



## Uniting to Prevent Targeted Violence (UPTV) in South-Central Pennsylvania

*A Proposal to the Fiscal Year 2022 Targeted Violence and Terrorism Prevention Grant Program*

### COVER PAGE

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|----------------------------|---|
| <b>Organization</b>        | Urban Rural Action  |
| <b>Applicant Location</b>  | 300 3rd Street NE Apt 102, Washington, DC 20002   |
| <b>Activities Location</b> | Adams, Dauphin, Franklin, and York Counties in Pennsylvania   |
| <b>Application Track</b>   | Promising Practices: Multiple Projects  |
| <b>Project Types</b>       | 1 - Raising Societal Awareness; 2 - Media Literacy and Online Critical Thinking Initiatives; 3 - Civic Engagement; 5 - Threat Assessment and Management Teams; and 7 - Referral Services  |
| <b>Funds Requested</b>     | \$769,190   |
| <b>Project Abstract</b>    | <i>Uniting to Prevent Targeted Violence (UPTV)</i> will create a sustainable Local Prevention Framework (LPF) in south-central Pennsylvania that prevents targeted violence by (1) strengthening social cohesion, (2) forming and deploying Threat Assessment and Management (TAM) teams led by local organizations, and (3) raising community awareness of targeted violence. Urban Rural Action will form a cohort of 30 <i>Pennsylvania Uniters</i> (with ideological, racial, generational, and geographic diversity) who will collaborate on community partner-led TAM teams to implement prevention interventions and raise community awareness of the LPF. UR Action will implement <i>UPTV</i> with support from News Literacy Project and five community organizations in south-central PA: CONTACT Helpline, Just for Today Recovery & Veteran’s Support Services, Mediation Services of Adams County, South Central Community Action Programs, and Suicide Prevention of York. |
| <b>ND Grants EMW#</b>      | EMW-2022-GR-APP-00082   |



## PROJECT NARRATIVE BODY

### 1. Needs Assessment

*Context Analysis:* No local prevention framework (LPF) in south-central Pennsylvania (PA) exists today because of three significant gaps. First, there are inadequate resources and services at the county level that address risk factors for – and protective factors against – radicalization to violence. For example, mental health challenges still carry a stigma, support for veterans’ social and emotional needs is not meeting increasing demand, and de-escalation services are scarce. Second, existing resources may not be widely known. Many organizations that provide such resources are small and/or rely heavily on volunteers. Third, there are no meaningful efforts to bring together community members, organizations, and local governments across divides to build trusting relationships and develop a whole-of-society approach to prevent targeted violence.

*Service Inventory:* Despite these challenges, the target counties benefit from disparate resources such as Moving Forward peer support groups that equip formerly incarcerated people with life skills, community-powered Support Circles to help families escape poverty, a PTSD Veteran Recovery Support program, Mediation Services, and Suicide Survivor Support groups. Indeed, these are all services delivered by the five local organizations that Urban Rural Action will partner with on this program. Unfortunately, there is minimal community awareness about risk factors for radicalization to violence. In addition, service providers do not sufficiently engage the community in developing solutions. Our LPF will strengthen existing initiatives by enhancing organizations’ understanding of targeted violence, maximizing reach to the entire community (including those with barriers to access), and enhancing coordination across south-central PA.

*Target Population:* Urban Rural Action’s *Uniting to Prevent Targeted Violence* in south-central PA (*UPTV*) will engage a cohort of 30 residents of Adams, Dauphin, Franklin, and York counties for relationship-building, learning, dialogue, targeted violence analysis, and collective action to build and implement an LPF. The cohort will feature ideological, racial, generational, and geographic diversity; members will be referred to as *Pennsylvania Uniters* for their commitment to engaging across difference to prevent targeted violence. Each of five *Uniters* will be a community organization leader with which UR Action is partnering on this program. No less than 25% of *Uniters* will identify as left of center and no less than 25% as right of center. We will recruit from groups such as Racial Reconciliation in Franklin County to ensure the *Uniters* consist of at least 25% people of color to account for the historical underrepresentation of marginalized communities in this context.<sup>1</sup> We will also recruit from groups such as law enforcement, veterans, formerly incarcerated individuals, faith congregants, and people without four-year degrees.

Because each of the local organizations will raise societal awareness and implement targeted violence-related interventions that engage their broader community, we expect that *UPTV* will impact 3,230 community members as direct beneficiaries, 50,000 through media engagement, and 985,171 indirect participants in Adams, Dauphin, Franklin, and York counties who will benefit from a decreased risk of targeted violence in their communities.

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<sup>1</sup> In Adams, Franklin, and York counties, people of color make up well below 10% of the population.

## **2. Program Design:**

### **Problem Statement:**

The threat of targeted violence continues to rise in the U.S. due to societal strains and tensions such as affective polarization, a decline in social and institutional trust, pandemic-related stressors, and individual risk factors such as widespread consumption of misinformation and disinformation.

The risks of targeted violence are heightened in PA, where [more residents were arrested in conjunction with the riot at the U.S. Capitol on January 6, 2021 \(62 arrests, or 4.8 arrests per 1 million residents\) than in any state other than Montana](#). The proprietary Risk Index for Politically Motivated Violence and Democratic Disruption<sup>2</sup> indicates that all four of our target counties are in the top 20% of highest-risk counties nationwide, and Adams, Dauphin, and Franklin rank in the top 10%. During our needs assessment, conversations with highly engaged community members in Adams and Franklin Counties indicated widespread concern about targeted violence, particularly around potential triggers such as the upcoming midterm and presidential elections. Perpetrators of mass attacks may lack a clear ideological motive and may instead react to an actual or perceived grievance.<sup>3</sup> This shared recognition by people across the ideological spectrum of dynamics that can fuel violence presents an opportunity for collaboration. Specifically, a thoughtfully designed process that brings together residents across south-central PA to address societal risk factors, such as the lack of reintegration services, *can itself help address other risk factors*, such as the breakdown of social trust and political polarization.

The Department of Homeland Security (DHS) CP3 has wisely invested in supporting LPFs. The critical need now is to do so in an area of heightened risk and through a process that strengthens social cohesion by forming diverse Threat and Assessment Management (TAM) Teams that implement targeted violence prevention interventions and engage the broader community in their efforts.

### **Program Goals and Objectives:**

The **overall goal** of *UPTV* is to establish a sustainable LPF in south-central PA that prevents targeted violence – in line with Goal 3 of the DHS *Strategic Framework for Countering Terrorism and Targeted Violence* – by (1) strengthening social cohesion across divides, (2) forming and deploying TAM teams led by community organizations, and (3) raising community awareness of targeted violence. Urban Rural Action will achieve this goal in collaboration with News Literacy Project (NLP) and five south-central PA organizations: CONTACT Helpline, Just for Today Recovery & Veteran’s Support Services (JFT), Mediation Services of Adams County (MSAC), South Central Community Action Programs (SCCAP), and Suicide Prevention of York (SPY). *UPTV* advances **all six DHS objectives for LPFs**; our logic model indicates our intended outcomes under each DHS objective and the activities we will conduct to achieve those outcomes.

### **Logic Model:**

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<sup>2</sup> The Risk Index is maintained by Princeton’s Bridging Divides Initiative in support of select U.S. peacebuilding organizations, including UR Action. More here: <https://bridgingdivides.princeton.edu/trends-and-risk-analysis>

<sup>3</sup> DHS *Strategic Framework for Countering Terrorism and Targeted Violence*, page 11

**Theory of Change:** IF an ideologically, racially, generationally, and geographically diverse group of 30 community members in south-central PA come together with five local organizations that provide critical community services to (1) strengthen social cohesion, (2) form and deploy threat assessment and management teams that implement targeted violence prevention interventions, and (3) raise community awareness of targeted violence, THEN they will create a sustainable Local Prevention Framework (LPF) that prevents targeted violence even as potential triggers emerge.

| Goal #1: Strengthen social cohesion across divides   |   | Goal #2: Form and deploy TAM teams that implement targeted violence prevention interventions   |   | Goal #3: Raise community awareness of targeted violence  |   |
|--|---|--|---|--|---|
| Activities   | Outcomes  | Activities   | Outcomes  | Activities   | Outcomes  |
| 1.1 Form and kick off cohort of 30 <i>Pennsylvania Uniters</i><br>1.2 Conduct “train-the-trainer” workshop on targeted violence<br>1.3 Conduct constructive dialogue workshop for <i>Uniters</i><br>1.4 News Literacy Project (NLP) conducts media literacy and online critical thinking training for <i>Uniters</i> | Trusting relationships across the 30-person <i>Uniters</i> cohort<br><br>Increased media literacy and online critical thinking initiatives (Obj 2)<br><br>Increased skills in identifying and avoiding narratives related to recruitment and mobilization to violence (Obj 2) | 2.1 <i>Uniters</i> form five TAM teams with community partner leaders<br><br>2.2 TAM teams conduct Problem Tree Analyses on targeted violence<br><br>2.3 TAM teams conduct stakeholder and asset mapping<br><br>2.4 TAM teams develop targeted violence prevention interventions<br><br>2.5 TAM teams implement targeted violence prevention interventions<br><br>2.6 TAM teams share intervention implementation challenges and successes | Developed and implemented programs that decrease risk factors for radicalization to violence (Obj 2)<br><br>Developed and implemented programs that increase protective factors against radicalization to violence (Obj 2)<br><br>Community adopts an LPF (Obj 3)<br><br>Developed and implemented referral mechanisms such as websites or hotlines (Obj 4)<br><br>Local community has established TAM teams as needed (Obj 5)<br><br>Increased access to TAM teams (Obj 5)<br><br>Communities develop programs to address risk factors / build protective factors in their local community (Obj 6) | 3.1 NLP, with organizing support from local partners, train communities on media literacy and online critical thinking<br><br>3.2 TAM teams convene public fora on targeted violence and the LPF<br><br>3.3 <i>Uniters</i> develop and disseminate public statement in advance of 2024 elections | More effective mechanisms for local citizens to refer and connect individuals with concerning behaviors to intervention capability (Obj 5)<br><br>Developed and delivered awareness programs on the process of radicalization to violence and/or the local threat of targeted violence (Obj 1)<br><br>Developed and implemented media campaign to raise awareness among all members of the community regarding the establishment of TAM teams (Obj 4) |

**Contextual Factors & Underlying Assumptions:** *UPTV* depends on the willing participation of community organizations. We have engaged in conversation about the program with all of our partners and secured signed Memoranda of Understanding. We assume that we will be able to recruit an ideologically, racially, generationally, and geographically diverse cohort of *Pennsylvania Uniters* who are willing to volunteer their time to work across divides to prevent targeted violence. We have years of experience recruiting community members to participate in our programs. Our local coordinators have deep and broad relationships that they will leverage to attract community members across the ideological spectrum to apply to be a *Uniter*.

