

EMW-2016-CA-APP-00112

Application Information

Application Number: EMW-2016-CA-APP-00112

Funding Opportunity Name: FY 2016 Countering Violent Extremism Grants

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

Application Status: Pending Review

Applicant Information

Legal Name: Police Foundation

Organization ID: 17857

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

Division:

Department:

EIN: (b) (6)

EIN Shared With Organizations:

DUNS: 074832684

DUNS 4:

Congressional District: Congressional District 98, DC

Physical Address

Address Line 1: 1201 Connecticut Ave, NW #200

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

City: Washington

State: District Of Columbia

Province:

Zip: 20036-[Grantee Organization > Physical Address > Zip 4]

Country: UNITED STATES

Mailing Address

Address Line 1: 1201 Connecticut Ave, NW #200

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

City: Washington

State: District Of Columbia

Province:

Zip: 20036-[Grantee Organization > Mailing Address > Zip 4]

Country: UNITED STATES

SF-424 Information

Project Information

Project Title: Developing Resilience to Violent Extremism in the Boston Somali Community

Program/Project Congressional Districts: Congressional District 07, MA

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

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

Areas Affected by Project (Cities, Counties, States, etc.): Boston, MA; national information sharing

Estimated Funding

Funding Source	Estimated Funding (\$)
Federal Funding	\$499835
Applicant Funding	\$0
State Funding	\$0
Local Funding	\$0
Other Funding	\$0
Program Income Funding	\$0
Total Funding	\$499835

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

Is applicant delinquent on any federal debt? false

Contacts

Contact Name	Email	Primary Phone Number	Contact Types
James Bueermann	(b) (6)	(b) (6)	Signatory Authority Secondary Contact
Jane Dorsey	(b) (6)	(b) (6)	Authorized Official Primary Contact

SF-424A

Budget Information for Non-Construction Programs

Grant Program: Countering Violent Extremism Grant Program

CFDA Number: 97.132

Budget Object Class	Amount
Personnel	\$52735
Fringe Benefits	\$21314
Travel	\$18865
Equipment	\$0
Supplies	\$89
Contractual	\$318200
Construction	\$0
Other	\$10610
Indirect Charges	\$78022
Non-Federal Resources	Amount
Applicant	\$0
State	\$0
Other	\$10610
Income	Amount
Program Income	\$0

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

Direct Charges Explanation: see budget narrative section of attachment

Indirect Charges explanation: see budget narrative section of attachment

Forecasted Cash Needs (Optional)

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

Future Funding Periods (Years) (Optional)

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

Remarks:

SF-424C

Budget Information for Construction Programs

Assurances for Non-Construction Programs

Form not applicable? false

Signatory Authority Name: James Bueermann

Signed Date: Fri Sep 02 11:59:05 EDT 2016

Signatory Authority Title: President

Certification Regarding Lobbying

Form not applicable? false

Signatory Authority Name: Jane Dorsey

Signed Date: Fri Sep 02 00:00:00 EDT 2016

Signatory Authority Title: President

Disclosure of Lobbying Activities

Form not applicable? true

Signatory Authority Name: James Bueermann

Signed Date:

Signatory Authority Title:

CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

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

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

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

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

Statement for Loan Guarantees and Loan Insurance

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

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

* APPLICANT'S ORGANIZATION

Police Foundation

* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE

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

* SIGNATURE:

* DATE:

Application for Federal Assistance SF-424

* 1. Type of Submission:

- ☐ Preapplication
☒ Application
☐ Changed/Corrected Application

* 2. Type of Application:

- ☒ New
☐ Continuation
☐ Revision

* If Revision, select appropriate letter(s):

* Other (Specify):

* 3. Date Received:

08/19/2016

4. Applicant Identifier:

5a. Federal Entity Identifier:

5b. Federal Award Identifier:

State Use Only:

6. Date Received by State:

7. State Application Identifier:

8. APPLICANT INFORMATION:

* a. Legal Name:

Police Foundation

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

(b) (6)

* c. Organizational DUNS:

0748326840000

d. Address:

* Street1:

1201 Connecticut Avenue, NW Suite 200

Street2:

* City:

Washington

County/Parish:

* State:

DC: District of Columbia

Province:

* Country:

USA: UNITED STATES

* Zip / Postal Code:

20036-2636

e. Organizational Unit:

Department Name:

Division Name:

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

Prefix:

* First Name:

Frank

Middle Name:

* Last Name:

Straub

Suffix:

Title:

Organizational Affiliation:

Police Foundation

* Telephone Number:

(b) (6)

Fax Number:

* Email:

(b) (6)

Application for Federal Assistance SF-424

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

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

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

* 10. Name of Federal Agency:

Department of Homeland Security - FEMA

11. Catalog of Federal Domestic Assistance Number:

97.132

CFDA Title:

Financial Assistance for Countering Violent Extremism

* 12. Funding Opportunity Number:

DHS-16-OCP-132-00-01

* Title:

FY 2016 Countering Violent Extremism Grants

13. Competition Identification Number:

Title:

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

Add Attachment

Delete Attachment

View Attachment

* 15. Descriptive Title of Applicant's Project:

Developing Resilience to Violent Extremism in the Boston Somali Community

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

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

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

Add Attachment

Delete Attachment

View Attachment

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

* a. Federal	<input type="text" value="500,000.00"/>
* b. Applicant	<input type="text" value="0.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="500,000.00"/>

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

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

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

If "Yes", provide explanation and attach

Add Attachment

Delete Attachment

View Attachment

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

☒ ** I AGREE

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

Authorized Representative:

Prefix: * First Name:

Middle Name:

* Last Name:

Suffix:

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

Appendix A – Letters of Commitment and Support

North American Family Institute

Boston Police Department

Somali Community and Cultural Association

United States Attorney – District of Massachusetts



NORTH AMERICAN FAMILY INSTITUTE, Inc.

creating diverse and innovative services for people

90 Maple Street, Unit 2, Stoneham, MA 02180

CORPORATE OFFICE:

Tel: (978) 538-0286
Fax: (978) 531-9313
TTY: (978) 531-9317
www.nafi.com

August 24, 2016

James Bueermann, President
Police Foundation
1201 Connecticut Avenue, NW
Suite 200
Washington, DC 20036

Dear Mr. Bueermann,

The North American Family Institute (NAFI) is pleased to partner with the Police Foundation, the Boston Police Department, and the Somali Community and Cultural Association to support the Police Foundation's proposal for funding from the Department of Homeland Security to support the YPIP project in Boston, Massachusetts, in response to the Countering Violent Extremism (CVE) Grant Program (DHS-16-OCP-132-00-01). The goal of this project is to build and foster community resilience to violent extremist recruitment and radicalization among Somali immigrant families in the Boston metropolitan area.

In partnership with the Police Foundation, we propose to implement the YPIP program in the Roxbury neighborhood of Boston, at the Somali Community and Cultural Association (SCCA). YPIP is a program that builds upon our established Youth and Police Initiative (YPI) to incorporate research-based prevention strategies, specific to Somali youth, focused on building community resilience to violent extremism. The project will be implemented with six cohorts of 20 youth each, three girl-only cohorts and three boy-only cohorts, over a two-year period. The project will expand and bolster community led CVE activities in Boston; enhance the understanding of the violent extremist threat within the Boston Somali community; build trust between the Somali community and the Boston Police Department; and build resilience in the Boston Somali community, particularly among youth, to recruitment and participation in violent extremism.

Incorporated in 1970, the Police Foundation is the oldest nationally known, independent, nonprofit, non-partisan, and non-membership driven organization dedicated to improving policing in America. They have been on the cutting edge of police innovation for over 45 years, working with local law enforcement agencies, as well as federal partners, state governments, cities, counties, and private partner organizations, to provide training and technical assistance related to crime and policing. They are well equipped to coordinate this project, assess its effectiveness, and disseminate critical information, resources, and findings to stakeholders across the country.

NAFI is an organization built upon a belief in the power of community to unite, grow and transform individuals into their best selves. Their goal is to empower clients to maximize their independence and

harness past experiences as strengths and wisdom to help them succeed in the future. We have been implementing YPI's in Boston since 2006, having worked in five challenged neighborhoods and the Police Academy, training over 500 youth and 300 police officers. Our trainings have also included two YPI trainings with Somali youth.

If funded, in partnership with the Police Foundation, NAFI commits to coordinating and implementing the orientations and YPI sessions as well as follow-up leadership programs in collaboration and coordination with SCCA and the Boston PD. We will also work closely with SCCA in the implementation of youth leadership program. In addition, we commit to including two SCCA trainers in our YPIP Train the Trainers program to ensure the sustainability of the program beyond the project period.

We look forward to working with the Police Foundation on this valuable project.

Sincerely,

(b) (6)

A black rectangular redaction box covering the signature of Jay Paris.

Jay Paris
Director, Program Development

August 23, 2016

James Bueermann, President
Police Foundation
1201 Connecticut Avenue, NW
Suite 200
Washington, DC 20036

Dear Mr. Bueermann,

The Boston Police Department (BPD) is pleased to partner with the Police Foundation, the North American Family Institute (NAFI), and the Somali Community and Cultural Association to support the Police Foundation's proposal for funding from the Department of Homeland Security to support the Youth and Police Initiative Plus (YPIP) project in Boston, Massachusetts, in response to the Countering Violent Extremism (CVE) Grant Program (DHS-16-OCP-132-00-01). The goal of this project is to build and foster community resilience to violent extremist recruitment and radicalization among Somali immigrant families, particularly Somali youth, in the Boston metropolitan area.

In partnership with the Police Foundation, we propose to implement the YPIP program in the Roxbury neighborhood of Boston, in collaboration with the Somali Community and Cultural Association (SCCA). YPIP is a program that builds upon NAFI's established Youth and Police Initiative (YPI) to incorporate research-based prevention strategies, specific to Somali youth, focused on building community resilience to violent extremism. The project will be implemented with six cohorts of 20 youth each, three girl-only cohorts and three boy-only cohorts, over a two-year period. The project will expand and bolster community led CVE activities in Boston; enhance the understanding of the violent extremist threat within the Boston Somali community; build trust between the Somali community and our department; and build resilience in the Boston Somali community, particularly among youth, to recruitment and participation in violent extremism.

Incorporated in 1970, the Police Foundation is the oldest nationally known, independent, nonprofit, non-partisan, and non-membership driven organization dedicated to improving policing in America. They have been on the cutting edge of police innovation for over 45 years, working with local law enforcement agencies, as well as federal partners, state governments, cities, counties, and private partner organizations, to provide training and technical assistance related to crime and policing. They are well equipped to coordinate this project, assess its effectiveness, and disseminate critical information, resources, and findings to stakeholders across the country.

The Boston Police Department is a department of 2,600 employees serving a city of approximately 610,000 residents. The department is dedicated to working in partnership with the community to fight crime, reduce fear and improve the quality of life in Boston's neighborhoods. Our mission is Community Policing. BPD recently worked with NAFI and SCCA to implement YPI with two cohorts of Somali-American youth, one cohort of girls and one cohort of boys. In addition, BPD has worked with NAFI to implement YPI in numerous neighborhoods with hundreds of youth and police officers.

If funded, in partnership with the Police Foundation, BPD commits to participating in the planning and coordinating of the YPIP program; identifying and committing BPD officers to participate in the YPI youth and police sessions at SCCA; and supporting SCCA's and NAFI's efforts to build capacity in the Somali community. In addition, we commit to continuing partnerships with SCCA and NAFI regarding sustainability of the program beyond the project period.

We look forward to working with the Police Foundation on this valuable project.

Sincerely,

(b) (6)

A large black rectangular redaction box covers the signature area, obscuring the name and any handwritten notes.

William B. Evans
Police Commissioner



Somali Community and Cultural Association

August 10, 2016

James Bueermann, President
Police Foundation
1201 Connecticut Avenue, NW
Suite 200
Washington, DC 20036

Dear Mr. Bueermann,

The Somali Community and Cultural Association (SCCA) is pleased to partner with the Police Foundation, the North American Family Institute (NAFI), and the Boston Police Department to support the Police Foundation's proposal for funding from the Department of Homeland Security (DHS) to support the YPIP project in Boston, Massachusetts, in response to the Countering Violent Extremism Grant Program (DHS-16-OCP-132-00-01). The goal of this project is to build and foster community resilience to violent extremist recruitment and radicalization among Somali immigrant families in the Boston metropolitan area.

In partnership with the Police Foundation, we propose to implement the YPIP program in the Roxbury neighborhood of Boston, at our offices and additional partner sites in the community. YPIP is a program that builds upon our established Youth and Police Initiative (YPI) to incorporate research-based prevention strategies, specific to Somali youth, focused on building community resilience to violent extremism. The project will be implemented with six cohorts of 20 youth each, four girl-only cohorts and four boy-only cohorts, over a two-year period. The project will expand and bolster community led CVE activities in Boston; enhance the understanding of the violent extremist threat within the Boston Somali community; build trust between the Somali community and the Boston Police Department; and build resilience in the Boston Somali community, particularly among youth, to recruitment and participation in violent extremism.

Incorporated in 1970, the Police Foundation is the oldest nationally known, independent, nonprofit, non-partisan, and non-membership driven organization dedicated to improving policing in America. They have been on the cutting edge of police innovation for over 45 years, working with local law enforcement agencies, as well as federal partners, state governments, cities, counties, and private partner organizations, to provide training and technical assistance related to crime and policing. They are well equipped to coordinate this project, assess its effectiveness, and disseminate critical information, resources, and findings to stakeholders across the country.

I founded the Somali Community and Cultural Association in 2008, as a first generation Somali immigrant. Our mission is to empower Somali women through education, support, and services, and to elevate the role of Boston's Somali community in the political, social, and economic life of the city. We work with the Boston Police Department (BPD) to bridge the gap between law enforcement and the Somali and Muslim Community. This year we hosted the first FBI Somali youth academy, as well as the first law enforcement and community iftar, with two

hundred people in attendance, including local leaders from the BPD and FBI. I am proud to represent the Somali community in a variety of forums, including at the recent White House summit on the prevention of radicalization, and in a meeting with DHS.

If funded, in partnership with the Police Foundation, SCCA commits to participating in the planning and coordinating of the YPIP program; identifying and recruiting approximately 120 Somali youth and families to participate in the program; working closely with NAFI to implement the program sessions and provide case management and parental engagement; addition, we commit to continuing partnerships with BPD and NAFI to ensure the sustainability of the program beyond the project period.

We look forward to working with the Police Foundation on this critical project.

Sincerely,

(b) (6)

Deeqo Jibriil
Founder and President



U.S. Department of Justice

Carmen M. Ortiz
United States Attorney
District of Massachusetts

Main Reception (617) 748-3100

John Joseph Moakley United States Courthouse
1 Courthouse Way, Suite 9200
Boston, Massachusetts 02210

August 31, 2016

Mr. George Selim, Director
Office for Community Partnerships
Department of Homeland Security
Washington, D.C.

Re: Certification Letter - Countering Violent Extremism (CVE) Grant Program
DHS-16-OCP-132-00-01

Dear Mr. Selim:

As you are aware, the Police Foundation, in partnership with the Somali Community and Cultural Association (SCCA), the North American Family Institute (NAFI) and the Boston Police Department, is applying for the above-referenced DHS grant solicitation. The U.S. Attorney's Office would like to certify its relationship with the Boston Police Department, SCCA and NAFI who, for several years, have been partnering together to serve and support Somali-American youth and families in the Boston area.

