisions of Title VI of the Civil Rights Act of 1964, as amended (42 U.S.C. § 2000d); the Omnibus Crime Control and Safe Streets Act of 1968, as amended (42 U.S.C. § 3789d); Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794); the Age Discrimination Act of 1975 (42 U.S.C. § 6101, et seq.); Title IX of the Education Amendments of 1972, as amended (20 U.S.C. 1681 et seq.); and the corresponding DOJ regulations implementing those statutes at 28 C.F.R. part 42 (subparts C, D, E, G, and I). It will also comply with Executive Order 13279 Equal Treatment for Faith-Based Organizations and its implementing regulations at 28 C.F.R. Part 38, which requires equal treatment of religious organizations in the funding process and nondiscrimination of beneficiaries by Faith-Based Organizations on the basis of belief or non-belief."
- A. In the event that any court or administrative agency makes a finding of discrimination on grounds of race, color, religion, national origin, gender, disability or age against the applicant after a due process hearing, it agrees to forward a copy of the finding to the Office for Civil Rights, Office of Justice Programs, 810 7th Street, NW, Washington, D.C. 20531.
- B. If your organization has received an award for \$500,000 or more and has 50 or more employees, then it has to prepare an Equal Employment Opportunity Plan (EEOP) and submit it to the Office for Civil Rights ("OCR"), Office of Justice Programs, 810 7th Street, N.W., Washington, DC 20531, for review within 60 days of the notification of the award. If your organization received an award between \$25,000 and \$500,000 and has 50 or more employees, your organization still has to prepare an EEOP, but it does not have to submit the EEOP to OCR for review. Instead, your organization has to maintain the EEOP on file and make it available for review on request. In addition, your organization has to complete Section B of the Certification Form and return it to OCR. If your organization received an award for less than \$25,000; or if your organization has less than 50 employees, regardless of the amount of the award; or if your organization is a medical institution, educational institution, nonprofit organization or Indian tribe, then your organization is exempt from the EEOP requirement. However, your organization must complete Section A of the Certification Form and return it to OCR.
9. Pursuant to Department of Justice guidelines (June 18, 2002 Federal Register (Volume 67, Number 117, pages 41455-41472)), under Title VI of the Civil Rights Act of 1964, it will ensure meaningful access to its programs and activities by persons with limited English proficiency.
10. It will ensure that any facilities under its ownership, lease or supervision which shall be utilized in the accomplishment of the project are not listed on the Environmental Protection Agency' (EPA) list of Violating Facilities and that it will notify us if advised by the EPA that a facility to be used in this grant is under consideration for such listing by the EPA..
11. If the applicant's state has established a review and comment procedure under Executive Order 12372 and has selected this program for review, it has made this application available for review by the state Single Point of Contact.
12. It will submit all surveys, interview protocols, and other information collections to the COPS Office for submission to the Office of Management and Budget for clearance under the Paperwork Reduction Act of 1995 if required.
13. It will comply with the Human Subjects Research Risk Protections requirements of 28 CFR Part 46 if any part of the funded project contains non-exempt research or statistical activities which involve human subjects and also with 28 CFR Part 22, requiring the safeguarding of individually identifiable information collected from research participants.
14. Pursuant to Executive Order 13043, it will enforce on-the-job seat belt policies and programs for employees when operating agency-owned, rented or personally-owned vehicles.
15. It will not use COPS funds to supplant (replace) state, local, or Bureau of Indian Affairs funds that otherwise would be made available for the purposes of this grant, as applicable.
16. If the awarded grant contains a retention requirement, it will retain the increased officer staffing level and/or the increased officer redeployment level, as applicable, with state or local funds for a minimum of 12 months following expiration of the grant period.
17. It will not use any federal funding directly or indirectly to influence in any manner a Member of Congress, a jurisdiction, or an official of any government, to favor, adopt, or oppose, by vote or otherwise, any legislation, law ratification, policy or appropriation whether before or after the introduction of any bill, measure, or resolution proposing such legislation, law, ratification, policy or appropriation as set forth in the Anti-Lobby Act, 18 U.S.C. 1913.
18. In the event that a portion of grant reimbursements are seized to pay off delinquent federal debts through the Treasury Offset Program or other debt collection process, it agrees to increase the non-federal share (or, if the awarded grant does not contain a cost sharing requirement, contribute a non-federal share) equal to the amount seized in order to fully implement the grant project.
19. None of the funds made available under this award may be distributed to the Association of Community Organizations for Reform Now (ACORN) or its subsidiaries.

