



Archived Content

In an effort to keep DHS.gov current, this document has been archived and contains outdated information that may not reflect current policy or programs.

EMW-2016-CA-APP-00254

Application Information

Application Number: EMW-2016-CA-APP-00254

Funding Opportunity Name: FY 2016 Countering Violent Extremism Grants

Funding Opportunity Number: DHS-16-OCP-132-00-01

Application Status: Pending Review

Applicant Information

Legal Name: National Consortium for Advanced Policing

Organization ID: 9384

Type: Nonprofit having 501(c)(3) status with IRS, other than institutions of higher education

Division:

Department:

EIN: (b) (6)

EIN Shared With Organizations:

DUNS: 831798942

DUNS 4:

Congressional District: Congressional District 37, CA

Physical Address

Address Line 1: 10537 Santa Monica Boulevard Third Floor

Address Line 2: [Grantee Organization > Physical Address > Address 2]

City: Los Angeles

State: California

Province:

Zip: 90025-[Grantee Organization > Physical Address > Zip 4]

Country: UNITED STATES

Mailing Address

Address Line 1: 10537 Santa Monica Boulevard Third Floor

Address Line 2: [Grantee Organization > Mailing Address > Address 2]

City: Los Angeles

State: California

Province:

Zip: 90025-[Grantee Organization > Mailing Address > Zip 4]

Country: UNITED STATES

SF-424 Information

Project Information

Project Title: Building Community Resiliency Through Police and Community Partnerships

Program/Project Congressional Districts: Congressional District 33, CA

Proposed Start Date: Thu Dec 01 00:00:00 EST 2016

Proposed End Date: Fri Nov 30 00:00:00 EST 2018

Areas Affected by Project (Cities, Counties, States, etc.): 66 of the largest police agencies in the country

Estimated Funding

Funding Source	Estimated Funding (\$)
Federal Funding	\$200000
Applicant Funding	\$0
State Funding	\$0
Local Funding	\$0
Other Funding	\$0
Program Income Funding	\$0
Total Funding	\$200000

Is application subject to review by state under the Executive Order 12373 process? Program is subject to E.O. 12372 but has not been selected by the State for review.

Is applicant delinquent on any federal debt? false

Contacts

Contact Name	Email	Primary Phone Number	Contact Types
Tara Richardson	(b) (6)	(b) (6)	Secondary Contact
Usha Sutliff	(b) (6)	(6)	Primary Contact Authorized Official Signatory Authority

SF-424A

Budget Information for Non-Construction Programs

Grant Program: Countering Violent Extremism Grant Program

CFDA Number: 97.132

Budget Object Class	Amount
Personnel	\$0
Fringe Benefits	\$0
Travel	\$35316.5
Equipment	\$0
Supplies	\$2392.5
Contractual	\$162291
Construction	\$0
Other	\$0
Indirect Charges	\$0
Non-Federal Resources	Amount
Applicant	\$0
State	\$0
Other	\$0
Income	Amount
Program Income	\$0

How are you requesting to use this Program Income? [\$budget.programIncomeType]

Direct Charges Explanation: Please see budget narrative for explanation

Indirect Charges explanation: N/A

Forecasted Cash Needs (Optional)

	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
Federal	\$	\$	\$	\$
Non-Federal	\$	\$	\$	\$

Future Funding Periods (Years) (Optional)

First	Second	Third	Fourth
\$	\$	\$	\$

Remarks:

SF-424C

Budget Information for Construction Programs

Assurances for Non-Construction Programs

Form not applicable? false

Signatory Authority Name: Usha Sutliff

Signed Date: Tue Sep 06 00:00:00 EDT 2016

Signatory Authority Title: Program Manager

Certification Regarding Lobbying

Form not applicable? false

Signatory Authority Name: Usha Sutliff

Signed Date: Tue Sep 06 00:00:00 EDT 2016

Signatory Authority Title: Program Manager

Disclosure of Lobbying Activities

Form not applicable? false

Signatory Authority Name: Usha Sutliff

Signed Date: Tue Sep 06 00:00:00 EDT 2016

Signatory Authority Title: Program Manager

CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Statement for Loan Guarantees and Loan Insurance

The undersigned states, to the best of his or her knowledge and belief, that:

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

* APPLICANT'S ORGANIZATION

National Consortium for Advanced Policing

* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE

Prefix: * First Name: Middle Name:
* Last Name: Suffix:
* Title:

* SIGNATURE:

* DATE:

Application for Federal Assistance SF-424

* 1. Type of Submission:

- ☐ Preapplication
☒ Application
☐ Changed/Corrected Application

* 2. Type of Application:

- ☒ New
☐ Continuation
☐ Revision

* If Revision, select appropriate letter(s):

* Other (Specify):

* 3. Date Received:

09/01/2016

4. Applicant Identifier:

5a. Federal Entity Identifier:

5b. Federal Award Identifier:

State Use Only:

6. Date Received by State:

7. State Application Identifier:

8. APPLICANT INFORMATION:

* a. Legal Name:

National Consortium for Advanced Policing

* b. Employer/Taxpayer Identification Number (EIN/TIN):

(b) (6)

* c. Organizational DUNS:

8317989420000

d. Address:

* Street1:

10537 Wilshire Blvd.

Street2:

* City:

Los Angeles

County/Parish:

* State:

CA: California

Province:

* Country:

USA: UNITED STATES

* Zip / Postal Code:

90025-9892

e. Organizational Unit:

Department Name:

Division Name:

f. Name and contact information of person to be contacted on matters involving this application:

Prefix:

* First Name:

Usha

Middle Name:

* Last Name:

Sutliff

Suffix:

Title:

Program Manager

Organizational Affiliation:

* Telephone Number:

(b) (6)

Fax Number:

* Email:

(b) (6)

Application for Federal Assistance SF-424

* 9. Type of Applicant 1: Select Applicant Type:

M: Nonprofit with 501C3 IRS Status (Other than Institution of Higher Education)

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

* 10. Name of Federal Agency:

Department of Homeland Security - FEMA

11. Catalog of Federal Domestic Assistance Number:

97.132

CFDA Title:

Financial Assistance for Countering Violent Extremism

* 12. Funding Opportunity Number:

DHS-16-OCP-132-00-01

* Title:

FY 2016 Countering Violent Extremism Grants

13. Competition Identification Number:

Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

Add Attachment

Delete Attachment

View Attachment

* 15. Descriptive Title of Applicant's Project:

Building Community Resiliency Through Police and Community Partnerships

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

Application for Federal Assistance SF-424**16. Congressional Districts Of:*** a. Applicant * b. Program/Project

Attach an additional list of Program/Project Congressional Districts if needed.

17. Proposed Project:* a. Start Date: * b. End Date: **18. Estimated Funding (\$):**

* a. Federal	<input type="text" value="200,000.00"/>
* b. Applicant	<input type="text" value="0.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="200,000.00"/>

*** 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- ☐ a. This application was made available to the State under the Executive Order 12372 Process for review on .
- ☐ b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- ☒ c. Program is not covered by E.O. 12372.

