



# Archived Content

In an effort to keep DHS.gov current, this document has been archived and contains outdated information that may not reflect current policy or programs.

# EMW-2016-CA-APP-00381

## Application Information

**Application Number:** EMW-2016-CA-APP-00381

**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:** Denver Police Department

**Organization ID:** 17536

**Type:** City or township governments

**Division:**

**Department:**

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

**EIN Shared With Organizations:**

**DUNS:** 946059664

**DUNS 4:**

**Congressional District:** Congressional District 01, CO

## Physical Address

**Address Line 1:** 1331 Cherokee

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

**City:** Denver

**State:** Colorado

**Province:**

**Zip:** 80204-[Grantee Organization > Physical Address > Zip 4]

**Country:** UNITED STATES

## Mailing Address

**Address Line 1:** 1331 Cherokee

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

**City:** Denver

**State:** Colorado

**Province:**

**Zip:** 80204-[Grantee Organization > Mailing Address > Zip 4]

**Country:** UNITED STATES

## SF-424 Information

### Project Information

**Project Title:** Countering Violent Extremism Collaborative Grant Program

**Program/Project Congressional Districts:** Congressional District 01, CO

**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 and County of Denver

## Estimated Funding

Funding Source	Estimated Funding (\$)
Federal Funding	\$481313
Applicant Funding	\$0
State Funding	\$0
Local Funding	\$0
Other Funding	\$0
Program Income Funding	\$0
<b>Total Funding</b>	<b>\$481313</b>

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

Is applicant delinquent on any federal debt? false

## Contacts

Contact Name	Email	Primary Phone Number	Contact Types
Tara Tubb	(b) (6)	(b) (6)	Authorized Official Primary Contact
Robert White	(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	\$292390
Fringe Benefits	\$33690
Travel	\$600
Equipment	\$3081
Supplies	\$0
Contractual	\$147352
Construction	\$0
Other	\$4200
Indirect Charges	\$0
<b>Non-Federal Resources</b>	<b>Amount</b>
Applicant	\$0
State	\$0
Other	\$4200
<b>Income</b>	<b>Amount</b>
Program Income	\$0

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

Direct Charges Explanation: Please see attached application, pp. 11-14

Indirect Charges explanation: N/A

## Forecasted Cash Needs (Optional)

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

## Future Funding Periods (Years) (Optional)

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

Remarks:

# SF-424C

## Budget Information for Construction Programs

## Assurances for Non-Construction Programs

Form not applicable? false

Signatory Authority Name: Robert White

Signed Date: Wed Sep 07 00:28:18 EDT 2016

Signatory Authority Title: Chief of Police

## Certification Regarding Lobbying

Form not applicable? false

Signatory Authority Name: Tara Tubb

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

Signatory Authority Title: Chief of Police

## Disclosure of Lobbying Activities

Form not applicable? true

Signatory Authority Name: Robert White

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

Denver Police Department

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

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

\* SIGNATURE:

\* DATE:

## Application for Federal Assistance SF-424

\* 1. Type of Submission:

- ☐ Preapplication  
☒ Application  
☐ Changed/Corrected Application

\* 2. Type of Application:

- ☒ New  
☐ Continuation  
☐ Revision

\* If Revision, select appropriate letter(s):

\* Other (Specify):

\* 3. Date Received:

09/06/2016

4. Applicant Identifier:

5a. Federal Entity Identifier:

5b. Federal Award Identifier:

### State Use Only:

6. Date Received by State:

7. State Application Identifier:

### 8. APPLICANT INFORMATION:

\* a. Legal Name:

Denver Police Department

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

(b) (6)

\* c. Organizational DUNS:

9460596640000

### d. Address:

\* Street1:

1331 Cherokee Street

Street2:

\* City:

Denver

County/Parish:

\* State:

CO: Colorado

Province:

\* Country:

USA: UNITED STATES

\* Zip / Postal Code:

80204-2720

### e. Organizational Unit:

Department Name:

Division Name:

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

Prefix:

\* First Name:

Tara

Middle Name:

\* Last Name:

Tubb

Suffix:

Title:

Grants Administrator

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:

Countering Violent Extremism Collaborative Grant Program

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

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

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

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

* a. Federal	<input type="text" value="481,313.00"/>
* b. Applicant	<input type="text" value="0.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="481,313.00"/>

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

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

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

If "Yes", provide explanation and attach

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

☒ \*\* I AGREE

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

**Authorized Representative:**

Prefix:  \* First Name:

Middle Name:

\* Last Name:

Suffix:

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



# **FY 2016 Countering Violent Extremism Grant Program**

## **Focus Area 2**

### **A Proposal Presented to**

**U.S. Department of Homeland Security Office for Community Partnerships**

The Honorable Jeh Johnson  
Secretary of Homeland Security  
Washington, D.C. 20528

**By**

**City and County of Denver  
Denver Police Department  
1331 Cherokee Street  
Denver, CO 80204**

**September 6, 2016**

FY 2016 Countering Violent Extremism  
Denver Police Department

**Application Information**

Proposed Start Date: December 1, 2016

Proposed End Date: November 30, 2018

Amount Requested: \$481,313 (DPD: \$333,961, Goodwill: \$132,362, DOIRA: \$14,990)

DPD Training: \$129,254

Mentoring Program: \$182,570

Citizen Engagement: \$169,489

Project Location: Denver, Colorado

Number Served: DPD Officers: 240, Youth: 150, Other adults: 480

Community Partners: Goodwill Industries, Denver Office of Immigrant & Refugee Affairs

Project Description: The Denver Police Department (DPD) is requesting funding to plan and develop a Countering Violent Extremism program aimed at integrating the at-risk population in the Denver Metro area into city life. Utilizing a multi-pronged approach, DPD will focus on officer training, school-based mentoring, and refugee/immigrant outreach.

Project Goals: Goal 1: Build and Foster Community Resilience to Violent Extremist Recruitment and Radicalization. Goal 2: Create a Less Hospitable Environment for Violent Extremist Recruitment and Radicalization. Goal 3: Enhance understanding of the violent extremist threat within communities through officer training. Goal 4: Foster resilience through education and awareness within communities.

Anticipated Outcomes: Objective 1.1: Hold four outreach events each quarter with an average of 30 participants per event for a two year total of 24 events reaching 360 people. Objective 1.2: With community and Denver Police Academy collaboration, develop CVE-specific training curriculum to deliver to DPD officers. Objective 2.1: Recruit 20 new mentors, including 10 DPD officers. Objective 2.2: Recruit and enroll 150 youth in Men@Work and Women in Leadership mentoring programs. Objective 2.3: Support five Denver Public Schools middle schools during year one and five Denver Public Schools high schools during year two with one half day per week of programming at each partner school. Objective 3.1: Develop CVE-specific officer training. Objective 3.2: Hold four officer trainings per year with 30 officers in each training for a total of 240 officers trained. Objective 4.1: Hold 6 academies reaching a total of 120 people. Objective 4.2: Build relationships and trust with city departments and law enforcement. Objective 4.3: Build a knowledge base on how various City departments operate. Objective 4.4: Make participants aware of the tactics used to recruit youth to radical/extremist groups.

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**I. Technical Merit:** Colorado, with a population of 5,456,574,<sup>1</sup> has experienced several instances of high profile violent extremism over the past two decades. The mass shooting at Columbine High School in Littleton, Colorado on April 20, 1999, touched off a string of domestic and foreign terrorist acts and plots in the state, the most recent being the attacks on the Aurora Movie Theater shooting in July 2012 and the attack at a Colorado Springs Planned Parenthood site in November 2015. In addition to instances of mass shootings, perpetrated by domestic terrorists, Colorado has been the site of recruitment efforts made by foreign terror groups including ISIS. In 2016 alone, the Denver Police Department has investigated five potential incidences of homegrown violent extremism.

Over the past several years, over 250 Americans have attempted to travel to Syria and Iraq to fight. And ISIS has recruited Westerners to carry out attacks on their homelands, including San Bernardino, CA. ISIS uses social media tools for recruiting purposes, a tactic explicitly targeted at marginalized, Western, English-speaking youth. The Denver Metro area has seen this sort of recruiting in recent years; in 2014 an Arvada resident was caught at Denver International Airport as she attempted to travel to Syria to meet and marry an ISIS fighter who had recruited her online. Later that same year, three Aurora teenage girls (two Somali sisters and their Sudanese friend) were also intercepted in Europe as they attempted a similar plan—the girls were stopped after their parents called the FBI before they reached Syria.

Those targeted by terror groups and those who are self radicalized come from a variety of religious and ethnic backgrounds; this is especially true in Colorado and the Denver Metro Area where youth and young adults from all backgrounds are potentially at risk for radicalization. What those who are most at risk for radicalization have in common is not the color of their skin or their religious or ethnic background, rather, the most at-risk population is one who is disenfranchised and not integrated into their communities. For this reason, The Denver Police Department (DPD) is requesting funding to plan and develop a Countering Violent Extremism program aimed at integrating the at-risk population in the Denver Metro area into city life. Utilizing a multi-pronged approach, DPD will focus on officer training, school-based mentoring, and refugee/immigrant outreach.

*Program coordinator:* A key component necessary to the success of DPD's proposed training and community engagement model is the selection, training, and deployment of a program

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<sup>1</sup> U.S. Census Bureau. *Annual Estimates of the Resident Population for the United States, Regions, States, and Puerto Rico July 2015.*

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coordinator to bring together law enforcement and the community. As The World Organization for Resource Development and Education's (WORDE) BRAVE model has demonstrated, the success of a CVE program is dependent on community engagement and leadership. As a law enforcement agency, DPD recognizes the challenges it faces in building a top down engagement and training model. Officer training is merely one part of a multi-pronged approach to community-led identification and intervention strategies. The role of the program coordinator will be to conduct community outreach to target communities including: faith communities, Black Lives Matter, diverse communities, refugee communities, and LGBTQ communities, among others, facing disenfranchisement by society.

The program coordinator will be hired in Phase I of the grant term. The program coordinator will serve to bridge the gap between law enforcement and the community. The ideal candidate will already know the target community(ies) and possess political capital within the community(ies). It is more important that the chosen candidate be trusted within the community; the ability to navigate government bureaucracy is secondary and can be learned, political capital and trustworthiness are more important to communities that are already traditionally marginalized by law enforcement. Once hired, the program coordinator will undergo a series of trainings including cultural competency, understanding the violent extremist threat, CVE as a response, and refugee 101. Following this, the liaison will begin to conduct community outreach and stakeholder engagement meetings. This will enable the community to help shape the officer and community trainings and engagement offerings, resulting in a more tailored program that meets the needs of the community(ies).

**Goal 1: Build and Foster Community Resilience to Violent Extremist Recruitment and Radicalization**

**Objective 1.1:** Hold four outreach events each quarter with an average of 30 participants per event for a two year total of 24 events reaching 360 people.

**Objective 1.2:** With community and Denver Police Academy collaboration, develop CVE-specific training curriculum to deliver to DPD officers.

*Goodwill School Mentoring Program Partnership:* DPD will engage with Goodwill Industries, a community organization, to provide mentoring to at-risk high school students. Goodwill Industries has an already established relationship with Denver Public Schools and provides in-school mentoring to 16,000 at-risk high-school students in 36 partner middle and high schools in

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the Denver Metro area. Goodwill has strong partnerships within the local school district to provide comprehensive programming to at-risk and low-income youth. DPD and Goodwill Industries will partner to develop a CVE specific program. The mentoring program will not only introduce at-risk youth to the concept of community oriented policing, it will also provide a sense of belonging and identity. Terrorist groups target isolated and alienated youth for recruitment, as such, DPD and Goodwill industries will counter this recruitment tactic by preventing the initial isolation.

