

INTRADEPARTMENTAL CORRESPONDENCE

BPC #20-0127

RECEIVED

SEP 16 2020

August 31, 2020
14.1

POLICE COMMISSION

Wendell
9/16/20

TO: The Honorable Board of Police Commissioners

FROM: Chief of Police

SUBJECT: TRANSMITTAL OF THE GRANT APPLICATION AND AWARD FOR
FY 20/21 CALIFORNIA POST DISTANCE LEARNING GRANT PROGRAM -
IMPLICIT BIAS AND RACIAL PROFILING

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 20/21 Distance Learning Grant Program (DLGP) – Implicit Bias and Racial Profiling in the amount of \$113,000 for the period of October 15, 2020 through June 30, 2021;
 - B. AUTHORIZE the Chief of Police or his designee to negotiate and execute the Grant 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 \$113,000 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 \$113,000 to an appropriation account to be determined within Fund No. 339, Department No. 70, for the receipt and disbursement of the POST FY 20/21 DLGP – Implicit Bias and Racial Profiling;

- F. Authorize the Controller to transfer \$66,077 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	\$ 62,592
Account No. 001090, Civilian Overtime	\$ 3,485

- 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 POST FY 20/21 DLGP – Implicit Bias and Racial Profiling provides funds on a competitive basis to fully develop and facilitate the delivery of quality training and increase equitable access to high-quality learning experiences using distance learning technologies in the topic area of Implicit Bias and Racial Profiling. The LAPD will use grant funds to implement the “Understanding Implicit Bias to Improve Procedural Justice” to law enforcement personnel statewide. The training is designed to expose students to the meaning, causes, and consequences regarding implicit bias, to introduce strategies and theories to combat implicit bias, and to recognize its potential impact on procedural justice. The LAPD will allocate \$62,592 for sworn overtime to instruct 24 eight-hour online sessions with 25 participants each. The grant will also fund \$46,923 for equipment and supplies necessary to implement the program, and \$3,485 in civilian overtime for grant administration.

If you have any questions, please contact Sr. Management Analyst Barbra Montesquieu, Grants Section, Risk Management Legal Affairs Group, at (213) 486-0380.

Respectfully,


MICHEL R. MOORE
Chief of Police

Attachments

BOARD OF
POLICE COMMISSIONERS
Approved September 22, 2020
Secretary Maria Silva

INTRADPARTMENTAL CORRESPONDENCE

August 26, 2020
14.1

TO: Chief of Police


FROM: Commanding Officer, Risk Management Legal Affairs Group

SUBJECT: TRANSMITTAL OF THE GRANT APPLICATION AND AWARD FOR
FY 20/21 CALIFORNIA POST DISTANCE LEARNING GRANT PROGRAM
– IMPLICIT BIAS AND RACIAL PROFILING

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 20/21 Distance Learning Grant Program (DLGP) – Implicit Bias and Racial Profiling. The Los Angeles Police Department (LAPD) is requesting retroactive approval for the application and authorization to accept the \$113,000 grant award for the period of October 15, 2020 through June 30, 2021.

The POST FY 20/21 DLGP – Implicit Bias and Racial Profiling provides funds on a competitive basis to fully develop and facilitate the delivery of quality training and increase equitable access to high-quality learning experiences using distance learning technologies in the topic area of Implicit Bias and Racial Profiling. The LAPD will use grant funds to implement the “Understanding Implicit Bias to Improve Procedural Justice” to law enforcement personnel statewide. The training is designed to expose students to the meaning, causes, and consequences regarding implicit bias, to introduce strategies and theories to combat implicit bias, and to recognize its potential impact on procedural justice. The LAPD will allocate \$62,592 for sworn overtime to instruct 24 eight-hour online sessions with 25 participants each. The grant will also fund \$46,923 for equipment and supplies necessary to implement the program, and \$3,485 in civilian overtime for grant administration.

If you have any questions, please contact Sr. Management Analyst Barbra Montesquieu, Grants Section, Risk Management Legal Affairs Group, at (213) 486-0380.



DANIEL RANDOLPH, Commander
Commanding Officer
Risk Management Legal Affairs Group

Attachments

COMMISSION ON
PEACE OFFICER STANDARDS AND TRAINING



POST

GAVIN NEWSOM
GOVERNOR

XAVIER BECERRA
ATTORNEY GENERAL

August 19, 2020

Chief Michel Moore
Los Angeles Police Department
100 West First Street
Los Angeles, CA 90012-1001

Re: DLGP-FY20/21-013 Implicit Bias and Racial Profiling

Dear Chief Moore,

Your proposal has been selected to receive funding through the Distance Learning Grant Program of the Commission on Peace Officer Standards and Training (POST). Provided that there are no successful appeals, and pending completion and/or revision of all required application forms, your agency may be awarded up to a maximum amount of \$113,000.00 for the grant award performance period beginning October 15, 2020 and ending June 30, 2021.

Law Enforcement Consultant Jackie Nelson will be the program manager assigned to your grant and will be contacting you within the next few weeks to assist in finalizing this process. Additional information can be found in the DLGP Recipient Handbook on the POST website at post.ca.gov.

Awardees are cautioned to not begin any grant activities until a signed grant award has been executed by both parties.

We look forward to the successful implementation of this project. If you have any questions concerning this process, please contact Jackie Nelson at (916) 227-3932 or via email at jackie.nelson@post.ca.gov.