For many years, the U.S. Attorney's Office has worked with the Boston Police Department on a range of prevention and reentry initiatives. Similarly, we have been engaged in resilience-building activities coordinated by the local partners for about three years. We have regular contact with both the Boston Police Department and SCCA who participated in the Greater Boston Collaborative which developed a locally-driven comprehensive framework that promotes multidisciplinary solutions to countering violent extremism. The feedback provided by these partners substantially contributed to the *Framework for Prevention and Intervention Strategies: Incorporating Violent Extremism into Violence Prevention Efforts* which is one of few U.S.-developed and published frameworks. These partners, who continue to collaborate on a regular basis together and with the U.S. Attorney's Office, have demonstrated familiarity with the nuances of and sensitivities around this controversial issue.

The U.S. Attorney's Office looks forward to continuing its relationship with the partners. If you would like further information on our involvement with the partner applicants, please feel free to contact Brandy Donini-Melanson, Law Enforcement Coordinator, at (b) (6).

Sincerely,

(b) (6)

CARMEN M. ORTIZ
United States Attorney

Appendix B – Bios and Resumes

Frank Straub, Director of Strategic Studies
Police Foundation

Jay Paris, Director of Programs
North American Family Institute

Deeqo Jibril, Founder/Executive Director
Somali Community and Cultural Association

Jennifer Maconochie, Director of Strategic Initiatives & Policies
Boston Police Department

Julie Grieco, Senior Research Associate
Police Foundation



Frank G. Straub, Ph.D.
Director of Strategic Studies
The Police Foundation
(b) (6)

CAREER BRIEF

Law enforcement executive who has developed and implemented nationally recognized community policing programs and led the reform of police departments. My accomplishments in community policing, juvenile justice, crisis intervention, and agency reform have been acknowledged by the White House, Congress, requests to speak at national conferences, and described in numerous publications.

PROFESSIONAL BACKGROUND

Director of Strategic Studies **2016 - Present**
Police Foundation, Washington DC

Provide oversight and leadership to strategic studies, projects and research; develop funding strategies; provide direction and oversight to Foundation staff; supervise and/or write research papers and grant proposals.

Current projects include: Critical Incident Review of the San Bernardino Terrorist Attack, Minneapolis Police Department After Action Review, Critical Incident Review of the Kalamazoo Shooting.

Chief of Police **2012-2015**
City of Spokane, WA

Reengineered the Spokane Police Department in response to the community's demand for police reform following a deadly use of force incident and the police officer's conviction on civil rights and obstruction of justice violations in federal court.

- Implemented all Spokane Use of Force Commission reform recommendations in 18-months and initiated a collaborative reform process with the U.S. Department of Justice, Office of Community Oriented Police Services.
- Reduced serious crime by over 8% in 2014, reversing six years of double-digit crime increases through data-driven enforcement and community engagement. In 2015, reduced serious crime by an additional 12%.

- Established a Chronic Offender Unit to focus on the most active adult and juvenile property crime offenders. The Unit assists offenders connect to services and follows their cases through the court process. In 2014, residential burglaries were reduced by more than 20%, in part because of the Unit's efforts.
- Led the creation of the City's first community court in collaboration with municipal court judges, public defenders, city prosecutors and service providers.
- Created a summer youth athletic league, implemented the Youth & Police Initiative, and the Restore Our Kids program to improve police-youth relations; reduce youth violence and gang involvement; and provide alternatives to out of school suspension.
- Led the creation of the Family Justice Center in collaboration with YWCA, City and County Prosecutors' Offices, and the Spokane County Sheriff's Office to address domestic violence.
- Required all officers to complete 40-hours of crisis intervention training (CIT).
- Implemented a body worn camera program.
- Reduced police officer use of force incidents by 22% in 2014.

**Director of Public Safety
City of Indianapolis/Marion County**

2010 – 2012

Led the department's six divisions that employed 3,500 police officers, fire fighters, emergency medical, homeland security, communications, and animal care and control professionals serving the 11th largest city in the United States. Administered a \$425 million budget.

- Created a unified and fully integrated department that provided seamless coordination and collaboration between multiple public safety disciplines to manage daily operations, major events, and respond to critical incidents.
- Introduced evidence-based policing practices, data-driven enforcement strategies, expanded community partnerships, prevention and intervention programs. Under my direction, the Indianapolis Metropolitan Police Department reduced homicides to the lowest number in 20 years.

- Established the Office of Police Accountability (OPA) creating civilian oversight of internal affairs investigations, audits and inspections.
- Led the creation of the City's first prisoner reentry program through collaboration with the Mayor's Office, corrections officials, and various service providers to create.
- Assigned a team of police officers to Eskenazi Medical Center's Prescription for Hope program to reduce violence-related injury and repeated criminal activity through hospital-based intervention and education programs.
- Established the Youth & Police Initiative, partnered with the 10 Point Coalition, and other community-based programs to reduce youth violence and gang involvement.

**Public Safety Commissioner
City of White Plains, NY**

2002 – 2010

Led the department's 400 police officers, fire fighters, and contract EMS personnel in the delivery of integrated public safety services. Administered \$50M budget.

- Reduced serious crimes by 40%, initiating data-driven enforcement and community policing strategies. These strategies were recognized in my testimony before the U.S. House of Representatives Judiciary Committee in June 2008.
- Created the Youth-Police Initiative in collaboration with the North American Family Institute to reduce youth violence and improve community-police relations.
- Created the first police/mental health practitioner response team and the first Prisoner Reentry Program in Westchester County.

**Deputy Commissioner of Training
New York City Police Department**

2001 – 2002

- Led police recruit, in-service, promotional and executive training for all sworn and civilian members of the department.
- Developed and implemented NYPD-wide counter-terrorism training following the 9/11 terrorist attacks.

Executive Deputy Inspector General **1999 – 2001**
Office of the New York State Inspector General

- Directed all public corruption investigations conducted by a staff of 90 attorneys, auditors, and investigators. Jurisdiction included 50 agencies and public authorities.

U.S. Department of Justice **1990 – 1999**
Office of the Inspector General

- Special Agent in Charge, Research & Analysis Unit
- Assistant Special Agent in Charge, New York Field Office
- Special Agent, New York Field Office

Special Agent, New York Field Office **1987 – 1990**
U.S. Naval Investigative Service

Special Agent, New York Field Office **1984 – 1987**
U.S. Department of State, Bureau of Diplomatic Security

EDUCATION

Ph.D. in Criminal Justice **1997**
The Graduate Center, City University of New York

Dissertation: The Evolution of Corruption Control Strategies in the New York State Department of Correctional Services 1971-1990

M.A. in Forensic Psychology **1990**
John Jay College of Criminal Justice

B.A. in Psychology **1980**
St. John's University

SELECTED PUBLICATIONS

Straub, Frank and Robert Haas (May 2016). "Learning from Near Misses: The Law Enforcement Officer (LEO) Near Miss System." Police Chief.

James, Lois; Fridell, Lorie; and Straub, Frank. (February 2016). "Psychological factors impacting on officers decisions to use deadly force: The Implicit Bias v. Ferguson Effects." Police Chief.

Straub, Frank (October 2015). "Collaborative Reform in Spokane, WA: A case study and its implications for reform." Police Chief.

Advisor to the Center for Court Innovation's Police-Teen Dialogue Toolkit. Released by the U.S. Department of Justice, Office of Community Oriented Policing Services (October 2015).

Straub, Frank (November 2008). "Policing Cities: Reducing violence and building communities." Police Chief.

O'Connell, Paul E. and Frank Straub (Spring 1999). "Why the Jails Didn't Explode." City Journal.

BOOK & BOOK CHAPTERS

O'Connell, Paul E. and Frank Straub (2007). Performance-Based Management for Police Organizations. Long Grove, Ill., Waveland Press.

"Why the Jails Didn't Explode" in The Millennial City: A New Urban Paradigm for 21st-Century America. Magnet, Myron(ed) (2000). New York: Ivan R. Dee.

SELECTED PRESENTATIONS

"Perspectives on American Policing & 21st Century Police Reform." Keynote at the Inter-American Development Bank's Workshop on Communicating Crime & Prevention. Washington DC (November 16, 2015).

"Reports from the Field." White House Community Policing Forum (July 23, 2015).

"Say What? Police-Youth Dialogue as a Means to Build Community Trust." International Association of Chiefs of Police Conference (October 24-27, 2015).

"Reducing Force and Building Community Trust by Adopting Crisis Intervention & Social Interaction Training." International Association of Chiefs of Police Conference (October 24-27, 2015).

"From the Lab to the Street: Body Cameras to Data Analysis & Wide-Area Video." International Association of Chiefs of Police Conference (October 24-27, 2015).

"A Safe Neighborhood to Call Home." National Summit on Your City's Families, National League of Cities (November 13, 2014).

"Innovations from Mid-Size Agencies: Benchmarking, Fiscal Accountability for Officers & Leadership Development through Inter-Agency Exchange." International Association of Chiefs of Police Conference (October 25-28, 2014).

"Partners in Pretrial Reform: How to Effectively Engage Law Enforcement and Elected Officials." National Conference of the National Association of Pretrial Services Agencies (September 7-10, 2014).

TEACHING EXPERIENCE

Indiana University/Perdue University **2011 – 2012**
School of Public & Environmental Affairs (Graduate Program)

John Jay College of Criminal Justice **1997 - 2010**
Graduate Program, Department of Public Management

PROFESSIONAL ASSOCIATIONS

International Association of Chiefs of Police

Former Co-Chair - Research Advisory Committee
Member - Juvenile Justice and Child Protection Committee
Faculty Member - Juvenile Justice Institute

Police Executive Research Forum

Member

JAY PARIS

EDUCATION

Princeton University, Princeton, NJ

BA, Art History

Boston University, Boston MA

Graduate work in Social Education

Bennington College, Bennington, VT

MFA in Literature and Creative Writing

PROFESSIONAL EXPERIENCE

- 1971 - 1974 **Massachusetts Department of Youth Services** -- Director of Title I Education;; Supervision of special educational projects, including art, drama and music for 1,000 children at risk.
- 1975 - 1993 **Assignment Photojournalist** -- book author and editor for national publishers including *Yankee*, *National Geographic*, *Reader's Digest*, *Time*, *Florida's Sun Sentinel's Sunshine magazine* and *Boston Globe Sunday Magazine*:
- 1993 – 1998 **Outbound Traveler Magazine** --Founding Publisher/Editor-in-chief, , Marblehead, MA; national travel magazine for travel planners and consumers seeking insider information.
- 1997 - 1999 **World Monuments Fund** -- Endangered Monuments Watch project:: Awarded grant from American Express to direct, develop and implement national fundraising initiative to support the World Monuments Fund's 100 Most Endangered Monuments.
- 2000 – 2001 **North American Family Institute** -- Executive Director of NFI Center in Boston MA. Oversaw development, operations and fund-raising efforts of residential school for youths at risk. Annual budget of \$5.5 million.
- 2001 to Present **North American Family Institute** – Director of Program Development and Services --Manage Business Development and Marketing; responsible for marketing NAFI's unique approach to education and treatment; develop new business and oversee special fund-raising projects, including foundation grants. Supervise corporate staff and coordinate regional fund-raising efforts.
- 2007 to Present **North American Family Institute** -- Director of Prevention, NAFI's prevention and early intervention division, developing designs and pilots of community impact projects.
- 2012 Co-Artistic Director, **Hoop Suite**, a multi-disciplinary performance that has toured on stages throughout New England.

(b) (6)

(b) (6)

JAY PARIS (Continued)

AUTHORED BOOKS

- 1991 *Too Young to Die*, Beekman Press, a non-fiction compendium of famous Americans who died before their time
- 1992 *Nova Scotia: A Walking Guide*, Walking Magazine Press
- 1999 *100 Best All-Inclusive Resorts of the World*, Globe-Pequot Press: In 2000, remained in Amazon.com's top seller list for three months; 2001, second edition, Globe Pequot Press
- 1999 *A Study of Culture and Heritage in Europe: A Manual for Travel Counselors*, Institute for Certified Travel Agents; text book reviewing heritage and culture of 25 European countries

ORGANIZATIONS

2012 – present Anna Myer and Dancers Board of Directors, President

2008 to 2012 – Marblehead Rowing Club Board of Directors

2013 – Dickey Foundation, Founding Executive Director

(b) (6)

(b) (6)

**Deeqo Jibril, Founder and Executive Director
Somali Community and Cultural Association (SCCA)**

Deeqo Jibril, born in Somalia, is an entrepreneur, humanitarian, and ardent activist of social justice. Being a single mother of four children she exemplifies a new generation of African women and her strength of character sets a uniquely valuable model for women of African origin to emulate. She has worked with the ABCD Housing Department as a Case Coordinator helping immigrants to understand and obtain affordable housing and has worked for the political campaigns of Jarrett Barriers, Governor Patrick and Senator Elizabeth Warren.

As the founder and Executive Director of the Somali Community and Cultural Association (SCCA) in Boston, Jibril works to elevate the role of Boston's Somali community in the political, social, and economic life of the city. She is also the founder of African Mall in Roxbury, an oasis of African-owned small businesses working together in a spirit of cooperation. In recognition for this work, Jibril was chosen by the Massachusetts Commissioner on the Status of Women as one of their "Unsung Heroes." Jibril recently represented the Somali community at the White House summit on the prevention of radicalization and in a meeting with the Department of Homeland Security (DHS). She works with the Boston Police Department to bridge the gap between Law Enforcement and the Somali and Muslim Community. She organized the first FBI Somali youth academy as well as the first law enforcement and community Iftar with two hundred people in attendance, including local leaders from the BPD and the FBI.

**Jennifer Maconochie, Director of Strategic Initiatives & Policies
Boston Police Department**

Jennifer Maconochie serves as Director of Strategic Initiatives & Policies for the Boston Police Department (BPD). In this role she is responsible for providing leadership on strategic initiatives and projects of the BPD and the City, including complex multi-agency collaborations, and developing policies on priority issues facing the Department based on national best practices and standards. She has over 18 years of experience in fostering innovation and excellence in policing through strategic planning, program and partnership development, research and evaluation, and resource development.

Jen served as the Director of the Office of Strategic Planning and Research for four years, and prior to that was the Deputy Director for three years. Jen holds a BA in Criminology from the University of Southern Maine, an MS in Criminal Justice from Northeastern University, and achieved Ph.D. Degree Candidacy status in the Law, Policy, and Society Doctoral Program at Northeastern University, concentrating on urban violence. She is a member of the LeadBoston Class of 2012, an executive leadership program focused on civic engagement and social responsibility. In 2007, she attended both the Police Executive Research Forum's Senior Management Institute in Policing, and the FBI Law Enforcement Executive Development Association's Command Institute. In 2004 Jen was selected as a recipient of the Henry L. Shattuck Award – a prestigious award given annually by the Boston Municipal Research Forum for excellence in public service. Her areas of interest for research, policy and programming include: urban youth and gang violence, diversity issues, community policing, partnerships with community based organizations, and other public safety topics.



