

## **Statement of Work**

### **Public Safety and Violence Prevention Evaluations**

**Conducted by the National Counterterrorism, Innovation, Technology, and Education (NCITE) Center, University of Nebraska at Omaha**

**Department of Homeland Security (DHS) Science and Technology (S&T)  
Centers of Excellence (COE)**

#### **I. BACKGROUND**

The University of Nebraska at Omaha leads the U.S. Department of Homeland Security's (DHS) NCITE Center. This Center was established to conduct a range of activities including basic and applied research, and education and training initiatives to support and enhance DHS analytic efforts. DHS seeks research that explores the nature of countering terrorism operations from multiple perspectives including the adversaries' (threat) and that of Homeland security stakeholders. The Center is a federally funded academic consortium based in Omaha that brings in 50+ academics from 18 universities that are focused on research in terrorism prevention.

The Office of Targeted Violence and Terrorism Prevention (OTVTP) has requested S&T evaluate prevention programs and identify best practices undertaken by our allies abroad in dealing with radicalization to violent extremism in prisons, recidivism, and reintegration. The Cybersecurity and Infrastructure Security Agency (CISA) has requested S&T conduct an assessment and evaluate the current state of Office for Bombing Prevention (OBP) trainings to enhance the capability to identify safety outcomes that shall improve prevention efforts within the infrastructure security community.

#### **II. SCOPE OF WORK**

##### **Task 1: Evaluate Prevention Programming and Identify Best Practices Undertaken by Allies Abroad**

This effort seeks to evaluate current prevention programs; domestic and international, to research best practices in interventions, re-integrations, and counter-recidivism. This effort shall evaluate threat assessments, interventions, and counter-recidivism programs to determine their effectiveness, evaluate their efficacy and identify best practices undertaken by allies abroad, in an effort to understand the similarities and differences in the known process of radicalization and mobilization for terrorism as compared to targeted violence.

##### **Key Milestones & Deliverables:**

###### *A. Project Plan (Deliverable 1)*

The Contractor shall deliver a Project Plan. The Project Plan shall include, at a minimum:

- Project schedule

- Spend plan
- Identification of key personnel
- Key milestones and deliverables
- Risk assessment
- Compliance documentation submission forms

*B. Milestone Completion Reviews (Deliverable 2)*

The Contractor shall conduct milestone completion reviews with the Government. Milestone reviews shall take place no later than 10 days after completion of each milestone. Milestone reviews will vary in formality depending on the nature of the engagement. The Contractor shall recommend a level of content and formality of each review within the Project Plan which may range from a teleconference to an in-person discussion supplemented with a written presentation and documentation.

*C. Monthly Status Reports (Deliverable 3)*

The Contractor shall provide monthly status reports to the Government in a template provided by the Program Manager for the duration of the period of performance. The report shall include:

- Technical progress
- Schedule performance (actual vs. planned)
- Cost performance (actual vs. planned)
- Technical level risks and issues

Each monthly report shall update the projected delivery dates of future deliverable and milestones. For each projected delivery date that has changed from the previous month, an explanation shall be provided of the cause of the change. The monthly status report shall also track action items assigned to all parties, including the Government, and identify events in the next 30 working days (i.e. key meetings).

*D. Contract Kick-Off Meeting (Milestone 1)*

An initial kick off meeting will be held within 7 calendar days of award of each Task Order or as agreed to by the Task Order COR and will be attended by the Task Order COR, and the Task Order Contract Specialist/Contracting Officer. Key Contractor personnel as well as a representative from the Contractor's contracts organization are required to participate. Kick off meetings may be conducted in person or by conference call. The intent of the kickoff is for all key personnel to meet to discuss the projects overall technical and contractual requirements. At this meeting, the Contractor shall be prepared to discuss the following:

- Technical Objectives
- Preliminary Project Plan refine and assess the Project Plan
- Roles and responsibilities of key contractor and Government personnel

- Deliverables and Deliverable Acceptance Criteria
- Performance Review
- Reporting and Invoice Requirements

*E. Identification of Data Sources (Milestone 2)*

The Contractor shall provide a detailed report of the data sources (to be reviewed and approved by the DHS S&T Program manager) to be used and/or generated for this project.