Sincerely,

A handwritten signature in black ink that reads "Manuel Alvarez Jr." in a cursive style.

MANUEL ALVAREZ JR.
Executive Director

**COMMISSION ON
PEACE OFFICER STANDARDS AND TRAINING**



GAVIN NEWSOM
GOVERNOR

XAVIER BECERRA
ATTORNEY GENERAL

Proposal Cover Sheet

RFP Process

DISTANCE LEARNING GRANT PROGRAM
Topic: Implicit Bias and Racial Profiling

Submitted by:

City of Los Angeles – Los Angeles Police Department

**100 West First Street, Suite 1061
Los Angeles, California, 90012
(213) 486-0380**

(POST Use Only)	POST #	Award #
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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 West First Street	Los Angeles	Los Angeles	90012-4112
4 - Project Location	Street	City	County	Zip + 4
	1880 N. Academy Drive	Los Angeles	Los Angeles	90012-1001
5 - Program Title	Distance Learning Grant Program: Implicit Bias and Racial Profiling			
6 - Performance Period	Start to End: mm/dd/yyyy to mm/dd/yyyy	10/15/2020 - 06/30/2021		

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

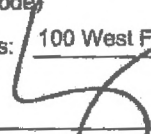
	Grant Year	Grant Amount
7	07/01/2020 - 06/30/2021	\$ 113,000
8	TOTAL	\$ 113,000

9. **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.
10. **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.

11. **Official Authorized to Sign for Recipient:**

12. **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#1061 City: Los Angeles Zip+4: 90012-4112
 Signature:  Date: 7.31.20

(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.

POST Fiscal Officer	Date	POST Director (or designee)	Date
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POST DLGP PROJECT CONTACT INFORMATION

(POST Use Only)	POST #	Award #
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Recipient:	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	Eric R. Quan	Title	Police Lieutenant	
Telephone	(310) 804-5522	FAX	(818) 832-3797	Email Address 31927@lapd.online
Address/City/Zip	1880 North Academy Drive, Los Angeles, California 90012-1001			

2 - Financial Officer				
Name	Thomas Brennan	Title	Police Administrator II	
Telephone	(213) 486-8598	FAX	(213) 485-1106	Email Address G9422@lapd.online
Address/City/Zip	100 West First Street, Los Angeles, California, 90012			

3 - Person having Routine Programmatic Responsibility				
Name	Brian Churchill	Title	Police Sergeant	
Telephone	(562) 588-2120	FAX	(818) 832-3797	Email Address 36534@lapd.online
Address/City/Zip	1880 North Academy Drive, Los Angeles, California 90012-1001			

4 - Person having Routine Fiscal Responsibility				
Name	Stella Larracas	Title	Sr. Management Analyst II	
Telephone	(213) 487-0380	FAX	(213) 486-5727	Email Address N3371@lapd.online
Address/City/Zip	100 West First Street, Los Angeles, California, 90012			

5 - CBO Executive Director or Chief Executive Officer of Implementing Agency				
Name	Michel R. Moore	Title	Chief of Police	
Telephone	(213) 485-0150	FAX	(213) 486-5270	Email Address 23506@lapd.online
Address/City/Zip	100 West First Street, Los Angeles, California, 90012			


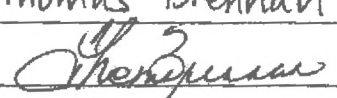
6 - Governing Board Officiant to enter Grant Award for City/County or CBO				
Name	Michel R. Moore	Title	Chief of Police	
Telephone	(213) 485-0150	FAX	(213) 486-5270	Email Address 23506@lapd.online
Address/City/Zip	100 West First Street, Los Angeles, California, 90012			

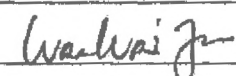
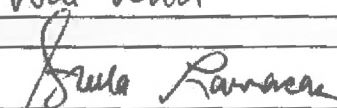
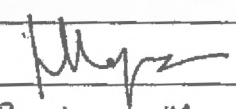
7 - Chair of the Governing Body of the Recipient				
Name	Herb Wesson	Title	Los Angeles City Council President	
Telephone	(213) 473-7010	FAX	2134859829	Email Address councilmember.wesson@lacity.org
Address/City/Zip	200 North Spring Street, Room 430, Los Angeles, California, 90012			

SIGNATURE AUTHORIZATION

Recipient	
Award Number	
Implementing Agency	Los Angeles Police Department

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

Project Director	Brian Churchill	Financial Officer	Thomas Brennan
Signature		Signature	
Date	07/29/20	Date	07.29.2020

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		Print Name	Wai Wan
Signature		Signature	
Print Name		Print Name	Stella Larrucas
Signature		Signature	
Print Name		Print Name	
Signature		Signature	
Print Name		Print Name	Barbara Montesquieu
Signature		Signature	
Print Name		Print Name	

CERTIFICATION OF ASSURANCE OF COMPLIANCE

The applicant must complete a Certification of Assurance of Compliance which includes details regarding Equal Employment Opportunity Program, Drug Free Workplace Compliance, Lobbying, Proof of Authority from City Council/Governing Board, and Civil Rights Compliance. In signing the Grant Award Face Sheet, the Applicant formally notifies POST that the Applicant will comply with all pertinent requirements.

