EMW-2016-CA-APP-00336

Application Information

Application Number: EMW-2016-CA-APP-00336
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: Executive Office of Public Safety and Security
Organization ID: 551
Type: State governments
Division:
Department:
EIN: (b) (6)
EIN Shared With Organizations:
DUNS: 824848642
DUNS 4:
Congressional District: Congressional District 08, MA

Physical Address

Address Line 1: Ten Park Plaza
Address Line 2: Suite 3720
City: Boston
State: Massachusetts
Province:
Zip: 02116-**[Grantee Organization > Physical Address > Zip 4]**
Country: UNITED STATES

Mailing Address

Address Line 1: Ten Park Plaza
Address Line 2: Suite 3720
City: Boston
State: Massachusetts
Province:
Zip: 02116-**[Grantee Organization > Mailing Address > Zip 4]**
Country: UNITED STATES

SF-424 Information

Project Information

Project Title: The New Freedoms Intervention, Countering Violent Extremism in Massachusetts
Program/Project Congressional Districts: Congressional District 01, MA
Congressional District 02, MA
Congressional District 03, MA
Congressional District 04, MA
Congressional District 05, MA
Congressional District 06, MA
Congressional District 07, MA
Congressional District 08, MA
Congressional District 09, MA

Congressional District 10, 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.): statewide

Estimated Funding

Funding Source	Estimated Funding ($)
Federal Funding	$500000
Applicant Funding	$0
State Funding	$0
Local Funding	$0
Other Funding	$0
Program Income Funding	$0
Total Funding	$500000

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
Jeffrey Brownell	(b) (6)	(b) (6)	Authorized Official Secondary Contact
Patrick McMurray	(b) (6)	(b) (6)	Signatory Authority
Kevin Stanton	(b) (6)	(b) (6)	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	$0
Fringe Benefits	$0
Travel	$0
Equipment	$0
Supplies	$0
Contractual	$452529.64
Construction	$0
Other	$0
Indirect Charges	$47470.35
Non-Federal Resources	**Amount**
Applicant	$0
State	$0
Other	$0
Income	**Amount**
Program Income	$0

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

Direct Charges Explanation:
Indirect Charges explanation:

Forecasted Cash Needs (Optional)

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

Future Funding Periods (Years) (Optional)

First	Second	Third	Fourth
$	$	$	$

Remarks:

SF-424C

Budget Information for Construction Programs

Assurances for Non-Construction Programs

Form not applicable? false
Signatory Authority Name: Jeffrey Brownell
Signed Date: Tue Sep 06 00:00:00 EDT 2016
Signatory Authority Title: Undersecretary for Homeland Security

Certification Regarding Lobbying

Form not applicable? false
Signatory Authority Name: Jeffrey Brownell
Signed Date: Tue Sep 06 00:00:00 EDT 2016
Signatory Authority Title: Undersecretary for Homeland Security

Disclosure of Lobbying Activities

Form not applicable? true
Signatory Authority Name: Patrick McMurray
Signed Date: Tue Sep 06 20:52:47 EDT 2016
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

Massachusetts Executive Office of Public Safety and Security

* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE

Prefix: Mr. * First Name: Daniel Middle Name:

* Last Name: Bennett Suffix:

* Title: Secretary of Public Safety and Security

* SIGNATURE: Jeffrey Brownell * DATE: 09/06/2016

OMB Number: 4040-0004
Expiration Date: 8/31/2016

Application for Federal Assistance SF-424

* 1. Type of Submission:	* 2. Type of Application:	* If Revision, select appropriate letter(s):
☐ Preapplication	☒ New	
☒ Application	☐ Continuation	* Other (Specify):
☐ Changed/Corrected Application	☐ Revision	

* 3. Date Received:	4. Applicant Identifier:
09/06/2016	

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: Massachusetts Executive Office of Public Safety and Security

* b. Employer/Taxpayer Identification Number (EIN/TIN):	* c. Organizational DUNS:
(b) (6)	8248486420000

d. Address:

* Street1:	Ten Park Plaza, Suite 3720
Street2:	
* City:	Boston
County/Parish:	
* State:	MA: Massachusetts
Province:	
* Country:	USA: UNITED STATES
* Zip / Postal Code:	02116-3740

e. Organizational Unit:

Department Name:	Division Name:
Office of Grants and Research	Justice and Prevention

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

Prefix:	Mr.	* First Name:	Kevin
Middle Name:			
* Last Name:	Stanton		
Suffix:			

Title: Acting Director

Organizational Affiliation:
Commonwealth of Massachusetts

* Telephone Number:	Fax Number:
(b) (6)	(b) (6)