False statements or claims made in connection with COPS grants (including cooperative agreements) may result in fines, imprisonment, disbarment from participating in federal grants or contracts, and/or any other remedy available by law.

I certify that the assurances provided are true and accurate to the best of my knowledge.

Elections or other selections of new officials will not relieve the grantee entity of its obligations under this grant.

Signature of Law Enforcement Executive/Agency Executive (For your electronic signature, please type in your name) Charlie Beck

Charlie Beck

Date:

06/23/2014

Signature of Government Executive/Financial Official (For your electronic signature, please type in your name) Eric Garcetti

Eric Garcetti

Date:

06/23/2014

Section 15B: Certifications

Regarding Lobbying; Debarment, Suspension and Other Responsibility Matters; Federal Taxes and Assessments; Drug-Free Workplace Requirements; and Coordination with Affected Agencies.

Although the Department of Justice has made every effort to simplify the application process, other provisions of federal law require us to seek your agency's certification regarding certain matters. Applicants should read the regulations cited below and the instructions for certification included in the regulations to understand the requirements and whether they apply to a particular applicant. Signing this form complies with certification requirements under 28 CFR Part 69, "New Restrictions on Lobbying," 2 CFR Part 2867, "Nonprocurement Debarment and Suspension," Public Law 111-117 or the most recent applicable appropriations Act, 28 CFR Part 83, "Government-Wide Requirements for Drug-Free Workplace (Grants)," and the coordination requirements of the Public Safety Partnership and Community Policing Act of 1994. The certifications shall be treated as a material representation of fact upon which reliance will be placed when the Department of Justice determines to award the covered grant.

#### 1. Lobbying

As required by Section 1352, Title 31 of the U.S. Code, and implemented at 28 CFR Part 69, for persons entering into a grant or cooperative agreement over \$100,000, as defined at 28 CFR Part 69, the applicant certifies that:

- A. No federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with the making of any federal grant; the entering into of any cooperative agreement; and the extension, continuation, renewal, amendment or modification of any federal grant or cooperative agreement;
- B. If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with this federal grant or cooperative agreement, the undersigned shall complete and submit Standard Form - LLL, "Disclosure of Lobbying Activities," in accordance with its instructions; and
- C. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subgrants, contracts under grants and cooperative agreements, and subcontracts) and that all sub-recipients shall certify and disclose accordingly.

#### 2. Debarment, Suspension and Other Responsibility Matters (Direct Recipient)

Pursuant to Executive Order 12549, Debarment and Suspension, as implemented at 2 CFR Part 2867, for prospective participants in primary covered transactions, as defined at 2 CFR Part 2867.20(a), and other requirements, the applicant certifies that it and its principals:

- A. Are not presently debarred, suspended, proposed for debarment, declared ineligible, sentenced to a denial of federal benefits by a state or federal court, or voluntarily excluded from covered transactions by any federal department or agency;
- B. Have not within a three-year period preceding this application been convicted of a felony criminal violation under any Federal law, or been convicted or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) or private agreement or transaction; violation of federal or state antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion or receiving stolen property, making false claims, or obstruction of justice, or commission of any offense indicating a lack of business integrity or business honesty that seriously and directly affects your present responsibility;
- C. Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (federal, state or local) with commission of any of the offenses enumerated in paragraph (B) of this certification; and
- D. Have not within a three-year period preceding this application had one or more public transactions (federal, state or local) terminated for cause or default.

#### 3. Federal Taxes and Assessments

- A. If applicable, an applicant who receives an award in excess of \$5,000,000 certifies that, to the best of its knowledge and belief, the applicant has filed all federal tax returns required during the three years preceding the certification, has not been convicted of a criminal offense under the Internal Revenue Code of 1986, and has not, more than 90 days prior to certification, been notified of any unpaid federal tax assessment for which the liability remains unsatisfied, unless the assessment is the subject of an installment agreement or offer in compromise that has been approved by the Internal Revenue Service and is not in default, or the assessment is the subject of a non-frivolous administrative or judicial proceeding.
- B. The applicant certifies that it does not have any unpaid Federal tax liability that has been assessed, for which all judicial and administrative remedies have been exhausted or have lapsed, and that is not being paid in a timely manner pursuant to an agreement with the authority responsible for collecting the tax liability.