Goodwill operates several school based mentoring programs aimed at at-risk youth; these programs include targeted curriculum designed to improve social-emotional skills, life skills, and academic success. Many of Goodwill's target students face academic or social interventions and rather than focus on punitive interventions, the mentoring groups create positive relationships among a cohort of peers. Goodwill has experience working with refugee populations and this model will help launch students into post-secondary education by engaging in positive relationship building.

The Goodwill mentoring program currently serves 300 students with 80 mentors. Using funds from the CVE grant program, DPD Mentoring will serve 75 youth annually, facilitating two gender-specific mentoring groups of 15 youth per school at five schools. Goodwill will recruit, train, and manage 20 mentors, which will provide group mentoring at a 4:1 ratio, mentees to mentors. Goodwill Industries will work with DPD and the program coordinator to develop a CVE specific mentoring program, integrating aspects of the current program, but with special attention paid to the needs of the at-risk community(ies) intended to benefit from the program. Goodwill Industries has identified the transition from middle to high school as one of the most dangerous for potential radicalization. Because of this, Goodwill Industries will target its grant funded activities at this age group. By creating an already established continuum of cohort-based mentoring, DPD and Goodwill Industries believe that it will reduce the likelihood that these at-risk youth will be targeted for radicalization.

**Goal 2: Create a Less Hospitable Environment for Violent Extremist Recruitment and Radicalization**

**Objective 2.1: Recruit 20 new mentors, including 10 DPD officers**

**Objective 2.2: Recruit and enroll 150 youth in Men@Work and Women in Leadership mentoring programs**

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Objective 2.3: Support five Denver Public Schools middle schools during year one and five Denver Public Schools high schools during year two with one half day per week of programming at each partner school.

*Officer Education and Training:* A key factor to the success of the program is providing culturally specific training to Denver Police Department officers to facilitate not only cultural understanding of diverse populations, but also to provide relevant training for officers on how to recognize and analyze potential behaviors and indicators of violent extremism, and how to partner with community groups to intervene. The officer training is essential to the success of this program as it will inform how officers engage with this community as well as serve as a way to demonstrate to the community that law enforcement can be trusted. DPD has relationships with Colorado Muslim Connection and federal government organizations (US Department of Homeland Security, National Counterterrorism Center, and the Department of Justice) to put together an effective training.

A main priority of the program coordinator will be to work with community stakeholders to help determine what training would be most appropriate for DPD officers as the agency seeks to engage effectively with the community. Curriculum will be developed around the following priority areas: the current HVE threat, CVE as a response, refugee culture, and cultural competency. DPD recognizes the importance of a community led model and believes that the role of the community in shaping this training curriculum will help facilitate community-police trust and relationships as together we seek to recognize and prevent radicalization of the at-risk populations in the Denver Metro area. During the grant period, DPD will train 120 officers per year for a project total of 240, in the following curriculum:

Goal 3: Enhance understanding of the violent extremist threat within communities through officer training.

Objective 3.1: Develop CVE-specific officer training

Objective 3.2: Hold four officer trainings per year with 30 officers in each training for a total of 240 officers trained

*Citizens' Academy:* The program will develop community based strategies that engage at-risk youth and their families, integrating them into their new environment, making them less susceptible to the recruitment tactics of violent extremist groups, including HVE groups, ISIS, and Al Qaeda. This program aims to build resilience to ISIS and other violent extremist groups

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by facilitating integration of members of refugee and religious communities into Denver city life, educating parents on the tactics extremists use to recruit teens, building relationships with government agencies to increase trust.

DPD will collaborate with the Denver Office of Immigrant & Refugee Affairs (DOIRA) and other city agencies to develop the curriculum. Immigrants and refugees face a significant disadvantage in participating in Denver's government. An academy, similar to the DPD's Citizen's Academy will bridge the divide between some of the newest residents and several of our city departments, services, and programs. The program will empower immigrant and refugee residents and help guide them toward greater understanding about how Denver operates. During the planning phase, DPD and DOIRA will work with city agencies to develop curriculum around the following topics: Infrastructure – Public Works, Planning, Codes, Water; Human/Social Services – Human Services, Housing, International Committee; Law Enforcement/Safety/Courts – Police, Sheriff, Fire, Courts, District Attorney; Youth/Education; Technology; Economic Development; Human Rights and Immigrant Affairs; Recognizing the signs and tactics of radicalization.

Goal 4: Foster resilience through education and awareness within communities.

Objective 4.1: Hold 6 academies reaching a total of 120 people

Objective 4.2: Build relationships and trust with city departments and law enforcement

Objective 4.3: Build a knowledge base on how various City departments operate

Objective 4.4: Make participants aware of the tactics used to recruit youth to radical/extremist groups.

**II. Needs Analysis:** The Denver Police Department has a strong commitment to community policing and the continuing education of its officers. All DPD officers receive comprehensive police training in the Academy, including but not limited to the following areas: federal, state, and municipal law; search and seizure; arrest control; firearms; physical fitness; emergency driving; report writing; and patrol tactics and community interaction. DPD engages routinely in community oriented policing with the aim of building relationships between the police officers and the community they serve. DPD has several community oriented programs including the Volunteers in Policing program, the Denver Police Explorers program, the Cadet program, the Denver Police Citizens' Academy, and various community events. Additionally, DPD has offered officer trainings in Positive Police Interactions with Youth to improve police relations

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with youth. DPD's officers are required to complete 24 hours of training per year and are able to choose from a variety of offerings including training in community relations. In each of Denver's six police districts, monthly meetings take place that engage community concerns.

Currently there is no officer training in CVE specific curriculum. The curriculum proposed for the officer CVE training program will be developed with input from the program coordinator with a specific understanding of law enforcement needs. Topics to be covered will include: understanding the current homegrown and foreign violent extremism threat, CVE as a response, refugee 101, and cultural competency training. Officers will receive pre and post course evaluations to measure their understanding of implementation of the curriculum and concepts of the course.

Though DPD does not have CVE specific officer training nor does it have an active CVE-specific intervention model, the department successfully employs the GRID (Gang Reduction Initiative of Denver) gang intervention model. DPD partners with the Denver Department of Safety and other government, local, and nonprofit agencies, as well as faith-based partners and community members to enact prevention, intervention, and suppression strategies to reduce gang and gun violence and rehabilitate former gang members. The collaborative approach of this strategy is meant to develop and support a network of partner agencies and programs to provide effective and efficient prevention strategies that collectively strengthen families and communities, provide effective and efficient case management intervention strategies to high-risk gang members and their families, and ensure effective enforcement of violent gang crimes.

In addition to GRID, DPD also participates in the Kids and Cops Program, which provides to "bridge the gap" between police officers and the community they serve. The Bridging the Gap Program seeks to proactively improve relationships between youth and law enforcement in Denver by educating youth on their rights and responsibilities when in contact with law enforcement, and educating officers on key aspects of adolescent development and de-escalation techniques when contacting youth. Both the GRID and Bridge the Gap programs work to improve community relations and build trust between two entities that are historically suspicious of one another. Denver's experience in this type of work and commitment to improved community relations is a solid framework for building a similarly effective CVE program.

This program intends to expand on this community involvement by partnering with Goodwill to increase DPD's collaboration with the in-school mentoring program. The expanded Goodwill



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mentoring program will focus on schools and communities that are at an increased risk for radicalization. The schools targeted for the CVE-specific mentoring program are located in police districts with a large number of refugee students and lower than average graduation rates.<sup>2</sup> All youth that Goodwill serves have been identified as at-risk by school counselors, teachers, community partners and/or the criminal justice system. The Goodwill Mentoring Program is designed to reduce known risk factors such as low bonding to family, school, and community, early/persistent behavior problems, academic failure, alienation/rebelliousness and association with delinquent peers. The program also maximizes protective factors for at-risk youth including involvement of supportive adults, increasing positive family relationships, increasing beliefs promoting school success and the rejection of crime and substance use, developing problem-solving, self-esteem, social and interpersonal skills, and promoting community integration and bonding.

Numerous national and statewide studies and years of evidence shows that mentoring programs built on proven and strong evidence-based prevention and intervention practices are integral in fostering positive youth development. In addition, data from the Colorado Department of Education, Mentor Colorado, and local law enforcement agencies indicate a strong need for expanding and strengthening mentoring services throughout Colorado.

The Denver Police Department currently offers interested parties the opportunity to participate in the Citizens' Police Academy. During this 11-week course, which is designed to familiarize Citizens with the "how/what/why" of Police procedures, and provide an opportunity interact and ask Officers questions, participants attend lectures and discussions on subjects such as: officer safety, police history, constitutional law, arrest/search/seizure, the internal affairs process, less lethal weapons, and the radio room/911. While the Citizens' Police Academy serves as an excellent primer for citizens wanting to know how the police department works as well as a solid community relationship building tool for the department, immigrants moving to Denver are seeking knowledge about how to navigate city life in general. The Denver Citizens' Academy will fill these gaps and help to establish trust and relationships with law enforcement, provide knowledge of various city departments, establish a network of city officials and offices, increase

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<sup>2</sup> Target schools have a 53-67% graduation rate vs. a district rate of 77%, a truancy rate of 7% vs. 2%, FRL rate of 70% vs. 42%, Hispanic/Latino rate of 56% vs. 30%, racial minority rate of 80% vs. 17%, and ESL rate of 25% vs. 11%.

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a sense of connection to City and County of Denver Municipal structure in order to increase the likelihood that a concerned parent or community member will contact law enforcement and other city departments in the case of suspicion of radicalization.

**III. Expertise:** The City and County of Denver- Police Department engages in a variety of community oriented policing activities in an effort to build a stronger relationship with the community it serves. DPD partners with city agencies regularly to conduct intervention activities, particularly aimed at gang intervention. DPD engages youth in the community through its Kids and Cops program. In 12 forums a year, youth engage with police officers in order to proactively improve relationships between youth and law enforcement in Denver by educating youth on their rights and responsibilities when in contact with law enforcement, and educating officers on key aspects of adolescent development and de-escalation techniques when contacting youth. DPD is making further efforts to build trust by training its officer in Effective Police Interactions with Youth. Additionally, the Citizens' Police Academy is a multi-week program conducted up to ten times a year. Over the past 7 years, 724 Denver residents have participated.

Goodwill has more than 23 years of experience serving at-risk youth and more than 17 years of experience providing highly effective, school-based mentoring programs. Goodwill's Mentoring Program served 375 of the most at-risk youth during the 2015-16 school year at 7 Goodwill partner schools. Goodwill implements structured mentoring programming using evidence-based best practices developed by MENTOR – The National Mentoring Partnership (Elements of Effective Practice for Mentoring), and guided by close collaboration with Mentor Colorado and key community partners including Mile High United Way, Denver Police Department, Aurora Police Department, Colorado Youth at Risk, Denver Urban Scholars, Aurora Mental Health Center, and Youth Empowerment Support Services Institute.

The Denver Office of Immigrant & Refugee Affairs promotes greater awareness and integration of immigrant and refugee residents in Denver. It partners with nonprofits, community based organizations, residents and government agencies to develop and implement policies, practices and programs that influence various paths of integration.

The City and County of Denver has been selected as a Strong City. As such, DPD is working with the Department of Homeland Security Office of Strategic Engagement and the United States Attorney's Office to develop an intervention model aimed at preventing and intervening before an individual becomes radicalized to commit acts of violence. The program proposed by

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DPD will be a part of this model.