*** 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**☐ Yes ☒ No

If "Yes", provide explanation and attach

21. *By signing this application, I certify (1) to the statements contained in the list of certifications and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)**

☒ ** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix: * First Name:

Middle Name:

* Last Name:

Suffix:

* Title: * Telephone Number: Fax Number: * Email: * Signature of Authorized Representative: * Date Signed:

Building Community Resiliency Through Police and Community Partnerships

Focus Area 2: Training and Engagement with Community Members

SUBMITTED BY:



Submitted in Partnership with:



Major Cities Chiefs Association

(including its 66 Major City Police Agency Members)

EXECUTIVE SUMMARY

The National Consortium for Advanced Policing (NCAP), an organization identified by the White House¹ as a developer and provider of Countering Violent Extremism (CVE) training submits this proposal in partnership with the Major Cities Chiefs Association (MCCA). *This proposal offers the opportunity to have a Community Resiliency program with nationwide impact across the 66 largest metro areas in the country, with the official endorsement and adoption of training curriculum by MCCA - an opportunity that no other proposal will be able to offer.* The need for this training is incontrovertible since there are NO existing training offerings for police executives on how to build resiliency with their community to counter violent extremism. Please see Table 1 for a summary of the program elements.

Table 1 – Program Elements

Activities Proposed and Associated Costs
Building Resiliency Through Police and Community Partnerships
1. National Curriculum Development Seminars (multiple online sessions and 1 in-person session with police and community leaders for \$50,000)
2. Four-Part Curriculum (\$75,000): 1) Partnership Building; 2) Radicalization Awareness; and 3) Tools for Supporting Communities; 4) Program Implementation
3. Program Implementation Guide (\$25,000)
4. MCCA Official Endorsement and Adoption of the Training (<i>no cost</i>)
5. In-Person Pilot Training and Community Workshop Session (\$50,000)
Total Proposed Cost for the Federal Government
\$200,000 – <i>A tremendous value considering the collaborative development of the program, the nationwide reach, and the formal endorsement and adoption of the program by all Major City Police Chiefs in the United States that include outreach milestone requirements.</i>
Involved Organizations
<ul style="list-style-type: none">• National Consortium for Advanced Policing• Major Cities Chiefs Association• 66 Major Metro City Police Chiefs• Locally Based Community Organizations
Number of Persons and Organizations Impacted
Total Organizations: <ul style="list-style-type: none">• All 66 Major Metro City Police Departments• Unlimited Number of Community Members and Organizations Connected to each of the 66 Major Metro City Police Departments
Geographic and Online Reach
<ul style="list-style-type: none">• Nationwide Reach (police and communities in at least 66 major metropolitan areas)• Materials to be developed for online dissemination.

¹ Strategic Implementation Plan for Empowering Local Partners to Prevent Violent Extremism in the United States, White House, December 2011, p. 17.

TECHNICAL MERIT

The NCAP Team that includes NCAP and the MCCA, offers DHS the cooperation and support of the police chiefs of the 66 largest metropolitan jurisdictions in the U.S., and four additional compelling components for this application:

1. The Chiefs and their personnel will be available to this project to provide support, to offer their departments as venues for pilot delivery and to help recruit training participants/students without cost to DHS - ***an opportunity for DHS not possible through any other applicant.***
2. MCCA will adopt the promising practices, policies, and training that result from this project to ensure they become a reality among their 66 member police agencies across the United States – ***an opportunity for DHS to foster official actions in all the major cities and standardize practice across the nation.***
3. The Chiefs will commit their personnel to participate in the training with their community leaders and personnel and will commit to achieving delivery milestones. ***No other applicant will be able to offer this direct translation of the project into official nationwide training that results in so many police agencies and communities being served.***
4. NCAP is the only non-profit organization that is mentioned in the *White House Strategic Implementation Plan for Empowering Local Partners to Prevent Violent Extremism in the United States*² as a developer of CVE training. ***The national CVE training curriculum development process that NCAP has been a part of provides the starting point that no other non-profit organization can offer.***

NCAP's involvement in the development of the national CVE approach has exposed us to the needs of all types of agencies nationwide. Realizing that agencies have different approaches, community dynamics, priorities, and levels of resources, we have developed CVE guidance that takes this into account. We have worked for years in all of our training programs to refine an approach that will apply regardless of the recipient. Our process-based approach and the use of front-line SMEs and a collection of case studies representing a variety of scenarios ensure that the training translates to any agency despite their size, particular approach, or community needs.

² Ibid.

MCCA and its member agencies have led the way working towards building community resiliency through police and community partnerships, especially taking steps to ensure that training is free of bias and upholds civil rights and civil liberties. In 2012, MCCA released a policy statement³ to ensure that all CVE training provided to police personnel would be free from bias and would protect privacy, civil rights, and civil liberties in concert with the DHS and FEMA training guidelines⁴ that were released in the same timeframe. The guidelines are also a part of the guidance provided for this grant solicitation.

Training Development and Delivery Approach – Whole of Community Partnership

The following are just a few elements of this project that weave in the whole of community approach into every stage of planning, development, and delivery:

- National Curriculum Development Seminars
 - *Participants:* The online seminars will include all of the 66 Police Chiefs from the MCCA member agencies, and the NCAP Team work with DHS to will identify the best national-level community leaders and CVE experts to participate. *Additionally, each participating Police Chief will be asked to include at least one community leader from their own community.*
 - *Leadership:* The leadership of the curriculum development team will include co-chairs from policing and communities. This proposal also offers the leadership of two well-respected police leaders. Charles H. Ramsey and Darrel Stephens can serve on the law enforcement side to help facilitate the workings of the curriculum development meetings. Both recently served as co-chair and advisor, respectively, on the successful President’s Task Force on 21st Century Policing.⁵

³ Policy on Ensuring Bias Free Training on Countering Violent Extremism for Police Agencies, Major Cities Chiefs Association, May, 2012.

⁴ Federal Emergency Management Agency Grant Programs Directorate (FEMA-GPD) Information Bulletin 373 “Ensuring Training on Counter Terrorism and Countering Violent Extremism is Consistent with USG and DHS Policy” (<https://www.fema.gov/pdf/government/grant/bulletins/info373.pdf>), and DHS Policy “Countering Violent Extremism (CVE) Training - Guidance & Best Practices” (<https://www.dhs.gov/sites/default/files/publications/cve-training-guidance-best-practices-pamphlet.pdf>).