* Email: (b) (6)

Application for Federal Assistance SF-424

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

A: State Government

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

*** 10. Name of Federal Agency:**

Department of Homeland Security - FEMA

11. Catalog of Federal Domestic Assistance Number:

97.132

CFDA Title:

Financial Assistance for Countering Violent Extremism

*** 12. Funding Opportunity Number:**

DHS-16-OCP-132-00-01

* Title:

FY 2016 Countering Violent Extremism Grants

13. Competition Identification Number:

Title:

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

Add Attachment | Delete Attachment | View Attachment

*** 15. Descriptive Title of Applicant's Project:**

The New Freedoms Intervention, Countering Violent Extremism in Massachusetts

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: all
* b. Program/Project: all

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

Add Attachment | Delete Attachment | View Attachment

17. Proposed Project:

* a. Start Date: 12/01/2016
* b. End Date: 11/30/2018

18. Estimated Funding ($):

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

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

☐ a. This application was made available to the State under the Executive Order 12372 Process for review on .

☐ b. Program is subject to E.O. 12372 but has not been selected by the State for review.

☒ c. Program is not covered by E.O. 12372.

*** 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**

☐ Yes ☒ No

If "Yes", provide explanation and attach

Add Attachment | Delete Attachment | View Attachment

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

☒ ** I AGREE

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

Authorized Representative:

Prefix: Mr. * First Name: Daniel

Middle Name:

* Last Name: Bennett

Suffix:

* Title: Secretary of Public Safety and Security

* Telephone Number: (b) (6) Fax Number:

* Email: (b) (6)

* Signature of Authorized Representative: Jeffrey Brownell * Date Signed: 09/06/2016

FY 2016 Countering Violent Extremism Grants FHS-16-OCP-132-00-01
Massachusetts Executive Office of Public Safety and Security Application
Appendix F

BUDGET DETAIL and NARRATIVE 24 month project.

Budget Category	**Federal Request**	**Non-Federal Amount**	**Total**
A. Personnel	0	0	0
B. Fringe benefit	0	0	0
C. Travel	0	0	0
D. Equipment	0	0	0
E. Supplies	0	0	0
F. Construction	0	0	0
G. Contracts	$452,529.64	0	$452,529.64
H. Other	0	0	0
Total direct cost	$452,529.64	0	$452,529.64
I. Indirect Costs	10.49% = $47,470.35	0	$47,470.35
TOTAL PROJECT COST	$500,000.00	0	$500,000.00

All grant funds will be sub-awarded out from EOPSS to the DOC to manage and implement the programmatic services as described within this proposal. DOC's Indirect Cost Rate is 10.49%, see attached memo.

All services will be provided by the DOC approved vendor on statewide contract and all services will be procured according to MA state law.

Included is a preliminary annual budget showing in detail how the DOC approved contractor will expend federal grant monies if awarded.

FACT SHEET

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

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February 2015

BACKGROUND

In 2014, a range of stakeholders[1] from the Greater Boston area, with the support of the Department of Justice, Federal Bureau of Investigation, Department of Homeland Security and National Counterterrorism Center, began the development of a locally-driven framework that promotes multi-disciplinary solutions to countering violent extremism. The framework will serve as a foundation to assist various communities build resilience and capacity to prevent individuals, including young people, from being inspired and recruited by violent extremists. 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. 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 could be customized based on the needs of those implementing the framework. Throughout the process, the Collaborative has worked to clarify the definition and approach of *Countering Violent Extremism (CVE)*; to better understand the local challenges associated with providing services to vulnerable individuals; and to develop a framework that can be implemented by a range of non-governmental and governmental stakeholders. Identifying language and initiatives that promote resilience, respect and partnership has been particularly important to the Collaborative.

WHAT DOES THE FRAMEWORK INCLUDE

The framework contains sample problem areas, goals and solutions which will allow Massachusetts 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 will have a better understanding of the types of issues to 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 violent extremists.

WHAT ARE THE FOCUS AREAS

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 and does not target any one community. The Collaborative thoughtfully explored a variety of areas that have presented particular challenges with preventing violent extremism.

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 mobilization[2] 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.

NEXT STEPS

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. Among other things, enhancing training and technical assistance, expanding programs and services, increasing youth dialogues and developing a resource guide will be prioritized.

[1] Stakeholders include mental health professionals, representatives of non-profit organizations, faith-based leaders, education administrators, academic advisors and government agencies, including local, state and federal law enforcement.

[2] 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.*

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.