**A. PERSONNEL: \$292,390**

**CVE Training: \$121,651:** DPD Officers will participate in an 8-hour training focused on cultural competency, the homegrown and foreign violent extremism threat, and CVE as a response. Officers in DPD districts with a high concentration of refugees, community resource officers, school resource officers, and Gang Unit officers will be selected. The training will be held quarterly. Each course will include 30 officers. 240 officers will be trained and will earn OT. The current hourly rate is \$42.24; officers receive 150% pay for OT, or \$63.36.  $4 \text{ trainings} \times 30 \text{ officers} \times 8 \text{ hours} \times \$63.36 \times 2 \text{ years} = \$121,651$

**Officer Goodwill Mentor Training: \$7,603:** Goodwill Industries will provide DPD officer mentors with 6 hours of orientation and training per year. DPD has committed 10 officers to the program and will be paid OT.  $2 \text{ trainings} \times 6 \text{ hours} \times 10 \text{ officers} \times \$63.36 = \$7,603$

**Goodwill Mentoring: \$48,154:** 10 DPD officers will commit to one hour per week for 38 weeks. Officers will participate in organized school-based mentoring meetings and activities throughout the academic year in which mentors, youth and parents participate together.  $10 \text{ officers} \times 1 \text{ hour/week} \times 38 \text{ weeks} \times \$63.36 \times 2 \text{ years} = \$48,154$

**Program Coordinator: \$114,982:** The program coordinator will manage all components of the project, including community outreach and engagement, managing DPD collaboration with Goodwill, and planning and implementing the Citizens' Academy in conjunction with the Denver Agency for Human Rights and Community Partnerships. The program coordinator earns an hourly wage of \$27.64 for an annual salary of \$57,491.  $2,080 \text{ hours} \times \$27.64 = \$57,491 \times 2 = \$114,982$

**B. FRINGE BENEFITS: \$33,690:** Grant funded finance staff qualify for a full benefits package from the City and County of Denver. An average fringe rate for DPD career service employees (including pension, FICA, health insurance, life insurance, and long term disability) is approximately 29.3%.  $\$57,491 \times 29.3\% = \$16,845 \times 2 = \$33,690$

**C. TRAVEL: \$600:** The program coordinator will be expected to use their own vehicle for travel to and from outreach events. We have budgeted 50 miles per month for 2 years.  $50 \text{ miles/month} \times 24 \text{ month} \times \$0.50/\text{mile} = \$600$

FY 2016 Countering Violent Extremism  
Denver Police Department

**D. EQUIPMENT: \$3,081:** The program coordinator and the two mentoring coordinators will require a new laptop computer. The estimated cost for each computer based on previous quotes is \$1,027.

**G. CONSULTANTS/CONTRACTS: \$160,562**

*Goodwill Industries: \$132,362*

**A. Personnel: \$106,292**

**Two 0.5 FTE Mentoring Coordinators: \$86,000:** The mentoring coordinators will support 5 school sites, one half day per week. The coordinators will provide weekly in-school case management. The coordinators will provide recruitment, support, training, intake, and case management for DPD mentors. They will provide summer programming and ongoing outreach and support. The Coordinators earn an hourly wage of \$20.67.  $1,040 \text{ hours} \times \$20.67 = \$21,500 \times 2 = \$43,000 \times 2 = \$86,000$

**5% FTE Program Manager: \$6,000:** The program manager will execute MOUs with schools, oversee best practices with mentoring recruitment and case management, work with school administrators to ensure highest impact, hire, train, support and evaluate mentor coordinator, ensure accurate budgeting and reporting. The program manager earns an hourly wage of \$28.85 and will devote 5% of time to this program.  $104 \text{ hours} \times \$28.85 = \$3,000 \times 2 = \$6,000$

**3.5% Youth Services Specialist: \$3,000:** The youth services specialist will recruit 40 mentors, and concentrating on at-risk and underrepresented communities. The Youth Services specialist earns an hourly rate of \$20.60 and will devote 3.5% of time to this project.  $72.8 \text{ hours} \times \$20.60 = \$1,500 \times 2 = \$3,000$

**Two 6% Data Managers: \$11,292:** Goodwill uses a secured online database to track participant information and measure program outcomes. The data managers collect, analyze, and disseminate evaluation results. Data Managers earn an hourly wage of \$22.62 and will devote 6% of their time to this program.  $124.8 \text{ hours} \times \$22.62 \times 2 = \$5,646 \times 2 = \$11,292$

**B. Fringe Benefits: \$22,080**

**Mentoring Coordinators: \$20,640:** The mentoring coordinators are entitled to a fringe benefit package. The standard fringe benefit package, which includes retirement, social security, health and dental, and Medicare, totals 24% of salary earnings.  $24\% \times \$21,500 \times 2 = \$10,320 \times 2 = \$20,640$

**Program Manager: \$1,440:** The program manager is entitled to a fringe benefit package.  $24\% \times \$3,000 = \$720 \times 2 = \$1,400$

FY 2016 Countering Violent Extremism  
Denver Police Department

**C. Travel: \$2,500**

**Staff Mileage: \$2,500:** Each coordinator will be allocated mileage to travel to and from the selected school per week.  $\$.50 \text{ per mile} \times 1,250 \text{ miles/person} \times 2 \text{ years} = \$2,500$

**H. Other Costs: \$250**

**Colorado Mentoring Summit Conference registration: \$250:** Conference registrations fees are \$125 per person. Two Mentoring Coordinators will attend this conference in May 2017.  $\$125 \times 2 = \$250$

**Background checks: \$1,240:** Goodwill Industries will recruit 20 new mentors for this program; all in school mentors undergo a criminal background check.  $20 \times \$31 \times 2 \text{ years} = \$1,240$

***Denver Office of Immigrant and Refugee Affairs: \$14,990***

The Denver Office of Immigrant and Refugee Affairs will hold 6 Citizens' Academies over the course of the grant period. Each academy will serve 20 participants for a total of 120 people.

**Personnel: \$10,800:** To accommodate the variety of languages represented by the target refugee communities, translation services will be provided.  $3 \text{ languages} \times 4 \text{ hours} \times \$25/\text{hour} \times 6 \text{ sessions/academy} \times 6 \text{ academies} = \$10,800$

**Travel: \$1,310:** To enable participants to attend academies, transportation will be provided. We estimate that approximately one third of participants will need transportation. RTD round-trip fare =  $\$5.20 \times 7 \text{ participants} \times 6 \text{ sessions/academy} \times 6 \text{ academies} = \$1,310$

**Other Costs: \$2,880:**

**Outreach; recruitment of participants: \$2,880:** The DPD Project coordinator will develop a plan to recruit class participants primarily through parental engagement of the mentoring program and a broader audience of immigrant and refugee residents of Denver.  $\$80 \times 3 \text{ languages} = \$240 \times 2 \text{ fliers per academy} \times 6 \text{ academies} = \$2,880$

**H. OTHER COSTS: \$4,200**

**Workstation System: \$4,200:** The program coordinator will require a new workstation to include a desk, chair, storage, filing cabinets, cubicle walls, desk accessories.

**FY 2016 Countering Violent Extremism  
City and County of Denver (Denver Police Department)  
BUDGET DETAIL WORKSHEET**

<b>A. PERSONNEL</b>	Type of Unit	# of units	Wages	Project Total	Year 1	Year 2
Cultural Competency and CVE Training	Wage (OT)	1920	\$ 63.36	121,651	\$ 60,826	\$ 60,826
Goodwill Mentoring Training	Wage (OT)	120	\$ 63.36	7,603	\$ 3,802	\$ 3,802
Goodwill Mentoring	Wage (OT)	760	\$ 63.36	48,154	\$ 24,077	\$ 24,077
Program Coordinator	Wage	4160	\$ 27.64	114,982	\$ 57,491	\$ 57,491
<b>Total Personnel</b>				<b>292,390</b>	<b>\$ 146,195</b>	<b>\$ 146,195</b>
<b>B. FRINGE BENEFITS</b>			Percent of Salary	Project Total	Year 1	Year 2
Program Coordinator	see budget detail		29.3%	\$ 33,690	\$ 16,845	\$ 16,845
<b>Total Fringe Benefits</b>				<b>\$ 33,690</b>	<b>\$ 16,845</b>	<b>\$ 16,845</b>
<b>C. TRAVEL</b>	Cost	Quantity		Project Total	Year 1	Year 2
Program coordinator mileage	\$ 0.50	1,200		\$ 600	\$ 300	\$ 300
<b>Total Travel</b>				<b>\$ 600</b>	<b>\$ 300</b>	<b>\$ 300</b>
<b>D. EQUIPMENT</b>	Cost	Quantity		Project Total	Year 1	Year 2
Laptop for program coordinator	\$ 1,027.00	1		\$ 1,027	\$ 1,027	\$ -
2 Laptops for Goodwill	\$ 1,027.00	2		\$ 2,054	\$ 2,054	\$ -
<b>Total Equipment</b>				<b>\$ 3,081</b>	<b>\$ 3,081</b>	<b>\$ -</b>
<b>E. SUPPLIES</b>				Project Total	Year 1	Year 2
N/A				\$ -	\$ -	\$ -
<b>Total supplies Costs</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>F. CONSTRUCTION</b>				Project Total	Year 1	Year 2
N/A				\$ -	\$ -	\$ -
<b>Total construction Costs</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>G. CONSULTANTS/CONTRACTS</b>	Cost	Quantity		Project Total	Year 1	Year 2
Goodwill Industries	see budget narrative			\$ 132,362	\$ 66,306	\$ 66,056
Denver Office of Immigrant & Refugee Affairs	see budget narrative			\$ 14,990	\$ 4,996	\$ 9,994
<b>Total Contracts</b>				<b>147,352</b>	<b>\$ 71,302</b>	<b>\$ 76,050</b>
<b>H. OTHER COSTS</b>				Project Total	Year 1	Year 2
Workstation System		1	\$ 4,200	\$ 4,200	\$ 4,200	\$ -
<b>Total Other Costs</b>				<b>\$ 4,200</b>	<b>\$ 4,200</b>	<b>\$ -</b>
<b>Total Direct Costs</b>				<b>481,313</b>	<b>\$ 241,923</b>	<b>\$ 239,390</b>
<b>I. INDIRECT COSTS</b>			%	Project Total	Year 1	Year 2
N/A			0.00%	\$ -	\$ -	\$ -
<b>Total Indirect Costs</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL PROJECT REQUEST</b>				<b>481,313</b>	<b>\$ 241,923</b>	<b>\$ 239,390</b>



# **2016 Countering Violent Extremism Grant Program**

## **Denver Police Department – Goodwill Industries**

### **Memorandum of Understanding**

The Denver Police Department (DPD) has been named the applicant agency and administrator for this competitive Department of Homeland Security grant award and will be sharing a portion of the awarded funds with Goodwill Industries. This planned allocation of grant funds was mutually determined during the grant proposal development process. This Memorandum of Understanding memorializes the sharing of 2016 CVE funds, pending award approval.

