

# EMW-2016-CA-APP-00294

## Application Information

**Application Number:** EMW-2016-CA-APP-00294

**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:** City of Los Angeles-Mayor's Office of Public Safety

**Organization ID:** 17976

**Type:** City or township governments

**Division:** Mayor's Office

**Department:** Public Safety

**EIN:** (b) (6)

**EIN Shared With Organizations:**

**DUNS:** 611501243

**DUNS 4:** 0000

**Congressional District:** Congressional District 34, CA

## Physical Address

**Address Line 1:** 200 North Spring St

**Address Line 2:** Suite 303

**City:** Los Angeles

**State:** California

**Province:**

**Zip:** 90012-3239

**Country:** UNITED STATES

## Mailing Address

**Address Line 1:** 200 North Spring St

**Address Line 2:** Suite 303

**City:** Los Angeles

**State:** California

**Province:**

**Zip:** 90012-3239

**Country:** UNITED STATES

## SF-424 Information

### Project Information

**Project Title:** Building Healthy Communities in Los Angeles - Managing Intervention Activities

**Program/Project Congressional Districts:** Congressional District 34, 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.):** City of Los Angeles and the surrounding region

## Estimated Funding

Funding Source	Estimated Funding (\$)
Federal Funding	\$500000
Applicant Funding	\$0
State Funding	\$0
Local Funding	\$0
Other Funding	\$0
Program Income Funding	\$0
<b>Total Funding</b>	<b>\$500000</b>

Is application subject to review by state under the Executive Order 12373 process? Program is not covered by E.O. 12372.

Is applicant delinquent on any federal debt? false

## Contacts

Contact Name	Email	Primary Phone Number	Contact Types
Donna Ota	(b) (6)	(b) (6)	Authorized Official Primary Contact
Thalia Polychronis	(b) (6)	(b) (6)	Signatory Authority Secondary Contact

## 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	\$5000
Equipment	\$0
Supplies	\$0
Contractual	\$495000
Construction	\$0
Other	\$0
Indirect Charges	\$0
<b>Non-Federal Resources</b>	<b>Amount</b>
Applicant	\$0
State	\$0
Other	\$0
<b>Income</b>	<b>Amount</b>
Program Income	\$0

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

Direct Charges Explanation:

Indirect Charges explanation:

## 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: Donna Ota

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

Signatory Authority Title: Executive Officer

## Certification Regarding Lobbying

Form not applicable? false

Signatory Authority Name: Donna Ota

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

Signatory Authority Title: Executive Officer

## Disclosure of Lobbying Activities

Form not applicable? true

Signatory Authority Name: Thalia Polychronis

Signed Date:

Signatory Authority Title:

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## 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

City of Los Angeles-Mayor's Office of Public Safety

#### \* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE

Prefix: Ms. \* First Name: Thalia Middle Name:   
\* Last Name: Polychronis Suffix:   
\* Title: Executive Officer

\* SIGNATURE: Donna Ota

\* DATE: 09/02/2016



**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:**

09/02/2016

**4. Applicant Identifier:****5a. Federal Entity Identifier:**

(b) (6)

**5b. Federal Award Identifier:**

DHS-16-OCP-132-00-01

**State Use Only:****6. Date Received by State:****7. State Application Identifier:****8. APPLICANT INFORMATION:****\* a. Legal Name:**

City of Los Angeles-Mayor's Office of Public Safety

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

95-6000735

**\* c. Organizational DUNS:**

6115012430000

**d. Address:****\* Street1:**

200 North Spring Street

**Street2:**

Room 303

**\* City:**

Los Angeles

**County/Parish:****\* State:**

CA: California

**Province:****\* Country:**

USA: UNITED STATES

**\* Zip / Postal Code:**

90012-3239

**e. Organizational Unit:****Department Name:**

Mayor's Office

**Division Name:**

Public Safety

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

Ms.

**\* First Name:**

Thalia

**Middle Name:****\* Last Name:**

Polychronis

**Suffix:****Title:**

Executive Officer

**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:

C: City or Township Government

### 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 Healthy Communities in Los Angeles - Managing Intervention Activities

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

CA

\* b. Program/Project

34

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

Add Attachment

Delete Attachment

View Attachment

**17. Proposed Project:**

\* a. Start Date:

12/01/2016

\* b. End Date:

11/30/2018

**18. Estimated Funding (\$):**

* a. Federal	500,000.00
* b. Applicant	0.00
* c. State	0.00
* d. Local	0.00
* e. Other	0.00
* f. Program Income	0.00
* g. TOTAL	500,000.00

**\* 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

Add Attachment

Delete Attachment

View Attachment

**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:

Ms.

\* First Name:

Thalia

Middle Name:

\* Last Name:

Polychronis

Suffix:

\* Title:

Executive Officer

\* Telephone Number:

(b) (6)

Fax Number:

\* Email:

(b) (6)

\* Signature of Authorized Representative:

Donna Ota

\* Date Signed:

09/02/2016

## I. THE CONTEXT FOR THE LOS ANGELES COUNTERING VIOLENT EXTREMISM (CVE) FRAMEWORK

**Scope:** Violent extremism poses a threat that is neither constrained by international borders nor limited to a single ideology. Groups and individuals are inspired by a range of religious, political, and ideological beliefs to promote and engage in violence. The threat posed by violent extremists has also become increasingly complex due to the sophisticated use of the Internet, mainstream and social media, information technology, and targeting of youth populations.

The preservation of civil rights and civil liberties is a key pillar of the Los Angeles CVE Framework. Building on that strong foundation, the Framework is designed to mitigate the risk presented by violent extremist groups while preserving individual liberty, fairness, and equality under the law. Under the Los Angeles CVE Framework, the community-engagement programs conducted by law enforcement and government agencies are aimed at establishing trust and strengthening community partnerships.

The concepts presented in the Los Angeles CVE Framework are designed to address a broad spectrum of extremist ideology that promotes violence and criminal activity. This document, however, highlights foundational partnerships with American-Muslim communities because these communities are leading efforts to develop some of the most innovative prevention and intervention programs in the region. The work being conducted in this Framework provides knowledge and experience on best practices that can inform both local and national strategies on combating violent extremism and hate. A core premise of the Los Angeles CVE Framework is that healthy and resilient communities are the foundation for a strong defense against all forms of violence.

**Strategic Advantages:** Initial collaborative CVE efforts in the greater Los Angeles area began in 2008. These early efforts evolved around building interagency trust and developing strategies that helped formalize a collaborative “whole of government” and “whole of community” approach to CVE. It was also through these efforts that in 2011, the Department of Homeland Security (DHS) partnered with the City of Los Angeles to establish the first DHS Office for Strategic Engagement, which was largely due to a request by local government and nongovernment entities to DHS to bring subject matter expertise to the region to assist in expanding engagement initiatives.

Another advantage in Los Angeles has been the foundational work undertaken by academic institutions and local community-based organizations in building healthy and resilient communities. Government partners continue to foster community resiliency and encourage an environment in which precursor elements of violent extremism cannot take root. Consistent with a “whole of community” approach, Los Angeles has multiple and vibrant community-driven initiatives through which non-governmental organizations (NGOs), as well as academic institutions, are actively bridging community gaps and providing youth and leadership programming, advocacy and civil rights education, social services, community awareness, and education awareness workshops for law enforcement. The role of the City of Los Angeles Human Relations Commission

# THE LOS ANGELES FRAMEWORK FOR COUNTERING VIOLENT EXTREMISM

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*Developed by the  
Los Angeles Interagency Coordination Group  
in Collaboration with Community Stakeholders*

May 2015

(City HRC) also provides a unique advantage in Los Angeles. As a neutral entity, City HRC provides a space to convene diverse communities and connect needed resources. During times of heightened tensions, City HRC plays a vital role in mitigating community conflicts and creating new platforms to engage diverse perspectives on challenging issues.

By late 2013, interagency efforts were formalized under an “Interagency Coordination Group” (ICG). Based on a foundation that partnerships must extend beyond intra-agency affiliations, the Los Angeles County Sheriff’s Department partnered with the Los Angeles Police Department, City HRC, DHS, the United States Attorney’s Office, and the Federal Bureau of Investigation. Working collaboratively with NGO partners, the ICG increased coordination and community access to other government networks, including the California Department of Justice, United States Citizenship and Immigration Service, Orange County Sheriff’s Department, the Transportation Security Administration, Los Angeles County Department of Mental Health, and the City of Los Angeles’s Office of Homeland Security and Public Safety. The ICG will continue to expand its network with community stakeholders and government partners in Los Angeles, Orange, and Riverside counties.

Collectively, Los Angeles has worked toward developing strong partnerships and community trust through robust engagement efforts. These include:

- Workshops and training seminars on protective measures for faith-based organizations, availability of grants, cultural and religious pluralism, hate crimes, domestic violence, civil rights, immigration issues, and consumer fraud;
- Community town hall meetings and conferences;
- Convening faith and community leaders to elicit input regularly, but especially in times of crisis;
- Community Awareness Briefings (CAB);
- Providing asylee and refugee communities with integration resources; and
- Engaging with youth and adults at diverse community events.

While much of the engagement work in Los Angeles takes place at the grassroots level, these efforts have strong support from local, state, and federal law enforcement and government agencies in the region. This support provides the political will necessary for successful interagency collaboration, the development of vibrant community-led initiatives, and the effective implementation of the Los Angeles Framework going forward.



## II. BUILDING HEALTHY COMMUNITIES

Community-led initiatives represent a critical layer of programming necessary to establish resilient communities. While such programs are largely socially and civic-society oriented and not expressly labeled as “CVE,” the outcomes of such programs are naturally in line with promoting the resilient and healthy communities. Overall, community-driven local programs aim to address challenges around identity formation, integration, inter-group relations, political discourse, and social services. Productive examples of community-led initiatives include:

- **Leadership Building and Civic Participation:** Several academic efforts have taken root in Los Angeles that are tangibly working with young scholars and leaders to challenge foreign narratives and to take leadership roles in active civic participation. Other organic efforts include grassroots programs led by local community groups to provide workshops, training, and seminars to build youth participation and enhance skills for civic participation.
- **Faith-based Partnerships and Collaboration:** Over 35 interfaith groups currently exist in Los Angeles. Some are strictly dialogue-based, while others are oriented towards social justice advocacy. These groups focus on bringing young professionals of different faiths together to tackle differing perspectives while finding common ground to transform how persons from different religions relate to each other in the United States.
- **Social Services Delivery:** Organizations play an important role in delivering immediate social services both in the immigrant communities, as well as the broader local communities. These services are generally provided to the neediest segments of society. Programs include refugee services, mental health evaluations, family support groups, domestic violence awareness, and health clinics.
- **CVE Awareness Initiatives:** Local religious scholars and community advocacy groups continue to raise awareness and elevate public discourse around violent extremism and the dangers of recruitment efforts. Other examples include initiatives to provide a grassroots approach to prevention.

## III. LOS ANGELES FRAMEWORK: A CONCEPTUAL OVERVIEW

The Los Angeles Framework consists of three pillars: **prevention, intervention, and interdiction**. Each of the three components aims to meet community needs while mitigating a variety of risk factors. Prevention addresses communal needs and focuses on expanding engagement as well as promoting healthy and resilient communities through community-driven programs and initiatives. Intervention, or “**Off Ramps**,” focuses on individual needs. The interdiction component addresses security and community safety risks. Both prevention and intervention are early mechanisms of risk mitigation, whereas interdiction is a mechanism for disrupting criminal threats.



Figure 1: Los Angeles CVE Framework Overview

#### IV. PREVENTION

Prevention, as intended for this Framework, is defined as collective efforts aimed at closing a range of gaps and social openings by which violent extremist ideologies can find legitimacy. Prevention strategies aim to build healthy, resilient communities where it is more difficult for violent ideologies to take root. Prevention efforts are driven by local communities and supported by government partnerships.

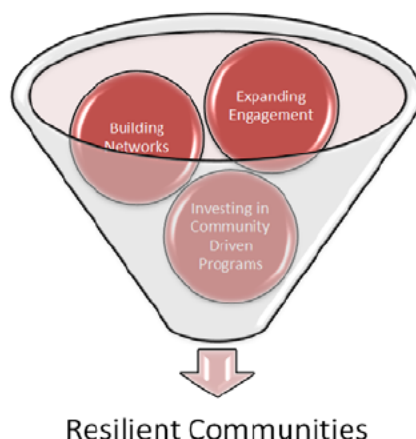


Figure 2: Prevention Components

Engagement is at the core of prevention efforts and involves a reciprocal relationship between community and government. A natural progression of engagement is to expand the reach of networks into public/private partnerships as a means of strengthening prevention initiatives. The Los Angeles framework is focused on advancing **community resiliency** through expanding engagement efforts while ensuring trust and transparency, building networks, and investing in community-driven preventative programs. Through consistent engagement and a comprehensive network of partners (*public, private, and community*), preventative programs are the bedrock of the Los Angeles Framework.



## A. Expanding Government/Community Engagement

Government agencies (local, state, and federal) are at the forefront of engagement efforts in Los Angeles. Through community policing and engagement strategies, law enforcement agencies have made strides in strengthening trust and building community partnerships aimed at effectively addressing community needs and concerns.

On a broader local level, City HRC plays an active role in advocating for access and inclusion of diverse communities, as well as promoting civic participation, pluralism, and positive inter-group relations. Local community leaders extend a reciprocal approach that makes engagement a two-way dialogue. Through this ongoing dialogue, a tremendous amount of learning is exchanged and these exchanges provide a vital catalyst for the “whole of government/whole of community” prevention approach in Los Angeles.

Currently identified formats for government-driven engagement include:

<i>Awareness</i>	<i>Community Inclusion</i>	<i>Participation of Women and Youth</i>
<ul style="list-style-type: none"><li>• public forums</li><li>• town halls</li><li>• workshops</li><li>• conferences</li><li>• press conferences</li><li>• participating in and cohosting community events</li></ul>	<ul style="list-style-type: none"><li>• community working groups</li><li>• community advisory boards</li><li>• inter-faith events</li></ul>	<ul style="list-style-type: none"><li>• young-adult engagement and leadership programs</li><li>• advisory groups</li><li>• women's leadership programs</li></ul>

Figure 3: Established Formats for Engagement

## B. Building Networks

Effective prevention requires strengthening of networks to bolster public, private, and grassroots community-based collaboration. “Networks” refer to relationships with key partners that can build coalitions, provide vital resources to build capacity, and expand the reach of community based programs. Over the past several months, Los Angeles has begun to move in the direction of expanding these networks of partners. The following are overarching categories of potential partners:

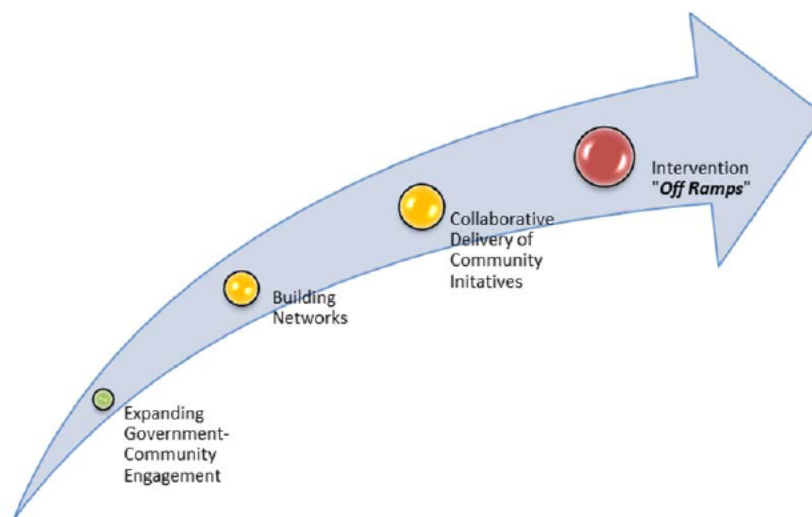
- **Public Sector:** Department of Mental Health, Social and Human Services, and educational institutions. Each of these partners can offer direct social services as well as training opportunities for CBOs and faith leaders.

- **Private Sector:** Private partners, such as social media companies, film production and public media outlets. These networks can help amplify positive narratives to combat extremism via social media.
- **CBOs:** Connecting local CBO efforts to strengthen inter-organizational learning as well as maximize effectiveness of community-led programs.
- **Funding Sources:** Identifying and embracing foundations that can invest in CBO capacity building and program delivery methods.

At this time, Los Angeles is in the early stages of creating sustainable networking opportunities between CBOs, the private sector, and foundations. Next steps will include a more active effort to facilitate the establishment of community-driven and collaborative prevention programming.

### C. Progression of Prevention Components

Overall, the progression of the prevention components moves from the basics of engagement, towards building networks, and then toward collaborative delivery of community-driven initiatives.



**Figure 4: Overall Progression of Prevention Components**

The most developed aspects of the prevention strategy for Los Angeles are formal and informal engagement initiatives between government and community stakeholders. Evidence of success includes:

- Delivery of joint activities between government agencies as well as community organizations;
- Better informed CVE training for law enforcement, emphasizing a community-based policing approach and cultural competency; and

- Progress towards community-led initiatives.

Los Angeles is turning to the next stage of building networks and increasing collaborative delivery of community initiatives. Evidence of success includes:

- Initial convening of network opportunities;
- Willingness from different partners (private and public) to join these efforts; and
- Initial CBO programming readiness to expand networks of partners and collaborate on program delivery.

The next component of the Los Angeles CVE Framework is an intervention model called “**Off Ramps**.” While still largely in a conceptual stage, a well-developed web of community-based networks will provide the core services needed for a successful community-based intervention program.

## V. INTERVENTION: “**OFF-RAMPS**”

Stakeholders in Los Angeles, including law enforcement, mental health and social service organizations, civic and civil rights organizations, educators, and members of inter-faith clergy, are working together to build a comprehensive community-led intervention program to mitigate the threat of violent extremism in our communities.