I, Michel R. Moore hereby certify that
(official authorized to sign Grant Award Face Sheet)

RECIPIENT: City of Los Angeles
IMPLEMENTING AGENCY: Los Angeles Police Department
PROJECT TITLE: Distance Learning Grant Program: Implicit Bias and Racial Profiling

is responsible for adhering to the following:

I. Equal Employment Opportunity

It is the public policy of the State of California to promote equal employment opportunity (EEO) by prohibiting discrimination or harassment in employment because of ancestry, age (over 40), color, disability (physical and mental, including HIV and AIDS), genetic information, gender, gender identity, gender expression, marital status, medical condition (genetic characteristics, cancer or a record or history of cancer), military, veteran status, national origin, race, religion (includes religious dress and grooming practices), sex (includes pregnancy, childbirth, breastfeeding and/or related medical conditions) sexual orientation, or request for family medical leave. **POST-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: Elena Nihoa-Asucan
Title: Commanding Officer, Personnel Division
Address: 100 West First Street, Suite #228, Los Angeles, California, 90012
Phone: (213) 486-4650
Email: elena.asucan@lapd.online

II. Drug-Free Workplace Act of 1990

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. Lobbying

POST 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.

IV. Proof of Authority from City Council/Governing Board

The above-named organization (Applicant) accepts responsibility for and will comply with the requirement to obtain a signed resolution 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 POST, and that any cash match will be appropriated as required. It is agreed that any liability arising out of the performance of this Award, including civil court actions for damages, shall be the responsibility of the grant Recipient and the authorizing agency. The State of California and POST disclaim responsibility of any such liability. Furthermore, it is also agreed that grant funds received from POST 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.

V. Civil Rights Compliance

The Recipient complies with all laws that prohibit excluding, denying or discriminating against any person based on actual or perceived race, color, national origin, disability, religion, age, sex, gender identity, and sexual orientation in both the delivery of services and employment practices and does not use federal financial assistance to engage in explicitly religious activities.

All appropriate documentation must be maintained on file by the project and available for POST 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 POST 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 Award, 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: _____



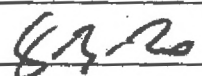
Authorized Official's Typed Name: _____

Michel R. Moore

Authorized Official's Title: _____

Chief of Police

Date Executed: _____



Executed in the City/County of: _____

Los Angeles/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: _____

Richard H. Llewellyn, Jr.

Title: _____

City Administrative Officer

Recipient: City of Los Angeles - LAPD

	FY 20-21	TOTAL COST
A. PART I- Personal Services (Salaries and Employee Benefits)	\$ 66,077.00	\$ 66,077.00
B. PART I- Operating Expenses	\$ 12,325.00	\$ 12,325.00
C. PART I- Equipment	\$ 34,598.00	\$ 34,598.00
D. PART 2- Course Certification	\$ -	\$ -
Grand Total by FY	\$ 113,000.00	\$ 113,000.00

Course Presentation Costs Calculator	No. of Students Trained*	Cost per Student^	Total Yearly Cost
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FY 20-21	925	\$	\$
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BUDGET CATEGORY AND LINE ITEM DETAIL

Recipient: City of Los Angeles - LAPD		Award #:	
A. PART I- Personal Services (Salaries and Employee Benefits)		FY 20-21	COST
MUST BE IN THE FOLLOWING FORMAT:			
Project Director (Police Lieutenant) 32 overtime hours per month x \$120 per hour x 6 months Will provide project oversight and day-to-day project management		\$ 23,040.00	\$23,040
Course Instructors/Facilitators (Sergeants) 64 overtime hours per month x \$103 per hour x 6 months Will prepare course curriculum and provide the course instructions		\$ 39,552.00	\$39,552
Grant Administration (Senior Management Analyst) 35.2 overtime hours x \$99 per hour		\$ 3,485.00	\$3,485
Personal Services Section FY Totals		\$ 66,077.00	\$66,077
PERSONAL SERVICES SECTION GRAND TOTAL			\$66,077

BUDGET CATEGORY AND LINE ITEM DETAIL

Recipient: City of Los Angeles - LAPD		Award #:	
B. PART I- Operating Expenses		FY 20-21	COST
(2) Canon 5D Mark IV with 24-70mm f/4 Lens and accessory kit		\$ 6,500.00	\$6,500
(2) Adobe Creative Cloud license		\$ 160.00	\$160
(1) Rodecaster Pro 2 person Podcasting Bundle		\$ 1,665.00	\$1,665
(1) LiveU LU-800 Pro with multi camera license		\$ 4,000.00	\$4,000
Operating Section FY Totals		\$ 12,325.00	\$12,325
OPERATING SECTION GRAND TOTAL			\$12,325

BUDGET CATEGORY AND LINE ITEM DETAIL

Recipient: City of Los Angeles - LAPD		Award #:	
C. PART I- Equipment		FY 20-21	COST
(1) License for students, and POST personnel to access Capillary software		\$ 18,000.00	\$18,000
Capillary License		\$ 5,000.00	\$5,000
(2) Macbook Pro Laptop		\$ 11,598.00	\$11,598
Equipment Section FY Totals		\$ 34,598.00	\$34,598
EQUIPMENT SECTION GRAND TOTAL			\$34,598