#### 4. Drug-Free Workplace (Grantees Other Than Individuals)

As required by the Drug-Free Workplace Act of 1988, and implemented at 28 CFR Part 83, for grantees/recipients, as defined at 28 CFR Part 83.660 -

- A. The applicant certifies that it will, or will continue to, provide a drug-free workplace by:
  - (i) Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the grantee's workplace and specifying the actions that will be taken against employees for violation of such prohibition;
  - (ii) Establishing an on-going drug-free awareness program to inform employees about -
    - (a) The dangers of drug abuse in the workplace;
    - (b) The grantee's policy of maintaining a drug-free workplace;
    - (c) Any available drug counseling, rehabilitation and employee assistance programs; and
    - (d) The penalties that may be imposed upon employees for drug-abuse violations occurring in the workplace;
  - (iii) Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph (i);
  - (iv) Notifying the employee in the statement required by paragraph (i) that, as a condition of employment under the grant, the employee will -
    - (a) Abide by the terms of the statement; and
    - (b) Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;
    - (v) Notifying the agency, in writing, within 10 calendar days after receiving notice under subparagraph (iv)(b) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to: COPS Office, 145 N St, NE, Washington, D.C. 20530. Notice shall include the identification number(s) of each affected grant;
    - (vi) Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph (iv)(b), with respect to any employee who is so convicted -
      - (a) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or
      - (b) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a federal, state or local health, law enforcement or other appropriate agency;
    - (vii) Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs (i), (ii), (iii), (iv), (v), and (vi).

Grantee Agency Name and Address:

B. The grantee may insert in the space provided below the site(s) for the performance of work done in connection with the specific grant:

Place of performance (street address, city, county, state, zip code)  
100 West 1st Street Los Angeles, CA 90012

Check if there are workplaces on file that are not identified here.

#### 5. Coordination

The Public Safety Partnership and Community Policing Act of 1994 requires applicants to certify that there has been appropriate coordination with all agencies that may be affected by the applicant's grant proposal if approved. Affected agencies may include, among others, the Office of the United States Attorney, state or local prosecutors, or correctional agencies. The applicant certifies that there has been appropriate coordination with all affected agencies.

Where the applicant is unable to certify to any of the statements in this Certifications form, he or she shall attach an explanation to this application regarding the particular statement that cannot be certified. Please check the box if an explanation is attached to this application. Please note that the applicant is still required to sign the Certifications form to certify to all the other applicable statements.

Grantee Agency Name and Address:

100 West 1st Street Los Angeles, CA 90012

Grantee IRS/ Vendor Number:

956000735

False statements or claims made in connection with COPS grants (including cooperative agreements) may result in fines, imprisonment, disbarment from participating in federal grants or contracts, and/or any other remedy available by law.

I certify that the assurances provided are true and accurate to the best of my knowledge.

Elections or other selections of new officials will not relieve the grantee entity of its obligations under this grant.

Signature of Law Enforcement Executive/Agency Executive (For your electronic signature, please type in your name) Charlie Beck

Charlie Beck

Date:

06/23/2014

Signature of Government Executive/Financial Official (For your electronic signature, please type in your name) Eric Garcetti

Eric Garcetti

Date:

06/23/2014

#### Section 16: Disclosure of Lobbying Activities

##### Instructions for Completion of SF-LLL, Disclosure of Lobbying Activities

This disclosure form shall be completed by the reporting entity, whether subawardee or prime Federal recipient, at the initiation or receipt of a covered Federal action, or a material change to a previous filing, pursuant to title 31 U.S.C. section 1352. The filing of a form is required for each payment or agreement to make payment to any lobbying entity for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with a covered Federal action. Complete all items that apply for both the initial filing and material change report. Refer to the implementing guidance published by the Office of Management and Budget for additional information.