**Leveraging Promising Practices to Achieve the 6 Objectives of an LPF**

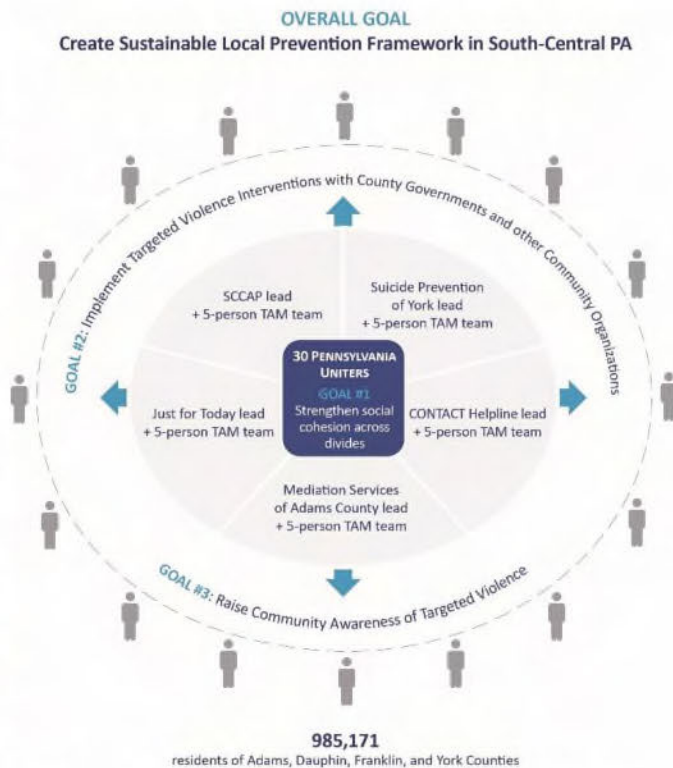
1. *Raising Societal Awareness:* Our “train the trainer” approach will empower our local partners to raise community awareness of targeted violence (goal #3), including risk factors for and protective factors against radicalization, thereby achieving objectives #1 and #2.
2. *Media Literacy and Online Critical Thinking Initiatives:* NLP’s training of community members (through our local partners) will raise community awareness of narratives related to mobilization to violence (goal #3), and increase communications addressing radicalization, thereby achieving objective #3.
3. *Civic Engagement:* All *Uniters* gatherings will aim to reduce inter-group tensions and improve social cohesion (goal #1) and promote trusted partnerships among community organizations, thereby achieving objective #3.
5. *Threat Assessment and Management teams:* By forming and deploying multi-disciplinary community partner-led TAM teams that implement prevention interventions that engage the broader community (goal #2), we will achieve objectives #4, 5, and #6.
7. *Referral Services:* Through the intervention of the CONTACT Helpline-led TAM team, we will expand referral services for community members in crisis across south-central PA and raise community awareness of services available to address risk factors, thereby achieving objectives #4 and #5.

**Likelihood of Success:** *UPTV* will succeed because of UR Action’s trusting local relationships, credibility across the ideological spectrum, and application of learning from years of strengthening community resilience. Several key lessons inform our approach to establishing a sustainable PDF:

*Start by building trust:* Mercy Corps’ [research on the links between social cohesion and violence in Niger](#) showed that only positive inter-group interactions were linked to reduced support for violence. *UPTV* builds inter-group trust among *Uniters* (goal #1) through shared experiences and improves government-society relations through TAM teams’ prevention initiatives (goal #2) and efforts to raise community awareness (goal #3). [Concerns about past U.S. initiatives to counter violent extremism may have damaged trust in some communities](#), and our needs assessment revealed skepticism of DHS (e.g., “Don’t get involved. You know they’re targeting people on the right.”) The design of *UPTV*, including the composition of our diverse core team, reflects the need to earn trust through local cross-ideological leadership (e.g., “I try to fight manipulation even when I see it on ‘my side,’” said a core team member during our planning process) and a shared commitment to preventing targeted violence rather than advancing unrelated ideological agendas.

*Use trust to take action:* [The core components of Gordon Allport’s intergroup contact theory](#) are equal status between groups, common goals, intergroup cooperation, and the support of authorities, law, or custom. *UPTV* will promote positive intergroup contact throughout, and the TAM teams will promote equal status in pursuit of a common goal of strengthening the LPF. Our community partners will support each TAM team.

*Address risk factors broadly:* There is no single profile of people who conduct targeted violence or terrorism. [The National Institute of Justice has found an overlap of risk factors](#) in analyses of group-based and lone-actor terrorists, including having a criminal history, experiencing mental health issues, being unemployed, being socially isolated, having military experience, and holding personal and political grievances. The U.S. Secret Service National Threat Assessment Center found in 2018 that half of public mass attack perpetrators were motivated by a personal or work grievance, and two-thirds had mental health symptoms.<sup>4</sup> *UPTV* adopts a public health approach by engaging diverse populations such as law enforcement, veterans, formerly incarcerated individuals, faith congregants, and people without four-year degrees; our TAM teams will implement interventions with community partners that strengthen mental health services and/or promote employment and life skills and/or address local grievances for people experiencing risk factors for radicalizing to violence. The process of working together and building relationships will help address isolation- and loneliness-related risk factors.



<sup>4</sup> DHS *Strategic Framework for Countering Terrorism and Targeted Violence*, page 22

## **Goal #1: Strengthen social cohesion across divides**

**Activity 1.1: Form and kick off cohort of 30 *Pennsylvania Uniters*.** At the start of the grant period, we will administer a selective application process to form a cohort of community members across the four counties who are committed to working across divides to prevent targeted violence. Participation will be open to the public, and we will leverage our deep community relationships to recruit an ideologically, racially, generationally, and geographically diverse cohort. Members will become known as *Pennsylvania Uniters*. During our kick-off, we will build relationships through shared meals and fun activities such as UR Action’s popular team chocolate truffle tasting exercise.

**Activity 1.2: Conduct “train-the-trainer” workshop on targeted violence.** UR Action and our community partners will adapt DHS’s Community Awareness Briefing (CAB) curriculum and conduct a train-the-trainer workshop to establish a baseline of knowledge among *Uniters* on targeted violence, including risk factors for and protective factors against radicalizing to violence.

**Activity 1.3: Conduct constructive dialogue workshop for *Uniters*.** We will conduct a lively workshop for *Uniters* to use our ABCs for Constructive Dialogue (**A**=Ask questions to learn their view, **B**=Break down our view so they understand our reasoning, and **C**=Check our understanding of their view) to explore different views on risk factors and protective factors across counties.

**Activity 1.4: NLP conducts media literacy and online critical thinking training for *Uniters*.** Misinformation can confound dialogue efforts and increase the risks of targeted violence by heightening perceived threats. NLP’s media literacy training will include topics on:

- How to identify news, opinion, and propaganda, using the standards of quality journalism.
- How to conduct fact-checking and identify false information.
- How to evaluate the fairness and impartiality of news coverage.
- How to recognize conspiratorial thinking, including narratives about mobilizing to violence.

## **Goal #2: Form and deploy TAM teams led by community organizations**

**Activity 2.1: *Uniters* form five TAM teams with community partner leaders.** Each multidisciplinary TAM team will be led by a community partner with experience in mental health and/or social service provision and composed of five *Uniters*, including law enforcement, veterans, formerly incarcerated individuals, faith congregants, and/or people without four-year degrees.

**Activity 2.2: TAM teams conduct Problem Tree Analyses on targeted violence.** Each TAM team will collaborate with their community partner to (1) define a targeted violence-related problem, (2) map out the social, economic, political, and environmental effects of the problem, and (3) map out social, economic, political, and environmental causes of the problem.

**Activity 2.3: TAM teams conduct stakeholder and asset mapping:** UR Action will introduce our Stakeholder and Influence Mapping tool to help each TAM team identify local government, law enforcement, faith, and civic leaders; and assess levels of authority. TAM teams will conduct an inventory of all resources, including related prevention and social service programs. The teams will use this understanding of the landscape to determine who they should engage and how.

**Activity 2.4 TAM teams develop targeted violence prevention interventions.** Interventions are most likely to succeed when (1) those implementing them have helped shape the design, and (2)

the interventions have a clear goal that addresses a documented challenge (from the Problem Tree Analyses under Activity 2.2), Theory of Change, workplan, and measures of success. The TAM teams will use our Community Intervention Design framework to design an intervention that addresses risk factors for and protective factors against radicalizing to violence and/or provides services that support threat management. Each TAM team will present to the cohort its intervention design, creating a common understanding of how the efforts collectively shape the LPF.

**Activity 2.5 TAM teams implement targeted violence prevention interventions.** *UVTP* embraces a public health approach to targeted violence prevention. Whereas much of the program advances primary prevention, the TAM teams will implement secondary prevention interventions that engage people experiencing risk factors and provide (or direct them to) critical services. We have aligned with our community partners on the *general* focus that will serve as a starting point for the design of each intervention under Activity 2.4. Illustrative interventions:

- The CONTACT Helpline-led TAM team may train its emotional listening support staff and volunteers to better identify dynamic factors for targeted violence and/or better direct its information and referral services to people who experience multiple risk factors.
- The JFT-led TAM team may expand its PTSD Veteran Recovery Support program or its Warm Handoff Program that connects opioid overdose survivors with a recovery peer expert.
- The MSAC-led TAM team may increase de-escalation techniques in volatile situations and/or expand restorative justice to enhance protective factors like repaired relationships.
- The SCCAP-led TAM team may enhance Franklin Together’s recidivism reduction and reentry efforts and/or expand its Support Circles to bolster protective factors.
- The SPY-led TAM team may expand suicide survivor support groups, reduce mental health stigma, and/or broaden critical incident training to address “suicides by cop.”

**Activity 2.6 TAM teams share intervention implementation challenges and successes:** *Uniters* will convene regularly across TAM teams to discuss what is challenging with their intervention, what is causing those challenges, and how to overcome them. This mutual aid will enhance connections among the *Uniters* and understanding of how each TAM team contributes to the LPF.

### **Goal #3: Raise community awareness of targeted violence**

**Activity 3.1: NLP, with organizing support from local partners, trains communities on media literacy and online critical thinking.** The content of this training will be the same as under Activity 1.4 but will now reach local partners’ staff, Boards, and volunteers, as well as broader community stakeholders across all four counties.

**Activity 3.2 TAM teams convene 10 public fora on targeted violence and the LPF.** Leveraging the “train-the-trainer” workshop on the adapted CAB curriculum (Activity 1.2), each TAM team will conduct two public fora to discuss (a) the purpose and composition of the team, (b) risk factors for and protective factors against the radicalization of violence, (c) relevant services in the context of those factors, (d) and how the community can support the LPF. CONTACT Helpline and JFT will include an orientation to their referral service directories in their training.

### **Activity 3.3 *Uniters* develop and disseminate public statement in advance of 2024 elections.**

As a contentious election season heats up, the *Uniters* will use a [One-Text Process](#) to develop a public statement that raises awareness about the LPF, and provides guidance on how community members can access TAM teams. We will share the statement with county government stakeholders and disseminate the statement through radio, newspapers, and social media.

### **3. Organization(s) and Key Personnel**

**Urban Rural Action** (UR Action) brings together Americans across divides to tackle our country's most urgent challenges. We were founded by leaders of Mercy Corps' Peace & Conflict work who believed in applying peacebuilding approaches to prevent violence in the U.S. We are the co-chairs of the Alliance for Peacebuilding's U.S. Justice, Peace, and Democracy working group. We are members of BridgeAlliance, the TRUST Network, and the ListenFirst Coalition.

