

INTRADEPARTMENTAL CORRESPONDENCE

RECEIVED

JUN 19 2019

POLICE COMMISSION

June 19, 2019
3.5

REVIEWED

TO: The Honorable Board of Police Commissioners

FROM: Chief of Police

Richard M. Tefank 6/19/19
RICHARD M. TEFANK
CHIEF OF POLICE

SUBJECT: TRANSMITTAL OF THE GRANT APPLICATION AND AWARD FOR
FY 18-19 INNOVATIONS GRANT PROGRAM FROM THE CALIFORNIA
COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING

RECOMMENDED ACTIONS

1. That the Board of Police Commissioners (Board) REVIEW and APPROVE this report.
2. That the Board TRANSMIT the attached grant application and award, pursuant to Administrative Code Section 14.6(a), to the Mayor, Office of the City Administrative Officer (CAO), Office of the Chief Legislative Analyst and to the City Clerk for Committee and City Council consideration.
3. That the Board REQUEST the Mayor and City Council to:
 - A. AUTHORIZE the Chief of Police to retroactively APPLY for and ACCEPT the grant award from the California Commission on Peace Officer Standards and Training (POST) FY 18-19 Innovations Grant Program (IGP) in the amount of \$200,000 for the period of April 1, 2019 through March 31, 2021;
 - B. AUTHORIZE the Chief of Police or his designee to negotiate and execute the Cooperative Agreement, subject to City Attorney approval as to form and legality;
 - C. AUTHORIZE the Los Angeles Police Department (LAPD) to spend up to the grant amount of \$200,000 in accordance with the grant award agreement;
 - D. AUTHORIZE the LAPD to submit grant reimbursement requests to the grantor and deposit grant receipts in Fund No. 339, Department No. 70;
 - E. AUTHORIZE the Controller to set up a grant receivable and appropriate \$200,000 to an appropriation account to be determined within Fund No. 339, Department No. 70, for the receipt and disbursement of the POST FY 18-19 IGP;
 - F. INSTRUCT the City Clerk to place on Council Calendar July 1, 2019, the following action relative to the POST FY 18-19 Innovations Grant Program, that the City Council, subject to the approval of the Mayor, authorize the Controller to transfer \$150,150 from Fund No. 339, Department No. 70, account number to be determined, to Fund No. 100, Department No. 70, account number and amount as follows:

Account No. 001092, Sworn Overtime \$ 150,150

- G. INSTRUCT the City Clerk to place on Council Calendar July 1, 2020, the following action relative to the CA POST's FY 2019 Innovations Grant Program, that the City Council, subject to the approval of the Mayor, authorize the Controller to transfer \$27,300 from Fund No. 339, Department No. 70, account number to be determined, to Fund No. 100, Department No. 70, account number and amount as follows:

Account No. 001092, Sworn Overtime \$ 27,300

- H. AUTHORIZE the LAPD to prepare Controller Instructions for any technical adjustments, subject to the approval of the CAO, and AUTHORIZE and INSTRUCT the Controller to implement the instructions.

DISCUSSION

The California Commission on POST FY 18-19 IGP provides funding to qualified public and private entities to foster innovations in training and procedures for law enforcement officers, with the goal of reducing the number of officer-involved shootings statewide. The LAPD will use the POST IGP funds to offer its POST-certified Crisis Negotiation Tactics Basic Course (CNT Basic) to provide verbal strategies and negotiation skills to manage crisis situations and increase the probability of a peaceful end to crisis incidents. This will reduce the potential for the use of force thereby minimizing officer-involved shootings. The LAPD will allocate \$177,450 for sworn overtime to instruct 13 CNT Basic sessions, \$5,000 for the purchase of two laptops to aid in the administration of the program, and \$17,550 for course presentation expenses.

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

Respectfully,



MICHEL R. MOORE
Chief of Police

Attachments

BOARD OF
POLICE COMMISSIONERS
Approved *June 25, 2019*
Secretary *Maria Seb*

INTRADEPARTMENTAL CORRESPONDENCE

June 07, 2019
3.5

TO: Chief of Police

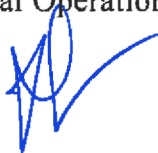
FROM: Commanding Officer, Fiscal Operations Division

SUBJECT: TRANSMITTAL OF THE GRANT APPLICATION AND AWARD FOR
FY 18-19 INNOVATIONS GRANT PROGRAM FROM THE CALIFORNIA
COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING

Attached for your approval and signature is an Intradepartmental Correspondence to the Board of Police Commissioners requesting approval to transmit the attached grant application and award from the California Commission on Peace Officer Standards and Training (POST) for the FY 18-19 Innovations Grant Program (IGP). The Los Angeles Police Department (LAPD) is requesting authorization to accept the \$200,000 grant award for the period of April 1, 2019 through March 31, 2021.

The POST FY 18-19 IGP provides funding to qualified public and private entities to foster innovations in training and procedures for law enforcement officers, with the goal of reducing the number of officer-involved shootings statewide. The LAPD will use the POST IGP funds to offer its POST-certified Crisis Negotiation Tactics Basic Course (CNT Basic) to provide verbal strategies and negotiation skills to manage crisis situations and increase the probability of a peaceful end to crisis incidents. This will reduce the potential for the use of force thereby minimizing officer-involved shootings. The LAPD will allocate \$177,450 for sworn overtime to instruct 13 CNT Basic sessions, \$5,000 for the purchase of two laptops to aid in the administration of the program, and \$17,550 for course presentation expenses.

If you have any questions, please contact Mark Navarro, Management Aide, Grants Section, Fiscal Operations Division, at (213) 486-0380.



ANNEMARIE SAUER, Police Administrator II
Commanding Officer
Fiscal Operations Division

Attachments

COMMISSION ON
PEACE OFFICER STANDARDS AND TRAINING



June 6, 2019

GAVIN NEWSOM
GOVERNOR

XAVIER BECERRA
ATTORNEY GENERAL

Michael R. Moore, Chief of Police
City of Los Angeles, Los Angeles Police Department
100 W. First Street, Suite 842
Los Angeles, CA 90026-4724

Re: Grant Agreement IGP-FY18/19-025

Dear Chief Moore:

The Commission on Peace Officers Standard Training is providing one (1) complete set of the fully approved Grant Agreement, IGP-FY18/19-025 for your records. Thank you for your participation in the Innovations Grant Program (IGP) providing training for California peace officers.