(b) (6)

Carmen M. Ortiz
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 approaches[3] 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

[1] The 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.

being inspired and recruited by violent extremists. 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 organizations[5] 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

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

presented particular challenges with accomplishing the goal. The following areas were identified as problem areas:

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 mobilization[6] 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.

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 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.

[6]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.*

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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 people[7] 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 adolescents[10] and young adults[11] 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* mobilization[13] 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.

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[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 individuals[14] 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 services[17] 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 committee[19] 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.

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[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 Childrens 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.

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[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 interact 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 personnel[24] 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
- Deeqo 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

A number of individuals have provided support, insight and guidance as the Greater Boston Regional Collaborative worked to develop the framework. The U.S. Attorney's Office would like to thank the following individuals for their assistance during the process:

- Brette Steele, Senior Counsel, Department of Justice, Deputy Attorney General's Office
- 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
- Yusfui 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

The New Freedoms Intervention

Presented by:

The Commonwealth of Massachusetts,

Executive Office of Public Safety and Security

Presented to:

The Department of Homeland Security in Response to

NOFO: DHS-16-OCP-132-00-01

Focus Area 3: Managing Intervention Activities

September 6, 2016

EXECUTIVE SUMMARY

The Boston Marathon bombings and subsequent related shootings have left many permanent scars in Massachusetts and around the world. As is our hallmark, the Commonwealth of Massachusetts has made a concerted effort to learn from the events of April 2013 and developed a local response to deter futures attacks on our public health and public safety.

In March 2014, the White House National Security Council selected the Greater Boston region to pilot the development of a comprehensive framework that promotes multidisciplinary solutions to countering violent extremism. Under the leadership of the U.S. Attorney's Office for the District of Massachusetts, a locally-driven framework (published in 2015) called "*A Framework for Prevention and Intervention Strategies*" was created by a group of over 50 stakeholders referred to as the Greater Boston Regional Collaborative. The Collaborative identified seven problem areas that have presented particular challenges with preventing violent extremism. This proposal will focus on Problem Area Two: *Providing services to individuals before mobilization when there is a lack of understanding regarding violent extremism and limited intervention programs.*

The Executive Office of Public Safety and Security (EOPSS) is seeking federal funding to build resilience and prevent the escalation of *violence* and *violent extremism* among high-risk individuals by developing an evidence-based intervention (New Freedoms Intervention), Focus Area 3: *Managing Intervention Activities of NOFO DHS-16-OCP-132-00-01*. Our project partner, the MA Department of Correction (DOC) will target 139 men being released from maximum security prison over two years with a high propensity for displaced aggression, placing them at high risk for violent extremism. This is a 13-month long, four-phase intervention program with open-ended admissions. Services, yet to be contracted (primarily taking place in the release community) will be delivered by a team of master level clinicians and include direct behavioral health treatment and assertive connections to culturally-appropriate pro-social outlets, educational/employment opportunities, family activities and other transitional services known to build resilience and reduce the risk of violence. The breakdown of their anticipated release by county is as follows: 62 returning to Worcester County, 39 Middlesex County and 38 Essex County which is near Boston. The cost of this intervention is $250,000 per year for two years.

TECHNICAL MERIT

The Massachusetts EOPSS seeks to build resilience and prevent the escalation of violence and violent extremism among high-risk individuals. The New Freedoms Intervention (as detailed on page 5) utilizes the term *violence* or *violent extremism* to mean an act that violates state or federal law and causes physical harm to a person, or property, and is motivated, at least in part, by prejudice related to race, religion, ethnicity, handicap, gender, gender identity or sexual orientation and/or appears to be intended to intimidate or coerce a civilian population, influence the police of a government by intimidation or coercion, or to affect the conduct of a government by mass destruction, assassination or kidnapping.

The EOPSS proposal focuses on promoting resilience by strengthening protective factors including well-developed social and problem solving skills, a sense of self-esteem and cultural identity, good communication (in general and specifically about mental health concerns), pro-social connections/social support/family ties, success and commitment to education and employment goals, and positive community engagement.

Individuals targeted for this intervention are men released from maximum security prison with a high propensity for displaced aggression that places them at high risk for violent extremism. That is, they have been placed in a Department Disciplinary Unit (also known as DDU or administrative segregation), have known gang affiliation and/or have had a disciplinary report for violence within the last three years. These individuals will be returning to Worcester, Essex or Middlesex Counties near Boston upon release.