The Los Angeles CVE Intervention concept, “**Off-Ramps**,” aims to develop a community-led model that leverages the full scope of resources in the greater Los Angeles region to help affected individuals.

Although a formal intervention program does not currently exist, interventions do occur by parents, educators, members of clergy, and others when individuals who need help are identified. Whereas prevention programs focus on fostering community resiliency to nefarious influencers and environments, the intervention program would seek to provide individuals, already deemed to be on a path towards violent extremism, with **off-ramps** to needed social services, mental health, faith-based and other services. The ultimate purpose of “**Off-Ramps**” will be to provide rehabilitative care to individuals who are moving down a path toward committing illegal activity.

Outstanding issues include developing:

- A reliable analysis and assessment of legal liabilities for interveners;
- A more robust inventory of available resources;
- Strategies to ensure that concerns about civil rights, civil liberties, and data privacy protection are adequately addressed;
- Credible research-based baselines for indicators of violent extremism; and

- A mechanism for providing collaborative input into the intervention process that avoids securitizing the process, while recognizing potential risks to the community and ensuring appropriate mitigation responses are utilized.

## VI. INTERDICTION

Interdiction efforts (i.e., investigation, arrest, and potential prosecution) are also an important component of the Los Angeles CVE Framework for disrupting crimes involving extremist violence and threats to the safety of our communities. The interdiction component of the Los Angeles CVE Framework is critical to stopping individuals who are intent on committing violence, investigating crimes associated with extremist violence, creating an environment where the public feels safe to go about their daily lives, and serving as a deterrent to those who may aspire to commit acts of violence.

Equally important to the Los Angeles CVE Framework is developing approaches within law enforcement to ensure, whenever appropriate, that alternatives to interdiction are maximized and individuals are referred out of the interdiction process and into available and viable prevention and intervention components. In doing so, law enforcement can more effectively mitigate the risk of individuals becoming potential victims of violent extremist recruitment and radicalization and prioritize their resources to focus on individuals that are current threats to public safety.

***Protecting Civil Rights and Civil Liberties:*** A guiding principle of the Los Angeles CVE Framework is ensuring that the civil rights and civil liberties of all members of our communities are respected. The Attorney General of the United States has created guidelines to ensure that investigations are accomplished in a consistent manner across the nation and concurrently comply with state and federal laws, as well as the United States Constitution. Members of state and local law enforcement agencies are guided by similar principles. The Department of Justice and law enforcement agencies play a critical role in ensuring that the civil rights and civil liberties of all members of our communities are protected and balanced when protecting national security and the safety of our communities.

To ensure the fullest compliance with these principles and the effective use of prevention and intervention alternatives, law enforcement agencies work within the Los Angeles CVE Framework to promote and reinforce community-oriented policing and partnerships, to enhance cultural competency, and to emphasize a “whole of government” approach to ensuring community safety and security. Within this framework, law enforcement agencies work to better inform the community about law enforcement policies in order to promote greater transparency and to dispel misunderstandings about law enforcement methods used in interdictions, while also educating the public about potential threats to their communities.



## VII. A COMMUNITY PERSPECTIVE

We all share a unique moment in American history that can yield significant advancement on the issues most precious to us and relevant to the protection of our communities, cities, and country. Taking advantage of this potential requires a respectful and transparent engagement that is built upon and continually reinforces trust.

**Issues of Concern:** Some community stakeholders have expressed that they feel a significant siege upon their rights, place, and brand in the American public square. While communities are also keen on countering any justification, religious or otherwise, for the actions of terrorists and radicalizing discourse, the atmosphere of fear and challenge has caused some to question the legitimacy of the entire premise of CVE initiatives. As such, antipathy and opposition toward CVE as a concept has been voiced by some civil rights and advocacy groups in Los Angeles and around the country.

As a part of the development of the Los Angeles CVE Framework, every effort was made to include a diverse group of voices and to offer opportunities for community comment on development of the framework. That process has allowed us to learn a great deal about communal perceptions concerning governmental and regional law enforcement efforts surrounding CVE. The reluctance among some to engage with law enforcement partners rests on negative perceptions of law enforcement and a view that law enforcement methods securitize relationships, stigmatize communities, violate privacy rights and civil liberties, and constitute a form of spying.

Community stakeholders believe that it is only through close collaboration with community and advocacy groups that these serious civil rights and legal liability questions that arise in trying to create comprehensive approaches to phenomena like violent extremism can be adequately addressed. The creation of a robust CVE framework serves as an important arena for debate, discussion, and dialogue.

**Resources:** Community stakeholders have repeatedly articulated the need for community-based capacity building in many areas of life. Identifying and increasing access to additional resources, grants, and other funding sources to facilitate capacity building and support community driven initiatives is one of the priorities of the Los Angeles CVE Framework. Community based groups have expressed the need to bolster and expand networks to better link faith-based and community organizations with local education, mental health, domestic violence prevention, emergency management, and health and social services organizations. Increased resources will embolden community-led efforts to clarify, discuss, and change research methods, as

well as independent oversight procedures, while promoting the development of communal goals in the fight against marginalization and exclusion.

## **VIII. CHALLENGES GOING FORWARD**

Members of the Interagency Coordination Group and nongovernmental partners who have co-constructed the Los Angeles CVE Framework recognize the complexity of this undertaking and have identified specific challenges going forward:

1. Identifying and increasing access to additional resources, grants, and other funding sources to facilitate and support capacity-building and community-driven initiatives.
2. Expanding prevention efforts networks within and across neighboring counties to ensure continuity and to facilitate a “regional” and “whole of nation” approach.
3. Expanding and enhancing engagement efforts with women and youth so that stronger partnerships and leadership can be developed within those groups.
4. Expanding networks to better link with local education, mental health, emergency management, and health and social services organizations.
5. Addressing the complex legal and liability issues that arise in the context of developing intervention models.
6. Developing capacity for enhanced outreach and social media influence, both at a government and community-based level.
7. Developing better methodologies for effectively measuring the impact of CVE outreach, engagement methods, and initiatives.
8. Addressing community reluctance to engage with government partners, including a pervasive grassroots antipathy to the concept of “CVE,” entrenched negative perception of law enforcement, and a view that law enforcement methods securitize relationships, stigmatize communities, violate privacy rights and civil liberties, and constitute a form of spying.
9. Engaging with the community to clarify and discuss the methods, independent oversight procedures, and goals of law enforcement in its fight against violent extremism.
10. Given limited resources, engaging in continuous efforts to counter the narrative of extremists, while balancing the need to address day-to-day crime.
11. Enhancing civic engagement that reaches more grassroots community members and not just community leaders.



# MAYOR'S OFFICE OF PUBLIC SAFETY

## *Redefining our approach to countering violent extremism*

Under the leadership of Mayor Eric Garcetti, the City of Los Angeles is taking on an innovative **public health approach** to address the root causes of ideologically-motivated violence. The City continues to work within a **regional effort** including federal, local, private sector, and **community partners** to develop sustainable prevention and intervention programs.

**Eric Garcetti**  
#IamMayor

### Resilience: Promote Pluralism & Social Inclusion

#### Prevention

#### Intervention Services

#### Early Diversion

#### What is violent extremism?

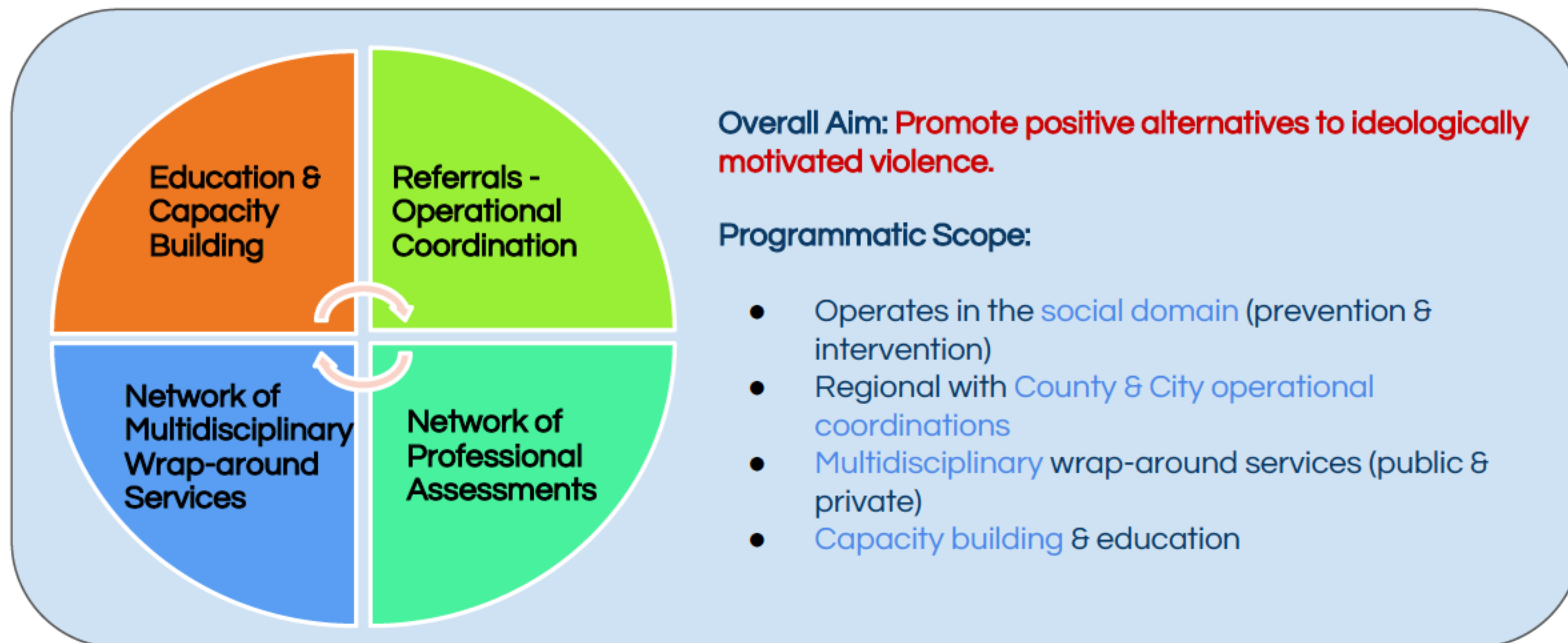
The actions of individuals who commit or support the use of violence as means to achieve, ideological, religious, or political gains.

#### Multilayered Strategy:

The strategy encompasses social **resilience**, **prevention** and **intervention** services to meet community and individual needs.

#### Our Cornerstones:

- Bolster youth and young leaders' role in informing best practices.
- Support community-led interventions.
- Establish a sustainable and culturally appropriate network of services.
- Build within existing operational structures.
- Leverage expertise of faith leaders, cultural organizations, civil rights advocates, social workers, academics, mental/public health experts, and the private sector among others.



## Community Advisory Group – Current Participants

Regional Partner	Overview	Description of Services
<i>MPAC (Safe Spaces)</i>	Safe Spaces is an alternative to both heavy-handed law enforcement tactics and government-led countering violent extremism (CVE) programs. Rather than accepting the notion that the only way to deal with terrorism is through tactics such as widespread surveillance and the use of informants, Safe Spaces relies on community-led and community-driven programs that communities and mosques will benefit from beyond the national security context.	Prevention: Offer healthy outlets and guidance on issues ranging from increasing religious knowledge and political activism training, to discussing "hot topic" issues like foreign policy, gender relations and alcohol/drug abuse. Intervention: provide information to help communities decide when intervention assistance should be offered.
<i>King Fahad Mosque</i>	Mosque and community center in Culver City, CA	Offers youth programming, offering faith-based services, and also play an advisor
<i>Homeboy Industries</i>	Homeboy Industries provides hope, training, and support to formerly gang-involved and previously incarcerated men and women allowing them to redirect their lives and become contributing members of our community.	
<i>Not in our Town</i>	In support of Los Angeles' Developing Resilience goals, NIOT will collaborate with city staff and community partners to organize and lead several screenings, community dialogues, and law enforcement-community roundtable events to help spark dialogue and drive action-planning.	Not In Our Town helps inspire, empower, and connect individuals and groups working to counter hate, both online and on the ground. At community events and screenings, people learn from each other about powerful and effective action.
<i>ILM Foundation</i>	"ILM Foundation's mission is to teach life skills to economically underprivileged youth and adults so that social ills are replaced with opportunities for intellectual and economic empowerment."	Humanitarian Day, provides direct services to Los Angeles 12% homeless in Downtown LA; Go Beyond the G.A.M.E. a mentoring program for urban youth; Next Steps Fellowship, builds formerly incarcerated men/women's personal



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		capacity and provide educational tools for navigating around challenges, after release.
<i>Violence Prevention Coalition</i>	Since 1991, the VPC has been a leader in the movement to frame violence as an issue of public health, rather than criminal justice. Members represent public and private organizations, including public health, legal community, gun violence prevention, domestic violence, probation, law enforcement, gang intervention, child abuse prevention, victim support services, arts organizations, education organizations, early childhood, and youth development, with the understanding that only through collaboration can we make Los Angeles a safer and healthier place for us all.	Through trainings, conferences, workshops, and symposiums, the Violence Prevention Coalition seeks to identify and share emerging/best practices and support networking and cross-field relationship building to maximize and amplify members' effectiveness and influence. Additionally, we provide a link between individuals, community organizations, and policymakers. In so doing we are engaged both in the community and on a systemic level to reduce/eliminate violence and its effects on the health of our communities.
<i>GRYD</i>	The GRYD Foundation is proud to support the City of Los Angeles Mayor's Office of Gang Reduction & Youth Development (GRYD Office) in its efforts to reduce gang-related violence and to strengthen individuals, families and entire communities.	Summer Night Lights: is a violence reduction strategy which provides extended programming at recreation centers and parks between the hours of 7 p.m. and 11 p.m. throughout the summer months; Tattoo Removal: The GRYD Foundation launched a free tattoo removal program to help individuals with visible anti-social and/or gang-related tattoos; Anonymous Gun Buyback: Led by the City of Los Angeles Mayor's Office of Gang Reduction & Youth Development (GRYD) in partnership with the Los Angeles Police Department (LAPD), the City of Los Angeles Gun Buyback initiative rewards the voluntary surrender of firearms while also engaging our communities towards a common goal of reducing gun violence.

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*Professional Community  
Intervention Training Institute  
(PCITI)*

The distinguished, award winning and world-renowned Professional Community Intervention Training Institute (P.C.I.T.I.) was created in late 2006 exclusively as an across the board professional “practitioner driven” community based gang-outreach intervention, first-responder violence deterrence and crisis abatement training institute. Hard-core gang intercession, elite personal refinement training-instruction and community public safety are its core components.

In addition to violence and crisis intervention, ABLA-funded organizations offer programs to support at-risk youth. Supportive programs range from mentorship, to tutoring, after-school sports and recreation, “safe-passage” patrol to insure that youth can walk safely to and from schools, life skills classes, job readiness training, financial literacy classes and food distribution services. Through these partnerships, ABLA provides support to organizations that help empower individuals to rise above adversity and take charge of creating positive futures.

*LA Emergency Preparedness  
Foundation  
Access Services*

Established in 1998, Access California Services (AccessCal) is a culturally and linguistically sensitive, health and human services nonprofit organization in Anaheim, Orange County. AccessCal provides social and economic resources to local Arab- and Muslim-Americans, refugees and immigrants; however, AccessCal is non-sectarian, serving families and individuals of any faith or ethnicity.

With proficiency in over 13 languages, we provide employment services, counseling, citizenship and immigration services, refugee support services, education, healthcare access, and community engagement opportunities. Tiyya assists all communities of forced displacement, from any country or religious background, as long as they reside in Orange County and Los Angeles. This falls in line with one of the grants goals to develop an approach that does not discriminate between communities and can be used in any environment.

*Tiyya Foundation*

Tiyya assists all communities of forced displacement, from any country or religious background, as long as they reside in Orange County and Los Angeles. This falls in line with one of the grants goals to develop an approach that does not discriminate between communities and can be used in any environment.

Teaches youth to form strong relationships, appreciate teamwork, learn to work with others, Youth also engage in activities that enable them to communicate successfully and learn to maintain a positive attitude when facing adversity.

<i>California Sikh Council</i>	Advocacy group for Sikh American communities	
<i>USC Center for Religion and Civic Culture</i>	The USC Center for Religion and Civic Culture explores how religions change and make change in Southern California and across the globe.	<p>Research: CRCC explores religious developments locally and globally from an interdisciplinary perspective</p> <p>Training: CRCC leads capacity-building programs for religious organizations, civic leaders and government agencies</p> <p>Evaluation: CRCC analyzes and assesses initiatives and programs focused on faith communities</p> <p>Strategic Consulting: CRCC illuminates trends in religion for foundations, government agencies and organizations to help them shape their strategy and maximize their impact</p>
<i>City of L.A Human Relations Commission</i>	The Human Relations Commission (City HRC) is a neutral agency mandated to promote equal participation in the civic process through innovative peace building programs and models designed to reduce discrimination, increase cultural competency and improve inter-group relations.	Conflict mediation, youth programs, interfaith efforts and programming, identify and mitigate public safety issues

### *Operational Development Committee – Current Participants*

<b>Regional Partner</b>	<b>Overview</b>	<b>Activities</b>
<i>Mayor's Office of Public Safety (convener &amp; facilitator)</i>		

<i>City of Los Angeles Emergency Management Department</i>	The Emergency Management Department has four divisions comprised of administrative staff and specialists that work with City departments, municipalities and an array of community-based organizations to ensure that the City and its residents have the resources and information they need to prepare, respond and recover from emergencies, disasters and significant events.	
<i>County of Los Angeles Emergency Management</i>	Devises plans and coordinates departmental emergency services	
<i>County Department of Mental Health</i>	The LA County Department of Mental Health works with stakeholders and community partners to provide clinically competent, culturally sensitive and linguistically appropriate mental health services to clients in the least restrictive setting.	Mental health services provided include assessments, case management, crisis intervention, medication support, peer support and other rehabilitative services. Assist more than 250,000 individuals every year.
<i>County 211 Referral System</i>	Nationwide service for locating resources administered by United Way	Food, disaster relief, crisis assistance, housing, jobs, veterans support, etc.
<i>City of Los Angeles 311 ITA</i>		
<i>Los Angeles Unified School District</i>	2 <sup>nd</sup> largest public school system in the United States	
<i>U.S Department of Health and Human Services (SAMHSA/OPPI)</i>	The Substance Abuse and Mental Health Services Administration (SAMHSA) is the agency within the U.S. Department of Health and Human Services that leads public health efforts to advance the behavioral health of the nation. SAMHSA's mission is to reduce the impact of substance abuse and mental illness on America's communities.	The Office of Policy, Planning, and Innovation provides an integrated and structured approach for the identification and adoption of policies and innovative practices that improve behavioral health services outcomes.