In communications concerning this Grant Agreement, as well as referenced on your invoices, please include the Grant Agreement number as referenced above.

We look forward to working with you and your organization to make this program successful.

Sincerely,

A handwritten signature in black ink, appearing to read "Andrew Mendonça", is written over the word "Sincerely,".

Andrew Mendonça
Law Enforcement Senior Consultant
Management Consulting and Projects Bureau
(916) 227-2510

(POST Use Only)	POST #	Award #	IGP-F/18/19-025
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**CALIFORNIA COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING
GRANT AWARD FACE SHEET**

The California Commission on Peace Officer Standards and Training (POST) makes a Grant Award of funds set forth to the following.

1 - Recipient	City of Los Angeles			
2 - Implementing Entity	Los Angeles Police Department			
3 - Implementing Entity Address	Street	City	County	Zip + 4
	100 W. First Street	Los Angeles	Los Angeles	90012-4112
4 - Project Location	Street	City	County	Zip + 4
	2710 Temple Street	Los Angeles	Los Angeles	90026-4724
5 - Program Title	POST Innovations Grant Program: Crisis Negotiation Tactics - Basic			
6 - Performance Period	Start to End: mm/dd/yyyy to mm/dd/yyyy		04/01/2019 to 03/31/2021	

Provide grant fund allocation and total project cost using the table below.

	Grant Year	Grant Amount
7	04/01/2019 - 06/30/2019	\$ 0
8	07/01/2019 - 06/30/2020	\$ 180,000
9	07/01/2020 - 06/30/2021	\$ 20,000
10	TOTAL	\$ 200,000

11. **Certification** - This Grant Award consists of this title page, the application for the grant, which is attached and made a part hereof, and the Assurances/Certifications. I hereby certify I am vested with the authority to enter into this Grant Award and have the approval of the City/County Financial Officer, City Manager, County Administrator, Governing Board Chair, or other Approving Body. The Recipient certifies that all funds received pursuant to this agreement will be spent exclusively on the purposes specified in the Grant Award. The Recipient accepts this Grant Award and agrees to administer the grant project in accordance with the Grant Award as well as all applicable state laws, audit requirements, program guidelines, and POST policy and program guidance. The Recipient further agrees that the allocation of funds may be contingent on the enactment of the State Budget.
12. **CA Public Records Act** - Grant applications are subject to the California Public Records Act, Government Code Section 6250 et seq. Do not put any personally identifiable information or private information on this application. If you believe that any of the information you are putting on this application is exempt from the Public Records Act, please attach a statement that indicates what portions of the application and the basis for the exemption. Your statement that the information is not subject to the Public Records Act will not guarantee that the information will not be disclosed.

13. Official Authorized to Sign for Recipient:

14. Federal Employer ID Number: 956000735

Name: Michel R. Moore Title: Chief of Police
 Telephone: (213) 486-0150 FAX: (213) 486-0168 Email: grants@lapd.online
 (area code) (area code)
 Payment Mailing Address: 100 West First Street, Suite #842 City: Los Angeles Zip+4: 90012-4112
 Signature: [Signature] Date: 2-25-19

(FOR POST USE ONLY)

I hereby certify upon my own personal knowledge that budgeted funds are available for the period and purposes of this expenditure stated above.

[Signature] 02/25/19 [Signature] 02/04/2019
 POST Fiscal Officer Date POST Director (or designee) Date

PROJECT SUMMARY

1. Award #: IGP - FY18/19 - 025

3. PERFORMANCE PERIOD

2. PROJECT TITLE POST Innovations Grant Program: CNT-Basic

04/01/2019 to 03/31/2021

4. RECIPIENT

Name: City of Los Angeles Phone: (213) 486-0380
Address: 100 West First Street Fax #: (213) 486-5727
City: Los Angeles Zip: 90012

5. GRANT AMOUNT

(this is the same amount as 12G of the Grant Award Face Sheet)

\$ 200,000.00

6. IMPLEMENTING AGENCY

Name: Los Angeles Police Department Phone: (213) 486-0380 Fax #: (213) 486-5737
Address: 100 West First Street, Suite # 842 City: Los Angeles Zip: 90012

7. PROGRAM DESCRIPTION

The Los Angeles Police Department (LAPD), Special Weapons and Tactics (SWAT) is proposing to use POST Innovations Grant Program (IGP) funds to offer the Crisis Negotiation Tactics – Basic Course (CNT-Basic). This proposed training will provide students with basic verbal strategies and negotiation skills to manage crisis situations using active listening skills, assessment, and other appropriate techniques. These techniques will be useful for situations such as but not limited to: hostage, barricaded suspect, mentally ill suicidal, and mentally ill trespass suspect incidents.

8. PROBLEM STATEMENT

As society continues to increase their expectations of police officers to perform at high levels of patience, tolerance, and communication; officers need a training program that provides crisis negotiation skills and strategies that will promote de-escalation and reduce the application of force, including officer-involved shootings. When applied correctly, using negotiation tactics are beneficial for all parties involved as well as positively impact government liability issues e.g. minimized police use of force incidents, reduced risk of injury to suspects, bystanders, officers, and minimized property damage claims. However, this training is not readily available; with a few classes listed or advertised via POST online, including the once-a-year, 40-hour CNT course offered by LAPD SWAT. This implies that most of law enforcement officers in California do not get enough negotiation tactics training nor funding.

9. OBJECTIVES

The main objective of the LAPD SWAT CNT – Basic is to offer a much needed POST-certified course in crisis negotiation and de-escalation. The course will introduce CNT strategies which the officers can use to form and develop their de-escalation skills and ultimately bring crisis incidents to a peaceful end, reducing the potential for the use of force, and thereby minimize officer-involved shootings.

10. ACTIVITIES

The LAPD SWAT will deliver one, eight-hour CNT- Basic class each month for 13 months. Each class will consist of approximately 60 students, which will be led by 15 instructors. The high instructor to student ratio will enable a better engagement and understanding of the underlying concepts of use of force and de-escalation. The training will include learning activities such as group discussions, table top exercises, role playing scenarios, and teach back opportunities. Each session will cover the learning objectives, learning activities, and evaluation activities.