The details of the grant award are as follows:

Grant:	2016 Countering Violent Extremism Grant Program
NOFO Number:	DHS-16-OCP-132-00-01
CFDA:	97.132
Funder:	U.S. Department of Homeland Security, Office for Community Partnerships
Period:	12/01/2016 – 11/30/2018
Total Amount Applied for:	\$481,313
<b>Goodwill Portion of Award:</b>	<b><u>\$132,362</u></b>

The \$132,362 budgeted for Goodwill Industries is intended to support the following expenses:

<b><u>Personnel</u></b>	<b>Type of Unit</b>	<b># of units</b>	<b>Hourly Wages</b>	<b>Project Total</b>	<b>Year 1</b>	<b>Year 2</b>
Two 0.5 FTE Mentoring Coordinators	Salary	50%	\$20.67	\$86,000	\$43,000	\$43,000
Program Manager	Salary	5%	\$28.85	\$6,000	\$3,000	\$3,000
Youth Services Specialist	Salary	3.5%	\$20.60	\$3,000	\$1,500	\$1,500
Data Managers (2)	Salary	6%	\$22.62	\$11,292	\$5,646	\$5,646
<b>Personnel Total</b>				<b>\$106,292</b>	<b>\$53,146</b>	<b>\$53,146</b>
<b><u>Goodwill Industries Fringe Benefits</u></b>			<b>Percent of Salary</b>	<b>Project Total</b>	<b>Year 1</b>	<b>Year 2</b>
Mentoring Coordinator	24% x 86,000		24%	\$20,640	\$10,320	\$10,320
Program Manager	24% x 6,000		24%	\$1,440	\$720	\$720
<b>Fringe Total</b>				<b>\$22,080</b>	<b>\$11,040</b>	<b>\$11,040</b>
<b>Personnel/Fringe Total</b>				<b>\$128,372</b>	<b>\$64,186</b>	<b>\$64,186</b>
Conference Registration	2 people		\$125	\$250	\$250	
Mentor Background checks	20		\$31	\$1,240	\$620	\$620
Staff mileage	5,000 miles		\$ .50	\$2,500	\$1,250	\$1,250
<b>Other Expenses Total</b>				<b>\$3,990</b>	<b>\$2,120</b>	<b>\$1,870</b>
<b>TOTAL</b>				<b>\$132,362</b>	<b>\$66,306</b>	<b>\$66,056</b>

## **A. PERSONNEL: \$106,292**

### **Two 0.5 FTE Mentoring Coordinators**

**\$86,000**

The mentoring coordinators will support 5 school sites, one half day per week. One coordinator will facilitate the Men@Work Mentoring Program (male, at-risk, minority youth) and one coordinator will facilitate the Women in leadership Mentoring Program (female, at-risk, minority youth). The coordinators will provide 1:1 case management to students in the school on a weekly basis (participants in the programs as well as possibly other youth identified in the school, on a weekly basis. The coordinators will provide recruitment, support, training, intake, and case management for Denver Police Department mentors. The coordinators will provide summer programming and ongoing outreach and support. The Mentoring Coordinators earn an hourly wage of \$20.67 for an annual salary of \$43,000.

- Year 1 (12 months, 12/1/2016-11/30/2017): 1,040 hours x \$20.67 = \$21,500 x 2 = \$43,000
- Year 2 (12 months, 12/1/2017-11/30/2018): 1,040 hours x \$20.67 = \$21,500 x 2 = \$43,000

### **5% FTE Program Manager**

**\$6,000**

The program manager will execute MOUs with schools, oversee best practices with mentoring recruitment and case management, work with school administrators to ensure highest impact, hire, train, support and evaluate mentor coordinator, ensure accurate budgeting and reporting. The program manager earns an hourly wage of \$28.85 for an annual salary of \$60,000. This position will devote 5% of their time to this program resulting in an annual salary of \$3,000 for a total of \$6,000.

- Year 1 (12 months, 12/1/2016-11/30/2017): 104 hours x \$28.85 = \$3,000
- Year 2 (12 months, 12/1/2017-11/30/2018): 104 hours x \$28.85 = \$3,000

### **3.5% Youth Services Specialist**

**\$3,000**

The Youth Services specialist will recruit 40 mentors, including police officers and concentrating on at-risk and underrepresented communities. The Youth Services specialist earns an hourly rate of \$20.60 for an annual salary of \$42,848. This position will devote 3.5% of their time to this project resulting in an annual salary of \$1,500 for a total of \$6,000.

- Year 1 (12 months, 12/1/2016-11/30/2017): 72.8 hours x \$20.60 = \$1,500
- Year 2 (12 months, 12/1/2017-11/30/2018): 72.8 hours x \$20.60 = \$1,500

### **Two 6% Data Managers**

**\$11,292**

Goodwill uses a secured online database, CiviCore, to track participant information and measure program outcomes. Process data include numbers of classes, participant data, demographics, classroom contact hours, attendance, supportive services, volunteers, volunteer hours, and description of activities that occurred during the reporting period. The data managers collect, analyze, and disseminate evaluation results. The Data Managers earn an hourly wage of \$22.62 for an annual salary of \$47,049. These positions will devote 6% of their time to this program resulting in an annual salary of \$2,823 each, for an annual cost of \$5,646 and a project total of \$11,292.

- Year 1 (12 months, 12/1/2016-11/30/2017): 124.8 hours x \$22.62 x 2 = \$5,646



- Year 2 (12 months, 12/1/2017-11/30/2018):  $124.8 \text{ hours} \times \$22.62 \times 2 = \$5,646$

**B. FRINGE BENEFITS** **\$22,080**

**Mentoring Coordinators** **\$20,640**

The mentoring coordinators are entitled to a fringe benefit package. Benefit rates and costs can frequently change, but the standard fringe benefit package, which includes retirement, social security, health and dental, and Medicare, totals 24% of salary earnings.

- Year 1:  $24\% \text{ of } \$21,500 \times 2 = \$10,320$
- Year 1:  $24\% \text{ of } \$21,500 \times 2 = \$10,320$

**Program Manager** **\$1,440**

The program manager is entitled to a fringe benefit package. Benefit rates and costs can frequently change, but the standard fringe benefit package, which includes retirement, social security, health and dental, and Medicare, totals 24% of salary earnings.

- Year 1:  $24\% \text{ of } \$3,000 = \$720$
- Year 1:  $24\% \text{ of } \$3,000 = \$720$

**C. TRAVEL** **\$2,500**

**Staff Mileage** **\$2,500**

Each Mentoring coordinator will be allocated mileage to travel to and from the 5 selected school sites per week. The per mile rate is below.

- $\$.50 \text{ per mile} \times 1,250 \text{ miles/person} \times 2 \text{ years} = \$2,500$

**D. EQUIPMENT** **\$0**

**E. SUPPLIES** **\$0**

**F. CONSTRUCTION** **\$0**

**G. CONSULTANTS/CONTRACTS** **\$0**

**H. OTHER COSTS** **\$3,990**

**National Mentoring Summit Conference registration** **\$250**

Conference registrations fees are \$125 per person. Two Mentoring Coordinators will attend this conference in May 2017.

- $\$125 \times 2 = \$250$

**Mentor background checks** **\$1,240**

Goodwill Industries will recruit 20 new mentors for this program. Goodwill requires that all in school mentors undergo a criminal background check.

- 20 mentors x \$31 x 2 years = \$1,240

**GRANT ADMINISTRATION:** In support of this grant award,

**Goodwill Industries shall:**

- Perform work as outlined in the approved grant proposal
- Conform to the approved budget
- Notify DPD in writing to make any changes to the project's budget, scope, or objectives\*
- Notify DPD in writing if there is a change in staffing (e.g., resignations or new hires)\*
- Attend funder visits, meetings, or trainings as needed
- Submit for review and approval all MOUs with DPS schools
- Submit all financials in order for DPD to conduct an audit and risk assessment of Goodwill Industries and its internal controls
- Submit quarterly progress reports to DPD Grants Administrator by the 15<sup>th</sup> day after the quarter's end.
- Administer Financials by:
  - Submitting monthly invoices for reimbursement via journal vouchers by the 10<sup>th</sup> day following the end of each month to DPD Finance.
    - For approved program expenses only
    - Supported by originally signed timesheets
    - payroll registers/check remittance advices to DPD
    - Final invoice should be submitted to DPD no later than 12/10/2018.
- Administer Personnel by:
  - Notifying affected employees of their grant-funded status and projected end date
  - Using standardized timesheets for CVE funded employees that:
    - Are dated and have two original signatures (the employee, and his/her direct supervisor)
    - Separate out time for time worked on different projects to account for a % FTE on the CVE project
- Retain program records for three years after the grant's close out date.

\*DPD is limited to reimbursing for expenses that are incorporated into a funder-approved budget. If a scope or staffing change occurs, the modification must be approved by USDHS prior to DPD reimbursement.

**The Denver Police Department shall:**

- Assume oversight responsibilities for the overall project as required by the grant contract
- Submit reports (programmatic and financial) to the funder as required and provide records to substantiate reports if needed
- Submit cash requests to the funder for expense reimbursement
- Initiate any modifications to the grant with the funder (e.g., extensions or budget changes)
- Host administrative meetings as needed
- Support Goodwill Industries with grant administration matters as needed
- Ensure that quarterly program reports are complete and submitted in a timely manner
- Serve as primary point of contact for the funder regarding compliance matters
- Reimburse Goodwill Industries for project expenses after confirming that:
  - Expenses conform to the budget and are allowable within the grant's parameters

- o Reimbursement request is complete and accurate
- o Work is being performed as agreed upon

**PROJECT CONTACTS:**

Goodwill Operational - Arrah Gallaher  
 Goodwill Fiscal - Rick Hettlinger

(b) (6)

DPD Operational - Tara Tubb  
 DPD Fiscal - Jerry Maestas

**AGREED:**

**For Goodwill Industries:**

**For the Denver Police Department:**

(b) (6)

(b) (6)

Signed \_\_\_\_\_

Signed: S

Name: KRISTINE ESBENSEN

Name: ROBERT WHITE

Title: Senior Director of Workforce Development

Title: CHIEF OF POLICE

Date: 9-6-2016

Date: 9-6-2016

## **2016 Countering Violent Extremism Grant Program**

### **Denver Police Department – Denver Office of Immigrants and Refugee Affairs Memorandum of Understanding**

The Denver Police Department (DPD) has been named the applicant agency and administrator for this competitive Department of Homeland Security grant award and will be sharing a portion of the awarded funds with the Denver Office of Immigrant and Refugee Affairs. This planned allocation of grant funds was mutually determined during the grant proposal development process. This Memorandum of Understanding memorializes the sharing of 2016 CVE funds, pending award approval.

The details of the grant award are as follows:

Grant:	2016 Countering Violent Extremism Grant Program
NOFO Number:	DHS-16-OCP-132-00-01
CFDA:	97.132
Funder:	U.S. Department of Homeland Security, Office for Community Partnerships
Period:	12/01/2016 – 11/30/2018
Total Amount Applied for:	\$481,313
<b>Denver Office of Immigrant And Refugee Affairs Portion:</b>	<b><u>\$14,990</u></b>

<b><u>Description</u></b>	<b>Type of Unit</b>	<b># of units</b>	<b>Cost</b>	<b>Project Total</b>	<b>Year 1</b>	<b>Year 2</b>
Language Interpretation and Translation	Salary	432 hours	\$25	\$10,800	\$3,600	\$7,200
Travel	Round trip fare	252	\$5.20	\$1,310	\$436	\$874
Recruitment	Flier	12	\$240	\$2,880	\$960	\$1,920
<b>TOTAL</b>				<b>\$14,990</b>	<b>\$4,996</b>	<b>\$9,994</b>

#### **A. Personnel \$10,800**

To accommodate the variety of languages represented by the target refugee communities, translation services will be provided.

- 3 languages x 4 hours x \$25/hour x 6 sessions/academy x 6 academies = \$10,800

#### **C. Travel \$1,310**

To enable participants to attend academies, transportation will be provided. We estimate that approximately one third of participants will need transportation.

- RTD round-trip fare = \$5.20 x 7 participants x 6 sessions/academy x 6 academies = \$1,310

#### **A. Other Costs \$2,880**

##### **Outreach; recruitment of participants \$2,880**

The DPD Project coordinator will develop a plan to recruit class participants primarily through parental engagement of the mentoring program as well as include a broader audience of immigrant and refugee residents of Denver.

- \$80 x 3 languages = \$240 x 2 fliers per academy x 6 academies = \$2,880

**GRANT ADMINISTRATION:** In support of this grant award,

**Denver Office of Immigrant and Refugee Affairs shall:**

- Perform work as outlined in the approved grant proposal
- Conform to the approved budget
- Notify DPD in writing to make any changes to the project's budget, scope, or objectives\*
- Notify DPD in writing if there is a change in staffing (e.g., resignations or new hires)\*
- Attend funder visits, meetings, or trainings as needed
- Submit quarterly progress reports to DPD Grants Administrator by the 15<sup>th</sup> day after the quarter's end.
- Administer Financials by:
  - Submitting monthly invoices for reimbursement via journal vouchers by the 10<sup>th</sup> day following the end of each month to DPD Finance.
    - For approved program expenses only
    - Supported by originally signed timesheets
    - Final invoice should be submitted to DPD no later than 12/10/2018.
- Administer Personnel by:
  - Notifying affected employees of their grant-funded status and projected end date
  - Using standardized timesheets for CVE funded employees that:
    - Are dated and have two original signatures (the employee, and his/her direct supervisor)
- Retain program records for three years after the grant's close out date.