⁵ The President’s Task Force on 21st Century Policing was convened to specifically find ways to better foster trust and partnerships between police and communities. Task Force membership included law enforcement leaders, community leaders, and academicians all coming from different perspectives to chart a path forward. This required coming together on often opposing views, which is something that may be necessary for the Task Force on Building Community Resiliency Through Police and Community

- Curriculum Development
 - *Build on Existing NCAP and DHS Curriculum:* NCAP provides the benefit of already having a draft curriculum that was developed in conjunction with DHS, DHS partners, and the Los Angeles Police Department (LAPD). This will be used as a starting point for further refinement.
 - *Expert Input:* Police and community leaders – those who have the most experience on the front lines and the most incentive to be successful – will have direct input into the final training through participation in the seminars.
- Training Design Elements: The following elements will be incorporated into the training curriculum design and delivery to foster more of a hands-on approach that will ensure lasting results and institutionalization of the learning objectives:
 - Case Studies
 - Real-World Scenarios
 - Practical Exercises
 - Exchanges
 - Community Forums

Measurable Outcomes

The desired outcome for this program is that participants will gain an understanding of: a) what violent extremism is and how it manifests itself in local communities; b) how community policing strategies can be used to develop a safety net of relationships that can lead to early detection and prevention; and c) how each municipality plays a role.

The training evaluation plan will include these major elements that allow for detailed data collection and analysis to ensure performance standards are being achieved: a pilot training, SME Advisory Board, after action reports (AARs), and student evaluation forms.

Proposed Training Activities

The NCAP-MCCA Team proposes the following:

- National Training Curriculum Development Seminars: multiple online sessions and 1 in-person session with police and community leaders

Partnerships. The lessons learned by Mr. Ramsey and Mr. Stephens during their leadership on the President's Task Force on 21st Century Policing put them in a unique position to apply their leadership to this project.

- Four-Part Training Curriculum:
 1. Partnership Building
 2. Radicalization Awareness
 3. Tools for Supporting Communities
 4. Community Resiliency Program Implementation
- Implementation Guide
- MCCA Official Endorsement and Adoption of the Training
- One In-Person Pilot Training and Community Workshop Session

In-Person Seminar: One in-person session will be convened over two days to allow for more concentrated time to address the needs and issues, discuss them each in-depth, and develop solutions that will become the basis of the Four-Part Curriculum. The in-person session will be conducted after significant progress has been made in the webinar sessions. The timing and location of the in-person seminar will coincide with an existing planned gathering of the MCCA member agencies to reduce travel and meeting expenses.

Implementation Guide: Building Resiliency Through Police and Community Partnerships Training

NCAP will also develop an Implementation Guide to be published by DHS for law enforcement agencies to integrate the CVE community policing strategies into their existing framework. It will be organized as a step-by-step approach to understanding and implementing a police and community partnership effort that is tailored to the needs of the community. The Implementation Guide will ensure lasting nationwide change within police agencies, even to those agencies where individual in-person training engagements cannot be realized. The Implementation Guide will be developed in conjunction with the curriculum and will serve as the basis for the official adoption of the guidance by the MCCA.

MCCA Official Endorsement and Adoption of the Training

The training and Implementation Guide will be formally endorsed and adopted by the MCCA and, by direction of the Chiefs, will be required training program for all 66 member agencies. MCCA will ensure the reach and *adoption of the CVE strategies by the police departments of the 66 member cities and counties*. The curriculum can also be marketed on the DHS HSIN CVE-AS Portal, which has a national viewership; NCAP is already a member of that community of interest.

NEEDS ANALYSIS (5 pages maximum)

NCAP has been a leader on the CVE issue from the beginning of the government's national effort and our detailed research and documentation of CVE training guidelines and case studies has informed this analysis of the need for the proposed training. One of the key lessons NCAP has learned working on the CVE training issue on a national level is that there are several gaps in existing knowledge that can potentially be filled by this training program; there is no existing training that already fulfills the need. The gaps are:

Gap 1 - While Federal initiatives have brought practitioners together in pilot trainings and through the CVE-AS Portal, *there is no concise "how to"* that captures the considerations involved in this process and the experiences of community engagement practitioners. NCAP proposes blending state and local case studies into a model that takes community outreach practitioners through the specific decision-making process required to develop, implement, sustain, and evaluate an engagement strategy. That said, excellent examples of work capturing these principles, best practices and case studies can be found in documents such as *The Challenge and Promise of Using Community Policing Strategies to Prevent Violent Extremism*,⁶ *Building Communities of Trust: A Guidance for Community Leaders*⁷ and *IACP Committee on Terrorism, Countering Violent Extremism Working Group: Community Outreach and Engagement Principles*⁸. NCAP's curriculum and implementation guide would build on and add to these efforts through interviews with practitioners and the meetings of the national curriculum development team.

Gap 2 - Many of the community outreach "success" stories used in current CVE training are anecdotal in nature and it is often unclear whether the positive outcome was due to law enforcement outreach efforts or other factors. The NCAP-MCCA team will identify established outreach programs and capture the ingredients for success. Those will form the foundation of the blended case study and process-based model of the training.

Gap 3 - Successful community engagement strategies take time and experience to refine and, when done well, build upon the lessons learned by those who came before. One gap is that there is no formalized national network of CVE practitioners who can meet regularly on a conference

⁶ Triangle Center on Terrorism and Homeland Security, Stanford School of Public Policy, Duke University. January 2016.