We know through self-reported data that this population is diverse. Thirty percent (30%) are Black, 34% are White, 30% are Hispanic, 2% are Other Hispanic, and 2% are Asian. Sixteen percent (16%) speak Spanish as their primary language. This population is also young--60% are age 30 or under. They are also minimally educated with 40% having less than a high school education. A number also report having no religious affiliation (34%). The breakdown of their anticipated release by county is as follows: 62 returning to Worcester County, 39 Middlesex County and 38 Essex County for a total of 139 individuals over two years. According to the evidence-based COMPAS assessment tool, 92% are medium to high risk to recidivate. Recidivism is defined as a return to secure custody as a result of new charges or violating the

terms of supervised release. Of that group, 90% of individuals are at medium to high risk for violent recidivism. Violent recidivism refers to all violence-related offenses such as murder, assault (also aggravated), and weapons-related convictions.

Programming will take place primarily in the release community through community-based partners. The program is a thirteen-month long, four-phase intervention program with open-ended admissions. That is, individuals may enter Phase 1 at any time, and need to complete core elements before progressing to the next phase.

Figure 1: Program Outline

PHASE 1 - Orientation & Motivational Enhancement	
6 Months to Release	▪ Program introduction and small weekly group therapeutic sessions.[1] Discussions focused on enhancing motivation to change, exploring individual attributes, understanding consequences, and introducing a personal value system and the concept of personal choice.[2]
3 Months to Release	▪ Expand the concept of group interaction. Larger weekly groups focused on demonstrating personal behavioral controls and rational thinking as a way to act more responsibly. Individuals learn and practice pro-social skills and how to "out-think" violent behaviors and work on developing a crisis plan.
PHASE 2 – Community Orientation (approx. 2 weeks)	
Orientation	▪ Intensive bi-weekly individual and group work focused on developing individual treatment plans, motivating individuals to adapt to a new environment and making progress towards treatment goals.[3]
PHASE 3 – Skill Development	
14 Weeks	▪ Intensive bi-weekly individual and group work focused on learning social skills, coping skills, developing insight, discovering and disputing irrational thoughts, gang involvement, violence, trust, authority and learning and practicing pro-social skills. Importantly, this phase explores morality as a step towards identifying issues which may still put them at risk.

[1] Miller, W. and K.A. Mount (2001). "A small study of training in Motivational Interviewing: Does one workshop change clinician and client behavior?" Albuquerque, NM.
[2] Miller, W. and K.A. Mount (2001). "A small study of training in Motivational Interviewing: Does one workshop change clinician and client behavior?" Albuquerque, NM.
[3] Bourgon, G., and B. Armstrong (2006). Transferring the Principles of Effective Treatment into a "Real World" Setting. Criminal Justice, 32(1), 3-25.

PHASE 4 – Continuing Care	
12 Weeks, More As Necessary	▪ Weekly group and monthly individual sessions focus on reviewing and applying learned skills and use motivational interviewing techniques to continue to make progress towards individual goals.[4]

Initially, individuals will participate in programming on a small group basis with gradually increasing amounts of time in larger groups. In this way, the program allows time to focus on motivational enhancement and identify any immediate or acute security concerns while building communication and interpersonal skills and promoting conscious pro-social self-regulation skills. Thus, the program seeks to teach specific skill sets and cognitive processing techniques needed to respond appropriately to any interaction.

Programming is based upon A New Freedom curriculum – an evidence-based behavioral health curriculum built upon the cognitive-behavioral and social learning concepts developed by A. R. Phoenix Resources, Inc. This curriculum was selected for its evidence-based approach to identifying symptoms of violence as they build up, and dealing with feelings more appropriately. Initial activities relate to development of areas of emotional intelligence and then address critical interpersonal communication skills, conflict resolution, aggression and anger management, and anti-violence skills. Most materials are written at a fourth to sixth grade reading level and are available in Spanish.

Systems of Support

Access to comprehensive behavioral health services is one leg of this multi-pronged intervention. Capitalizing on existing interest, resources and infrastructure in the community, EOPSS, through its DOC, will work with licensed outpatient behavioral health treatment centers that specialize in the treatment of hard-to-reach populations utilizing a cognitive-behavioral approach and maintain close ties to existing systems of culturally-relevant support in the community.

[4] Miller, W. and S. Rollnick (2002). Motivational Interviewing: Preparing people for change. New York, NY: Guilford Press.

These centers provide easy access to pro-social peers and activities. For example, they work with a network of peer recovery support centers funded by the Massachusetts Department of Public Health and located in high-need areas. These participant-driven drop-in centers offer a variety of positive social connections, AA/NA meetings, pro-social activities, social events, volunteer opportunities, and resource materials. They are a reflection of the community itself in terms of language, race and culture and specifically outreach to disenfranchised individuals to engage them as pro-social members of the community.