\*DPD is limited to reimbursing for expenses that are incorporated into a funder-approved budget. If a scope or staffing change occurs, the modification must be approved by USDHS prior to DPD reimbursement.

**The Denver Police Department shall:**

- Assume oversight responsibilities for the overall project as required by the grant contract
- Submit reports (programmatic and financial) to the funder as required and provide records to substantiate reports if needed
- Submit cash requests to the funder for expense reimbursement
- Initiate any modifications to the grant with the funder (e.g., extensions or budget changes)
- Host administrative meetings as needed
- Support DOIRA with grant administration matters as needed
- Ensure that quarterly program reports are complete and submitted in a timely manner
- Serve as primary point of contact for the funder regarding compliance matters
- Reimburse DOIRA for project expenses after confirming that:
  - Expenses conform to the budget and are allowable within the grant's parameters
  - Reimbursement request is complete and accurate
  - Work is being performed as agreed upon

**PROJECT CONTACTS:**

DOIRA Operational –	Jamie Torres	Jamie.torres@denvergov.org	720.913.8471
DOIRA Fiscal -	TBD		

DPD Operational -  
DPD Fiscal -

Tara Tubb  
Jerry Maestas

(b) (6)

**AGREED:**

**For the Denver Office of Immigrant  
And Refugee Affairs :**

(b) (6)

**For the Denver Police Department:**

Signed: \_

Name: DEREK OKUBO

Name: ROBERT WHITE

Title: EXECUTIVE DIRECTOR

Title: CHIEF OF POLICE

Date: 9/6/16

Date: 9-6-16

# **FY 2016 Countering Violent Extremism Grant Program**

## **Focus Area 2**

### **A Proposal Presented to**

**U.S. Department of Homeland Security Office for Community Partnerships**

**The Honorable Jeh Johnson  
Secretary of Homeland Security  
Washington, D.C. 20528**

### **By**

**City and County of Denver  
Denver Police Department  
1331 Cherokee Street  
Denver, CO 80204**

**September 6, 2016**

FY 2016 Countering Violent Extremism  
Denver Police Department

**Application Information**

Proposed Start Date: December 1, 2016

Proposed End Date: November 30, 2018

Amount Requested: \$481,313 (DPD: \$333,961, Goodwill: \$132,362, DOIRA: \$14,990)

DPD Training: \$129,254

Mentoring Program: \$182,570

Citizen Engagement: \$169,489

Project Location: Denver, Colorado

Number Served: DPD Officers: 240, Youth: 150, Other adults: 480

Community Partners: Goodwill Industries, Denver Office of Immigrant & Refugee Affairs

Project Description: The Denver Police Department (DPD) is requesting funding to plan and develop a Countering Violent Extremism program aimed at integrating the at-risk population in the Denver Metro area into city life. Utilizing a multi-pronged approach, DPD will focus on officer training, school-based mentoring, and refugee/immigrant outreach.

Project Goals: Goal 1: Build and Foster Community Resilience to Violent Extremist Recruitment and Radicalization. Goal 2: Create a Less Hospitable Environment for Violent Extremist Recruitment and Radicalization. Goal 3: Enhance understanding of the violent extremist threat within communities through officer training. Goal 4: Foster resilience through education and awareness within communities.

Anticipated Outcomes: Objective 1.1: Hold four outreach events each quarter with an average of 30 participants per event for a two year total of 24 events reaching 360 people. Objective 1.2: With community and Denver Police Academy collaboration, develop CVE-specific training curriculum to deliver to DPD officers. Objective 2.1: Recruit 20 new mentors, including 10 DPD officers. Objective 2.2: Recruit and enroll 150 youth in Men@Work and Women in Leadership mentoring programs. Objective 2.3: Support five Denver Public Schools middle schools during year one and five Denver Public Schools high schools during year two with one half day per week of programming at each partner school. Objective 3.1: Develop CVE-specific officer training. Objective 3.2: Hold four officer trainings per year with 30 officers in each training for a total of 240 officers trained. Objective 4.1: Hold 6 academies reaching a total of 120 people. Objective 4.2: Build relationships and trust with city departments and law enforcement. Objective 4.3: Build a knowledge base on how various City departments operate. Objective 4.4: Make participants aware of the tactics used to recruit youth to radical/extremist groups.



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**I. Technical Merit:** Colorado, with a population of 5,456,574,<sup>1</sup> has experienced several instances of high profile violent extremism over the past two decades. The mass shooting at Columbine High School in Littleton, Colorado on April 20, 1999, touched off a string of domestic and foreign terrorist acts and plots in the state, the most recent being the attacks on the Aurora Movie Theater shooting in July 2012 and the attack at a Colorado Springs Planned Parenthood site in November 2015. In addition to instances of mass shootings, perpetrated by domestic terrorists, Colorado has been the site of recruitment efforts made by foreign terror groups including ISIS. In 2016 alone, the Denver Police Department has investigated five potential incidences of homegrown violent extremism.

Over the past several years, over 250 Americans have attempted to travel to Syria and Iraq to fight. And ISIS has recruited Westerners to carry out attacks on their homelands, including San Bernardino, CA. ISIS uses social media tools for recruiting purposes, a tactic explicitly targeted at marginalized, Western, English-speaking youth. The Denver Metro area has seen this sort of recruiting in recent years; in 2014 an Arvada resident was caught at Denver International Airport as she attempted to travel to Syria to meet and marry an ISIS fighter who had recruited her online. Later that same year, three Aurora teenage girls (two Somali sisters and their Sudanese friend) were also intercepted in Europe as they attempted a similar plan—the girls were stopped after their parents called the FBI before they reached Syria.

Those targeted by terror groups and those who are self radicalized come from a variety of religious and ethnic backgrounds; this is especially true in Colorado and the Denver Metro Area where youth and young adults from all backgrounds are potentially at risk for radicalization. What those who are most at risk for radicalization have in common is not the color of their skin or their religious or ethnic background, rather, the most at-risk population is one who is disenfranchised and not integrated into their communities. For this reason, The Denver Police Department (DPD) is requesting funding to plan and develop a Countering Violent Extremism program aimed at integrating the at-risk population in the Denver Metro area into city life. Utilizing a multi-pronged approach, DPD will focus on officer training, school-based mentoring, and refugee/immigrant outreach.

*Program coordinator:* A key component necessary to the success of DPD's proposed training and community engagement model is the selection, training, and deployment of a program

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<sup>1</sup> U.S. Census Bureau. *Annual Estimates of the Resident Population for the United States, Regions, States, and Puerto Rico July 2015.*

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coordinator to bring together law enforcement and the community. As The World Organization for Resource Development and Education's (WORDE) BRAVE model has demonstrated, the success of a CVE program is dependent on community engagement and leadership. As a law enforcement agency, DPD recognizes the challenges it faces in building a top down engagement and training model. Officer training is merely one part of a multi-pronged approach to community-led identification and intervention strategies. The role of the program coordinator will be to conduct community outreach to target communities including: faith communities, Black Lives Matter, diverse communities, refugee communities, and LGBTQ communities, among others, facing disenfranchisement by society.

The program coordinator will be hired in Phase I of the grant term. The program coordinator will serve to bridge the gap between law enforcement and the community. The ideal candidate will already know the target community(ies) and possess political capital within the community(ies). It is more important that the chosen candidate be trusted within the community; the ability to navigate government bureaucracy is secondary and can be learned, political capital and trustworthiness are more important to communities that are already traditionally marginalized by law enforcement. Once hired, the program coordinator will undergo a series of trainings including cultural competency, understanding the violent extremist threat, CVE as a response, and refugee 101. Following this, the liaison will begin to conduct community outreach and stakeholder engagement meetings. This will enable the community to help shape the officer and community trainings and engagement offerings, resulting in a more tailored program that meets the needs of the community(ies).

**Goal 1: Build and Foster Community Resilience to Violent Extremist Recruitment and Radicalization**

**Objective 1.1:** Hold four outreach events each quarter with an average of 30 participants per event for a two year total of 24 events reaching 360 people.

**Objective 1.2:** With community and Denver Police Academy collaboration, develop CVE-specific training curriculum to deliver to DPD officers.

*Goodwill School Mentoring Program Partnership:* DPD will engage with Goodwill Industries, a community organization, to provide mentoring to at-risk high school students. Goodwill Industries has an already established relationship with Denver Public Schools and provides in-school mentoring to 16,000 at-risk high-school students in 36 partner middle and high schools in

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the Denver Metro area. Goodwill has strong partnerships within the local school district to provide comprehensive programming to at-risk and low-income youth. DPD and Goodwill Industries will partner to develop a CVE specific program. The mentoring program will not only introduce at-risk youth to the concept of community oriented policing, it will also provide a sense of belonging and identity. Terrorist groups target isolated and alienated youth for recruitment, as such, DPD and Goodwill industries will counter this recruitment tactic by preventing the initial isolation.

Goodwill operates several school based mentoring programs aimed at at-risk youth; these programs include targeted curriculum designed to improve social-emotional skills, life skills, and academic success. Many of Goodwill's target students face academic or social interventions and rather than focus on punitive interventions, the mentoring groups create positive relationships among a cohort of peers. Goodwill has experience working with refugee populations and this model will help launch students into post-secondary education by engaging in positive relationship building.

The Goodwill mentoring program currently serves 300 students with 80 mentors. Using funds from the CVE grant program, DPD Mentoring will serve 75 youth annually, facilitating two gender-specific mentoring groups of 15 youth per school at five schools. Goodwill will recruit, train, and manage 20 mentors, which will provide group mentoring at a 4:1 ratio, mentees to mentors. Goodwill Industries will work with DPD and the program coordinator to develop a CVE specific mentoring program, integrating aspects of the current program, but with special attention paid to the needs of the at-risk community(ies) intended to benefit from the program. Goodwill Industries has identified the transition from middle to high school as one of the most dangerous for potential radicalization. Because of this, Goodwill Industries will target its grant funded activities at this age group. By creating an already established continuum of cohort-based mentoring, DPD and Goodwill Industries believe that it will reduce the likelihood that these at-risk youth will be targeted for radicalization.

**Goal 2: Create a Less Hospitable Environment for Violent Extremist Recruitment and Radicalization**

**Objective 2.1: Recruit 20 new mentors, including 10 DPD officers**

**Objective 2.2: Recruit and enroll 150 youth in Men@Work and Women in Leadership mentoring programs**

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Objective 2.3: Support five Denver Public Schools middle schools during year one and five Denver Public Schools high schools during year two with one half day per week of programming at each partner school.

*Officer Education and Training:* A key factor to the success of the program is providing culturally specific training to Denver Police Department officers to facilitate not only cultural understanding of diverse populations, but also to provide relevant training for officers on how to recognize and analyze potential behaviors and indicators of violent extremism, and how to partner with community groups to intervene. The officer training is essential to the success of this program as it will inform how officers engage with this community as well as serve as a way to demonstrate to the community that law enforcement can be trusted. DPD has relationships with Colorado Muslim Connection and federal government organizations (US Department of Homeland Security, National Counterterrorism Center, and the Department of Justice) to put together an effective training.