JULIE GRIECO
Senior Research Associate
Police Foundation
(b) (6)

CAREER BRIEF

Julie Grieco is a Senior Research Associate at the Police Foundation, where she works on various projects in data collection and analysis, as well as training and technical assistance. In her previous role at the Center for Evidence-Based Crime Policy, she managed a variety of projects focusing on the translation of research evidence into everyday practices for law enforcement agencies.

PROFESSIONAL BACKGROUND

June 2016 – present

Senior Research Associate

Police Foundation, Washington DC

Responsible for providing research and evaluation guidance and oversight to numerous research projects, including the collection and analysis of officer-involved shooting data, the law enforcement public data initiative (PDI), and a project evaluating the effectiveness of hotspot policing strategies.

2011 – June 2016

Graduate Research Assistant

Center for Evidence Based Crime Policy, Dept. of Criminology, Law and Society, George Mason University

Supported the implementation of the Matrix Demonstration Project, which is a project that collaborates with multiple police agencies and international organizations to develop free tools to be used in translating and institutionalizing research findings into daily practices.

EDUCATION

2016 Ph.D., George Mason University
Criminology, Law and Society

2008 M.A. Marymount University
Forensic Psychology

2007 B.S. University of Central Florida
Psychology

PEER-REVIEWED PUBLICATIONS

Grieco, J., Vovak, H., Lum, C. (2014). Examining Research–Practice Partnerships in Policing Evaluations. *Policing: A Journal of Policy and Practice*, 8(4), 368-378.

Cave, B., Telep, C., **Grieco, J.** (2014). Rigorous evaluation research among US police departments: special cases or a representative sample? *Police Practice and Research: An International Journal*. doi: 10.1080/15614263.2014.888348

Lum, C., Telep, C., Koper, C., **Grieco, J.** (2012). Receptivity to Research in Policing. *Justice*,

PRESENTATIONS

Grieco, J. Individual Openness to Evidence-Based Policing: Attitudinal Shifts in Academy Recruits. Presented at the 2015 American Society of Criminology Conference: Washington, DC.

Grieco, J. Assessing Individual Receptivity: Measures from Police Academy Recruits. Poster presented at the 2015 Academy of Criminal Justice Science Conference: Orlando, FL.

2014

Grieco, J. Police Recruits: Attitudes toward the Use of Research over the Course of Academy Training. Presented at the 2014 American Society of Criminology Conference: San Francisco, CA.

Grieco, J. Academy Recruit Attitudes in the Context of Evidence-Based Policing. Presented at the 2014 Scottish International Policing Conference: Edinburgh, United Kingdom.

Grieco, J. Receptivity to evidence-based tactics among police academy recruits. Presented at the 2014 Academy of Criminal Justice Science Conference: Philadelphia, PA.

2013

Grieco, J., Vovak, H. Police partnerships and the research affiliations in evidence-based assessments. Presented at the 2013 American Society of Criminology Conference: Atlanta, GA.

Grieco, J., Vovak, H. Police-researcher Partnerships in crime control evaluation. Presented at the 2013 International Association of Chiefs of Police Conference: Philadelphia, PA.

Grieco, J., Vovak, H. Police-Researcher Partnerships in Crime Control Evaluation. Presented July 9 at the International Conference on Evidence-Based Policing: Cambridge, United Kingdom.

2012

Grieco, J., Cave, B., Telep, C.W. (2012). Repeat Players and Rigorous Police Evaluation Research. Presented at the American Society of Criminology Conference: Chicago, IL.

CURRENT AND PAST PROJECTS

2011-present

The Evidence-Based Policing Matrix Demonstration Project
Bureau of Justice Assistance Grant #2011-DB-BX-K012

Principle Investigators: Cynthia Lum and Christopher Koper

Position: Graduate Research Assistant

- The Matrix Demonstration Project collaborates with multiple police agencies and international organizations to develop free tools to be used in translating and institutionalizing research findings into daily practices
- Project functions:
 - Point of contact for the Academy Receptivity demonstration, involving scheduling site visits and coordinating surveys to police academy recruits in waves, analyzing data, developing interview protocols and attitudinal constructs for future work in the area

- Reviewing research for the Evidence-Based Policing Matrix, to include literature searches, writing summaries, and physically updating the database
- Coordinator of site visits for the Building Trust and Confidence with Communities demonstration, including development of the step-by-step modules guide
- Sole manager of the ongoing e-Consortium database
- Editing and maintenance of all web pages falling under the Demonstration Project
- Coordinating and maintaining quarterly reports to BJA

TEACHING EXPERIENCE

2014

George Mason University
Introduction to Criminology (CRIM210)

2015

George Mason University
Crime and Crime Policy (CRIM305)

HONORS, AWARDS, AND ACHIEVEMENTS

Dean's Challenge Fellowship, George Mason University (\$5000)

2015

PROFESSIONAL ASSOCIATIONS

American Society of Criminology

Division of Experimental Criminology

Division of Policing

Academy of Criminal Justice Sciences

Criminology, Law and Society Student Association (CLSSA)

Secretary, 2014-2015

Webmaster, 2013-2014

Member, 2011-present

Police Research Group at George Mason University

Student member, 2011-present

ACJS Inaugural Doctoral Student Summit 2015

Participant

CLSSA Mentorship Program

Mentor, 2015-present

Project Timeline																									
Task	Responsible Partner	Project Period - 24 months (beginning December 2016)																							
		Months																							
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Task 1. Planning																									
Scheduling YPIP Activities	NAFI and SCCA	x	x	x																					
DHS Review of YPI curricula	PF to DHS		x	x																					
Additional Partner Engagement	PF	x	x	x																					
Youth Recruiting	SCCA		x	x																					
Evaluation Planning	PF	x	x	x																					
Task 2. YPIP Implementation																									
YPI - Six Week Course	NAFI and SCCA				x	x		x	x		x	x		x	x		x	x		x	x				
Youth Leadership Development	NAFI					x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x		
Case Management and Mentoring	SCCA and NAFI				x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Parent Engagement Sessions	SCCA				x	x		x	x		x	x		x	x		x	x		x	x			x	
Community Linkages	SCCA					x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Police Information Sharing*	BPD					x			x			x			x			x			x				
Task 3. YPIP Evaluation																									
Design Evaluation Tools	PF	x	x	x																					
Administer Pre-Program Assessments	PF and NAFI				x			x			x			x			x			x					
Administer Post-YPI Assessments	PF and NAFI					x			x			x			x			x			x				
Administer Follow Up Assessments	PF and SCCA								x			x			x			x			x			x	
Administer and Analyze BPD participant data	PF and BPD					x			x			x			x			x			x				
Task 4. YPIP National Outreach and Information Sharing																									
Establish Webpage with Resources	PF	x	x	x																					
Continuously Upload Relevant Resources	PF		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Establish Peer-to-Peer Forum for Somali Community Organizations	PF		x																						
Engage Somali Community Organizations	PF and SCCA			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Share CVE Program Evaluation Resources	PF			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Share YPIP Evaluation Findings	PF														x	x	x	x	x	x	x	x	x	x	x
Task 5. Sustainability																									
Train the Trainers Program Participation	NAFI									?	?	?													
Webpage Transferred to SCCA	PF																							x	
Project Report	PF																								x
Task 6. Project Management																									
Project Management		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Project Reporting			x			x			x			x			x			x			x			x	x

* Scheduled activities; critical information sharing will occur throughout the project on an ongoing basis as necessary, based on credible threats.



**DEVELOPING RESILIENCE TO VIOLENT EXTREMISM
IN THE BOSTON SOMALI COMMUNITY**

**IN RESPONSE TO: NOFO: DHS-16-OCP-132-00-01
COUNTERING VIOLENT EXTREMISM GRANT PROGRAM**

FOCUS AREA 1: DEVELOPING RESILIENCE

**SUBMITTED BY:
POLICE FOUNDATION
1201 CONNECTICUT AVENUE, NW, #200
WASHINGTON, DC 20036**

**SUBMITTED TO:
U.S. DEPARTMENT OF HOMELAND SECURITY
OFFICE FOR COMMUNITY PARTNERSHIPS**

DUE: 9/6/16

EXECUTIVE SUMMARY

The Police Foundation proposes to partner with the North American Family Institute (NAFI), the Somali Community and Cultural Association (SCCA), and the Boston Police Department (BPD) to implement the **Youth and Police Initiative Plus (YPIP) program**, with a goal to build and foster community resilience to violent extremist recruitment and radicalization among Somali immigrant families in the Boston metropolitan area. Program objectives are to:

1. Expand and bolster community-led Countering Violent Extremism (CVE) activities in Boston.
2. Enhance understanding of the violent extremist threat within the Boston Somali community.
3. Build trust between the Somali community and the Boston Police Department.
4. Build resilience in the Boston Somali community, particularly among youth, to recruitment and participation in violent extremism.

YPIP builds upon an established program to incorporate research-based prevention strategies, specific to Somali youth, focused on building community resilience to violent extremism. DHS CVE funding will support the implementation of YPIP with 120 youth and their families, over a two-year period, in the Roxbury neighborhood of Boston. A YPIP webpage, dedicated to sharing information about this project with Somali communities across the country and in Canada, will be developed, and will include a forum for peer-to-peer discussions among organizations doing similar work, or interested in doing similar work.

Research suggests that the interaction of three risk factors increases a Somali male youth's risk for violent extremism – 1) unaccountable times and unobserved spaces; 2) perceived social legitimacy for violent radicalization and terrorist recruitment; and 3) the presence of recruiters and associates. YPIP focuses on building protective factors to counter these risks. YPIP includes Interactive Training Sessions between Somali youth and BPD officers; Case Management and Mentoring; Parent Engagement and Education; Community Linkages; Leadership Development; and Police Information Sharing.

Total Proposed Cost: \$499,835

YPIP Activities: \$337,200

Evaluation: \$15,000

Resource Development and Information Sharing: \$36,000

Project Management and Reporting: \$33,635

Indirect Costs: \$78,000

TECHNICAL APPROACH

Program Overview and Focus Area Objectives: The Police Foundation proposes to partner with the North American Family Institute (NAFI), the Somali Community and Cultural Association (SCCA), and the Boston Police Department (BPD) to implement the **Youth and Police Initiative Plus (YPIP) program**, with a goal to build and foster community resilience to violent extremist recruitment and radicalization among Somali immigrant families in the Boston metropolitan area. Program objectives are to:

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2. Enhance understanding of the violent extremist threat within the Boston Somali community.
3. Build trust between the Somali community and the Boston Police Department.
4. Build resilience in the Boston Somali community, particularly among youth, to recruitment and participation in violent extremism.

YPIP builds upon NAFI's established Youth and Police Initiative (YPI) to incorporate research-based prevention strategies, specific to Somali youth, focused on building community resilience to violent extremism. Funding will support the implementation of YPIP with six cohorts of 20 youth each, three girl-only cohorts and three boy-only cohorts, over a two-year period, in the Roxbury neighborhood of Boston, at a location designated by SCCA.

YPI Background: YPI was developed by NAFI approximately ten years ago to improve police-community relations in disadvantaged neighborhoods. To date YPI community programs have been implemented in 29 US cities, including Boston, and two Caribbean countries; 2,615 youth and 1,984 police officers have participated. The goal of YPI is to build new trust between youth and police in two ways: to give participating youth new ways to understand, perceive, and deal with police authority, and to provide police with a new understanding of youth they encounter in economically challenged neighborhoods. The intent is for both parties to replace their negative perceptions of each other with understanding and new ways to communicate. YPI has improved police-community relations in participating sites, as measured by youth and police surveys, as well as crime, as measured by crime analysis in certain cities.

YPI is a highly structured, interactive training that occurs over six sessions. Initially, participating young people share aspects of their lives by telling about choices they have made. Police, in turn, are asked to share their stories about how they became officers. This exchange

moves both groups past stereotyping and negative histories. Other exercises include role playing, team building, and open dialogues. A key tenant of the training is that underneath the antipathy and mistrust youth have for police, there is also a curious attraction to their power and ability to use it. They are enticed by their capacity to carry weapons, their loyalty, and almost gang-like dress code. As they progress through the training, youth make personal connections to participating officers, experiencing the cognitive dissonance that accompanies change. The police, in turn, are surprised by the admiration their participation elicits from the youth and, most importantly, begin to identify with the teens' challenges while becoming role models.

A series of role-playing exercises, developed by the participants, provides an opportunity to see how the actions and language of youths and police officers can escalate street interactions. De-escalation techniques are practiced to build effective communication and resolve highly charged incidents. Team building exercises, sometimes done in public spaces, create opportunities for members of the police department to discuss YPI, as well as more general police-community issues, with youth, as well as community residents.

The final YPI event is a celebration dinner for participants, families, political and religious leaders, and community members to recognize the participants and their success in completing the program. During the dinner, participants discuss their YPI experiences, as well as their plans to continue building effective relationships.¹

Youth and Police Initiative Plus: While YPI was developed specifically to improve police – community relations, program evaluation findings suggest additional benefits for participating youth and families, including building trust, and reducing negative interactions. These attributes align with research identifying critical components for community-based CVE programming. Building upon YPI, YPIP will incorporate additional components to address violent extremism risk factors, with a particular focus on Somali youth. Research suggests that the interaction of three risk factors increases a Somali male youth's risk for violent extremism – 1) unaccountable times and unobserved spaces; 2) perceived social legitimacy for violent radicalization and terrorist recruitment; and 3) the presence of recruiters and associates.² This research identifies numerous potential protective resources, including family social support; access to services and

¹ A video of a YPI program completion celebration involving Boston Police Officers and Somali youth is available at: <https://www.youtube.com/watch?v=9W233Uo4ci8>. The US Attorney participated in this event.

² Weine, Stevan, and Osman Ahmed. "Building Resilience to Violent Extremism Among Somali-Americans in Minneapolis-St. Paul," Final Report to Human Factors/Behavioral Sciences Division, Science and Technology Directorate, U.S. Department of Homeland Security. College Park, MD: START, 2012.

helpers; parental talk with youth regarding threats; youth civic engagement; increased activities in supervised community spaces; increased civilian liaisons to law enforcement; and increased youth interactions with community police. YPIP expands upon the traditional YPI program to include components that specifically promote these protective resources that counter violent extremism, including Case Management and Mentoring; Parent Engagement and Education sessions; Community Linkages; Leadership Development; and Police Information Sharing.

YPIP Recruitment: SCCA will oversee youth recruiting through word of mouth, social media, and flyers shared during sermon prayers, working closely with area mosques.

Case Management and Mentoring: All YPIP youth will work closely with the SCCA Case Manager during the six week YPI sessions. The Case Manager will meet individually with each youth once/week to discuss strengths and challenges, goals, and supports. By the end of the six weeks, the Case Manager and youth will have developed a YPIP plan that incorporates activities and resources that each youth will engage in and pursue. Following weekly sessions, each youth will be assigned a mentor for the remainder of the project. Mentors will be Boston Somali young adults - local college students/graduates who have dealt with the same issues participants encounter. Mentors will be trained and supervised by the Case Manager. Mentors and/or the Case Manager will check-in with each youth and family weekly.

Parent Engagement and Education Sessions: YPIP will kick off with an Orientation Session that involves participating youth and families. The orientation will be led by a YPI master trainer, a BPD officer, and the SCCA Executive Director. This session will provide information to participants and will promote police-community relations. Additional parent engagement activities will include family YPI graduation ceremonies and parent/police trust-building & info sharing sessions. Parent/police sessions will occur quarterly, focused on building understanding and opening communication between BPD and the Somali community.