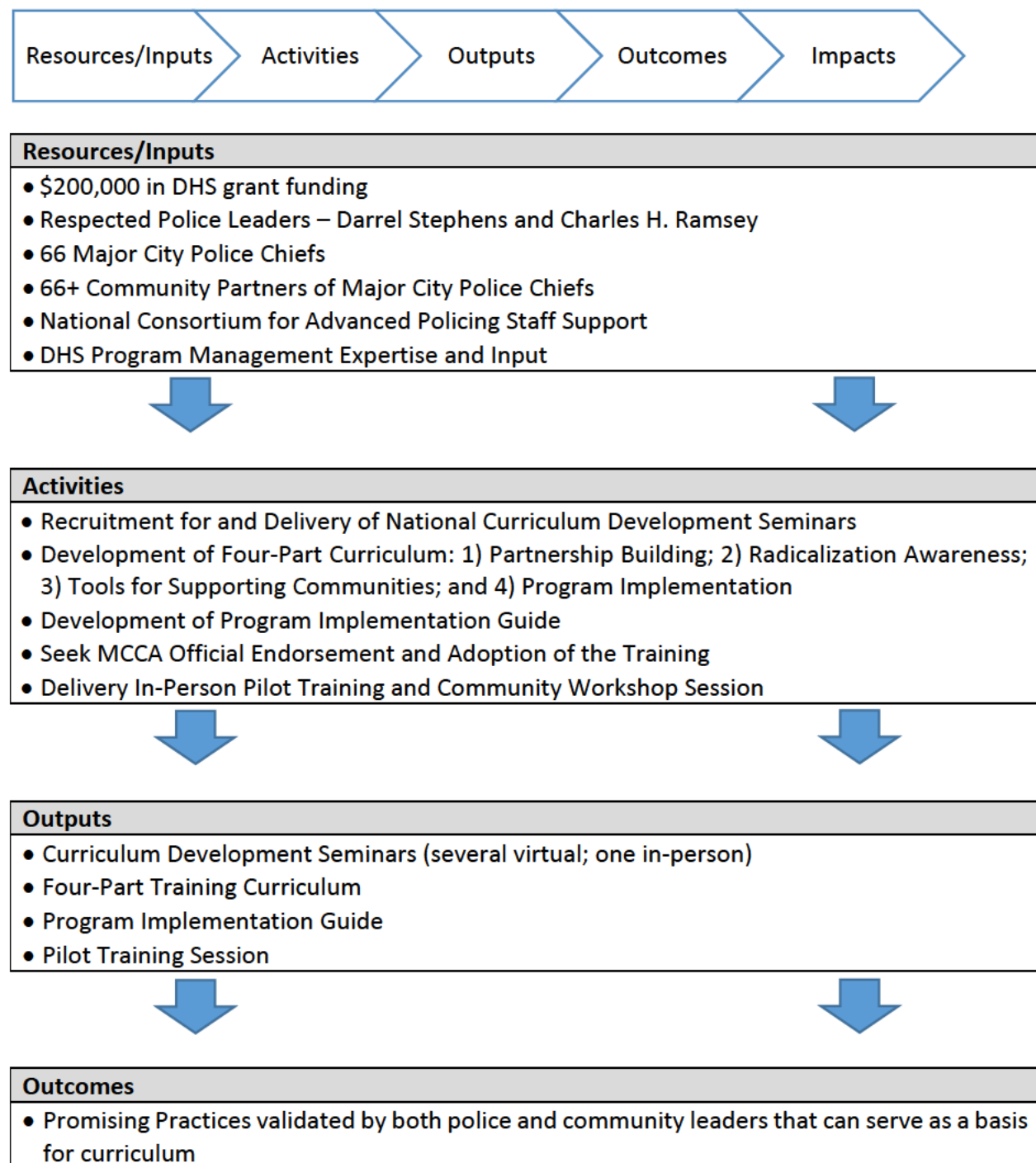
⁷ Bureau for Justice Assistance, Department of Homeland Security and International Association of Chiefs of Police.

⁸ Published in 2012.

call and share information about strategies, discuss new developments in their respective jurisdictions and connect about trends that may cross jurisdictions. NCAP proposes developing and formalizing that network as part of this proposed program.

Logic Model

Table 2: Logic Model



- A national curriculum that is approved, endorsed, and implemented in 66 major metro areas through the U.S.



Impacts

- A nationwide approach to building resiliency through police and community partnerships
- An approach that is confirmed by both police and community leaders
- Training that is accepted by communities since it was developed by their own community leaders
- Communities and police that better understand each other
- Communities and police that are in a better place to
- A clear path forward for police and communities to work together without needing additional outside assistance
- Standardized approach nationwide that allows for customization to fit the needs of each community.

In 2010, NCAP was asked to join the DHS CVE Curriculum Working Group of community policing and co-author two documents for DHS with the Los Angeles Police Department. The first document, *“Countering Violent Extremism: Potential Curriculum Components,”* was submitted to DHS in September 2010 and identified 12 topics areas that the NCAP and LAPD authors considered an essential part of any future CVE curriculum for State and local law enforcement. These included: the history of violent extremism in the United States; the ways community policing could be tailored to address violent extremism; the need for sociocultural awareness by police community engagement practitioners; the importance of the protection of civil rights and civil liberties; and how to create a CVE plan. The second document, *“Community Policing and CVE: Draft of Curriculum Components,”* recommended specific approaches to teaching community policing-based CVE strategies to a State, local and tribal law enforcement audience. The curriculum components included: case study recommendations; questions that should be asked and answered during the course; community policing models that are applicable to CVE programs; and detailed suggestions for how to design CVE strategies. This document was submitted to DHS on December 6, 2010; a second version, revised in cooperation with DHS, was submitted in the fall of 2011. Once the concept was developed, DHS brought a select group of CVE subject matter experts from state and local law enforcement agencies together from February 8 – 10, 2011, at the Federal Law Enforcement Training Center (FLETC) in Glynco, Georgia. NCAP attended this session and provided DHS with feedback about FLETC’s CVE training.

That feedback was incorporated in an after-action report by DHS. NCAP also attended the DHS National Countering Violent Extremism Workshop for fusion center personnel in Columbus, Ohio in August 2011 and provided detailed notes that were included in the DHS after-action report. NCAP also delivered the initial CVE Law Enforcement Pilot in San Diego and produced an Evaluation Report of the January 2012 CVE Pilot Training in San Diego for the DHS Secretary's Office and the White House that confirmed the direction of this proposed training. The report included an analysis of the detailed student evaluations which demonstrated almost unanimous support for the use of case studies, the need for both Instructor-Led and Web-Based Training, the need for cultural demystification training, the need for training that is meaningful for all ranks, and the need for training with a State and local emphasis⁹.

⁹ NCAP's work on CVE and its identification as a training partner has been publicly acknowledged by both the White House, in the SIP, and by former DHS Secretary Janet Napolitano. From her opening remarks at the International Association of Chiefs of Police conference in San Diego, CA: "I want to specifically thank ... the Major Cities Chiefs and the National Consortium for Advanced Policing ... " From Remarks for DHS Secretary Janet Napolitano, IACP Annual Conference, September 29, 2012 – San Diego, CA.

Existing Training Curricula	Focus	Gap
International Association of Chiefs of Police		
Role of Community Policing in Homeland Security and Preventing Radicalization to Violence (CVE) Project	While not training curriculum, the organization does provide some resources on using community policing.	No training. There is no structure or examples that agencies can follow to implement their own effort and conduct training that advances real measurable impact.
CVE and Active Shooter Portal – HSIN	While not training curriculum, the site does include some relevant resources.	No training. There are sections of the site that are supposed to include training, but they do not. Additionally, the resources are now quite dated and it is not a site that is actively used by police agencies or communities.
Federal Law Enforcement Training Center (FLETC)		
In-person trainings on counterterrorism	Upcoming trainings focus on response to active shooter and terrorism events.	This training is designed for a federal law enforcement audience. It does not serve local police and/or their communities or do anything to bring them together to build resiliency.
National Consortium for the Study of Terrorism and Response to Terrorism (START)		
Executive Program in Counterterrorism	Training provides public sector professionals and executives with skills through immersion in key issues and best practices.	Training is catered for executives but does not target law enforcement
The Office of Community Oriented Policing Services		
Online training module that is targeted to nonsupervisory line officers.	Training informs law enforcement about best practices for building trust for line officers and community oriented policing specialists and communities	This training is not CVE-specific.
Federal Emergency Management Agency (FEMA)		
In-person trainings provided by the Center for Domestic Preparedness under FEMA	These trainings work to identify gaps and provide training for law enforcement to respond to violent extremist attacks.	Trainings are designed for front-line law enforcement. It does not serve executive- level decision makers in law enforcement.
Bureau of Justice Assistance (BJA)		
Online and in-person trainings through the State and Local Anti-Terrorism Training (SLATT) Program	Training delivers specialized terrorism orientation, interdiction, investigation, and prevention training to state, local, and tribal law enforcement executives, command personnel, patrol officers, intelligence officers, investigators, analytical personnel, and prosecutors.	Trainings are catered to law enforcement executive personnel but only focus on investigations.