<i>Bayan Claremont University</i>	Bayan Claremont is a graduate institution educating the next generation of American Muslim faith leaders "who will positively serve the needs of the Islamic community in the religious and cultural pluralism of North American societies." Bayan offers masters and doctorate level degrees in various fields of Islamic studies.	Masters and Doctoral Level Programs in Islamic Studies: Islamic Studies, Islamic Education (for Educators), and Islamic Chaplaincy; Degree Courses for Audit; Youth Director Training;
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### *Interagency Coordination Group (ICG) – Outreach Coordination*

<b>Regional Partner</b>	<b>Overview</b>	<b>Activities</b>
<i>Los Angeles Sherriff's Department (convener &amp; facilitator)</i>	Coordinate and promote outreach and relationship building with communities to expand knowledge and learning as well as support regional <b>CVE</b> activities.	
<i>City of LA Mayor's Office</i>		

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DHS – LA Regional Office of  
 Strategic Engagement  
 Los Angeles Police Department  
 Orange County Sheriff's  
 Department  
 San Bernardino Sheriff's  
 Department  
 FBI  
 USAO  
 USCIS

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## Additional Partners & Private Sector

Regional Partners	Overview	Activities
<i>Film2Future</i>	Provides technical skills building to a select cohort of high school students interested in pursuing career paths in the entertainment industry. Moreover, F2F offers young people a dynamic medium to affect positive changes, promote core values of pluralism, and influence critical social challenges through film and social media	Partnered with Emerson College of LA, City of LA HRC, and Haven Entertainment (prod. for TBS and Comedy Central)
<i>EdVenture Partners (P2P)</i>	University students from around the world develop and execute campaigns and social media strategies against extremism that are credible, authentic, and believable to their peers and resonate within their communities sponsored by Facebook and U.S. Department of State	Young people receive funding to create real campaigns which are measured to have impact on their communities, strategically targeting audiences and evaluating for effectiveness.
<i>RAND</i>	The RAND Corporation is a nonprofit institution that helps improve policy and decision-making through research and analysis.	RAND disseminates its research findings as widely as possible to benefit the public good.

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commentary are available for free at  
[www.rand.org](http://www.rand.org).

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## **Multidisciplinary Regional Steering Committee Coordination**

“Off Ramps-LA”

The City of L.A in collaboration with the L.A Regional DHS Office of Community Partnerships is coordinating a regional multidisciplinary steering committee. The Steering Committee aims to establish a responsive public health approach to ideologically motivated violence. Foundational to the development is an organic community-led programming throughout the greater L.A area. The Steering Committee is composed of three functioning sub-committees:



- 1- **Operational Developments:** *Overall purpose is to define protocols within current operational structures to ensure sustainability.*

**Goals:** (1) Develop multifaceted referral systems, (2) Define assessment protocols; (3) Connect network of government services to support grassroots and community driven interventions

**Partners:** Mayor’s Office of Public Safety (*convener & facilitator*), City of Los Angeles Emergency Management Department, County of Los Angeles Emergency Management, County Department of Mental Health, County 211 Referral System, City of Los Angeles 311 ITA, Los Angeles Unified School District, U.S Department of Health and Human Services (SAMHSA/OPPI), and Bayan Claremont University.

- 2- **Community Advisory Committee:** *Overall purpose is to inform operational designs that are well suited to foster grassroots prevention – intervention programs.*

**Goals:** (1) augment learning and knowledge among CBOs, (2) link CBOs and expand support systems of culturally appropriate interventions / prevention options, (3) network of grassroots interventions.

**Partners:** Mayor’s Office of Public Safety (*convener & facilitator*) MPAC, King Fahad Mosque, Homeboy Industries, Not in our Town, ILM Foundation, Violence Prevention Coalition, CAIR, GRYD, HSAC, Professional Community Intervention Training Institute (PCITI), LA Emergency Preparedness Foundation, Access Services, Tiyya Foundation, California Sick Council, City of L.A Human Relations Commission, and USC Center for Religion and Civic Culture.



- 3- **Interagency Coordination Collaborative (ICG)**: Regional (local and federal) law enforcement coordination of community outreach & engagement.

**Goals:** (1) Strengthen community relationships and access to Law Enforcement, (2) contribute to a regionally informed intervention operational developments and coordination.

**Partners:** *Los Angeles Sherriff's Department (convener & facilitator), City of LA Mayor's Office, Los Angeles Police Department, Orange County Sheriff's Department, San Bernardino Sherriff's Department, DHS, FBI, USAOS and USCIS.*

**Evaluation Team:** DHS has funded an evaluation team led by Dr. Steve Weine University of Illinois at Chicago and UCLA School of Public Health for evaluations.

In addition, City of Los Angles is partnering with RAND for additional evaluation of impact for grant proposal.

# Joumana Silyan-Saba

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## SUMMARY

Director of Strategies against Violent Extremism (SAVE), Mayor's Office of Public Safety. Served as a Senior Policy Analyst for the City of Los Angeles Human Relations Commission. Experienced in mitigating tensions, managing community-government relations, and advising on relevant policy issues. Over ten years experience in facilitation, mediation techniques and inter-group relations both in government and in nonprofit settings. Featured expert speaker in media as well as national and international conferences; including most recently a panel presentation with presidential candidate Hillary Clinton and Mayor Eric Garcetti, as well as a briefing for Vice President Biden. Instruct Master's candidates in Negotiation, Conflict Resolution & Peacebuilding at CSUDH. Fluent with Arabic language and culture.

## EDUCATION

CALIFORNIA STATE UNIVERSITY DOMINGUEZ HILLS

M.A. Behavioral Science: Negotiation and Conflict Management, 2002

CALIFORNIA STATE UNIVERSITY LONG BEACH

B.S. Criminal Justice, Law Enforcement with a Minor in Business Administration, Human Resources Management, 1997

Certified State of California mediator

## PROFESSIONAL EXPERIENCE

CITY OF LOS ANGELES, MAYOR'S OFFICE OF PUBLIC SAFETY

**Director, CVE Strategy Development**

**March 2016 - Present**

Responsible for development and implementation of strategies against violent extremism. Working with local and federal partners to create sustainable prevention and intervention programs aimed at building alternatives to ideologically motivated violence.

CITY OF LOS ANGELES HUMAN RELATIONS COMMISSION

**Human Relations Senior Policy Analyst**

**July 2011 – March 2016**

Engage faith and civic leaders, civil rights organizations, and academic institutions to promote civic participation and provide policy recommendations relevant to violent extremism, religious freedom protections, discrimination among others. Through this work I accomplished the following:

- Spearheaded a number of collaborative partnerships with local and federal government agencies, educational institutions, nonprofit organizations, private sector, and community groups to effectively address expressed community needs.
- Designed community outreach and education program with the Los Angeles Police Department Inspector General to address controversial uses of forces and constitutional policing issues.
- Assisted in facilitating and constructing the Countering Violent Extremism (CVE) L.A. Framework design, which was selected by the White House as one of the most developed in the nation. The framework was highlighted during the February 2015 White House Summit on CVE.
- Created public platforms to engage public discourse on a variety of difficult social issues including a series on Women in Peace Building and Social Justice, Religious Pluralism, Same Sex Marriage (prop 8), and other topics.
- Served on *local, national and international* panels on topics related to conflict management, cultural competency, civic engagement and government relations.
- Trained international organizations and foreign government representatives on topics relating to governance of diverse communities, integration, as well as civic participation. Visiting countries included: China, Israel-Palestine, Egypt, Lebanon, Iraq, Australia, Germany, Indonesia, Burma, Turkey, and Latin America among others.
- Produced media releases and TV segments aired on Channel 35 (CityView).

## **Human Relations Advocate**

**August 2005 – July 2011**

Initiated innovative internal operational structure and design for field assessment tools and helped improved conflict management knowledge and awareness by providing specialized training, curriculum designs, and delivery within City departments, including Department of Neighborhood Empowerment, Public Works, as well as to LAUSD teachers, administrators, and parents. Significant undertaking also included:

- Served as a neutral monitor oversight to the formation of Neighborhood Councils, elections, and acted as the Final Decision-Maker (FDM) for several contested Neighborhood Council elections, which entailed research, investigation, as well as writing the final FDM report with accordance to the bylaws and election procedures.
- Managed community efforts and prevention programs designed to reduce violence and tensions and linked resources across agencies including the Los Angeles Police Department (LAPD) / Los Angeles Unified School District (LAUSD) Mentor Program, and Youth Civic Engagement Collaborative.

- Served on various collaboratives and committees including West Side Gang Task Force, Crenshaw Doresy collaborative, LAPD Mentor Program, as well as DONE/Mayor's Youth Civic Engagement among others.
- Designed and implement conflict management youth programming on various high and middle school campuses including peer mediations, and other programs that promote positive school culture.

CALIFORNIA STATE UNIVERSITY DOMINGUEZ HILLS, Carson, CA

**Adjunct Assistant Professor**

**September 2007 – Present**

Develop instructions for Master's candidates (on-line courses) for the Negotiation, Conflict Resolution & Peacebuilding Graduate Program including syllabi, lesson plans, lectures, assignments, and grading scales.

ASIAN PACIFIC AMERICAN DISPUTE RESOLUTION CENTER Los Angeles, CA

**Community and Inter-group Conflicts Program Director**

**August 2003 – August 2005**

Supervised all operations including full-time staff, interns, grant compliance, as well as day to day functions and case management of conciliations and mediations, which resulted in:

- Increased compliance with County grant terms and requirements to *100%*.
- *50%* increase in the number of incoming conciliation / mediation cases, which translated to repeat county funding.
- Increased training delivery to over 250 hours of community mediations training annually.
- Expanded partnerships with government agencies, educational institutions, and other non-profit organizations, resulting in increase of in-kind services to supplement funding.

### **COMMITTEES & ADVISORY BOARDS**

- Los Angeles Interagency Collaborative Group, (ICG) (2008 - current)
- Los Angeles Police Department Professional Advisory Committee (PAC) (2012 - 2016)
- NewGround: A Jewish-Muslim Partnership for Change Advisory Board (2012 - 2016)
- Future45, USC Center for Religion and Civic Culture, Advisory Board (2014 – 2015)

### **MEDIA APPEARANCES**

Andrea Mitchell, interview, MSNBC, Washington DC, February 19, 2015, "*Countering Violent Extremism*": [https://m.youtube.com/watch?feature=em-upload\\_owner&v=ldSSRrFN\\_8E](https://m.youtube.com/watch?feature=em-upload_owner&v=ldSSRrFN_8E)

*La Opinion*, "Masacre en San Bernardino: ¿Pistoleros iban por judío?" (quoted in article December 8, 2015)

*The Wall Street Journal*, "U.S. Muslim Community Divided Over White House Outreach Plan" (quoted in article April 20, 2015)

*Desert News*, “Religious unity: Los Angeles gathers faith leaders to make peace over Prop 8, other volatile issues” (quoted in article March 16, 2013)

## **PUBLICATIONS**

2015. “*Pathways to Partnership: The Los Angeles Human Relations Commission and Google LA Coproduction of Youth Capacity*” (Dr. Brian Calfano, with Joumana Silyan-Saba and Sheldon Cruz) In *Creative Government and Business Alliances: A Public Solutions Handbook*, Daniel Bromberg (ed.). ME Sharpe.

2012. “*Government Community Engagement Methods: City of Los Angeles Case Study*”, Journal of The Moroccan Interdisciplinary Center for Strategic and International Studies (CMIESI). Also reposted at CSUDH e-journal at: <http://www.ejournalncrp.org/government-community-engagement-methods-city-of-los-angeles-case-study/>

## **CONFERENCE PRESENTATIONS** (*Selected Samples*)

- Invited to speak at the Homeland Security Round Table moderated by presidential candidate Hillary Clinton and City of Los Angeles Mayor Eric Garcetti – March 2016
- Invited to present at the National Academies of Sciences, Engineering and Medicine on role of public health in countering violent extremism – February 2016 (Washington, DC).
- Invited to present at the White House Summit on Countering Violent Extremism. Briefed Vice President Biden on the Los Angeles CVE Framework - February, 2015 (Washington, DC).
- Invited to moderate a panel at the Police Oversight Investigation Training and Symposium hosted by the LAPD Inspector General’s Office - February, 2015 (Los Angeles, CA)
- Invited to present at the Women’s Leadership Conference at Mount St. Mary’s College - September, 2014 (Los Angeles, CA).
- Invited to present at the National Summit on Empowering Communities at the Federal Law Enforcement Training Center - August, 2014 (Atlanta, GA).
- Invited to present at the National Homeland Security Conference on Preventing Homegrown Violent Extremism in Educational Institutions - April, 2013 (Los Angeles, CA).
- Invited by California State Dominguez Hills University to present on Understanding the Syrian Conflict as it Relates to American National Interests - September, 2013 (Carson, CA).
- Invited to present at the International Visitors Council of Los Angeles (IVCLA) as a panelists on Building Inclusive Societies - September, 2013 (Los Angeles, CA).
- Invited to participate and present at the LAPD National Training Model / CVE Training Launch - January, 2012 (San Diego, CA).
- Invited to moderate CVE - Community Engagement workshops at the LAPD 2012 LinCT International Conference - April, 2012 (Los Angeles, CA)
- Invited by USAO & FBI to moderate Interagency Hate Crimes Forum – April, 2012 (Los Angeles, CA).

- Invited to participate and present at the Fez International Conference at the Moroccan Center for Interdisciplinary Strategic and International Studies on the topic of Investing in the Human Capital: Youth Focus – December, 2012 (Fez, Morocco).

## **REFERENCES**

Provided upon request.

**BUILDING HEALTHY COMMUNITIES IN LOS ANGELES**

**LETTERS OF SUPPORT SUBMITTED BY**

**THE CITY OF LOS ANGELES**

**OFFICE OF MAYOR ERIC GARCETTI**

**MAYOR'S OFFICE OF PUBLIC SAFETY**



## 211 LA COUNTY

INFORMATION AND REFERRAL FEDERATION OF LOS ANGELES COUNTY  
*Serving Los Angeles County since 1981*

August 31, 2016

Honorable Jeh Johnson  
Secretary  
US Department of Homeland Security  
245 Murray Lane  
Washington DC, 2052

I write in strong support of the Los Angeles Mayor's Office of Public Safety and the regional partners including Department of Mental Health, Interagency Collaborative and the Regional Steering Committee in their grant proposal and efforts to develop an innovative approach to Countering Violent Extremism (CVE) in Los Angeles.

As part of the regional collaborative, we will continue to work together to contribute to the design and implementation of the appropriate CVE prevention and intervention programming. We agree that streamlined, systematic coordination of a continuously expanding network of community-driven efforts is the best way forward in order to achieve gains in all areas. Key to our efforts is the full support of community-led initiatives that are intended to meet individual and community needs. Our agency will continue to offer its in-kind support for community-based organizations to ensure their success.

We view the effort led by the Mayor's Office of Public Safety to be the most effective means of fostering coordination and cooperation among community-based organizations, creating cohesive goals and messaging, promoting knowledge and capability-sharing among groups and identifying gaps in the community-led support system for communities and individuals.

The efforts of this collaboration build upon a critically important national and local dialogue about countering violence and preserving life. The proposed funding will make a real difference to better assist the Los Angeles region in supporting our communities to pursue shared solutions that are crucial to our safety, liberty, and the pursuit of prosperous place to live, work, play, and connect.

Sincerely,

(b) (6)

Maribel Marin  
Executive Director  
211 LA County





AHMADIYYA  
MUSLIM COMMUNITY  
United States of America



*Muslims who believe in the Messiah,  
Mirza Ghulam Ahmad Qadiani<sup>ra</sup>.*

September 1, 2016

To Whom It May Concern:

We write to express our support for the Los Angeles Mayor's Office of Public Safety (OPS) and its efforts to address individual and community needs to reduce ideologically motivated violence in Greater Los Angeles area.

The Mayor's OPS is developing an innovative approach to countering violent extremism (CVE) by improving interagency communication throughout government and building resilient networks with community groups and partners. Historically, NGOs have faced significant hurdles in self-initiating CVE measures, including resource constraints, knowledge gaps, and the underdevelopment of peer-to-peer networks. Furthermore, specific efforts to put CVE practicing NGOs in touch with one another to share information and best practices have not been effective.

Upon several rounds of discussion with interfaith leadership groups and community advisory committees, one of the key concerns raised was the lack of systematized coordination among community organizations and actors that could maximize the coverage and effectiveness of resilience-building, prevention, and intervention efforts. In other words, organizations of diverse strengths and capabilities were often unaware of how a potential partner could complement their own activities and expand the capabilities and services offered to their respective constituencies. We reached a fundamental conclusion: there is a critical need for streamlined, systematic coordination of a continuously expanding network of community-driven CVE efforts in order to achieve gains in all areas.