Community Linkages: The SCCA Case Manager and Mentors will assist youth with linkages to services, supports, and activities, as determined through their YPIP plan.

Youth Leadership Academy: YPI graduates will enter a leadership program that meets six times over three months. The Academy utilizes best practice curriculum of SOAR³, proven to be highly effective in addressing culture, leadership, identity and empowerment for multicultural

³ Marina Espinoza, Deborah (Debs) Gardner, and Sue Lerner. *SOAR: A Curriculum Module for Youth to Address Culture, Leadership, Identity & Empowerment*, 2013. Presented through www.childrenandyouth.org

youth between 13 and 17 years age who are at risk of disenfranchisement. Sessions are interactive and experiential, focusing on the power and capacity each young person has to have positive impact. In the process they will gain knowledge and confidence.

Each Youth Leadership session will be two-hours in duration, led by NAFI staff, Somali community members, and local partners. The notion of creating a teaching team that includes Muslims and non-Muslims is intentional to model collaboration, which is consistent with the message of the workshops: diversity is a strength that can enhance achievement in an open democracy. The six sessions will address the following topics:

1. Traditions, Family and Community—Finding Balance and Growth
2. Leadership Development
3. Substance Abuse Prevention and Being Healthy
4. Gangs, Radical Recruitment and Achieving Your Dreams
5. Job readiness
6. Civic Engagement

Police Information Sharing: Following the completion of the YPI component, participating BPD officers will report back to colleagues through roll calls regarding participating youth, cultural tips for engaging the Somali community, and recommendations for continued engagement. The Police Foundation will support BPD in developing training resources, such as presentations and/or videos, to share information specific to working with the Somali community. BPD will also share information with SCCA regarding known terrorism recruiting activities to better inform Somali parents in Boston.

YPIP Program Evaluation: PF will conduct an evaluation of YPIP using a longitudinal design that is applied to include three points of survey assessment for participating youth: before each cohort begins the YPI session, after completion of YPI, and a follow-up assessment three months after completion of YPI to allow for a moderate understanding of the longer-term effects of participation, and the impact of the mentoring and leadership activities. Due to time restraints, the follow-up assessment will only be conducted with the first four cohorts. Police officers will be administered a survey prior to beginning their participation, and after the conclusion of their participation. The youth survey instrument⁴ measures opinions toward police officers, as well as

⁴ Watts, B., & Washington, H. (2014). *Evaluability Assessment of the NAFI Youth & Police Initiative Training*. Center for Human Services Research University at Albany, State University of New York.

individual and collective relative deprivation, social disconnectedness, and attitudes toward ideology-based violence by others and own violent intentions (questionnaire adapted from Doosje et al.⁵). The officer survey instrument is adapted from the 2014 police YPI survey.⁶

Information Sharing with the Broader Community: As YPIP is planned and implemented, the Police Foundation will create and regularly update a webpage dedicated to sharing information about this project with Somali community organizations across the country and in Canada. The website will document project activities, share relevant resources and links, and post relevant project materials, and will include a forum for peer-to-peer discussions among organizations doing similar work, or interested in doing similar work. The website will also be a source of information regarding evaluation outcomes, as findings become available. The PF Team will draft an introductory email in English and Somali for Somali community organizations and leaders across the country, leveraging the contacts that SCCA's Executive Director has built through her work to date. SCCA will follow up with tweets and personal outreach to Somali community leaders. We will also work with our partners to place the link to this site on their webpages, promoting this project and encouraging a sharing of ideas and resources.

Project Tasks and Activities – Please see Appendix C for the proposed timeline/task chart.

Sustainability: NAFI and BPD are tentatively planning a YPI Train the Trainers session for mid-2017. NAFI will work with SCCA to identify two trainers from the Somali community to build SCCA's capacity to continue to implement YPI. Ownership of the YPIP website will be transferred to SCCA for ongoing updating. The project report will be posted on the YPIP and PF websites, and will be distributed and publicized on social media by all project partners.

Project Management: YPIP will be implemented through a partnership of the Police Foundation, NAFI, SCCA, and BPD. Qualified staff from each organization will be members of the project management team: Frank Straub, PF Director of Strategic Studies; Jay Paris, NAFI Director of Prevention; Deejo Jibril, SCCA Executive Director, and Jennifer Maconochie, BPD Director, Strategic Initiatives and Policies. Overall project management and grant reporting will be the responsibility of the Police Foundation. All partner organizations will ensure participants' civil rights, civil liberties, and privacy will be protected, through MOUs and policies established at the outset of the project. See Appendices A and B for commitments and qualifications.

⁵ Doosje, B., Loseman, A., & Bos, K. (2013). Determinants of radicalization of Islamic youth in the Netherlands: Personal uncertainty, perceived injustice, and perceived group threat. *Journal of Social Issues*, 69(3), 586–604.

⁶ Watts & Washington (2014).

NEEDS ANALYSIS

Background: With more than two million people scattered around the world, Somalis form a significant part of the world's diaspora population. Although Somalia has recently experienced an increase in stability, the diaspora community continues to grow due to security threats, drought, and famine. Close to one million Somalis continue to live in refugee camps in Kenya, Ethiopia, and Yemen.⁷

Somalis began coming to the United States in the 1960s to acquire education, professional training, and/or to pursue small business opportunities. Beginning in 1991, as militia armies defeated the government and the country plunged into civil war, Somali refugees fled to Europe, the United States, and Canada in more significant numbers. Many of these refugees witnessed violence and murder, and lost close family members; families were separated; many of those who fled the country left possessions and resources behind.⁸

Somali refugees settled in cities across the world; the largest North American populations reside in Minneapolis, Minnesota; Lewiston, Maine; Columbus, Ohio; Seattle, Washington; Portland, Maine; Boston, Massachusetts; and Toronto, Canada. The Census Bureau estimates that in 2010 there were approximately 120,102 Somali immigrants in the U.S., the largest African refugee population in the country. There are approximately 8,000 Somalis living in the greater Boston area, and another 2,000 estimated across Massachusetts. Roxbury and Charleston are home to the largest concentrations of Somalis, with smaller communities in Dorchester, Jamaica Plain and East Boston.⁹

Immigrant Experience – Economic Risk Factors: It can be argued that immigrants fleeing wars are more vulnerable and unprepared for their new environment than immigrants from more stable environments. Many immigrants from worn torn countries suffer from trauma and other psychological issues. Younger Somalis, even though they are born in the United States, deal with unique issues resulting from the traumatic experiences of their parents, and the economic, social, and cultural conditions their families face in the U.S. Other barriers include language, as well as limited awareness of how to access even the most basic community services.

⁷ United Nations High Commissioner for Refugees (UNHCR) "Refugees in the Horn of Africa: Somali Displacement Crisis". <http://data.unhcr.org/horn-of-africa/regional.php>. Accessed 8/15/16.

⁸ Connor, Phillip and Jens Manuel Krogstad. "Five Facts About the Global Somali Diaspora," Pew Research Center: <http://www.pewresearch.org/fact-tank/2016/06/01/5-facts-about-the-global-somali-diaspora/>. Accessed 8/15/16.

⁹ Camacho, Paul R., Abdi Dirhe, Mohamoud Hiray and Mohamed J. Farah (2014). "The Somali Diaspora in Greater Boston," *Trotter Review*: Vol. 22, Iss. 1, Article 6, p. 103.

Although many Somali families who arrived in the U.S. before 1990 are well-educated and considered middle class, many post-1990 refugees live in economically challenged, minority-dominated neighborhoods, with children attending large public schools with limited resources. Lack of formal qualifications and limited English language skills have led to unemployment, economic difficulties, and dependence on public assistance. As a result, over half of all Somali families in the U.S. live below the poverty level.¹⁰ An estimated 90% of the Somali community in Boston lives in some form of subsidized housing, either in public housing or using Section 8 vouchers. Home ownership rates are low; financial insecurity is the norm.

Nearly 100% of Somalis are Muslims. According to a June 15, 2015, *New York Times* article, there are approximately 70,000 Muslims in the city and suburbs. There are approximately 28 mosques or centers that host Islamic services in Massachusetts, New Hampshire and Rhode Island. At least eight mosques are located in the City of Boston. Masjid Al-Taqwa serves the Somali community exclusively.¹¹

Violent Extremist Concerns – Political Risk Factors: As Somalia's civil war continued during the 1990s and into the 2000s, the instability ultimately gave rise to the Harakat Shabaab al Mujahidin, commonly known as al Shabaab (translated as "the youth") and affiliated with al Qaeda. Al Shabaab was recognized as a Foreign Terrorist Organization by the United States in 2008 and has claimed responsibility for many bombings and assassinations in the horn of Africa. Al Shabaab is predominantly focused on destabilizing the Somali centralized government. During the late 2000s, they were successful in recruiting over 25 Somali-American youth to Somalia to join al Shabaab to fight for the replacement of the Somali government with a theocratic state.

More recently, Somali-American youth have been actively recruited by the Islamic State in Syria and Iraq (ISIS), primarily in the Minneapolis-St. Paul area. Despite the fact that there is no case of a Somali-American traveling outside the United States, returning, and engaging in politically or religiously motivated violence, the Somali-American community is at-risk, given the prior recruiting efforts by al Shabaab. In October 2011, the *New York Times* reported that a

¹⁰ Harinen, Paivi, Ville-Samuli Haverinen, Marko Kananen and Jussi Ronkainen (2014). "Contexts of Diaspora Citizenship: Citizenship and Civic Integration of Somalis in Finland and the United States," *Bildharn: An International Journal of Somali Studies*, vol. 13, Article 8, p. 85.

¹¹ Camacho, Dirshe, Hiray and Farah, p. 107 and Shane, Scott (June 15, 2015). "Boston Muslims Struggle to Wrest Image of Islam from Terrorists," *The New York Times*. <http://www.nytimes.com/2015/06/16/us/boston-muslims-struggle-to-wrest-image-of-islam-from-terrorists.html> Accessed 8/15/16.

Somali-American was identified as the bomber in an attack that killed several African peacekeepers in Mogadishu. These events intensified law enforcement scrutiny on the Somali community, reinforcing negative stereotyping from law enforcement regarding the Somali community, and consequently from the Somali community regarding law enforcement. In Boston, the Boston Marathon bombing added to these tensions.

Somali Youth – Sociological and Cultural Risk Factors: Like many first and second-generation immigrants, Somali-American youth live two lives – one in their homeland and the other on Main Street, USA. According to Deejo Jibril, a leader in Boston’s Somali community, many Somali youth do not feel comfortable in either environment – they feel disconnected from their parents’ traditional Somali culture and values, yet not well-integrated or accepted in the broader Boston community. Many do not value their Somali roots; in many cases, families do not discuss Somalia, the Somali conflict, or parents’ experiences in Somalia – often as a result of the trauma and losses families experienced there. This leaves many Somali youth with limited understanding and knowledge of their heritage and Somalia’s history, widening the gulf between parents and children, causing significant intergenerational conflict.

One of the major tasks of adolescence, psychologists point out, is to develop and become comfortable with one’s identity. For immigrant and minority youth, part of this development of identity involves an “intensified exploration of the meaning of one’s ethnicity” and the “special task to negotiate a balance between two value systems: that of their own group and that of the majority.” If the process is highly conflicted, due to cultural friction with parents or discrimination by the mainstream, it can lead to a host of problems, among them stress, low self-esteem, anger and oppositional behavior, “ethnic identity crisis,” identity deficit” (when a youth no longer knows what to do), or “marginalization” (the rejection of both domains). When young people fail to find support from either their own ethnic or mainstream domains, peers may exercise such a dangerously large influence that they may turn to gangs as substitute families.¹²

Research shows that despite U.S. anti-discrimination laws, American Somalis have experienced discrimination and harassment in schools, workplaces, and in their free time. Statistics gathered by the U.S. Equal Employment Opportunity Commission show that the

¹² Kapteijns, Lidwien and Abukar Arman (2008). “Educating Immigrant Youth in the United States: An Exploration of the Somali Case,” *Bildhaan: An International Journal of Somali Studies*: Vol 4, Article 6, p.24.

number of religious-based discrimination charges involving Muslims is increasing nationwide.¹³ In a survey conducted by Boston Children's Hospital's Refugee Trauma and Resilience Center of 434 Somali youth from five communities in North America, "participants reported a high level of perceived discrimination from society in general as well as from local police and federal officers ... Participants who reported experiencing more discrimination also tended to express greater levels of support for violent extremism."¹⁴

Somali youth at the secondary and higher education levels, who spoke with researchers Paul R. Camacho, Abdi Dirshe, Mohamoud Hiray and Mohamed J. Farah (2014), advised they felt adrift and expressed the need for mentors or counselors who could help them navigate through their uncertainty; they also articulated a vague wish for some type of meaningful community-based learning project that could provide them with a sense of focus. In a study of risk factors for teenage boys and young Somali men to be recruited into violent extremism, a University of Illinois at Chicago study¹⁵ identified the following risk factors:

Community Factors: Lack of support for youth; Unsafe neighborhoods; Social exclusion; Unmonitored spaces in community forums

Family and Youth: Family separation or loss; Weak parental support; Absolute trust in everyone who attends mosque; Mistrust of law enforcement; Lack of opportunities; Social identity

Somali youth struggling with these risk factors are at a crossroads. It is uncertain whether they will remain attached to the older generation and, more important, whether they will seek conventional means by which to achieve economic and social advancement and secure their place in a productive social life, or fall into criminal activity. In part, their degree of interest in the old homeland versus the new will be determined by their economic and political success, as well as by their cultural integration.

To build resilience to violence extremism, the University of Illinois at Chicago study emphasized community collaboration and capacity building to build protective factors:

¹³ Harinen, Haverinen, Kananen and Ronkainen (2014).

¹⁴ Refugee Trauma and Resilience Center, Boston Children's Hospital. "Brief for Law Enforcement. Somali Community in North America: Engaging Our Greatest Resource" (Spring 2014)
<http://www.childrenshospital.org/centers-and-services/programs/o-z/refugee-trauma-and-resilience-center-program/research-and-innovation/somali-youth-risk-and-resilience-project> Accessed 8/15/16.

¹⁵ Weine and Ahmed (2012).