Recipient: City of Los Angeles - LAPD		Award #:	
Course Title: Understanding implicit Bias and Improving Procedural Justice			
PART II- POST Course Certification Budget			COST
(A) Services-			
(1) Instruction			\$0
Project Director, 40 hrs x \$120 hrs			\$0
(2) Coordination			\$0
Project Director, 40 hrs x \$120 hrs			\$0
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			\$0
(2) Certificates			\$0
(3) Notebooks			\$0
(4) Paper/Office Supplies			\$0
(5) Printing/Reproduction			\$0
(6) Equipment Cost per Presentation*			
(E) Support Costs-			
Course Facility Costs			
Miscellaneous (Room rental, telephone, postage)			
Course Certification Totals			
COURSE CERTIFICATION SECTION TOTAL			\$0
EXPECTED NUMBER OF STUDENTS PER PRESENTATION			25
TUITION COST PER STUDENT (Total costs divided by students)			\$0

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

Budget Narrative

Budget Overview. The Los Angeles Police Department (LAPD) is requesting \$113,000 from the POST Distance Learning Grant Program to fund 24 online sessions of *Understanding Implicit Bias and Improving Procedural Justice*, with 25 students each session. This amount allots for 100% of project cost to Part I – Programmatic Budget, and 0% of project cost to Part II – Course Certification Budget. There is no cost per student to deliver the proposed training.

The budget breakdown by fiscal year for the *Understanding Implicit Bias and Improving Procedural Justice* training is as follows:

- FY 20/21 – Part I – Programmatic Budget: costs totaling \$113,000.
- FY 20/21 – Part II – Course Presentation Budget: delivery costs totaling \$0

Budget Breakdown to Support Direct Services.

Part I Personnel Cost: 66,077

Project Director: (1) Lieutenant: The program director will ensure that the curriculum is developed, approved by POST, and that online training is produced and edited. During the online delivery phase, the Director will supervise and manage the data, ensure that live sessions are conducted, and instruct when need be.

8 overtime hours/day x \$120/hour x 4 days/month x 6 months = \$23,040

Instructors: (2) Sergeants per training session: Instructors are the subject matter experts and will provide the expanded course outlines. Duties will also include preparing online case studies, hosting live sessions, participating in online discussions, monitoring online messages, grading course work, submitting evaluations, and preparing material for archived video.

(2) Sergeants x 8 overtime hours/day x \$103/hour x 4 days/month x 6 months = \$39,552

Grants Management: This position accounts for grant management including financial and progress reporting and facilitating grant related purchases.

(1) Senior Management Analyst: 35.2 overtime hours x \$99 per hour = \$3,485

Part I: Operating Expenses: \$12,325

(2) **Canon 5D Mark IV with 24-70mm f/4 Lens and accessory kit:** Training cadre will need to create instructional videos covering each block; the live video chat sessions also require clear video. Two cameras provide the best mechanism for editing clear video, shot in modern format, that appeals to viewers.

2 x \$3,250 = \$6,500

(2) **Adobe Creative Cloud license:** Training cadre will require the software to edit video and create online vignettes for each module.

2 x \$80 = \$160

(1) **Rodecaster Pro 2 person Podcasting Bundle:** This item will enable each module to be complemented by podcasts, this will allow for optimal sound quality.

1 x \$1,665 = \$1,665

(1) **LiveU LU-800 Pro with multi camera license:** This item will provide reliable livestreaming capabilities for the instructors to host video sessions.

1 x \$4,000 = \$4,000

Part I: Equipment: \$34,598

(1) **License for students and POST personnel to access Capillary software:** This is the application software that allows for the integration of digital mediums across Android, iOS, and other platforms. With this license, the majority of law enforcement throughout California will be able to have access.

Los Angeles Police Department
POST: Distance Learning Grant Program: Implicit Bias and Racial Profiling

1 x \$18,000 = \$18,000

(1) Application hosting fees: Hosting the data on a secure network. This will prevent data breaches and provide the same level of cyber-security that the DoD application-based training offers.

1 x \$5,000 = \$5,000

(2) Macbook Pro Laptop: Program instructors will require computers with the processing power to populate distance learning software. Due to the volume of material that will need to be created in a short time period, 2 computers are requested.

2 x \$5,799 = \$11,598

The use of web-enabled handheld devices will mitigate the need for dedicated classroom space. The use of the Capillary delivery system will allow for distance learning negating any travel component.

Staff Duties and Time Commitments. The project budgets for two subject matter experts per class. Each of these instructors are subject matter experts and will be actively teaching and interacting with students. The objective is to provide concepts and strategies to understand implicit bias and improve procedural justice. Project-funded staff will allocate one hundred percent of their time during the eight-hour block of instruction to teach the course thereby supporting the objective of this project.

Subcontracts. There are no subcontracts or unusual expenditures expected.

PROJECT NARRATIVE

Problem Statement

Need for Training: To enable law enforcement personnel to effectively provide public safety and protection for all life, building public trust is fundamental. However, recent events in California and across the nation, of note are the Stephon Clark Case in March 2018, Oscar Grant Case in March 2019, and the George Floyd Case in May 2020 have greatly strained the relationship between law enforcement and the communities they serve. There is a need to identify and implement strategies on building trust in the community to improve safety and well-being of both the public and law enforcement.