11. EVALUATION (if applicable)

The CNT-Basic will be evaluated in three ways. (1) The students will show their ability to utilize the communication and negotiation strategies learned through in-class scenarios, discussions, and a multiple-choice test. (2) A classroom survey will be conducted to assess whether the program achieved the objective and provide feedback. (3) The LAPD SWAT will reach out to the CNT graduates to conduct a semi-annual survey to determine effectiveness.

12. NUMBER OF STUDENTS

(if applicable)

Approximately 780 students

13. PROJECT BUDGET

(these are the same amounts as on Budget Pages)

Personal Services	Operating Expenses	Equipment	Course Certification
	(2) Laptop \$5,000		Pers \$177,450
			Rental \$2,600
			Projectors \$13,000
			Supplies \$1,950
Totals:	\$5,000		\$195,000

POST IGP PROJECT CONTACT INFORMATION

(POST Use Only)	POST #	Award #	IGP F41819-025
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Recipient:	City of Los Angeles - Los Angeles Police Department
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Provide the name, title, address, telephone number, and e-mail address for the project contacts named below. NOTE: If you use a PO Box address, a street address is also required for package delivery and site visit purposes.

1 - Project Director				
Name	Jonathan Tippet		Title	Captain III Metropolitan Division
Telephone	(213) 352-4700	FAX	(213) 386-3075	Email Address 26086@lapd.online
Address/City/Zip	2710 Temple Street, Los Angeles 90026			

2 - Financial Officer				
Name	Annemarie Sauer		Title	Commanding Officer, Fiscal Operations Division
Telephone	(213) 486-8598	FAX	(213) 485-1106	Email Address annemarie.sauer@lapd.online
Address/City/Zip	100 West First Street, Los Angeles 90012			

3 - Person having Routine Programmatic Responsibility				
Name	Ruben Lopez		Title	Lieutenant II Metropolitan Division
Telephone	(213) 352-4700	FAX	(213) 386-3075	Email Address 25900@lapd.online
Address/City/Zip	2710 Temple Street, Los Angeles 90026			

4 - Person having Routine Fiscal Responsibility				
Name	Stella Larracas		Title	Senior Management Analyst II
Telephone	(213) 486-0380	FAX	(213) 486-5727	Email Address n3371@lapd.online
Address/City/Zip	100 West First Street, Los Angeles 90012			

5 - CEO Executive Director or Chief Executive Officer of Implementing Agency				
Name	Michel R. Moore		Title	Chief of Police
Telephone	(213) 486-0150	FAX	(213) 486-0168	Email Address grants@lapd.online
Address/City/Zip	100 West First Street, Los Angeles 90012			

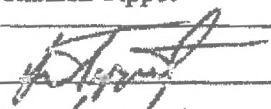

6 - Governing Board Official to enter Grant Award for City/County or CBO				
Name	Richard M. Tefank		Title	Police Commission Executive Director
Telephone	(213) 236-1400	FAX	(213) 236-1410	Email Address n3025@lapd.online
Address/City/Zip	100 West First Street, Suite #134, Los Angeles 90012			

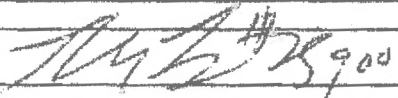
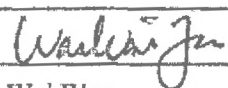

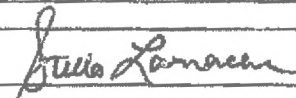


7 - Chair of the Governing Body of the Recipient				
Name	Herb Wesson		Title	Los Angeles City Council President
Telephone	(213) 473-7010	FAX	(213) 485-9829	Email Address councilmember.wesson@lacity.org
Address/City/Zip	200 North Spring Street, Room 430, Los Angeles 90012			

SIGNATURE AUTHORIZATION

Recipient	City of Los Angeles
Award Number	
Implementing Agency	Los Angeles Police Department

***The Project Director and Financial Officer are *REQUIRED* to sign this form.**

Project Director	Jonathan Tippet	Financial Officer	Annemarie Sauer
Signature		Signature	
Date	2/27/19	Date	2/28/19

The following persons are authorized to sign for the Project Director.		The following persons are authorized to sign for the Financial Officer.	
Signature		Signature	
Print Name	Ruben Lopez	Print Name	Wai Wan
Signature		Signature	
Print Name	Billy Lee	Print Name	Stella Larracas
Signature		Signature	
Print Name	Steve Hernandez	Print Name	
Signature		Signature	
Print Name	Mark Jackson	Print Name	
Signature		Signature	
Print Name		Print Name	

Recipient: Los Angeles Police Department	Award #: IGP-FY1818-025
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A PART I- Personal Services (Salaries and Employee Benefits)	FY 18-19	FY 19-20	FY 20-21	TOTAL COST
	\$ -	\$ -	\$ -	\$ -
E PART I- Operating Expenses	FY 18-19	FY 19-20	FY 20-21	TOTAL COST
	\$ -	\$ 5,000.00	\$ -	\$ 5,000.00
G PART I- Equipment	FY 18-19	FY 19-20	FY 20-21	TOTAL COST
	\$ -	\$ -	\$ -	\$ -
D PART 2- Course Certification	FY 18-19	FY 19-20	FY 20-21	TOTAL COST
	\$ -	\$ 165,000.00	\$ 30,000.00	\$ 195,000.00
Grand Total by FY	FY 18-19	FY 19-20	FY 20-21	GRAND TOTAL
	\$ -	\$ 170,000.00	\$ 30,000.00	\$ 200,000.00

Course Presentation Costs Calculator	No. of Students Trained*	Cost per Student*	Total Yearly Cost
FY 18-19	0	\$ 250.00	\$ -
FY 19-20	660	\$ 250.00	\$ 165,000.00
FY 20-21	120	\$ 250.00	\$ 30,000.00
			\$ 195,000.00
			\$ 200,000.00

*Enter the total number of students expected to be trained each Fiscal Year

* Cost per student information is drawn from the Part 2- Course Certification Budget, Line E52