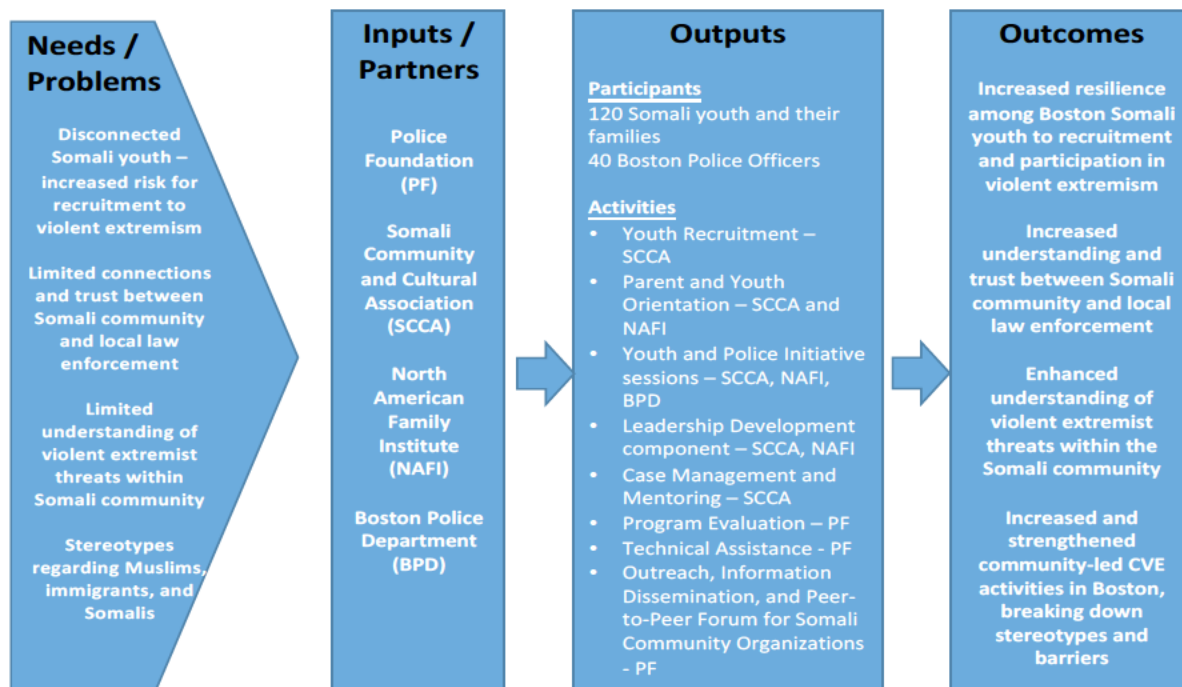
Community: Increased activities in community spaces; Mentoring of youth; Increased civilian liaisons to law enforcement; Interactions with community police; Cooperation with law enforcement; Interfaith dialogue; Youth civic engagement; Youth political dialogue

Family and Youth: Awareness of risks and safeguards; Family social support; Access to services and helpers; Parental and youth help-seeking; Focus on youth's future in the U.S.; Youth civic engagement.

The proposed YPIP addresses the above risk factors by promoting and implementing activities that build the above noted protective factors. By leveraging a connected and committed Somali community organization in Boston, supported by knowledgeable youth development professionals, and engaging the Boston Police Department, the YPIP will build the Somali community in Boston's resilience to violent extremism. The Police Foundation will evaluate these efforts, and will disseminate information and resources to support similar activities in Somali communities across North America.

The below logic model provides a visualization of how the YPIP will meet identified outcomes.

Youth and Police Initiative Plus (YPIP): Developing Resilience to Violent Extremism in the Boston Somali Community



EXPERTISE

The Police Foundation. The Police Foundation is an independent, non-partisan and non-membership organization dedicated to improving policing through innovation and science. Over the Police Foundation's history, its leadership has insisted that the organization's work have a practical impact on policing, that the knowledge gained through empirical investigation be such that it could be applied outside the "laboratory," with the end result being improvement in the way that police do their work. As the varying responsibilities of local law enforcement agencies continue to expand, to include addressing international and domestic terrorism, the Police Foundation continues to seek to identify "what works", to share that knowledge with local law enforcement leaders, and to support problem-solving and the implementation of effective solutions to threats on public safety.

Somali Community and Cultural Association (SCCA). SCCA, founded by Deejo Jibril, a first generation Somali immigrant, has a mission to empower Somali women through education, support, and services, working to elevate the role of Boston's Somali community in the political, social, and economic life of the city. SCCA works with the Boston Police Department (BPD) to bridge the gap between Law Enforcement and the Somali and Muslim Community. This year SCCA hosted the first FBI Somali youth academy, as well as the first law enforcement and community Iftar, with two hundred people in attendance, including local leaders from the BPD and FBI. Ms. Jibril recently represented the Somali community at the White House summit on the prevention of radicalization, and in a meeting with DHS.

North American Family Institute (NAFI). NAFI is an organization built upon a belief in the power of community to unite, grow and transform individuals into their best selves. Their goal is to empower clients to maximize their independence and harness past experiences as strengths and wisdom to help them succeed in the future. NAFI has been working with the BPD since 2005, implementing YPI in Boston communities since 2008.

Boston Police Department (BPD). BPD is a department of 2,600 employees serving a city of approximately 610,000 residents. The department is dedicated to working in partnership with the community to fight crime, reduce fear and improve the quality of life. Their mission is Community Policing. To date BPD has partnered with NAFI and SCCA to implement YPI with two cohorts of Somali-American youth. In addition, BPD has worked with NAFI to implement YPI in five high crime, high poverty neighborhoods with 500 youth and 300 police officers.

BUDGET AND BUDGET NARRATIVE

BUDGET WORKSHEET				
Budget Categories	Federal Request	Non Federal Amounts		Total
A. Personnel	\$ 52,735.01	\$ -	✓	\$ 52,735.01
B. Fringe Benefits	\$ 21,313.90	\$ -	✓	\$ 21,313.90
C. Travel	\$ 18,865.00	\$ -	✓	\$ 18,865.00
D. Equipment	\$ -	\$ -	✓	\$ -
E. Supplies	\$ 88.73	\$ -	✓	\$ 88.73
F. Construction	\$ -	\$ -	✓	\$ -
G. Contracts/Consultants & Expenses	\$ 318,200.00	\$ -	✓	\$ 318,200.00
H. Other Costs	\$ 10,610.63	\$ -	✓	\$ 10,610.63
<i>Total Direct Costs</i>	\$ 421,813.27	\$ -	✓	\$ 421,813.27
I. Indirect Costs	\$ 78,022.10	\$ -	✓	\$ 78,022.10
TOTAL PROJECT COSTS	\$ 499,835.38	\$ -	✓	\$ 499,835.38

Budget Overview: The Police Foundation (PF) proposes a budget that is reasonable and consistent with the RFP requirements. Our budget allocates significant resources to community-based activities and interventions, as well as information dissemination. This budget leverages resources through a collaborative partnership between PF, Boston Police Department (BPD), North American Family Institute (NAFI), and the Somali Community and Cultural Association.

Personnel-Police Foundation

Frank Straub, PhD, Director of Strategic Services, will oversee this project, providing guidance to ensure the project leverages expertise, resources, and partnerships. Dr. Straub is a former police chief in Spokane (WA), Indianapolis (IN), and White Plains (NY) and has experience improving police-community relationships through community engagement and partnerships. He is ultimately responsible for the project's success and the timely submission of high-quality deliverables. His commitment is 25 days in year 1 and 20 days in year 2.

Julie Grieco, PhD, Senior Research Associate, will be responsible for evaluation of the Youth and Police Initiative Plus (YPIP). She will develop and implement the research methodology to measure program success. Her time is 18 days in year 1 and 20 days in year 2.

Rebecca Benson, Senior Policy Analyst, will support information sharing activities with the broader CVE community, including deliverable development, reporting, and performance measure tracking. Her time commitment is 19 days in year 1 and 20 days in year 2.

Joyce Iwashita, Project Assistant, will support day-to-day project operations, including scheduling, internal communications, data collection, progress reporting, and other tasks. Her commitment is 21 days in year 1 and 20 days in year 2.

Brett Cowell, Project Associate, will support the webpage component, working with staff/partners to post information to inform the CVE field. His time commitment is 8 days each year.

Jane Dorsey, Grants and Contracts Manager, will support the contractual and grant related financial components of this project, estimated at 4 days in year 1 and 4 days in year 2.

Lorena Sobhi, Travel Manager, will support travel logistics. Her time is 1 day each year.

Fringe

Fringe benefits include FICA; Medicare tax; unemployment insurance; worker's compensation insurance; employer retirement contributions; employer contributions to health, dental, vision, life, and disability insurance; and vacation, sick and holiday leave. Fringe rates vary per employee primarily because the healthcare premium varies by the age of the employee. The Police Foundation fringe benefit cost is determined by multiplying the actual percentage of the cost of benefits for each employee times the wages of each employee allocated to this project.

Staff Travel

Frank Straub is budgeted to travel to Boston five times in year 1 and three times in year 2 to work with Boston partners to plan and kick-off the YPIP, and to manage and monitor activities. Dr. Grieco will travel to Boston three times each year to develop evaluation tools, establish evaluation protocols, collect data, observe activities, etc. Each PF staff trip will be 3 days/2 nights in duration. Airfare is estimated at \$475/trip. Ground transportation, estimated at \$50/day, is based on travel to/from airports and cabs from airports to/from hotel. Lodging is estimated at \$275/night for two nights per trip and meals and incidentals at \$69 for full travel days.

Supplies

Consumable office supplies are calculated at a rate of \$112.20 per year for the Police Foundation per FTE. This amount is multiplied by the FTE for each year of the project.

Contracts

Slonky - PF will utilize its web-hosting and maintenance company, Slonky, to perform YPIP webpage development and the peer-to-peer forum, and any other required web development activities that cannot be completed by PF staff. Services are estimated at \$4,000/year.

NAFI – PF is implementing this project in partnership with NAFI, our “co-applicant.” We anticipate contracting with NAFI for a total of \$162,200. This funding supports staff time for project planning, implementing six YPI cohort sessions, youth leadership development activities, community linkages, and youth mentoring.

Video Production – PF will contract with a video production company to develop a series of videos to post on the webpage and/or for training purposes within the BPD. These videos will focus on information sharing and activities effective in countering violent extremism, based on experiences and activities funded by this grant. This cost is estimated at \$4,000/year.

Consultants

Deeqo Jibril, Somali Community Liaison – Ms. Jibril is the Founder/Executive Director of SCCA and will help guide project implementation through planning activities, youth recruiting, assisting in coordination and implementation of YPI cohort sessions, family engagement, and youth case management. We will leverage her community connections to ensure the project has a broad reach and is effective. Her time commitment is 200 days/year. She will be compensated at a rate of \$350/day, which is commensurate with her skills and qualifications.

Other Costs

Telecommunications/Phone: Expenses for telecommunications costs are calculated on an annual basis per FTE (\$867.72 per year). This total is multiplied by the total FTEs working on the project (.4017 FTE in year one; .3891 FTE for year two). Telecommunications is necessary to conduct this project and includes telephone, Internet, and service for the same. The total amount requested for telephone over the 24-month grant period is \$686.19.

Rent: Expenses for rent costs are calculated on an annual basis per FTE (\$12,549.96 per year). This total is multiplied by the total FTEs working on the project. Rent expense is for the Police Foundation office space located at 1201 Connecticut Ave., NW, Washington D.C. The total amount requested for rent over the 24-month grant period is \$9,924.45.

Indirect Costs

PF's recently expired indirect cost rate is 46.00%. The new NICRA is currently being reviewed by the OCFO; we anticipate approval shortly. The new rate requested is 46% through June 30, 2018. An indirect cost has been computed on direct cost other than on consultant travel costs and contract amounts in excess of \$25,000 on the project per contract. Total indirect cost is \$78,022.10.

BOSTON COMMUNITY PARTNERSHIPS

SCCA and BPD are members of the Greater Boston Regional Collaborative that developed the *Framework for Prevention and Intervention Strategies: Incorporating Violent Extremism into Violence Prevention Efforts*, published by U.S. Attorney Carmen Ortiz in February 2015.

A Framework for Prevention and Intervention Strategies

**INCORPORATING VIOLENT EXTREMISM
INTO VIOLENCE PREVENTION EFFORTS**

Developed by a collaborative of non-governmental and
governmental stakeholders from the Greater Boston region

February 2015

For more information about the framework, please contact:

**United States Attorney's Office
District of Massachusetts
One Courthouse Way, Suite 9200
Boston, Massachusetts 02210
(617) 748-3100**

A MESSAGE FROM UNITED STATES ATTORNEY CARMEN M. ORTIZ

As U.S. Attorney, I was honored that the Greater Boston region was chosen by the White House to be one of only three pilot locations in the country to develop an approach to enhance our efforts at preventing violent extremism. Our resilience and longstanding history of successful collaborative efforts to combatting violence served as the genesis for this framework and the foundation on which we will build an effective strategy to combat violent extremism locally and enable communities across the country to do the same.

One of my highest priorities has always been reducing violence by promoting safe and healthy alternatives through prevention and intervention strategies. Throughout my tenure, I have worked with nontraditional partners, like schools, service providers and academia, to find ways to reduce gun and gang violence through non-law enforcement methods. I believe that these innovative strategies are not only effective, but necessary in order to develop a framework to counter violent extremism in the Greater Boston region. These innovative approaches are intended to complement, not replace, the traditional tools of law enforcement in protecting the public safety.

From the very day we were chosen as a pilot region, we have actively engaged community representatives, faith-based leaders, educators, mental health experts and local government officials, just to name a few. Known as the “Collaborative”, I am most proud of these “local champions” for their commitment to this pilot initiative and their resolve to engage in meaningful dialogue, which has resulted in a comprehensive and multidisciplinary solution-based framework.

Through the hard work of so many, and the tenacity of the community, I firmly believe that we are poised to launch a series of compelling and practical solutions to countering violent extremism in the Greater Boston region. I want to thank and commend all involved for their continued commitment to our efforts.

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United States Attorney
District of Massachusetts

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INTRODUCTION

BACKGROUND

In March 2014, the White House National Security Council (NSC) requested assistance from three regions with piloting the development of a comprehensive framework that promotes multi-disciplinary solutions to countering violent extremism. The Greater Boston region was selected because of its existing collaborative efforts and nationally recognized success with developing robust comprehensive violence prevention and intervention strategies. With the support of the Department of Justice, Federal Bureau of Investigation, Department of Homeland Security and National Counterterrorism Center, a range of stakeholders in the Greater Boston region began to develop a locally-driven framework. The U.S. Attorney's Office for the District of Massachusetts has had a coordinating role in this process.

A COLLABORATIVE PROCESS

The locally-driven framework has been developed by a collaborative of non-governmental, governmental and academic stakeholders from the Greater Boston region.¹ (See Appendix A) Contributions were made through in-person meetings, phone conversations, emails and other written correspondence. Working Group meetings were held on a regular basis to work through issues and craft an approach that can be customized based on the local needs.

WHO ARE VIOLENT EXTREMISTS

Violent extremists are individuals who support or commit ideologically-motivated violence to further personal, political or social objectives, sometimes without direction from or influence by a foreign actor.² There are a number of violent extremist ideologies that are based in politics, religion or

economics. The framework developed by the Collaborative in the Greater Boston region does not focus on any one form of violent extremism.

WHAT IS COUNTERING VIOLENT EXTREMISM

Countering Violent Extremism, also known as “CVE”, at the very basic level, focuses on using prevention and intervention approaches³ as a way to minimize the risk of individuals being inspired by violent extremist ideologies or recruited by violent extremist groups. In the Greater Boston region, Countering Violent Extremism efforts do not contain a law enforcement suppression component, which is aimed at protecting national security and developed and implemented by law enforcement agencies.⁴ Law enforcement suppression strategies fall under counterterrorism efforts and are focused on activities once an individual has begun to prepare for or engage in ideologically-motivated violence to advance their cause. (This distinction is important to understand.)

Through the initiative, the Collaborative has been working to clarify the meaning of Countering Violent Extremism and to identify language and initiatives that promote resilience, respect and partnership. Both governmental and non-governmental collaborators have demonstrated a commitment to work through an inclusive process that will not polarize communities.