We have longstanding relationships in south-central PA. Two members of our Leadership Team, Kira Hamman and Logan Grubb, live and/or work in the community and will serve as Program Directors. We have also run several previous programs in the area, implementing the Vera Institute of Justice-funded "Consensus-Building for Incarceration Reduction" program in Adams County (and Philadelphia) in 2019-2020. In September 2019, we conducted a dialogue on gun violence, gun rights, and gun safety with gun rights advocates, gun shop owners, and violence prevention advocates in Waynesboro, Franklin County. And, as leaders of the Heterodox Academy's Mid-Atlantic community, we have strong connections across institutions of higher education in the area.

UR Action will implement *UPTV* in collaboration with five community organizations in south-central PA:

- **CONTACT Helpline**, a 24-hour, 7 days-a-week, listening, health and human service information and referral service;
- **Just for Today Recovery & Veteran's Support Services**, which offers Recovery and Reentry and Veterans Programs;
- **Mediation Services of Adams County**, which provides conflict resolution services;
- **South Central Community Action Program**, which cultivates community action to end poverty; and
- **Suicide Prevention of York**, which empowers communities to prevent suicide.

We will also work closely with our media literacy partner, **News Literacy Project**, which provides programs and resources for educators and the public to teach, learn and share the skills needed to be smart consumers of news and information and equal and engaged participants in a democracy.

#### **Key Personnel:**

Executive Sponsor: Joseph Bubman is the founder and Executive Director of UR Action. He is a 2021 Encore.org Gen2Gen Innovation Fellow. He is a co-recipient of the 2020 Melanie Greenberg U.S. Peacebuilding Award of Excellence. Time Magazine identified him in 2020 as one of "27 People Bridging Divides Across America." Joseph previously served as Mercy Corps' Director of the Peace and Conflict team. He will provide direct support to the Core Team.



Program Director: Kira Hamman is UR Action’s Mid-Atlantic Regional Director. She has worked extensively on our programs in Pennsylvania and Maryland. She is also on the Penn State Mont Alto faculty in Franklin County. She will co-lead the Core Program Team with Logan.

Program Director: Logan Grubb has served as Program Director for several UR Action programs. He lives in Hummelstown (in Dauphin County) and graduated in 2021 from Gettysburg College (in Adams County). He will co-lead the Core Program Team with Kira.

#### **4. Sustainability:**

Sustainability informs every part of our design. We will ensure sustainability as follows:

**Community partners:** The backbone of the LPF will be the coalition of our five community partners, which collectively promote public awareness and education, conduct threat assessment and management, and provide support services. Through *UPTV*, they will strengthen their connection to the community, form new partnerships, and enhance the skills of their leaders.

**Uniters skill enhancement:** UR Action believes deeply that *all* community members have a role to play in preventing targeted violence. We also, therefore, believe that all community members must strengthen their capacity to engage in constructive dialogue, analyze complex societal problems, and work across divides to address community challenges. Our frameworks for dialogue, problem analysis, and intervention design are memorable and accessible to community members with varying levels of formal education. All *Uniters* will leave with stronger skills – in person and online – for collaborating across divides with family members, friends, and strangers.

**Uniters cohort relationships:** The success of LPFs depends largely on community relationships and trust. *UPTV* intentionally combats affective polarization and “othering” of various social groups – an underlying risk factor that provides fertile ground for radicalization. We form strong, enduring connections across divides through interpersonal activities and shared positive experiences, such as team chocolate truffle tasting and neighborhood walking tours.

**Alignment with UR Action’s vision and mission:** Our vision is a more peaceful, just, and democratic U.S. Our mission is to bring Americans together across divides to tackle our country’s most urgent challenges, such as preventing targeted violence. Programs like *UPTV* are our *raison d’être*. We will therefore:

- Do everything we can to support *UPTV* alumni following the program. One way we do this is by integrating standout participants into our organizational leadership; for example, two alumni from our *Uniting for Action: America* program later joined our leadership team;
- Form a *Uniters* alumni cohort to maintain relationships after the program. While the *Uniters* will decide how they will manage the alumni community, we anticipate that one of their first activities post-*UPTV* will be to leverage the LPF to ensure a peaceful election in Nov. 2024. UR Action will support that ongoing effort by disseminating their public statements (see Activity 3.3) affirming the LPF via multiple channels;
- Rigorously identify lessons learned from the implementation of this program; and
- Pursue expansion of *UPTV* into other locations and with other audiences.

**5. Budget Detail and Narrative**

| <b>Budget Category</b>     | <b>Federal Request</b> |
|----------------------------|------------------------|
| Personnel                  | \$320,337              |
| Fringe Benefits            | \$48,050               |
| Travel                     | \$1,538                |
| Supplies                   | \$0                    |
| Contractual                | \$296,041              |
| Other                      | \$33,298               |
| <i>Total Direct Costs</i>  | \$699,264              |
| Indirect Costs             | \$69,926               |
| <b>TOTAL PROJECT COSTS</b> | <b>\$769,190</b>       |

Our budget optimizes effectiveness, economy, and equity. All personnel and consultants bring relevant programmatic experience, expertise, and/or strong community relationships. The *Uniters* will volunteer their time. We are covering our own office costs. The travel budget is minimal because the core team all work and/or live in the four counties. Finally, our budget is equitable; each partner plays an essential role in *UPTV* and is compensated accordingly. The budget is within 50% of the target budget amount for the five project types.

Year 2 costs include 5% inflation. Personnel and fringe costs are split across the five project types based on anticipated LOE. We have budgeted for the following staff: a Program Director at 100% LOE, another at 50% LOE, and an Executive Sponsor at 35% LOE. Three Program Coordinators (15% LOE) will also serve on the Core Team. Each local partner has a point person who will join the *Uniters* cohort and lead a TAM team; their LOE increases in year 2 as the TAM teams implement their interventions. We have budgeted for an Operations and Finance Officer (LOE 15%), a Graphic Designer (LOE 5%), and a Measurement and Evaluation consultant (LOE 3%).

Raising Societal Awareness (\$97,700) is a difficult-to-sever component of *UPTV* because building an LPF with whole-of-society buy-in benefits greatly from the workshops and fora our local partners will conduct on targeted violence, as well as the *Uniters*' public statement they will disseminate widely. We see this project type as leveraging the wide-reaching relationships of our local partners to engage the broader community on the LPF. This project type includes 15% of personnel, fringe, local travel, and consultant costs. It also includes general program activity costs:

- 1.2: “Train-the-trainer” workshop on targeted violence for 30 *Uniters* (\$1,700): **All cohort-wide workshops are budgeted as follows:** venue rental (\$300), food (\$700), transportation (\$600), and materials (printing, post-its, flip charts, etc.) (\$100).
- 3.2: TAM teams convene public fora on targeted violence and the LPF (\$10,000): 10 workshops. Local partner-hosted workshop costs: venue rental (\$300) and food (\$700).
- 3.3: *Uniters* develop and disseminate public statement (\$2,500): We will disseminate widely via a \$2,500 budget for newspaper ads, radio, social media promotions, etc.

Media Literacy and Online Critical Thinking Initiatives (\$80,367) benefits greatly from the involvement of NLP. This project type could be severed, though we think the return on investment is very high. This project type includes 10% of personnel, fringe, local travel, and consultant costs, as well as general program activity costs:

Civic Engagement (\$72,983), along with Threat Assessment and Management Teams, is a first-priority, non-severable starting point for *UPTV*. We could not create a community-powered LPF without promoting the *Uniters'* community engagement. This project type includes 12.5% of personnel, fringe, local travel, and consultant costs, as well as general program activity costs:

- 1.1 Form and kick off cohort of 30 *Uniters*: one cohort-wide workshop = \$1,700.
- 1.3 Conduct dialogue workshop for *Uniters*: one cohort-wide workshop = \$1,700.

Threat Assessment and Management Teams (\$321,416), along with Civic Engagement, is a first-priority, non-severable starting point for *UPTV*. This project type takes advantage of our well-defined relationships with five local partners in the four counties:

- **JFT** offers a safe, structured, and compassionate service, including for veterans.
- **MSAC** provides de-escalation, conflict resolution, and mediation services.
- **SCCAP** empowers, engages, and cultivates community action to end poverty.
- **SPY** empowers communities to prevent suicide.
- **CONTACT Helpline** is a listening, health, and human service info and referral service.

The five local partners will lead the TAM teams, which will create and sustain the LPF through their interventions. This project type includes 47.5% of personnel, fringe, local travel, and consultant costs to reflect the significant investment we will make in forming and solidifying the five TAM teams, and supporting their interventions. This project type includes activity costs:

- 2.1 *Uniters* form five TAM teams. One cohort workshop = \$1,700.
- 2.2 TAM teams analyze targeted violence. One cohort workshop = \$1,700.
- 2.3 TAM teams conduct stakeholder and asset mapping. One cohort workshop = \$1,700.
- 2.4 TAM teams develop prevention interventions. One cohort workshop = \$1,700.
- 2.5 TAM teams implement prevention interventions (\$40,000): The budget of \$10,000 for each of four interventions will cover costs of community events, marketing, venue rental, etc. Because the CONTACT Helpline-led TAM team will expand its hotline and referral service, we have budgeted for that under the Referral Services promising practice.
- 2.6 TAM teams share intervention implementation challenges and successes (\$17,000): 10 *Uniters* cohort-wide gatherings at \$1,700 each (per above).

Referral Services (\$93,500) leverages our partnership with CONTACT Helpline. This project type could be severed, though we think the return on investment is high. This project type includes 15% of personnel, fringe, local travel, and consultant costs. The CONTACT Helpline-led intervention will bolster its referral service, so we have allocated the \$10,000 budget for its intervention here.

Across all project types, UR Action's indirect costs are a 10% de minimis rate (\$69,926).

## **Appendices**

Appendix A: Implementation and Measurement Plan

Appendix B: Resumes / CVs of Key Personnel

Appendix C: Memoranda of Understanding / Letters of Support

Appendix D: Letters of Recommendation

## Appendix A: Implementation & Measurement Plan

|   |  |
|---|--|
| <b>Organization Name</b>  | Urban Rural Action   |
| <b>Project Title</b>  | <i>Uniting to Prevent Targeted Violence (UPTV)</i> in South-Central Pennsylvania |
| <b>Grant Number</b>   | Funding Opportunity DHS-22-TTP-132-00-01   |
| <b>Grant Implementation Period</b>  | October 1, 2022 – September 31, 2024   |
| <hr/> <p><b>Project Goal Statement</b></p> <hr/> <p>The overall goal of <i>UPTV</i> is to establish a sustainable Local Prevention Framework (LPF) in south-central Pennsylvania that prevents targeted violence in line with Goal 3 of the DHS Strategic Framework for Countering Terrorism and Targeted Violence. The three sub-goals we aim to achieve map to the six DHS objectives for LPFs:<br/> (1) strengthening social cohesion across divides, (2) forming and deploying threat assessment and management teams led by community-based organizations, and (3) raising community awareness of targeted violence.</p>   |  |
| <hr/> <p><b>Target Population</b></p> <hr/> <p>Direct program beneficiaries are 3,230 Pennsylvanians in Adams, Dauphin, Franklin, and York counties who participate in <i>UPTV</i> activities. That number includes the 30 <i>Pennsylvania Unifers</i> (with ideological, racial, generational, and geographic diversity), which includes five local partner leaders and 25 other community members (all of whom will serve on one of five Threat Assessment and Management teams) committed to working across divides to prevent targeted violence. We will recruit <i>Unifers</i> from populations that may experience risk factors such as law enforcement, veterans, formerly incarcerated individuals, members of faith communities, and people without four-year degrees. The five TAM teams will engage 3,000 residents in our target counties through activities within the Raising Societal Awareness, Media Literacy, Threat Assessment Management, and Referral Services project types. We will also reach 50,000 people through media engagement and 985,171 indirect participants in Adams, Dauphin, Franklin, and York counties who will benefit from a decreased risk of targeted violence in their communities. We focus on these four counties in south-central PA because our needs assessment shows substantial risk factors and considerable assets that can be leveraged for a targeted violence prevention framework.</p> |  |