Recipient: Los Angeles Police Department Award #: IGP-FY18/19-025

Course Title: Crisis Negotiation Tactics, Basic

PART II- POST Course Certification Budget	COST
(A) Services-	
(1) Instruction	\$0
(1) Lieutenant, \$111.11/hr, 9 hours.	\$1,000
(1) Sergeant, \$106.66/hr, 9 hours.	\$950
(12) Metro Police Officers, Various, \$100/hr, 9 hours	\$10,800
(2) Coordination	\$0
(1) Metro Police Officer, Various, \$100/hr, 9 hours	\$900
Presentation	\$0
(3) Clerical	\$0
(B) Travel-	
(1) Coordinators	\$0
(2) Instructors	\$0
(C) Indirect Costs (not to exceed 10%)-	\$0
(D) Supplies and Equipment-	
(1) Books/Pamphlets/Handouts	\$25
80 students x 0.41	
(2) Certificates	\$25
80 students x 0.41	
(3) Notebooks	\$0
(4) Paper/Office Supplies	\$100
Misc. office supplies (e.g. paper, notebooks, pens, ink, binders, paper clips)	
(5) Printing/Reproduction	\$0
(6) Equipment Cost per Presentation*	\$0
(E) Support Costs-	
Course Facility Costs	\$200
Facility venue rental covers tables, chairs, linens, food	
Miscellaneous (Room rental, telephone, postage)	\$1,000
Audio/Visual rental - (4) Projectors, \$100/ea; (4) Screens, \$150/ea	
Course Certification Totals	
COURSE CERTIFICATION SECTION TOTAL	\$15,000
EXPECTED NUMBER OF STUDENTS PER PRESENTATION	60
TUITION COST PER STUDENT (Total costs divided by students)	\$250

*Actual cost of equipment / divided by number of years (useful life) / divided by number of presentations per year = PER PRESENTATION COST

Recipient: Los Angeles Police Department Award #: _____

Budget Narrative

Budget Overview. The Los Angeles Police Department (LAPD) is requesting \$200,000 from the POST Innovations Grant Program to fund 13 classes, with 60 students each, of *Crisis Negotiations Tactics – Basic (CNT-Basic)*. This amount allots for \$5,000 or 2.5% of project cost to Part I – Programmatic Budget, and \$195,000 or 97.5% of project cost to Part II – Course Presentation Budget.

The programmatic budget is minimal with only the cost of equipment for the development of the curricula, training materials, evaluative program, and databases.

The course presentation costs are LAPD's focus to maximize funds effectiveness in servicing as many students as possible. The cost per student to deliver the *CNT – Basic* training course is \$250.00. The delivery costs will encompass the team providing educational/evaluative support, provide tracking of all grant components, and execute the *CNT – Basic* training course.

The budget breakdown by fiscal year for the *CNT – Basic* training course is as follows:

- FY 18/19 – No costs incurred as time will be towards administrative process involved in the acceptance of the grant award.
- FY 19/20 – Part I – Programmatic Budget: Equipment purchase totaling \$5,000 and Part II – Course Presentation Budget: delivery costs totaling \$165,000.
- FY 20/21 – Part II – Course Presentation Budget: delivery costs totaling \$30,000.

Budget Breakdown to Support Direct Services. Part I Programmatic Budget: LAPD is proposing to purchase two Department-standard laptops, that cost approximately \$2,500 each. The laptops will be dedicated for storing all necessary PowerPoints, course information, contacts, and databases.

The cost breakdown for Part I Operating Cost is:

Recipient: Los Angeles Police Department Award #: _____

(2) Laptops: 2 x \$2,500= \$5,000.00

Total Part I Operating Costs: \$5,000.00

Total Part I Programmatic Budget: \$5,000.00

Part II Course Presentation Budget: The majority of the project's proposed budget, \$177,450 is allocated to pay for LAPD personnel who will be the instructors for the *CNT – Basic* on an overtime basis. Each class will consist of approximately sixty students and fifteen instructors who are subject matter experts. The instructors will consist of one Lieutenant, one Sergeant, and twelve Police Officers who will provide instruction for each class with one course coordinator at an average of \$13,650 for personnel costs per class. The course utilizes hands-on teaching with the use of role playing and a high instructor to student ratio leads to better engagement and understanding of the underlying concepts of crisis negotiation tactics and de-escalation. Based on the budget, we propose to run a course every month to maximize the number of students who can attend. Each course will be an eight-hour block of instruction with half an hour before and after being utilized for instructors to prepare and breakdown for each course. This will minimize administrative costs while maximizing the effectiveness of class size. We anticipate conducting thirteen courses during the grant period.

The cost breakdown for Part II Personnel is:

Instructors:

(1) Lieutenant: 1 x 9 hours x \$111.11 = \$ 1,000.00

(1) Sergeant: 1 x 9 hours x \$105.55 = \$ 950.00

(12) Police Officers: 12 x 9 hours x \$100 per hour = \$10,800.00

Coordinator:

(1) Police Officer: 1 x 9 hours x \$100 per hour = \$ 900.00

Total Part II: Personnel Cost per Class \$13,650.00

Office supplies will be kept at a minimum; LAPD anticipates some pamphlets and handouts and miscellaneous supply expenses e.g. paper, notebooks, pens, ink, binders, paperclips, etc. Combined costs are estimated at a cost of \$150/class for thirteen classes over the course of the two-year grant period. Minimal support costs allow us to maximize the number of courses we can run under the proposed project.

The cost breakdown for Part II Supply is:

Pamphlets and handouts:	60 students x \$0.41	\$ 25.00
Certificates:	60 students x \$0.41	\$ 25.00
Miscellaneous Office Supplies:		<u>\$ 100.00</u>
Total Part II: Supplies Cost per Class		\$ 150.00

To minimize administrative costs, the LAPD Police Academy is proposed as a training venue. The training room at the Police Academy can accommodate sixty students and fifteen instructors with limited audio/visual equipment to provide PowerPoint instruction. The facility will also provide tables and chairs. The facility rental is \$200.00 per class.

Additional audio/visual equipment is required to address the class round-table configuration. The rental cost of four projectors (\$100/each) and four screens (\$150/each) per class. Each class will total \$1,000 in rental costs.