1. Identify the type of covered Federal action for which lobbying activity is and/or has been secured to influence the outcome of a covered Federal action.
2. Identify the status of the covered Federal action.
3. Identify the appropriate classification of this report. If this is a follow-up report caused by a material change to the information previously reported, enter the year and quarter in which the change occurred. Enter the date of the last previously submitted report by this reporting entity for this covered Federal action.
4. Enter the full name, address, city, state and zip code of the reporting entity. Include Congressional District number, if known. Check the appropriate classification of the reporting entity that designates if it is, or expects to be, a prime or subaward recipient. Identify the tier of the subawardee, e.g., the first subawardee of the prime is the 1st tier. Subawards include but are not limited to subcontracts, subgrants and contract awards under grants.
5. If the organization filing the report in item 4 checks "Subawardee," then enter the full name, address, city, state and zip code of the prime Federal recipient. Include Congressional District, if known.
6. Enter the name of the Federal agency making the award or loan commitment. Include at least one organizational level below agency name, if known. For example, Department of Transportation, United States Coast Guard.
7. Enter the Federal program name or description for the covered Federal action (item 1). If known, enter the full Catalog of Federal Domestic Assistance (CFDA) number for grants, cooperative agreements, loans and loan commitments.
8. Enter the most appropriate Federal identifying number available for the Federal action identified in item 1 (e.g., Request for Proposal (RFP) number; Invitation for Bid (IFB) number; grant announcement number; the contract, grant, or loan award number; the application/proposal control number assigned by the Federal agency). Include prefixes, e.g., "RFPD E-90-001."
9. For a covered Federal action where there has been an award or loan commitment by the Federal agency, enter the Federal amount of the award/loan commitment for the prime entity identified in item 4 or 5.
10. (a) Enter the full name, address, city, state and zip code of the lobbying entity engaged by the reporting registrant identified in item 4 to influence the covered Federal action.  
(b) Enter the full name(s) of the individual(s) performing services, and include full address if different from 10 (a). Enter Last Name, First Name, and Middle Initial (MI).
11. The certifying official shall sign and date the form, print his/her name, title and telephone number.

According to the Paperwork Reduction Act, as amended, no persons are required to respond to a collection of information unless it displays a valid OMB Control Number. The valid OMB control number for this information collection is OMB No. 0348-0046. Public reporting burden for this collection of information is estimated to average 10 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0046), Washington, DC 20503.

#### Disclosure of Lobbying Activities

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352.

Not Applicable

## Section 17: CERTIFICATION OF REVIEW AND REPRESENTATION OF COMPLIANCE WITH REQUIREMENTS

## 1) Federal Civil Rights and Grant Reviews:

Please be advised that an application may not be funded and, if awarded, a hold may be placed on the award if it is deemed that the applicant is not in compliance with federal civil rights laws, and/or is not cooperating with an ongoing federal civil rights investigation, and/or is not cooperating with a Department of Justice grant review or audit.

## 2) Certification of Review of 28 C.F.R. Part 23/Criminal Intelligence Systems:

Please review the COPS Application Guide: Legal Requirements Section for additional information.

Please check one of the following, as applicable to your agency's intended use of this grant:

- No, my agency will not use these COPS grant funds (if awarded) to operate an interjurisdictional criminal intelligence system.
- Yes, my agency will use these COPS grant funds (if awarded) to operate an interjurisdictional criminal intelligence system. By signing below, we assure that our agency will comply with the requirements of 28 C.F.R. Part 23.

## 3) Certification of Review and Representation of Compliance with Requirements:

The signatures of the Law Enforcement Executive/Agency Executive, Government Executive/Financial Official, and the Person Submitting this Application on the Reviews and Certifications represent to the COPS Office that:

- a) the signatories have been legally and officially authorized by the appropriate governing body to submit this application and act on behalf of the grant applicant entity;
- b) the applicant will comply with all legal, administrative, and programmatic requirements that govern the applicant for acceptance and use of federal funds as outlined in the applicable COPS Application Guide; the COPS Grant Owner's Manual, Assurances, Certifications and all other applicable program regulations, laws, orders, and circulars;
- c) the applicant understands that false statements or claims made in connection with COPS programs may result in fines, imprisonment, debarment from participating in federal grants, cooperative agreements, or contracts, and/or any other remedy available by law to the federal government; AND
- d) the information provided in this application, including any amendments, shall be treated as material representations of fact upon which reliance will be placed when the Department of Justice determines to award the covered grant.
- e) the applicant understands that as a general rule COPS funding may not be used for the same item or service funded through another funding source.

The signatures of the Law Enforcement Executive/Agency Executive and the Government Executive/Financial Official on this application must be the same as those identified in Section 4 of this application. Applications with missing, incomplete, or inaccurate signatories or responses may not be considered for funding.

Signature of Law Enforcement Executive/Agency Executive (For your electronic signature, please type in your name) Charlie Beck

Charlie Beck

Date:

06/23/2014

Signature of Government Executive/Financial Official (For your electronic signature, please type in your name) Eric Garcetti

Eric Garcetti

Date:

06/23/2014

Signature of Person Submitting This Application (For your electronic signature, please type in your name)

Nichole Trujillo

Date:

06/23/2014

By clicking this box, the applicant understands that the use of typed names in this grant application and the required grant forms, including the Assurances and Certifications, constitute electronic signatures and that the electronic signatures are the legal equivalent of handwritten signatures.