EXPERTISE

NCAP, which has worked in the CVE realm since 2010, was cited by the White House *Strategic Implementation Plan for Empowering Local Partners to Prevent Violent Extremism in the United States (SIP)* as the developer and provider of training to state and local law enforcement for countering violent extremism through community outreach.¹⁰ The MCCA is a professional association of chiefs and sheriffs representing the largest cities in the U.S., Canada and the UK. The MCCA regularly addresses instances of violent extremism and radicalization during association meetings and the meetings of the Intelligence Commanders Working Group, and in conjunction with member agencies. This grant goes to the heart of why the organization was first created in 1949: “ ... To create a forum for executives to share ideas, experiences and strategies for addressing the challenges of policing large urban communities.”¹¹

Here are some of the experts who would work on this program:

Darrel Stephens is the Executive Director of the MCCA and also is a member of the faculty of the Public Safety Leadership Program in the School of Education at Johns Hopkins University. He is an accomplished police executive with over 40 years of experience, with 22 years of experience in a police executive capacity, including almost nine years as the Chief of Police of the 2,100-member Charlotte-Mecklenburg Police Department (CMPD). In addition, he served as the Executive Director of the Police Executive Research Forum (PERF) from 1986 until 1992.

Charles H. Ramsey is the former Commissioner of Philadelphia and Washington, DC. who recently co-chaired the President’s 21st Century Task Force on Policing, a ground breaking effort that brought police and community leaders together.

Tara Richardson has supported a number of DHS programs, including the White House and DHS efforts to counter violent extremism and the Policing Convergent Threats in the 21st Century training program, which was funded by FEMA.

Usha Sutliff has also supported a number of DHS programs, co-authored the two curriculum-focused documents with the LAPD as part of the DHS CVE Curriculum Working Group and managed the FEMA-funded. Policing Convergent Threats in the 21st Century program.

¹⁰ White House, *Strategic Implementation Plan for Empowering Local Partners to Prevent Violent Extremism in the United States*, December 2011, page 17.

¹¹ <https://www.majorcitieschiefs.com/>

BUDGET DETAIL AND NARRATIVE

Budget Category	Federal Request	Non-Federal Amounts	Total
A. Personnel	N/A	N/A	0
B. Fringe Benefits	N/A	N/A	0
C. Travel	\$35,316.50	N/A	\$35,316.50
D. Equipment	N/A	N/A	0
E. Supplies	\$2,392.50	N/A	\$2,392.50
F. Construction	N/A	N/A	0
G. Consultants/ Contracts	\$162,291	N/A	\$162,291
H. Other	N/A	N/A	0
Total Direct Costs	\$200,000	N/A	\$200,000
I. Indirect Costs	N/A	N/A	
TOTAL PROJECT COSTS	\$200,000	0	\$200,000

The total budget for this two-year project is **\$200,000**. Development costs are estimated at \$150,000, or 75 percent of the total budget. Delivery costs are estimated at \$50,000, or 25 percent of the total budget. The pilot program will train an estimated 35 law enforcement executives. However, the promise of adoption and implementation by the major cities' chiefs will reach all 66 cities. That means that the program will have the potential to train at least 2,310 law enforcement officers with a delivery cost per student of \$86.58.

Here is the breakdown in terms of activities:

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- In-Person Pilot Training and Community Workshop Session (\$50,000)

Here is a breakdown of the budget line items:

A) Personnel - Not Applicable

B) Fringe Benefits – Not Applicable

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Development Travel - \$23,032.50

Curriculum Development Travel - \$23,032.50

Airfare per person = \$625 Per diem per person = \$177.50 (\$71 x2.5 days)

Baggage fee per person = \$50 Taxi per person = \$150

Airport parking per person = \$50 Mileage per person = \$35

Lodging/Hotel for 2 nights per person = \$448 (\$224/night)

Total per trip = \$1535.5

Estimated 15 attendees at curriculum development seminar = \$23,032.50

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5 core instructors (rest from the local agency), 2 SMEs/evaluators, 1 support staff = \$12,284

D) Equipment - Not Applicable

E) Supplies - \$2,392.50

Y1 office supplies (printing paper, pens, etc.) = \$130 (put in development category)

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G) Contracts/Consultants TOTAL - \$162,291

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MCCA to manage recruitment and travel for any MCCA members who participate in the seminar or are selected as instructors for the final program. MCCA also to help coordinate and participate in curriculum development webinars. This figure is divided evenly between Y1 and Y2 of the program (\$17,354.50/year).

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H) Other – Not applicable

I) Indirect Costs – Not applicable

INDIRECT COST RATE AGREEMENT - Not Applicable

Building Community Resiliency Through Police and Community Partnerships

Focus Area 2: Training and Engagement with Community Members

SUBMITTED BY:



Submitted in Partnership with:



Major Cities Chiefs Association

(including its 66 Major City Police Agency Members)

EXECUTIVE SUMMARY

The National Consortium for Advanced Policing (NCAP), an organization identified by the White House¹ as a developer and provider of Countering Violent Extremism (CVE) training submits this proposal in partnership with the Major Cities Chiefs Association (MCCA). *This proposal offers the opportunity to have a Community Resiliency program with nationwide impact across the 66 largest metro areas in the country, with the official endorsement and adoption of training curriculum by MCCA - an opportunity that no other proposal will be able to offer.* The need for this training is incontrovertible since there are NO existing training offerings for police executives on how to build resiliency with their community to counter violent extremism. Please see Table 1 for a summary of the program elements.

Table 1 – Program Elements

Activities Proposed and Associated Costs
Building Resiliency Through Police and Community Partnerships
1. National Curriculum Development Seminars (multiple online sessions and 1 in-person session with police and community leaders for \$50,000)
2. Four-Part Curriculum (\$75,000): 1) Partnership Building; 2) Radicalization Awareness; and 3) Tools for Supporting Communities; 4) Program Implementation
3. Program Implementation Guide (\$25,000)
4. MCCA Official Endorsement and Adoption of the Training (<i>no cost</i>)
5. In-Person Pilot Training and Community Workshop Session (\$50,000)
Total Proposed Cost for the Federal Government
\$200,000 – <i>A tremendous value considering the collaborative development of the program, the nationwide reach, and the formal endorsement and adoption of the program by all Major City Police Chiefs in the United States that include outreach milestone requirements.</i>
Involved Organizations
<ul style="list-style-type: none">• National Consortium for Advanced Policing• Major Cities Chiefs Association• 66 Major Metro City Police Chiefs• Locally Based Community Organizations
Number of Persons and Organizations Impacted
Total Organizations: <ul style="list-style-type: none">• All 66 Major Metro City Police Departments• Unlimited Number of Community Members and Organizations Connected to each of the 66 Major Metro City Police Departments
Geographic and Online Reach
<ul style="list-style-type: none">• Nationwide Reach (police and communities in at least 66 major metropolitan areas)• Materials to be developed for online dissemination.