We view the effort led by the Mayor's Office of Public Safety to be the most effective means of fostering coordination and cooperation among community-based organizations, creating cohesive goals and messaging, promoting knowledge and capability-sharing among groups and identifying gaps in the community-led support system for communities and individuals.

Sincerely,

(b) (6)

Amjad Mahmood Khan  
National Director of Public Affairs  
Ahmadiyya Muslim Community USA  
cc: Los Angeles Area Chapter Presidents of Ahmadiyya Muslim Community USA

Bayan Claremont  
Islamic Graduate School  
1325 North College Avenue  
Claremont, CA 91711  
(909) 447-6347  
bayanclaremont.org

August 30, 2016

Honorable Jeh Johnson  
Secretary  
US Department of Homeland Security  
245 Murray Lane  
Washington DC, 2052



I write in strong support of the Los Angeles Mayor's Office of Public Safety and the regional partners including Department of Mental Health, Interagency Collaborative and the Regional Steering Committee in their grant proposal and efforts to develop an innovative approach to Countering Violent Extremism (CVE) in Los Angeles.

As part of the regional collaborative, we will continue to work together to contribute to the design and implementation of the appropriate CVE prevention and intervention programing. We agree that streamlined, systematic coordination of a continuously expanding network of community-driven efforts is the best way forward in order to achieve gains in all areas.

Key to our efforts is the full support of community-led initiatives that are intended to meet individual and community needs. Our agency will continue to offer its in-kind support for community-based organizations to ensure their success.

We view the effort led by the Mayor's Office of Public Safety to be the most effective means of fostering coordination and cooperation among community-based organizations, creating cohesive goals and messaging, promoting knowledge and capability-sharing among groups and identifying gaps in the community-led support system for communities and individuals.

The efforts of this collaboration build upon a critically important national and local dialogue about countering violence and preserving life. The proposed funding will make a real difference to better assist the Los Angeles region in supporting our communities to pursue shared solutions that are crucial to our safety, liberty, and the pursuit of prosperous place to live, work, play, and connect.

Sincerely,

(b) (6)

Jihad Turk, President  
Bayan Claremont



SACHI A. HAMAI  
Chief Executive Office

County of Los Angeles  
Chief Executive Office  
**Office of Emergency Management**

1275 North Eastern Avenue  
Los Angeles, California 90063  
(323) 980-2260  
<http://lacoa.org>



JEFF L. REEB  
Director

LESLIE LUKE  
Deputy Director

September 2, 2016

Honorable Jeh Johnson  
245 Murray Lane  
Washington DC, 2052

Dear Honorable Jeh Johnson:

I write in strong support of the Los Angeles Mayor's Office of Public Safety and the regional partners including Department of Mental Health, Interagency Collaborative and the Regional Steering Committee in their grant proposal and efforts to develop an innovative approach to Countering Violent Extremism (CVE) in Los Angeles.

From an Emergency Management perspective, working in the community before an event can help reduce the impacts of an event as seen across the Country this year. Partnering with emergency management allows us to discuss the consequence management of working with our local communities. As part of the regional collaborative, we will continue to work together to contribute to the design and implementation of the appropriate CVE prevention and intervention programing. We agree that streamlined, systematic coordination of a continuously expanding network of community-driven efforts is the best way forward in order to achieve gains in all areas.

Key to our efforts is the full support of community-led initiatives that are intended to meet individual and community needs. Our agency will continue to offer its in-kind support for community-based organizations to ensure their success.

We view the effort led by the Mayor's Office of Public Safety to be the most effective means of fostering coordination and cooperation among community-based organizations, creating cohesive goals and messaging, promoting knowledge and capability-sharing among groups and identifying gaps in the community-led support system for communities and individuals.

The efforts of this collaboration build upon a critically important national and local dialogue about countering violence and preserving life. The proposed funding will make a real difference to better assist the Los Angeles region in supporting our communities to pursue shared solutions that are crucial to our safety, liberty, and the pursuit of prosperous place to live, work, play, and connect.

Honorable Jeh Johnson  
September 2, 2016  
Page 2

If you have any questions, please do not hesitate to contact me at (b) (6) or via email at (b) (6).

Respectfully,

(b) (6)

LESLIE LUKE, Deputy Director  
Office of Emergency Management



**CITY OF LOS ANGELES**  
CALIFORNIA



ERIC GARCETTI  
MAYOR

**EMERGENCY MANAGEMENT  
DEPARTMENT**

200 N. SPRING STREET, ROOM 1533  
LOS ANGELES, CA 90012  
TEL (213) 978-2222  
TEL (213) 484-4800  
FAX (213) 978-0517  
[www.emergency.lacity.org](http://www.emergency.lacity.org)

September 1, 2016

The Honorable Jeh Johnson  
Secretary of Homeland Security  
245 Murray Lane SW  
Washington, DC 20528

Dear Secretary Johnson:

I write in strong support of the Los Angeles Mayor's Office of Public Safety and the regional partners including Department of Mental Health, Interagency Collaborative and the Regional Steering Committee in their grant proposal and efforts to develop an innovative approach to Countering Violent Extremism (CVE) in Los Angeles.

As part of the regional collaborative, we will continue to work together to contribute to the design and implementation of the appropriate CVE prevention and intervention programming. We agree that streamlined, systematic coordination of a continuously expanding network of community-driven efforts is the best way forward in order to achieve gains in all areas.

Key to our efforts is the full support of community-led initiatives that are intended to meet individual and community needs. Our agency will continue to offer its in-kind support for community-based organizations to ensure their success.

We view the effort led by the Mayor's Office of Public Safety to be the most effective means of fostering coordination and cooperation among community-based organizations, creating cohesive goals and messaging, promoting knowledge and capability-sharing among groups and identifying gaps in the community-led support system for communities and individuals.

The efforts of this collaboration build upon a critically important national and local dialogue about countering violence and preserving life. The proposed funding will make a real difference to better assist the Los Angeles region in supporting our communities to pursue shared solutions that are crucial to our safety, liberty, and the pursuit of prosperous place to live, work, play, and connect.

Sincerely

(b) (6)

ARAM SAHAKIAN  
General Manager



September 1, 2016

The Honorable Jeh Johnson  
Secretary of Homeland Security  
Washington, DC 20528

Dear Mr. Johnson:

I write in strong support of the Los Angeles Mayor's Office of Public Safety and the regional partners including Department of Mental Health, Interagency Collaborative and the Regional Steering Committee in their grant proposal and efforts to develop an innovative approach to Countering Violent Extremism (CVE) in Los Angeles.

As part of the regional collaborative, we will continue to work together to contribute to the design and implementation of the appropriate CVE prevention and intervention programming. We agree that streamlined, systematic coordination of a continuously expanding network of community-driven efforts is the best way forward in order to achieve gains in all areas. Key to our efforts is the full support of community-led initiatives that are intended to meet individual and community needs. Our agency will continue to offer its in-kind support for community-based organizations to ensure their success.

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Very truly yours,

(b) (6)

Rachel Miller  
Founder

*"Art is not what you see, but what you make others see."* **Edgar Degas**



Facebook: @Film2Future

Instagram: @Film2Future

Twitter: @Film2Future



**Board of Directors**

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*Alan Smolinisky*  
*Elizabeth Stephenson*  
*Carlos Vasquez*  
*Chris Weitz*  
*Joseph J. Ybarra*

September 2, 2016

Honorable Jeh Johnson  
Secretary US Department of Homeland Security  
245 Murray Lane  
Washington DC, 2052

I write in strong support of the Los Angeles Mayor's Office of Public Safety and the regional partners including Department of Mental Health, Interagency Collaborative and the Regional Steering Committee in their grant proposal and efforts to develop an innovative approach to Countering Violent Extremism (CVE) in Los Angeles.

Homeboy Industries provides hope, training, and support to formerly gang-involved and previously incarcerated men and women allowing them to redirect their lives and become contributing members of our community.

As part of the regional collaborative, we will continue to work together to contribute to the design and implementation of the appropriate CVE prevention and intervention programming. We agree that streamlined, systematic coordination of a continuously expanding network of community-driven efforts is the best way forward in order to achieve gains in all areas.

Key to our efforts is the full support of community-led initiatives that are intended to meet individual and community needs. Our agency will continue to offer its in-kind support for community-based organizations to ensure their success.

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Sincerely,

(b) (6)

Jose Osuna  
Director of External Affairs

(b)

*Hope has an address*

130 West Bruno Street, Los Angeles, California 90012 • 323.526.1254 • [HomeboyIndustries.org](http://HomeboyIndustries.org)



# CITY OF LOS ANGELES

CALIFORNIA

## COMMISSIONERS

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Gaspar Rivera-Salgado, Ph.D., Vice-President  
Mark Rothman, 2<sup>nd</sup> Vice-President

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Housing + Community  
Investment Department



**Human Relations Commission**  
1200 West 7th St., 9th Floor  
Los Angeles, CA 90017

Executive Director : Patricia M. Villasenor  
E-mail: patricia.villasenor@lacity.org

ERIC GARCETTI

To Whom it May Concern,

This letter is in support of the Los Angeles Mayor's Office of Public Safety and its efforts to address individual and community needs to reduce ideologically motivated violence in Greater Los Angeles area.

The Mayor's Office of Public Safety is developing an innovative approach to Countering Violent Extremism (CVE), by improving interagency communication throughout government and building resilient networks with community groups and partners. Historically, NGOs have faced significant hurdles in self-initiating CVE measures, including resource constraints, knowledge gaps, and the underdevelopment of peer-to-peer networks. Furthermore, specific efforts to put CVE practicing NGOs in touch with one another to share information and best practices have not been effective.

Upon several rounds of discussion with interfaith leadership groups and community advisory committees, one of the key concerns raised was the lack of systematized coordination among community organizations and actors that could maximize the coverage and effectiveness of resilience-building, prevention, and intervention efforts. In other words, organizations of diverse strengths and capabilities were often unaware of how a potential partner could complement their own activities and expand the capabilities and services offered to their respective constituencies. We reached a fundamental conclusion: there is a critical need for streamlined, systematic coordination of a continuously expanding network of community-driven CVE efforts in order to achieve gains in all areas.

We view the effort led by the Mayor's Office of Public Safety to be the most effective means of fostering coordination and cooperation among community-based organizations, creating cohesive goals and messaging, promoting knowledge and capability-sharing among groups and identifying gaps in the community-led support system for communities and individuals.

Sincerely,

(b) (6)

Patricia M. Villasenor,  
Executive Director  
City of Los Angeles Human Relations Commission

City HRC

"Reducing Tensions...Creating Connections...Building Peace"

Honorable Jeh Johnson  
Secretary  
US Department of Homeland Security  
245 Murray Lane  
Washington DC, 2052

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As part of the regional collaborative, we will continue to work together to contribute to the design and implementation of the appropriate CVE prevention and intervention programing. We agree that streamlined, systematic coordination of a continuously expanding network of community-driven efforts is the best way forward in order to achieve gains in all areas. Key to our efforts is the full support of community-led initiatives that are intended to meet individual and community needs. Our agency will continue to offer its in-kind support for community-based organizations to ensure their success.

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The efforts of this collaboration build upon a critically important national and local dialogue about countering violence and preserving life. The proposed funding will make a real difference to better assist the Los Angeles region in supporting our communities to pursue shared solutions that are crucial to our safety, liberty, and the pursuit of prosperous place to live, work, play, and connect.

Sincerely, (b) (6)

Mahomed Khan  
Director Interfaith And Outreach  
King Fahad Mosque. Culver City, CA.

Muslim Chaplin  
Los Angeles County Men's Central Jail.





September 2, 2016

Honorable Jeh Johnson  
Secretary  
US Department of Homeland Security  
245 Murray Lane  
Washington DC, 2052

I write in strong support of the Los Angeles Mayor's Office of Public Safety and the regional partners including Department of Mental Health, Interagency Collaborative and the Regional Steering Committee in their grant proposal and efforts to develop an innovative approach to Countering Violent Extremism (CVE) in Los Angeles.

As part of the regional collaborative, we will continue to work together to contribute to the design and implementation of the appropriate CVE prevention and intervention programing. We agree that streamlined, systematic coordination of a continuously expanding network of community-driven efforts is the best way forward in order to achieve gains in all areas.

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Sincerely,

(b) (6)

Tony Sgro  
CEO & Founder  
EdVenture Partner





350 South Figueroa Street, Suite 437, Los Angeles, CA 90071-1205  
[www.LAEPF.org](http://www.LAEPF.org)

Honorable Jeh Johnson  
Secretary  
US Department of Homeland Security  
245 Murray Lane  
Washington DC, 2052

I write in strong support of the Los Angeles Mayor's Office of Public Safety and the regional partners including Department of Mental Health, Interagency Collaborative and the Regional Steering Committee in their grant proposal and efforts to develop an innovative approach to Countering Violent Extremism (CVE) in Los Angeles.

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The efforts of this collaboration build upon a critically important national and local dialogue about countering violence and preserving life. The proposed funding will make a real difference to better assist the Los Angeles region in supporting our communities to pursue shared solutions that are crucial to our safety, liberty, and the pursuit of prosperous place to live, work, play, and connect.

Sincerely,

Los Angeles Emergency Preparedness Foundation

(b) (6)

Brent Woodworth  
President & CEO  
[Brent.Woodworth@LAEPF.org](mailto:Brent.Woodworth@LAEPF.org)

# LOS ANGELES POLICE DEPARTMENT

**CHARLIE BECK**  
Chief of Police



**Eric Garcetti**  
Mayor

P. O. Box 30158  
Los Angeles, Calif. 90030  
Telephone: (213) 486-0150  
TDD: (877) 275-5273  
Ref #: 1.1

September 6, 2016

Honorable Jeh Johnson  
Secretary  
US Department of Homeland Security  
245 Murray Lane  
Washington, DC 20528

Dear Secretary Johnson,

I write in support of the Los Angeles Mayor's Office of Public Safety and its efforts to address the social aspects of individual and community needs to reduce ideologically motivated violence in the Greater Los Angeles area.

The Mayor's Office of Public Safety is developing an innovative approach to Countering Violent Extremism (CVE), by improving interagency communication throughout government and building resilient networks with community groups and partners. Historically, community based organizations (CBOs) have faced significant hurdles in self-initiating CVE measures, including resource constraints, knowledge gaps, and the underdevelopment of peer-to-peer networks. Furthermore, specific efforts to put CVE practicing CBOs in touch with one another to share information and best practices have not been effective.

The City of Los Angeles and the surrounding region are complex; and a holistic and comprehensive approach to CVE prevention and intervention must be multi-faceted to effectively address the diverse needs of the region and the complexities of constructive CVE intervention. The proposal put forth by the Mayor's Office of Public Safety operates and complements other CVE prevention, resilience and mental health services, and is one critical piece of an overall effective, coordinated, and comprehensive CVE strategy.

We view the effort led by the Mayor's Office of Public Safety to be an effective means of fostering coordination and cooperation among community-based organizations, creating cohesive goals and messaging, promoting knowledge and capability-sharing among groups and identifying gaps in the community-led support system for communities and individuals in the pre-criminal space.

Very truly yours,

(b) (6)

**CHARLIE BECK**  
Chief of Police

31 August 2016

Honorable Jeh Johnson  
Secretary  
US Department of Homeland Security  
245 Murray Lane  
Washington DC, 2052

I write in strong support of the Los Angeles Mayor's Office of Public Safety and the regional partners including Department of Mental Health, Interagency Collaborative and the Regional Steering Committee in their grant proposal and efforts to develop an innovative approach to Countering Violent Extremism (CVE) in Los Angeles.

As part of the regional collaborative, we will continue to work together to contribute to the design and implementation of the appropriate CVE prevention and intervention programing. We agree that streamlined, systematic coordination of a continuously expanding network of community-driven efforts is the best way forward in order to achieve gains in all areas. Key to our efforts is the full support of community-led initiatives that are intended to meet individual and community needs. Our agency will continue to offer its in-kind support for community-based organizations to ensure their success.

We view the effort led by the Mayor's Office of Public Safety to be the most effective means of fostering coordination and cooperation among community-based organizations, creating cohesive goals and messaging, promoting knowledge and capability-sharing among groups and identifying gaps in the community-led support system for communities and individuals.

The efforts of this collaboration build upon a critically important national and local dialogue about countering violence and preserving life. The proposed funding will make a real difference to better assist the Los Angeles region in supporting our communities to pursue shared solutions that are crucial to our safety, liberty, and the pursuit of prosperous place to live, work, play, and connect.

Sincerely,

(b) (6)

Salam Al-Marayati  
Muslim Public Affairs Council





PO Box 70232  
Oakland, California 94612

TEL 510.268.9675  
FAX 510.268.3606

[www.niot.org](http://www.niot.org)

September 2, 2016

Honorable Jeh C. Johnson  
Secretary  
US Department of Homeland Security  
245 Murray Lane  
Washington DC, 20528

I write in strong support of the Los Angeles Mayor's Office of Public Safety and the regional partners including Department of Mental Health, Interagency Collaborative and the Regional Steering Committee in their grant proposal and efforts to develop an innovative approach to Countering Violent Extremism (CVE) in Los Angeles.

As part of the regional collaborative, we will continue to work together to contribute to the design and implementation of the appropriate CVE prevention and intervention programming. We agree that streamlined, systematic coordination of a continuously expanding network of community-driven efforts is the best way forward in order to achieve gains in all areas. Key to our efforts is the full support of community-led initiatives that are intended to meet individual and community needs. Our agency will continue to offer its in-kind support for community-based organizations to ensure their success.