FRAMEWORK DEVELOPMENT

The framework is intended to serve as a foundation to assist various communities (locally, nationally and internationally), build resilience and capacity to prevent individuals, including young people, from being inspired and recruited by violent extremists.

¹The Collaborative has included numerous City of Boston personnel who have provided guidance and expertise on best practices. The City of Boston has implemented many of the solutions contained in the framework, some through Boston's National Forum on Youth Violence Prevention and Boston's Defending Childhood Initiative.

² Reference: Federal Bureau of Investigation, Countering Violent Extremism Office, Washington, D.C.

³ These approaches involve both universal prevention and individualized interventions. Prevention involves increasing support, building skills and protective factors, and reducing risk factors or stressors. Providing individualized interventions at the earliest sign of concern is key.

⁴ One exception to this may be when programming is included as part of an offender's probation or supervised release plan which could involve a law enforcement aspect, particularly in instances of non-compliance.

Having a foundation from which to start is an important step to developing any strategy, particularly one that involves a complex issue like countering violent extremism which, so far, has been poorly defined and understood. Through the pilot initiative, the Collaborative has explored existing prevention and early intervention strategies that can be enhanced as well as new strategies that require resources for implementation. Although the Collaborative was created out of an initiative to counter violent extremism, the solutions are not entirely unique from other prevention related strategies that are currently being implemented (or can be implemented) through broader efforts by public health, mental health, non-profit organizations, private partnerships, government and others. Rather than create a program specifically labeled *Countering Violent Extremism*, a more effective approach might be to expand the capacity and resources of agencies and organizations to ensure that they are able to enhance the work that they are already doing as well as leverage existing successful programs to help address violent extremism.

HOW TO USE THE FRAMEWORK

The framework is designed to allow local communities the flexibility to define their problem areas, create achievable goals and objectives, and develop realistic implementation plans. The suggested solutions provide ample options so that organizations and agencies have a better understanding of the types of issues that can be considered. Some may look to the framework as a starting point to help enhance existing comprehensive programs. Some may read the framework and better understand how their existing efforts can help to prevent individuals from being inspired and recruited by exploitive influences like violent extremists. Communities should not view the framework as a specific endorsement to create and/or brand separate programs labeled CVE which may have a certain stigma. Rather, those decisions are best made by organizations and agencies at the local level given the needs and dynamics within their respective communities.

DELIVERY OF SERVICES/WHO IS VULNERABLE OR AT RISK

Researchers across the globe have made it clear that the path to violent extremism is not linear and there are no valid or reliable indicators to “predict” who is more likely to engage in violent extremism. Defining who is at risk or who is vulnerable to being inspired and recruited by violent extremist groups is challenging without local data to support where resources should be surged. Surging resources to specific communities, who have not directly asked for assistance, may actually stigmatize those communities. This is counterproductive and it may create further isolation, alienation and disenfranchised individuals. Without data and absent a direct request from communities to address issues of recruitment, a more effective approach might be to expand resources of relevant agencies and organizations⁵ to ensure that they are able to provide services to individuals vulnerable to isolation, alienation and becoming disenfranchised; and to empower those who may assist in shepherding individuals, about whom they are concerned, to appropriate service providers.

WHO PLAYS A ROLE

A number of stakeholders play a role in implementing and “receiving” the solutions in the framework. Some solutions are best implemented by non-government, while some may be better implemented by government or through joint partnerships. The solutions have been phrased in a way that provides a snapshot of who implements and who “receives” the solutions.

WHAT ARE THE FOCUS AREAS

The overall project goal identified by the Collaborative is to increase the capacity of community and government as a way to protect vulnerable individuals from engagement in and the nation from violent extremism. The Collaborative thoughtfully explored a variety of areas that have presented particular challenges with accomplishing the goal. The following areas were identified as problem areas:

⁵ Agencies and organizations can be non-governmental or governmental agencies that are offering programs and providing support and services to individuals.

PROBLEM ONE: Some young people may be at greater risk of feeling isolated and alienated, making them more vulnerable to recruitment by violent extremists.

PROBLEM TWO: Providing services to individuals before mobilization⁶ toward violent extremism is challenging when there is a lack of understanding regarding violent extremism and limited intervention programs.

PROBLEM THREE: Social media and other media platforms are being used to recruit individuals to join extremist groups and to encourage individuals to engage in violence.

PROBLEM FOUR: U.S. policy and events around the globe can frustrate, anger and, at times, influence some to think that there is no effective alternative other than to express grievances or solidarity through the use of violence.

PROBLEM FIVE: Distrust between government and non-government hinders collaboration and effective decision making and problem solving.

PROBLEM SIX: Lack of knowledge in mainstream society regarding religions, cultures and thought systems which are unfamiliar or are maligned in the media contributes to poor perceptions that fuel and mutually reinforce fear and estrangement.

PROBLEM SEVEN: Individuals convicted of hate crimes and terrorism offenses require specialized support and services before and after release from prison.

so they more appropriately represent the mission of those organizations/agencies. For instance, if a non-profit organization wishes to assist with addressing Problem One, it may be more focused on solutions that will increase support, services and programs to young people which may make them more resilient and *prevent* them from being more vulnerable to recruitment. Similarly, if a government agency wishes to address this same problem, it may be more apt to implement solutions that will *improve access* to services in communities and organizations. Although this too may increase resiliency within the community, it may also improve the delivery of direct services to those already vulnerable.

Implementing agencies should not feel constrained by the structure of the framework. The sample goals and solutions are intended to help implementing agencies more ably and comprehensively address each of the problem areas, but the infrastructure and resources of the implementing organization or agency must be taken into consideration when tailoring a particular response.

WHAT ARE THE SOLUTIONS

In order to ensure that efforts are cohesive, the Collaborative recommends that a multi-disciplinary working group be considered when tailoring the approach to a particular jurisdiction. For each of the areas above, sample goals and solutions have been identified – some of which are broad-based prevention while some are more focused on direct interventions. The goals and solutions should be tailored by the implementing organization/agency

⁶Mobilization is a process by which radicalized individuals take action to prepare for or engage in violence or material support for violence to advance their cause. “*Radicalization dynamics: A primer*” National Counterterrorism Center, September 2010.

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FRAMEWORK

OVERALL PROJECT GOAL

Increase the capacity of community and government as a way to protect vulnerable individuals from engagement in and the nation from violent extremism.

PROBLEM ONE

Some young people⁷ may be at greater risk of feeling isolated and alienated, making them more vulnerable to recruitment by violent extremists.

GOAL AREAS

- Reduce isolation by strengthening families and providing positive community connections.
- Provide appropriate support, services and programs to those young people who perceive themselves as being targeted by others or those who have wanted to be a part of a prosocial group, but have been turned away (“failed joiners”).
- Improve access to behavioral health services in communities and organizations.
- Improve systems and training that promote inclusiveness.
- Work collaboratively with current school and community service providers and organizations to increase communication and improve delivery of English Language Learning (ELL) services.
- Provide young people and parents with access to culturally sensitive, appropriate mental health, and substance use services.

SOLUTIONS TO CONSIDER

Skills Development Programs

- Utilize schools, community and faith-based programs and private providers to assist young people with fostering effective interpersonal and self-advocacy skills.⁸
- Utilize schools, community and faith-based programs and private providers to assist young people with developing critical thinking and conflict resolution skills.⁹
- Utilize schools, community and faith-based programs and private providers to offer opportunities to students who are interested in understanding and developing mediation, conflict resolution, bullying prevention and intervention skills and becoming peer leaders and advocates.
- Utilize a range of service providers to provide English Language Learning (ELL) opportunities to families.
- Utilize academics and other experts to develop interactive programs of civic engagement that encourage adolescents¹⁰ and young adults¹¹ to freely debate and constructively work on public issues that matter to them, thus helping them to gain skills, motivation, democratic values and a sense of belonging.

⁷ The World Health Organization defines a young person as someone between the ages of 10 and 24.

⁸ The structure of the programs may vary depending on the age group.

⁹ The structure of the programs may vary depending on the age group.

¹⁰ The World Health Organization defines an adolescent as those between the ages of 10 and 19.

¹¹ For purposes of this document, a young adult is between the age of 20 and 24.

- Utilize subject matter experts, which could include government personnel, to assist populations across the ages with developing and achieving competency with digital literacy skills.
- With the assistance of private businesses, vocational training schools and others, provide job development courses and apprenticeship programs to vulnerable adolescents and young adults.
- Provide young people with skills on how to cope with unwanted and aggressive behavior (e.g. bullying, harassment, intimidation) through programs offered by schools, community and faith-based organizations and private providers.

Awareness/Education/Training

- With the assistance of government, identify existing local mental health/social services, support networks and programs for young people, and educate communities about ways to access those resources, perhaps using resource guides in multiple languages.
- Provide focused workshops and professional development opportunities to parents and caregivers, school personnel, community and faith-based organizations, youth workers, mentors and law enforcement on how to assess and work with young people experiencing conflict, isolation and alienation.
- Ensure that organizations, faith-based groups, communities and schools are equipped to handle (or know how to access information) to become proficient in stress management and self-care skills in both children and families.
- With the assistance of existing mental health networks, identify culturally diverse mental health and substance abuse service providers, and educate the community on how to access those services.
- With the assistance of public health networks, identify and utilize experts to provide technical assistance to communities and organizations on how to design and implement culturally sensitive programs that help young people develop specific social skills.
- With the assistance of public health networks, identify and utilize experts to provide technical assistance to communities and organizations on how to design and implement self-advocacy programs for young people.
- Identify and utilize experts to provide technical assistance to communities and non-governmental organizations on how to design and implement youth development programs that support one's culture.
- Utilize local experts to provide schools with training on best practices for working with immigrant children and children exposed to trauma, which include placement/testing, school climate and student acceptance.
- With the assistance of public health and mental health networks, provide trauma-informed care training to non-governmental organizations and families with a focus on resiliency factors which can lead to positive outcomes.
- Identify and utilize expert trainers to provide interactive cultural sensitivity and awareness training to a range of organizations and individuals, including those in government.
- Provide skills building and bridge building across agencies, educators and community interest groups.
- With the assistance of public health providers, provide "Building Youth Self-esteem" workshops for NGOs, caregivers, mentors (including peer mentors and immediate peer groups) and advocates (including peer advocates).
- Provide students, families and all school staff with on-going bullying prevention and intervention training as well as resources that are available both in and out of school.
- With the assistance of subject matter experts, including public safety staff, educate families, educators, service providers and organizations about targeted violence, including violent extremism, so they better understand vulnerabilities and how to protect young people from engaging or being recruited to engage in violence.

Engagement/Support

- As initiated by school staff, periodically review lists of students to determine which students appear not to be connected and offer those students and families support.
- Examine existing school systems that connect families and caregivers with forums like Parent Universities, welcome centers, community centers and schools, and increase access and utilization of those opportunities.
- Provide advocates (or mentors) through schools and community/faith-based organizations to individuals in need of positive peer development, care and support.
- Identify those who can provide vulnerable individuals with job skills and opportunities for employment, and connect those providers to individuals for follow up.
- Through partnerships, create cross-cultural engagement activities and heavily market those activities within and across communities as a way to enhance understanding.
- With the use of mentors or youth workers, teachers and others, conduct check-ins and engage in dialogues with adolescents and young adults who are disconnected or experiencing conflict to determine interests, hobbies, etc. for further engagement.
- Through collaboration between mental health, community and faith-based organizations, engage in dialogues to identify mental health and social services most needed and develop methods of reducing the stigma of seeking services.
- With government and private support, increase staffing for those organizations and agencies that can provide programming and mental health services to individuals in need of care and support.¹²
- Encourage engagement between the U.S. Attorney's Office, the Attorney General's Office and schools to enhance understanding of federal and state civil rights protections.
- With government support, provide schools with no cost conflict resolution and violence prevention resources.

PROBLEM TWO

Providing services to individuals *before* mobilization¹³ toward violent extremism is challenging when there is a lack of understanding regarding violent extremism and limited intervention programs.

GOAL AREAS

- Improve the understanding regarding violent extremism through education and outreach by trained individuals.
- Improve understanding of concerning behavior across disciplines so that individuals know the threshold of when and how to refer/provide services and support and when behavior becomes a public safety concern.
- Increase public awareness regarding existing resources, services and service providers that can assist individuals with addressing concerns.
- Increase general awareness within the public of who to contact for advice, referrals for care and public safety concerns.
- Increase coordination among existing service providers, organizations and agencies.
- Increase knowledge and skills regarding crisis intervention, trauma-informed care and psychological first aid.

¹² Some organizations may prefer to be funded by private funders or foundations.

¹³ Mobilization is a process by which radicalized individuals take action to prepare for or engage in violence or material support for violence to advance their cause. "Radicalization dynamics: A primer" National Counterterrorism Center, September 2010.

- Surge resources to fund service providers to provide case management, individualized service plans, educational assistance and transitional job opportunities to vulnerable individuals.

SOLUTIONS TO CONSIDER

Awareness/Education/Training

- Through collaborative partnerships between law enforcement and others, organize dialogues or trainings to a wide range of individuals¹⁴ on violent extremism, the difference between radicalization and mobilization to violent extremism, when/how to provide services and, when appropriate, when/how to report concerns to law enforcement.¹⁵
- Conduct a needs assessment of community non-profit and faith-based organizations who are interested in providing care and support to individuals before he or she “mobilizes” to violent extremism to determine infrastructure and support needed.¹⁶
- With the assistance of public health and subject-matter experts, provide or enhance training opportunities on crisis intervention and trauma-informed care to community and faith-based organizations that provide programming and services to vulnerable young people and families.
- With the assistance of public health and mental health providers, provide or enhance training to community and faith-based leaders on psychological first aid so they may provide support to communities in instances when individuals have engaged in violent extremism, domestically or abroad.
- Using subject-matter experts, develop a curriculum and/or protocol for service providers who are working with individuals who may be radicalizing toward violent extremism.
- In coordination with subject-matter experts and at the request of service providers, provide technical assistance and specialized training to existing service providers and emergency mental health providers that are already providing comprehensive wrap-around services¹⁷ to vulnerable individuals, both male and female, so they may enhance existing program models.
- As initiated by schools, enhance awareness within K-12 and higher education regarding behavior assessment and care protocols and how peers can connect individuals to assessment and care teams.
- Provide thorough training among key mental health providers and public safety officials on protocols for sharing information.
- Increase understanding within the community about threat assessment, who does it and how assessment information is maintained and stored.¹⁸

Engagement/Support

- Develop a statewide multidisciplinary team or committee¹⁹ that meets regularly to enhance communication.
- With the assistance of government, create a resource guide with information on who is trained to provide mental health and other specialized services, and how to refer someone for care before he or she “mobilizes” to violent extremism, and market that guide widely to the public.
- Create or enhance “service provider to service provider” dialogues to ensure they are communicating regarding service issues and resources.

¹⁴ A wide range of individuals includes organizations/service providers, government/non-government stakeholders, parents, peers, community leaders, faith-based leaders, educators, private clinicians, emergency mental health providers, multi-disciplinary assessment and care teams, youth/street workers, mentors, hotline operators, etc. It can include prison, probation, parole and community corrections staff.

¹⁵ These dialogues and trainings may cover a range of topics like violent extremism, gang violence, workplace violence, school violence, etc.

¹⁶ A needs assessment can be done independent from government or with the assistance of government.