**Goal 1: Strengthen social cohesion across divides**

**Goal 1 IMPLEMENTATION PLAN**

| <b>Objective</b>   | <b>Activity</b>   | <b>Inputs/Resources</b>  | <b>Time Frame</b> | <b>Anticipated Outputs</b>   |
|--|---|--|-------------------|--|
| Objective 1.1: Increase trusting relationships across the 30-person <i>Uniters</i> cohort  | Activity 0.1 Start up program and kick off Core Team  | Staff time and consultant time to plan and implement kick-off meeting  | Oct '22           | Alignment on Core Team roles, development of work plan   |
|  | Activity 1.1 Form and kick off cohort of 30 <i>Pennsylvania Uniters</i>   | Outreach & awareness materials (webpage), social media, Core Team planning meetings, meeting venue and materials   | Oct '22 - Feb '23 | 30 <i>Pennsylvania Uniters</i> (25 committed community members and 1 leader from each of our five community partner organizations)   |
| Objective 1.2: Increase <i>Uniters</i> ' awareness of the process of radicalization to violence, including risk factors and protective factors                       | Activity 1.2 Conduct "train-the-trainer" workshop on targeted violence  | 30 <i>Pennsylvania Uniters</i> (25 community members and 5 partner leads), CP3 CAB curriculum, CP3 review of requested modification to the CAB curriculum, meeting venue | March '23         | 1 workshop conducted with 30 <i>Uniters</i><br><br>A presentation (customized for local context) that the five local partners can use (under Activity 3.2) to raise community awareness through public fora on targeted violence |
| Objective 1.3: Increase <i>Uniters</i> ' constructive dialogue skills and enhance understanding of risk factors and protective factors across counties               | Activity 1.3 Conduct constructive dialogue workshop for <i>Uniters</i>  | 30 <i>Pennsylvania Uniters</i> , UR Action curriculum on ABCs for Constructive Dialogue, meeting venue and materials (e.g., ABCs laminated cards)                        | March - April '23 | 1 workshop conducted with 30 <i>Uniters</i>  |
| Objective 1.4: Increase <i>Uniters</i> ' media literacy, including skills for detecting misinformation and identifying narratives related to recruitment to violence | Activity 1.4 News Literacy Project (NLP) conducts media literacy and online critical thinking training for <i>Uniters</i> | 30 <i>Pennsylvania Uniters</i> , News Literacy Project curriculum, meeting venue and materials   | April - May '23   | 1 workshop conducted with 30 <i>Uniters</i><br><br>Overview of content that the local partners can share with community members as part of planning for Activity 3.1   |

**Goal 1 MEASUREMENT PLAN**

| Activity # | Performance Measures & Targets   | Data Collection Method and Timeframe  |
|------------|--|---|
| 1.1        | <p>Performance measure: Creation of a program webpage that describes <i>UPTV</i>, lays out all workshop dates and locations, and provides community members the opportunity to apply to become a <i>Pennsylvania Uniter</i></p> <p>Target: 1 webpage</p>   | <p>Data Collection Method: Program records</p> <p>Timeframe: Nov '22</p>  |
|            | <p>Performance measure: Number of participants who have applied and been accepted as a <i>Uniter</i>, disaggregated by county, age group, ideological leanings, and racial identity</p> <p>Target: 30 participants (including five local partner leads) with no fewer / less than a) 3 in each of the 5 counties, b) 20% under age 30 and 20% age 65+, c) 25% who identify as left of center and 25% who identify as right of center, d) 25% who identify as people of color</p> | <p>Data Collection Method: Program records pulled from applicant inputs</p> <p>Timeframe: Jan '23</p>                                       |
| 1.2        | <p>Performance measure: Percentage of participants who can identify risk factors and protective factors in their community</p> <p>Target: 80%</p>  | <p>Data Collection Method: Post-workshop survey</p> <p>Timeframe: March '23</p>   |
| 1.3        | <p>Performance measure: Percentage of <i>Uniters</i> who say they have skills needed to engage constructively with different views</p> <p>Target: Increase of 10% from baseline</p>  | <p>Data Collection Method: Pre- and post-workshop surveys</p> <p>Timeframe: March - April '23</p>   |
|            | <p>Performance measure: Percentage of <i>Uniters</i> who say they have a good understanding of risk factors and protective factors across the four counties</p> <p>Target: Increase of 10% from baseline</p>   | <p>Data Collection Method: Pre- and post-workshop surveys</p> <p>Timeframe: March - April '23</p>   |
| 1.4        | <p>Performance measure: Percentage of <i>Uniters</i> who demonstrate proficiency on a media literacy and online critical thinking assessment</p> <p>Target: 75%</p>  | <p>Data Collection Method: Proficiency assessment developed and administered by News Literacy Project</p> <p>Timeframe: April - May '23</p> |

**Goal 2: Form and deploy threat assessment and management teams led by community organizations**

**Goal 2 IMPLEMENTATION PLAN**

| <b>Objective</b>  | <b>Activity</b>  | <b>Inputs/Resources</b>   | <b>Time Frame</b> | <b>Anticipated Outputs</b>  |
|---|--|---|-------------------|---|
| Objective 2.1: Establish TAM teams across the four counties   | Activity 2.1 <i>Uniters</i> form five TAM teams with community partner leaders | 30 <i>Uniters</i> , presentations by each of five partner organizations, meeting venue, and materials   | May '23           | 5 multi-disciplinary TAM teams with geographic, ideological, racial, and generational diversity led by one of our five local community partners |
| Objective 2.2: Increase TAM teams' understanding of the causes and effects of targeted violence in the four counties across social, economic, environmental, and political systems  | Activity 2.2 TAM teams conduct Problem Tree Analyses on targeted violence      | 30 <i>Uniters</i> , UR Action curriculum on Problem Tree Analysis, meeting venue and materials (e.g., Problem Tree Analysis laminated cards)                          | May - June '23    | 5 Problem Tree Analyses   |
| Objective 2.3: Increase TAM teams' understanding of the landscape of local government, law enforcement, faith, and civic leaders, existing prevention and social service programs, and opportunities to maximize influence. | Activity 2.3: TAM teams conduct stakeholder and asset mapping                  | 30 <i>Uniters</i> , UR Action curriculum on Stakeholder and Influence Mapping, meeting venue, and materials (e.g., Stakeholder and Influence Mapping laminated cards) | May - June '23    | 5 Stakeholder and Asset Maps (one for each TAM team)  |
| Objective 2.4: Develop interventions that decrease risk factors for radicalization to violence and/or increase protective factors against radicalization to violence  | Activity 2.4 TAM teams develop targeted violence prevention interventions      | 30 <i>Uniters</i> , UR Action curriculum on Community Intervention Design, meeting venue and materials (e.g., Community Intervention Design laminated cards)          | June '23          | 5 Intervention Designs (one for each TAM team) to prevent targeted violence that include Theory of Change, intervention goal,                   |



| Objective  | Activity  | Inputs/Resources   | Time Frame         | Anticipated Outputs   |
|--|---|--|--------------------|---|
|  |   |  |                    | workplan, and measures of success   |
| Objective 2.5: Implement interventions that decrease risk factors for radicalization to violence and/or increase protective factors against radicalization to violence | Activity 2.5 TAM teams implement targeted violence prevention interventions       | TAM intervention designs from Activity 2.4, intervention budget to cover costs of community events, marketing, printing, venue rental, etc. and other related expenses | July '23 – Aug '24 | Reported progress against measures of success in Intervention Designs                                   |
| Objective 2.6 Improve the effectiveness of the five TAM team interventions   | Activity 2.6 TAM teams share intervention implementation challenges and successes | 30 <i>Uniters</i> , TAM intervention designs from Activity 2.4, reported progress from Activity 2.5, meeting venue and materials                                       | Sept '23 – Aug '24 | 10 <i>Uniters</i> gatherings<br>List of ideas for each TAM team to enable more effective implementation |

## Goal 2 MEASUREMENT PLAN

| Activity # | Performance Measures & Targets   | Data Collection Method and Timeframe   |
|------------|--|--|
| 2.1        | <p>Performance measure: Number of multi-disciplinary, local partner-led TAM teams formed</p> <p>Target: 5</p>  | <p>Program records</p> <p>Timeframe: May '23</p>   |
| 2.2        | <p>Performance measure: Number of problem trees developed by community members that map out 1) causes and effects of targeted violence, and 2) risk factors for – and protective factors against – radicalizing to violence</p> <p>Target: 5</p>                 | <p>Program records / Problem Tree Analyses presented by TAM teams during the workshop</p> <p>Timeframe: May-June '23</p> |
|            | <p>Performance measure: Percentage of <i>Uniters</i> who say they have a solid understanding of causes and effects of targeted violence in the four counties across social, economic, environmental, and political systems</p> <p>Target: +25% over baseline</p> | <p>Baseline and endline surveys</p> <p>Timeframe: January '23 - August '24</p>   |
| 2.3        | <p>Performance measure: Number of Stakeholder and Asset Maps</p> <p>Target: 1</p>  | <p>Program records / maps presented by TAM teams during the workshop</p> <p>Timeframe: April '23</p>                     |
| 2.3        | <p>Performance measure: Percentage of <i>Uniters</i> who say they have a solid understanding of the landscape of community stakeholders, existing prevention and social service programs, and opportunities to maximize influence.</p>                           | <p>Pre- and post-workshop surveys</p> <p>Timeframe: May - June '23</p>   |

| Activity # | Performance Measures & Targets   | Data Collection Method and Timeframe  |
|------------|--|---|
| 2.4        | <p>Performance measure: Number of TAM team interventions that identify the risk factors for radicalization to violence they will address and/or the protective factors against radicalization to violence they will promote</p> <p>Target: 5</p> | <p>Program records / Intervention Designs submitted by TAM teams</p> <p>Timeframe: June '23</p> |
| 2.5        | <p>Performance measure: Percentage of <i>Uniters</i> who say they have a solid understanding of what their TAM team aims to achieve and how it aims to achieve it</p> <p>Target: 75%</p>   | <p>Survey of <i>Uniters</i></p> <p>Timeframe: June '23</p>                                      |
|            | <p>Performance measure: Percentage of <i>Uniters</i> who say they are confident that their TAM team will achieve its goals</p> <p>Target: 50%</p>  | <p>Monthly survey of <i>Uniters</i></p> <p>Timeframe: Aug '23 - July '24</p>                    |
|            | <p>Performance measure: Percentage of <i>Uniters</i> who say they believe their TAM team achieved its goals</p> <p>Target: 50%</p>   | <p>Endline survey of <i>Uniters</i></p> <p>Timeframe: Aug '24</p>                               |
| 2.6        | <p>Performance measure: Percentage of <i>Uniters</i> who say they have a plan for addressing challenges with the implementation of their TAM team intervention</p>   | <p>Monthly survey of <i>Uniters</i></p> <p>Timeframe: Aug '23 - July '24</p>                    |