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Sincerely,

(b) (6)

Harold Leffall, Jr.  
Executive Director

Not In Our Town/ The Working Group





## PROFESSIONAL COMMUNITY INTERVENTION TRAINING INSTITUTE

8-29-2016

Honorable Jeh Johnson  
Secretary  
US Department of Homeland Security  
245 Murray Lane  
Washington DC, 2052

I write in strong support of the Los Angeles Mayor's Office of Public Safety and the regional partners including Department of Mental Health, Interagency Collaborative and the Regional Steering Committee in their grant proposal and efforts to develop an innovative approach to Countering Violent Extremism (CVE) in Los Angeles.

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Sincerely,  
Aquil Basheer

Creator & Founder:  
The Professional Community Intervention Training Institute



September 1, 2016

To Whom it May Concern,

This letter is in support of the Los Angeles Mayor's Office of Public Safety and its efforts to address individual and community needs to reduce ideologically motivated violence in Greater Los Angeles area.

The Mayor's Office of Public Safety is developing an innovative approach to Countering Violent Extremism (CVE), by improving interagency communication throughout government and building resilient networks with community groups and partners. Historically, NGOs have faced significant hurdles in self-initiating CVE measures, including resource constraints, knowledge gaps, and the underdevelopment of peer-to-peer networks. Furthermore, specific efforts to put CVE practicing NGOs in touch with one another to share information and best practices have not been effective.

Upon several rounds of discussion with interfaith leadership groups and community advisory committees, one of the key concerns raised was the lack of systematized coordination among community organizations and actors that could maximize the coverage and effectiveness of resilience-building, prevention, and intervention efforts. In other words, organizations of diverse strengths and capabilities were often unaware of how a potential partner could complement their own activities and expand the capabilities and services offered to their respective constituencies. We reached a fundamental conclusion: there is a critical need for streamlined, systematic coordination of a continuously expanding network of community-driven CVE efforts in order to achieve gains in all areas.

We view the effort led by the Mayor's Office of Public Safety to be the most effective means of fostering coordination and cooperation among community-based organizations, creating cohesive goals and messaging, promoting knowledge and capability-sharing among groups and identifying gaps in the community-led support system for communities and individuals.

Sincerely,

Violence Prevention Coalition of Greater Los Angeles

Peace,

(b) (6)

Adrienne Lamar Snider  
Executive Director

1000 North Alameda Street  
Suite 240  
Los Angeles, CA 90012  
o 213.346.3265  
f 213.808.1009

[www.vpcgla.org](http://www.vpcgla.org)

**steering committee**

**Adriana E. Molina, LMFT, Chair**  
Children's Institute, Inc.

**Adela Barajas, Vice Chair**  
Life After Uncivil Ruthless Acts

**Jerry Factor, Treasurer**  
Factor Family Foundation

**Holly Bridges Shapira**  
Picture Alternatives

**Gale Feldman, MPH, Past-Chair**  
FMA Community Health Consulting

**Billie Weiss, MPH, Founder**  
UCLA Fielding School of Public Health

**leadership team**

**Adrienne Lamar Snider**  
Executive Director

**Daniel Healy, MPH**  
Associate Director

**A project of  
community partners**



P.O. Box 193 Beverly Hills, CA 90213  
(424) 288-4935

September 1, 2016

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This letter is in support of the Los Angeles Mayor's Office of Public Safety and its efforts to address individual and community needs to reduce ideologically motivated violence in Greater Los Angeles area.

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Sincerely,

(b) (6)

A large black rectangular redaction box covering the signature area.

Nirinjan Singh Khalsa  
Executive Director  
California Sikh Council



Humanitarian Day | Go Beyond the G.A.M.E | Social Empowerment Educational Development

Honorable Jeh Johnson  
Secretary  
US Department of Homeland Security  
245 Murray Lane  
Washington DC, 2052

I write in strong support of the Los Angeles Mayor's Office of Public Safety and the regional partners including Department of Mental Health, Interagency Collaborative and the Regional Steering Committee in their grant proposal and efforts to develop an innovative approach to Countering Violent Extremism (CVE) in Los Angeles.

As part of the regional collaborative, we will continue to work together to contribute to the design and implementation of the appropriate CVE prevention and intervention programming. We agree that streamlined, systematic coordination of a continuously expanding network of community-driven efforts is the best way forward in order to achieve gains in all areas.

Key to our efforts is the full support of community-led initiatives that are intended to meet individual and community needs. Our agency will continue to offer its in-kind support for community-based organizations to ensure their success.

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The efforts of this collaboration build upon a critically important national and local dialogue about countering violence and preserving life. The proposed funding will make a real difference to better assist the Los Angeles region in supporting our communities to pursue shared solutions that are crucial to our safety, liberty, and the pursuit of prosperous place to live, work, play, and connect.

Sincerely,

Systems for Human Empowerment

Honorable Jeh Johnson  
Secretary  
US Department of Homeland Security  
245 Murray Lane  
Washington DC, 2052

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Sincerely,

(b) (6)

Chairman of the Board  
UMMA Community Clinic

**CITY OF LOS ANGELES**  
**INTER-DEPARTMENTAL CORRESPONDENCE**

**DATE:** September 25, 2015

**MEMORANDUM NO. 15-029**

**TO:** All City Office / Department Heads

**FROM:** Claire Bartels, Chief Deputy Controller

(b) (6)

**SUBJECT: 2014-15 INDIRECT COST RATES—COST ALLOCATION PLAN (CAP) 37**

Attached are the approved Cost Allocation Plan (CAP) 37 indirect cost rates and instructions for their use. Please note, there were changes from the interim rates distributed on March 31, 2015. Changes were made to the Central Services Rates for most departments due to reductions in allowed costs for the Information Technology Agency, and some Department Administration Rates.

The State and Local Rate Agreement was approved by the U.S. Department of Health and Human Services under contract with the City's cognizant federal agency, the U.S. Department of Housing and Urban Development. These rates must be used in all new applications, contracts, and billings for grant activities and computations of overhead amounts during fiscal year 2014-15, or as required by your grantor.

The indirect cost rates for the departments not included in the attached "State and Local Rate Agreement" were not reviewed by the Federal Negotiator. However, such rates included in the attached "Indirect Cost Rates" were audited by the City's external auditors, Simpson & Simpson, CPAs.

Questions regarding the Cost Allocation Plan or indirect cost rates may be directed to the CAP staff at (213) 978-7326 or (213) 978-7327.

Attachments: A – Indirect Cost Rates  
                  B – Instructions  
                  C – Costs Included in Rate Calculations  
                  State and Local Rate Agreement



**COST ALLOCATION PLAN 37 (CAP 37) - INDIRECT COST RATES WITH CARRY FORWARD**

The rates below are to be used to prepare grant applications, contracts and billings for grant activities, and to compute Fees for Special Services, during 2014-15. They are to be applied only to straight time, gross salaries (with CTO). When only net salaries (without CTO) are available, convert net salaries to gross salaries using the CTO rate. For rates applicable to **part time** or **overtime** salaries, please contact CAP staff. **Note: You MUST adjust rates to deduct directly billed costs.** See Instructions - Attachment B, and Indirect Costs Included in Rate Calculations - Attachment C.

DEPARTMENT/Cost Center	Fringe Benefits	Central Services	Department Administration & Support	Division Overhead*	CTO
<b>AGING:</b>					
Balance of Department	41.71%	27.95%	n/a	*	18.86%
Title V	14.85%	0.61%	n/a	*	0.00%
<b>ANIMAL SERVICES</b>	48.75%	47.62%	23.90%	*	22.44%
<b>BUILDING &amp; SAFETY</b>	40.73%	14.07%	22.03%	*	21.84%
<b>CITY ADMINISTRATIVE OFFICER (OARS):</b>					
CRA, Petroleum Admin., Proprietary,					
Capital Projects (Phy. Plant)	34.94%	13.95%	19.28%	*	21.02%
Disaster Grants Coordination	34.72%	123.83%	15.79%	*	0.00%
<b>CITY ATTORNEY:</b>					
Criminal	36.15%	19.49%	26.04%	*	20.54%
Direct Billed - User's Site (Proprietary Depts.)	34.18%	5.52%	26.13%	*	20.54%
Direct Billed - In City Space	35.62%	5.74%	26.26%	*	20.54%
<b>CITY CLERK:</b>					
Elections	87.36%	19.38%	10.66%	*	3.29%
SAS (Formerly Land Record)	42.93%	66.29%	184.48%	*	20.93%
<b>CONTROLLER:</b>					
Direct Billed (at User's site)	44.15%	5.52%	74.84%	*	21.31%
Direct Billed (in City space)	44.30%	9.52%	75.46%	*	21.31%
<b>CULTURAL AFFAIRS</b>	52.49%	37.98%	80.79%	*	17.76%
<b>DEPARTMENT on DISABILITY</b>	41.69%	18.93%	47.02%	*	26.50%
<b>EL PUEBLO</b>	54.30%	0.00%	60.54%	*	18.10%
<b>ECONOMIC AND WORKFORCE DEVELOPMENT</b>					
Balance of Department	40.50%	12.65%	n/a	*	20.97%
As Needed Employees	10.52%	0.00%	n/a	*	n/a
<b>EMERGENCY MANAGEMENT</b>					
Em. Prep. Policy & Public info.	53.62%	0.00%	87.84%	*	19.41%
<b>FINANCE, OFFICE OF</b>					
Revenue Collections	46.23%	47.30%	16.12%	*	22.98%
Cash Management & Street Bonds	35.00%	49.07%	16.43%	*	0.00%



**COST ALLOCATION PLAN 37 (CAP 37) - INDIRECT COST RATES WITH CARRY FORWARD**

The rates below are to be used to prepare grant applications, contracts and billings for grant activities, and to compute Fees for Special Services, during 2014-15. They are to be applied only to straight time, gross salaries (with CTO). When only net salaries (without CTO) are available, convert net salaries to gross salaries using the CTO rate. For rates applicable to **part time** or **overtime** salaries, please contact CAP staff. **Note: You MUST adjust rates to deduct directly billed costs.** See Instructions - Attachment B, and Indirect Costs Included in Rate Calculations - Attachment C.

DEPARTMENT/Cost Center	Fringe Benefits	Central Services	Department Administration & Support	Division Overhead*	CTO
<b>FIRE:</b>					
Civilian	44.01%	18.73%	23.32%	*	23.40%
Sworn (Firefighters)	75.31%	20.09%	22.10% a.	*	12.65%
			15.57% b.	Field Support Rate,	
			37.67% c.		
<i>Combined Dept. Admin. &amp; Support Rate, including Field Support Rate</i>					
<b>GENERAL SERVICES:</b>					
Materials Testing	39.92%	21.38%	10.83%	*	19.74%
Print Shop	48.04%	33.22%	10.44%	*	20.69%
<b>HOUSING:</b>					
Grant-Funded Housing	39.22%	11.06%	n/a	*	19.20%
Enforcement	46.17%	14.19%	n/a	*	19.20%
Internal Administration	28.73%	8.51%	n/a	*	19.20%
<b>LIBRARY</b>	39.40%	24.13%	16.99%	*	20.06%
<b>LOS ANGELES CONVENTION CENTER</b>	45.38%	0.66%	23.05%	*	21.56%
<b>MAYOR:</b>					
Executive/Policy	39.40%	38.98%	17.10%	*	15.56%
Grant Funded/Spec. Programs	36.57%	47.38%	15.33%	*	17.00%
Direct in City Space	91.13%	0.00%	0.00%	*	15.56%
<b>NEIGHBORHOOD EMPOWERMENT</b>	46.14%	100.02%	217.79%	*	18.77%
<b>PERSONNEL:</b>					
Custody Care (Jails)	42.31%	6.08%	20.08%	*	23.60%
Personnel Grant Funded/Spec. Programs	37.40%	8.29%	29.79%	*	23.60%
<b>PLANNING</b>	41.53%	37.72%	42.39%	*	20.33%
<b>POLICE:</b>					
Civilian	41.62%	8.99%	14.72%	*	28.44%
Sworn	73.37%	14.70%	30.56% a.	*	30.84%
			31.22% b.	Field Support Rate,	
			61.78% c.		
<i>Combined Dept. Admin. &amp; Support Rate, including Field Support Rate</i>					

**\*\*NOTE:** For Fire and Police, the Field Support rate (line b.) captures overhead costs that are in addition to other Administrative and Support Costs. It has been added to the Department Administration rate on this schedule. Please use this combined rate (line c.) for sworn positions in field operations. For other, non-field sworn positions, do NOT use the Field Support rate; use only the regular Department Administration rate (line a.), together with the other (Fringe, Central Service and CTO) rates.

**COST ALLOCATION PLAN 37 (CAP 37) - INDIRECT COST RATES WITH CARRY FORWARD**

The rates below are to be used to prepare grant applications, contracts and billings for grant activities, and to compute Fees for Special Services, during 2014-15. They are to be applied only to straight time, gross salaries (with CTO). When only net salaries (without CTO) are available, convert net salaries to gross salaries using the CTO rate. For rates applicable to **part time** or **overtime** salaries, please contact CAP staff. **Note: You MUST adjust rates to deduct directly billed costs.** See Instructions - Attachment B, and Indirect Costs Included in Rate Calculations - Attachment C.

DEPARTMENT/Cost Center	Fringe Benefits	Central Services	Department Administration & Support	Division Overhead*	CTO
PUBLIC WORKS, Board Office:					
Public Services	33.87%	62.06%	6.19%	*	19.73%
PW - Contract Administration:					
Construction Inspection	35.98%	7.53%	10.33%	25.32%	21.14%
PW - Engineering:					
Stormwater Facilities Engineering	35.28%	11.85%	23.39%	17.45%	21.35%
Wastewater Facilities Engineering	38.29%	10.15%	23.61%	48.22%	21.35%
Privately Financed & Assessment	37.41%	17.50%	23.92%	26.76%	21.35%
Street Improvements	38.26%	11.51%	23.82%	17.72%	21.35%
Municipal Facilities	37.29%	15.52%	23.63%	17.83%	21.35%
General Mapping & Survey	33.55%	6.50%	24.27%	155.94%	21.35%
PW - Sanitation					
Solid Waste Program	51.21%	108.41%	5.49%	*	23.13%
Wastewater/Stormwater Division	36.31%	26.66%	3.83%	*	23.13%
PW - Street Lighting	42.45%	23.86%	25.23%	*	19.99%
PW - Street Services	45.21%	46.95%	11.59%		27.64%
Street Maint General				*	
Street Use Inspection				*	
Lot Cleaning				*	
Street Tree Division				*	
Street Maint Administration				*	
ST MNT Facilities Maintenance				*	
Street Maint Executive				*	
Resurf & Reconstr Div				*	
Special Proj Constr Div				*	
Street Improvement Div				*	
RECREATION & PARKS	64.73%	39.15%	13.50%	*	23.19%
TRANSPORTATION	45.27%	22.67%	11.58%	*	24.64%
Zoo Department	44.51%	20.66%	20.90%	*	20.58%

These ten Division Overhead rates, calculated by St. Services, assume that Equipment is billed as a direct cost. When such is done, the Central Services rate will be reduced to exclude the directly billed equipment.

**Notes:**

\* Division Overhead includes costs of division heads, section supervisors, clerical and other support staff within divisions or sections. These costs are not part of the Department Administration rate, but are legitimate costs which should be recovered if allowed by your grantor. If these costs are not charged directly to a grant, a Division Overhead indirect cost rate should be calculated. To maintain consistency and insure that Division Overhead costs do not overlap with Department Administration costs, please contact CAP staff for assistance in calculating these rates. Public Works Division Overhead rates are computed by Public Works staff and published herein as a courtesy.

## Instructions for Using Indirect Cost Rates

**Modifying the rates.** Usually departments use the CAP rates as published; however, situations may arise necessitating revision of the rates. **Your Department's CAP rate should be modified if your Department directly charges to a grant or fee payer any of the indirect costs, or if the grantor or fee payer directly provides any of the services listed on Attachment C.** For example, if you purchase a computer and the total cost is paid directly by a fee payer or grantor, your CAP rate must be reduced to avoid double billing for the directly charged item(s). This means: if the entity you are billing provides office space, telephone service, computers, vehicles, or any other item listed on Attachment C, your rates must be adjusted to exclude those items.

An example of the necessity for rate modification is the Police Department's bill to the Airports Department. Airports provides space, utilities, telephones and equipment for Police Department staff at the Airport substation. To properly bill the Airports Department for law enforcement services at this site, the Police Department indirect cost rates are revised to exclude the building use, building lease, equipment use, and telephone line items.

Contact the CAP Office for adjusted rates if any cost listed in Attachment C is directly billed to grants or fees, or if any of the listed services are provided by your client.