A main priority of the program coordinator will be to work with community stakeholders to help determine what training would be most appropriate for DPD officers as the agency seeks to engage effectively with the community. Curriculum will be developed around the following priority areas: the current HVE threat, CVE as a response, refugee culture, and cultural competency. DPD recognizes the importance of a community led model and believes that the role of the community in shaping this training curriculum will help facilitate community-police trust and relationships as together we seek to recognize and prevent radicalization of the at-risk populations in the Denver Metro area. During the grant period, DPD will train 120 officers per year for a project total of 240, in the following curriculum:

Goal 3: Enhance understanding of the violent extremist threat within communities through officer training.

Objective 3.1: Develop CVE-specific officer training

Objective 3.2: Hold four officer trainings per year with 30 officers in each training for a total of 240 officers trained

*Citizens' Academy:* The program will develop community based strategies that engage at-risk youth and their families, integrating them into their new environment, making them less susceptible to the recruitment tactics of violent extremist groups, including HVE groups, ISIS, and Al Qaeda. This program aims to build resilience to ISIS and other violent extremist groups

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by facilitating integration of members of refugee and religious communities into Denver city life, educating parents on the tactics extremists use to recruit teens, building relationships with government agencies to increase trust.

DPD will collaborate with the Denver Office of Immigrant & Refugee Affairs (DOIRA) and other city agencies to develop the curriculum. Immigrants and refugees face a significant disadvantage in participating in Denver's government. An academy, similar to the DPD's Citizen's Academy will bridge the divide between some of the newest residents and several of our city departments, services, and programs. The program will empower immigrant and refugee residents and help guide them toward greater understanding about how Denver operates. During the planning phase, DPD and DOIRA will work with city agencies to develop curriculum around the following topics: Infrastructure – Public Works, Planning, Codes, Water; Human/Social Services – Human Services, Housing, International Committee; Law Enforcement/Safety/Courts – Police, Sheriff, Fire, Courts, District Attorney; Youth/Education; Technology; Economic Development; Human Rights and Immigrant Affairs; Recognizing the signs and tactics of radicalization.

Goal 4: Foster resilience through education and awareness within communities.

Objective 4.1: Hold 6 academies reaching a total of 120 people

Objective 4.2: Build relationships and trust with city departments and law enforcement

Objective 4.3: Build a knowledge base on how various City departments operate

Objective 4.4: Make participants aware of the tactics used to recruit youth to radical/extremist groups.

**II. Needs Analysis:** The Denver Police Department has a strong commitment to community policing and the continuing education of its officers. All DPD officers receive comprehensive police training in the Academy, including but not limited to the following areas: federal, state, and municipal law; search and seizure; arrest control; firearms; physical fitness; emergency driving; report writing; and patrol tactics and community interaction. DPD engages routinely in community oriented policing with the aim of building relationships between the police officers and the community they serve. DPD has several community oriented programs including the Volunteers in Policing program, the Denver Police Explorers program, the Cadet program, the Denver Police Citizens' Academy, and various community events. Additionally, DPD has offered officer trainings in Positive Police Interactions with Youth to improve police relations

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with youth. DPD's officers are required to complete 24 hours of training per year and are able to choose from a variety of offerings including training in community relations. In each of Denver's six police districts, monthly meetings take place that engage community concerns.

Currently there is no officer training in CVE specific curriculum. The curriculum proposed for the officer CVE training program will be developed with input from the program coordinator with a specific understanding of law enforcement needs. Topics to be covered will include: understanding the current homegrown and foreign violent extremism threat, CVE as a response, refugee 101, and cultural competency training. Officers will receive pre and post course evaluations to measure their understanding of implementation of the curriculum and concepts of the course.

Though DPD does not have CVE specific officer training nor does it have an active CVE-specific intervention model, the department successfully employs the GRID (Gang Reduction Initiative of Denver) gang intervention model. DPD partners with the Denver Department of Safety and other government, local, and nonprofit agencies, as well as faith-based partners and community members to enact prevention, intervention, and suppression strategies to reduce gang and gun violence and rehabilitate former gang members. The collaborative approach of this strategy is meant to develop and support a network of partner agencies and programs to provide effective and efficient prevention strategies that collectively strengthen families and communities, provide effective and efficient case management intervention strategies to high-risk gang members and their families, and ensure effective enforcement of violent gang crimes.

In addition to GRID, DPD also participates in the Kids and Cops Program, which provides to "bridge the gap" between police officers and the community they serve. The Bridging the Gap Program seeks to proactively improve relationships between youth and law enforcement in Denver by educating youth on their rights and responsibilities when in contact with law enforcement, and educating officers on key aspects of adolescent development and de-escalation techniques when contacting youth. Both the GRID and Bridge the Gap programs work to improve community relations and build trust between two entities that are historically suspicious of one another. Denver's experience in this type of work and commitment to improved community relations is a solid framework for building a similarly effective CVE program.

This program intends to expand on this community involvement by partnering with Goodwill to increase DPD's collaboration with the in-school mentoring program. The expanded Goodwill

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mentoring program will focus on schools and communities that are at an increased risk for radicalization. The schools targeted for the CVE-specific mentoring program are located in police districts with a large number of refugee students and lower than average graduation rates.<sup>2</sup> All youth that Goodwill serves have been identified as at-risk by school counselors, teachers, community partners and/or the criminal justice system. The Goodwill Mentoring Program is designed to reduce known risk factors such as low bonding to family, school, and community, early/persistent behavior problems, academic failure, alienation/rebelliousness and association with delinquent peers. The program also maximizes protective factors for at-risk youth including involvement of supportive adults, increasing positive family relationships, increasing beliefs promoting school success and the rejection of crime and substance use, developing problem-solving, self-esteem, social and interpersonal skills, and promoting community integration and bonding.

Numerous national and statewide studies and years of evidence shows that mentoring programs built on proven and strong evidence-based prevention and intervention practices are integral in fostering positive youth development. In addition, data from the Colorado Department of Education, Mentor Colorado, and local law enforcement agencies indicate a strong need for expanding and strengthening mentoring services throughout Colorado.

The Denver Police Department currently offers interested parties the opportunity to participate in the Citizens' Police Academy. During this 11-week course, which is designed to familiarize Citizens with the "how/what/why" of Police procedures, and provide an opportunity interact and ask Officers questions, participants attend lectures and discussions on subjects such as: officer safety, police history, constitutional law, arrest/search/seizure, the internal affairs process, less lethal weapons, and the radio room/911. While the Citizens' Police Academy serves as an excellent primer for citizens wanting to know how the police department works as well as a solid community relationship building tool for the department, immigrants moving to Denver are seeking knowledge about how to navigate city life in general. The Denver Citizens' Academy will fill these gaps and help to establish trust and relationships with law enforcement, provide knowledge of various city departments, establish a network of city officials and offices, increase

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<sup>2</sup> Target schools have a 53-67% graduation rate vs. a district rate of 77%, a truancy rate of 7% vs. 2%, FRL rate of 70% vs. 42%, Hispanic/Latino rate of 56% vs. 30%, racial minority rate of 80% vs. 17%, and ESL rate of 25% vs. 11%.

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a sense of connection to City and County of Denver Municipal structure in order to increase the likelihood that a concerned parent or community member will contact law enforcement and other city departments in the case of suspicion of radicalization.

**III. Expertise:** The City and County of Denver- Police Department engages in a variety of community oriented policing activities in an effort to build a stronger relationship with the community it serves. DPD partners with city agencies regularly to conduct intervention activities, particularly aimed at gang intervention. DPD engages youth in the community through its Kids and Cops program. In 12 forums a year, youth engage with police officers in order to proactively improve relationships between youth and law enforcement in Denver by educating youth on their rights and responsibilities when in contact with law enforcement, and educating officers on key aspects of adolescent development and de-escalation techniques when contacting youth. DPD is making further efforts to build trust by training its officer in Effective Police Interactions with Youth. Additionally, the Citizens' Police Academy is a multi-week program conducted up to ten times a year. Over the past 7 years, 724 Denver residents have participated.

Goodwill has more than 23 years of experience serving at-risk youth and more than 17 years of experience providing highly effective, school-based mentoring programs. Goodwill's Mentoring Program served 375 of the most at-risk youth during the 2015-16 school year at 7 Goodwill partner schools. Goodwill implements structured mentoring programming using evidence-based best practices developed by MENTOR – The National Mentoring Partnership (Elements of Effective Practice for Mentoring), and guided by close collaboration with Mentor Colorado and key community partners including Mile High United Way, Denver Police Department, Aurora Police Department, Colorado Youth at Risk, Denver Urban Scholars, Aurora Mental Health Center, and Youth Empowerment Support Services Institute.

The Denver Office of Immigrant & Refugee Affairs promotes greater awareness and integration of immigrant and refugee residents in Denver. It partners with nonprofits, community based organizations, residents and government agencies to develop and implement policies, practices and programs that influence various paths of integration.

The City and County of Denver has been selected as a Strong City. As such, DPD is working with the Department of Homeland Security Office of Strategic Engagement and the United States Attorney's Office to develop an intervention model aimed at preventing and intervening before an individual becomes radicalized to commit acts of violence. The program proposed by



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DPD will be a part of this model.

**A. PERSONNEL: \$292,390**

**CVE Training: \$121,651:** DPD Officers will participate in an 8-hour training focused on cultural competency, the homegrown and foreign violent extremism threat, and CVE as a response. Officers in DPD districts with a high concentration of refugees, community resource officers, school resource officers, and Gang Unit officers will be selected. The training will be held quarterly. Each course will include 30 officers. 240 officers will be trained and will earn OT. The current hourly rate is \$42.24; officers receive 150% pay for OT, or \$63.36.  $4 \text{ trainings} \times 30 \text{ officers} \times 8 \text{ hours} \times \$63.36 \times 2 \text{ years} = \$121,651$

**Officer Goodwill Mentor Training: \$7,603:** Goodwill Industries will provide DPD officer mentors with 6 hours of orientation and training per year. DPD has committed 10 officers to the program and will be paid OT.  $2 \text{ trainings} \times 6 \text{ hours} \times 10 \text{ officers} \times \$63.36 = \$7,603$

**Goodwill Mentoring: \$48,154:** 10 DPD officers will commit to one hour per week for 38 weeks. Officers will participate in organized school-based mentoring meetings and activities throughout the academic year in which mentors, youth and parents participate together.  $10 \text{ officers} \times 1 \text{ hour/week} \times 38 \text{ weeks} \times \$63.36 \times 2 \text{ years} = \$48,154$

**Program Coordinator: \$114,982:** The program coordinator will manage all components of the project, including community outreach and engagement, managing DPD collaboration with Goodwill, and planning and implementing the Citizens' Academy in conjunction with the Denver Agency for Human Rights and Community Partnerships. The program coordinator earns an hourly wage of \$27.64 for an annual salary of \$57,491.  $2,080 \text{ hours} \times \$27.64 = \$57,491 \times 2 = \$114,982$

**B. FRINGE BENEFITS: \$33,690:** Grant funded finance staff qualify for a full benefits package from the City and County of Denver. An average fringe rate for DPD career service employees (including pension, FICA, health insurance, life insurance, and long term disability) is approximately 29.3%.  $\$57,491 \times 29.3\% = \$16,845 \times 2 = \$33,690$

**C. TRAVEL: \$600:** The program coordinator will be expected to use their own vehicle for travel to and from outreach events. We have budgeted 50 miles per month for 2 years.  $50 \text{ miles/month} \times 24 \text{ month} \times \$0.50/\text{mile} = \$600$

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**D. EQUIPMENT: \$3,081:** The program coordinator and the two mentoring coordinators will require a new laptop computer. The estimated cost for each computer based on previous quotes is \$1,027.