**Goal 3: Raise community awareness of targeted violence**

**Goal 3 IMPLEMENTATION PLAN**

| Objective  | Activity   | Inputs/Resources   | Time Frame     | Anticipated Outputs   |
|--|--|--|----------------|---|
| Objective 3.1: Increase broader community members’ media literacy, including skills for detecting misinformation and identifying narratives related to recruitment to violence | Activity 3.1 NLP, with organizing support from local partners, trains communities on media literacy and online critical thinking | 40 community members for each of 5 workshops, News Literacy Project curriculum, meeting venue and materials  | May - June ‘23 | 5 media literacy workshops  |
| Objective 3.2: Increase community awareness of targeted violence, process of radicalization, and LPF   | Activity 3.2 TAM teams convene public fora on targeted violence and the LPF  | 50 community members for each of 10 fora, content from adapted CAB curriculum, document for public consumption that describes LPF, including purpose, composition, plans of each of 5 TAM teams, and opportunities for community members to contribute, CONTACT Helpline and JFT referral services directories | Jan – Aug ‘24  | 10 fora with 500 community member participants                        |
| Objective 3.3: Increase the local community’s awareness of the LPF and TAM teams, and how they can contribute to preventing targeted violence                                  | Activity 3.3 <i>Uniters</i> develop and disseminate public statement in advance of 2024 elections                                | 30 <i>Uniters</i> , marketing budget for newspaper ads, videos, radio, promoted social media posts, etc.   | June - Aug ‘24 | Public statement, videos, and graphic images for social media posting |

### Goal 3 MEASUREMENT PLAN

| Activity # | Performance Measures & Targets  | Data Collection Method and Timeframe   |
|------------|---|--|
| 3.1        | <p>Performance measure: Percentage of community member participants who demonstrate proficiency on a media literacy and online critical thinking assessment</p> <p>Target: 75%</p>                  | <p>Data Collection Method: Proficiency assessment developed and administered by News Literacy Project</p> <p>Timeframe: May - June '23</p> |
| 3.2        | <p>Performance measure: Number of public fora conducted on targeted violence and the LPF</p> <p>Target: 10</p>  | <p>Program records</p> <p>Timeframe: Jan - Aug '24</p>   |
|            | <p>Performance measure: Number of community members who attended a public forum on targeted violence and the LPF</p> <p>Target: 500</p>   | <p>Program records</p> <p>Timeframe: Jan - Aug '24</p>   |
|            | <p>Performance measure: Percentage of community member attendees who say they have a solid understanding of the purpose of the LPF</p> <p>Target: 75%</p>   | <p>Post-fora surveys collected by local partners</p> <p>Timeframe: Jan - Aug '24</p>   |
|            | <p>Performance measure: Percentage of community member attendees who say they know how to refer and connect individuals with concerning behaviors to intervention capability</p> <p>Target: 50%</p> | <p>Post-fora surveys collected by local partners</p> <p>Timeframe: Jan - Aug '24</p>   |

| Activity # | Performance Measures & Targets  | Data Collection Method and Timeframe  |
|------------|---|---|
| 3.3        | Performance measure: Number of people in four counties reached by the public statement<br><br>Target: 50,000  | Newspaper readership data, radio listening data, social media data<br><br>Timeframe: June - Aug '24 |
|            | Performance measure: Percentage of community members engaged in <i>UPTV</i> who are aware of the purpose of the LPF<br><br>Target: 50%                                  | Survey<br><br>Timeframe: August '24   |
|            | Performance measure: Percentage of community members engaged in <i>UPTV</i> who reject violence as a means to accomplish a social or political goal.<br><br>Target: 75% | Survey<br><br>Timeframe: August '24   |

APPENDIX A: RISK MANAGEMENT PLAN

The following risk assessment chart is designed to assist in the identification of potential occurrences that would impact achieving project objectives, primarily those originating externally and that are outside of the organization’s control. Risks could include, but are not limited to: economic, social, or political changes; changes to planned partnerships; legal or compliance changes; or other risks unique to this project. Use the chart below to identify these risks; add additional rows if necessary.

| <b>Risk Identified</b>   | <b>Likelihood of Risk Occurring</b><br>(low / medium / high) | <b>Risk Analysis</b><br>(brief assessment of the impact the identified risk could/would have on the project)  | <b>Risk Management Plan</b><br>(plan to minimize the impact that the risk presents to the project and adjustments to be made if the risk transpires)  |
|--|--|---|---|
| COVID-19 variants create challenges for in-person gatherings                         | Medium   | We prefer in-person training because the interpersonal connection makes it easier to build relationships and trust across the <i>Uniters</i> cohort. Virtual gatherings could diminish the participation and engagement of participants, and make it harder to foster connections across the cohort | We will explore convening in-person by implementing measures such as mask requirements and/or meeting in outdoor areas and/or venues with good ventilation<br><br>We will conduct gatherings virtually if in-person trainings are not possible, using Zoom breakout rooms and interactive tools such as Padlet to analyze targeted violence and design interventions.   |
| Prospective conservative <i>Uniters</i> may be suspicious of a DHS-funded initiative | Medium   | Suspicion could result in decreased interest in applying for the <i>Uniters</i> cohort, which could create a smaller cohort than desired and/or a cohort with an ideological imbalance  | Two of our Program Coordinators who will help spearhead recruitment have broad and deep relationships with conservatives across Adams and Franklin counties. They will leverage those relationships in our recruitment of prospective <i>Uniters</i> .<br><br>We will highlight the locally designed and locally implemented nature of <i>UPTV</i><br><br>We will customize the CAB curriculum to fit the local context |

|   |               |  |  |
|---|---------------|--|--|
| <p>Local partners may experience transitions during the course of the program</p> | <p>Medium</p> | <p>Transitions from local partner leads could disrupt the implementation of the TAM teams' interventions</p> | <p>We have signed Memoranda of Understanding with each of the five community partners</p> <p>We will work with each local partner to engage other members of their organization during the design and implementation of the TAM team interventions</p> <p>We will produce a 1-page executive summary of the program, including partner commitments, in case we need to onboard new stakeholders during the program</p> |
|---|---------------|--|--|



## Appendix B – Resumes / CVs of Key Personnel

JOSEPH BUBMAN

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### EXPERIENCE

#### Urban Rural Action

Founder, Executive Director

August 2018-  
Present

- Lead 20-person organization whose vision is a more just, peaceful, and democratic society
- Design and implement programs that bring Americans together across divides to strengthen our democracy and tackle our country's biggest challenges
- Secured substantial grants from foundations, academic institutions, and individual donors

#### Georgetown University

Adjunct Lecturer

- Co-teach "Environmental Action Workshop" service learning course as part of UR Action's collaboration with Georgetown University and Wilson College
- Help students explore food security issues across urban and rural communities

#### Mercy Corps

Technical Lead, Integrating Approaches in Complex Crises

- Developed guidance on how humanitarian assistance can lay the groundwork for peace

Acting Director, Peace and Conflict

- Managed Peace and Conflict team and led collaboration with other technical teams

Senior Peace and Conflict Advisor

- Led efforts to enhance agency's global capacity to negotiate for humanitarian access
- Led design of successful USAID-funded peacebuilding programs in Mali and Uganda

#### Vantage Partners

Senior Affiliate Trainer on Negotiation and Influence

- Conduct negotiation and influence skills and strategies workshops for Fortune 500 clients around the world

(Senior) Consultant

- Project-managed \$250K+ engagements to enhance clients' strategic partnerships and critical business relationships

#### Community Boards

Board member, Volunteer mediator

- Conducted panel mediations to assist community members in resolving disputes
- Organized fundraiser and promoted organization's services

#### Mercy Corps

Negotiation & Mediation Advisor

- Conducted negotiation and mediation workshops in English and Spanish for field staff, partners, and community leaders

## EDUCATION

### Johns Hopkins University

May 2007

#### School of Advanced International Studies (SAIS)

#### Master of Arts, International Relations

- Focus: International Economics, Emerging Markets, Conflict Management, Overall GPA 3.8
- Selected Coursework: Economic Negotiations, Dispute Settlement Methods, Writing for Policy, A Survey of Brazil

### Northwestern University

June 2003

#### Bachelor of Arts, Political Science & History

Political Science GPA 3.7, History GPA 3.5, Overall GPA 3.4

- The University of Edinburgh, Edinburgh, Scotland, UK, Winter Semester 2002

## RECOGNITION

[2021-2022 Encore.org Gen2Gen Innovation Fellow](#)

[2020 Melanie Greenberg U.S. Peacebuilding Award of Excellence](#)

Identified by Time Magazine in 2020 as one of "[27 People Bridging Divides Across America.](#)"

## PUBLISHED WORKS

[Building Bridges Without a Foundation for Peace Won't Work](#)

[Negotiating for Humanitarian Access Playbook](#)

[An Urban-Rural Alliance Builds Criminal Justice Reform across Political Divides](#)

[Collaborative Problem-Solving on Start-ups](#)

[An Easy Way to Resolve Startup Disputes: Lessons From Company Connector](#)

[Four Tips for Managing Conflict via E-mail](#)

[Three Tips for Managing Conflict via Email -- Before You Even Begin to Manage the Conflict Itself](#)

[4 Simple Tips for Managing Conflict on Your Startup Team](#)

[Collaborative Decision-Making on Startup Teams](#)

## ADDITIONAL INFORMATION

**Entrepreneurship:** Co-founder / CEO of My Bubby greeting card business and Company Connector, former job search site

**Languages:** Fluent in Spanish, conversant in Italian

# Kira Hylton Hamman

## Education

PhD program (ABD) in Mathematics (1998-2001) – Dartmouth College  
A.M. in Mathematics (1998) – Dartmouth College  
B.A. in Mathematics (1994) – Smith College

## Employment

Assistant Teaching Professor in Mathematics  
Pennsylvania State University, Mont Alto  
August 2018 – present  
Mont Alto, Pennsylvania

Lecturer in Mathematics  
Pennsylvania State University, Mont Alto  
August 2007 – August 2018  
Mont Alto, Pennsylvania

Instructor of Mathematics  
Hood College  
August 2001 – July 2007  
Frederick, Maryland

Faculty in Residence, Keene State College  
August 2000 – August 2001  
Keene, New Hampshire

## Recent Publications

Hamman, K. (2020, February). Cello Lessons. *MAA Focus*.

Hamman, K. (2019). What Does Fair Mean? In G. Karaali, & L. Khadjavi, *Mathematics and Social Justice*, American Mathematical Society.

Hamman, K. (2019). Mathematics in Service to Democracy. In G. Karaali, & L. Khadjavi, *Mathematics and Social Justice*, American Mathematical Society.

Hamman, K., Piercey, V., & Tunstall, L. (2019, January). Numeracy and Social Justice: A Wide, Deep, and Longstanding Intersection. *Numeracy*, 12(1).

Hamman, K. (2018, July). Review of *Curbing Catastrophe: Natural Hazards and Risk Reduction in the Modern World*. *Numeracy*.

Hamman, K. (2018, January). Review of *A Numerate Life*. *Numeracy*.

Hamman, K. (2017, July). In Defense of the Numerate Citizen. *Numeracy*.