## APPLICATION REVIEW

No Audit Errors available for this agency



## *Executive Summary*

Through federal grant funding totaling \$100,000 over the course of two years, the Los Angeles Police Department (LAPD), in partnership with the Los Angeles City Attorney's Office (LACA) and the University of Southern California (USC), will pilot a "Smart" mediation approach to chronic LAPD police bias complaints involving communities of color known as the LISTEN Program (Leveraging Innovative Solutions to Enhance Neighborhoods). Building upon the LACA's award winning community mediation model, LISTEN will incorporate *procedural justice and responsivity screenings* generalizable for other local jurisdictions to ensure effective, efficient, and economical resolution to police bias complaints. Program goals will entail *increasing the skills and abilities of the law enforcement agencies, relevant stakeholders and individuals to engage in proven community policing strategies*. Additional goals will entail an expeditious and satisfying outcome for both the complainant and the police officer, with systemic change occurring as both parties hear, clarify, and understand the issues from each other's point of view. LISTEN will also include an evaluation component to determine key features of the mediation program's impact. The team will assess outcomes such as awareness of the program's availability among officers, response to experience with mediation by complainants and officers, and levels of satisfaction with the program among complainants, officers, and LAPD leadership.

LISTEN will have a compelling impact on the residents of Los Angeles and result in enhanced conflict resolution skills, reduced consumption of court time and resources, as well as effective outcomes tailored to individual cases intended to make parties whole. LISTEN will provide a comprehensive framework of services that include outreach tools in English and Spanish, geographically convenient public office facilities, a robust pool of qualified volunteers, and sophisticated training materials for national replication.

*City of Los Angeles*  
*LISTEN Program to Address Police Bias through Community Mediation*

*Program Outcomes*

Through federal grant funding totaling \$100,000 over the course of two years, the Los Angeles Police Department (LAPD), in partnership with the Los Angeles City Attorney's Office (LACA) and the University of Southern California (USC), will pilot a "smart" mediation approach to police bias complaints involving communities of color known as the LISTEN Program (Leveraging Innovative Solutions to Enhance Neighborhoods). Building upon the LACA's award winning community mediation model, LISTEN will incorporate **procedural justice and responsivity principles** to address police bias complaints, increase the City of Los Angeles' ability to engage in proven community policing practices, enhance police-community relations, inspire enhanced understanding and behavioral changes by both officers and community members and optimize the mediation experience. Program goals will entail an expeditious and satisfying outcome for both the complainant and the police officer, with transformational behavioral change occurring as both parties hear, clarify, and understand the issues from each other's point of view.

*Gap in Existing Knowledge or Practice*

As the second largest city in the nation, Los Angeles is home to nearly four million multilingual, multicultural residents.<sup>1</sup> Latinos represent that majority minority (48.2%), followed by Asians (14.5 %) and African Americans (9.3%). Whites account for 71.6% of the population of Los Angeles County.<sup>2</sup>

The Los Angeles Police Department has a policy of taking and investigating all public complaints, including complaints of biased policing or racial profiling. On average, over 240 biased policing complaints were generated by community members over the last three years. Deeper

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<sup>1</sup> The City's population reflects people from more than 140 countries speaking 224 different languages.

<sup>2</sup> 2012 U.S. Census estimates for Los Angeles County.

analysis revealed that over the same three-year period, biased policing complainants were predominantly African American males (45%), while the accused officers were mainly 34.8% Hispanic and 29% White males. Equally as important, the data indicated that less than 3% of all biased policing cases involved allegations that the officer uttered a racial epithet.

Prior to mediation, all biased policing complaints were done in a quasi-legal adversarial environment. Accused officers, represented by their attorneys, were questioned by Internal Affairs Group (IAG) investigators. Community members were formally interviewed by IAG. In spite of the rigor of these investigations, there were few definitive outcomes, which dissatisfied the police officers as well as the community member complainants. The goal of mediation is to *repair* the relationships between the officers and community members.

As the nation's third largest local police force comprised of more than 9,800 sworn employees, LAPD officers are trained to have an understanding of a wide array of social and cultural values, including serving, engaging, and building trust with communities of color. Notwithstanding this, the LAPD has experienced significant high profile events stemming from perceived racial injustice. These events include the 1965 Watts Riots, the 1991 Rodney King incident and subsequent 1992 Riots, and the 1997 Rampart Division scandal. Today many members of communities of color still harbor negative perceptions of the LAPD based on these occurrences. These occurrences were relational problems, which further argue for a mediation strategy.