State licensed outpatient treatment centers also provide an organic connection to employment counseling, educational opportunities and job referrals available through the state's network of federally-funded One-Stop Career Centers. Through these centers, participants can access educational opportunities, including completing high school education and entering college preparation programs, work one-to-one with an experienced job counselor, and receive assistance in identifying appropriate employers and addressing extensive employment gaps.

Contracted treatment centers also provide a number of initiatives to engage family members in the change process. A wide range of family counseling services are available onsite and are organized to coincide with the individual's treatment plan. Family education forums are also available to help family members. These forums can help family members understand the signs and symptoms of displaced violence and associated behaviors, what they can do to assist the change process and learn about other resources available in the community.

Services will be delivered by a team of three master's level clinicians funded through the present grant opportunity. They will provide direct behavioral health treatment and manage connections to pro-social outlets, educational and employment opportunities, family engagement activities and other transitional services in support of building resilience and reducing the risk of violence. Individuals will be recruited from diverse and representative backgrounds with respect to language, race/ethnicity and culture. Initially, individuals will work in tandem in the community to mitigate any safety and security concerns while also providing additional opportunities for therapeutic relationships. As the therapeutic relationship progresses, individuals will move to

one-to-one sessions. A strong therapeutic relationship is especially important for individuals with a high propensity for displaced aggression.[5]

In addition, individuals in this program may also be eligible for peer mentoring, which is currently available under a three-year grant from the Office of Justice Programs at the US Department of Justice (2015-CY-BX-0017). Under this grant, peer mentors with similar life experiences (including those previously affiliated with the police departments' gang task force) serve as liaisons to help facilitate access to employment, job training, treatment services, life skills training, and other needed services. For this present program, assigned counselors will work directly with mentoring program coordinators to ensure the mentor is able to work safely and effectively in their role. Incorporating individuals with similar life experiences has proven to keep high-risk individuals engaged in positive activities.[6]

The proposed program provides additional measures to encourage individuals to participate in the program within their respective communities. Contingency management will be used to encourage follow through on their treatment plans. Research has consistently demonstrated the effectiveness of using contingency management principles on treatment seeking populations,[7] which involves giving participants tangible rewards to reinforce positive behaviors such as abstinence or other goal attainment. Non-cash store cards will be available to participants who follow through on accessing services detailed in their treatment plan.

We have also provided for some transportation services to address a commonly cited barrier to accessing services in the community. While most state-licensed behavioral health treatment centers work with Medicaid-approved transportation companies to facilitate access to medical appointments, we have also budgeted for bus passes and cab vouchers to ensure access is not a barrier for this population.

[5] Council of State Governments. (2012, Jan 31). Mentoring Gang-Involved Youth: How Roca, Inc. Combines Mentoring and Services in a High-Risk Intervention Model.
[6] Council of State Governments. (2012, Jan 31). Mentoring Gang-Involved Youth: How Roca, Inc. Combines Mentoring and Services in a High-Risk Intervention Model.
[7] Prendergast, M.; Podus, D.; Finney, J.; Greenwell, L.; and Roll, J. (2006). Contingency management for treatment of substance use disorders: A meta-analysis. Addiction. 101, 11. Pages 1546–1560.; and, Higgins, S.T. and Petry, N.M. (1999). Contingency management, Incentives for sobriety. Alcohol Res Health. 23(2). Pages 122-127.

NEEDS ANALYSIS

On April 15, 2013, Massachusetts was catapulted into the world of violent extremism as part of the Boston Marathon bombings and subsequent related shootings that resulted in significant loss of life and devastating injuries that will live in the memories of many for years to come. One of the perpetrators acknowledged that they were motivated by extremist beliefs while the other was found to have a history of violence and aggression.[8]