Hamman, K. (2017, July). Review of *Social and Political Dimensions of Mathematics Education*. *MAA Reviews*.

Hamman, K., & Kung, D. (2016, December). A Delicate Balance: Quantitative Literacy and Equity. *MAA Focus*, 36(6).

Hamman, K. (2016, June). Review of *Sustainable Energy: Without the Hot Air*. *Numeracy*.

Hamman, K. (2016, May). Review of *The Language of Mathematics*. *MAA Reviews*.

Dendle, P., & Hamman, K. (2015, September). Review of *Calculus and Zombies*. *Math Horizons*.

Hamman, K. (2013). Why STEM Should Care About the Humanities. *The Chronicle of Higher Education*.

Hamman, K. (2010). One Person, One Vote: A Module for Quantitative Literacy. *PCTM Magazine*.

Hamman, K. (2009). Against Assessment. *Academe*, 95(5), 1.

### **Recent Invited Presentations**

*Using Your Voice for Influence and Impact: Incorporating Mathematics into Public Discourse*, invited workshop at the American Mathematical Society Meeting, originally scheduled for January 2022; postponed due to COVID.

*A Call to Action – Grassroots Advocacy for Our Profession*, invited panelist at the Joint Meeting of the American Mathematical Society and Mathematical Association of America, Denver, CO, January 2020.

*How to Write Op-Eds for Newspapers: Shaping Public Thinking on Math*, invited panelist at the Joint Meeting of the American Mathematical Society and Mathematical Association of America, Denver, CO, January 2020.

*The Power of Quantitative Literacy in an Era of Alternative Facts*, invited lecture (with David Kung) at the Joint Meeting of the American Mathematical Society and Mathematical Association of America, Baltimore, MD, January 2019.

*Axiomatic Systems and Reverse Mathematics*, invited lecture at the Maryland-DC-Virginia Section of the Mathematical Association of America, Richmond, VA, November 2018.

*The Role of Technology in Student Engagement*, invited workshop at the Student Engagement Summit, State College, PA, October 2018.

*STEM for Social Justice*, invited lecture at Montgomery College STEM Symposium, Rockville, MD, May 2018.

*Mathematics and Social Justice*, invited lecture at Dickinson College, Carlisle, PA, March 2016.

*How Much is Too Much? An Introduction to Reverse Mathematics*, invited lecture at Smith College, Northampton, MA, November 2014.

*Does Your Vote Count?* Invited lecture at Montgomery College, Germantown, MD, March 2010.

*To Infinity and Beyond!* Invited lecture at Susquehanna University, Selinsgrove, PA, March 2009.

*Politics Across the Curriculum*, invited lecture at the Maryland State Teachers' Association annual conference, Ocean City, MD, October 2008.

*Integrating Practice and Research*, invited lecture at the National Council of Teachers of Mathematics annual meeting, Atlanta, GA, March 2007.

### **Other Recent Presentations**

*Mathematics for Health Science*, panel at the summer meeting of the Mathematical Association of America, virtual, August 2021.

*Can GQ Save America?* Presentation at Teaching + Learning + Scholarship conference, virtual, January 2020.

*Not Value Neutral: Mathematics and Social Justice*, workshop on quantitative and ethical reasoning in general education mathematics, State College, PA, May 2019.

*Reach the World: Writing Math Op-Eds for a Post-Truth World*, two-day minicourse at the Joint Meeting of the American Mathematical Society and Mathematical Association of America, San Diego, CA, January 2018.

*Quantitative Literacy and Public Scholarship*, presentation at the National Numeracy Network annual meeting, New York, NY, November 2017.

*Mathematics beyond Mathematics: Uses and Abuses*, presentation at the Joint Meeting of the American Mathematical Society and the Mathematical Association of America, Atlanta, GA, January 2017.

*From the Algebra Project to the Common Core: Quantitative Literacy and Social Justice*, presentation at the Joint Mathematics Meetings, Seattle, WA, January 2016.

*Intuition: A History*, presentation at the Joint Mathematics Meetings, San Antonio, TX, January 2015.

*Social Media in the Mathematics Classroom*, presentation at the International Conference on Technology in Collegiate Mathematics, Boston, MA, March 2013.

*Blogging for Quantitative Literacy*, presentation at the National Numeracy Network annual meeting, New York, NY, October 2012.

*Using Blogs in the Math Classroom*, presentation at the Maryland-DC-Virginia Section of the Mathematical Association of America, Newport News, VA, November 2011.

*Current Events Friday: Bringing news media into the mathematics classroom*, presentation at the summer meeting of the Mathematical Association of America, Pittsburgh, PA, August 2010.

*Approaches to Teaching Quantitative Literacy*, presentation at the Joint Mathematics Meetings, Washington, DC, January 2009.

*Mathematics and Democracy: A Course in Quantitative and Political Literacy*, presentation at the Maryland-DC-Virginia Section of the Mathematical Association of America, Harrisonburg, VA, April 2008.

## **Grants**

Race, Equity, and Action – Barnes & Noble Education Foundation  
December 2021-July 2022  
Principal  
\$23,000, Not Funded

Second-Year Student Engagement – First to Second Year Task Force  
August 2021-May 2022  
Principal  
\$7500, Awarded

Developing Perspective Taking in College Students Across an Urban Rural Divide –  
Heterodox Academy  
June 2021  
Principal  
\$25,000, Not Funded

Race, Equity, and Action – Barnes & Noble Education Foundation  
December 2020-July 2021  
Principal  
\$15,000, Awarded

Civic Engagement Collective – Schreyer Institute for Teaching Excellence  
August 2020-July 2021  
Collaborator  
\$1000, Awarded

Uniting for Action, Maryland – Maryland Humanities Council  
April 2020  
Collaborator  
\$10,000, Not Funded (\$1000 exploratory mini-grant was funded)

Engaged Scholarship Portal – Student Engagement Network  
August 2018- July 2019  
Principal  
\$6100, Awarded

Study Abroad in Cuba – Center for Global Studies  
2018  
Principal  
\$2000, Awarded

STEM Reading Lab – National Endowment for the Humanities  
January 2016

Collaborator  
Not Funded

### **Fellowships**

Writing Fellow – Heterodox Academy  
May 2020

Faculty Fellow – Student Engagement Network  
August 2019- July 2019

Faculty Fellow – Office of Public Scholarship  
September 2009-May 2010

### **Recent Professional Roles**

- Chair, Mathematical Association of America (MAA) Council on Communities (2021-2024)
- Chair, Penn State Mont Alto Faculty Senate (2021-2022)
- Chair-elect, Penn State Mont Alto Faculty Senate (2020-2021)
- Director, Penn State Mont Alto Honors Program (2013-present)
- Chair, MAA Membership Committee (2017-2020)
- Guest Editor, Special Collection on Quantitative Literacy and Social Justice, *Numeracy* (2019)
- Referee, *Problems, Resources, and Issues in Mathematics Undergraduate Studies* (ongoing)
- Referee, *Numeracy* (ongoing)

### **Current Professional Memberships**

- American Mathematical Society
- Mathematical Association of America
- National Association of Mathematicians
- Association for Symbolic Logic
- Association for Women in Mathematics
- Maryland Council of Teachers of Mathematics
- MAA Special Interest Group on Quantitative Literacy
- MAA Special Interest Group on the Philosophy of Mathematics

### **Selected Other Activities**

- Mid-Atlantic Regional Director, Urban Rural Action (national)
- Workshop Moderator, Braver Angels (national)
- President, Smithsburg Library Advisory Board (Smithsburg, MD)
- Columnist, *Herald-Mail* newspaper (Hagerstown, MD)

# Logan C. Grubb

## Professional Experience

### **Program Director, Urban Rural Action**

May 2020 – Present

- Manage logistics for delivery of large-scale virtual and in-person programming designed to enhance civic engagement.
- Introduce participants to registration pages and digital assets, supporting as needed throughout months-long learning cycles.
- With Executive Director, design and distribute content (e.g., PowerPoints, Word documents, interactive PDFs) for remote consumption throughout two one-year-long academic collaborations.
- Serve on a 4-member Core Team for *Uniting for Democracy*, a 15-month non-partisan program to improve civic health; collaborated with partners at Lead for America on a weekly basis to execute joint-administration of the program lifecycle.
- Facilitate sessions on constructive dialogues, problem tree analysis, and project design, implementation, and evaluation

### **Workforce Development Executive Intern, PA Department of Labor & Industry**

May 2019 – January 2020

- Reported directly to Deputy Secretary for Workforce Development
- Assisted various departmental projects through research, data analysis, and report generation (primarily using Excel)
- Organized stakeholders for a cross-agency data cataloging initiative, led by the Center for Workforce Information & Analysis
- Prepared talking points and coordinated public relations visits
- Oversaw 12 interns during the completion of intern group projects

### **Legal Assistant, Caldwell & Kearns, Attorneys at Law**

June – August 2016 – 2021 | January 2017 – 2021

- Assisted partner in serving clients regarding estate preparation and administration, real estate matters, and title work
- Improved efficiency of handling clients matters via the digitization of files, document preparation, and filing procedures
- Conducted real estate title, zoning, and property use research
- Managed partner's schedule – drafted and proofed necessary legal documents to ensure efficient use of client's time

## Education

### **B.A. in Economics, Public Policy | Minors: Peace & Justice Studies, Political Science, Gettysburg College**

May 2021

- Honors: *Magna Cum Laude*, Joint Departmental Honors in Economics and Public Policy, Omicron Delta Epsilon, Pi Lambda Sigma, Presidential Scholar
- Awards: Keith Pappas Memorial Award, Edwin & Leander M. Zimmerman Senior Prize
- Campus Life: *Gettysburg Journal for Public Policy*, Admissions Intern & Tour Guide, Eisenhower Institute

### **Multidisciplinary Semester Aboard, CIEE Global Institute, Berlin, DE**

Fall 2019

## Technological Literacy

- **Website building:** Weebly, WordPress, Sheenomo
- **Productivity Software:** Microsoft Suite, Google Suite, POWR
- **Other:** Zoom, Zotero, Stata, Adobe Acrobat



## Volunteer

**Member**, Arts & Culture Subcommittee, International Peace Research Association 2023  
Conference

January 2022 – present

**Vice President of Board of Directors**, Harrisburg Choral Society

October 2021 – present

**Volunteer Coordinator, Property Manager, Chair of Grants Committee (Oct. 2021 – present),**

**Vice President of Board of Directors (Jan. 2022 – present),** Hummelstown Area Historical Society

June 2011 – present

## Appendix C – Memoranda of Understanding / Letters of Support



### Memorandum of Understanding between Urban Rural Action and Suicide Prevention of York

This is an agreement between Urban Rural Action (UR Action) and Suicide Prevention of York on May 16, 2022.

#### Purpose

The purpose of this MoU is to document a collaboration agreement between UR Action and Suicide Prevention of York to implement the *Uniting to Prevent Targeted Violence (UPTV) in South-Central PA* program, a grant proposal to the Department of Homeland Security's Center for Prevention Programs & Partnerships (CP3).

#### Introduction to Suicide Prevention of York and UR Action

Suicide Prevention of York empowers communities to provide suicide prevention, intervention & response to suicide attempts & completions, in order to reduce the number of suicide deaths.

UR Action is a national grassroots movement that brings together Americans across divides to tackle our country's most urgent challenges, such as preventing targeted violence.