Procedural justice refers to the idea of fairness in the processes that resolve disputes and allocate resources. It is a concept that, when embraced, promotes positive organizational change and bolsters better relationships. Procedural justice speaks to four principles, often referred to as the four pillars: fairness in the processes, transparency in actions, opportunities for voice, and impartiality in decision making.¹ Procedural justice is a consistent method of operation in which community members are treated fairly, with dignity and respect, in every law enforcement encounter. The most important aspects of procedural justice are making the public feel that they are given the opportunity to tell their side of the story and that they are treated with respect as well as that law enforcement personnel remain neutral in decision-making and behavior and that they explain actions in a way that demonstrates trustworthiness. One threat to procedural justice is implicit bias. Implicit bias describes the automatic association people make between groups of

¹ <https://cops.usdoj.gov/proceduraljustice> Retrieved 8/1/2020

people and stereotypes about those groups. Under certain conditions, those automatic associations can influence behavior—making people respond in biased ways even when they are not explicitly prejudiced.²

There is an expectation that law enforcement personnel are not only limited to carrying out the scope of their responsibilities as peace officers but should look for opportunities to invest and enhance public trust in non-traditional ways. The proper application of procedural justice will likely result in greater relationships between law enforcement and the community and an enhanced fulfillment of purpose for officers. As such, law enforcement personnel require the most current research surrounding implicit bias and racial profiling in an effort to mitigate the potentially negative outcomes associated with a lack of understanding on how bias affects reasoning resulting in public distrust of the police.

Proposed Training: The LAPD is proposing to implement the “*Understanding Implicit Bias to Improve Procedural Justice*”. The training is designed to expose students to the meaning, causes, and consequences regarding implicit bias, to introduce strategies and theories to combat implicit bias, and to recognize its potential impact on procedural justice. The LAPD will share its broad base of knowledge that it acquired as the nation’s third largest police agency whose workforce reflects the diverse community it serves. This training is intended to enable students to identify and understand implicit bias and introduce strategies to combat implicit bias that lead to behaviors and decisions that improve procedural justice. Students will understand the aspects of procedural justice and be able to identify where, how, and when they can be integrated into law

² <https://trustandjustice.org/resources/intervention/implicit-bias>. Retrieved 8/1/2020

enforcement and public interactions

Several studies and research on this topic will be shared and discussed during each session, including a scientific research provided to the LAPD by Social Psychologist Dr. Bryant T. Marks, Sr. who is a National Implicit Bias Trainer from Morehouse College, that clearly demonstrates the presence of bias and the powerful influence bias has. The LAPD's Final Report, the Inspector General's Bias Policing Report, the LAPD Year in Review Use of Force Report, and other important documents surrounding implicit bias will also be discussed.

Personnel Access to Distance Learning 24/7: Due to the restrictions in travel and in-person training brought about by the COVID-19 pandemic, the existing training modules and courses are not available during this current environment when implicit bias and racial profiling training is critical. By leveraging POST's Distance Learning Grant Program, the LAPD proposes to deliver training effectively while mitigating the barriers to implementation, pushing training out to audience via on-line, facilitated learning. A distance learning model will make the training available to law enforcement personnel 24/7. While the proposed training will be live through an open-source, multiplatform web application, the system has the capability of recording all interactions allowing for a review, reach-back capability by students from each session.

Target Audience and Barriers: The target audience will be law enforcement personnel in California, at all ranks, who are interested in getting a better understanding of implicit bias and how it affects procedural justice. Barriers to provide training are minimal. In a distance learning environment, these can include access, bandwidth, computer/smart phone literacy. However, most, if not all, of the target audience are equipped with smart phones, tablets, and computers.

The proposed training will use an application designed for maximum accessibility, coupled with synchronous and asynchronous option, and can be effective even under austere conditions.

Plan:

Curriculum: Currently, the LAPD has POST-approved lesson plans that cover implicit bias, racial profiling, and procedural justice. Officer Safety/Field Tactics Update (POST #1850-22405-19) has a block of instruction on implicit bias and procedural justice. Additionally, as required by the Los Angeles City Council, all training within LAPD will include some element of procedural justice, when practical and applicable. The LAPD is in the process of reviewing all such applicable training and thus present the perfect opportunity to create this distance learning program. These approved and/or available lesson plans will be referenced in the development of the curriculum. The proposed curriculum is intended to be relevant for law enforcement personnel from any agency size. The training objective is for students to identify and understand implicit bias and racial profiling and acquire strategies that can help them avert such biases to improve procedural justice and thereby build trust with the communities they serve. The plan is to tailor the materials into a one-day, eight-hour block of training which would cover the following topics: 1) Introductions and Overview - 30 minutes; 2) What is Implicit Bias (and other related concepts)? - 40 minutes; 3) What does Implicit Bias look like in the real world? - 20 minutes; 4) Why does Implicit Bias exist? - 20 minutes; 5) How is Implicit Bias measured? - 25 minutes; 6) How does Implicit Bias affect the person holding the bias? - 5 minutes; 7) How does Implicit Bias affect the target of the bias? - 35 minutes; 8) How does Implicit Bias affect community-police interactions? - 20 minutes; 9) How can potential Implicit Bias in law enforcement be reduced? - 30 minutes; 10) Implicit Bias and Procedural Justice - 40

minutes; 11) Case Studies, Discussions, Evaluations - 200 minutes; and 12) Summary and Charge - 15 minutes.

The curriculum will include adult learning techniques and adhere to the “Bloom’s Taxonomy of Learning”, covering the learning objectives in cognitive, affective, and sensory domains. By developing these multi-modules, deeper levels of understanding will be achieved, and the material will allow the students to analyze and evaluate learned techniques and options. The class will be divided into smaller groups during case studies to facilitate discussions. The students have both options of collaborating with the group at large or in smaller groups as defined by the facilitators. Each session will cover the learning objectives, learning activities, and evaluation activities. Expanded Course Outlines will be available on LAPDOnline.org, per SB 978. This information will also be included on the POST EDI website.