*F. Literature Review (Deliverable 4)*

The Contractor shall compile a literature review of existing domestic and international prevention programs, to identify the most effective strategies undertaken by partners and allies.

*G. Best Practices and Guidelines (Deliverable 5)*

The Contractor shall produce a detailed report highlighting best practices that address sustainable approaches in prevention programming, including an approach that advances current capabilities.

*H. Study Report Findings (Deliverable 6)*

The Contractor shall submit a report to the Government prior to the completion of the period of performance documenting study findings, results and preliminary conclusions.

*I. Final Evaluation Report (Deliverable 7)*

The Contractor shall submit a final report to the Government prior to the completion of the period of performance. The report must include a full project overview and the project findings, results, and conclusions. Due to the basis for this report and its rationales the Government encourages the Contractor to submit findings to an appropriate peer reviewed journal to disseminate findings.

*J. Contract Close-Out Meeting (Milestone 3)*

The Government and the Contractor will hold a Contract Close-Out meeting. The contractor shall assemble final project deliverables and present a detailed overview of findings to the DHS S&T Program Manager, up to 30 days before the end of the period of performance.

**Task 2: Evaluation of Soft Target Security and Prevention**

This effort seeks to conduct evaluation research to fully understand and support how human behavior affects positive safety and security outcomes in various threat scenarios, specifically countering improvised explosive device (cIED) events and other threat scenarios facing the

infrastructure security community. Over the years, research has shown that there are overlapping requirements when it comes to how one would better understand the identification of suspicious behavior in targeted violence and terrorism prevention to those seeking to impact public safety through the detonation of a cIED in one of our key critical infrastructure sectors.

Through this activity, engagement from key stakeholders from CISA/OBP in evaluating their current state of trainings will be necessary in order to enhance their capability to identify safety and security scenarios prone to human factor influence on successful outcomes, such as the accurate identification of suspicious behavior, with the goal to improve our prevention efforts within this specified use case. Regardless of the Government stakeholders involved in this effort, technical direction regarding work will only be provided by the DHS Contracting Officer or their duly appointed Contracting Officer's Representative (COR).

**Key Milestones & Deliverables:**

*K. Project Plan (Deliverable 1)*

The Contractor shall deliver a Project Plan. The Project Plan shall include, at a minimum:

- Project schedule
- Spend plan
- Identification of key personnel
- Key milestones and deliverables
- Risk assessment
- Compliance documentation submission forms

*L. Milestone Completion Reviews (Deliverable 2)*

The Contractor shall conduct milestone completion reviews with the Government. Milestone reviews shall take place no later than 10 days after completion of each milestone. Milestone reviews will vary in formality depending on the nature of the engagement. The performer shall recommend a level of content and formality of each review within the Project Plan which may range from a teleconference to an in-person discussion supplemented with a written presentation and documentation.

*M. Monthly Status Reports (Deliverable 3)*

The Contractor shall provide monthly status reports to the Government in a template provided by the Program Manager for the duration of the period of performance. The report shall include:

- Technical progress
- Schedule performance (actual vs. planned)
- Cost performance (actual vs. planned)
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Each monthly report shall update the projected delivery dates of future deliverable and milestones. For each projected delivery date that has changed from the previous month, an explanation shall be provided of the cause of the change. The monthly status report shall also track action items assigned to all parties (DHS included) and identify events in the next 30 working days (i.e. key meetings).