#### Program Overview

*UPTV* will establish a local prevention framework in south-central PA (Adams, Dauphin, Franklin, and York counties) that prevents targeted violence. The program will have three key focus areas:

1. Build social cohesion across divides; and
2. Raise societal awareness; and
3. Form threat assessment and management teams that will implement violence prevention interventions.

#### Responsible Parties

| Suicide Prevention of York | UR Action                         |
|----------------------------|-----------------------------------|
| Cindy Richard, President   | Joseph Bubman, Executive Director |

#### Commitments by both parties

| <b>Suicide Prevention of York</b>   | <b>Urban Rural Action</b>   |
|---|---|
| <p>Participate in all <i>UPTV</i> program gatherings January '23 - August '24</p> <p>Nominate staff, volunteers, Board members, etc. to apply to participate in <i>Pennsylvania Uniters</i> cohort</p> <p>Work with a Threat Assessment and Management team to design and implement an intervention that supports the local prevention framework, such as expanding suicide survivor support groups, reducing stigma of mental health, and/or broadening critical incident training for police officers and probation officers to address “suicides by cop” and police suicides</p> | <p>Form a <i>Pennsylvania Uniters</i> team that will work with Suicide Prevention of York on an intervention that supports the local prevention framework</p> <p>Compensate Suicide Prevention of York (with allocations as laid out in the program budget, contingent on approval of funding from the Department of Homeland Security CP3) for:</p> <p>Consistent and strong engagement of one organizational leader from January '23 - August '24</p> <p>Reimbursement for transportation for all program gatherings</p> <p>Implementation of activities as part of the Raising Societal Awareness promising practice, including training their organization and/or the broader community on risk factors to radicalization to violence (based on the existing DHS training curriculum)</p> <p>Implementation of an intervention carried out by the Threat Assessment and Management team working with Suicide Prevention of York</p> |

(b)(6)

**Joseph Bubman**

**Executive Director**

**Urban Rural Action**

(b)(6)

**Cindy Richard**

**President**

**Suicide Prevention of York**



## Memorandum of Understanding between Urban Rural Action and SCCAP

This is an agreement between Urban Rural Action (UR Action) and SCAPP on May 12, 2022.

### Purpose

The purpose of this MoU is to document a collaboration agreement between UR Action and South Central Community Action Programs (SCCAP) to implement the *Uniting to Prevent Targeted Violence (UPTV) in South-Central PA* program, contingent on approval of funding from the Department of Homeland Security’s Center for Prevention Programs & Partnerships (CP3).

### Introduction to SCCAP and UR Action

**SCCAP** empowers, engages, and cultivates community action, creating innovative and effective solutions to end poverty across Adams and Franklin Counties.

**UR Action** is a national grassroots movement that brings together Americans across divides to tackle our country’s most urgent challenges, such as preventing targeted violence.

### Program Overview

*UPTV* will establish a local prevention framework in south-central PA (Adams, Dauphin, Franklin, and York counties) that prevents targeted violence. The program will have three key focus areas:

1. Build social cohesion across divides; and
2. Raise societal awareness; and
3. Form threat assessment and management teams that will implement violence prevention interventions.

### Responsible Parties

|                   |                                   |
|-------------------|-----------------------------------|
| <b>SCCAP</b>      | <b>UR Action</b>                  |
| Megan Shreve, CEO | Joseph Bubman, Executive Director |

### Commitments by both parties

| <b>SCCAP</b>  | <b>Urban Rural Action</b>   |
|---|---|
| <p>Participate in all <i>UPTV</i> program gatherings January '23 - August '24</p> <p>Nominate staff, volunteers, Board members, etc. to apply to participate in <i>Pennsylvania Uniter</i>s cohort</p> <p>Work with a Threat Assessment and Management team to design and implement an intervention that supports the local prevention framework, such as enhancing Franklin Together's recidivism reduction and reentry programming, expanding the Support Circles to strengthen community, and/or raising awareness about Education and Employment Programs that help at-risk populations build important life skills</p> | <p>Form a <i>Pennsylvania Uniter</i>s team that will work with SCAPP on an intervention that supports the local prevention framework</p> <p>Compensate SCAPP (with allocations as laid out in the program budget, contingent on approval of funding from the Department of Homeland Security CP3) for:</p> <ul style="list-style-type: none"> <li>● Consistent and strong engagement of one organizational leader from January '23 - August '24</li> <li>● Reimbursement for transportation for all program gatherings</li> <li>● Implementation of activities as part of the Raising Societal Awareness promising practice, including training SCCAP staff/volunteers and/or the broader community on risk factors to radicalization to violence (based on the existing DHS training curriculum) and SCCAP's various protective services</li> <li>● Implementation of an intervention carried out by the Threat Assessment and Management team working with SCAPP</li> </ul> |



**Joseph Bubman**

**Executive Director**

**Urban Rural Action**



**Megan Shreve**

**CEO**

**SCCAP**



**Memorandum of Understanding between  
Urban Rural Action and Mediation Services of Adams County Inc.**

This is an agreement between Urban Rural Action (UR Action) and Mediation Services of Adams County Inc (MSAC) on May 13, 2022.

**Purpose**

The purpose of this MoU is to document a collaboration agreement between UR Action and MSAC to implement the *Uniting to Prevent Targeted Violence (UPTV) in South-Central PA* program, a grant proposal to the Department of Homeland Security’s Center for Prevention Programs & Partnerships (CP3).

**Introduction to MSAC and UR Action**

**MSAC** is a locally-based organization composed of highly trained volunteer mediators who provide training in mediation and negotiation skills, as well as conflict resolution services for individuals and groups in the Gettysburg area.

**UR Action** is a national grassroots movement that brings together Americans across divides to tackle our country’s most urgent challenges, such as preventing targeted violence.

**Program Overview**

*UPTV* will establish a local prevention framework in south-central PA (Adams, Dauphin, Franklin, and York counties) that prevents targeted violence. The program will have three key focus areas:

1. Build social cohesion across divides; and
2. Raise societal awareness; and
3. Form threat assessment and management teams that will implement violence prevention interventions.

**Responsible Parties**

| <b>MSAC</b>               | <b>UR Action</b>                  |
|---------------------------|-----------------------------------|
| Patti Robinson, President | Joseph Bubman, Executive Director |

**Commitments by both parties**

| <b>MSAC</b>   | <b>Urban Rural Action</b>   |
|---|---|
| Participate in all <i>UPTV</i> program gatherings<br>January ‘23 - August ‘24 | Form a <i>Pennsylvania Uniters</i> team that will work with MSAC on an intervention that supports the local |

Nominate staff, volunteers, Board members, etc. to apply to participate in *Pennsylvania Unifers* cohort

Work with a Threat Assessment and Management team to design and implement an intervention that supports the local prevention framework, such as increasing the use of de-escalation techniques in potentially volatile situations and/or expanding the use of conflict resolution or restorative justice approaches.

prevention framework

Compensate Suicide Prevention of York (with allocations as laid out in the program budget, contingent on approval of funding from the Department of Homeland Security CP3) for:

- Consistent and strong engagement of one organizational leader from January '23 - August '24
- Reimbursement for transportation for all program gatherings
- Implementation of activities as part of the Raising Societal Awareness promising practice, including training their organization and/or the broader community on risk factors to radicalization to violence (based on the existing DHS training curriculum)
- Implementation of an intervention carried out by the Threat Assessment and Management team working with MSAC

(b)(6)  
[Redacted]

**Joseph Bubman**  
**Executive Director**  
**Urban Rural Action**

(b)(5)  
[Redacted]

**Patti Robinson**  
**President**  
**Mediation Services of Adams County Inc**



**Memorandum of Understanding between  
Urban Rural Action & JFT Recovery and Veteran’s Support Services**

This is an agreement between Urban Rural Action (UR Action) and JFT Recovery and Veterans Support Services (JFT) on May 12, 2022.

**Purpose**

The purpose of this MoU is to document a collaboration agreement between UR Action and JFT to implement the *Uniting to Prevent Targeted Violence (UPTV) in South-Central PA* program, a grant proposal to the Department of Homeland Security’s Center for Prevention Programs & Partnerships (CP3).

**Introduction to JFT and UR Action**

**JFT** offers a safe, structured and compassionate service through programs such as Warm Handoff Program, Recovery and Reentry, and Veterans Program.

**UR Action** is a national grassroots movement that brings together Americans across divides to tackle our country’s most urgent challenges, such as preventing targeted violence.

**Program Overview**

*UPTV* will establish a local prevention framework in south-central PA (Adams, Dauphin, Franklin, and York counties) that prevents targeted violence. The program will have three key focus areas:

1. Build social cohesion across divides; and
2. Raise societal awareness; and
3. Form threat assessment and management teams that will implement violence prevention interventions.

**Responsible Parties**

| <b>JFT</b>                       | <b>UR Action</b>                  |
|----------------------------------|-----------------------------------|
| Steve Barndt, Executive Director | Joseph Bubman, Executive Director |

**Commitments by both parties**

| <b>JFT</b> | <b>Urban Rural Action</b> |
|------------|---------------------------|
|            |                           |



|   |  |
|---|--|
| <p>Participate in all <i>UPTV</i> program gatherings January '23 - August '24</p> <p>Nominate staff, volunteers, Board members, etc. to apply to participate in <i>Pennsylvania Unifers</i> cohort</p> <p>Work with Threat Assessment and Management team to design and implement an intervention that supports the local prevention framework, such as expanding JFT's PTSD Veteran Recovery Support program to help veterans develop practical skills to deal with PTSD, increasing its Warm Handoff Program that connects people who have survived an opioid overdose with a recovery peer expert (a Certified Recovery Specialist) to determine an appropriate treatment, and/or expanding its referral service to various county agencies.</p> | <p>Form a <i>UPTV</i> team that will work with JFT on an intervention that supports the local prevention framework</p> <p>Compensate JFT (with allocations as laid out in the program budget, contingent on approval of funding from the Department of Homeland Security CP3) for:</p> <ul style="list-style-type: none"> <li>• Consistent and strong engagement of one organizational leader from January '23 - August '24</li> <li>• Reimbursement for transportation for all program gatherings</li> <li>• Implementation of activities as part of the Raising Societal Awareness and Referral Services promising practices, including training their organization and/or the broader veteran community on risk factors to radicalization to violence (based on the existing DHS training curriculum) and JFT's referral services directory</li> <li>• Implementation of an intervention carried out by the Threat Assessment and Management team working with JFT</li> </ul> |
|---|--|



**Joseph Bubman**  
**Executive Director**  
**Urban Rural Action**



**Steve Barndt**  
**Executive Director**  
**JFT Recovery and Veterans Support Services**



## **DRAFT Memorandum of Understanding between Urban Rural Action and CONTACT Helpline**

This is an agreement between Urban Rural Action (UR Action) and CONTACT Helpline on May 11, 2022.

### **Purpose**

The purpose of this MoU is to document a collaboration agreement between UR Action and CONTACT Helpline to implement the *Uniting to Prevent Targeted Violence (UPTV) in South-Central PA* program, a grant proposal to the Department of Homeland Security’s Center for Prevention Programs & Partnerships (CP3).

### **Introduction to CONTACT Helpline and UR Action**

**CONTACT Helpline** is a 24-hour, 7 days-a-week, listening, health and human service information and referral service.

**UR Action** is a national grassroots movement that brings together Americans across divides to tackle our country’s most urgent challenges, such as preventing targeted violence.