Development and Implementation of Training: The development of the training will be a collaboration with subject matter experts from LAPD and other agencies. The LAPD will draw upon experiences and knowledge of full-time trainers and personnel within the department. The LAPD houses experts on implicit bias and racial profiling as well as the concept of procedural justice. Since 2016, the LAPD has been a leader in the development of implicit bias training and has built an 8-hour in-service training delivered to each of LAPD’s geographic area, reaching 9,800 sworn officers. The LAPD also initiated the Police Science and Leadership Program (PSL), a week-long, in-service training requirement for officers when they reach their 1, 3, and 6 years of service, and also incorporates procedural justice and implicit bias into the course. Much of the success of these programs will be migrated to the proposed distance learning curricula.

The LAPD will also leverage existing partnerships. The LAPD Leadership Program (POST # 1850-10911, 10912, 10913, and 10910) is an intensive graduate school level course that explores 27 leadership theories and their application to law enforcement. It was developed in concert with the United States Military Academy at West Point in 1996. The Leadership Program has an advisory board whose resources, writing, podcasts, and recorded statements will be extensively used during the delivery of the proposed training. The training cadre will collaborate with the same distinguished individuals whose expertise lies across the academic, leadership, cultural diversity, and distance learning arenas. Each training session will be composed of two POST-certified instructors, who are current LAPD supervisors and instructors with experience in training implicit bias and procedural justice, who will facilitate each course delivery.

Delivery Method: This proposed training differs from current and previous implicit bias training by facilitating an interactive online conversation that brings into consciousness the students' agency's diverse workforce and why diversity among sworn personnel is critical to policing in California. The training will utilize an online delivery platform, JITSY, and an online learning system, Capillary, where two facilitators will present the course material in an interactive audio-visual format. The online platform will allow for comments in real time as well as feedback afterwards. Lectures and discussions can be saved for reach-back or archival purposes. The online learning system will allow for the facilitators and students to be online, in real time, with the screens having a facial profile of all participants. Since the program is distance learning, this allows students to participate from their home stations. Each section will have a presentation via a common screen of detailed information, videos and live demonstrations. Questions can be

Los Angeles Police Department
POST: Distance Learning Grant Program: Implicit Bias and Racial Profiling

handled in real time or through chats. Read-ahead materials and links will be sent to each participant one week before their scheduled session to allow for review of the material and to test connectivity to the distance learning portal. Disclaimers and waivers associated with connectivity will be specified during sign-ups and registration.

The training is anticipated to be given to a group of 25 students per session. The plan is for 24 sessions for the duration of the grant period with an expected total of 600 law personnel that will complete the training. While the training will be available throughout the State of California, the 88 incorporated cities in the County of Los Angeles would represent the targeted demographic. The training would be open to all law enforcement personnel of all levels.

Tracking System: The training schedule will be posted and regularly updated in various websites, including the State's POST website. Requests for training will be made via email and compiled into a database created specifically for this training. It will contain the student name, agency, POST ID, rank or position, and contact information, among others. When a request is scheduled, a confirmation email will be sent to the student containing training schedule log-in instructions, access codes, and training materials. Attendance and feedback are monitored in real-time via distance learning application. The training instructors will complete a POST roster for the students to receive credit for the POST-certified training. POST credit will be applied using POST ID numbers. These documents will be kept in file and copies provided to POST upon request for reimbursement of funds. Each student enrolled is issued access to the courses and is tracked by the course administrators.

Course Evaluation: Students will be required to participate in evaluations of the module to demonstrate their effectiveness and ensure that the relevant outcomes of the distance learning are

equal to, or greater than, traditional classroom-based courses. Each block of the module will include a test of knowledge, which will be graded by the instructors, and progress and understanding will be monitored by course administrators. Course critique surveys will also be given as a mechanism to assess the student experience with the material and the software. Follow-up surveys will be conducted at 120 days from completion to test residual knowledge retention and overall effectiveness of the training.

The proposed online system provides robust data analytics that informs the administrators the amount of time spent on each section, the amount of material that students are viewing, progress tracking, and student performance. Administrators can view in real-time how students are interacting with the application. This data will be used for student accountability, and course improvement over time. There are also survey mechanisms built into the courses to measure the effectiveness of the training. POST will be given class access to monitor any or all classes, as well as administrator rights to view recorded portions of the class. Additionally, evaluation survey results will be entered in a database, providing a robust archive of performance metrics for analysis. All data, evaluations, and application access will be available to POST at request.

Capabilities

LAPD Expertise and Staff Qualification: The proposed training cadre are LAPD personnel and experts in implicit bias and procedural justice.

Dr. Luann Pannell, is the LAPD Director of Police Training and Education responsible for the review and evaluation of all LAPD training curricula to ensure relevancy, continuity, and compliance with State and Federal criteria and Department policy. She researches best practices in police training and adult learning to continually improve and advance LAPD training. In

keeping with this role, Dr. Pannell led the team responsible for the complete redesign of the LAPD Academy in 2008. *Sergeant-II Brian Churchill* is the Officer in Charge of the LAPD Leadership Program and is responsible for keeping abreast with emerging strategies regarding implicit bias and procedural justice. *Lieutenant-II Eric Quan* is the Officer in Charge of LAPD Firearms Training Section. He has 25 years of law enforcement experience and is responsible for training and sustainment of 10,000 officers from the recruit level through their entire career on use of pistols, rifles, shotguns, less-lethal devices, and emerging technology. *Police Officer III Ed Brown* is a 30-year veteran of the LAPD and is the Assistant Officer-in-Charge of the Los Angeles Police Leadership Program. He has been a key leader in shaping the program for over 11 years and instrumental in the development of the LAPD Leadership Program distance learning application.