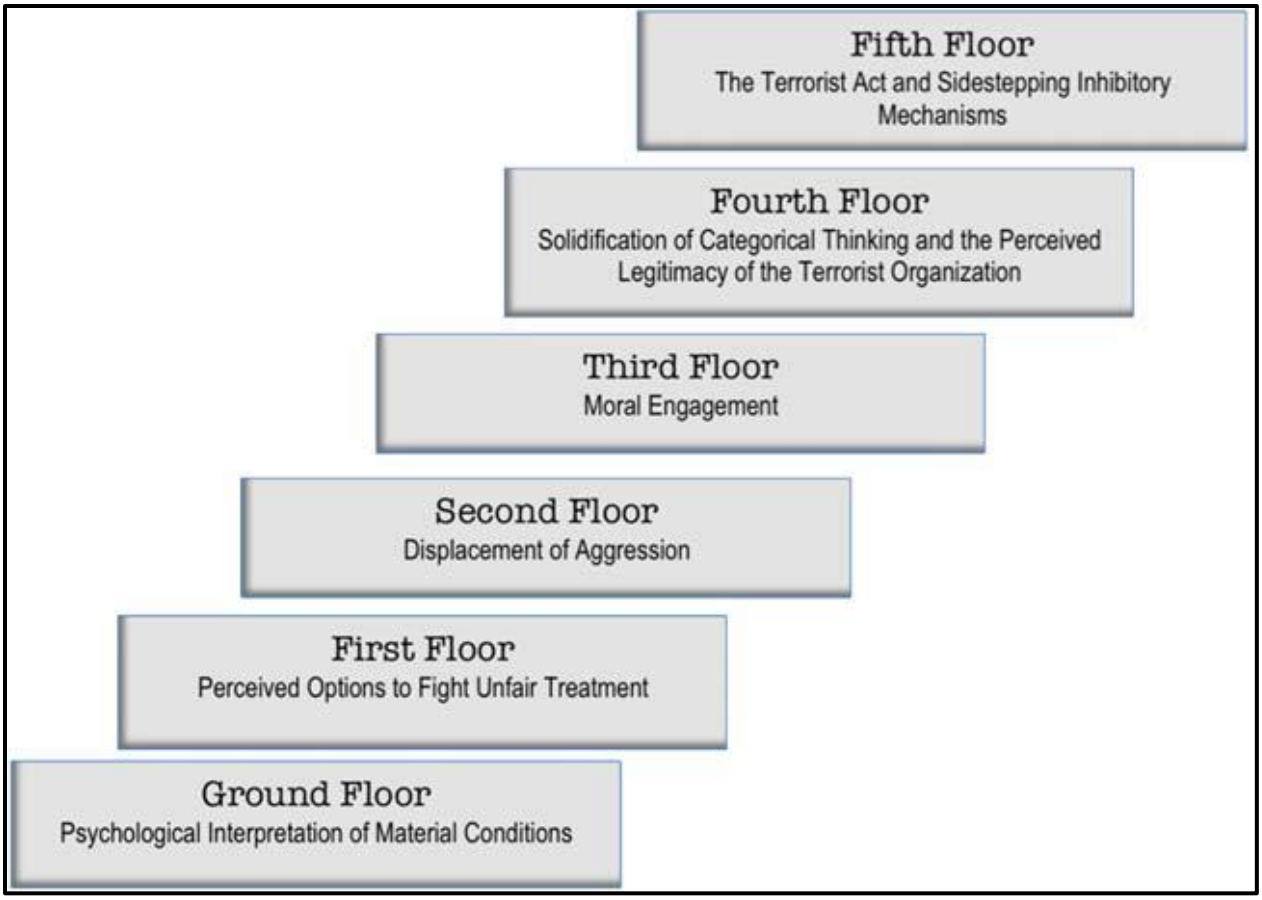
While the debate around the precise motivations of violent extremists continues, displaced aggression has emerged as a common theme. Displaced aggression was originally postulated by a group of researchers in 1939 and later refined to mean frustration that causes aggression by not addressing the source of the frustration and displacing it onto innocent targets.[9] According to Bushman et al in a 2005 study, "Aggression is displaced when the target is innocent of any wrongdoing but is simply in the wrong place at the wrong time."[10]

Displaced aggression can be found in a number of the frameworks that have emerged over the last decade to conceptualize the process of radicalization into violent extremism. For example, in "The Staircase to Terrorism: A Psychological Exploration" the author draws from a variety of psychological constructs to present a 6-step view of radicalization into violent extremism where step three is displacement of aggression. See Figure 2 below.

We conducted a literature review to better understand the profile of violent extremists. Two recent studies stood out. First, in 2006, Thomas Hegghammer published his study of 240 biographies of violent extremists compiled over a two-year period.[11] In it, he discusses an almost all young, male population (average age of twenty-seven), a number of which had spent time in prison.

[8] "Tamerlan Tsarnaev said he had no American friends". (2013, April 20). MSNBC.com.
[9] Friedman, H., & Schustack, M. (1999). *Personality classic theories and modern research*. (Fifth ed., pp. 204-207). Pearson.
[10] Bushman, B. J., Bonacci, A. M., Pederson, W. C., Vasquez, E. A., & Miller, N. (2005). Chewing on it can chew you up: Effects of rumination on triggered displaced aggression. Journal of Personality and Social Psychology, 88, 969–983.
[11] Hegghammer, T. (2006). "Terrorist recruitment and radicalization in Saudi Arabia," Middle East Policy Council 13:4. Page 46.