*N. Contract Kick-Off Meeting (Milestone 1)*

An initial kick off meeting will be held within 7 calendar days of award of each Task Order or as agreed to by the Task Order COR and will be attended by the Task Order COR, and the Task Order Contract Specialist/Contracting Officer. Key Contractor personnel as well as a representative from the Contractor's contracts organization are required to participate. Kick off meetings may be conducted in person or by conference call. The intent of the kickoff is for all key personnel to meet to discuss the projects overall technical and contractual requirements. At this meeting, the Contractor shall be prepared to discuss the following:

- Technical Objectives
- Preliminary Project Plan refine and assess the Project Plan
- Roles and responsibilities of key contractor and Government personnel
- Deliverables and Deliverable Acceptance Criteria
- Performance Review
- Reporting and Invoice Requirements

*O. Identification of Data Sources (Milestone 2)*

The Contractor shall provide a detailed report of the data sources to be used and/or generated for this project. The Contractor shall develop search and coding protocols to ensure key research fields and topics to inform OBP guidance and trainings for private industry partners and infrastructure operators are isolated.

*P. Full Spectrum Report on Human Behavior (Deliverable 4)*

The Contractor shall conduct a thorough investigation of prior research on outcomes related to preventing IED events including a report to include literature review, gap analysis, and recommendations. The Contractor shall develop a workplan to model individual actions in response to potential scenarios involving IEDs. The Contractor shall test various social-behavioral models that simulate actions to estimate the outcomes of certain actions by SMEs to given scenario.

*Q. Safety and Security Scenarios (Deliverable 5)*

The Contractor shall report out on data collection that includes identification of relevant actions and policies. The information gathered from the Full Spectrum report will provide the central inputs into the proposed models. Various social and behavioral models provide a powerful simulation architecture to test what would happen under

certain decision rules and within specified contexts.

*R. Model and Test (Deliverable 6)*

The Contractor shall implement the workplan to develop and test the various social-behavioral modeling exercises by taking observations from the gap analysis and the stakeholder data collection to develop model inputs (e.g., potential threat scenario), decision rules (i.e., policies, procedures, constraining behavior), and estimate likelihood of accurate identification of suspicious behavior and demonstrate how to react safely to a potential or confirmed threat or crisis situation when an adversary is involved.

*S. Conduct Test Plan x2 (Deliverable 7)*

The Contractor shall implement the workplan and refine the social-behavioral modeling used for the initial test plan by providing a flexible framework to estimate outcomes through a series of tests that adjust various parameters (e.g., changing the threat scenarios or changing the human reaction to a threat) to understand how those changes influence the likelihood of various outcomes.

*T. Model and Test Countermeasures (Deliverable 8)*

The Contractor shall employ social-behavioral models to test countermeasures to estimate outcomes and deliver a report detailing findings, to include methods and outcomes related to the simulation models, gap analysis, and recommendations.

*U. Contract Close-Out Meeting (Milestone 3)*

The Government and the Contractor will hold a Contract Close-Out meeting. The contractor shall assemble final project deliverables and present a detailed overview of findings to the DHS S&T Program Manager, up to 30 days before the end of the period of performance.

**Task 3: Evaluate Current Threat Assessments and Threat Management - Test Efficacy**

This effort seeks to conduct an evaluation on current threat assessments and threat management programs to better understand the need, utilization and efficacy in threat assessment tools and models. S&T aims to conduct an outcome and impact evaluation of current threat assessment tools and threat management techniques in order to validate whether or not these efforts were successful in diversion and recidivism. Findings from the outcome and impact evaluations shall also include updated protocols for the development and utilization of new risk assessment techniques and recidivism reduction programming where current methods are found to be lacking.

This effort will primarily (1) conduct an outcome evaluation and testing on the general quality and role of threat assessments and threat management programs to determine whether or not these efforts were successful in achieving its intended objectives; and (2) conduct an impact evaluation to measure intended and unintended changes that can be attributed to the

implementation and outcomes of various threat assessments and models. The goal of this evaluation is to advance science forward, as efforts mature from previous work.

**Key Milestones & Deliverables:**

A key determination will be to determine deficiencies as quickly as possible so that proper interventions can take place to correct any gaps.