¹ Strategic Implementation Plan for Empowering Local Partners to Prevent Violent Extremism in the United States, White House, December 2011, p. 17.

TECHNICAL MERIT

The NCAP Team that includes NCAP and the MCCA, offers DHS the cooperation and support of the police chiefs of the 66 largest metropolitan jurisdictions in the U.S., and four additional compelling components for this application:

1. The Chiefs and their personnel will be available to this project to provide support, to offer their departments as venues for pilot delivery and to help recruit training participants/students without cost to DHS - ***an opportunity for DHS not possible through any other applicant.***
2. MCCA will adopt the promising practices, policies, and training that result from this project to ensure they become a reality among their 66 member police agencies across the United States – ***an opportunity for DHS to foster official actions in all the major cities and standardize practice across the nation.***
3. The Chiefs will commit their personnel to participate in the training with their community leaders and personnel and will commit to achieving delivery milestones. ***No other applicant will be able to offer this direct translation of the project into official nationwide training that results in so many police agencies and communities being served.***
4. NCAP is the only non-profit organization that is mentioned in the *White House Strategic Implementation Plan for Empowering Local Partners to Prevent Violent Extremism in the United States*² as a developer of CVE training. ***The national CVE training curriculum development process that NCAP has been a part of provides the starting point that no other non-profit organization can offer.***

NCAP's involvement in the development of the national CVE approach has exposed us to the needs of all types of agencies nationwide. Realizing that agencies have different approaches, community dynamics, priorities, and levels of resources, we have developed CVE guidance that takes this into account. We have worked for years in all of our training programs to refine an approach that will apply regardless of the recipient. Our process-based approach and the use of front-line SMEs and a collection of case studies representing a variety of scenarios ensure that the training translates to any agency despite their size, particular approach, or community needs.

² Ibid.

MCCA and its member agencies have led the way working towards building community resiliency through police and community partnerships, especially taking steps to ensure that training is free of bias and upholds civil rights and civil liberties. In 2012, MCCA released a policy statement³ to ensure that all CVE training provided to police personnel would be free from bias and would protect privacy, civil rights, and civil liberties in concert with the DHS and FEMA training guidelines⁴ that were released in the same timeframe. The guidelines are also a part of the guidance provided for this grant solicitation.

Training Development and Delivery Approach – Whole of Community Partnership

The following are just a few elements of this project that weave in the whole of community approach into every stage of planning, development, and delivery:

- National Curriculum Development Seminars
 - *Participants:* The online seminars will include all of the 66 Police Chiefs from the MCCA member agencies, and the NCAP Team work with DHS to will identify the best national-level community leaders and CVE experts to participate. *Additionally, each participating Police Chief will be asked to include at least one community leader from their own community.*
 - *Leadership:* The leadership of the curriculum development team will include co-chairs from policing and communities. This proposal also offers the leadership of two well-respected police leaders. Charles H. Ramsey and Darrel Stephens can serve on the law enforcement side to help facilitate the workings of the curriculum development meetings. Both recently served as co-chair and advisor, respectively, on the successful President’s Task Force on 21st Century Policing.⁵

³ Policy on Ensuring Bias Free Training on Countering Violent Extremism for Police Agencies, Major Cities Chiefs Association, May, 2012.

⁴ Federal Emergency Management Agency Grant Programs Directorate (FEMA-GPD) Information Bulletin 373 “Ensuring Training on Counter Terrorism and Countering Violent Extremism is Consistent with USG and DHS Policy” (<https://www.fema.gov/pdf/government/grant/bulletins/info373.pdf>), and DHS Policy “Countering Violent Extremism (CVE) Training - Guidance & Best Practices” (<https://www.dhs.gov/sites/default/files/publications/cve-training-guidance-best-practices-pamphlet.pdf>).

⁵ The President’s Task Force on 21st Century Policing was convened to specifically find ways to better foster trust and partnerships between police and communities. Task Force membership included law enforcement leaders, community leaders, and academicians all coming from different perspectives to chart a path forward. This required coming together on often opposing views, which is something that may be necessary for the Task Force on Building Community Resiliency Through Police and Community

- Curriculum Development
 - *Build on Existing NCAP and DHS Curriculum:* NCAP provides the benefit of already having a draft curriculum that was developed in conjunction with DHS, DHS partners, and the Los Angeles Police Department (LAPD). This will be used as a starting point for further refinement.
 - *Expert Input:* Police and community leaders – those who have the most experience on the front lines and the most incentive to be successful – will have direct input into the final training through participation in the seminars.
- Training Design Elements: The following elements will be incorporated into the training curriculum design and delivery to foster more of a hands-on approach that will ensure lasting results and institutionalization of the learning objectives:
 - Case Studies
 - Real-World Scenarios
 - Practical Exercises
 - Exchanges
 - Community Forums

Measurable Outcomes

The desired outcome for this program is that participants will gain an understanding of: a) what violent extremism is and how it manifests itself in local communities; b) how community policing strategies can be used to develop a safety net of relationships that can lead to early detection and prevention; and c) how each municipality plays a role.

The training evaluation plan will include these major elements that allow for detailed data collection and analysis to ensure performance standards are being achieved: a pilot training, SME Advisory Board, after action reports (AARs), and student evaluation forms.

Proposed Training Activities

The NCAP-MCCA Team proposes the following:

- National Training Curriculum Development Seminars: multiple online sessions and 1 in-person session with police and community leaders

Partnerships. The lessons learned by Mr. Ramsey and Mr. Stephens during their leadership on the President's Task Force on 21st Century Policing put them in a unique position to apply their leadership to this project.

- Four-Part Training Curriculum:
 1. Partnership Building
 2. Radicalization Awareness
 3. Tools for Supporting Communities
 4. Community Resiliency Program Implementation
- Implementation Guide
- MCCA Official Endorsement and Adoption of the Training
- One In-Person Pilot Training and Community Workshop Session

In-Person Seminar: One in-person session will be convened over two days to allow for more concentrated time to address the needs and issues, discuss them each in-depth, and develop solutions that will become the basis of the Four-Part Curriculum. The in-person session will be conducted after significant progress has been made in the webinar sessions. The timing and location of the in-person seminar will coincide with an existing planned gathering of the MCCA member agencies to reduce travel and meeting expenses.

Implementation Guide: Building Resiliency Through Police and Community Partnerships Training

NCAP will also develop an Implementation Guide to be published by DHS for law enforcement agencies to integrate the CVE community policing strategies into their existing framework. It will be organized as a step-by-step approach to understanding and implementing a police and community partnership effort that is tailored to the needs of the community. The Implementation Guide will ensure lasting nationwide change within police agencies, even to those agencies where individual in-person training engagements cannot be realized. The Implementation Guide will be developed in conjunction with the curriculum and will serve as the basis for the official adoption of the guidance by the MCCA.