Figure 2: Staircase to Terrorism



Second, in 2009, John Horgan published his findings from a series of in-depth, semi-structured interviews with 52 extremists and their family members over an 18-month period.[12] This study shed significant light on an individual's departure from extremist behavior and related activities. In this study, Horgan found that many individuals can and do disengage from violence mostly due to the influence of family and/or after becoming disillusioned with the reality of their choices. In seeking to "normalize," they expressed interest in programs that offered education, employment assistance, new social networks, and economic relief.

We readily acknowledge the dearth of information and consensus on violent extremism, particularly as it relates to violent extremism in the United States. While there is no single pathway to violent extremism or profile of a violent extremist, we continue to move forward as part of a regional collaborative.

[12] Horgan, J. (2009). Walking Away from Terrorism: Accounts of Disengagement from Radical and Extremist Movements. New York: Routledge Publishing Company).

In the spring of 2014, the Boston, Los Angeles, and Minneapolis regions were chosen by the White House National Security Council to pilot the development of a locally-driven comprehensive framework that promotes multidisciplinary solutions to countering violent extremism. Since the fall of 2014, stakeholders from the Greater Boston area (known as the Collaborative) have been working to develop a locally-driven framework. The Collaborative consists of over 50 members from non-governmental and governmental agencies and organizations, and academic advisors. Contributions were made through in-person meetings, phone conversations, emails and other written correspondence. Working Group meetings were held on a regular basis to resolve issues and craft an approach that could be customized based on the needs of those implementing the framework. Identifying initiatives that promote resilience, respect, and partnership has been particularly important to the Collaborative. The Collaborative is supported by the United States Attorney's Office (USAO) for the District of Massachusetts, Department of Justice, Federal Bureau of Investigation, Department of Homeland Security and National Counterterrorism Center.

Throughout the process of developing a comprehensive framework, the Collaborative worked to clarify the definition of and approach to countering violent extremism (CVE); to better understand the local challenges associated with providing services to vulnerable individuals; and to develop a framework that could be implemented by a range of non-governmental and governmental stakeholders. Working together, the Collaborative determined that a lack of local data and lack of community engagement are primary concerns. With this in mind, the group identified the need to, "expand resources of relevant agencies and organizations 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."[13]

"A Framework for Prevention and Intervention Strategies" was published in February 2015. The framework contains sample problem areas, goals, and solutions. The Framework explores a variety of areas that have presented particular challenges to preventing violent extremism. Seven problem areas, in particular, are identified. We seek to focus on Problem Area Two: Providing

[13] Greater Boston Regional Collaborative. (2015, February). "A Framework for Prevention and Intervention Strategies, Incorporating Violent Extremism Into Violence Prevention Strategies."

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

Building off this foundation, EOPSS seeks to develop a community-based intervention program for young men predisposed to violence. That is, we seek to expand existing efforts and leverage existing resources to build resilience and prevent the escalation of violence and violent extremism among high-risk individuals. This intervention is designed to fill a significant void in prevention programs and services and provide an opportunity for individuals who at high-risk for being recruited by extremist organizations a chance to stave off the escalation to violent extremism. If funded, the USAO has agreed to provide the necessary CVE related training to all staff working on this initiative.

This program will provide an ongoing evaluation of the quality of services delivered, the level of program effectiveness and opportunities for continual improvement. The evaluative component of this initiative will be conducted in partnership between the DOC Office of Strategic Planning & Research. Under the direction of Executive Director Rhiana Kohl, Ph.D., program staff will be trained to monitor programming on a daily basis to identify any safety or security concerns and ensure that services are provided in a consistent and effective manner. DOC research staff will work collaboratively with program staff and community providers to track participation and other necessary data to assess the project's implementation and outcomes. The DOC will provide data in response to this solicitation and participate in any related research or evaluation project.

The following Logic Model below describes the connection between the services proposed and the stated goals, and includes our methodology for measuring progress and success.