*V. Project Plan (Deliverable 1)*

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*W. Milestone Completion Reviews (Deliverable 2)*

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*X. Monthly Status Reports (Deliverable 3)*

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- Preliminary Project Plan refine and assess the Project Plan
- Roles and responsibilities of key contractor and Government personnel
- Deliverables and Deliverable Acceptance Criteria
- Performance Review
- Reporting and Invoice Requirements

*Z. Identification of Data Sources (Milestone 2)*

The Contractor shall provide a detailed report of the data sources (to be reviewed and approved by the DHS S&T Program manager) to be used and/or generated for this project.

*AA. Data Collection (Milestone 3)*

For this task, the Contractor shall gather information from the United States Secret Service (USSS) and other U.S. Government DVE Stakeholders to identify end-user thoughts, perceptions, and concerns regarding and requirements of current threat assessments and threat management programs in order to measure their efficacy.

*BB. State of Science Summary (Deliverable 4.1)*

The contractor shall conduct a critical review and evaluation of relevant literature in threat assessment and management and submit a state of the science summary report. Reviews shall include both basic and applied literature, published and unpublished studies. The contractor shall include recommendations regarding the feasibility of validating existing assessment methods developed specifically for violent extremism.

*CC. Draft Outcome Evaluation (Deliverable 5)*

The Contractor shall provide a draft outcome evaluation report to the Government prior to the completion of the period of performance. The report must include key findings, best practice recommendations, and analysis on whether the activity is feasible, appropriate, and acceptable as currently implemented. Determinations on

whether the proposed program elements are likely to be needed, understood, and accepted by the customers/stakeholders intended to be reached and the extent to which an evaluation is possible, based on the goals and objectives.

*DD. Draft Impact Evaluation (Deliverable 6)*

The Contractor shall provide a draft impact evaluation report to the Government prior to the completion of the period of performance. The report must include an assessment of program effectiveness to the degree to which the program meets its ultimate goals to provide evidence for use in policy and funding decisions.

*EE. Final Outcome Evaluation (Deliverable 7)*

The Contractor shall provide an outcome evaluation report to the Government prior to the completion of the period of performance. The report must include key findings, best practice recommendations, and analysis on whether the activity is feasible, appropriate, and acceptable as currently implemented. Determinations on whether the proposed program elements are likely to be needed, understood, and accepted by the customers/stakeholders intended to be reached and the extent to which an evaluation is possible, based on the goals and objectives.

*FF. Final Impact Evaluation (Deliverable 8.1)*

The Contractor shall provide an impact evaluation report to the Government prior to the completion of the period of performance. The report must include an assessment of program effectiveness to the degree to which the program meets its ultimate goals to provide evidence for use in policy and funding decisions.

*GG. Contract Close-Out Meeting (Milestone 4)*

The Government and the Contractor will hold a Contract Close-Out meeting. The contractor shall assemble final project deliverables and present a detailed overview of findings to the DHS S&T Program Manager, up to 30 working days before the end of the period of performance.

**ADDITIONAL REQUIREMENT:**

The contractor shall follow its university's privacy and research policies and best practices when collecting, using or sharing personal information.

**III. TECHNICAL MILESTONES/DELIVERABLES**

**Task 1: Evaluate Prevention Programming and Identify Best Practices Undertaken by Allies Abroad (Period of Performance: 12 Months)**

Milestone/ Deliverable	Completion Date	Milestone Description	POC of Recipient
D1	Contract Award	Submit all required Compliance Assurance documentation to the DHS Compliance Assurance Program Office: [REDACTED]	DHS Contracting Officer, Contracting Officer's Representative (COR), and DHS Compliance Assurance Program Office
M1	Award + 2 Weeks	Contract Kick-Off Meeting	DHS Contracting Officer and COR
M2	Award + 3 Months	Identification of Data Sources	DHS COR
D2	M2 + 10 Days	Milestone Review	DHS COR
D3	Monthly for Life of Award	Monthly Status Report	DHS COR
D4	Award + 6 Months	Literature Review (Report)	DHS COR
D5	Award + 9 Months	Best Practice and Guidelines Report	DHS COR
D6	Award + 10 Months	Study Report Findings	DHS COR
D7	Award + 11 Months	Final Project Report	DHS Contracting Officer and COR
M3	D7 + 10 Days	Contract Close-Out Meeting	DHS Contracting Officer and COR