The cost breakdown for Part II Support is:

Room Rental:		\$ 200.00
(4) Projectors:	4 x \$100	\$ 400.00
(4) Screens:	4 x \$150	<u>\$ 600.00</u>
Total Part II: Support per Class		\$ 1,200.00

Project Narrative

PROBLEM STATEMENT

Need for Training. As society continues to increase their expectation of police officers to perform at extraordinary levels of patience, tolerance, and communication, officers need a training program that provides crisis negotiation skills and tactics that will promote de-escalation and reduce the application of force, including officer-involved shootings. When officers can de-escalate a potentially violent situation through alternative negotiation tactics, it will reduce the risk of injury to officers and to the public. When applied correctly, using negotiation tactics are beneficial for all parties involved as well as positively impact government liability issues e.g. minimized police use of force incidents, reduced risk of injury to suspects, bystanders, officers, and minimized property damage claims. From 2013 to 2018, the Los Angeles Police Department (LAPD) Special Weapons and Tactics (SWAT) team responded to a total of 306 callouts. In 72.5 % (222) of those callouts, SWAT negotiators were successful in establishing dialogue with the suspect. In 83% (184) of those incidents where dialogue was established, the negotiator achieved voluntary compliance, eliminating the need for force when taking the suspect into custody.

Proposed Training. The LAPD SWAT offers a California Peace Officer Standards and Training (POST) certified, 40-hour training called the *Crisis Negotiation Tactics (CNT)*. This is the only POST-certified course and it is only offered once a year. The course provides students with basic theory and practice to increase the odds of peaceful resolutions of hostage, barricade and/or suicide situations using active listening, assessment, and other appropriate techniques. Following the CNT's model, officers will be familiar with and be able to apply basic verbal strategies and negotiation skills to manage crisis situations. By utilizing CNT tactics and strategies, officers will be able to enhance their de-escalation skills and ultimately reduce the

Recipient: Los Angeles Police Department Award #: _____

potential for the use of force, including involved shootings. However, such POST training is not readily available.

The fact that there are few classes listed or advertised via POST online implies that most of law enforcement officers in California do not get enough negotiation tactics training opportunities nor funding. The LAPD's basic academy is focused on a more traditional style of learning - covering basic tactics, shooting and law - and does not have sufficient instruction for negotiation tactics. When the SWAT CNT cadre delivers its 40-hour advanced negotiation class, the class is always at maximum capacity and attended by students throughout the state. Students' feedback suggests an overwhelming demand for the subject matter and a desire for the class to be taught more frequently and accessible to patrol, dispatchers, and command staff. LAPD is proposing to have a POST-certified *Crisis Negotiations Tactics – Basic Course (CNT-Basic)*.

The goal of SWAT's CNT program is to bring crisis incidents to a peaceful end, ideally without the use of force. In addition to learning various negotiation strategies, students will also be able to apply SWAT's latest and most innovative tactic called *Tactical Disengagement*. For the last two years, LAPD SWAT has practiced this new strategy which entails identifying specific situations where a lone armed suicidal subject is left alone after all reasonable efforts of CNT have proven to be unfruitful. There are specific criteria that must be fulfilled prior to employing this strategy. One key point is that the subject must not be suspected of any other crimes. There are several cases throughout the nation where officers and subjects were harmed when the decision to make entry has been made. *Tactical Disengagement* is on the innovative forefront of current de-escalation practices and CNT cadre can teach this new aspect to POST stakeholders.

CNT and Officer Involved Shooting. Though the concept of de-escalation in law enforcement is relatively new, LAPD SWAT has been implementing crisis negotiation tactics to promote reverence for human life and reduce the potential for uses of force for the past 40 years. LAPD SWAT officially implemented Crisis Negotiation Tactics in 1976. Since the inception of SWAT's CNT program, SWAT has successfully de-escalated hundreds of crisis situations utilizing crisis negotiation tactics. It's the belief of the CNT cadre that law enforcement officers can be trained to use basic negotiation strategies to de-escalate crisis situations and thereby reduce the uses of force and officer-involved shootings. Data gathered since 2013 shows that 83% of the time where CNT was involved, the incident was de-escalated and ended with suspects being taken into custody, without any application of force; thereby reducing officer-involved shootings.

State and national statistics show an increasingly alarming trend of law enforcement officers getting injured in confrontations with subjects which potentially could have been avoided if CNT was employed. When there is no immediate need for physical police action and the subject is either contained or non-aggressive, negotiation tactics can be used to try and persuade subjects to surrender peacefully. Officers need to learn the most up-to-date strategies and innovative negotiation tactics to assist them in recognizing situations where CNT skills could be applied. Due to a vast increase in publicized law enforcement use of force, officers are under ever increasing public scrutiny to exploit different communication techniques to resolve and avoid physical confrontation when taking subjects into custody. Daily, California officers encounter situations where crisis negotiations could potentially be applied. For example, trespass suspects in public spaces such as coffee shops, restaurants, and markets appear to pose significant challenges to law enforcement. There are several publicized incidents when force was

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used where CNT strategies could have been applied prior to a physical confrontation. Although SWAT does not claim to have a perfect or guaranteed solution to de-escalating a situation, there is a definitive argument that if CNT strategies had been employed, the chances of a peaceful resolution would have been increased.

If more agencies and law enforcement officers learn the SWAT team's model of utilizing CNT to increase de-escalation and reduce the application of force, it's believed that the agencies will be successful in reducing the need for force, including officer-involved shootings. SWAT's CNT model not only emphasizes verbal strategies but also relies heavily on the exploitation of time, distance, and cover prior to and during the utilization of the CNT process. It is SWAT's belief that if an armed subject is contained and there is no imminent threat of great bodily injury or death, then time and effective attempts of communication tremendously increase the chances of taking the suspect into custody without resorting to lethal force. It is a scientific fact that effects of adrenaline, endorphins, alcohol, and narcotics are minimized with the passing of time.

Target Audience. The SWAT CNT cadre has identified the target audience as all field level law enforcement officers, tactical team officers, command staff, training staff, and dispatchers. Aside from the limited training slots to be paid for by this grant, there are no other training barriers identified.

Although the SWAT team specializes in barricade and or hostage incidents, the skills and strategies taught in the class can be applied to any subject that is contained and refuse to submit to arrest, whether armed or unarmed. Being there are no "routine" calls in contemporary law enforcement, even the most mundane call of a trespass subject in a retail space could become a crisis incident when there is potential for officers to be seriously injured when he or she makes physical contact with the subject.

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Award #: _____

PLAN

Proposed Curriculum. SWAT has a POST-certified 40-hour CNT course (ID#1850-20773) which has been taught to a limited number of law enforcement officers, dispatchers, and psychologists for the last decade. To reach more of the target audience, the SWAT CNT cadre is proposing to use POST Innovations Grant Program (IGP) funds to offer a modified eight-hour *CNT-Basic*. The curriculum follows SWAT's guiding principle to be a "lifesaving organization", where de-escalation is not only the goal but an entirely new way of viewing crisis incidents through the lens of all first responding law enforcement officials.