Over the years the LAPD has worked hard to improve community relations. Following the Rampart Scandal, the LAPD entered into an agreement with the Department of Justice known as the "Consent Decree" to promote police integrity and prevent conduct depriving individuals of their rights. Included in the provisions of the Consent Decree was the mandate that the LAPD investigate all allegations of racial profiling. While the LAPD has achieved Consent Decree compliance, it

continues to follow the provisions of the decree and has acted to enhance its policing operations even further. One enhancement has been the commencement of a pilot program of this three-year voluntary mediation program in January 2014. To make this program a reality, the LAPD and the LACA conducted outreach to interested parties in the community to engage in facilitated dialogs at the Western Justice Center and investigate how to best implement the mediation program. The attendees' responses, including those of the police union and the American Civil Liberties Union were unanimous that increasing social discourse between police and community through mediation was a desirable alternative to the traditional internal affairs process. As a result, the LAPD, LACA, police union and other interested parties, approved by the civilian Board of Police Commissioners, designed a program that allows select complaints of biased policing to be mediated by a trained neutral third party who is a member of the community. This allows officers and community members to engage in dialog in a non-threatening facilitated environment so they may "stand in each other's shoes" and potentially repair their relationship.

In establishing this program, the LAPD assigned a full-time police sergeant with support personnel and partnered with the LACA to provide trained volunteer mediators. In close to its first six months, the LAPD received 93 biased policing complaints; 45 were eligible for mediation services and 11 have undergone mediation. With the addition of new resources, these numbers will be higher.

Through grant funding, the LAPD will establish LISTEN to elevate the effectiveness and long term impact of police community mediation. LISTEN will capitalize upon additional personnel resources utilizing evidence-based practices and will introduce "science" to predict satisfying mediation outcomes. Additional outcomes will include increased outreach and improved relationships between communities of color and the LAPD.

### Level of Innovation

As police departments and prosecutorial agencies across the country move toward data driven, evidence-based “smart” policing and “smart” prosecution<sup>3</sup> approaches to systems innovations and reforms, many principles have crossover applications. For example, in the criminal justice setting, research has shown that when defendants and litigants perceive the court process to be fair, they are more likely to comply with court orders and follow the law in the future regardless of whether they “win” or “lose” their case. This practice is known as “**procedural justice**” and can easily carry over into mediation settings. Research shows that the most influential dimensions of procedural justice are **voice** (perceived ability to convey one’s side of the story), **respect** (perceived respectful treatment), and **helpfulness** (perceived interest in meeting defendants’ needs). Hence, LISTEN will carry over principles of fair and respectful procedures and interpersonal treatment in shaping assessments of both the complainant and the LAPD police officer, thereby resulting in a strengthened resolution of biased policing complaints.

An additional level of innovation that LISTEN will introduce into the police bias community mediation process will include the **responsivity principle**, which entails providing the right response to individuals at the right level. For example, in the criminal justice system, an agency can maximize an offender’s ability to learn from a rehabilitative intervention by tailoring the intervention to the learning style, motivation, abilities, and strengths of the offender. Approaches are tailored based on the individual’s score on a risk and needs assessment or screening instrument. As these tools become more popular in community corrections, researchers have begun to study issues involving the specific characteristics of offenders and how they interact with assessment and programming to impact outcomes, a concept commonly known as **responsivity**. LISTEN will

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<sup>3</sup> Smart Policing represents a strategic approach that brings more “science” into police operations by leveraging innovating applications of analysis, technology, and evidence-based practices.

assess the specific characteristics of the parties to the biased policing community mediation to ensure an effective mediator who will facilitate or direct the mediation. General responsiveness characteristics assessed will include: **age, race, gender, language, level of hostility involved in the incident, and level of receptiveness to mediation**, coupled with the trained mediator's **age, race, gender, language, background, training, and experience**.

**Data to Support the Problem and Efforts to Previously Address It**

Each year, approximately 3,500 to 4,000 complaints are taken and investigated. As previously cited, approximately 240 of those complaints annually involve allegations of biased policing. By policy, the LAPD investigates all allegations of misconduct. Most investigations are handled using adversarial, quasi-legal investigative strategies, such as formal interviews, examination of evidence, presentation of facts in reports, etc. For at least ten years, allegations of biased policing have received extraordinary investigative and management attention. Yet, in spite of that attention and effort, there have been few meaningful results. Often, the cases take many months to complete, the officers are dissatisfied by the process because they retain legal representation and are asked accusatory questions, and community members are interviewed formally about their "perceptions," which are difficult to express. There is scant satisfaction with the adversarial investigative process.