MCCA Official Endorsement and Adoption of the Training

The training and Implementation Guide will be formally endorsed and adopted by the MCCA and, by direction of the Chiefs, will be required training program for all 66 member agencies. MCCA will ensure the reach and *adoption of the CVE strategies by the police departments of the 66 member cities and counties*. The curriculum can also be marketed on the DHS HSIN CVE-AS Portal, which has a national viewership; NCAP is already a member of that community of interest.

NEEDS ANALYSIS (5 pages maximum)

NCAP has been a leader on the CVE issue from the beginning of the government's national effort and our detailed research and documentation of CVE training guidelines and case studies has informed this analysis of the need for the proposed training. One of the key lessons NCAP has learned working on the CVE training issue on a national level is that there are several gaps in existing knowledge that can potentially be filled by this training program; there is no existing training that already fulfills the need. The gaps are:

Gap 1 - While Federal initiatives have brought practitioners together in pilot trainings and through the CVE-AS Portal, *there is no concise "how to"* that captures the considerations involved in this process and the experiences of community engagement practitioners. NCAP proposes blending state and local case studies into a model that takes community outreach practitioners through the specific decision-making process required to develop, implement, sustain, and evaluate an engagement strategy. That said, excellent examples of work capturing these principles, best practices and case studies can be found in documents such as *The Challenge and Promise of Using Community Policing Strategies to Prevent Violent Extremism*,⁶ *Building Communities of Trust: A Guidance for Community Leaders*⁷ and *IACP Committee on Terrorism, Countering Violent Extremism Working Group: Community Outreach and Engagement Principles*⁸. NCAP's curriculum and implementation guide would build on and add to these efforts through interviews with practitioners and the meetings of the national curriculum development team.

Gap 2 - Many of the community outreach "success" stories used in current CVE training are anecdotal in nature and it is often unclear whether the positive outcome was due to law enforcement outreach efforts or other factors. The NCAP-MCCA team will identify established outreach programs and capture the ingredients for success. Those will form the foundation of the blended case study and process-based model of the training.

Gap 3 - Successful community engagement strategies take time and experience to refine and, when done well, build upon the lessons learned by those who came before. One gap is that there is no formalized national network of CVE practitioners who can meet regularly on a conference

⁶ Triangle Center on Terrorism and Homeland Security, Stanford School of Public Policy, Duke University. January 2016.

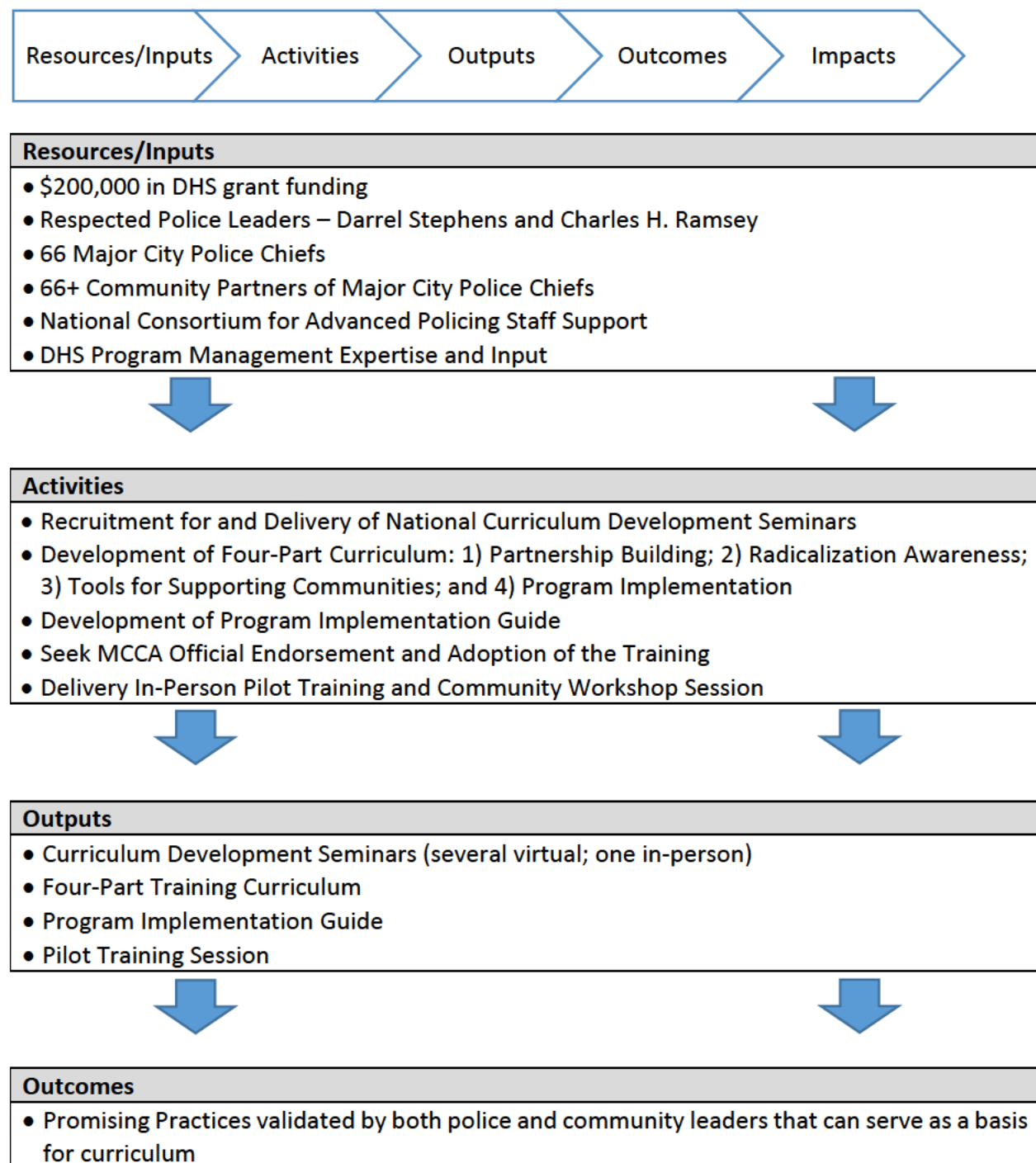
⁷ Bureau for Justice Assistance, Department of Homeland Security and International Association of Chiefs of Police.

⁸ Published in 2012.

call and share information about strategies, discuss new developments in their respective jurisdictions and connect about trends that may cross jurisdictions. NCAP proposes developing and formalizing that network as part of this proposed program.

Logic Model

Table 2: Logic Model



- A national curriculum that is approved, endorsed, and implemented in 66 major metro areas through the U.S.