Curriculum Development. The development of the *CNT-Basic* will be a result of LAPD SWAT collaborating with numerous subject matter experts from multiple agencies and jurisdictions. LAPD SWAT effected the safe rescue of numerous hostages, arrested scores of violent suspects and earned hundreds of commendations and citations. The LAPD SWAT team is known worldwide as one of the foremost police tactical units in contemporary law enforcement. LAPD SWAT team has established working relationships with the following entities: LAPD Behavioral Sciences Section (BSS), LAPD Mental Evaluation Unit (MEU), and the Didi Hirsch Mental Health Services Suicide Prevention Center. In collaborating with the above organizations, SWAT will provide current and relevant training.

BSS psychologists provide a wide range of clinical and operational services. As a part of the CNT team, the psychologist consults on how psychosocial and behavioral state, diagnosis, and drug use may impact negotiations. They help formulate the most effective communication strategies and help guide the CNT team's negotiation strategy. BSS was instrumental in developing SWAT's 40-hour CNT course. BSS will collaborate with the SWAT CNT cadre to design the framework for the proposed eight-hour *CNT-Basic*.

The LAPD's MEU was one of the first established law enforcement units to partner with Los Angeles County Department of Mental Health in assisting patrol units with evaluation, detention, and transportation of subjects suffering from mental illness. Their services assist patrol units with de-escalating potentially violent incidents involving the mentally ill. MEU will contribute invaluable insight in developing the proposed *CNT – Basic*.

LAPD SWAT's CNT cadre teamed up with Didi Hirsch Mental Health Services, one of the oldest and most established non-profit community-based mental health providers in the Los Angeles and Orange counties. It is SWAT's policy that CNT cadre members must volunteer 40-hours a year to staff phone lines at a suicide prevention hotline. The partnership has provided direct insight to establishing crisis negotiation protocols in dealing with the mentally ill. Hours of research into best practices were considered when developing the course curriculum.

Proposed Delivery. *CNT – Basic* will center around a guiding principle of the LAPD: Reverence for Human Life. The training will include learning activities such as group discussions, table top exercises, role playing scenarios, and teach back opportunities. The CNT cadre will use adult learning techniques and adhere to the "Bloom's Taxonomy of Learning", covering the learning objectives in cognitive, affective, and sensory domains. By developing learning constructs, deeper levels of understanding will be achieved and the application activities will allow the students to analyze and evaluate learned techniques. Each session will cover the learning objectives, learning activities, and evaluation activities.

Proposed Number of Students. The proposed *CNT – Basic* is expected to instruct a total of 780 students using the POST IGP funds within the IGP grant program period. The program will deliver one eight-hour class per month for 13 months. This will create ease of scheduling while maximizing student attendance. Each class will consist of approximately 60 students and

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will be led by 15 instructors/subject matter experts. The course is interactive by using role playing scenarios and the high instructor to student ratio leads to better engagement and understanding of the underlying concepts of use of force and de-escalation.

Proposed Service Area. Considering the funding available for this training program and the size of the LAPD, the service area will be mostly focused on training LAPD personnel. However, through outreach efforts, the training opportunity will be extended to each of the law enforcement agencies within the counties surrounding Los Angeles County.

Tracking System. The LAPD has a well-established system for providing training opportunities. A "Training Notice" detailing the program, available dates, and available spots is created and emailed out to all the training coordinators in the department. The respective training coordinators respond with the specified number of employees to attend. The selection is made by the respective commanding officers. This information is relayed back to the course coordinator for record of attendance. At the end of the training day, the attending employee will be requested to complete a POST roster to received credit for having attended the training. These documents will be kept in file and copies provided to POST upon request for reimbursement of funds. Personnel from other agencies will also be requested to complete a POST roster.

Course Evaluation. The *CNT- Basic* course will involve an evaluation activity wherein students will be divided into three groups which will rotate through three different scenarios. The scenarios will test the negotiator's ability to utilize the communication and negotiation strategies learned in class (1) to successfully persuade a suspect to release hostages, (2) to persuade a criminally motivated barricaded gunman from exiting a structure on his own accord, and (3) to either persuade a lone armed suicidal subject to surrender or whether the situation meets the criteria for a "*Tactical Disengagement.*" At the completion of each scenario, students will be

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expected to articulate which tactics they chose to use and not to use based on the facts presented in each case. Lastly, students will have to explain to instructors how they prioritized de-escalation in each phase of the scenario. The last piece of this evaluation portion will involve a 25-question multiple-choice test that will cover key concepts, definitions and case studies that will assess the student's general understanding of the *CNT- Basic*.

POST Evaluation. The SWAT CNT cadre's evaluation plan consists of two main sections: training performance and program effectiveness. Training performance evaluation will consist of quantitative and qualitative measurement during the conduct of training. Classroom surveys will be conducted to give the students an avenue to (1) assess whether the program achieved the identified course objectives, and (2) provide feedback about each instructor. Survey results will be entered in a database, providing a robust archive of performance metrics for analysis.

To evaluate the program's effectiveness in implementing CNT approaches in law enforcement operations, CNT graduates will be enrolled in a database. The CNT cadre will conduct a semi-annual survey of the graduates to determine what part of the CNT curriculum has been of the greatest value to first-responder operations, what topical content graduates could use more instruction on in the future, what impact if any the CNT approaches have had in the graduates' jurisdictions, and to what extent CNT approaches have been built into the graduates' everyday operational processes. Evaluation of both course performance and program effectiveness will allow the CNT cadre to continually refine its curricula to meet current CNT training needs and techniques. The results of the evaluation processes will be shared with POST and opportunities will be identified to share CNT best practices and lessons learned with the broader POST stakeholders.

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Capabilities

LAPD SWAT's Expertise and Staff Qualification. The SWAT CNT cadre members are subject matter experts in the use of crisis negotiation tactics. For the last twenty years, SWAT's CNT Cadre has taught over twenty-five 40-hour CNT classes, average class size of 60 students, on time and within budget. These classes have primarily targeted members of the tactical community. All members of the CNT cadre possess intermediate POST certification and each instructor has successfully completed a 40-hour Academy Instructor Certification Course. LAPD SWAT CNT cadre was one of the first law enforcement units to team up with Didi Hirsch Mental Health Services, which is one of the oldest and most established non-profit community-based mental health providers in the Los Angeles and Orange Counties. Current CNT cadre members volunteer 40-hours a year to staff the phone lines at Didi Hirsch's suicide prevention hotline. This partnership has provided direct insight to establishing crisis negotiation protocols and utilizing de-escalation techniques. As practitioners who utilize these techniques frequently, the CNT cadre will be able to deliver current and relevant information.