The LAPD has had prior successes with its Alternative Complaint Resolution (ACR) process. Approximately 12 years ago, the LAPD developed the ACR system to allow supervisors to informally mediate very minor complaints by community members. Examples of such complaints involved minor service complaints, concerns that officers were "gruff" but without allegations of discourtesy, complaints of having a light shined on them during hours of darkness, or other minimal concerns. While the ACR process allows supervisors to mediate lesser community issues, mediation of biased policing complaints is unique in that it addresses the most difficult issue of

race relations. Because of the number of biased policing complaints in the LAPD, mediation of those complaints represents an unparalleled and unique opportunity to examine the efficacy of mediation on police and community race relations. The need for a program involving direct community participation and high perception of legitimacy among diverse stakeholders led to the launch of the community mediation approach to biased policing complaints that grant resources could enhance and expand.

#### *How Project Will Build Upon, Expand or Incorporate Principles of Community Policing*

Early indicators are that biased policing complaint mediation will enhance the relationship between the officer and community member. It will repair or strengthen a strained relationship. Because officers accused of biased policing provide service in the field, the impact will be realized at the point of service delivery. The mediation program will contribute to a larger goal of improving community-police relations, which is essential to enhancing neighborhood safety.

Mediation provides an evidence-based approach to resolving disputes. In the COPS publication entitled “Mediating Citizen Complaints Against Police Officers: A Guide for Police and Community Leaders,” participants found mediation more satisfying than going to court or enduring some other formal procedure because it is usually quicker, more efficient, and less expensive. In addition, and perhaps most important, mediation has the potential to build understanding and lessen conflict between people.

A largely positive relationship between a department and its residents results in safer neighborhoods. Much research suggests that the health of police-community relations (or lack thereof) brings with it very real and quantifiable consequences. When community members hold negative perceptions of police (whether justifiably or not), they are:

- Less likely to alert police when crime is occurring
- Less likely to cooperate with investigations, thereby preventing officers from solving crimes

- Less likely to serve as witnesses, thereby preventing successful prosecution of criminals
- More likely to wait until it is too late to report crime
- More likely to disregard the law, thereby committing more offenses
- More likely to disobey a lawful order by a police officer.<sup>4</sup>

### ***Program Goals***

The goal of this program is to enhance the ability of the LAPD to establish and strengthen relationships with residents, community groups, and leaders within communities of color to build that trust that is vital to public safety within the City of Los Angeles. Building upon evidence based, data driven law strategies, LISTEN will incorporate procedural justice and responsivity screenings generalizable by other local jurisdictions to ensure effective, efficient and economical resolution to police bias complaints through community mediation.

### ***Strategy to Achieve Program Outcomes and Goals***

The LAPD developed an exhaustive protocol to implement biased policing mediation, which also includes a robust officer behavioral tracking system. As with all complaints of misconduct, the LAPD accepts complaints made in person, via email or telephonically. Once received, the LAPD generates a form capturing information related to the occurrence, involved parties, and a summary narrative describing the incident from the complainant's view. Depending on the nature of the complaint, the LAPD will determine eligibility for LISTEN. The LAPD program specifically eliminates from eligibility complaints that involve utterances of racial epithets, Constitutional policing violations or excessive force. If approved for mediation, a representative will contact the involved parties about participating in mediation. If amenable, the intake will also include questions related to the responsivity tool developed through grant funding. Thereafter, LAPD will transmit a referral packet for intake by the LISTEN case manager. The case manager will score the

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<sup>4</sup> Skogan, W. and Frydle. *Fairness and Effectiveness in Policing: The Evidence*. National Research Council Committee to Review Research on Police Policy and Practices. Committee on Law and Justice, Division of Behavioral and Social Sciences and Education. Washington, D.C.: The National Academies Press, 2004, xiii-413.



responsivity tool and match the participants with a neutral, volunteer mediator best suited to manage the mediation (taking into consideration the mediator's communication style, background, training and life experience). The LACA recruits volunteers throughout the City to reflect a diverse array of ages, races, occupations, and personalities. Eligible volunteers must complete a 40-hour training program and undergo an additional 120 hours of observation conducting mediations before becoming certified. LISTEN mediators will undergo additional levels of screening and training to mediate police bias complaints, as well as COPS training resources on integrating procedural justice core principles into decision making. Training topics include information on the program, constitutional policing, laws of arrest and detention, handcuffing, pat down searches, searches of property and vehicles, seizure of property, traffic and pedestrian stop tactics, effective communication and interpersonal skills for officers, and the community perspective.