### **Program Overview**

*UPTV* will establish a local prevention framework in south-central PA (Adams, Dauphin, Franklin, and York counties) that prevents targeted violence. The program will have three key focus areas:

1. Build social cohesion across divides; and
2. Raise societal awareness; and
3. Form threat assessment and management teams that will implement violence prevention interventions.

### **Responsible Parties**

|  |                                   |
|--|-----------------------------------|
| <b>CONTACT Helpline</b>                | <b>UR Action</b>                  |
| Christine Marriott, Executive Director | Joseph Bubman, Executive Director |

### **Commitments by both parties**

|                         |                           |
|-------------------------|---------------------------|
| <b>CONTACT Helpline</b> | <b>Urban Rural Action</b> |
|-------------------------|---------------------------|

|   |  |
|---|--|
| <p>Participate in all <i>UPTV</i> program gatherings January '23 - August '24</p> <p>Nominate staff, volunteers, Board members, etc. to apply to participate in <i>Pennsylvania Uniter</i>s cohort</p> <p>Work with a Threat Assessment and Management team to design and implement an intervention that supports the local prevention framework, such as increasing the number of community members who take advantage of CONTACT Helpline's emotional listening support line and/or better integrating its information and referral services across south-central PA, with a particular focus on York County.</p> | <p>Form a <i>Pennsylvania Uniter</i>s team that will work with CONTACT Helpline on an intervention that supports the local prevention framework</p> <p>Compensate CONTACT Helpline (with allocations as laid out in the program budget, contingent on approval of funding from the Department of Homeland Security CP3) for:</p> <ul style="list-style-type: none"> <li>● Consistent and strong engagement of one organizational leader from January '23 - August '24</li> <li>● Reimbursement for transportation for all program gatherings</li> <li>● Implementation of activities as part of the Raising Societal Awareness and Referral Services promising practices, including training their organization and/or the broader community on risk factors to radicalization to violence (based on the existing DHS training curriculum) and CONTACT Helpline's referral services directory</li> <li>● Implementation of an intervention carried out by the Threat Assessment and Management team working with CONTACT Helpline</li> </ul> |
|---|--|



**Joseph Bubman**  
**Executive Director**  
**Urban Rural Action**

—



**Christine Marriott**  
**Executive Director**  
**CONTACT Helpline**



5/16/2022

Mr. Joseph Bubman

Executive Director, Urban Rural Action

300 3rd Street NE #102

Washington, DC 20002

Subject: Letter of Support for Urban Rural Action's Uniting to Prevent Targeted Violence proposal in response to Funding Opportunity DHS-22-TTP-132-00-01

Dear Mr. Bubman:

I am pleased to confirm our support for your application to the Department of Homeland Security under its request for applications to support the Fiscal Year 2022 Targeted Violence and Terrorism Prevention Grant Program, DHS-22-TTP-132-00-01

I would like to express our commitment for News Literacy Project to work with Urban Rural Action on the implementation of "*Uniting to Prevent Targeted Violence*" in south-central Pennsylvania if your request for funding is approved by the Department of Homeland Security. In particular, we look forward to supporting implementation of the Media Literacy and Online Critical Thinking component of your program under Activities 1.4 and 3.1 by training members of the *Pennsylvania Uniter*s cohort as well as your local partner organizations and the broader community in Adams, Dauphin, Franklin, and York counties.

Sincerely,



Mike Webb

Senior Vice President, Communications

News Literacy Project

## Appendix D – Letters of Recommendation

May 14, 2022

Department of Homeland Security

Selection Committee

Notice of Funding Opportunity

FY 2022 Targeted Violence and Terrorism Prevention Grant Program



Dear Selection Committee,

I am pleased to offer my support, in the strongest terms possible, for Urban Rural Action’s proposal submission to the Department of Homeland Security’s Targeted Violence and Terrorism Prevention (TVTP) grant program.

I have worked in the field of violence prevention and peacebuilding for more than 15 years, and I can say that UR Action’s proposed program, Uniting to Prevent Targeted Violence (UPTV) program in South-Central Pennsylvania, is poised for success. I am currently a Senior Specialist in Peace and Governance at [Mercy Corps](#), a large international peacebuilding, development, and humanitarian NGO, and most recently served as the Director of the global Peace and Conflict team. I am also the Chair of UR Action’s Board of Directors, which gives me unique insight into the quality of work that UR Action performs in violence prevention.

My own experience in violence prevention has spanned a few sectors—all of which are related to UPTV’s goals—including inter-communal violence in Nigeria, where I was Director of Conflict Management Programs focusing on political and farmer-herder conflict. Our work demonstrated that a people-to-people approach to joint problem-solving and working toward shared goals [increased trust and security among targeted communities](#), even amidst a regional rise in conflict and tension. I have specialized in preventing violent extremism (PVE), including leading a number of studies investigating why youth and others join violent extremist groups from [Mali](#) to [Nigeria](#) to [Kyrgyzstan](#), and have also designed and supported a series of successfully funded programs. These include a PVE program in [Kenya](#), where we have demonstrated a 22% reduction in support for violence among highest-risk individuals, through a community-oriented approach to integrating those most likely to use violence into peaceful social, economic, and civic life.

I raise these experiences and evidence because I am confident that UR Action’s UPTV program espouses the best of what the broader violence prevention community—globally and domestically—has learned. UPTV’s model, which brings people together across ideological, racial, ethnic, demographic, socioeconomic, and other

divides to work toward a common goal, is rooted in a strong evidence base. Joe Bubman, the Executive Director of UR Action, has himself had a storied career in violence prevention and has cultivated a team that is steeped in best practice. In many contexts, we have seen efforts to create diverse groups that can identify, analyze, and address threats to peace successfully advance sustainable local ownership of long-term peace while reducing the likelihood of violence in the short-term. That combination of effective short-term violence prevention and a long-term vision for peace is exactly what Pennsylvania, and indeed the US, needs during this critical time.



One aspect of UPTV that is essential for successful violence prevention is its genuine partnership with local organizations that have already earned trust and credibility within their communities, and which will have the opportunity to design program activities that specifically address the risk factors they identify in their communities. Their ownership of this program is a key ingredient for the program’s sustainability, as UPTV will help them build an infrastructure for cross-group violence prevention that they can advance over time.

In addition to UPTV’s program design, I have witnessed UR Action at work over the last few years and am impressed by the organization’s commitment to working across divides to prevent targeted violence and build a more peaceful, just, and democratic US. UR Action hires the most talented facilitators who are able to manage difficult conversations and can skillfully share tools and frameworks for constructive dialogue, problem analysis, and community engagement across diverse groups of people. UR Action is also committed to rigorous measurement of the program’s effects and uses monitoring data to adapt programming at each turn.

I strongly recommend your consideration of UR Action’s UPTV proposal and its potential to prevent targeted violence as tensions rise in the US. I wish you the best in your selection process.

[Redacted signature block]

[Redacted contact information]



Office of the Provost

May 15, 2022

Department of Homeland Security CP3  
FY 2022 Targeted Violence and Terrorism Prevention Grant Program

Dear Selection Committee:

I am writing to extend my very strong support to Urban Rural Action's proposal, *Uniting to Prevent Targeted Violence (UPTV)* in South-Central Pennsylvania.

DHS is to be applauded for wisely investing in the creation of local prevention frameworks to address targeted violence. Urban Rural Action is uniquely positioned and exceptionally qualified to partner with DHS to advance this critical goal.

I have devoted my career to helping people and communities work together in more constructive ways. That has been my focus now as Professor and Provost at Menlo College, and it was my focus previously as Director of the Divided Community Project at the Ohio State University Moritz College of Law and the Director of the Community Relations Service, an agency within the Department of Justice.

Urban Rural Action's approach to building peace and preventing targeted violence is truly impressive. In an increasingly crowded field of bridge-building organizations, UR Action stands out for its vision of a more peaceful, just, and democratic United States; its on-the-ground programming that brings people together across divides to build enduring relationships; and its commitment to move beyond dialogue to address root causes of conflict.

My deep confidence in Urban Rural Action's mission and capabilities has compelled me to serve on the organization's Advisory Council. I have met and been impressed by the leadership team, and have no doubt that they will continue to serve as a leading peacebuilding organization in the coming years, when threats of targeted violence will undoubtedly persist.

I am confident that *UPTV* will succeed because of its grassroots approach to engaging a diverse cohort of 30 *Pennsylvania Uniter*s for robust relationship-building, media literacy training, constructive dialogue, analyzing risk factors for and protective factors against targeted violence, and collective action. Those relationships will be critical to preventing targeted violence when things get tense amid potential triggers such as upcoming elections. I also believe that *UPTV* is sustainable because of how UR Action will leverage existing assets and resources, such as the strong local partners with which UR Action is partnering.

Urban Rural Action has a track record of success in Pennsylvania and around the country. With support from DHS CP3, Urban Rural Action is poised to contribute even more significantly to targeted violence prevention in at-risk areas. I strongly encourage you to consider their application. Please reach out to me if you have any questions about their proposal or capabilities.



Grande Lum  
Provost and Vice President of Academic Affairs



May 16, 2022

Department of Homeland Security  
Selection Committee  
Notice of Funding Opportunity  
FY 2022 Targeted Violence and Terrorism Prevention Grant Program



Dear Selection Committee,

I'm writing to extend my support to Urban Rural Action's proposal, *Uniting to Prevent Targeted Violence Prevention* in South-Central Pennsylvania. I congratulate DHS for putting out such a timely call to address the risks of targeted violence in the US. I can think of no organization better placed to partner with DHS on this goal than Urban Rural Action.

My career has focused on designing, testing, and scaling solutions to building resilience to violent conflict and in conflict-affected contexts globally. I have lived, worked, and researched in countries and regions most affected by political violence and terrorism, including Afghanistan, Somalia, Ethiopia, and Mozambique. For the past 10 years, I have led research for an international organization, Mercy Corps, working to promote peace, justice, and shared prosperity in some of the world's most challenging contexts.

I have been deeply impressed by Urban Rural Action's approach to violence prevention. Led by seasoned experts in the peace and conflict fields, Urban Rural Action applies key lessons and evidence on 'what works' from practitioners, academics, and governments. For example, their approach of building connections between conflicting groups around shared interests has been shown to improve social cohesion and reduce people resorting to violence. Importantly, Urban Rural Action rigorously measures the impacts of their actions, and uses the learning to constantly improve their work.

Urban Rural Action combines this evidence-driven approach with strong grassroots organizing and partnerships to great effect. They have a clear track record of engaging influential community groups and leaders in strengthen civic engagement, enhance media literacy, conflict risk analysis, and constructive dialogue. Urban Rural Action have particularly deep relationships and networks in politically divided counties in Pennsylvania where their proposed

program will be targeted. They will be able to successful engage these grassroots partners to lay the groundwork for a peaceful election in 2024.

Based on by confidence in Urban Rural Action’s mission and capabilities, I led my small family foundation to donate to their programs. With the support from DHS, Urban Rural Action is poised to contribute even more significantly to violence prevention in at risk regions of the US. I strongly encourage you to consider their application. Please reach out to me if you have any questions about their proposal or capabilities.

Sincerely,



**Jon Kurtz**

Senior Director of Research and Learning