¹⁷ Comprehensive wrap-around services include screening and assessment, case management, individualized service plans, educational assistance/referral/placement and transitional job opportunities.

¹⁸ Understanding on threat assessment can be increased through dialogue, outreach materials, and other methods.

¹⁹ This team should consider a range of issues as opposed to focusing solely on violent extremism. Federal, state and local government should be included on the team along with non-government representatives.

- Create or enhance a network system among community, non-government organizations, service providers, schools and law enforcement for referrals for services or, when necessary, reporting of public safety concerns.
- Establish (or enhance) local multidisciplinary behavior assessment teams that include schools, Department of Children and Families, crisis intervention staff, law enforcement, public health and others so that behavior may be more effectively assessed for follow-up care.²⁰
- With the assistance of subject-matter experts and with the cooperation of government, enhance dialogues with prison, parole, probation and community corrections staff to discuss ways to increase resiliency factors within prison or community corrections environments.
- Establish (or enhance) formal and informal lines of communications among law enforcement, mental health and social service agencies to improve relationship, communication and understanding.
- Utilize (or create or enhance) existing hotlines for concerned parents, caregivers, family members, peers and others to share concerns and receive assistance and feedback.

PROBLEM THREE

Social media and other media platforms are being used to recruit individuals to join extremist groups and to encourage individuals to engage in violence.

GOAL AREAS

- Educate communities about ways to protect their children from being recruited.
- Develop broad and diverse counter narratives and promote those narratives for wide reach.
- Provide platforms for young people to have answers to questions from reliable sources.

SOLUTIONS TO CONSIDER

Awareness/Education/Training

- Utilize subject matter experts, which could include government personnel, to assist populations across the ages with understanding Internet safety and achieving competency with digital literacy skills.
- With law enforcement assistance, educate community representatives in a controlled setting about existing messages, propaganda and recruitment efforts and the harm this can do their children.
- Through efforts initiated by non-governmental stakeholders, increase awareness regarding the impact of hate speech and network with those working to counter hate speech.
- As developed and initiated by non-government, utilize scholars, community leaders and clergy to assist in public debates over ideological and socio-psychological underpinnings of contemporary violent extremism.
- As developed and initiated by non-government, conduct presentations by prominent academics to frame the issues and objectively explain the history of various movements and the drivers of their evolution.
- Utilize academics to advise on the serious danger presented by certain kinds of materials (e.g. different kinds of materials, sizes of collection).
- With the assistance of subject-matter experts, increase awareness of existing approaches to online dialogue and online organizing.

²⁰ Many K-12 schools and universities have Multidisciplinary Behavior Assessment Teams which are also known as Threat Assessment Teams or Student Threat Assessment Teams (STAT). These Teams discuss all forms of concerning behavior.

Engagement/Support

- Develop relationships between non-government and communications experts who can provide education on the basics of media marketing strategies and contextual advertising; assist in creating, producing, editing and delivering a specific public message; and assist with the technical aspect of creating online traffic (i.e. domain names, tagging, search engine optimization/search engine marketing, etc.).
- Through efforts initiated by non-governmental stakeholders, provide safe spaces within the community for young people to express and process frustrations, fears and concerns.
- Increase non-governmental efforts to promote non-violent religious perspectives, which can be geared specifically toward reaching adolescents and young adults.

PROBLEM FOUR

U.S. policy and events around the globe can frustrate, anger and, at times, influence some to think that there is no effective alternative other than to express grievances or solidarity through the use of violence.

GOAL AREAS

- Provide skills to individuals, with a primary focus on young people, to support conflict resolution and constructive advocacy.²¹
- Provide education about effective approaches to activism and political/social impact.
- Provide support for youth engagement/empowerment/activism programs.
- Enhance communication and coordination between community and government.

SOLUTIONS TO CONSIDER

Skills Development Programs

- Utilize schools, universities, community and faith-based programs and private providers to assist young people with developing critical thinking and conflict resolution skills.
- Utilize schools, community and faith-based programs and private providers to assist young people with developing self-management/self-advocacy skills.
- Utilize schools, community and faith-based programs and private providers to assist young people with developing anger management skills.
- Increase opportunities, with the assistance of schools, community and faith-based organizations, for young people to create their own narrative for peace and develop marketing strategies and skills to implement that narrative.

Awareness/Education/Training

- Provide workshops in the community and at schools on non-violent activism/civic engagement with the assistance of subject-matter experts.
- With the assistance of subject-matter experts, provide education to populations across the ages on how to be an advocate.
- With the assistance of public health and mental health providers, provide workshops for parents, NGOs, faith-based organizations, and teachers on helping young people handle anger and frustration.
- Utilize subject matter experts to teach people and communities how to advocate for and to make change in policy (e.g. local, U.S. and foreign policy) through non-violence.

²¹ The structure of the programs may vary depending on the age group.

- Provide training, with the assistance of subject-matter experts, to government/law enforcement on effective ways to interact with individuals who wish to engage in nonviolent activism.
- Increase awareness within communities about the mission and responsibilities of local, state and federal government agencies which will also better educate communities about the limitations of those local agencies.

Engagement/Support

- Through non-governmental organizations, provide safe spaces for young people to express and process frustrations, fears and concerns.
- Engage in regular dialogues and relationship building activities between government and non-government stakeholders.
- Identify successful youth empowerment and activism programs/activities, and widely promote and support them in schools and non-government organizations.
- Create internship programs across all government agencies for young people to understand how government works.
- Create opportunities for government and young people to engage in dialogues through recreational activities, youth advisory councils, presentations at schools and college classes, town halls, after-school programs, youth academies and other formal or informal channels.
- Develop strategies to foster communication between government and non-government whereby the community can seek aid and assistance when concerns arise within the community or across the globe.

PROBLEM FIVE

Distrust between government and non-government hinders collaboration and effective decision making and problem solving.

GOAL AREAS

- Develop relationships between community and policy-makers to influence policy.
- Identify lessons learned and best practices of successful government/non-government relationships and increase awareness regarding those lessons and practices.
- Increase dialogue between government and non-government through informal and formal dialogues.
- Increase knowledge of laws, systems, policies and procedures and enhance systems when possible.
- Increase diversity of the government workforce to more significantly reflect the community that it serves.

SOLUTIONS TO CONSIDER

Awareness/Education/Training

- Create or enhance engagement among non-government, government and experts on federal and state privacy, civil rights and civil liberties protections through meetings, workshops and other activities.
- Through government-initiated engagement, educate the community about the differences among the various law enforcement agencies and clarify information on law enforcement policies that are poorly and/or inaccurately understood. (e.g. community policing, informant policy, undercover operations),
- Through government-initiated engagement, increase understanding within the community about threat assessment, the range of those using it and how assessment information is maintained and stored.
- Utilize subject matter experts (which includes those in the community) to develop and provide interactive cultural sensitivity and awareness training to government.

- Through government-initiated efforts and with the assistance of non-government, provide training to law enforcement on the do's and don'ts and importance of community outreach.
- Through government-initiated efforts, increase law enforcement understanding using a victim-centered approach/people focused approach vs. an incident focused approach.
- Through government-initiated efforts and with assistance of subject-matter experts, provide or enhance conflict resolution training for government employees.

Engagement/Support

- Create or enhance private sector engagement with law enforcement to discuss ways to protect against becoming victims of violent extremism and how to respond if victimized.
- Through law enforcement-initiated efforts, enhance relationships with communities through community policing.²²
- Create opportunities for non-government to inform government on decisions and policy (e.g. community advisory groups).
- Through partnerships between non-government and government, create opportunities for youth/government engagement through internships, recreation, advisory groups, etc.
- When possible, share unclassified emerging threat information from law enforcement to community representatives.
- Enhance outreach by government and other social services to immigrant and refugee communities as a way to enhance dialogues.
- Encourage law enforcement and community attendance and participation at public housing and neighborhood watch meetings.
- Build connections and enhance communication between community leaders and local politicians/public officials.
- Create joint government and non-government strategies on how to deal with the media to prevent stakeholders from being used against one another.
- Hire culturally diverse individuals for government positions which may require a review of recruiting practices and may involve expanding agency outreach to younger generations.
- Show support to communities by ensuring that the prosecution office promptly engages with those communities who may suffer backlash from certain prosecutions.

PROBLEM SIX

Lack of knowledge in mainstream society regarding religions, cultures and thought systems which are unfamiliar or are maligned in the media, contributes to poor perceptions that fuel and mutually reinforce fear and estrangement.

GOAL AREAS

- Increase knowledge and understanding regarding cultures, religions and thought systems.
- Create a culture of respect, tolerance and inclusiveness.

²² Effective community policing that addresses *all* of the security concerns of various populations creates community resilience, authentic relationships between citizens and their police department, and forges/strengthens the bonds of trust between police and the community it serves. Police departments like the Boston Police Department have been engaged in community policing for many years. The purpose of community policing is not to gather intelligence from the community.

SOLUTIONS TO CONSIDER

Engagement/Support

- Encourage partners to disseminate public statements/press releases to partner media lists.
- Invite media to public debates that are initiated by the community.
- Create ongoing non-government-initiated counter narratives with assistance from experts and students at universities.
- Engage in dialogue between community and government speech writers and leaders to enhance perspective regarding language used to communicate with the public.
- Through partnerships, create cross-cultural engagement activities and heavily market those activities to the public as a way to enhance understanding.
- Engage in dialogues and relationship building activities between government and non-government stakeholders.
- Through partnerships between universities and subject matter experts, encourage free expression on campuses, but counter hate and bigotry.
- Create internship programs across all government agencies for young people to understand how government works.
- Hire culturally-diverse individuals for government positions which may require a review of recruiting practices and may involve expanding agency outreach to younger generations.

Awareness/Education/Training

- Provide training, with the assistance of subject-matter experts, to non-governmental/faith-based organizations on strategies for working with the media.
- Utilize subject matter experts (which includes those in the community) to develop and provide interactive cultural sensitivity and awareness training to government.
- As developed and initiated by non-government, issue public statements, op-eds and other messaging that may clarify and enhance perspective within the public.
- As developed and initiated by non-government, utilize scholars, community leaders and clergy to assist in public debates over ideological and socio-psychological underpinnings of contemporary violent extremism.
- As developed and initiated by non-government, conduct presentations by prominent academics to frame the issues and objectively explain the history of various movements and the drivers of their evolution.²³
- Provide training that is initiated by schools and employers and with the assistance of subject matter experts on how to develop school and workplace cultures that promote tolerance and difference (e.g. anti-bullying, anti-hate, anti-bias programs, conflict resolution, cross-cultural conflict resolution).
- With the assistance of subject-matter experts, teach people in schools and within the community about how to counter hate speech in a non-violent way, both on and offline.

²³ This presentation would benefit from multi-party vetting.

PROBLEM SEVEN

Individuals convicted of hate crimes and terrorism offenses require specialized support and services before and after release from prison.

GOAL AREAS

- Increase understanding regarding disengagement from violent extremism within the corrections setting.
- Coordinate services between corrections and post-release service providers in an effort to reduce risk of return to violence through sustainable reintegration into the community.

SOLUTIONS TO CONSIDER

Awareness/Education/Training

- Utilize subject matter experts to educate corrections and community corrections personnel²⁴ regarding violent extremism and disengagement from violent extremism.
- Utilize subject matter experts to provide specialized training on disengagement from violent extremism to existing service providers who are providing intensive case management and diversion/reentry-related services.
- In cooperation and coordination with correctional institutions, expose those convicted of hate crimes and terrorist-related charges to former violent extremists (“formers”) or, if not feasible, to the stories of “formers” who can provide support and encouragement.

²⁴ Personnel may include correctional program staff, psychologists, investigators, probation and parole personnel and others.

NEXT STEPS IN MASSACHUSETTS

Considerable energy has been devoted to developing a consensus framework that can be customized and implemented broadly. The next immediate steps in the process will be to identify resources for implementation, establish a well-coordinated implementation plan and develop performance measurement tools. Over the coming months, the Collaborative will spend the next year focusing on, among other things, the following:

- **Identification of Public Resources**
In coordination with local, state and federal government, existing public resources (including those dedicated toward violence prevention) will be more fully assessed to determine where resources can be leveraged.
- **City/Town/Regional Implementation**
Efforts will be made to select at least two specific jurisdictions (i.e. cities/towns/regions) in Massachusetts to customize and implement the framework.
- **Technical Assistance/Enhanced Assessment and Screening Protocols**
Subject-matter experts on violent extremism will be secured to provide technical assistance to existing service providers (across the state) who are providing comprehensive wrap-around services to high-risk and court-involved youth. These providers already have programs that include assessment tools, case management, individualized service plans, educational assistance/referral/placement and transitional job opportunities. However, they have not traditionally worked with individuals vulnerable to recruitment by violent extremists or those radicalizing to violent extremism. Technical assistance will be provided so they may enhance existing program models.
- **Improved Awareness of Violent Extremism**
There is a great need to properly educate a number of stakeholders about violent extremism. Trainers will be identified and properly trained by subject-matter experts. Non-government will also be included as trainers. Presentations will be customized depending on the format of the presentation (e.g. conference-style, roundtable dialogue) and audience (e.g. schools, community, peers, law enforcement). Priority will be given to training existing school and university assessment and care teams, crisis intervention and response teams and others (including non-government) who directly request the training. The training may not be limited to violent extremism, rather, it may be a presentation merged into a larger conference or event.
- **Controlled Exposure to Violent Extremist Propaganda/Development of Community-initiated Counter Narratives**
Interested community representatives will be educated in a controlled setting about existing messages, propaganda and recruitment efforts and the harm they can do their children. They will be connected with experts who can provide greater understanding on the breadth, scope, and complexities of developing counter narratives. They will be exposed to local university representatives and communication experts who are interested in assisting communities with developing broad and diverse counter narratives
- **Expansion of Youth Dialogue and Civic Engagement Programs**
Some organizations, schools and universities have expressed an interest in developing activities that will engage young people in the discussion about how to prevent individuals from joining violent extremist groups. Subject-matter experts will be included in dialogues so they may assist adolescents and young adults with developing platforms for prevention. Additionally, civic engagement programs for young people will be expanded and offered to others.
- **Trauma-Informed Care and Crisis Intervention Training**
With the assistance of public health and mental health providers, training on trauma-

informed care and crisis intervention will be provided to non-government. Included in this training will be a networking opportunity with existing providers/organizations so they may determine the best process for referring individuals for specialized services using existing networks.

- **Development of Performance Measures**

In order to develop and maintain legitimacy as well as be competitive for grant funding, agencies and organizations must develop ways to measure the success of their efforts. Experts will be consulted to assist with the development of performance metrics for the sample solutions so that success can be measured.

- **Digital Literacy Presentations**

Existing digital literacy presentations will be enhanced and provided as requested, in partnership with government and non-government.

- **Specialized Training and Dialogues on Disengagement**

Dialogues with corrections, probation and parole will be coordinated to expand understanding of violent extremism and disengagement from violent extremism.

- **Technical Assistance on Limited English Proficiency (LEP) Planning**

Some cities with diverse populations struggle to work through the complexities of developing a Limited English Proficiency (LEP) plan that meets the needs of its community members. Subject-matter experts will be identified to train local and state government on how to conduct an LEP assessment so they may develop an effective plan.

- **Enhanced Communication among Law Enforcement /Mental Health/Social Service Agencies**

In coordination with others, existing methods of communications among law enforcement (local, state and federal), mental health and social service agencies will be assessed so that methods can be enhanced.