The LISTEN mediator will adhere to the four pillars of procedural justice that include **voice, transparency, neutrality, and respect**. All participants to the mediation will sign off on confidentiality agreements and complete surveys post-mediation. Outreach regarding LISTEN will occur to community stakeholder agencies including the Watts Labor Community Action Committee, Community Build, Soledad Enrichment Action, A Better LA, and Communities in School. Each quarter, personnel from the LAPD, LACA, USC, and community stakeholder representatives will meet to track progress and determine potential course corrections.

### ***Capacity and Experience***

The **LAPD** is the law enforcement agency for the City of Los Angeles and the third largest police department in the nation. It serves a geographical region of 428 square miles and is comprised of 21 police stations or "divisions." The local division handles service calls, with support by specialized units. The LAPD has created written materials for the public in English and in Spanish on the topics of biased policing and discourtesy complaints.

The **LACA** is one of the largest municipal law offices in the nation, with a staff of nearly 500 attorneys who carry out civil and criminal operations. One of the LACA's marquis programs is its award winning Dispute Resolution Program (DRP). Having assisted over 30,000 individuals through crisis for more than three decades, the LACA is ideally suited to provide impartial mediation support services for police bias complainants and LAPD officers. The LACA leverages county and city outlets for mediation outreach (such as community groups, libraries, parks, community centers). Highly trained DRP volunteers and participants alike apply communication skills acquired through the process to improve community relationships resulting in a much broader societal benefit.

The Los Angeles County Board of Supervisors has presented numerous awards to the LACA mediation program in recognition of its outstanding contribution toward conflict resolution. During FY 2010 through FY 2013, more than 3,000 individuals reached out to DRP for assistance resolving their disputes and 2,892 cases were initiated. A total of 1,348 disputes were fully resolved in lieu of litigation/prosecution.

### ***Management and Implementation Plan***

**Detective Katherine Haskins**, LAPD Internal Affairs Group, will act as the liaison and coordinate communication among partners. **Sergeant Marlon Marrache**, LAPD Internal Affairs Group, will coordinate all the efforts to a successful mediation. He will be the direct point of contact with the complainant and the police officer to secure the mediation participation and will administer the assessment tool questions. Sergeant Marrache will generate LISTEN referral packets to the LACA for further processing. **Management Analyst II Nichole Trujillo**, a member of the LAPD grants unit, will serve as the fiscal point of contact for the project and will ensure the deadlines for fiscal and progress report submissions as required by the grant are submitted on a timely basis.

**Songhai Miguda-Armstead, Supervising Deputy City Attorney**, will oversee LISTEN on the LACA's side, which will be integrated into the DRP. **Case Manager Shaphan Roberts** will review the referrals from the LAPD, evaluate the responsiveness scores.

**Professor Howard Greenwald, Ph.D.** University of Southern California, Sol Price School of Public Policy, will evaluate the effectiveness of the program.

### ***Evaluation Plan/Effectiveness of Program***

The USC evaluation team will determine key features of the mediation program's impact. The evaluation team will assess understanding of the program among officers. Samples of LAPD officers will be surveyed about a year after implementation of the mediation program. Using quantitative instruments, the evaluation team will assess levels of satisfaction among officers and complainants who have participated in the mediation process. Of key significance, this phase of the evaluation will ask those who have participated whether they would recommend it (in the case of officers) to their colleagues, or (in the case of complainants) to their neighbors and friends.

The evaluation team will repeat activities conducted to see whether attitudes and feelings about the mediation program among LAPD personnel managing the process and volunteer mediators have changed over the first year of the program. Finally, the evaluation team will compile data on participation in the program, percent of mediations resulting in complaint resolution, and time required for resolution.

Increasing levels of awareness by officers and satisfaction among complainants, officers, and leadership personnel will be interpreted as sustainability of the mediation program and research results will be presented at the IACP 2016 conference. Throughout LISTEN, partners will work with Microgrant Promising Practices Coordinator to assist in documenting their project activities and creating resources based on promising practices.