**Using the rates as published.** The CAP indirect cost rates are computed based on "gross annual salaries" **excluding** overtime. (For rates applicable to overtime salaries, please contact the CAP office.) Compensated time off (CTO) is included in this gross salaries base. (See Attachment C paragraph 5 for a definition of CTO.) The CAP Fringe Benefits, Central Services, and Department Administration indirect cost rates, therefore, must be applied to salaries which include CTO and exclude overtime. Please refer to the example below, where:

Fringe Benefits Rate	=	28.10%	of Gross Salaries
Central Services Rate	=	39.77%	of Gross Salaries
Department Administration & Support Rate	=	18.87%	of Gross Salaries
Compensated Time Off Rate	=	16.26%	of Net Salaries

1. Assume Gross Salaries = \$ 1,000.00 *(Gross Salaries are salaries for straight time worked plus Compensated Time Off.)*

Given the above-listed indirect cost rates, and assuming your CTO costs are included in your salaries as billed, total indirect costs are calculated below:

- |                      |    |       |   |        |   |    |        |  |
|----------------------|----|-------|---|--------|---|----|--------|--|
| a.                   | \$ | 1,000 | x | 28.10% | = | \$ | 281.00 | Fringe Benefit Cost                      |
| b.                   | \$ | 1,000 | x | 39.77% | = | \$ | 397.70 | Central Service Cost                     |
| c.                   | \$ | 1,000 | x | 18.87% | = | \$ | 188.70 | Department Administration & Support Cost |
| Sum of (a + b + c) = |    |       |   |        |   |    |        | \$ 867.40                                |

2. Assume Net Salaries = \$ 860.14 *(Net Salaries are salaries for straight time worked, not including Compensated Time Off. Such net salaries would typically be accumulated through direct charges in a cost accounting system.)*

Convert net salaries to gross salaries by adding CTO % of Net:

- |                      |                          |       |        |        |        |        |        |  |                           |
|----------------------|--------------------------|-------|--------|--------|--------|--------|--------|--|---------------------------|
| a.                   | Net Salary times CTO %:  | \$    | 860.14 | x      | 16.26% | =      | \$     | 139.86                                   | = CTO Amount              |
| b.                   | Net Salary plus CTO amt: | \$    | 860.14 | +      | \$     | 139.86 | =      | \$                                       | 1,000.00 = Gross Salaries |
| c.                   | \$                       | 1,000 | x      | 28.10% | =      | \$     | 281.00 | Fringe Benefit Cost                      |                           |
| d.                   | \$                       | 1,000 | x      | 39.77% | =      | \$     | 397.70 | Central Service Cost                     |                           |
| e.                   | \$                       | 1,000 | x      | 18.87% | =      | \$     | 188.70 | Department Administration & Support Cost |                           |
| Sum of (a + b + c) = |                          |       |        |        |        |        |        | \$ 867.40                                |                           |

**REMINDER: CTO rates are to be used only when paid time off such as sick and vacation time are not directly charged to a special service or grant project. Please see Attachment C, paragraph 5 for further information.**

**COST ALLOCATION PLAN 37 INDIRECT COSTS INCLUDED IN RATE CALCULATIONS****1. Fringe Benefits Rate includes the department's share of the Citywide costs of:**

Retirement (Civilians)	Employee Assistance	Union Sponsored Benefits
Pensions (Fire/Police Sworn)	Ordinance Life Insurance	Unused Sick/Vacation Payout
FLEX Benefit Program	Medicare	Unemployment Insurance
- Health Insurance	Social Security	Workers' Compensation
- Dental Insurance	Part Time/Seasonal/Temporary	Hiring Hall Fringe
- Basic Life Insurance	(PST) 457 Retirement Plan	

**2. Central Services Rate includes the department's share of the Citywide costs of:**

Building Leases [GSD & Spec. Funds]	Equipment Use Allowance (Equipment costing \$5,000 & above)	General City Purposes [League Dues and audits]
Building Depreciation	Equipment Exp. Under \$5,000	Liability Claims
Computer Assets Depreciation (items costing \$5,000 & above)	(Equipment Costing under \$5,000)	Petroleum Products [GSD]
Communications Lease (Telephone bill)	Gas (Natural Gas Utility) [GSD]	Vehicle Depreciation
	Insurance on bond-financed assets	Water & Electricity
		Emergency Operations Organization
City Administrative Officer (CAO, formerly OARS)	EMPLOYEE RELATIONS BOARD	PERSONNEL
Budget		Workers' Compensation & Safety
Employee Relations & Living Wage		Personnel Balance of Dept.
Gen. Support (Finance, Systems, Productivity & Risk Management)	EMERGENCY MANAGEMENT	
Municipal Facilities Projects	Emergency Preparedness Policy & Public Information	
CITY ATTORNEY	FINANCE	POLICE DEPARTMENT
Civil Liability	Citywide Collections	Security Services
Employee Relations	Custody & Disbursement	
Municipal Counsel / Legis. Svcs.	& Debt Administration	
Land Use		
Police Division	GENERAL SERVICES	PUBLIC WORKS
	Building Services	Board Office
CITY CLERK	Construction Division	Contract Admin:
Council and Public Services	Fleet Services	Office of Contract Compliance
Records Management	Assets Management (Leasing & Real Estate)	Engineering: General Engineering
	Mail & Messenger	
	Parking Services	
CITY ETHICS COMMISSION	Supply Services	
CONTROLLER	INFORMATION TECHNOLOGY	PENSIONS: OVERHEADS ALLOCATED
Accounts Payable	AGENCY (ITA)	TO PENSIONS. (Other Pension
Budget & General Acctg.	IT Services	costs included in Fringe Benefits)
CAP	Communications Division	
FMIS	Telecommunications (PPEB)	CERS: OVERHEADS ALLOCATED
Internal Audit		TO CERS. (Other CERS
Payroll (incl. Fiscal Systems)		costs included in Fringe Benefits)
Single Audit		
Workers' Compensation		

**INDIRECT COSTS INCLUDED IN CAP 37 RATE CALCULATIONS (continued)****3. Department Administration and Support Rate includes costs of support functions within a department:**

The rate includes expenditures which: --- *benefit the department as a whole*  
 --- *are NOT directly charged to a grant or fee program*  
 --- *are NOT line operations.*

**Expenditures include those of:**

Accounting staff	Department Management (Gen. Mgr. & Asst. Gen. Mgrs)
Budget staff	Clerical Staff/word processing staff serving the entire department.
Payroll staff	Systems Staff (if serving the whole department, not a special project)
Personnel & training staff	Warehouse/inventory/stores staff
Inventory staff	Vehicle maintenance staff (Police & Fire only)

*NOTE: The support costs discussed here must conform to Federal definitions of allowable overhead costs and are not necessarily the same as the City's General Administration and Support Program (GASP) in a departmental budget.*

**4. Division Overhead Rates include the costs of support functions within divisions:**

The rate includes the salary and expenses of division heads, section supervisors, and other support within divisions which are not included in the Department Administration costs discussed above. For example, within the Bureau of Engineering, the City Engineer, Deputies, their secretaries and the Administration Division are included in the Department Administration indirect cost rate. Within operating divisions, division heads, assistant division heads, and their secretaries and division support staff are NOT included in the Department Administration rate.

To recover the overhead costs within a division, a department or bureau should directly charge the time of the division head, secretary, assistant division head, and other division support services to a project, or calculate an indirect cost rate to recover their costs. Please work with the CAP office when calculating such rates, to insure that Division Overhead costs do not overlap Department Administration costs.

**5. Compensated Time Off Rate includes the salary paid to employees who are on paid leave such as:**

Sick Leave	Jury Duty	Floating Holiday
Vacation	Bereavement leave	Injury on Duty
Holiday	Preventive Medicine	
Military Leave	Workers' Compensation (salary continuance	
Family Illness	paid by the employing department.)	

**Special Note regarding CTO:**

*CTO rates are to be used only when sick, vacation, and other CTO hours are not directly charged to a fee or grant project. For employees who charge only part of their hours worked to a grant, their time off is usually not being charged to the project, so the cost of that time off must be recovered using the CTO Rate. For employees whose entire annual salary is charged to a fee or grant, CTO is recovered as they take their time off, and the CTO Rate is not to be used. When the CTO Rate is applied to net salaries, the amount derived is added to net salaries to create gross salaries. The derived gross salaries becomes the base against which the fringe benefit rate and other indirect cost rates described above are applied.*

**6. OTHER DEFINITIONS**

- a. Gross Salaries - Total annual salaries, which include pay for time worked AND compensated time off.
- b. Net Salaries - Pay for time worked only, not including compensated time off.

## STATE AND LOCAL RATE AGREEMENT

City of Los Angeles  
200 N. Main Street  
Los Angeles, CA 90012

DATE: September 8, 2015  
FILING REF.: The preceding  
agreement was dated:  
08/17/15 G24300

The rates approved in this agreement are for use on grants, contracts and other agreements with the Federal Government, subject to the conditions contained in Section IV.

### SECTION I: CENTRAL SERVICE INDIRECT COST RATES\*

<u>Type</u>	<u>Effective Period</u>		<u>Rate</u>	<u>Location</u>	<u>Applicable to</u>
	<u>From</u>	<u>To</u>			
					<b>AGING</b>
Fixed	07/01/14	06/30/15	27.95%	All	Balance of Dept.
Fixed	07/01/14	06/30/15	0.61%	All	Special Fund (Title V)
Fixed	07/01/14	06/30/15	13.95%	All	<b>CITY ADMIN. OFFICER (CAO)</b>
					CRA, Petroleum Admin.,
					Proprietary, Capital
					Projects (Physical Plant)
Fixed	07/01/14	06/30/15	123.83%	All	Disaster Grants Coord.
					<b>CITY ATTORNEY</b>
Fixed	07/01/14	06/30/15	19.49%	All	Criminal
Fixed	07/01/14	06/30/15	5.52%	User's Site	Direct (Proprietary/CRA)
Fixed	07/01/14	06/30/15	5.74%	City Space	Direct (CDD, Housing Authority)
					<b>COMMUNITY DEVELOPMENT</b>
Fixed	07/01/14	06/30/15	12.65%	All	Balance of Department
Fixed	07/01/14	06/30/15	0.00%	All	As Needed Employees
Fixed	07/01/14	06/30/15	18.93%	All	<b>DEPT. ON DISABILITY</b>
					<b>EMERGENCY MANAGEMENT</b>
Fixed	07/01/14	06/30/15	0.00%	All	Emer. Prep. Policy & Public
					Info.
					<b>FIRE</b>
Fixed	07/01/14	06/30/15	18.73%	All	Civilian
Fixed	07/01/14	06/30/15	20.09%	All	Sworn
					<b>HOUSING</b>
Fixed	07/01/14	06/30/15	11.06%	All	Grants Funded Housing
Fixed	07/01/14	06/30/15	14.19%	All	Enforcement
Fixed	07/01/14	06/30/15	8.51%	All	Internal Administration

STATE/LOCALITY: City of Los Angeles

AGREEMENT DATE: September 8, 2015

SECTION I: CENTRAL SERVICE INDIRECT COST RATES\* (continued)

<u>Type</u>	<u>Effective Period</u>		<u>Rate</u>	<u>Location</u>	<u>Applicable to</u>
	<u>From</u>	<u>To</u>			
Fixed	07/01/14	06/30/15	24.13%	All	<b>LIBRARY</b>
					<b>MAYOR</b>
Fixed	07/01/14	06/30/15	38.98%	All	Executive/Policy
Fixed	07/01/14	06/30/15	47.38%	All	Grant Funded/Spec.Prog.
Fixed	07/01/14	06/30/15	0.00%	City Space	Direct Billed
Fixed	07/01/14	06/30/15	37.72%	All	<b>PLANNING</b>
					<b>POLICE</b>
Fixed	07/01/14	06/30/15	8.99%	All	Civilian
Fixed	07/01/14	06/30/15	14.70%	All	Sworn
					<b>PUBLIC WORKS DEPT.</b>
Fixed	07/01/14	06/30/15	62.06%	All	Board Office Direct: Pub. Svcs.
					<u>Contract Administration</u>
Fixed	07/01/14	06/30/15	7.53%	All	Construction Inspection
					<u>Engineering</u>
Fixed	07/01/14	06/30/15	11.85%	All	Stormwater Facilities Eng.
Fixed	07/01/14	06/30/15	10.15%	All	Wastewater Facilities Eng.
Fixed	07/01/14	06/30/15	17.50%	All	Privately Fin. Imprv. Eng.
Fixed	07/01/14	06/30/15	11.51%	All	Street Improvements Eng.
Fixed	07/01/14	06/30/15	15.52%	All	Municipal Facilities Eng.
Fixed	07/01/14	06/30/15	6.50%	All	Gen'l. Mapping & Survey
					<u>Sanitation</u>
Fixed	07/01/14	06/30/15	108.41%	All	Solid Waste Program
Fixed	07/01/14	06/30/15	26.66%	All	Wastewater/Flood Control
Fixed	07/01/14	06/30/15	23.86%	All	Street Lighting
Fixed	07/01/14	06/30/15	46.95%	All	Street Services
Fixed	07/01/14	06/30/15	39.15%	All	<b>RECREATION &amp; PARKS</b>
Fixed	07/01/14	06/30/15	22.67%	All	<b>TRANSPORTATION</b>
Fixed	07/01/14	06/30/15	20.66%	All	<b>ZOO</b>

\*BASE: Direct salaries and wages including vacation, holiday, sick pay and other paid absences but excluding all other fringe benefits.



STATE/LOCALITY: City of Los Angeles

AGREEMENT DATE: September 8, 2015

**SECTION II: FRINGE BENEFITS RATES\***

<u>Type</u>	<u>Effective Period</u>		<u>Rate</u>	<u>Location</u>	<u>Applicable to</u>
	<u>From</u>	<u>To</u>			
					<b>AGING</b>
Fixed	07/01/14	06/30/15	41.71%	All	Balance of Dept.
Fixed	07/01/14	06/30/15	14.85%	All	Special Fund (Title V)
Fixed	07/01/14	06/30/15	34.94%	All	<b>CITY ADMIN. OFFICER (CAO)</b>
					CRA, Petroleum Admin.,
					Proprietary, Capital
					Projects (Physical Plant)
Fixed	07/01/14	06/30/15	34.72%	All	Disaster Grants Coord.
					<b>CITY ATTORNEY</b>
Fixed	07/01/14	06/30/15	36.15%	All	Criminal
Fixed	07/01/14	06/30/15	34.18%	User's Site	Direct (Proprietary/CRA)
Fixed	07/01/14	06/30/15	35.62%	City Space	Direct (CDD, Housing Authority)
					<b>COMMUNITY DEVELOPMENT</b>
Fixed	07/01/14	06/30/15	40.50%	All	Balance of Department
Fixed	07/01/14	06/30/15	10.52%	All	As Needed Employees
Fixed	07/01/14	06/30/15	41.69%	All	<b>DEPT. ON DISABILITY</b>
					<b>EMERGENCY MANAGEMENT</b>
Fixed	07/01/14	06/30/15	53.62%	All	Emer. Prep. Policy & Public
					Info.
					<b>FIRE</b>
Fixed	07/01/14	06/30/15	44.01%	All	Civilian
Fixed	07/01/14	06/30/15	75.31%	All	Sworn
					<b>HOUSING</b>
Fixed	07/01/14	06/30/15	39.22%	All	Grants Funded Housing
Fixed	07/01/14	06/30/15	46.17%	All	Enforcement
Fixed	07/01/14	06/30/15	28.73%	All	Internal Administration
Fixed	07/01/14	06/30/15	39.40%	All	<b>LIBRARY</b>
					<b>MAYOR</b>
Fixed	07/01/14	06/30/15	39.40%	All	Executive/Policy
Fixed	07/01/14	06/30/15	36.57%	All	Grant Funded/Spec. Prog.
Fixed	07/01/14	06/30/15	91.13%	City Space	Direct Billed

STATE/LOCALITY: City of Los Angeles

AGREEMENT DATE: September 8, 2015

**SECTION II: FRINGE BENEFITS RATES\* (continued)**

<u>Type</u>	<u>Effective Period</u>		<u>Rate</u>	<u>Location</u>	<u>Applicable to</u>
	<u>From</u>	<u>To</u>			
Fixed	07/01/14	06/30/15	41.53%	All	<b>PLANNING</b>
					<b>POLICE</b>
Fixed	07/01/14	06/30/15	41.62%	All	Civilian
Fixed	07/01/14	06/30/15	73.37%	All	Sworn
					<b>PUBLIC WORKS DEPT.</b>
Fixed	07/01/14	06/30/15	33.87%	All	Board Office Direct: Pub. Svcs.
					<u>Contract Administration</u>
Fixed	07/01/14	06/30/15	35.98%	All	Construction Inspection
					<u>Engineering</u>
Fixed	07/01/14	06/30/15	35.28%	All	Stormwater Facilities Eng.
Fixed	07/01/14	06/30/15	38.29%	All	Wastewater Facilities Eng.
Fixed	07/01/14	06/30/15	37.41%	All	Privately Fin. Imprv. Eng.
Fixed	07/01/14	06/30/15	38.26%	All	Street Improvements Eng.
Fixed	07/01/14	06/30/15	37.29%	All	Municipal Facilities Eng.
Fixed	07/01/14	06/30/15	33.55%	All	Gen'l. Mapping & Survey
					<u>Sanitation</u>
Fixed	07/01/14	06/30/15	51.21%	All	Solid Waste Program
Fixed	07/01/14	06/30/15	36.31%	All	Wastewater/Flood Control
Fixed	07/01/14	06/30/15	42.45%	All	Street Lighting
Fixed	07/01/14	06/30/15	45.21%	All	Street Services
Fixed	07/01/14	06/30/15	64.73%	All	<b>RECREATION &amp; PARKS</b>
Fixed	07/01/14	06/30/15	45.27%	All	<b>TRANSPORTATION</b>
Fixed	07/01/14	06/30/15	44.51%	All	<b>ZOO</b>

\*BASE: Direct salaries and wages including vacation, holiday, sick pay and other paid absences but excluding all other fringe benefits.

STATE/LOCALITY: City of Los Angeles

AGREEMENT DATE: September 8, 2015

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### SECTION III: SPECIAL REMARKS

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#### TREATMENT OF PAID ABSENCES

Vacation, holiday, sick leave pay and other paid absences are included in salaries and wages and are charged to Federal projects as part of the normal charge for salaries and wages. Separate charges for the cost of these absences are not made.

#### TREATMENT OF OTHER FRINGE BENEFITS

This organization uses a fringe benefit rate which is applied to salaries and wages for both budgeting and charging purposes for Federal projects. The fringe benefits listed below are included in the fringe benefit rate.

RETIREMENT, FLEX BENEFIT PROGRAM (HEALTH, DENTAL & BASIC LIFE INSURANCE), EMPLOYEE ASSISTANCE, ORDINANCE LIFE INSURANCE, MEDICARE, SOCIAL SECURITY, UNION SPONSORED BENEFITS, UNUSED SICK/VACATION PAYOUT, UNEMPLOYMENT INSURANCE, WORKER'S COMPENSATION & HIRING HALL FRINGE

#### BILLED COSTS

In addition to the costs distributed through the rates cited in Sections I and II, the costs of central services listed below may be billed directly to user departments/agencies.