LAPD's Capacity to Develop Training: Qualifications: The LAPD brings considerable infrastructure to this training program with hundreds of full-time staff dedicated to developing and implementing training to its personnel. This includes an Online Training Unit that develops contents and manages the LAPD Learning Management System (LMS), an Instruction Development Unit, and subject matter experts on nearly every municipal law enforcement function. For over 20 years, thousands of traditional courses, ranging from academy instruction, behavioral science related training, and hundreds of courses via LMS to LAPD's nearly 13,000 employees, maintaining over four million records of training.

LAPD's Expertise in Developing and Delivering Training to Law Enforcement. The LAPD has an inhouse Training Division to provide training for new officers, in-service officers, and police personnel from other agencies. It has approximately 213 sworn and 40 civilian employees

to train 10,000 sworn officers. Major sections include: Basic Course Training Section, Field Operations Training Section, Firearms Training Section, In-Service Training Section, Reserve & Youth Education Section, and Vehicle Training & Professional Development Section.

LAPD's Expertise, Experience and Capacity to Deliver Implicit Bias Training: State law requires that officers undergo training on racial profiling every five years. This requirement was recently expanded to mandate that the training include content on implicit bias. The LAPD has incorporated implicit bias content into several trainings, including: 1) Recruit Basic Course (Academy). This course discusses biased policing and includes experiential exercises at the Museum of Tolerance and includes POST mandated content on procedural justice; 2) PSL I. This course is provided to new officers in their 11th month of probation; 3) PSL II. This course will be provided to officers after their third year and includes content on the topics of procedural justice and ethics, including their relationship to implicit bias; 4) Building Community Trust and Biased Policing. This 10-hour course at the Museum of Tolerance is designed to ensure that officers meet the State mandate regarding training on biased policing every five years; 5) FTO Update. This four-hour block is part of the course that Field Training Officers must complete every three years, and it focuses on "Implicit Bias and Training a New Police Officer."; 6) Supervisor School. This course discusses the impact of implicit bias and trains new supervisors on the intake and processing of biased-policing complaints; 7) LAPD Leadership Program. In this 160-hour course, leadership theories such as cultural development, leader/member exchange, and ethics have significant portions devoted to Implicit Bias and the impact on the leader and the led; and, 8) Command Development School. This course, for new command staff, focuses on

supporting procedural justice for officers, civilians, and the community and, in doing so, minimizing or mitigating the effects of implicit bias.

LAPD's Capacity to Develop/Provide Training and Develop/Deliver Curriculum: With a long history of training and a close working relationship with the State's POST Regional Consultant, the LAPD has a depth of experience in developing world-class curricula, including implicit bias and procedural justice. It houses hundreds of experts permanently assigned to the LAPD Training Group dedicated to delivering the highest level of quality education. **Training Outreach:** LAPD intends to offer the training to peer agencies by using resources in the State POST's portal and through professional associations like Police Officers Association of Los Angeles County. The intent is for widespread dissemination of the training opportunity by using all advertising platforms to invite all interested agencies. The LAPD will employ its social media presence for training outreach purposes. Few law enforcement brands are as recognizable as the LAPD; attracting attendance for training from agencies globally, as evidenced with the LAPD Leadership Program, SWAT Training, CNT, and Firearms to name a few.

LAPD Grants Section: The LAPD will provide fiscal and administrative oversight over the grant program. It has been awarded and has successfully managed grants ranging from \$100,000 to \$16,000,000 from various local, state, and federal entities including the California Commission on POST. A grants analyst will be assigned to this project to manage the administrative aspects of the grant including preparing and submitting financial and progress reports and ensuring that all grant expenditures are in compliance with both the City and California Commission on POST financial policies and guidelines.

Sustainability

Once the grant funds have been expended, the LAPD will continue to offer the program both internally and externally. For non-LAPD agencies, a user fee for the application will be assessed, similar to other training offered. The determination of fees will be rendered at a later date.

PROJECT SUMMARY

1. Award #:

3. PERFORMANCE PERIOD

2. PROJECT TITLE Understanding Implicit Bias and Improving Procedural Ju

10/15/2020 to 6/30/3030

4. RECIPIENT

5. GRANT AMOUNT

Name: City Of Los Angeles Phone: 2132860380

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

Address: 100 West First Street Fax #: 2134865727

\$ 113,000

City: Los Angeles Zip: 90012

6. IMPLEMENTING AGENCY

Name: Los Angeles Police Department Phone: 2134860380 Fax #: 2134865727

Address: 100 West First Street City: Los Angeles Zip: 90012

7. PROGRAM DESCRIPTION

To enable law enforcement personnel to effectively provide public safety and protection for all life, building public trust is fundamental. However, recent events in California and across the nations, of note are the Stephon Clark Case in March 2018, Oscar Grant Case in March 2019, and the George Floyd Case in May 2020 have greatly strained the relationship between law enforcement and the communities they serve. As such, law enforcement personnel require the most current research surrounding implicit bias and racial profiling in an effort to mitigate the potentially negative outcomes associated with a lack of understanding on how bias affects reasoning resulting in public distrust of the police. The Los Angeles Police Department (LAPD) is proposing to implement the De-escalation and Force Options for Law Enforcement Training to 600 law enforcement personnel in California, through the Distance Learning Grant Program.