**G. CONSULTANTS/CONTRACTS: \$160,562**

*Goodwill Industries: \$132,362*

**A. Personnel: \$106,292**

**Two 0.5 FTE Mentoring Coordinators: \$86,000:** The mentoring coordinators will support 5 school sites, one half day per week. The coordinators will provide weekly in-school case management. The coordinators will provide recruitment, support, training, intake, and case management for DPD mentors. They will provide summer programming and ongoing outreach and support. The Coordinators earn an hourly wage of \$20.67.  $1,040 \text{ hours} \times \$20.67 = \$21,500 \times 2 = \$43,000 \times 2 = \$86,000$

**5% FTE Program Manager: \$6,000:** The program manager will execute MOUs with schools, oversee best practices with mentoring recruitment and case management, work with school administrators to ensure highest impact, hire, train, support and evaluate mentor coordinator, ensure accurate budgeting and reporting. The program manager earns an hourly wage of \$28.85 and will devote 5% of time to this program.  $104 \text{ hours} \times \$28.85 = \$3,000 \times 2 = \$6,000$

**3.5% Youth Services Specialist: \$3,000:** The youth services specialist will recruit 40 mentors, and concentrating on at-risk and underrepresented communities. The Youth Services specialist earns an hourly rate of \$20.60 and will devote 3.5% of time to this project.  $72.8 \text{ hours} \times \$20.60 = \$1,500 \times 2 = \$3,000$

**Two 6% Data Managers: \$11,292:** Goodwill uses a secured online database to track participant information and measure program outcomes. The data managers collect, analyze, and disseminate evaluation results. Data Managers earn an hourly wage of \$22.62 and will devote 6% of their time to this program.  $124.8 \text{ hours} \times \$22.62 \times 2 = \$5,646 \times 2 = \$11,292$

**B. Fringe Benefits: \$22,080**

**Mentoring Coordinators: \$20,640:** The mentoring coordinators are entitled to a fringe benefit package. The standard fringe benefit package, which includes retirement, social security, health and dental, and Medicare, totals 24% of salary earnings.  $24\% \times \$21,500 \times 2 = \$10,320 \times 2 = \$20,640$

**Program Manager: \$1,440:** The program manager is entitled to a fringe benefit package.  $24\% \times \$3,000 = \$720 \times 2 = \$1,400$

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**C. Travel: \$2,500**

**Staff Mileage: \$2,500:** Each coordinator will be allocated mileage to travel to and from the selected school per week.  $\$.50 \text{ per mile} \times 1,250 \text{ miles/person} \times 2 \text{ years} = \$2,500$

**H. Other Costs: \$250**

**Colorado Mentoring Summit Conference registration: \$250:** Conference registrations fees are \$125 per person. Two Mentoring Coordinators will attend this conference in May 2017.  $\$125 \times 2 = \$250$

**Background checks: \$1,240:** Goodwill Industries will recruit 20 new mentors for this program; all in school mentors undergo a criminal background check.  $20 \times \$31 \times 2 \text{ years} = \$1,240$

***Denver Office of Immigrant and Refugee Affairs: \$14,990***

The Denver Office of Immigrant and Refugee Affairs will hold 6 Citizens' Academies over the course of the grant period. Each academy will serve 20 participants for a total of 120 people.

**Personnel: \$10,800:** To accommodate the variety of languages represented by the target refugee communities, translation services will be provided.  $3 \text{ languages} \times 4 \text{ hours} \times \$25/\text{hour} \times 6 \text{ sessions/academy} \times 6 \text{ academies} = \$10,800$

**Travel: \$1,310:** To enable participants to attend academies, transportation will be provided. We estimate that approximately one third of participants will need transportation. RTD round-trip fare =  $\$5.20 \times 7 \text{ participants} \times 6 \text{ sessions/academy} \times 6 \text{ academies} = \$1,310$

**Other Costs: \$2,880:**

**Outreach; recruitment of participants: \$2,880:** The DPD Project coordinator will develop a plan to recruit class participants primarily through parental engagement of the mentoring program and a broader audience of immigrant and refugee residents of Denver.  $\$80 \times 3 \text{ languages} = \$240 \times 2 \text{ fliers per academy} \times 6 \text{ academies} = \$2,880$

**H. OTHER COSTS: \$4,200**

**Workstation System: \$4,200:** The program coordinator will require a new workstation to include a desk, chair, storage, filing cabinets, cubicle walls, desk accessories.

**FY 2016 Countering Violent Extremism  
City and County of Denver (Denver Police Department)  
BUDGET DETAIL WORKSHEET**

<b>A. PERSONNEL</b>	Type of Unit	# of units	Wages	Project Total	Year 1	Year 2
Cultural Competency and CVE Training	Wage (OT)	1920	\$ 63.36	121,651	\$ 60,826	\$ 60,826
Goodwill Mentoring Training	Wage (OT)	120	\$ 63.36	7,603	\$ 3,802	\$ 3,802
Goodwill Mentoring	Wage (OT)	760	\$ 63.36	48,154	\$ 24,077	\$ 24,077
Program Coordinator	Wage	4160	\$ 27.64	114,982	\$ 57,491	\$ 57,491
<b>Total Personnel</b>				<b>292,390</b>	<b>\$ 146,195</b>	<b>\$ 146,195</b>
<b>B. FRINGE BENEFITS</b>			Percent of Salary	Project Total	Year 1	Year 2
Program Coordinator	see budget detail		29.3%	\$ 33,690	\$ 16,845	\$ 16,845
<b>Total Fringe Benefits</b>				<b>\$ 33,690</b>	<b>\$ 16,845</b>	<b>\$ 16,845</b>
<b>C. TRAVEL</b>	Cost	Quantity		Project Total	Year 1	Year 2
Program coordinator mileage	\$ 0.50	1,200		\$ 600	\$ 300	\$ 300
<b>Total Travel</b>				<b>\$ 600</b>	<b>\$ 300</b>	<b>\$ 300</b>
<b>D. EQUIPMENT</b>	Cost	Quantity		Project Total	Year 1	Year 2
Laptop for program coordinator	\$ 1,027.00	1		\$ 1,027	\$ 1,027	\$ -
2 Laptops for Goodwill	\$ 1,027.00	2		\$ 2,054	\$ 2,054	\$ -
<b>Total Equipment</b>				<b>\$ 3,081</b>	<b>\$ 3,081</b>	<b>\$ -</b>
<b>E. SUPPLIES</b>				Project Total	Year 1	Year 2
N/A				\$ -	\$ -	\$ -
<b>Total supplies Costs</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>F. CONSTRUCTION</b>				Project Total	Year 1	Year 2
N/A				\$ -	\$ -	\$ -
<b>Total construction Costs</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>G. CONSULTANTS/CONTRACTS</b>	Cost	Quantity		Project Total	Year 1	Year 2
Goodwill Industries	see budget narrative			\$ 132,362	\$ 66,306	\$ 66,056
Denver Office of Immigrant & Refugee Affairs	see budget narrative			\$ 14,990	\$ 4,996	\$ 9,994
<b>Total Contracts</b>				<b>147,352</b>	<b>\$ 71,302</b>	<b>\$ 76,050</b>
<b>H. OTHER COSTS</b>				Project Total	Year 1	Year 2
Workstation System		1	\$ 4,200	\$ 4,200	\$ 4,200	\$ -
<b>Total Other Costs</b>				<b>\$ 4,200</b>	<b>\$ 4,200</b>	<b>\$ -</b>
<b>Total Direct Costs</b>				<b>481,313</b>	<b>\$ 241,923</b>	<b>\$ 239,390</b>
<b>I. INDIRECT COSTS</b>			%	Project Total	Year 1	Year 2
N/A			0.00%	\$ -	\$ -	\$ -
<b>Total Indirect Costs</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL PROJECT REQUEST</b>				<b>481,313</b>	<b>\$ 241,923</b>	<b>\$ 239,390</b>

# **2016 Countering Violent Extremism Grant Program**

## **Denver Police Department – Goodwill Industries**

### **Memorandum of Understanding**

The Denver Police Department (DPD) has been named the applicant agency and administrator for this competitive Department of Homeland Security grant award and will be sharing a portion of the awarded funds with Goodwill Industries. This planned allocation of grant funds was mutually determined during the grant proposal development process. This Memorandum of Understanding memorializes the sharing of 2016 CVE funds, pending award approval.

The details of the grant award are as follows:

Grant:	2016 Countering Violent Extremism Grant Program
NOFO Number:	DHS-16-OCP-132-00-01
CFDA:	97.132
Funder:	U.S. Department of Homeland Security, Office for Community Partnerships
Period:	12/01/2016 – 11/30/2018
Total Amount Applied for:	\$481,313
<b>Goodwill Portion of Award:</b>	<b><u>\$132,362</u></b>

The \$132,362 budgeted for Goodwill Industries is intended to support the following expenses:

<b><u>Personnel</u></b>	<b>Type of Unit</b>	<b># of units</b>	<b>Hourly Wages</b>	<b>Project Total</b>	<b>Year 1</b>	<b>Year 2</b>
Two 0.5 FTE Mentoring Coordinators	Salary	50%	\$20.67	\$86,000	\$43,000	\$43,000
Program Manager	Salary	5%	\$28.85	\$6,000	\$3,000	\$3,000
Youth Services Specialist	Salary	3.5%	\$20.60	\$3,000	\$1,500	\$1,500
Data Managers (2)	Salary	6%	\$22.62	\$11,292	\$5,646	\$5,646
<b>Personnel Total</b>				<b>\$106,292</b>	<b>\$53,146</b>	<b>\$53,146</b>
<b><u>Goodwill Industries Fringe Benefits</u></b>			<b>Percent of Salary</b>	<b>Project Total</b>	<b>Year 1</b>	<b>Year 2</b>
Mentoring Coordinator	24% x 86,000		24%	\$20,640	\$10,320	\$10,320
Program Manager	24% x 6,000		24%	\$1,440	\$720	\$720
<b>Fringe Total</b>				<b>\$22,080</b>	<b>\$11,040</b>	<b>\$11,040</b>
<b>Personnel/Fringe Total</b>				<b>\$128,372</b>	<b>\$64,186</b>	<b>\$64,186</b>
Conference Registration	2 people		\$125	\$250	\$250	
Mentor Background checks	20		\$31	\$1,240	\$620	\$620
Staff mileage	5,000 miles		\$ .50	\$2,500	\$1,250	\$1,250
<b>Other Expenses Total</b>				<b>\$3,990</b>	<b>\$2,120</b>	<b>\$1,870</b>
<b>TOTAL</b>				<b>\$132,362</b>	<b>\$66,306</b>	<b>\$66,056</b>

## **A. PERSONNEL: \$106,292**

### **Two 0.5 FTE Mentoring Coordinators**

**\$86,000**

The mentoring coordinators will support 5 school sites, one half day per week. One coordinator will facilitate the Men@Work Mentoring Program (male, at-risk, minority youth) and one coordinator will facilitate the Women in leadership Mentoring Program (female, at-risk, minority youth). The coordinators will provide 1:1 case management to students in the school on a weekly basis (participants in the programs as well as possibly other youth identified in the school, on a weekly basis. The coordinators will provide recruitment, support, training, intake, and case management for Denver Police Department mentors. The coordinators will provide summer programming and ongoing outreach and support. The Mentoring Coordinators earn an hourly wage of \$20.67 for an annual salary of \$43,000.

- Year 1 (12 months, 12/1/2016-11/30/2017): 1,040 hours x \$20.67 = \$21,500 x 2 = \$43,000
- Year 2 (12 months, 12/1/2017-11/30/2018): 1,040 hours x \$20.67 = \$21,500 x 2 = \$43,000

### **5% FTE Program Manager**

**\$6,000**

The program manager will execute MOUs with schools, oversee best practices with mentoring recruitment and case management, work with school administrators to ensure highest impact, hire, train, support and evaluate mentor coordinator, ensure accurate budgeting and reporting. The program manager earns an hourly wage of \$28.85 for an annual salary of \$60,000. This position will devote 5% of their time to this program resulting in an annual salary of \$3,000 for a total of \$6,000.