#### PRINTING SERVICES DIVISION

#### DEFINITION OF EQUIPMENT

Equipment is defined as tangible nonexpendable personal property having a useful life of more than one year and an acquisition cost of \$5,000 or more per unit.

This Rate Agreement is issued in accordance with the Customer Service Agreement between DHHS/CAS and the Department of Housing and Urban Development.

STATE/LOCALITY: City of Los Angeles

AGREEMENT DATE: September 8, 2015

SECTION IV: GENERAL

A. LIMITATIONS: The rates in this Agreement are subject to any statutory or administrative limitations and apply to a given grant, contract or other agreement only to the extent that funds are available. Acceptance of the rates is subject to the following conditions: (1) Only costs incurred by the organization were included in its indirect cost pool as finally accepted; such costs are legal obligations of the department/agency and are allowable under the governing cost principles; (2) The same costs that have been treated as indirect costs are not claimed as direct costs; (3) Similar types of costs have been accorded consistent accounting treatment; and (4) The information provided by the organization which was used to establish the rates is not later found to be materially incomplete or inaccurate by the Federal Government. In such situations the rate(s) would be subject to renegotiation at the discretion of the Federal Government.

B. ACCOUNTING CHANGES: This Agreement is based on the accounting system purported by the organization to be in effect during the Agreement period. Changes to the method of accounting for costs which affect the amount of reimbursement resulting from the use of this Agreement require prior approval of the authorized representative of the cognizant agency. Such changes include, but are not limited to, changes in the charging of a particular type of cost from indirect to direct. Failure to obtain approval may result in cost disallowances.

C. FIXED RATES: If a fixed rate is in this Agreement, it is based on an estimate of the costs for the period covered by the rate. When the actual costs for this period are determined, an adjustment will be made to a rate of a future year(s) to compensate for the difference between the costs used to establish the fixed rate and actual costs.

D. BILLED COSTS: Charges for the services listed in Section III will be billed in accordance with rates established by the State/locality. These rates will be based on the estimated costs of providing the services. Adjustments for variances between billed costs and the actual allowable costs of providing the services, as defined by OMB Circular A-87, will be made in accordance with procedures agreed to between the State/locality and the approving agency.

E. USE BY OTHER FEDERAL AGENCIES: The rates in this Agreement were approved in accordance with the authority in Office of Management and Budget Circular A-87, and should be applied to grants, contracts and other agreements covered by this Circular, subject to any limitations in Paragraph A above. The organization may provide copies of the Agreement to other Federal Agencies to give them early notification of the Agreement.

BY THE STATE/LOCALITY:

City of Los Angeles

(STATE/LOCALITY)

(SIGNATURE)

ERIC GARCETTI

(NAME)

MAYOR

(TITLE)

9-24-15

(DATE)

Approved

Sept. 16 2015  
MICHAEL N. FEUER, City Attorney

By (b) (6)

ON BEHALF OF THE FEDERAL GOVERNMENT:

DEPARTMENT OF HEALTH AND HUMAN  
SERVICES

(AGENCY)

Arif M. Karim -A

Digitally signed by Arif M. Karim -A  
DN: c=US, o=U.S. Government, ou=HHS, ou=PSC, ou=People,  
cn=Arif M. Karim -A, 0.9.2342.19200300.100.1.1=2000212895  
Date: 2015.09.12 14:31:39 -0500

(SIGNATURE)

Arif Karim

(NAME)

Director, Cost Allocation Services

(TITLE)

September 8, 2015

(DATE)

HHS Representative: Naomi Tamashiro

Telephone: (415) 437-7820

**BUILDING HEALTHY COMMUNITIES IN LOS ANGELES**

**APPLICATION SUBMITTED BY  
THE CITY OF LOS ANGELES  
OFFICE OF MAYOR ERIC GARCETTI  
MAYOR'S OFFICE OF PUBLIC SAFETY**

**FOCUS AREA: MANAGING INTERVENTION ACTIVITIES**

## **Executive Summary**

Los Angeles (LA) Mayor Eric Garcetti's Office of Public Safety puts forward the *Building Healthy Communities in Los Angeles: Managing Intervention Activities* proposal for the Department of Homeland Security (DHS) Fiscal Year 2016 Countering Violent Extremism (CVE) Grant Program in the focus area of Managing Intervention Activities.

Since 2008, LA has been at the forefront of defining the foundation for robust CVE prevention and intervention, building interagency trust and formalizing a collaborative “whole of government” and “whole of community” approach. In 2015, this approach was codified in the *LA Framework for CVE*, focused on advancing community resilience through building networks, engagement, trust-building efforts, and community-driven preventative programs. This proposal builds on the initial framework as a key component of a holistic approach based on objectives pivotal to ensuring effective CVE prevention and intervention, including: (1) Development of a collective vision for community-driven impact; (2) Consolidation of resources in an accessible online platform; (3) Creation of a service referral system, (4) Building capacity of community based organizations (CBOs) by facilitating relationships; and (5) Creating branding and messaging program to raise awareness of CVE programs.

The total proposal cost is \$500,000. Of this, \$195,000 will be allocated to CBOs to develop and enhance intervention activities; \$100,000 for a program coordinator; \$25,000 for the creation of an online information resource platform; \$50,000 for the development and implementation of referral system for individuals and CBOs; \$20,000 for messaging and branding; \$80,000 for best practice assessment, performance evaluation and document progress; \$25,000 for CBO CVE training development; and \$5,000 to travel.

This proposal will expand the reach and accessibility of CVE programming across the approximately 10 million people in the LA region, and operates and complements other CVE prevention, resilience and mental health services grant applications being considered by DHS for funding in the LA Area. The City of LA and the LA region is large and has complex needs. The proposed *Building Healthy Communities in Los Angeles: Managing Intervention Activities* is a critical case management and community outreach component of an overall effective, coordinated, and comprehensive citywide and regional CVE strategy.



## Technical Merit

The LA Mayor's Office *Building Healthy Communities in Los Angeles - Managing Intervention Activities* proposal aims to (1) Define a collective vision for community-driven impact; (2) Consolidate partners and resources in an accessible network; (3) Operationalize an effective referral system; (4) Build CBO capacity by facilitating relationships; and (5) Facilitate public messaging and awareness. As outlined in Figure I, to achieve these goals, we propose to (1) Expand and coordinate the network of CBOs via a common vision and metrics of success, and opportunities for communication; (2) Create a single online resource of available services; (3) Design a referral system to connect individuals to relevant services; (4) Build CBO capacity through funding and partnerships; and (5) Facilitate branding and messaging to raise awareness of services aimed at supportive and safe communities.

**Figure 1: Goals & Activities**

Objectives & Related Activities				
Objective 1 – <i>Develop and define common vision for community-driven impact</i>	Objective 2 – <i>Compile information &amp; operationalize network</i>	Objective 3 – <i>Design referral system</i>	Objective 4 – <i>Build CBO capacity by facilitating connections</i>	Objective 5 – <i>Create unified messaging campaign</i>
ACTIVITIES				
<ul style="list-style-type: none"> <li>✓ <b>Community Advisory Group discussions on:</b> Vision for Los Angeles, strengths and complementary abilities of partners</li> <li>✓ <b>Two annual conference-workshops:</b> share best practices, evaluate progress, establish collaborations, hold informational seminars</li> <li>✓ <b>Evaluation:</b> Monitor and identify gaps</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>Develop web-based platform:</b></li> <li>✓ Network mapping, interface design, content development, referral template</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>Multi-faceted Referral system</b></li> <li>✓ <b>Coordination of referrals &amp; services</b></li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>Biannual networking events:</b> CBOs, foundations, businesses, individual donors.</li> <li>✓ <b>Quarterly Steering Committee:</b> discuss ongoing efforts, promote communication, etc.</li> <li>✓ <b>Three Roundtables with CVE experts</b> of various domains</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>Work with CAG</b> to engineer unified message</li> <li>✓ <b>Consult with branding agency</b></li> <li>✓ <b>Coordinate implement public awareness campaign</b></li> </ul>

### **Coordinating the CBO network**

The LA region is fortunate to have a large number of services and government entities as partners in CVE. Communication, coordination, and collaboration is therefore particularly critical in effective and comprehensive service delivery. The Community Advisory Group (CAG), an existing part of LA's regional coordination efforts with over 25 current members, will serve as a foundation for coordination across CBO's (See Appendix C). It brings together groups

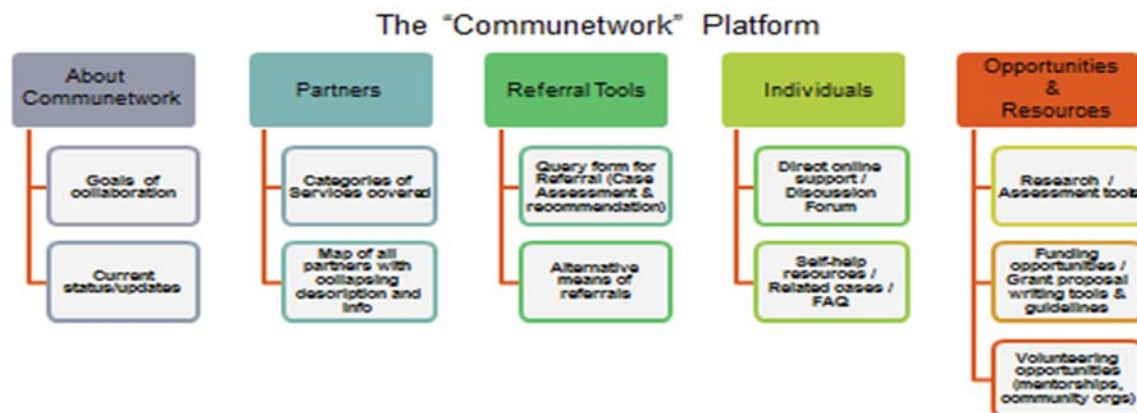
with expertise in violence prevention and intervention, and will create lasting collaborations to ensure support for culturally appropriate intervention and prevention programs addressing ideologically motivated violence. To facilitate coordination across the network's CBOs, the LA Mayor's Office will convene and facilitate regular meetings of the CAG, organize conference-workshops to facilitate information-sharing, and monitor and identify gaps in the services.

Organizations in the network will meet monthly to define a comprehensive, community-driven vision around barriers to violent extremism. To further facilitate collaborations and opportunities for continuous communication, we will host **two annual conference-workshops** within the grant period, which will include seminars and trainings on community-identified topics. The goal of the first conference will be to introduce the network and goals to LA CBOs, share best practices, establish steps for collaboration, and discuss systems to facilitate service coordination. The second will focus on evaluating established systems and collaborations, and explore ways to expand and improve them.

### Building a Unified Information Resource

Crucial to the coordination efforts proposed is the development of the *Communetwork* web-based platform, a unified information resource that CBOs and individuals may utilize to identify and access government and community partners. It will allow individuals to interact and volunteer with CBOs, provide information on funding, training, and grant proposal tools and opportunities for CBOs, and comprehensively store information regarding Los Angeles CVE activities. It will include the categories and capabilities as outlined in Figure 2 below.

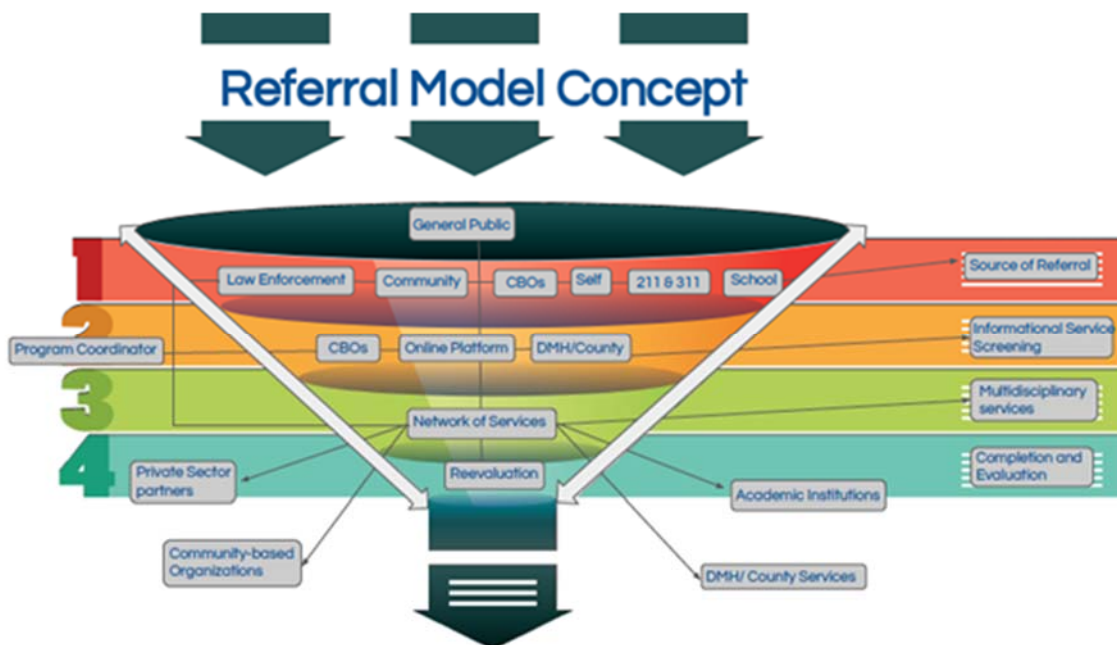
**Figure 2: The Communetwork Platform**



## Building Referral System

A robust and comprehensive referral system is critical given the complexities involved in preventing recruitment and radicalization, particularly in a region such as LA, which encompasses a diverse region with a number of service providers and resources. To maximize access to appropriate service support, it is vital that resources are well defined and coordinated via a multi-faceted referral system, as outlined by Figure 3 below.

**Figure 3: Referral Model Concept**



Coordinated by the LA Mayor's Office, the referral system will bring together existing structures, expand the reach of CBOs, and expand access to programming (including mental health, prevention, intervention and other social services). Referrals can come from various sources including family, community, schools, CBO's, City and County services, and law enforcement in cases that do not represent an imminent public safety threat. Screening individuals upon initial referral will assist in assessing what services are needed for positive social outcomes. This will include CBO training for field assessments, and mechanisms more in-depth assessments conducted by the Los Angeles County Department of Mental Health (DMH) or other mental health professionals in cases requiring a greater degree of intervention.

The proposed online platform will provide information to better direct inquiries towards appropriate service (e.g. mental health, education and job placement, faith-based organizations), who will work together to improve individual outcomes. This network is facilitated by an

operational steering committee and maintained by a Program Coordinator at the Mayor's Office to ensure that programs are supported and those impacted are improving their lives. The referral process requires appropriate intake, assessment, and protocols to protect confidentiality and civil rights. The LA Mayor's Office will continue collaboration with Dr. Steve Weine via the DHS-funded Los Angeles research project on the development of the behavioral assessment tools to support full development and implementation of this process.

### **Expanding CBO Connections and Capacity**

The LA Mayor's Office will expand the capacity of the CBOs by connecting them to partners, resources, and funding that will help support expansion and enhancement of services. This will include connections with private partners, government, and academia via ongoing **bi-annual workshops** aimed at sharing best practices and resources between CBOs, foundations, interested businesses, and individual donors.

These connections will be augmented with **quarterly steering committee meetings** designed to strengthen relationships and share progress and challenges. These meetings will include representatives of school districts, college violence prevention organizations, and existing City and County referral networks, and interactions with emergency management and response systems, and development of protocols for crisis coordination and communication.

In addition, we will host **three roundtable discussions** with nationally and globally renowned CVE experts from a variety of domains, including academia, service providers, and law enforcement aimed at expanding the tools available to CBOs in their efforts to address aspects of violent extremism. Moreover, this grant will allow funding to CBOs to support prevention and intervention services to expand the network's range of available CVE activities. Organizations funded will include MPAC, ILM Foundation, Not in Our Town, and Tiyya Foundation among others. (See Organizational Profiles in Appendix C.)

### **Creating Unified Messaging**

Creation of unified messaging and concerted effort to raise public awareness of the resources available are critical in ensuring success of this program in communicating availability of services, and increasing public referrals. The LA Mayor's Office will guide CBOs in the CAG network in developing a unified message on vision, goals, and services to inform the work of a vendor designing branding and messaging.

## **Impact & Evaluation**

Building stronger, better supported communities and access to a diverse network services will create a comprehensive barrier to violence by building connections that increase community safety and resilience. This approach presents a coordinated and cost-effective model to strengthen community-driven CVE efforts by building on existing capacity, and creating a sustainable, multi-faceted, and coordinated regional effort.

The City will collaborate with the RAND Corporation on an evaluation to ensure effectiveness of activities and comprehensive service offerings within the CBO network. This includes a needs assessment based on research, network composition, and service gaps. It will also assess activities undertaken to fulfill the proposal goals, and will be designed to complement the current DHS-funded pilot evaluation in LA led by Dr. Steve Weine.

The City of LA recognizes that while the systems being proposed enhance the region's CVE efforts in the social domain, support of interventions in the criminal space for individuals who are already in the process of radicalization is also needed. The complexity of this issue and the diversity of the LA region requires a robust and holistic approach addressing both (1) the social support required by individuals in the very early stages of radicalization, as put forth by this proposal; as well as (2) the mental health and law enforcement partnerships critical to addressing individuals who may pose a more advanced threat to public safety. To that end, the LA Mayor's Office fully supports and will continue to partner with DMH on its START program, which combines mental health professionals with law enforcement personnel to address criminal threats. We see both efforts as complementary and necessary in a comprehensive continuum of services from prevention, to intervention, and diversion as envisioned in the *LA CVE Framework*.