- **Cultural Awareness Training to Federal Government**

In cooperation with federal agencies, existing cultural awareness training to federal employees will be assessed to determine the trainers that have been used, the format of training, the frequency of training and improvements needed. Assessment information will be shared with local and state government so they may enhance their practices.

- **Development of a Resource Guide**

Individuals cannot access resources if they are unaware of them. After an assessment has been conducted of the programs and services provided by organizations and agencies, the information will be compiled into a user-friendly resource guide and made available to communities.

- **Public Awareness Regarding Roles of Government Agencies**

The public lacks awareness regarding the mission and responsibilities of the various government agencies, which can cause frustration when assistance is needed. In coordination with representatives from local, state and federal government, methods of enhancing awareness will be explored.

- **Increased Awareness Regarding Threat Assessment**

During the development of the framework, it was learned that non-government is unfamiliar with “threat assessment”, its purpose, who is doing it, how it is done and how information is maintained and stored. In coordination with other law enforcement, a plan will be established to increase understanding of this practice.

- **Enhanced Training on Community Outreach**

In collaboration with law enforcement and community leaders, a presentation will be developed for delivery to law enforcement on the “do’s and don’ts” and importance of community outreach. Once developed, the presentation will be marketed to law enforcement agencies.

APPENDIX A

Greater Boston Regional Collaborative

The locally-driven framework has been developed by a collaborative of non-governmental, governmental and academic stakeholders from the Greater Boston region. Also included in the collaborative were a few representatives from Washington, D.C. The Collaborative was made up of the following individuals:

Non-Government

- Saida M. Abdi, LICSW, Director of Community Relations, Refugee Trauma and Resilience Center at Boston's Children's Hospital
- Imam Basheer Bilaal, Islamic Society of Greater Lowell
- Reverend Jeffrey Brown, Twelfth Baptist Church, Roxbury
- Melissa Garlick, Regional Counsel, Anti-Defamation League
- Andrea Hall, LICSW, Clinical Director, Boston Emergency Services Team, Cambridge Somerville ESP, Department of Psychiatry, Boston Medical Center
- Deeqa M. Jibril, Founder/Executive Director, Somali Community and Cultural Association
- Shahid Ahmed Khan, Pakistani Association
- Dr. Nabeel Khudairi, Islamic Council of New England
- Sulieman Muhammad, Islamic Council of New England
- Robert Trestan, New England Regional Director, Anti-Defamation League
- Abdirahman A. Yusuf, Executive Director, Somali Development Center

Government

- Dr. Lina Alathari, Supervisory Research Psychologist, Department of Homeland Security, U.S. Secret Service, National Threat Assessment Center, Washington, D.C.
- Deputy Superintendent Paul Ames, Cambridge Police Department
- Jennifer Ball, Chief of Staff, Massachusetts Emergency Management Agency (MEMA)
- Aloke Chakravarty, Assistant U.S. Attorney, U.S. Attorney's Office, District of Massachusetts
- Brandy Donini-Melanson, Law Enforcement Coordinator, U.S. Attorney's Office, District of Massachusetts
- Susan Durkin, Outreach Specialist, Federal Bureau of Investigation, Boston Field Division
- Jodie Elgee, Director, Counseling and Intervention Center, Boston Public Schools
- Superintendent Paul Fitzgerald, Boston Regional Intelligence Center, Boston Police Department
- David Fredette, Assistant District Attorney, Suffolk County District Attorney's Office
- Usra Ghazi, Public Policy Fellow, New Bostonians, City of Boston
- Anne Gilligan, MPH, Safe and Healthy Schools Coordinator, Massachusetts Department of Education
- Michelle Goldman, Policy Advisor, Homeland Security, Massachusetts Executive Office of Public Safety and Security (EOPSS)
- Police Commissioner Robert Haas, Cambridge Police Department
- Scott Hatch, Deputy Chief, Radicalization and Extremist Messages Group, National Counterterrorism Center
- Captain Haseeb Hosein, Boston Police Department
- Eleanor Joseph, Advisor, City of Boston
- Lydia Khalil, Analyst, Boston Police Department
- Diane McLeod, Director, Massachusetts Association of Human Rights and Relations Commission

- Chief Steven Mazzie, Everett Police Department and Former President, Massachusetts Major Cities Chiefs of Police Association
- Tracy Miller, Supervisory Intelligence Analyst, Federal Bureau of Investigation, CVE Office, Washington, D.C.
- Daniel Mulhern, Director of Public Safety, City of Boston
- Sergeant James O'Connor, Boston Police Department
- Superintendent Bernard O'Rourke, Chief, Bureau of Field Services, Boston Police Department
- Dr. Debra Pinals, Assistant Commissioner for Forensic Services, Massachusetts Department of Mental Health
- Kieran L. Ramsey, Assistant Special Agent in Charge, Federal Bureau of Investigation, Boston Field Division
- Captain Scott Range, Massachusetts State Police, Commonwealth Fusion Center
- Denis Riordan, District Director, Department of Homeland Security, U.S. Citizenship and Immigration Services, Boston Field Office
- Alejandra St. Guillen, Director, New Bostonians, City of Boston
- Kurt Schwartz, Undersecretary of Homeland Security, Executive Office of Public Safety and Security (EOPSS), and Director of Massachusetts Emergency Management Agency (MEMA)
- Lt. Scott Sencabaugh, Wilmington Police Department/NEMLEC STARS Response Team Coordinator
- Sean Smith, Public Affairs/Border Community Liaison, Department of Homeland Security, Customs and Border Protection, Boston Field Office
- David Solet, General Counsel, Middlesex County District Attorney's Office
- Darwin Suelen, Supervisory Special Agent, Federal Bureau of Investigation, Boston Field Division
- Ehsan Zaffar, Senior Advisor, Department of Homeland Security, Office of Civil Rights and Civil Liberties, Washington, D.C.

Academic Advisors

- Dr. Heidi Ellis, Director, Refugee Trauma and Resilience Center at Boston's Children's Hospital
- Dr. Robert Fein, Forensic and National Security Psychologist
- Dr. John Horgan, Director, Center for Terrorism and Security Studies, UMass Lowell
- Dr. Peter Levine, Associate Dean for Research and Lincoln Filene, Professor of Citizenship and Public Affairs, Jonathan M. Tisch College of Citizenship and Public Service, Tufts University
- Dr. Eben Weitzman, Director, Graduate Programs in Conflict Resolution, Human Security and Global Governance, UMass Boston, John W. McCormack Graduate School of Policy and Global Studies
- Dr. Michael Williams, Postdoc, Center for Terrorism and Security Studies, UMass Lowell

APPENDIX B

Acknowledgements

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- John Picarelli, Program Manager for Transnational Issues, Department of Justice, National Institute for Justice
- James Farmer, Assistant U.S. Attorney, U.S. Attorney's Office, District of Massachusetts
- Jennifer Maconochie, Director, Strategic Initiatives & Policies, Boston Police Department
- Kelly Nee, Deputy Superintendent, Boston Regional Intelligence Center, Boston Police Department
- Boston's National Forum for Youth Violence Prevention
- Yusufi Vali, Executive Director, Islamic Society of Boston Cultural Center (ISBCC) Muslim American Society – Boston Chapter
- Nichole Mossalam, Executive Director, Islamic Society of Boston – Cambridge
- BRIDGES partners
- Mary Ann Gapinski, Director of School Health, Massachusetts Department of Public Health
- Farah Pandith, Adjunct Senior Fellow, Harvard University, John F. Kennedy School of Government, Council on Foreign Relations, Counter Extremism Project
- Bradley E. Davis, Special Agent, Federal Bureau of Investigation, Boston Field Division
- Bradford S. Stewart, Domestic Representative, National Counterterrorism Center
- Stephen Marks, Assistant Special Agent Charge, Department of Homeland Security, U.S. Secret Service, Boston Field Office
- Brian Deck, Assistant Special Agent Charge, Department of Homeland Security, U.S. Secret Service, Boston Field Office
- Captain Chris Wright, Massachusetts Department of Corrections
- Matthew McCann, Deputy Federal Preparedness Coordinator, Department of Homeland Security, FEMA Region 1
- Sean Gallagher, Field Office Director, Boston Field Division, Department of Homeland Security, U.S. Immigration and Customs Enforcement, Enforcement and Removal
- Dan Cooler, Northeast Regional Director, Office of Intelligence and Analysis, Department of Homeland Security

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APPENDIX C

Dissenting View – Islamic Society of Boston Cultural Center (ISBCC)

I want to begin by thanking U.S. Attorney Carmen Ortiz for her office's sincere efforts in working with the community on this initiative and incorporating many of the community's ideas that could lead to healthier and safe communities. Ultimately, however, I cannot sign on to this document due to the premise of "Countering Violent Extremism" mandated by the National Security Council and other federal actors, which guides this framework.

Many of the services suggested in this report are initiatives that ought to be implemented in any and all communities, particularly those that have been marginalized. Civic engagement is a vitally important tool towards empowering communities. There are Bostonians of all backgrounds, including the Boston Muslim community, that have serious resource needs and face emotional trauma. We have seen the power of responding to gang violence and bullying in schools with interventions and outreach driven by a common faith.

However, at their core, CVE programs are founded on the premise that your faith determines your propensity towards violence. It clearly appears that the CVE initiative is exclusively targeting the American-Muslim community, in spite of the best efforts of the local U.S. Attorney to re-define it expansively.

The data shows that violent extremism is an extremely rare phenomena. Furthermore, the working group concludes that religious and ethnic profiling, including the attendance of a mosque, cannot predict violent threats or extremist individuals. The everyday reality of nearly all American-Muslims is like that of any other American: we simply do not meet or experience individuals interested in violent ideologies. My experience as a leader of an Islamic center is emblematic. In my nearly two and a half years as Executive Director at the Islamic Society of Boston Cultural Center, my team and I have never personally come across any individual in our congregation seriously considering any fanatical ideology.

As a result, for the government to offer us services based on concerns of violent extremism in our community – as implied by this framework – seems to reinforce the same stereotype that society holds of American-Muslims: that they or Islam are inherently violent. This is unacceptable to our Boston-Muslim community.

A far more appropriate premise to the framework acceptable to the Boston-Muslim community would have been "countering violence". This term does not single out the American-Muslim community and could apply to a number of low-resourced and powerless communities, from immigration populations in the south to those living in poverty in Appalachia.

We at the ISBCC are aware that extremist groups and terrorist organizations seek to recruit susceptible members of our communities through a distorted and false vision of Islam. As we fortify our youth against repugnant ideologies that are not part of our faith, and as we amplify our voices to denounce extremism in all its forms, we believe a two-step methodology will help us achieve these goals.

First, improving outcomes for all marginalized communities, including segments of the Boston Muslim community, will make our congregants even more resilient in the face of repugnant ideologies. Serving marginalized segments of our community and addressing their needs is a core ethos of our religious institution and will continue to be a priority.

Second, we at the ISBCC teach and live a faith that is rooted in Islamic tradition, committed to American ideals, and empowered to serve the common good. This authentic Islam is rooted in the values of compassion, justice, community, and a commitment to America. Delivering on this vision of Islam in more robust, creative, and relevant ways to our young people - and thereby winning in the marketplace of ideas - allows us to be successful in (a) proactively improving the resilience of Boston as a whole and (b) fortifying our community against all harms and dangers, including radicalization. What we need is the support of our neighbors and community members so that we can achieve our mission.

Yusufi Vali, Executive Director
Islamic Society of Boston Cultural Center (ISBCC), Muslim American Society – Boston Chapter

For more information, please contact the:

United States Attorney's Office
District of Massachusetts
One Courthouse Way, Suite 9200
Boston, Massachusetts 02210
(617) 748-3100

INDIRECT COST NEGOTIATED AGREEMENT

Non-Profit Institutions

Name: Police Foundation
1201 Connecticut Avenue NW, Suite 200
Washington, DC 20036

Date: August 17, 2015

Filing Ref: This replaces a negotiated agreement dated September 20, 2014.

The indirect cost rate(s) contained herein is for use in grants and contracts with the Federal Government subject to the conditions contained in Section II.

SECTION I: RATES

OVERHEAD

<u>Type</u>	<u>Effective Period</u>		<u>*Rate</u>	<u>Locations</u>	<u>Applicable to</u>
	<u>From</u>	<u>To</u>			
Final	07/01/2007	06/30/2008	50.00%	All	All Programs
Final	07/01/2008	06/30/2009	50.00%	All	All Programs
Final	07/01/2009	06/30/2010	50.00%	All	All Programs
Final	07/01/2010	06/30/2011	50.00%	All	All Programs
Final	07/01/2011	06/30/2012	50.00%	All	All Programs
Final	07/01/2012	06/30/2013	45.06%	All	All Programs
Final	07/01/2013	06/30/2014	46.00%	All	All Programs
Provisional	07/01/2014	06/30/2016	46.00%	All	All Programs

***Base:** Total direct costs excluding capital equipment, participant support costs, pass-through funds and each sub-award or contract over \$25,000.

***Treatment of Fringe Benefits:** Fringe benefits applicable to indirect salaries and wages are treated as indirect cost.

SECTION II: GENERAL

- A. **LIMITATIONS:** Use of the rate(s) contained in this agreement is subject to any statutory or administrative limitations and is applicable to a given grant or contract only to the extent that funds are available. Acceptance of the rate(s) agreed to herein is predicated upon the conditions: (1) that no costs other than those incurred by the grantee/ contractor via an approved Central Service Cost Allocation Plan were included in its indirect cost pool as finally accepted and that such incurred costs are legal obligations of the grantee/contractor and allowable under the governing cost principles; (2) that the same costs have been treated as indirect costs have not been claimed as direct costs; (3) that similar types of costs have been accorded consistent treatment; and (4) that the information provided by the grantee/contractor which was used as a basis for acceptance of the rate(s) agreed to herein is not subsequently found to be materially inaccurate.
- B. **ACCOUNTING CHANGES:** The rate(s) contained in this agreement are based on the accounting system in effect at the time the proposal was prepared and the agreement was negotiated. Changes to the method of accounting for costs which affect the amount of reimbursement resulting from the use of this rate(s) require the prior approval of the office responsible for negotiating the rate(s) on behalf of the Government. Such changes include but are not limited to changes in the charging of a particular type of costs from indirect to direct. Failure to obtain such approval may result in subsequent cost disallowances.
- C. **REIMBURSEMENT:** Indirect cost reimbursement on all awards will be determined based upon the indirect cost rates established for the fiscal period in which the applicable direct expenditures are incurred.
- D. **NOTIFICATION TO FEDERAL AGENCIES:** Copies of this document may be provided to other Federal offices as a means of notifying them of the agreement contained herein.
- E. **SPECIAL REMARKS:** Federal programs currently reimbursing indirect costs to this Department/Agency by means other than the rate(s) cited in this agreement should be credited for such costs and the applicable rate cited herein applies to the appropriate base to identify the proper amount of indirect costs allocated to the program.

U. S. DEPARTMENT OF JUSTICE
Office of Justice Programs

Police Foundation

(b) (6)

Signature: Robert Balzer, Supy. Staff Accountant
Grants Financial Management Division
Office of the Chief Financial Officer

Signature:

James Bueermann, President
Name and Title:

August 19, 2015

Date: