

LOS ANGELES POLICE COMMISSION

BOARD OF
POLICE COMMISSIONERS

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MAYOR

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DJANGO SIBLEY
ACTING INSPECTOR GENERAL

EXECUTIVE OFFICE
POLICE ADMINISTRATION BUILDING
100 WEST FIRST STREET, SUITE 134
LOS ANGELES, CA 90012-4112

(213) 236-1400 PHONE
(213) 236-1410 FAX
(213) 236-1440 TDD

April 20, 2010

BPC #10-0163

The Honorable Antonio Villaraigosa
Mayor, City of Los Angeles
City Hall, Room 303
Los Angeles, CA 90012

The Honorable City Council
City of Los Angeles
c/o City Clerk's Office

Dear Honorable Members:

RE: TRANSMITTAL OF THE GRANT APPLICATION FOR THE 2009/2010 PROJECT
SAFE NEIGHBORHOOD PROGRAM

At the regular meeting of the Board of Police Commissioners held Tuesday, April 20, 2010, the Board APPROVED the Department's report relative to the above matter.

This matter is being forwarded to you for approval.

Respectfully,

BOARD OF POLICE COMMISSIONERS

Handwritten signature of Maria Silva in cursive script.

MARIA SILVA
Commission Executive Assistant

Attachment

c: Chief of Police

INTRADEPARTMENTAL CORRESPONDENCE

RECEIVED

APR 15 2010

April 12, 2010
1.17

POLICE COMMISSION
REVIEWED
[Signature] 4/15/10
RICHARD M. TEFANK
EXECUTIVE DIRECTOR
DATE

TO: The Honorable Board of Police Commissioners
FROM: Chief of Police
SUBJECT: TRANSMITTAL OF THE GRANT APPLICATION FOR THE 2009/2010
PROJECT SAFE NEIGHBORHOOD PROGRAM

RECOMMENDED ACTIONS

1. That the Board of Police Commissioners TRANSMIT the attached grant application for the Fiscal Year 2009/2010 Project Safe Neighborhood Program (PSN), pursuant to Administrative Code Section 14.6(a), to the Mayor, Office of the City Administrative Officer, Office of the Chief Legislative Analyst, and to the City Clerk for Committee and City Council consideration.
2. That the Board REVIEW and APPROVE this report.
3. That the Board TRANSMIT the report concurrently to the Mayor and City Council.
4. That the Board REQUEST the Mayor and City Council to:
 - A. AUTHORIZE the Chief of Police or designee to ACCEPT the award of the 2009/2010 Project Safe Neighborhood Program (PSN) funds in the amount of \$60,000 from the California Emergency Management Agency via the U.S. Attorney's Office, for the period of October 1, 2009 through September 30, 2010;
 - B. AUTHORIZE the Chief of Police or designee to execute the Award Agreement and submit any necessary documents relative to the grant award, subject to City Attorney approval as to form and legality;
 - C. AUTHORIZE the Chief of Police or designee to negotiate and execute a sole-source Professional Services Agreement with Advancement Project, pending grantor approval, during the period of October 1, 2009 to September 30, 2010, for a sum not to exceed \$30,000, to provide ten eight-hour gang culture awareness training courses;
 - D. AUTHORIZE the Los Angeles Police Department (LAPD) to spend Project Safe Neighborhoods Grant funds consistent with the grant requirements;
 - E. AUTHORIZE the Controller to set up a grant receivable in the amount of \$60,000 and establish an appropriation account, account number to be determined, within Fund 339, Department 70 for the disbursements of Project Safe Neighborhoods Grant funds;
 - F. AUTHORIZE the LAPD to submit grant reimbursement requests to grantor and deposit grant fund into Fund 339, Dept 70; and,

G. AUTHORIZE the LAPD to prepare Controller instructions for any technical adjustments, subject to the approval of the City Administrative Officer, and AUTHORIZE and INSTRUCT the Controller to implement the instructions.

DISCUSSION

The Los Angeles Police Department (LAPD) and Los Angeles County Sheriff's Department (LASD) will implement a training course for police officers to bring awareness in gang culture and to use interventionist tools in reducing gang violence. There will be ten eight-hour training sessions over several months that will cater to officers who are primarily assigned to gang-impacted areas of Los Angeles, specifically Los Angeles Criminal Information Clearinghouse (LA CLEAR) officers in Gang Reduction and Youth Development (GRYD) zones and LASD gang unit officers.

This grant will cover coordination across all partner agencies, and will include contractual services with Advancement Project, a non-profit organization, to provide instructors and related training preparation. Advancement Project will furnish a training coordinator for ten classes for a set fee of \$6,000. They will also bring an intervention expert, intervention liaison, and instructors for the ten sessions for a set fee of \$24,000. The total consultant cost will be \$30,000.

The cost of the Social Network Analysis Software for five workstations is \$14,740. The lifetime licensing fee for this software is \$5,896. Software support costs \$7,500, which includes customization, support data integration and modeling, upgrades and training. The total cost for the software purchase is \$30,000 including tax.

The total cost associated with the Project Safe Neighborhoods grant funding for the Department to implement this intervention/suppression strategy is \$60,000. The LAPD and LASD will provide in-kind contribution in the form of a training facility and law enforcement instructors.

If you have any questions, please contact Police Administrator Maggie Goodrich, Commanding Officer, Information Technology Bureau, at (213) 486-0370.

Respectfully,



CHARLIE BECK
Chief of Police

Attachments

**BOARD OF
POLICE COMMISSIONERS**

Approved *April 20, 2010*

Secretary *Maria Silva*

ARNOLD SCHWARZENEGGER
GOVERNOR

MATTHEW R. BETTENHAUSEN
ACTING SECRETARY



3650 SCHRIEVER AVENUE
MATHER, CA 95655

PHONE (916) 322-0389
FAX (916) 324-1756

CALIFORNIA EMERGENCY MANAGEMENT AGENCY

Application Cover Sheet

RFA PROCESS

PROJECT SAFE NEIGHBORHOODS PROGRAM (CENTRAL)

Submitted by:

Los Angeles Police Department
100 W. 1st Street, Suite 1061
Los Angeles, California 90012
(213) 486-0190

Cal EMA _____

Award # _____

CALIFORNIA EMERGENCY MANAGEMENT AGENCY GRANT AWARD FACE SHEET (Cal EMA 2-101)

The California Emergency Management Agency, hereafter designated Cal EMA, hereby makes a grant award of funds to the following:

1. **Grant Recipient:** City of Los Angeles
hereafter designated Recipient, in the amount and for the purpose and duration set forth in this grant award.

2. **Implementing Agency:** Los Angeles Police Department

3. **Project Title:** Project Safe Neighborhoods 4. **Grant Period:** 10/01/09 to 09/30/10

*Select the Grant year and fund source(s) from the lists below or type the appropriate acronym in box 9. Enter the amount(s) from each source. Please do not enter both State and Federal fund sources on the same line. Add any cash match(s). Block 10G is the Grant Award total amount.

Grant Year	Fund Source	A. State	B. Federal	C. Total	D. Cash Match	E. In-Kind Match	F. Total Match	G. Total Project Cost
Select	5. PSNC		\$60,000		\$0	\$0	\$0	
Select	6. Select						\$0	
Select	7. Select						\$0	
Select	8. Select						\$0	
Select	9.						\$0	
	10. TOTALS	\$0	\$60,000	\$60,000	\$0	\$0	\$0	10. Grand Total: \$60,000


11. This grant award consists of this title page, the application for the grant, which is attached and made a part hereof, and the Assurance of Compliance forms which are being submitted. I hereby certify I am vested with the authority, and have the approval of the City/County Financial Officer, City Manager, County Administrator, or Governing Board Chair, to enter into this grant award agreement; and all funds received pursuant to this agreement will be spent exclusively on the purposes specified. The grant recipient signifies acceptance of this grant award and agrees to administer the grant project in accordance with the statute(s), the Cal EMA Program Guidelines, the Cal EMA Recipient Handbook, the Federal OJP Financial Guide and Program Guidelines (if applicable), and the Cal EMA audit requirements, as stated in the applicable RFP or RFA. The grant recipient further agrees to all legal conditions and terms incorporated by reference in the applicable RFP or RFA, and agrees that the allocation of funds is contingent on the enactment of the State Budget.

12. **Official Authorized to Sign for Applicant/Grant Recipient:** **Federal Employer ID Number:** 95-6000735

Name: William J. Bratton Title: Chief of Police

Payment Mailing Address: 100 W. 1st Street City: Los Angeles Zip: 90012

Telephone: (213) 486-0150 FAX: (213) 486-0168 Email: B9972@lapd.lacity.org
(area code) (area code)

Signature:  Date: 10/28/09

[FOR CalEMA 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.

CalEMA Fiscal Officer Date CalEMA Director (or designee) Date

PROJECT CONTACT INFORMATION

Applicant CITY OF LOS ANGELES

Grant Number _____

[FOR CalEMA USE ONLY]

Provide the name, title, address, telephone number, and e-mail address for the project contacts named below. If a section does not apply to your project, enter "N/A." NOTE: If you use a PO Box address, a street address is also required for package delivery and site visit purposes.

1. The **Project Director** for the project:

Name: <u>Captain Justin Eisenberg</u>	Address: <u>100 W. 1st Street, Suite 630</u>
Title: <u>C/O Gang and Narcotics Division</u>	City: <u>Los Angeles</u> Zip: <u>90012</u>
Telephone #: <u>(213) 486-5320</u> <small>(Area Code)</small>	Fax #: <u>(213) 486-4789</u> <small>(Area code)</small>
E-Mail Address: <u>30096@lapd.lacity.org</u>	

2. The **Financial Officer** for the project:

Name: <u>Rhonda Sims-Lewis</u>	Address: <u>100 W. 1st Street, Suite 646</u>
Title: <u>Commanding Officer, ATSB</u>	City: <u>Los Angeles</u> Zip: <u>90012</u>
Telephone #: <u>(213) 486-7060</u> <small>(Area Code)</small>	Fax #: <u>(213) 486-7080</u> <small>(Area code)</small>
E-Mail Address: <u>G9809@lapd.lacity.org</u>	

3. The **person having routine programmatic responsibility** for the project:

Name: <u>Lieutenant Ronald Dickerson</u>	Address: <u>100 W. 1st Street, Suite 630</u>
Title: <u>OIC, Gun Section, GND</u>	City: <u>Los Angeles</u> Zip: <u>90012</u>
Telephone #: <u>(213) 486-5360</u> <small>(Area Code)</small>	Fax #: <u>(213) 486-4789</u> <small>(Area code)</small>
E-Mail Address: <u>22543@lapd.lacity.org</u>	

4. The **person having routine fiscal responsibility** for the project:

Name: <u>Annette Arredondo</u>	Address: <u>100 W. 1st Street, Suite 1061</u>
Title: <u>Management Analyst II</u>	City: <u>Los Angeles</u> Zip: <u>90012</u>
Telephone #: <u>(213) 486-0177</u> <small>(Area Code)</small>	Fax #: <u>(213) 486-0180</u> <small>(Area code)</small>
E-Mail Address: <u>N1462@lapd.lacity.org</u>	

5. The **Executive Director** of a nonprofit organization or the **Chief Executive Officer** (e.g., chief of police, superintendent of schools) of the implementing agency:

Name: <u>William J. Bratton</u>	Address: <u>100 W. 1st Street</u>
Title: <u>Chief of Police</u>	City: <u>Los Angeles</u> Zip: <u>90012</u>
Telephone #: <u>(213) 486-0150</u> <small>(Area Code)</small>	Fax #: <u>(213) 486-0168</u> <small>(Area code)</small>
E-Mail Address: <u>36573@lapd.lacity.org</u>	

6. The **Chair** of the **governing body** of the recipient: (Provide contact information other than that of the recipient)

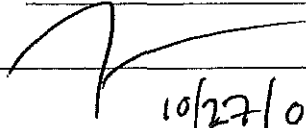
Name: <u>Eric Garcetti</u>	Address: <u>200 N. Spring St., Room 470</u>
Title: <u>President, Los Angeles City Council</u>	City: <u>Los Angeles</u> Zip: <u>90012</u>
Telephone #: <u>(213) 473-7013</u> <small>(Area Code)</small>	Fax #: <u>(213) 612-0819</u> <small>(Area code)</small>
E-Mail Address: <u>Garcetti@council.lacity.org</u>	

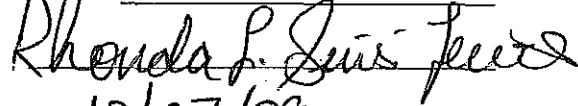
SIGNATURE AUTHORIZATION

Grant Award #: _____

Grant Recipient: CITY OF LOS ANGELES
Implementing Agency: Los Angeles Police Department

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

*Project Director: Justin Eisenberg
Signature: 
Date: 10/27/09

*Financial Officer: Rhonda L. Sims-Lewis
Signature: 
Date: 10/27/09

The following persons are authorized to sign for the
Project Director

Signature

Ronald Dickerson

Name

Signature

Richard Tompkins

Name

Signature

Julie McAllister

Name

Signature

Name

Signature

Name

The following persons are authorized to sign for the
Financial Officer

Signature

Peter Di Carlo

Name

Signature

Laura Filatoff

Name

Signature

Sheila Darling

Name

Signature

Name

Signature

Name

CERTIFICATION OF ASSURANCE OF COMPLIANCE

The applicant must complete a Certification of Assurance of Compliance CalEMA 2-104 (formally OES 656), which includes details regarding Equal Employment Opportunity Program (EEOP), Drug Free Workplace Compliance, California Environmental Quality Act, Lobbying, Debarment and Suspension requirements, and Proof of Authority from City Council/Governing Board. The applicant is required to submit the necessary assurances and documentation before finalization of the Grant Award Agreement. In signing the Grant Award Face Sheet, the applicant formally notifies CalEMA that the applicant will comply with all pertinent requirements.

Resolutions are no longer required as submission documents. CalEMA has incorporated the resolution into the Certification of Assurance of Compliance, Section VI, entitled, "Proof of Authority from City Council/Governing Board." The Applicant is required to obtain written authorization (original signature) from the City Council/Governing board that the official executing the agreement is, in fact, authorized to do so, and will maintain said written authorization on file and readily available upon demand. This requirement does not apply to state agencies.

CERTIFICATION OF ASSURANCE OF COMPLIANCE

I, William J. Bratton hereby certify that
(official authorized to sign grant award; same person as Section 12 on Grant Award Face Sheet)

RECIPIENT: City of Los Angeles

IMPLEMENTING AGENCY: Los Angeles Police Department

PROJECT TITLE: Project Safe Neighborhoods

is responsible for reviewing the *Grant Recipient Handbook* and adhering to all of the Grant Award Agreement requirements (state and/or federal) as directed by CalEMA including, but not limited to, the following areas:

I. Equal Employment Opportunity – (Recipient Handbook Section 2151)

It is the public policy of the State of California to promote equal employment opportunity by prohibiting discrimination or harassment in employment because of race, religious creed, color, national origin, ancestry, disability (mental and physical) including HIV and AIDS, medical condition (cancer and genetic characteristics), marital status, sex, sexual orientation, denial of family medical care leave, denial of pregnancy disability leave, or age (over 40). **CalEMA-funded projects certify that they will comply with all state and federal requirements regarding equal employment opportunity, nondiscrimination and civil rights.**

Please provide the following information:

Equal Employment Opportunity Officer: Commander James H. Cansler

Title: Department Personnel Officer

Address: 150 N. Los Angeles Street, Room 507, Los Angeles, CA 90012

Phone: (213) 485-8890

Email: 22757@lapd.lacity.org

II. Drug-Free Workplace Act of 1990 – (Recipient Handbook, Section 2152)

The State of California requires that every person or organization awarded a grant or contract shall certify it will provide a drug-free workplace.

III. California Environmental Quality Act (CEQA) – (Recipient Handbook, Section 2153)

The California Environmental Quality Act (CEQA) (*Public Resources Code, Section 21000 et seq.*) requires all CalEMA funded projects to certify compliance with CEQA. Projects receiving funding must coordinate with their city or county planning agency to ensure that the project is compliance with CEQA requirements.

IV. Lobbying – (Recipient Handbook Section 2154)

CalEMA grant funds, grant property, or grant funded positions shall not be used for any lobbying activities, including, but not limited to, being 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.

V. Debarment and Suspension – (Recipient Handbook Section 2155)

(This applies to federally funded grants only.)

CalEMA-funded projects must certify that it and its principals 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 of agency.

VI. Proof of Authority from City Council/Governing Board

The above-named organization (applicant) accepts responsibility for and will comply with the requirement to obtain written authorization from the city council/governing board in support of this program. The applicant agrees to provide all matching funds required for said project (including any amendment thereof) under the Program and the funding terms and conditions of CalEMA, and that any cash match will be appropriated as required. It is agreed that any liability arising out of the performance of this Grant Award Agreement, including civil court actions for damages, shall be the responsibility of the grant recipient and the authorizing agency. The State of California and CalEMA disclaim responsibility of any such liability. Furthermore, it is also agreed that grant funds received from CalEMA shall not be used to supplant expenditures controlled by the city council/governing board.

The applicant is required to obtain written authorization from the city council/governing board that the official executing this agreement is, in fact, authorized to do so. The applicant is also required to maintain said written authorization on file and readily available upon demand.

All appropriate documentation must be maintained on file by the project and available for CalEMA or public scrutiny upon request. Failure to comply with these requirements may result in suspension of payments under the grant or termination of the grant or both and the Recipient may be ineligible for award of any future grants if the CalEMA determines that any of the following has occurred: (1) the Recipient has made false certification, or (2) violates the certification by failing to carry out the requirements as noted above.

CERTIFICATION

I, the official named below, am the same individual authorized to sign the Grant Award Agreement [Section 12 on Grant Award Face Sheet], and hereby swear that I am duly authorized legally to bind the contractor or grant recipient to the above described certification. I am fully aware that this certification, executed on the date and in the county below, is made under penalty of perjury under the laws of the State of California.

Authorized Official's Signature: 

Authorized Official's Typed Name: William J. Bratton

Authorized Official's Title: Chief of Police

Date Executed: 10/28/09


Federal Employer ID #: 95-6000735 Federal DUNS # 03-784-8012

Current Central Contractor Registration Yes No

Executed in the City/County of: City of Los Angeles/County of Los Angeles

AUTHORIZED BY: (not applicable to State agencies)

- City Financial Officer
- City Manager
- Governing Board Chair
- County Financial Officer
- County Manager

Signature: 

Typed Name: Miguel A. Santana

Title: City Administrative Officer

PROJECT SUMMARY

1. GRANT AWARD NO.

3. GRANT PERIOD

2. PROJECT TITLE

Project Safe Neighborhoods

10/01/2009 to 09/30/2010

4. APPLICANT

Name: City of Los Angeles

Phone: (213) 978-0600

Address: 200 N. Spring St., Rm. 303

Fax #: (213) 978-0750

City: Los Angeles

Zip: 90012

5. GRANT AMOUNT

(this is the same amount as 10G of the Grant Award Face Sheet)

\$ 60,000

6. IMPLEMENTING AGENCY

Name: Los Angeles Police Department

Phone: (213) 486-0150

Fax #: (213) 486-0168

Address: 100 W. 1st Street, Suite 1075

City: Los Angeles

Zip: 90012

7. PROGRAM DESCRIPTION

See Word document entitled Project Summary.

8. PROBLEM STATEMENT

See Word document entitled Project Summary.

9. OBJECTIVES

See Word document entitled Project Summary.

10. ACTIVITIES

See Word document entitled Project Summary.

11. EVALUATION (if applicable)

See Word document entitled Project Summary.

12. NUMBER OF CLIENTS(if applicable)
City of Los Angeles**13. PROJECT BUDGET**(these are the same amounts as on
Budget Pages)

	Personal Services	Operating Expenses	Equipment	TOTAL
	\$30,000	\$30,000	\$0	\$60,000
				\$0
				\$0
				\$0
				\$0
				\$0
Totals:	\$30,000	\$30,000	\$0	\$60,000

PROGRAM DESCRIPTION

Through the use of social network analysis software, Los Angeles Police Department (LAPD) and its law enforcement partners will find non-obvious relationships and patterns within the complex social and criminal network of gangs by querying data from multiple existing systems. One of the primary goals of the Department is to prevent acts of violence, but the use of this software will support investigations on drug trafficking and violent crimes in order to disrupt and/or dismantle the operations of street gangs and their hierarchal organizations, which are often the underlying reasons for violence.

Although suppression has traditionally been law enforcement's primary focus in terms of gangs, the Department recognizes the need for a paradigm shift in the way we do business. The Los Angeles Police Department's 2009 gang initiatives indicated steadfast dedication to weaving the use of gang intervention into its repertoire of tools to address gangs. The City of Los Angeles has already begun to expand the use of intervention work from within its communities. The Los Angeles Police Department and Los Angeles County Sheriff's Department (LASD) are on the cutting edge of this innovative way of reducing gang violence by partnering with community members and giving them the tools they need to intervene in ways that law enforcement professionals are precluded from. This type of cooperative intervention strategy coupled with traditional enforcement enhanced by technological intelligence based policing through social network analysis software will support reductions in gang crimes and gang violence.

PROBLEM STATEMENT

Traditionally, law enforcement has focused its efforts solely on a suppression model to address gang violence. Academic studies suggest a paradigm shift in law enforcement for addressing the problem of gangs is necessary and that suppression alone is quite often not only ineffective, but counter-productive. The studies suggest that suppression along with intervention, prevention, and re-entry services is the model of the future to effectively deal with the challenge of gang violence in our communities.

In order to apply the model suggested, a massive coordination of efforts must ensue. The Los Angeles Police Department and the Los Angeles County Sheriff's Department have joined together in this model. One of the coordinated efforts essential to the success of the model is to professionalize and legitimize interventionists and intervention work. Conversely, it is critical for law enforcement to first understand the importance of the role of intervention and learn to work with interventionists on a common plane. Currently, law enforcement training does not promote the use of interventionists in its training curricula.

Intervention has been used in other parts of the country with limited, short-term success. The success was not sustained given that the program failed to train law enforcement and interventionists on how to overcome differences and develop the necessary relationships to coordinate their efforts toward a common goal.

The studies suggest that a key component in dealing with gang violence is intervention and the intervention worker. The primary focus of intervention is to decrease the number of gang

shootings. This is done in two primary ways. The first is by working with the shooters involved and persuading them to lay down their weapons long enough to begin a dialogue. The second is by working with family members of shooters to earn a license to operate, which allows intervention workers to facilitate contact with shooters before they pick up their weapons.

Law enforcement efforts in South Los Angeles have shown that isolated relationships between intervention workers and law enforcement have an immediate and powerful short and long term impact on reducing gang violence. In order for law enforcement executives to expect their officers to develop relationships with interventionists, it is imperative that officers are trained in intervention work.

The LAPD has several systems with gang related data and while other agencies also have gang databases, there are also multi-jurisdictional databases for shared information. While these systems each have merit on their own, the benefit of looking for relationships in multiple systems cannot be overstated. With the understanding that gang members do not confine themselves to law enforcement jurisdictional boundaries, we too, must expand and link our disparate systems and utilize new technologies to analyze vast data and look for relationships which would otherwise be invisible or exceptionally difficult to find.

OBJECTIVES

The objective of the intervention course is to bring awareness to law enforcement personnel of the culture of gangs and the use of interventionists as a tool in reducing gang violence. The course will delve into the characteristics of gang members, interventionists, and police officers to understand the impacts of gang intervention. It will also provide the skill set needed in the development of positive relationships to foster the necessary bridge between interventionists and law enforcement. This training will be combined with recent examples of successful gang intervention work. Due to compensation to the vendor for the development of the training curriculum and delivery of the training, it is required by the City of Los Angeles, that a sole source contract be executed for this purpose.

Through the use of social network analysis software, LAPD and its law enforcement partners would be able to find non-obvious relationships and patterns within the complex social and criminal network of gangs by querying data from multiple existing systems. While the software would significantly increase data mining capabilities, it would also permit geo-spatial visualizations, analysis, and reporting from a range of data sources. Additionally, temporal analysis permits a timeline view of the relationships that events and networks have with one another so that analysis includes how data changes over time. This type of real-time data mining and analysis will enhance information sharing capabilities between LAPD and other law enforcement agencies. By compiling information and intelligence from a variety of sources, the Department will be able to forecast future occurrences in crime-series, develop long-term polices, strategies and problem-solving solutions, and more effectively focus resources on gang crime prevention, intervention, and suppression. One of the primary goals of the Department is to prevent acts of violence, but the use of this software will support investigations on drug trafficking and violent crimes in order to disrupt and/or

dismantle the operations of street gangs and their hierarchal organizations, which are often the underlying reasons for violence.

ACTIVITIES

- Conduct ten 8-hour intervention training courses for officers (LAPD and LASD) over a ten-month period.
- Maintain student course evaluations and feedback for analysis.
- Create a national model for gang officers' intervention training.
- Purchase social network analysis software.
- Utilize social network analysis software to strategically focus gang enforcement efforts.
- Maintain a record of the use of social network analysis software and its impact on gang enforcement.

EVALUATION

A brief pre and post course questionnaire will be posed to the officers to evaluate their understanding of gang culture, police culture, intervention work, and the development of relationships with interventionists. The differences in the pre and post answers will be evaluated and summarized for review. It is expected that qualitative measures in the communities will exist, but the collection and documentation of evidence will not be practical. Community perception is extremely important in this process and while it is difficult to measure, the interest from the community to participate in the intervention program will be tracked. Ultimately, when intervention becomes entwined into the culture of policing gangs across the City and County of Los Angeles, it is expected that this course will represent a State and potentially a National model backed by measurable outcomes.

A panel of LAPD gang experts will be utilized to evaluate the social network analysis software system and its productivity on a quarterly basis or as often as needed per the progress reporting requirements and a summary of findings will be completed and submitted to the grantor.

Budget Narrative

With funding from the Fiscal Year 2009-10 Project Safe Neighborhoods grant, the Los Angeles Police Department (LAPD) and Los Angeles County Sherriff's Department will implement ten 8-hour training sessions over the course of a 10-month period, with a focus on officers who work in the area of gang intervention. The sessions will train officers who are primarily assigned to gang impacted areas of Los Angeles including LAPD Los Angeles Criminal Information Clearinghouse (LA CLEAR) officers in Gang Reduction and Youth Development (GRYD) zones and LASD gang unit officers. The grant will cover coordination across all partner agencies, and will include contractual services with the non-profit organization Advancement Project, who will provide instructors and related training preparation. The LAPD and LASD will provide in-kind contribution in the form of a training facility and law enforcement instructor personnel. Advancement Project will provide a training coordinator for the ten classes for a set fee of \$6,000. Furthermore, Advancement Project will supply an intervention expert, and intervention liaison, and instructors for the 10 sessions for a set fee of \$24,000. The total consultant cost for the 10 classes will be \$30,000.

The cost of the Social Network Analysis Software for five workstations is \$14,740. The lifetime licensing fee for the software is \$5,896. The software support, which includes customization, support data integration and modeling, upgrades and training, is \$7,500. The total cost for the software purchase is \$30,000 including tax.

The total cost associated with the Project Safe Neighborhoods grant funding for the Department to implement this intervention/suppression strategy is \$60,000.

BUDGET CATEGORY AND LINE ITEM DETAIL

A. Personal Services -- Salaries/Employee Benefits	COST
TOTAL	\$0

BUDGET CATEGORY AND LINE ITEM DETAIL

C. Equipment	COST
Social Network Analysis Software Software for five workstations Software license Software Support (customization, support, data integration and modeling, upgrades and training) Tax	 \$14,740 \$5,896 \$7,500 \$1,864
TOTAL	\$30,000.00
0	30000
Total Project Cost*	\$60,000
*Same as Block 10G on the Grant Award Face Sheet	

Computers & Automated Systems Purchase Justification Guidelines

- 1) *What is your agency's purpose for the proposed system? Include a description of the items to be purchased and how they will be used. Also, explain how the proposed equipment and/or software will enhance the project's ability to achieve the objectives/activities of the project as specified in the Grant Award Agreement.*

Funding from the Anti-Gang Initiative would allow the Los Angeles Police Department (LAPD) to continue improving its ability to capture gang crime information and intelligence and disseminate this information both within the Department (to focus enforcement resources and efforts) and with surrounding agencies such as the Los Angeles Criminal Information Clearinghouse (LA CLEAR), Los Angeles Regional Gang Intelligence Network, (LARGIN), the Department of Justice, the Federal Bureau of Investigations (FBI), Joint Drug Intelligence Group (JDIG) and the Joint Regional Intelligence Center (JRIC). With the 2009 merger of LAPD's Gang and Operations Support Division and Narcotics Division into Gang and Narcotics Division (GND), there has been a heightened focus on the timely gathering, compilation and dissemination of gang intelligence information. To that end, GND formed an Intelligence and Analysis Unit within the Gang Support Section, GND. This Unit is tasked with the compilation of gang crime and intelligence information, as well as information on Citywide enforcement efforts from a variety of internal and external Department sources. Through the use of social network analysis software, LAPD and its law enforcement partners would be able to find non-obvious relationships and patterns within the complex social and criminal network of gangs by querying data from multiple existing systems. While the software would significantly increase data mining capabilities, it would also permit geo-spatial visualizations, analysis, and reporting from a range of data sources. Additionally, temporal analysis permits a timeline view of the relationships that events and networks have with one another so that analysis includes how data changes over time. This type of real-time data mining and analysis will enhance information sharing capabilities between LAPD and other law enforcement agencies. By compiling information and intelligence from a variety of sources, the Department will be able to forecast future occurrences in crime-series, develop long-term policies, strategies and problem-solving solutions, and more effectively focus resources on gang crime prevention, intervention, and suppression. One of the primary goals of the Department is to prevent acts of violence, but the use of this software will support investigations on drug trafficking and violent crimes in order to disrupt and/or dismantle the operations of street gangs and their hierarchal organizations, which are often the underlying reasons for violence.

- 2) *If the request is for hardware and software in which the total costs exceed \$25,000, describe the proposed design of your system and indicate whether this is a new system or an addition/enhancement of an existing one, and whether it will be integrated with other systems. In your description please, be specific as to type and location of hardware/software and how the system will be operated and maintained.*

The social network analysis software, will come in the form of five compact discs that will be installed on five computers where gang enforcement and analysis is conducted. Information from various existing sources will be integrated with the software and will be an enhancement to existing systems within the LAPD. The software is written with Microsoft Visual Studio .NET and supports Microsoft SQL Server or MSDE. It is Microsoft Windows XP, service pack 2 or later compatible. Five users (Police Officers, Detectives and/or Crime Intelligence Analysts) will operate the software, which comes with ten years of maintenance in the form of all upgrades and point releases, priority phone support and priority e-mail support.

OTHER FUNDING SOURCES

Complete this form to report the total funds available to support the activities related to accomplishing the goals and objectives of the Grant Award Agreement. In the "Grant Funds" column, report the CalEMA funds requested by category. In the "Other Funds" column, report all other funds available to support the project by category and then calculate the totals by category in the "Program Total" column. Total each column to arrive at the total program funds available.

OTHER FUNDING SOURCES			
			(Enter numbers without \$ or decimal points.)
BUDGET CATEGORY	GRANT FUNDS <i>(Use only the grant funds identified in the preceding budget pages.)</i>	OTHER FUNDS	PROGRAM TOTAL
Personal Services		93,207	\$93,207
Operating Expenses	30,000		\$30,000
Equipment	30,000		\$30,000
TOTAL	\$60,000	\$93,207	\$153,207

This form does not become part of the grant award.

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.

Los Angeles County

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.

25, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 39 & 46

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.

37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 51, 52, 53, 54 & 55

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.

17, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29 & 30

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

3,849,378 (2006 U. S. Census Bureau estimate)

NONCOMPETITIVE BID REQUEST CHECKLIST

Has the applicant/recipient met the following requirements of the *Recipient Handbook*:

	Check appropriate box:	<u>Yes</u>	<u>No</u>
<u>Section 3511</u>			
Do conditions exist that require a sole/single-source contract?	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
<u>Section 3521.1</u>			
Is a brief description of the program or project included?	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
<u>Section 3521.2</u>			
Was it necessary to contract noncompetitively?	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Did the contractor submit his/her qualifications?	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is the reasonableness of the cost justified?	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Were cost comparisons made with differences noted for similar services?	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Is a justification provided regarding the need for contract?	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
<u>Section 3521.3</u>			
Is an explanation provided for the uniqueness of the contract?	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
<u>Section 3521.4</u>			
Are there time constraints impacting the project?	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Were comparisons made to identify the time required for another contractor to reach the same level of competence?	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

LOS ANGELES POLICE DEPARTMENT



WILLIAM J. BRATTON
Chief of Police

ANTONIO R. VILLARAIGOSA
Mayor

P. O. Box 30158
Los Angeles, Calif. 90030
Telephone: (213) 473-5571
TDD: (877) 275-5273
Ref #1.17

August 27, 2009

(Revised October 27, 2009)

Application Submitted by

the Los Angeles Police Department to:

United States Attorney's Office

Central District of California

for the

Anti-Gang Initiative Grant

Contact Persons:

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www.LAPDOnline.org
www.joinLAPD.com

I. Gang Problem to be Addressed

Los Angeles City and the County are the “gang capital” of the nation. With more than 1,000 gangs and an estimated 80,000 gang members County-wide, the region has an entrenched gang violence problem. Despite historically low gang crime rates and crime rates overall, certain areas of Los Angeles still experience unacceptable levels of violence and crime. In these areas, Los Angeles needs a specialized strategy that maximizes both enforcement resources as well as prevention and intervention resources through coordination and improved communication, particularly with incidents involving gang related shootings and homicides, to prevent the escalation of violence.

The gang problem in Los Angeles has continued to increase over the past five years, even though there have been periodic decreases. One of the major factors contributing to increased gang violence has been the lucrative narcotics trade, with rival gangs vying for the greatest market share. At the close of 2008, the City of Los Angeles was one of the most violent cities in the nation, having reported 6,735 gang-related crimes, 383 of which were homicides, and 175 of these were gang-related. In the City of Los Angeles, the number of gangs has increased from approximately 300 in 1990 to more than 400 in 2009, with a membership exceeding 41,000 within the City.

With the establishment of the Gang Reduction and Youth Development (GRYD) zones in the City of Los Angeles and the Gang Violence Reduction demonstration sites in the County of Los Angeles, Los Angeles is developing a comprehensive strategy to reducing gangs and violence, which complement suppression strategies with prevention and intervention resources. One result of this new framework has been an unprecedented level of collaboration between the Los Angeles Police Department (LAPD) and the Los Angeles Sheriff's Department (LASD) with gang intervention resources. Proactive coordination and communication have been key to lowering the intensity and number of gang related incidents by de-escalating disputes, controlling the spread of rumors and misinformation, and engaging communities through credible and trusted intervention workers.

The LAPD often partners with other law enforcement entities in its effort to prevent, intervene with and suppress gang activity. For example, the Los Angeles Metropolitan Task Force on Violent Crime (LAMTFVC) is comprised of the LAPD and Federal Bureau of Investigation (FBI), with a coordinated partnership with the LASD, Federal and State Bureau of Prisons, Montebello Police Department, California Department of Probation, California Department of Corrections and Rehabilitation, and Los Angeles County District Attorney's and City Attorney's Offices.

In January 2008, LAMTFVC initiated an investigation in an effort to disrupt and dismantle the Varrio Nuevo Estrada (VNE) street gang/organizations operating in the Hollenbeck and East Los Angeles areas. As a result, it is anticipated that approximately 30 federal indictments will be served on VNE. In addition, the LAMTFVC concluded a three-year investigation of the Mara Salvatrucha (MS-13) gang, spanning from 1995 to the present where 24 members and associates of MS-13 were served with federal indictments. Both gangs use violent acts under the authority of the Mexican Mafia in the furtherance of their drug dealing organization.

II. Gaps in Service to be Addressed by Requested Funding

Funding from the Anti-Gang Initiative would allow the LAPD to continue improving its ability to capture gang crime information and intelligence and disseminate this information both within the Department (to focus enforcement resources and efforts) and with surrounding agencies such as the Los Angeles Criminal Information Clearinghouse (LA CLEAR), Los Angeles Regional Gang Intelligence Network, (LARGIN), the Department of Justice, the Federal Bureau of Investigations (FBI), Joint Drug Intelligence Group (JDIG) and the Joint Regional Intelligence Center (JRIC).

With the 2009 merger of LAPD's Gang and Operations Support Division and Narcotics Division into Gang and Narcotics Division (GND), there has been a heightened focus on the timely gathering, compilation and dissemination of gang intelligence information. To that end, GND formed an Intelligence and Analysis Unit within the Gang Support Section, GND. This Unit is tasked with the compilation of gang crime and intelligence information, as well as information on citywide enforcement efforts from a variety of internal and external Department sources.

Through the use of social network analysis software, LAPD and its law enforcement partners would be able to find non-obvious relationships and patterns within the complex social and criminal network of gangs by querying data from multiple existing systems. While the software would significantly increase data mining capabilities, it would also permit geo-spatial visualizations, analysis, and reporting from a range of data sources. Additionally, temporal analysis permits a timeline view of the relationships that events and networks have with one another so that analysis includes how data changes over time. This type of real-time data mining and analysis will enhance information sharing capabilities between LAPD and other law enforcement agencies. By compiling information and intelligence from a variety of sources, the Department will be able to forecast future occurrences in crime-series', develop long-term polices, strategies and problem-solving solutions, and more effectively focus resources on gang crime prevention, intervention, and suppression. One of the primary goals of the Department is to prevent acts of violence, but the use of this software will support investigations on drug trafficking and violent crimes in order to disrupt and/or dismantle the operations of street gangs and their hierarchal organizations, which are often the underlying reasons for violence.

As LAPD and LASD explore the best use of prevention and intervention resources in gang impacted areas, both entities have recognized the need for training among its officers. While officers are well trained in traditional enforcement strategies and protocol, they are often not trained in how to work with community-based resources or they are unaware that connecting to such resources is within the scope of their job. Some officers are also reluctant to connect with intervention workers, particularly because they are not clear about the role of an intervention worker, and are skeptical about their level of accountability. As the field of intervention is undergoing an intensive effort at professionalization, which ensures the highest integrity and accountability, law enforcement officers need training to understand what intervention workers can and cannot do, how to distinguish between professional intervention workers and those who simply claim to be interventionists, and

most importantly, how to productively work with intervention to reduce violence in gang impacted areas.

With funding from the FY 2009 PSN/AGI grant, LAPD and LASD will implement ten 8-hour training sessions over the course of a 10-month period, with a focus on officers who work in the area of gang intervention. The sessions will train officers who are primarily assigned to gang impacted areas of Los Angeles including LAPD CLEAR officers in GRYD zones and LASD gang unit officers. The grant will cover coordination across all partner agencies, and will include contractual services with the non-profit organization Advancement Project, who will provide instructors and related training preparation. The LAPD and LASD will provide in-kind contribution in the form of a training facility and law enforcement instructor personnel. This partnership of LAPD, LASD and Advancement Project is unique and Advancement Project is the only known agency to provide the service of training law enforcement personnel in the area of gang intervention.

III. Collaboration with Other Law Enforcement and Prosecutors' Offices

As has been the case under the Project Safe Neighborhoods Program, the LAPD has been working in close collaboration with Alcohol Tobacco and Firearm, FBI, Immigration and Customs Enforcement, INTERPOL, the Office of the City Attorney, the Los Angeles County District Attorney, the Los Angeles County Department of Probation, the Los Angeles County Sheriff's Department and the U.S. Attorney's Office for the Central District of California. This collaboration would continue under the Anti-Gang Initiative Program with the understanding that case filings would be processed by the prosecutorial entity anticipated to garner the harshest sentence for perpetrators.

The LAPD has partnered with LASD, the Advancement Project, and the Regional Community Policing Institute (RCPI) to develop a curriculum where officers will be introduced to the work of gang intervention.¹

Three joint pilot sessions with approximately 20 LAPD and 20 LASD officers were conducted in April, June, and September of 2009. After thorough analysis of the evaluation data and feedback from these three sessions, the curriculum has been further developed. With a comprehensive, multi-jurisdictional, cross-disciplinary strategy, the LAPD is confident that the impact of gangs and gang violence can be reduced even further than recent declines. Gang culture spans the nation and affects virtually every major city spilling into their suburbs and surrounding rural areas. Ultimately, when intervention becomes entwined into the culture of policing gangs across the County of Los Angeles, it is expected that this strategy will represent a State and potentially a National model backed by measurable outcomes.

1. The Advancement Project is an innovative civil rights law, policy, and communications "action tank" that was founded in 1999 in Los Angeles and Washington DC.

IV. Goals

The goals of the program utilizing Social Network Analysis (SNA) software and gang intervention are:

- Collaborate with all 21 LAPD Area gang units in the gathering of gang-related intelligence and the tracking of gang-related crimes;
- Provide the ability to see and analyze complex relationships existing within data that are analyzed to determine key relationships, understand complex networks and predict actions;
- Capture gang crime information and share this information with surrounding agencies, e.g., LARGIN/LA CLEAR;
- Allow users to organize data regarding individuals in one central location. These individuals can be linked into groups and clusters to help identify gang members and associates. With both incremental and hierarchical views, as well as numerous others, individuals can quickly see the structure of a gang as a whole, as well as a suspect's status within the group;
- Conduct gang assessments and process special requests for LAMTFVC;
- Quickly visualize the depth and structure of the gang in question and determine where suspects fall within that structure;
- Identify crime patterns geographically by neighborhood, area, county etc;
Visualize how networks form, change, and interact with each other;
- Identify spikes in criminal activity in particular neighborhoods and how they correlate to any associated events;
- Forecast gang-related crime trends, specific targeted gangs and members;
- Share knowledge externally with easy to customize reports;
- Provide statistics and other related law enforcement information when needed;
- Enhanced and accurate knowledge of the work of gang intervention among trained officers;
- Improved ability to engage appropriately with intervention resources in the field to reduce violence in the gang impacted areas of the County and City of Los Angeles; and,
- Enhanced collaboration and coordination between LAPD and LASD in gang impacted areas.

V. **LAPD Implementation under the Central District of California Anti-Gang Initiative Strategy**

The submission of this application is in accordance with the Anti-Gang Initiative strategy designed and implemented over the past several years under the Project Safe Neighborhoods (PSN) Program that has been overseen by the United States Attorney's Office, Central District of California. The Anti-Gang Initiative strategy is an extension of the PSN Program and is predicated on enforcement. As one of the PSN and Anti-Gang Initiative funded organizations, the LAPD is committed to full compliance with this strategy including, but not limited to, current gang enforcement laws, the collaboration of gang-related intelligence, and information exchange.

The intervention training will enhance the effectiveness of law enforcement in gang impacted areas of Los Angeles by improving officers' ability to appropriately utilize community based prevention and intervention resources to reduce violence. Through improved utilization of community based prevention and intervention resources, law enforcement will be able to focus its resources toward the most violent elements in the community and divert others to appropriate services. In addition, improved coordination between the two largest law enforcement agencies in the region will facilitate timely information sharing to appropriately deploy resources and target investigations. Finally, enhanced collaboration with gang intervention will lead to a more accurate understanding of gang dynamics in particular areas and increase the ability to proactively diffuse conflicts that may lead to violence.

VI. **Cooperation with Research Partner under the Central District of California Anti-Gang Initiative Strategy**

The LAPD's practice is to work fully and cooperatively with designated research partners under federal and state grant funding. Regarding the Anti-Gang Initiative, the LAPD is likewise committed to providing the selected research partner with the crime statistical data necessary for project evaluation. Additionally, pre and post tests will be administered to measure the improved knowledge among training participants and to evaluate officers' willingness to engage gang intervention workers in the field.

VII. **Current Grants Received by the Los Angeles Police Department**

<u>Grant Name</u>	<u>Entity</u>
Anti-Gang Initiative	DOJ/U.S. Attorney
Bulletproof Vest Program '08	Department of Justice/NIJ
Bulletproof Vest Program '09	Department of Justice/NIJ
California Seat Belt Compliance Campaign	CA Office of Traffic Safety
Chemical Buffer Zone Protection Program '06	Office of Homeland Security
Chemical Buffer Zone Protection Program '07	Office of Homeland Security
Community Oriented Policing Services (COPS)	Department of Justice
Competitive Training Program	Department of Homeland Security

<u>Grant Name</u>	<u>Entity</u>
COPS Enhancement on Community Policing/Nat'l Executive Session on Gangs	Department of Justice
COPS Interoperable Communications	Department of Justice
COPS MORE II 1998	Department of Justice
COPS Universal Hiring Award	Department of Justice
Coverdell Forensic Science Improvement Act	Department of Justice/NIJ
Coverdell Forensic Science Improvement	CA Office of Emergency Services
DUI Enforcement and Awareness Program	CA Office of Traffic Safety
DUI US101 Corridor	CA Office of Traffic Safety
Forensic Casework DNA Backlog Reduction Program	Department of Justice/NIJ
Gang Resistance, Education and Training Program	Department of Justice/BJA
Homeland Security Preparedness and Tech. Assist. '07	Department of Homeland Security
Homeland Security Preparedness and Tech. Assist. '08	Department of Homeland Security
Human Trafficking Grant	Department of Justice/BJA
Internet Crimes Against Children Recovery Act	Department of Justice/OJJDP
Internet Crimes Against Children '08	Department of Justice/OJJDP
Internet Crimes Against Children '08	CA Office of Emergency Services
Juvenile Justice Crime Prevention Program	County of Los Angeles/Probation
Law Enforcement Specialized Unit Program	CA Office of Emergency Services
Operation ABC	CA Alcohol and Beverage Control
Operation Archangel '07	Department of Homeland Security
Operation Archangel '08	Department of Homeland Security
Project Safe Neighborhood Program '07	CA Office of Emergency Services
Project Safe Neighborhood Program '08	CA Office of Emergency Services
Real Estate Fraud Prosecution Grant	County of Los Angeles
Selective Traffic Enforcement Program	CA Office of Traffic Safety
Six Site Initiative	CA Office of Emergency Services
Sobriety Checkpoint	CA Office of Traffic Safety
Solving Cold Cases with DNA	Department of Justice/NIJ
Speed Reduction Safety Project	CA Office of Traffic Safety
Urban Area Security Initiative '06, '07 & '08	Department of Justice/NIJ

VIII. Budget

Social Network Analysis Software

Software for five work stations	\$14,739.73
Software license (indefinite ownership)	\$5,895.90
Consulting (customization, support, data integration and modeling, upgrades, and training	\$7,500.00
Tax	\$1,864.37
Subtotal:	\$30,000.00

Gang Intervention Training

Consulting Services for ten 8-hour courses

Training Coordinator	\$6000.00
Intervention expert, intervention liaison, instructors	\$24,000.00
Subtotal:	\$30,000.00

TOTAL COSTS \$60,000

TOTAL: \$60,000

Agency Qualifications - Advancement Project

The Advancement Project (AP) is a legal and policy "action tank" founded in 1999 by civil rights lawyers from the NAACP Legal Defense Fund and the private bar who were looking for new ways to secure equity and expand opportunity for low income people of color. Our California office's primary programs are:

1. **Urban Peace:** Promoting the community public health approach to eliminating gang violence
2. **Schools for All:** Ensuring sufficient educational access, school facilities and early childhood enrichment for low income children
3. **HealthyCity.org:** Supporting data-driven decision making and planning

AP's Urban Peace projects are led by the renowned civil rights attorney, Ms. Connie Rice. In addition to her 20 year track record as an advocate for social justice, Ms. Rice was the principal investigator for the Rampart Reconsidered report, embraced by Chief Bratton as a cornerstone of LAPD's transformation, and for the 2007 AP report, "A Call to Action", widely referenced by on-going initiatives to reduce gang violence locally and nationally.

In our Urban Peace projects, one of AP's objectives is to implement a regional violence reduction strategy with real neighborhood impact in LA's hottest gang zones. In our report, "A Call to Action", AP outlined the institutional changes needed to reduce violence levels in Los Angeles' most impacted communities. The report resulted in the creation of a "gang czar" position in the City of L.A. including the development of the Office of Gang Reduction and Youth Development (GRYD). Subsequently, twelve City GRYD zones and four County demonstration sites have been created. In addition, AP has completed a total of eight community needs assessments for the City and County of L.A. to highlight the needs of communities impacted by gang violence, while assessing the local capacity to address the issues. The knowledge base created through the report process coupled with the "on the ground" need assessments conducted, places AP in the unique position to understand the complexities and distinctive cultural manifestations of gang violence.

An important component of the Urban Peace strategy is to build multi-level partnerships with the public sector and engagement of community stakeholders to professionalize the field of gang intervention. In Los Angeles, there is growing agreement that street level gang intervention is an integral component of a comprehensive strategy to reduce gangs and violence by interrupting the cycle of retaliatory shootings and creating safe exit strategies for gang members. As a result, AP's partnership with law enforcement focuses on advancing strategic community policing that augments the violence reduction strategy including the appropriate collaboration between law enforcement and gang intervention.

In 2009, AP in partnership with LAPD, LASD and County Probation Department and with funding from the Regional Community Policing Institute (RCPI) has successfully built an eight-hour training session for law enforcement. The course is designed to introduce gang intervention to supervisory LAPD and LASD officers. Three successful pilot sessions have been completed with more than 60 LAPD and LASD officers. AP

expects to conduct 10 more sessions in the coming year with assistance from a Department of Justice Project Safe Neighborhoods grant.

AP has also been deeply committed to building a professional network of gang intervention agencies to ensure the highest standard of practice. In August of 2007, AP convened 15 gang intervention agencies to form a professional network. Since then, the group formed the Council of Community Violence Intervention Professionals (CCVIP), governed by an Executive Committee made up of representatives from seven regions. CCVIP is currently developing criteria in order to expand membership, identifying service gaps, and completing a strategic planning process to identify short and long term goals.

In addition to AP's work with CCVIP, AP has strengthened and broadened its relationship with gang intervention practitioners through the implementation of the Community Violence Intervention Academy. AP has worked with a core group of African American and Latino intervention practitioners over the course of the last 18 months to develop a basic 101 curriculum for gang intervention. AP successfully operated a nine week, 120 hour pilot session in the fall of 2008 with 25 intervention experts having completed the course. Since then, a smaller group of practitioners has spent more than 150 hours refining the curriculum and receiving training to improve their teaching skills. This core group has been tapped by GRYD for training Summer Night Lights workers, law enforcement training on gang intervention and also by County Supervisor Mark Ridley-Thomas' office in implementing the County Parks Peace Program (C3P).

Sole Source Justification
2010-11 Project Safe Neighborhoods Grant
Los Angeles Police Department

Description of the Procurement and What Service Is Being Contracted

The Los Angeles Police Department (LAPD) received a California Emergency Management Agency grant for \$60,000, with which \$30,000 will be used to conduct 10 intervention training sessions for LAPD and Los Angeles County Sheriff's Department (LASD) officers. The remaining \$30,000 will be utilized to procure technology to support gang suppression efforts. This sole source justification relates solely to the training sessions to be provided. It is in the best interest of the City of Los Angeles to use the non-competitive procurement process and select Advancement Project as the sole source contractor.

The City of Los Angeles and the LAPD have acknowledged and more notably, experienced intervention as a key component to reducing gang violence in neighborhoods. Intervention is the use of community members to provide violence interruption via ceasefires, peace treaties, and rumor control immediately following violent incidents in the neighborhood. Gang intervention works hand in hand with existing prevention, suppression, and re-entry programs. Intervention has not been traditionally recognized by law enforcement as a tool in their repertoire to reduce gang violence. It is through delivering this new curriculum, "Advanced Law Enforcement Training: Introduction to Intervention," to officers of the LAPD and the LASD, that LAPD seeks to leverage the tenets of intervention with traditional policing to reduce gang violence. The LAPD has been innovative and is on the forefront of building intervention into its fabric of policing.

Why It Is Necessary to Contract Noncompetitively?

- *Expertise of the Contractor/Knowledge of the Program/Expertise of the Personnel/Management*

In 2006 the Mayor of the City of Los Angeles commissioned the Advancement Project to recommend strategies on addressing gang violence. Advancement Project produced the report *A Call to Action: A Case for a Comprehensive Solution to LA's Gang Violence Epidemic*. The Advancement Project is an innovative civil rights law, policy, and communications "action tank" that was founded in 1999 in Los Angeles and Washington D.C. by veteran civil rights lawyers – Stephen English, Penda Hair, Molly Munger, and Connie Rice – who were studying new ways to dismantle structural barriers to inclusion, secure racial equity, and expand opportunity for all, which all directly affect the level of gang violence in communities. The Advancement Project maintains a philosophy that sustainable progress in reducing gang violence can be made with the aid of law enforcement when multiple tools - law, policy analysis, strategic communications, technology, and research - are coordinated with grassroots movements within communities. This philosophy led to combining interventionist practices with traditional policing practices, despite being pursued separately.

In response to *A Call To Action*, the City of Los Angeles developed its Gang Reduction and Youth Development Program (GRYD). The City was delineated into distinct "GRYD zones" based on levels of violent crime, where the holistic approach combining intervention practices is being infused into City and County services, such as the City's Human Services Department, the Department of Children and Family Services, Department of Public Social Services, etc., to reduce gang violence. Gang prevention and intervention services are integrated with suppression

and re-entry, as well as public health, social service, educational, and vocational programming to reduce gang violence. For instance, both the LAPD and LASD are integrating intervention into its structure by developing relationships with intervention agencies and workers. Additionally, the County Gang Violence Reduction Strategy from the Chief Executive Office has included prevention and intervention services into its wraparound program. As a part of this overall strategy, the City has contracted intervention services with various local intervention agencies in each of the GRYD zones to provide gang intervention service workers. Since the development of the GRYD Program, unprecedented levels of collaboration and cooperation between City and County services have been reached.

The Advancement Project has developed a training course with a team of academics, law enforcement, and key community stakeholders to professionalize and standardize gang intervention work. Specifically, formalistic methodologies in conducting gang intervention work have resulted, which is largely absent from other comparable gang intervention operations. The City has contracted training services for training interventionists and there is a GRYD system in place to monitor, track, and evaluate the intervention workers.

However, there was not a distinct intervention training curriculum geared specifically to police officers on how to leverage gang intervention practices with traditional policing practices. Through State sponsorship with the Regional Community Policing Institute, the LAPD, LASD and the Advancement Project developed a course called *Advanced Law Enforcement Training: Introduction to Intervention*. The course introduced officers to the structure of gang intervention, community engagement, crisis intervention, ceasefires, and most importantly, the intervention law enforcement dynamics. The curriculum was successfully piloted with over 60 LAPD and LASD officers.

- *Responsiveness*

The Los Angeles Police Department conducted outreach via internet search to identify competent intervention agencies to deliver a training to introduce officers to the structure of gang intervention, community engagement, crisis intervention, ceasefires, and intervention-law enforcement dynamics. Questions included on the "Request for Information on Law Enforcement Training" (RFI) are attached as Addendum 1. This outreach was conducted to determine if any other agencies could provide or have experience providing similar training as devised in the *Advanced Law Enforcement Training*. Four local agencies were issued the RFI. The Department received responses from Maximum Force Enterprises, the Pat Brown Institute, the Advancement Project and Vision 20/20 (Addenda 2-5).

The Pat Brown Institute indicated that while they have extensive experience in providing intervention and prevention training to interventionists, they do not have a curriculum to train law enforcement in the use of intervention.¹ Vision 20/20 indicated their organization was qualified to train law enforcement officers in the field of intervention, but they declined to submit their qualifications for this endeavor.²

¹ The Pat Brown Institute website can be viewed at www.patbrowninstitute.org.

² For additional information about Vision 20/20, contact Tarik Ross at tarikross@hotmail.com or by telephone at (626) 644-1090.

Maximum Force Enterprises indicated they do not have a curriculum for law enforcement training in intervention, but submitted a curriculum that they offered to modify for the Department.³ A list of certifications and qualifications of Maximum Force Enterprises was provided, although the particular staff who would deliver the training was not submitted as requested. They have 20 years of experience with intervention training internationally and are currently working toward accreditation by the Chicago School of Psychology. No cost breakdown for the training was provided. Advancement Project responded to the RFI with an exhaustive list of proven experience through instructor biographies as well as a law enforcement curriculum outline, which has been tested with both LAPD and LASD officers. It also submitted the requested cost breakdown per session.

In sum, none of the intervention agencies had an intervention curriculum specifically for law enforcement except for Advancement Project. Some answers to the RFI questions were non-responsive. Assessing the responses as a whole, none but for Advancement Project demonstrated the level of expertise or past performance in delivering the unique intervention training described in the RFI.

Advancement Project, brings innovative, interdisciplinary, and comprehensive expert interventionists with a wealth of knowledge about both intervention and the City's strategy to integrate it into traditional policing to date. Its 2006 report to LAPD formed the theoretical foundation for the City's responses to reducing gang violence, including the use of intervention and creating GRYD zones. Advancement Project worked with LAPD and LASD in developing the *Advanced Law Enforcement Training* while developing its own program for intervention workers. As a result, not only is the Advancement Project a subject matter expert in the field of intervention, but it also brings a team of well-trained intervention instructors who have previously tested the intervention curriculum for law enforcement by piloting it with both City and the County police officers. No other intervention agency has provided such gang intervention training to law enforcement. Collectively, this expertise and knowledge base makes Advancement Project immediately capable to conduct the 10 classes without any delay or planning period.

- *Advancement Project Intervention Instructor Biography Excerpts*

Donny S. Gomez

Emigrated from Guatemala to the U.S. at the age of 10, join a gang at the age of 10, in and out of jail, learned the negatives outcomes of gang life for 14 years, learned the art of Wildland Fire Fighting in 2002, is a certified Wildland fire fighting, fought fires with the US Forest Service, and changed his life.

Started to work Gang Intervention and training gang members for the US Forest Service Wildland Fire Fighting Strike Teams since 2002, help employed over 250 gang members to several Fire Fighting agencies in the U.S. Started to do outreach in the Barrios offering gang members a fresh start in life with the offering of opportunities with jobs, school, vocational training, educational

³ For additional information about Maximum Force Enterprises go to www.maximumforceenterprises.com.

training, removing barriers and any other needs they might have, His commitment to affecting positive change in the youth and young adults from low income communities plagued with violence has made a difference in the lives of thousands in Los Angeles County.

Mr. Gomez is responsible for mediating gang conflicts and events with several rival gangs, has worked in Council District 1, Council District 13th and Council District 14th. Developed at-risk youth pilot programs based on wild land fire fighting which now serve over 140 at-risk youths a year, developed pilot programs that turned into the Mayor's Summer Night Lights, teaching at-risk youth and gang youth, boxing as a deterrent from gang lifestyle, created a curriculum teaching youth the ideal of unglamorous gang lifestyle.

Mr. Gomez is committed to making communities safe, by creating infrastructure; uniting businesses, residents, public officials, social services, community based organization, gangs, educational entities, jobs and employment agencies and vocational services creating community empowerment and community pride.

Mr. Gomez has 28 years of experience dealing with violence and 10 years of experience working with Prevention, Intervention, Re-Entry, Case Management, Homelessness, Housing and Family Services associated with Violence, gangs and crime in Los Angeles County.

He is currently a consultant with The Advancement Project and Urban Peace, a "Think Tank" developing a gang intervention curriculum for the City of Los Angeles GRYD, he is an instructor for the GRYD gang intervention agencies and Law Enforcement agencies, belongs to CCVIP which develops Ethics and professionalism in Gang Intervention.

Clifford "Skipp" Townsend

Mr. Townsend has spent more than 27 years of his own life involved in gang violence and the entire culture that dictates to most of today's youth. He spent most of his childhood and young adult life in the revolving door of recidivism, until ultimately; He made a clear decision to unburden himself of all negative habits and routines that had become part of his everyday existence.

Mr. Townsend works on the front lines of "Hare-core Gang Intervention" and has coordinated different strategies, with law enforcement and other organizations to create safe and healthy communities. He has spoken on behalf of intervention in a closed door conference with United States Attorney General Eric Holder and Mayor of Los Angeles Antonio Villaraigosa on July 18, 2009. On June 3, 2009, he collaborated with the Advancement Project & others to give an intervention presentation to the LA County Sherriff Department. He has on October 15 & 16, 2007, assisted in a Gang Symposium with over 400 individuals in law enforcement, and on July 12, 2007, November 8, 2007 and on October 23, 2008, he assisted in Intervention training Los Angeles police officers at their training facility located in Westchester, California. On September 27, 2008, Mr. Townsend was the first Interventionist to have dialog & training with different Battalion Chiefs and Fireman from the Los Angeles City Fire Department regarding the collaboration of Intervention. He was one of many organizers working gang intervention for the annual Martin Luther King Jr. Day Parade in 2007 & 2009. He has facilitated Basic Life Management Skills in several schools around Los Angeles such as Western Academy CDS and also Community Harvest Charter School.

He has successfully completed a Basic Life Management Skills class and graduation on June 26, 2007, at Councilmember Herb Wesson's 10th District Office in Los Angeles. He has also facilitated a Leadership Class for the young adults at the Occupational Therapy Training Program in Torrance, California, and also a Leadership Class at Tri-City Alternative School in Compton, California. He has been a key figure in organizing cease fires between rival street gangs in certain areas of South Los Angeles, Compton and Inglewood and constantly maintains similar agreements between other at risk youth.

He is a graduate of the Pat Brown Institute Youth and Gang Violence Intervention Course, a graduate of the Amer-I-can Basic Life Management Skills Facilitators' Course, a graduate of the Be Well Now Institute's Substance Abuse, Anger Management, Domestic Violence and Violence Prevention Courses. He also participated in the Imagine 21 Course facilitated by A Better LA. He is one of the few "First Responders" to graduate from the P.C.I.T.I. course provided by Maximum Force Enterprises. He has also participated in several hours of LA Bridges 2 training as well. He has completed the Family Wellness Facilitators Training Program. He has completed several units of Child Development from Los Angeles Trade Technical College, and is currently continuing his education.

He has received several awards and certificates for his outstanding achievements in the field of intervention of at risk youth, parolees and ex-felons. He currently sits on the Executive Board of the Southern California Cease Fire Committee, the Executive Committee of the Council of Community Violence Intervention Professional (CCVIP) and is the Executive Director of 2nd Call a grass roots community organization addressing violence reduction in the greater Los Angeles Area.

Jerald "Pee" Cavitt

Resides in South Central Los Angeles and has been around since the beginning of the era of the Crips and Bloods disputes during the 1970's. Currently working full time to help turn things around and restore peace within the communities and neighborhoods. Due to his years of involvement and local residency, Mr. Cavitt is well known and respected on the streets of the communities that he serves.

Earned a Youth and Gang Violence Intervention Specialist Certificate of Completion from The California State University Los Angeles from the Extended Education Department of Criminal Justice; received a Certificate of Commendation presented by Martin Ludlow, former Council Member from the 10th District; received a Letter of Commendation from the Office of the California State Attorney General; and a Community Leadership Award From A.B.L.E. (Association for Better Living and Education); participated in the Curriculum Development Training at the AP (Advancement Project), for which he has over 500 hours of training; has taught Mediation and Conflict Resolution at CAL State LA; and, has taught the same program at UC Irvine. In addition, he spoke at the Congressional Hearing that was held at the First AME Church about what needs to be done here in Los Angeles to help stop the violence.

Mr. Cavitt has a keen sense of understanding, and can share many viewpoints of the Gang Culture from his involvement since the 70s, his work in the community, his knowledge of the streets and the current gang culture.

He is the Founder/Executive Director of CHAPTER TWO, INC., a local Gang Intervention Group. He is an Executive Board Member of The Cease Fire Committee that is arranging truces and breakfasts with members of many different neighborhoods with the goal of stopping the killing. His Intervention Group is one of the elite Organizations of the hard core Gang Intervention Specialist Program, The GRYD (Gang Reduction and Youth Development). As a result of his work, he has successfully brought rival gangs to the table to help save lives in the City through Mediation and Hard Core Gang Intervention. He actively works at peace mediation as well as prevention work with and in schools. For over 8 years, he has worked in the area of Gang Intervention prior to starting CHAPTER TWO in various capacities and is extremely knowledgeable on a front-line level of mediating problems.

Other activities that that Mr. Cavitt has been involved with include safe passage through neighborhoods, job placement for at risk youth, taking youth on trips and intervention for families who have lost a loved one.

Michael Godoy

The following is a brief overview of Mr. Godoy's Gang Intervention volunteer and work experience.

In 1998, he was a guest speaker with the South Gate Police Department. He was a volunteer with Impact Program and Earn Respect in 1999 - 2001. He worked with BAYFC as a Gang Intervention Worker in 2003 - 2004. He attended some courses at California State University, Los Angeles, and attended the Pat Brown Institute, for the Youth & Gang Violence Specialist Training Program in 2004. Since 1999 to present, Mr. Godoy has been a Youth Mentor. He has been involved with Advancement Project since 2008, when he was a participant in the Community Violence Intervention Academy, in 2009, he became a member with the Advancement Project Curriculum Development Workgroup, and has participated as a Trainer for the Advanced Law Enforcement Training on Gang Intervention, which he is still involved with to date.

Melvyn Hayward

Melvyn Hayward's love for Intervention work came about due to years of gang banging and being a detriment to his community. He knew he wanted something better for himself and others who have been conditioned to live a life of crime, so he committed himself to change his thinking. He knew once his thoughts were positive his actions would follow and that's how and why he is dedicated to saving lives in communities across the city. His life is an example.

In September of 1999, he was one of four co-founders of Venice 2000. He has been the Director of Operations since 2001. They have provided community organizing, mobilizing and gang intervention services for the Venice community and other parts of West Los Angeles.

In December of 2000, he became a certified Amer-I-Can life skills facilitator and worked at Pitches Detention Center from January 2001 thru December 2004. He facilitated, trained and assisted in graduating a minimum of 1,000 inmates and citizens of Los Angeles County.

Mr. Hayward has worked to enhance the level of gang intervention in the city through the Unity Collaborative, Community Engagement Committee, Advancement Project and colleagues in the field providing day-to-day services. He has received several accolades from City officials, the Sheriff's Department, Community members and schools throughout the City of Los Angeles. He was trained by his father to do community work, which he did for over 25 years. During that time he had no idea he was actually in training.

Ben "Taco" Owens

Ben Owens, also known as Taco, is a product of change and reformation of character. As a former gang member and drug dealer, Taco has been involved with the gang the culture for over thirty years. Having been shot twice, he knows what it feels like to be incapacitated as a result of street gang violence. Now he visits juvenile halls and writes to prisons to educate and encourage those who have made bad choices. He believes that part of the solutions can be provided by people who have "been there done that." Taco says, "I want to be as transparent as possible, I want people to know what I've been through so that I could be a resource, or a guide to show someone who is looking for a way out. There are a lot of former gang members, drug dealers, pimps, etc., who just want to forget their past and start a new life, that's cool but, I believe that if God was gracious enough to save us, we should show that same love by helping someone else."

Taco is an Ordained Minister and is the Executive Director of Detours, a mentoring agency. He sits on the Executive Board of the Los Angeles Cease Fire Committee where he works with former and active gang members. He is currently the Program Coordinator of the Youth and Gang Violence Intervention Specialist Program offered through the Pat Brown Institute at California State University of Los Angeles. He also is a Case Manager for Project Youth Embrace, which is a Program offered through Prototypes and the Department of Justice.

Ronald R. Noblet

Ron Noblet started his career as a part-time gang worker under the tutelage of Dr. Malcolm Klein at the University of Southern California in 1965. He has been working in the field full-time since 1970 when he became Director of Gang Work at Casa Maravilla in East Los Angeles. He has lectured at the Los Angeles County Sheriff's Department and Los Angeles Police Department training academies as well as the Los Angeles Probation and DPSS Departments.

Throughout his career, Mr. Noblet was driven to understand violence in all of its manifestations and has come to understand violence as a disease with its roots in addiction. He has been a lecturer on gangs at the National War College in Washington D.C., and wrote scenarios for the War College from 1997-2003. At the NWC he was informed that he was not a gang worker but a Specialist in Low-Intensity Warfare. Mr. Noblet has spent a great deal of time in Northern Ireland working with the paramilitaries of both the Protestant and Catholic factions. Since 1999, he has traveled numerous times to El Salvador and Honduras, initially under the auspices of the U.S. State Department for El Salvador, and the European Union in Honduras. He has been a consultant to several police departments, including those in Los Angeles and Chicago, and has been an instructor at USC's Delinquency Control Institute since 1972. Mr. Noblet was the only civilian member of

the original Prison Gang Task Force headquartered in Monterey Park, California. He has worked as consultant to the screenwriters of the movies *Colors*, *America Me*, and *Blood In, Blood out*. He was the co-writer of the original curriculum for the Gang Certificate Program at California State University, Los Angeles. He is the President of the Board of Directors of Crossroads Intervention in Pico Rivera, California, and of Family Literacy Advocates of Southern California. Mr. Noblet is currently a consultant with the Advancement Project in Los Angeles, participating in the development of a curriculum for training gang intervention workers.

Russell Martinez

Education and Certifications:

- High School Diploma, 1975
- Hard Core Gang Workers' certification from the Pat Brown Institute, Cal State L.A.
- Certified Grief Recovery Counselor
- Parent Project, Inc's, parenting effectiveness certification in the Parent-Teen Project
- December 17, 2008, graduate certification from the Advancement Project's Gang Worker's Training Academy
- Red Cross certification in first aid
- Certification from Image 21—Fast Track to Change Program of Pacific Institute.
- South Bay College, 1985-86, Automated Accounting Course

Work History/Accomplishments—Hard Core Gang Intervention

- Toberman Crisis Intervention Worker since 1997.
- One of the two key architects in building and maintaining the Wilmington Gang Peace Agreement that's involved every Wilmington based gang since 1997.
- Performed individualized case management services of intake, assessment, individual plan development on 100 plus cases of hard core gang members since 1997. Documentation of 70% of clients having exited gang life.
- Skilled in writing monthly reports and daily incident reports for Toberman's Gang Intervention Unit.
- One of three authors of the core definitions of the Prong I section of the Community Engagement Committee's Hard Core Gang Intervention Model.
- Member, Executive Committee, Community Council Violence Intervention Professionals (CCVIP).
- Member of the Wilmington Gang Task Force.
- Instructor—Academy, Los Angeles Police and Sheriff's Departments, and Cal State Los Angeles.

Time Constraints

This project is federally-funded with a grant period of one year, making it imperative for the Department to swiftly move forward with the training in order to comply with grantor's progress requirements. Selecting a contractor with no experience in the new paradigm joining interventionist training with traditional law enforcement will require time to "train the trainer."

Key steps that must be provided the selected trainers would include reviewing the curriculum and providing workshops/practice training sessions with critiques. For ten trainers, it is estimated that 80 hours would be required to learn the curriculum to the extent necessary for delivery. At an estimated cost of \$60.00 per hour for each trainer (intervention training salary is as high as \$100/hour, not including fringe benefits) equals \$48,000.00. Aside from the additional cost, diverting time to train the trainer would directly reduce the number of sessions provided within the grant award period – there would be less time to schedule and provide training sessions to law enforcement officers, the true target audience for these grant funds. Selecting Advancement Project would eliminate this cost, allowing more time to provide training to law enforcement officers through more training sessions than if another intervention organization were selected.

Uniqueness of the Services to Be Contracted and the Selected Contractor

This intervention training is unique because of its marriage of the gang intervention paradigm with traditional law enforcement goals. While other gang intervention service organizations have developed and trained their interventionists to work with gangs while improving their communities, it has been without the degree of participation and cooperation with traditional law enforcement agencies covered in this curriculum. Because of this key difference, the organization providing the training must be versed with this evolved and innovative paradigm, and the resulting nuances in training, before the training can be effectively delivered to law enforcement agencies. The intervention agencies contacted to possibly deliver this curriculum lacked this knowledge except for Advancement Project.

As previously discussed, Advancement Project has been intimately involved in the development of the intervention training for law enforcement officers. Its 2006 report to LAPD served as the impetus to creating the City's GRYD zones. Given this institutional knowledge, Advancement Project is in a unique position to immediately deliver the curriculum without additional screening of trainers or other training.

For its readiness, subject matter expertise, and role as the convener of law enforcement partners, the Advancement Project is the only qualified organization in the region for this endeavor. Contracting with Advancement Project to deliver the intervention training program to law enforcement officers is in the best interest of the LAPD and the Los Angeles County region.