Capacity to Develop Training. LAPD brings considerable infrastructure to this training program. The LAPD has already completed a 40-hour POST-certified CNT program that can be refined and applied to a *Crisis Negotiation Tactics – Basic Course*. This will reduce the project's start-up time. The SWAT CNT cadre has established working relationships with the following entities: LAPD BSS, LAPD MEU, and the Didi Hirsch Mental Health Services. In collaborating with these organizations, LAPD SWAT's capabilities will be able to develop the most current and relevant training.

Capacity to Provide Training. The LAPD offers resources such as a fully equipped training facility, an extensive professional network, and personnel that have the blend of law

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enforcement, training experience, and project management skills necessary to get the project off the ground quickly and effectively. All members of the CNT cadre possess intermediate POST certification and each instructor has successfully completed a 40-hour instructor certification course.

LAPD's Expertise in Delivering Training to Law Enforcement. The LAPD has a proven record of accomplishment of developing and offering more than 135 POST-certified courses. The LAPD has strict guidelines in certifying all its POST instructors. Each instructor must have successfully completed a 40-hour instructor certification course.

LAPD SWAT has one of the most prestigious histories of teaching within LAPD as well as outside entities. LAPD SWAT has taught the following courses: Multiple-Assault Counter-Terrorism Action Capabilities (MACTAC), Immediate Action Rapid Deployment (IARD), Officer Rapid Deployment (ORD), Warrant Service, Tactical First Aid and CPR, Sniper School, and basic entry tactics just to name a few.

Training Outreach. LAPD SWAT CNT cadre will offer the *CNT – Basic* class to 780 first responders. The CNT cadre will deliver one class per month for thirteen months. In total, approximately 13 classes will be conducted during the grant period. Due to heavy scenario-based learning that this class is designed around, it is proposed to have 15 instructors slotted to facilitate a class of 60 students. LAPD is centrally located in Southern California, so it is better prepared than any other agency to serve POST students ranging from Santa Barbara to San Diego Counties. Based upon individual travel restrictions, agencies from Northern California are welcome to attend. Classes will be advertised prioritizing attendance in the following order: field patrol officers, field patrol supervisors, and lastly tactical officers. If the class has remaining

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seats after exhausting the priority list, availability will be on a first come, first serve basis. No MOUs or OAs will be required to deliver the *CNT – Basic*.

The CNT cadre has close ties to SWAT teams throughout California and regularly trains and keeps in contact with agencies worldwide. Specific to California, the LAPD SWAT team is a member of California Association of Tactical Officers as well as the National Tactical Officers Association. These relationships allow us to reach out to organizations throughout California and why SWAT's 40-hour CNT advanced course is fully booked every year with students from within LAPD and agencies throughout California. Additionally, LAPD SWAT started a Sniper Symposium and Hostage Rescue Symposium with members from tactical teams throughout California as well as officers from agencies throughout the nation. The CNT cadre will utilize these lines of communication to advertise the proposed *CNT – Basic* so that agencies throughout California can benefit from this training on de-escalation through crisis negotiation. The CNT cadre will also advertise the *CNT – Basic* on the POST website, LAPD's website, as well as LAPD's intranet.

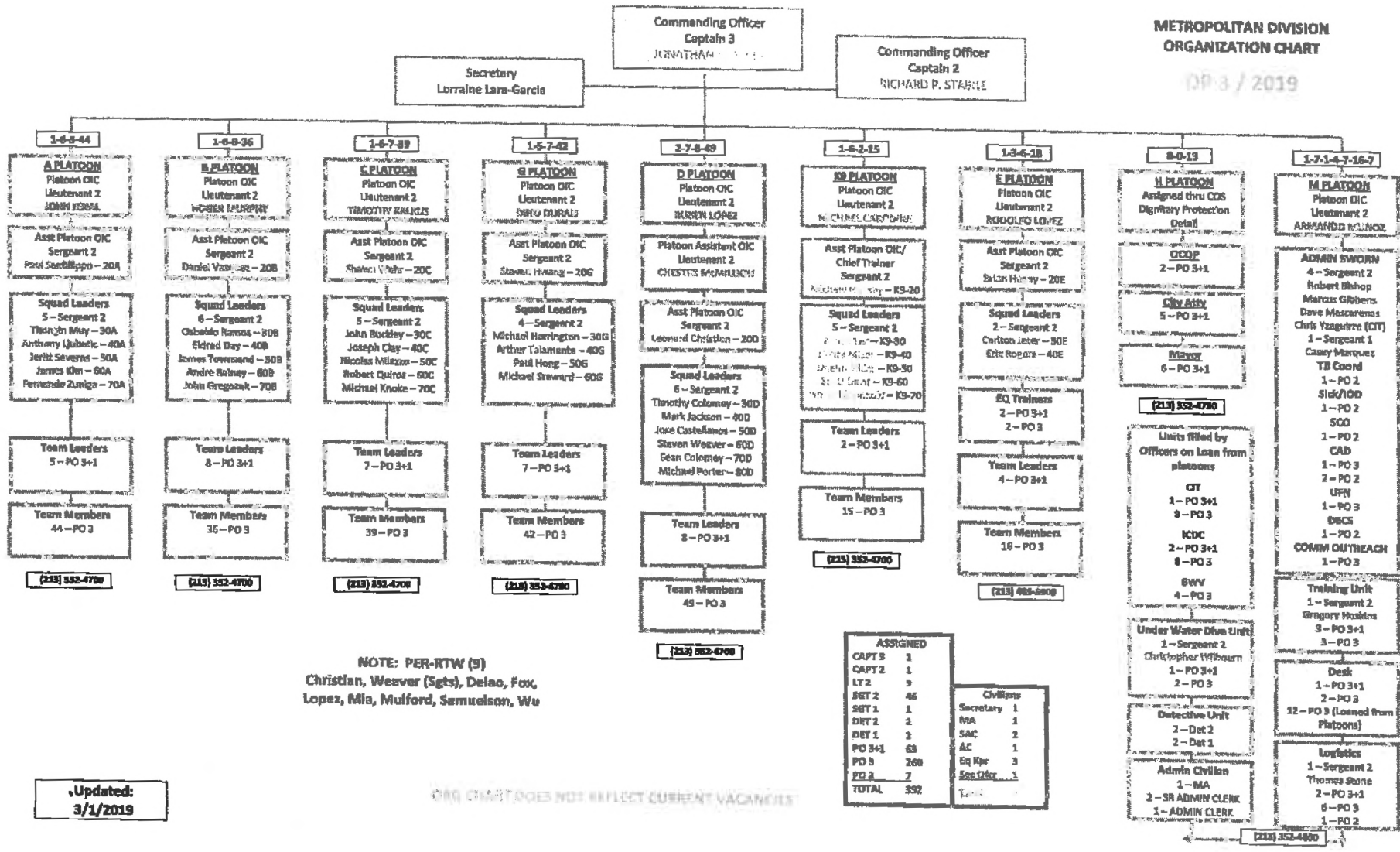
LAPD Grant Section. The LAPD will provide fiscal and administrative oversight over the project. The LAPD Grants Management team has extensive experience in managing and overseeing projects of this magnitude. Since 2015, the Department has received 72 grants from a variety of funding agencies totaling nearly \$83 million.