**Task 2: Evaluation of Soft Target Security and Prevention (Period of Performance: 24 Months)**

Milestone/ Deliverable	Completion Date	Milestone Description	POC of Recipient
D1	Contract Award	Submit all required Compliance Assurance documentation to the DHS Compliance Assurance Program Office: [REDACTED]	DHS Contracting Officer, Contracting Officer's Representative (COR), and DHS Compliance Assurance Program Office

Milestone/ Deliverable	Completion Date	Milestone Description	POC of Recipient
M1	Award + 2 Weeks	Contract Kick-Off Meeting	DHS Contracting Officer and COR
M2	Award + 3-6 Months	Identification of Data Sources	DHS COR
D2	M2 + 10 Days	Milestone Review	DHS COR
D3	Monthly for Life of Award	Monthly Status Report	DHS COR
D4	Award + 9 Months	Full Spectrum Report on Human Behavior	DHS COR
D5	Award + 18 Months	Model and Test Report	DHS COR
D6	Award + 20 Months	Conduct Test Plan 2x: Validation Report	DHS COR
D7	Award + 22 Months	Model and Test Countermeasures	DHS COR
M3	Award + 23 Months	Contract Close-Out Meeting	DHS Contracting Officer and COR

**Task 3: Evaluate Current Threat Assessments and Threat Management - Test Efficacy  
(Period of Performance: 24 Months)**

Milestone/ Deliverable	Completion Date	Milestone Description	POC of Recipient
D1	Contract Award	Submit all required Compliance Assurance documentation to the DHS Compliance Assurance Program Office: stregulatorycompliance@hq.dhs.gov	DHS Contracting Officer, Contracting Officer's Representative (COR), and DHS Compliance Assurance Program Office
M1	Award + 1 Week	Contract Kick-Off Meeting	DHS Contracting Officer and COR
M2	Award + 1 Month	Identification of Data Sources	DHS COR
D2	M2 + 10 Days	Milestone Review	DHS COR
D3	Monthly for Life of Award	Monthly Status Report	DHS COR

<b>Milestone/ Deliverable</b>	<b>Completion Date</b>	<b>Milestone Description</b>	<b>POC of Recipient</b>
D4	Award + 3 Months	Literature Review (Report)	DHS COR
D4.1	Award + 4 Months	State of Science Summary Report	DHS COR
D5	Award + 7 Months	Best Practices Guidelines Report	DHS COR
D5.1	Award + 7 Months	Finalize IRB and Begin CAPO for year 2 tasks	DHS COR
D6	Award + 10 Months	Initial Report Findings	DHS COR
D6.1	Award + 12 Months	Pillar 1 Summary Report (lessons learned from Allies in UK)	DHS COR
D6.2	Award + 15 Months	Pillar 2 Summary Report (lessons learned from state and local security)	DHS COR
D6.3	Award + 17 Months	Pillar 3 Summary Report (lessons learned from insider threat literature)	DHS COR
D6.4	Award + 20 Months	Pillar 4 Summary Report (lessons learned from malevolent creativity literature)	DHS COR
D6.5	Award + 21 Months	Integrative Supporting Summary and Recommendations on Capability Enhancements	DHS COR
D7	Award + 22 Months	Final Evaluation Report	DHS COR
D8	Award + 23 Months	Final Impact Evaluation Report	DHS Contracting Officer and COR
M3	D8 + 10 Days	Contract Close-Out Meeting	DHS Contracting Officer and COR