Impacts

- A nationwide approach to building resiliency through police and community partnerships
- An approach that is confirmed by both police and community leaders
- Training that is accepted by communities since it was developed by their own community leaders
- Communities and police that better understand each other
- Communities and police that are in a better place to
- A clear path forward for police and communities to work together without needing additional outside assistance
- Standardized approach nationwide that allows for customization to fit the needs of each community.

In 2010, NCAP was asked to join the DHS CVE Curriculum Working Group of community policing and co-author two documents for DHS with the Los Angeles Police Department. The first document, *“Countering Violent Extremism: Potential Curriculum Components,”* was submitted to DHS in September 2010 and identified 12 topics areas that the NCAP and LAPD authors considered an essential part of any future CVE curriculum for State and local law enforcement. These included: the history of violent extremism in the United States; the ways community policing could be tailored to address violent extremism; the need for sociocultural awareness by police community engagement practitioners; the importance of the protection of civil rights and civil liberties; and how to create a CVE plan. The second document, *“Community Policing and CVE: Draft of Curriculum Components,”* recommended specific approaches to teaching community policing-based CVE strategies to a State, local and tribal law enforcement audience. The curriculum components included: case study recommendations; questions that should be asked and answered during the course; community policing models that are applicable to CVE programs; and detailed suggestions for how to design CVE strategies. This document was submitted to DHS on December 6, 2010; a second version, revised in cooperation with DHS, was submitted in the fall of 2011. Once the concept was developed, DHS brought a select group of CVE subject matter experts from state and local law enforcement agencies together from February 8 – 10, 2011, at the Federal Law Enforcement Training Center (FLETC) in Glynco, Georgia. NCAP attended this session and provided DHS with feedback about FLETC’s CVE training.

That feedback was incorporated in an after-action report by DHS. NCAP also attended the DHS National Countering Violent Extremism Workshop for fusion center personnel in Columbus, Ohio in August 2011 and provided detailed notes that were included in the DHS after-action report. NCAP also delivered the initial CVE Law Enforcement Pilot in San Diego and produced an Evaluation Report of the January 2012 CVE Pilot Training in San Diego for the DHS Secretary's Office and the White House that confirmed the direction of this proposed training. The report included an analysis of the detailed student evaluations which demonstrated almost unanimous support for the use of case studies, the need for both Instructor-Led and Web-Based Training, the need for cultural demystification training, the need for training that is meaningful for all ranks, and the need for training with a State and local emphasis⁹.

⁹ NCAP's work on CVE and its identification as a training partner has been publicly acknowledged by both the White House, in the SIP, and by former DHS Secretary Janet Napolitano. From her opening remarks at the International Association of Chiefs of Police conference in San Diego, CA: "I want to specifically thank ... the Major Cities Chiefs and the National Consortium for Advanced Policing ... " From Remarks for DHS Secretary Janet Napolitano, IACP Annual Conference, September 29, 2012 – San Diego, CA.

Existing Training Curricula	Focus	Gap
International Association of Chiefs of Police		
Role of Community Policing in Homeland Security and Preventing Radicalization to Violence (CVE) Project	While not training curriculum, the organization does provide some resources on using community policing.	No training. There is no structure or examples that agencies can follow to implement their own effort and conduct training that advances real measurable impact.
CVE and Active Shooter Portal – HSIN	While not training curriculum, the site does include some relevant resources.	No training. There are sections of the site that are supposed to include training, but they do not. Additionally, the resources are now quite dated and it is not a site that is actively used by police agencies or communities.
Federal Law Enforcement Training Center (FLETC)		
In-person trainings on counterterrorism	Upcoming trainings focus on response to active shooter and terrorism events.	This training is designed for a federal law enforcement audience. It does not serve local police and/or their communities or do anything to bring them together to build resiliency.
National Consortium for the Study of Terrorism and Response to Terrorism (START)		
Executive Program in Counterterrorism	Training provides public sector professionals and executives with skills through immersion in key issues and best practices.	Training is catered for executives but does not target law enforcement
The Office of Community Oriented Policing Services		
Online training module that is targeted to nonsupervisory line officers.	Training informs law enforcement about best practices for building trust for line officers and community oriented policing specialists and communities	This training is not CVE-specific.
Federal Emergency Management Agency (FEMA)		
In-person trainings provided by the Center for Domestic Preparedness under FEMA	These trainings work to identify gaps and provide training for law enforcement to respond to violent extremist attacks.	Trainings are designed for front-line law enforcement. It does not serve executive- level decision makers in law enforcement.
Bureau of Justice Assistance (BJA)		
Online and in-person trainings through the State and Local Anti-Terrorism Training (SLATT) Program	Training delivers specialized terrorism orientation, interdiction, investigation, and prevention training to state, local, and tribal law enforcement executives, command personnel, patrol officers, intelligence officers, investigators, analytical personnel, and prosecutors.	Trainings are catered to law enforcement executive personnel but only focus on investigations.

EXPERTISE

NCAP, which has worked in the CVE realm since 2010, was cited by the White House *Strategic Implementation Plan for Empowering Local Partners to Prevent Violent Extremism in the United States (SIP)* as the developer and provider of training to state and local law enforcement for countering violent extremism through community outreach.¹⁰ The MCCA is a professional association of chiefs and sheriffs representing the largest cities in the U.S., Canada and the UK. The MCCA regularly addresses instances of violent extremism and radicalization during association meetings and the meetings of the Intelligence Commanders Working Group, and in conjunction with member agencies. This grant goes to the heart of why the organization was first created in 1949: “ ... To create a forum for executives to share ideas, experiences and strategies for addressing the challenges of policing large urban communities.”¹¹

Here are some of the experts who would work on this program:

Darrel Stephens is the Executive Director of the MCCA and also is a member of the faculty of the Public Safety Leadership Program in the School of Education at Johns Hopkins University. He is an accomplished police executive with over 40 years of experience, with 22 years of experience in a police executive capacity, including almost nine years as the Chief of Police of the 2,100-member Charlotte-Mecklenburg Police Department (CMPD). In addition, he served as the Executive Director of the Police Executive Research Forum (PERF) from 1986 until 1992.

Charles H. Ramsey is the former Commissioner of Philadelphia and Washington, DC. who recently co-chaired the President’s 21st Century Task Force on Policing, a ground breaking effort that brought police and community leaders together.

Tara Richardson has supported a number of DHS programs, including the White House and DHS efforts to counter violent extremism and the Policing Convergent Threats in the 21st Century training program, which was funded by FEMA.

Usha Sutliff has also supported a number of DHS programs, co-authored the two curriculum-focused documents with the LAPD as part of the DHS CVE Curriculum Working Group and managed the FEMA-funded. Policing Convergent Threats in the 21st Century program.

¹⁰ White House, *Strategic Implementation Plan for Empowering Local Partners to Prevent Violent Extremism in the United States*, December 2011, page 17.

¹¹ <https://www.majorcitieschiefs.com/>

BUDGET DETAIL AND NARRATIVE

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