- Year 1 (12 months, 12/1/2016-11/30/2017): 104 hours x \$28.85 = \$3,000
- Year 2 (12 months, 12/1/2017-11/30/2018): 104 hours x \$28.85 = \$3,000

### **3.5% Youth Services Specialist**

**\$3,000**

The Youth Services specialist will recruit 40 mentors, including police officers and concentrating on at-risk and underrepresented communities. The Youth Services specialist earns an hourly rate of \$20.60 for an annual salary of \$42,848. This position will devote 3.5% of their time to this project resulting in an annual salary of \$1,500 for a total of \$6,000.

- Year 1 (12 months, 12/1/2016-11/30/2017): 72.8 hours x \$20.60 = \$1,500
- Year 2 (12 months, 12/1/2017-11/30/2018): 72.8 hours x \$20.60 = \$1,500

### **Two 6% Data Managers**

**\$11,292**

Goodwill uses a secured online database, CiviCore, to track participant information and measure program outcomes. Process data include numbers of classes, participant data, demographics, classroom contact hours, attendance, supportive services, volunteers, volunteer hours, and description of activities that occurred during the reporting period. The data managers collect, analyze, and disseminate evaluation results. The Data Managers earn an hourly wage of \$22.62 for an annual salary of \$47,049. These positions will devote 6% of their time to this program resulting in an annual salary of \$2,823 each, for an annual cost of \$5,646 and a project total of \$11,292.

- Year 1 (12 months, 12/1/2016-11/30/2017): 124.8 hours x \$22.62 x 2 = \$5,646

- Year 2 (12 months, 12/1/2017-11/30/2018):  $124.8 \text{ hours} \times \$22.62 \times 2 = \$5,646$

**B. FRINGE BENEFITS** **\$22,080**

**Mentoring Coordinators** **\$20,640**

The mentoring coordinators are entitled to a fringe benefit package. Benefit rates and costs can frequently change, but the standard fringe benefit package, which includes retirement, social security, health and dental, and Medicare, totals 24% of salary earnings.

- Year 1:  $24\% \text{ of } \$21,500 \times 2 = \$10,320$
- Year 1:  $24\% \text{ of } \$21,500 \times 2 = \$10,320$

**Program Manager** **\$1,440**

The program manager is entitled to a fringe benefit package. Benefit rates and costs can frequently change, but the standard fringe benefit package, which includes retirement, social security, health and dental, and Medicare, totals 24% of salary earnings.

- Year 1:  $24\% \text{ of } \$3,000 = \$720$
- Year 1:  $24\% \text{ of } \$3,000 = \$720$

**C. TRAVEL** **\$2,500**

**Staff Mileage** **\$2,500**

Each Mentoring coordinator will be allocated mileage to travel to and from the 5 selected school sites per week. The per mile rate is below.

- $\$.50 \text{ per mile} \times 1,250 \text{ miles/person} \times 2 \text{ years} = \$2,500$

**D. EQUIPMENT** **\$0**

**E. SUPPLIES** **\$0**

**F. CONSTRUCTION** **\$0**

**G. CONSULTANTS/CONTRACTS** **\$0**

**H. OTHER COSTS** **\$3,990**

**National Mentoring Summit Conference registration** **\$250**

Conference registrations fees are \$125 per person. Two Mentoring Coordinators will attend this conference in May 2017.

- $\$125 \times 2 = \$250$

**Mentor background checks** **\$1,240**

Goodwill Industries will recruit 20 new mentors for this program. Goodwill requires that all in school mentors undergo a criminal background check.



- 20 mentors x \$31 x 2 years = \$1,240

**GRANT ADMINISTRATION:** In support of this grant award,

**Goodwill Industries shall:**

- Perform work as outlined in the approved grant proposal
- Conform to the approved budget
- Notify DPD in writing to make any changes to the project's budget, scope, or objectives\*
- Notify DPD in writing if there is a change in staffing (e.g., resignations or new hires)\*
- Attend funder visits, meetings, or trainings as needed
- Submit for review and approval all MOUs with DPS schools
- Submit all financials in order for DPD to conduct an audit and risk assessment of Goodwill Industries and its internal controls
- Submit quarterly progress reports to DPD Grants Administrator by the 15<sup>th</sup> day after the quarter's end.
- Administer Financials by:
  - Submitting monthly invoices for reimbursement via journal vouchers by the 10<sup>th</sup> day following the end of each month to DPD Finance.
    - For approved program expenses only
    - Supported by originally signed timesheets
    - payroll registers/check remittance advices to DPD
    - Final invoice should be submitted to DPD no later than 12/10/2018.
- Administer Personnel by:
  - Notifying affected employees of their grant-funded status and projected end date
  - Using standardized timesheets for CVE funded employees that:
    - Are dated and have two original signatures (the employee, and his/her direct supervisor)
    - Separate out time for time worked on different projects to account for a % FTE on the CVE project
- Retain program records for three years after the grant's close out date.

\*DPD is limited to reimbursing for expenses that are incorporated into a funder-approved budget. If a scope or staffing change occurs, the modification must be approved by USDHS prior to DPD reimbursement.

**The Denver Police Department shall:**

- Assume oversight responsibilities for the overall project as required by the grant contract
- Submit reports (programmatic and financial) to the funder as required and provide records to substantiate reports if needed
- Submit cash requests to the funder for expense reimbursement
- Initiate any modifications to the grant with the funder (e.g., extensions or budget changes)
- Host administrative meetings as needed
- Support Goodwill Industries with grant administration matters as needed
- Ensure that quarterly program reports are complete and submitted in a timely manner
- Serve as primary point of contact for the funder regarding compliance matters
- Reimburse Goodwill Industries for project expenses after confirming that:
  - Expenses conform to the budget and are allowable within the grant's parameters



- o Reimbursement request is complete and accurate
- o Work is being performed as agreed upon

**PROJECT CONTACTS:**

Goodwill Operational -	Arrah Gallaher	agallaher@goodwilldenver.org	720.422.3285
Goodwill Fiscal -	Rick Hettlinger	rhettlinger@goodwilldenver.org	303.650.7723
DPD Operational -	Tara Tubb	tara.tubb@denvergov.org	720.913.6783
DPD Fiscal -	Jerry Maestas	gerald.maestas@denvergov.org	720.913.6326

**AGREED:**

**For Goodwill Industries:**

Signed: (b) (6)

Name: KRISTINE ESBENSHADE

Title: Senior Director of Workforce Development

Date: 9-6-2016

**For the Denver Police Department:**

Signed: (b) (6)

Name: ROBERT WHITE

Title: CHIEF OF POLICE

Date: 9-6-2016

## **2016 Countering Violent Extremism Grant Program**

### **Denver Police Department – Denver Office of Immigrants and Refugee Affairs Memorandum of Understanding**

The Denver Police Department (DPD) has been named the applicant agency and administrator for this competitive Department of Homeland Security grant award and will be sharing a portion of the awarded funds with the Denver Office of Immigrant and Refugee Affairs. This planned allocation of grant funds was mutually determined during the grant proposal development process. This Memorandum of Understanding memorializes the sharing of 2016 CVE funds, pending award approval.

The details of the grant award are as follows:

Grant:	2016 Countering Violent Extremism Grant Program
NOFO Number:	DHS-16-OCP-132-00-01
CFDA:	97.132
Funder:	U.S. Department of Homeland Security, Office for Community Partnerships
Period:	12/01/2016 – 11/30/2018
Total Amount Applied for:	\$481,313
<b>Denver Office of Immigrant And Refugee Affairs Portion:</b>	<b><u>\$14,990</u></b>

<b><u>Description</u></b>	<b>Type of Unit</b>	<b># of units</b>	<b>Cost</b>	<b>Project Total</b>	<b>Year 1</b>	<b>Year 2</b>
Language Interpretation and Translation	Salary	432 hours	\$25	\$10,800	\$3,600	\$7,200
Travel	Round trip fare	252	\$5.20	\$1,310	\$436	\$874
Recruitment	Flier	12	\$240	\$2,880	\$960	\$1,920
<b>TOTAL</b>				<b>\$14,990</b>	<b>\$4,996</b>	<b>\$9,994</b>

#### **A. Personnel** **\$10,800**

To accommodate the variety of languages represented by the target refugee communities, translation services will be provided.

- 3 languages x 4 hours x \$25/hour x 6 sessions/academy x 6 academies = \$10,800

#### **C. Travel** **\$1,310**

To enable participants to attend academies, transportation will be provided. We estimate that approximately one third of participants will need transportation.

- RTD round-trip fare = \$5.20 x 7 participants x 6 sessions/academy x 6 academies = \$1,310

#### **A. Other Costs** **\$2,880**

##### **Outreach; recruitment of participants** **\$2,880**

The DPD Project coordinator will develop a plan to recruit class participants primarily through parental engagement of the mentoring program as well as include a broader audience of immigrant and refugee residents of Denver.

- \$80 x 3 languages = \$240 x 2 fliers per academy x 6 academies = \$2,880

**GRANT ADMINISTRATION:** In support of this grant award,

**Denver Office of Immigrant and Refugee Affairs shall:**

- Perform work as outlined in the approved grant proposal
- Conform to the approved budget
- Notify DPD in writing to make any changes to the project's budget, scope, or objectives\*
- Notify DPD in writing if there is a change in staffing (e.g., resignations or new hires)\*
- Attend funder visits, meetings, or trainings as needed
- Submit quarterly progress reports to DPD Grants Administrator by the 15<sup>th</sup> day after the quarter's end.
- Administer Financials by:
  - Submitting monthly invoices for reimbursement via journal vouchers by the 10<sup>th</sup> day following the end of each month to DPD Finance.
    - For approved program expenses only
    - Supported by originally signed timesheets
    - Final invoice should be submitted to DPD no later than 12/10/2018.
- Administer Personnel by:
  - Notifying affected employees of their grant-funded status and projected end date
  - Using standardized timesheets for CVE funded employees that:
    - Are dated and have two original signatures (the employee, and his/her direct supervisor)
- Retain program records for three years after the grant's close out date.

\*DPD is limited to reimbursing for expenses that are incorporated into a funder-approved budget. If a scope or staffing change occurs, the modification must be approved by USDHS prior to DPD reimbursement.

**The Denver Police Department shall:**

- Assume oversight responsibilities for the overall project as required by the grant contract
- Submit reports (programmatic and financial) to the funder as required and provide records to substantiate reports if needed
- Submit cash requests to the funder for expense reimbursement
- Initiate any modifications to the grant with the funder (e.g., extensions or budget changes)
- Host administrative meetings as needed
- Support DOIRA with grant administration matters as needed
- Ensure that quarterly program reports are complete and submitted in a timely manner
- Serve as primary point of contact for the funder regarding compliance matters
- Reimburse DOIRA for project expenses after confirming that:
  - Expenses conform to the budget and are allowable within the grant's parameters
  - Reimbursement request is complete and accurate
  - Work is being performed as agreed upon

**PROJECT CONTACTS:**

DOIRA Operational –	Jamie Torres	Jamie.torres@denvergov.org	720.913.8471
DOIRA Fiscal -	TBD		

DPD Operational –  
DPD Fiscal -

Tara Tubb  
Jerry Maestas

tara.tubb@denvergov.org 720.913.6783  
gerald.maestas@denvergov.org 720.913.6326

**AGREED:**

**For the Denver Office of Immigrant  
And Refugee Affairs :**

Signed:  (b) (6)

Name: DEREK OKUBO

Title: EXECUTIVE DIRECTOR

Date: 9/6/16

**For the Denver Police Department:**

Signed:  (b) (6)

Name: ROBERT WHITE

Title: CHIEF OF POLICE

Date: 9-6-16