CNT - Basic Project Timeline

Task No.	Activity / Milestone	Expected Activity Dates	Fiscal Year	Expected Costs
#1	Curriculum Development	April 1 - July 1, 2019	18/19	\$0.00
#2	POST Course Certification	July 1 - July 31, 2019	19/20	\$0.00
#3	Procure Equipment	June 1 - July 31, 2019	19/20	\$5,000.00
#4	Course Delivery - 300 Students Trained	August 1 - December 31, 2019	19/20	\$75,000.00
#5	Course Delivery cont... - 360 Students Trained	January 1 - June 30, 2020	19/20	\$90,000.00
#6	Course Delivery cont... - 120 Students Trained	July 1 - August 31, 2020	20/21	\$30,000.00
#7	Student Survey	July 1 - December 31, 2020	20/21	\$0.00
#8	Student Survey cont...	January 1 - March 31, 2021	20/21	\$0.00
#9	Grant Closeout	January 1 - March 31, 2021	20/21	\$0.00

**METROPOLITAN DIVISION
ORGANIZATION CHART**

DP 3 / 2019



POST IGP PROJECT SERVICE AREA INFORMATION

1. **COUNTY OR COUNTIES SERVED:** Enter the name(s) of the county or counties served by the project. Put an asterisk where the project's principal office is located.

San Luis Obispo, Kern, San Bernadino, Santa Barbara, Ventura, Orange, Riverside, San Diego, Imperial, and *Los Angeles Counties

2. **U.S. CONGRESSIONAL DISTRICT(S):** Enter the number(s) of the U.S. Congressional District(s) which the project serves. Put an asterisk for the district where the project's principal office is located.

23 - 53 (*34)

3. **STATE ASSEMBLY DISTRICT(S):** Enter the number(s) of the State Assembly District(s) which the project serves. Put an asterisk for the district where the project's principal office is located.

32 - 80 (*36)

4. **STATE SENATE DISTRICT(S):** Enter the number(s) of the State Senate District(s) that the project serves. Put an asterisk for the district where the project's principal office is located.

19 - 40 (*25)

5. **POPULATION OF SERVICE AREA:** Enter the total population of the area served by the project.

23.8 Million

**CALIFORNIA COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING
RECIPIENT GRANTS MANAGEMENT ASSESSMENT**

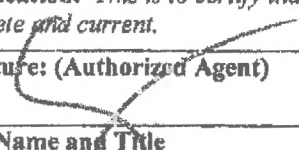
Recipient: City of Los Angeles - Los Angeles Police Department	
Grant/Program Title: POST Innovations Grant Program: Crisis Negotiation Tactics - Basic	
Performance Period: 04/01/2019 to 03/31/2021	Award Amount Requested: \$ 200,000
Type of Non-Federal Entity (Check Box)	<input type="checkbox"/> State Gov. <input checked="" type="checkbox"/> Local Gov. <input type="checkbox"/> JPA <input type="checkbox"/> Non-Profit <input type="checkbox"/> Tribe

Per Title 2 CFR § 200.331, POST is required to evaluate the risk of noncompliance with statutes, regulations and grant terms and conditions posed by each Recipient of pass-through funding. This assessment is made in order to determine and provide an appropriate level of technical assistance, training, and grant oversight to Recipients for the award referenced above.

The following are questions related to your organization's experience in the management of grant awards. This questionnaire must be completed and returned with your grant application materials.

For purposes of completing this questionnaire, *Grant Manager* is the individual who has primary responsibility for day-to-day administration of the grant, *bookkeeper/accounting staff* means the individual who has responsibility for reviewing and determining expenditures to be charged to the Grant Award, and *organization* refers to the Recipient applying for the award, and/or the governmental implementing agency, as applicable.

Assessment Factors	Response
1. How many years of experience does your current Grant Manager have managing grants?	>5 years
2. How many years of experience does your current bookkeeper/accounting staff have managing grants?	>5 years
3. How many grants does your organization currently receive?	>10 grants
4. What is the approximate total dollar amount of all grants your organization receives?	\$ 33,000,000
5. Are individual staff members assigned to work on multiple grants?	Yes
6. Do you use timesheets to track the time staff spend working on specific activities/projects?	Yes
7. How often does your organization have a financial audit?	Annually
8. Has your organization received any audit findings in the last three years?	Yes
9. Do you have a written plan to charge costs to grants?	Yes
10. Do you have written procurement policies?	Yes
11. Do you get multiple quotes or bids when buying items or services?	Always
12. How many years do you maintain receipts, deposits, cancelled checks, invoices, etc.?	>5 years
13. Do you have procedures to monitor grant funds passed through to other entities?	Yes

Certification: This is to certify that, to the best of our knowledge and belief, the data furnished above is accurate, complete and current.	
Signature: (Authorized Agent) 	Date: 2-25-19
Print Name and Title Michel R. Moore, Chief of Police	Phone Number: (213) 486-0150
<i>Program Specialist Only: AWARD #</i>	