8. PROBLEM STATEMENT

There is a need to identify and implement strategies on building trust in the community to improve safety and well-being of both the public and law enforcement. Procedural justice is a consistent method of operation in which community members are treated fairly, with dignity and respect, in every law enforcement encounter. One threat to procedural justice is implicit bias. Implicit bias describes the automatic association people make between groups of people and stereotypes about those groups. Under certain conditions, those automatic associations can influence behavior—making people respond in biased ways even when they are not explicitly prejudiced

9. OBJECTIVES

The LAPD is proposing to implement the "Understanding Implicit Bias to Improve Procedural Justice". The training is designed to expose students to the meaning, causes, and consequences regarding implicit bias, to introduce strategies and theories to combat implicit bias, and to recognize its potential impact on procedural justice

10. ACTIVITIES

The LAPD will deliver 24 eight-hour online session on the proposed Understanding Implicit Bias and Improving Procedural Justice, Each session will accommodate 25 students and facilitated by two instructors. The online training session will include learning activities including case studies on the subject matter as well as training evaluation.

11. EVALUATION (if applicable)

Students will be required to participate in evaluations of the module to demonstrate their effectiveness and ensure that the relevant outcomes of the distance learning are equal to, or greater than, traditional classroom-based courses.

12. NUMBER OF STUDENTS

(if applicable)

600

13. PROJECT BUDGET

(these are the same amounts as on Budget Pages)

	Personal Services	Operating Expenses	Equipment	Course Certification
	66,077	12,325	34,598	
Totals:	66,077	12,325	34,598	

POST DLGP 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 (*), Alameda County, Alpine County, Amador County, Butte County, Calaveras County, Colusa County, Contra Costa County, Del Norte County, El Dorado County, Fresno County, Glenn County, Humboldt County, Imperial County, Inyo County, Kern County, Kings County, Lake County, Lassen County, Medera County, Marin County, Mariposa County, Mendocino County, Merced County, Modoc County, Mono County, Monterey County, Napa County, Nevada County, Orange County, Placer County, Plumas County, Riverside County, Sacramento County, San Benito County, San Bernardino County, San Diego County, San Francisco County, San Joaquin 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.

All Congressional Districts in California are included in the service area.
23rd Congressional District; 25th Congressional District; 26th Congressional District; 27th Congressional District; 28th Congressional District; 29th Congressional District; 30th Congressional District; 32nd Congressional District; 33rd Congressional District; 34th Congressional District (*); 35th Congressional District; 37th Congressional District; 38th Congressional District; 39th Congressional District; 40th Congressional District; 43rd Congressional District; 44th Congressional District; and 47th Congressional District;

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.

All Assembly Districts in the State are included in the service area.

In the California State Assembly, Los Angeles County is divided among 24 legislative districts:

36th; 38th; 39th; 41st; 43rd; 44th; 45th; 46th; 48th; 49th; 50th; 51st (*); 52nd; 53rd; 54th; 55th; 57th; 58th; 59th; 62nd; 63rd; 64th; 66th; and 70th state assembly districts.

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.

All Senate Districts in the State of California are included in the service area.

In the California State Senate, Los Angeles County is divided among 15 legislative districts:

18th; 20th; 21st; 22nd; 23rd; 24th (*); 25th; 26th; 27th; 29th; 30th; 32nd; 33rd; 34th; and 35th state senate districts.

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

The total population of California is approximately 39.51 million, according the US Census Bureau

**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 Distance Learning Grant Program - Implicit Bias and Racial Profiling	
Performance Period: 10/15/2020 to 06/30/2021	Award Amount Requested: \$ 113,000
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:

7-31-20

Print Name and Title

Michel R. Moore, Chief of Police

Phone Number:

(213) 486-0150

Program Specialist Only: AWARD #

Los Angeles Police Department
 POST: Distance Learning Grant Program: Implicit Bias and Racial Profiling

TIMELINE

Task No.	Activity or Milestone	Expected Activity Dates	Fiscal Year	Expected Costs
1	Curriculum Development + Equipment + Course Preparation	October 15, 2020 – December 31, 2020	FY 20/21	\$50,408
2	POST Course Certification	December 1, 2020 – December 31, 2020	FY 20/21	\$0
4	Course Delivery – 100 students	January 11, 2021 – January 31, 2021	FY 20/21	\$10,432
5	In-Progress Evaluation 1/4 - Initial	January 31, 2021	FY 20/21	\$0
6	Course Delivery – 100 students	February 1, 2021 – February 28, 2021	FY 20/21	\$10,432
7	Course Delivery – 100 students	March 1, 2021 – March 31, 2021	FY 20/21	\$10,432
8	In-Progress Evaluation 2/4 - Midcourse	March 31, 2020	FY 20/21	\$0
9	Course Delivery – 100 students	April 1, 2021 – April 30, 2021	FY 20/21	\$10,432
10	Course Delivery – 100 students	May 1, 2021 – May 31, 2021	FY 20/21	\$10,432
11	In-Progress Evaluation 3/4 - Midcourse	May 31, 2020	FY 20/21	\$0
12	Course Delivery – 100 students	June 1, 2020 – June 31, 2020	FY 20/21	\$10,432
13	In-Progress Evaluation 4/4 - Final	June 15, 2021	FY 20/21	\$0