## **Needs Analysis**

Countering Violent Extremism (CVE) efforts in Los Angeles began in 2008 and have focused on building interagency trust and formalizing a collaborative “whole of government” and “whole of community” approach. These efforts capitalized on the idea that a comprehensive network of well-coordinated government, community, and private sector partners is necessary in order to prevent violent ideologies from taking root.<sup>1</sup> In February 2015, the City of Los Angeles codified its approach in the *LA Framework for CVE*<sup>2</sup>, which focuses on advancing community resilience through expanding cross-domain engagement efforts, ensuring trust and transparency, building networks, and investing in community-driven preventative programs. The framework encompasses the “collective impact” approach<sup>3</sup>, in which a group of key actors from different sectors commit to a common agenda for solving a specific social problem.<sup>4</sup> Los Angeles was recognized by the White House as one of three pilot cities in the United States with a conceptually effective prevention framework.<sup>5</sup>

Significant gains have been achieved in putting this conceptual approach to practice. At the “whole of government” level, an Interagency Coordination Group (ICG) of local government, local law enforcement, and federal authorities has been regularly convening to discuss and coordinate outreach and engagement efforts as well as government CVE activities.<sup>6</sup> In addition, the City government, in coordination with the DHS Regional Office of Community Partnerships, has established a regional, multi-domain steering committee, which serves to guide the design and implementation of CVE efforts and includes participants from the government, law enforcement, communities, and private sector. (See full list of participants in Appendix C.) Moreover, the Mayor’s Office of Public Safety has allocated seed funds to the Muslim Public

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<sup>1</sup> See *Los Angeles Framework for Countering Violent Extremism*, April 2015 (Appendix A).

<sup>2</sup> See *Los Angeles Framework for Countering Violent Extremism*, April 2015 (Appendix A).

<sup>3</sup> The theory of *collective impact* was initially referenced by John Kania and Mark Kramer in the Stanford Social Innovation Review in 2011.

<sup>4</sup> See <http://ctb.ku.edu/en/table-of-contents/overview/models-for-community-health-and-development/collective-impact/main>. It has been proposed as a method of tackling complex social problems of many ramifications and facets, such as climate change and public health. Although it has not yet been used in this setting, it can be similarly applied towards prevention and intervention of violent extremism.

<sup>5</sup> See FACT SHEET: The White House Summit on Countering Violent Extremism; 18 February 2015, <https://www.whitehouse.gov/the-press-office/2015/02/18/fact-sheet-white-house-summit-countering-violent-extremism>.

<sup>6</sup> The Interagency Coordination Group includes the Los Angeles County Sheriff’s Department, Los Angeles Police Department, Los Angeles Human Rights Commission, the Department of Homeland Security, the U.S. Attorney’s Office, and the FBI.



Affairs Council (MPAC) to launch the “Safe Spaces” project – an initiative that aims to empower Muslim communities, by offering a toolkit for how to design safe spaces for addressing sensitive questions, personal and political frustrations, promote civic engagement, healthy identity, and public safety.<sup>7</sup>

To realize the “whole of community” aspect of the *Los Angeles Framework for CVE* and to further strengthen prevention activities, the Mayor’s Office, in collaboration with regional community partners, have begun building a network of CBOs that provide services relevant to CVE.<sup>8</sup> Driving this effort is the well-established idea that CBOs are best fit to be at the forefront of violence prevention, as they are often better attuned to community needs, possess the know-how to address community concerns, and enjoy greater community trust.<sup>9</sup> Building a well-coordinated network of community driven efforts<sup>10</sup> will allow to expand the menu of services available to different communities across the city of Los Angeles and the region to share best practices and competencies across them. As the roots of violent extremism are varied and multifaceted, it is particularly important that organizations within the network are able to refer to each other for services necessary to help an individual and offer the needed social support. Expanding and coordinating this network, building the organizations’ capacity, and ensuring that services are accessible and welcomed across different city communities is the focus of the current proposal and the program it outlines.

### **CBO Network as a Comprehensive Barrier to Violent Extremism**

The objective of building a strong and well-coordinated network of community-based organizations working to prevent violent extremism is an essential step in fostering citywide resilience to violence. Following the recommendations frequently highlighted in the literature on de-radicalization and countering violent extremism, we aim to create “a reliable and democratic network of key actors in civil society that people can trust and go to with questions.”<sup>11</sup> Similar frameworks have been successfully used in Netherlands, Denmark, and United Kingdom, where

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<sup>7</sup> See the website for the Safe Spaces program here: <http://www.mpac.org/safespaces/>

<sup>8</sup> See the list of the organizations currently in the network in Appendix C.

<sup>9</sup> For example, the Homeland Security Advisory Council, in a 2016 CVE Committee Interim Report observed that, “to inject alternative spaces and ideas into communities that are vulnerable, it takes organic and local initiatives to resonate because they are trusted.” United States. U.S. Department of Homeland Security. Homeland Security Advisory Council. CVE Subcommittee Interim Report and Recommendations. N.p.: n.p., June 2016. Print.

<sup>10</sup> We will ensure that the network includes organizations with various services shown to be effective in preventing evolution of violent behaviors in different circumstances. These services may range from mental health counseling, family services, to job training.

<sup>11</sup> See *e.g.*, Rabasa, Angel et al., RAND Report *Deradicalizing Islamic Extremists* 2010 p. 143.

the guiding thread lies in strengthening the links between vulnerable individuals and communities. Through consultations with the steering committee and the community advisory board, and in line with the tenets outlined by the theory of community impact,<sup>12</sup> we have identified five essential steps for ensuring that the CBO network presents a strong barrier to violent extremism.

First, an effective CBO network demands systematic coordination across community organizations. This entails development of a common vision for citywide community driven CVE efforts, ensuring continuous communication and mutually reinforcing activities, and designing an agreement on shared metrics of success. Currently, community-based CVE-related efforts are often disparate and, most often, inaccessible to communities outside of each organization's immediate constituency; the organization's goals may be similar but not fully aligned, and knowledge of existing resources are limited. The community advisory board, which the Mayor's Office convened as a step toward better coordination, has recognized the lack of systematic coordination across CBOs in Los Angeles as one of the principal factors undermining the citywide resilience-building, prevention, and intervention efforts.

Secondly, it is essential to pool all the information about existing community-driven services relevant to CVE and make it publicly available and easily accessible. This way, organizations will be able to learn about other service providers and to recruit other organizations' help. A unified source of information will also allow individuals to learn about a spectrum of services available to them. Currently, for example, a concerned mother of a young man who, she knows, is leaning towards violent ideas does not have a readily available resource that would provide her with a menu of options for organizations able to help her son without involving law enforcement. Without such a unified and comprehensive resource, concerns often remain unaddressed and an individual that could be helped outside the legal system may end up trapped within it.<sup>13</sup>

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<sup>12</sup> See <http://ctb.ku.edu/en/table-of-contents/overview/models-for-community-health-and-development/collective-impact/main>

<sup>13</sup> Weine, Stevan, and David Eisenman, "How Public Health Can Improve Initiatives to Counter Violent Extremism." START.umd.edu. National Consortium for the Study of Terrorism and Responses to Terrorism, 5 Apr. 2016. Web. 27 Aug. 2016 ("When someone gets carried away by hateful ideology on the Internet, or gets approached by a recruiter who wants them to take violent action [...] they may not receive help because communities are concerned over becoming entangled in the criminal justice system. By comparison, we believe a public health approach may enable this: that a friend, family member, teacher, or clergy member who knows that person would notice something was wrong and reach out to an advocate or helping professional in their community. This person would know to connect them with a specialized community-based team").

A related, third, goal is the creation of a referral system through which appropriate services can be identified and, ultimately, rendered to individuals. An individual should be able to reach the network of services in multiple ways (e.g., calling in, being referred through an organization, or accessing it through a website), each of which would ensure confidentiality and efficiency in the process of finding an appropriate service.

Prominent experts in the field of countering violent extremism agree that formalizing public-private partnerships and building intervention teams where psychologists, social workers, educators, counselors, clergy, and families can be assembled to create strategies for dealing with individual cases is essential.<sup>14</sup> Thus, the fourth goal is to expand the capacity of the CBOs through facilitation of their connections with private partners (e.g., foundations, businesses, individual donors) to secure additional funding streams, relevant government agencies to ensure their support (whether by funding, services, or other resources) and guidance wherever necessary, and academic scholars, who may offer cutting-edge conceptual and theoretical knowledge for how to counter violent extremism, to be translated into organizations' practical efforts.

Private sector-community partnerships are crucial for a number of reasons. First, increased funding streams are critical if organizations are to expand their reach and provide their services to more people in more communities across Los Angeles.<sup>15</sup> Thus far only limited public funding has been directed to support community led CVE initiatives; besides, community based organizations may be reluctant to seek funding directly from the government, as it may tarnish their credibility in the communities they serve. Therefore, connecting the organizations with the private funders eager to allocate resources to community led CVE efforts is key to ensuring that the organizations receive the support they need.

Another important value in private-community partnerships is collaborations with high tech and media and entertainment companies. These companies are able to offer important platforms for popularizing the messages developed by the community based organizations and to counter extremist narratives, provide technical support, and facilitate fundraising (or serving as donors themselves). Further, private sector actors will be able to complement the efforts of some

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<sup>14</sup> Khan, Humera. "Why Countering Extremism Fails." Editorial. *Foreign Affairs* 18 Feb. 2018: n. pag. Print.

<sup>15</sup> Ibid, "One of the questions practitioners often get asked is why the community does not step up and do something about violent extremism. The biggest problem is a lack of funding for the programs that focus on prevention and intervention."

of the organizations, by, for example, offering opportunities for internships and training. Importantly, collaborations with artists and representatives of Los Angeles thriving movie industry will help open new avenues for creative CVE approaches.

Community-government connections are of utmost importance as well, to ensure that the efforts at both levels are complementary and effective, and that there is an open line of communication. In addition to possible funding opportunities, government agencies are often able to provide operational support for community based organizations, offer training and other resources. Moreover, the relationship between the communities and the government and established and practiced protocols for coordination of efforts may prove particularly important during and in the follow-up to a crisis. Finally, exchanges with scholars of violent extremism are essential for the community based organizations to gain access to continuously evolving research on the causes of violent extremism and approaches to counter it. The scholar-practitioner collaborations may also be beneficial for helping organizations design and conduct evaluations of their efforts.

While we have begun efforts to bring together private sector, government, academics, and community, more work is necessary to build upon and institutionalize these connections and ensure their sustainability and evolution.

The fifth and final goal is to create a unified messaging campaign to ensure that the public is aware of the CBO network and the services it provides, and – most importantly – is willing to use it. As previous efforts to counter violent extremism often revolved around law enforcement, there is a great degree of suspicion of whether CVE efforts are aimed to help the communities or to police them. Therefore, the network should implement an effective messaging campaign, informing the public of the services available to them and ways to reach them, as well as communicating that the goal of all organizations involved in the network is to help individuals outside of the legal system.

Because of its broad reach and capacity to bring together key community actors, private sector, government, and academic partners, the Mayor's Office is uniquely positioned to serve as the backbone of these efforts.

### **Expertise**

The LA Mayor's Office of Public Safety will bring to the CVE Grant Program its wealth of experience in implementing community violence intervention strategies, its existing investment in countering violent extremism, and its proven track record managing federal grants.

In 2007, the LA Mayor's Office pioneered a violence intervention strategy to reduce gangs and gang related crime using a neighborhood-based approach. The Mayor's Office Gang Reduction and Youth Development (GRYD) Program partners with two dozen non-profit community based organizations to provide direct gang prevention, intervention, and re-entry services to youth and families impacted by gang violence within high gang-crime areas. GRYD's intervention strategy increases the resilience of youth and families through multi-generational case management services and proactive peace-making efforts. Last year, GRYD and its agencies conducted more than 11,000 meetings with over 800 gang-involved youth and their families, responded to 676 incidents of violence, and spent over 43,000 hours on proactive peacekeeping activities. While the City experienced an uptick in overall crime, gang-related crime within the City's "GRYD Zones" dropped 10.2% from the previous year.

In 2016, the LA Mayor's Office hired a director to launch its Strategies Against Violent Extremism (SAVE). SAVE is currently designing a unique violence intervention model through a regional alignment of partnerships, oversight of community-led efforts, and coordination with DHS, local and federal law enforcement agencies. SAVE Director Joumana Silyan-Saba's biography and full CV are attached in Appendix E. Additional funding will support staff to expand SAVE's outreach, education, and monitoring of service delivery.

Since 2005, the LA Mayor's Office has administered more than \$500 million under DHS's Urban Areas Security Initiative (UASI) grant program for the entire Los Angeles/Long Beach (LA/LB) Urban Area. It has developed a robust framework for managing, monitoring and reporting of over \$60 million UASI grant funds annually to the City, the County, and 20 other jurisdictional partners. This expertise has been leveraged to successfully manage the State Homeland Security Grant Program (SHSGP), the Public Safety Interoperable Communications (PSIC) Grant, the Regional Catastrophic Preparedness Grant Program (RCPGP), the American Recovery and Reinvestment Act (ARRA), and the Justice Assistance Grant (JAG).

### **Budget Detail and Narrative**

LA Mayor's Office submits the following Budget Detail and Narrative in the focus area of Managing Intervention Activities for the amount of \$500,000 to support and strengthen effectiveness of community-led prevention and intervention services.

Budget Category	Federal Request	Non-Federal Amounts	Total
A. Personnel	\$0	\$0	\$0
B. Fringe Benefits	\$0	\$0	\$0
C. Travel	\$5,000	\$0	\$5,000
D. Equipment	\$0	\$0	\$0
E. Supplies	\$0	\$0	\$0
F. Construction	\$0	\$0	\$0
G. Consultants/ Contracts	\$495,000	\$0	\$495,000
H. Other	\$0	\$0	\$0
<i>Total Direct Costs</i>	\$500,000	\$0	\$500,000
I. Indirect Costs	\$0	\$0	\$0
<b>TOTAL PROJECT COSTS</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$500,000</b>

**C. Travel - \$5,000:** Funds are dedicated for local partners and CBOs to attend conferences, trainings and meetings aimed at information-exchange, and collaboration, as well as for CVE experts to participate in workshops and summits hosted in LA. Funds will be used for airfare and federally-approved per diem rates for meals and lodging.

**G. Consultants & Contracts - \$495,000:** Funds are dedicated for contractual service agreements for the expansion of CBO-led activities, the development of intervention and referral resources, messaging, and training. The City of LA uses a competitive bid process to fulfill contracting needs per Section 371 of the City Charter. Project bids are solicited when a project request for proposal (RFP) is posted on the Los Angeles Business Assistance Virtual Network (LABAVN) website. The site allows any person or agency to view, free of charge, and respond to contract opportunities advertised in the RFP postings. This process guarantees costs associated



with services and activities are competitive and reasonable. Prior competitive procurements in related field were used as a guide when completing this budget.

G. Consultant & Contracts Category	Federal Request	Non-Federal Amounts	Total
Program Coordinator	\$100,000	\$0	\$100,000
CBO Activities Support	\$195,000	\$0	\$195,000
Information Resource Platform	\$25,000	\$0	\$25,000
Referral System	\$50,000	\$0	\$50,000
Training Development	\$25,000	\$0	\$25,000
Messaging and Branding	\$20,000	\$0	\$20,000
Evaluation & Assessment	\$80,000	\$0	\$80,000
<b>TOTAL CONSULTANTS &amp; CONTRACTS</b>	<b>\$495,000</b>	<b>\$0</b>	<b>\$495,000</b>

Program Coordinator - \$100,000: Funds are dedicated for a contract with a Program Coordinator for specific deliverables within the term of the grant performance period. The Program Coordinator will support the LA Mayor's Office Strategies Against Violent Extremism (SAVE) Director (currently funded by Urban Areas Security Initiative funds) and will be responsible for coordination of programmatic aspects of this proposal, including the coordination of conferences and seminars, facilitating operational steering committees, coordinating referral processes, developing and coordinating on-line interface activities, and supporting CBO intervention activities.

CBO Activities Support - \$195,000: Funds in the amount of \$195,000 will go directly to the capacity building of CBOs within the network to invigorate and deliver a range of intervention services and activities. Specific to this focus area, the funds will also assist CBOs through the planning process and building of referral pipelines.

Unified Information Resource Platform - \$25,000: Funds are dedicated for a vendor contract to design a web-based platform, which will contain information on all of the community partners and relevant services available through government and private entities, as well as tools for how

to access them. Once developed, the City of LA Information Technology Agency (ITA) will provide the needed technical assistance, maintenance and sustainability of the online interface.

Referral System - \$50,000: Funds are dedicated for a vendor contract to develop and implement of multi-faceted referral system, including referral protocols between agencies, unified intake and assessment forms, system use training, ensuring privacy of individual information and protection of civil rights. As with the Information Resource Platform, the City of LA ITA will provide ongoing technical assistance and maintenance for sustainment.

CBO Training Development - \$25,000: Funds will be dedicated to a consultant to deliver trainings identified by community representatives during the conferences, seminars and roundtable discussions. Under the coordination of the Program Coordinator, this consultant will develop specific training components with appropriate subject matter expertise, and provide training materials and supplies. These trainings will build capacity and understanding of CVE programing and share knowledge among CBOs as well as the broader communities.

Messaging and Branding - \$20,000: Funds will be allocated to a contract with a marketing firm to build messaging and branding of CVE intervention and prevention services in order to increase referrals and access to the network of services. This cohesive messaging and branding will allow for a larger public reach. Additionally, funds in the amount of \$50,000 have been identified from the FY 2016 UASI grant program, and will be leveraged to further develop and distribute the media campaign.

Evaluation and Assessment - \$80,000: Funds will be allocated to the RAND Corporation to build evaluative measures, provide metrics components and to ensure activity outcomes are successfully completed. This will entail data collection and analysis, as well as assessing effectiveness and impact of the referral system. Analysis will be shared to improve learning from best practices and duplication of successful activities.