Figure 3: Logic Model

RESOURCES **(INPUTS)**	**PROGRAM COMPONENTS** (**ACTIVITIES)**	**OBJECTIVES** **(OUTPUTS)**	**OUTCOMES** **(GOALS)**
DHS Grant Funds: $250,000 x 2 years Evidence-based New Freedom Curriculum Experience working with target population Experience partnering with community-based service providers The Greater Boston Regional Collaborative "A Framework for Prevention and Intervention Strategies" 3.0 FTE Program Staff	Educate target population on benefits of available services and prioritize pre-release enrollment. Develop individualized treatment plans with target population within 6 months of anticipated release. Hire and train 3 master's level clinicians to provide clinical and case management services. Formalize a service delivery network to support the work of the clinicians and provide local connections to: • Peer recovery support centers • One-stop career centers • Family engagement • Additional behavioral health treatment Support treatment attendance through peer mentoring, contingency management, transportation assistance and culturally and linguistically appropriate services. Collect data using participant, staff and stakeholder surveys, criminal offender record review and case record review quarterly.	Progress will be measured by: Percent of individuals who make progress towards stated treatment goals; Percent of individuals who engage in community-based treatment and support services; Level of satisfaction with culturally and linguistically available services; Percent of individuals who engage in continuous quality improvement process; Level of service delivery network participation; and, Reductions in arrests, convictions, and serious (violence-related) offenses. *Data from Q1 and Q2 will be used to establish benchmarks within 6 months of program commencement.	Success is defined as developing a community-based CVE intervention program for high-risk individuals that: <u>Individual</u> Improves protective factors; <u>Program</u> Rehabilitates individuals re-entering society; and, <u>Community</u> Prevents the escalation of Violence and Violent Extremism among high-risk individuals.

EXPERTISE

EOPSS is an executive agency that reports directly to the Governor of the Commonwealth of Massachusetts, Charles D. Baker. On February 6, 2015, Governor Baker appointed Daniel Bennett as Secretary of EOPSS. Under Secretary Bennett's leadership, EOPSS is responsible for the policy development and budgetary oversight of the secretariat agencies, independent programs, and several boards which aid in crime prevention and homeland security preparedness to ensure the safety of residents and visitors in the Commonwealth. Such secretariat agencies include, but are not limited to the Massachusetts State Police, Department of Fire Services, National Guard, Sex Offender Registry Board, Municipal Police Training Committee, Office of the Chief Medical Examiner, Office of Grants and Research and the DOC. EOPSS, who manages over $80 million in state and federal grant funding will work with the DOC and its contracted community-based providers to implement the New Freedoms Intervention program.

The Massachusetts DOC is part of a statewide criminal justice system. Its mission is to promote public safety by managing offenders while providing care and appropriate programming in preparation for successful reentry into the community. The DOC provides a wide range of correctional programs in support of offender rehabilitation. For example, the High Risk Offender program is directed at offenders who have been placed in the Department's Disciplinary Unit as a result of having displayed a history of staff or offender assaults, gang activity, and chronic disruptive behavior and/or have been identified as a threat to the correctional system. Building off of the High Risk Offender Program, the MA DOC has the expertise needed to implement the present program to reduce incidents of aggressive behavior and provide individuals with skills for community living. The USAO will provide CVE related training to all staff if awarded.

Moreover, the DOC has a long history of working collaboratively with community-based agencies and organizations in pursuit of a coordinated effort and an integrated approach. These partnerships are vital to providing an array of evidence-based programming within state correctional facilities and ensuring seamless connections and easy access to effective programming in home communities upon release. The DOC will partner with community-based behavioral health treatment contractors on state contracts as required by state law to provide the program services identified herein.

BUDGET DETAIL and NARRATIVE

Appendix F

24 month project

Budget Category	Federal Request	Non-Federal Amount	Total
A. Personnel	0	0	0
B. Fringe benefit	0	0	0
C. Travel	0	0	0
D. Equipment	0	0	0
E. Supplies	0	0	0
F. Construction	0	0	0
G. Contracts	$452,529.64	0	$452,529.64
H. Other	0	0	0
Total direct cost	$452,529.64	0	$452,529.64
I. Indirect Costs	10.49% = $47,470.35	0	$47,470.35
TOTAL PROJECT COST	$500,000.00	0	$500,000.00

All grant funds will be sub-awarded out from EOPSS to the DOC to manage and implement the programmatic services as described within this proposal. DOC's Indirect Cost Rate is 10.49%, see attached memo.

All services will be provided by the DOC approved vendor on statewide contract and all services will be procured according to MA state law.

Attached is a preliminary annual budget showing in detail how the DOC approved contractor will expend federal grant monies if awarded.

The Commonwealth of Massachusetts
Office of the Comptroller
One Ashburton Place, Room 901
Boston, Massachusetts 02108

THOMAS G. SHACK III
COMPTROLLER

PHONE (b) [redacted]
FAX (617) 727-2163
INTERNET: http://www.mass.gov/osc

October 8, 2015

Ms. Kyra Silva, Chief Fiscal Officer
Department of Correction
50 Maple Street, Suite 3
Milford, MA 01757

Dear Ms. Silva:

The enclosed negotiation agreement involving the FY2016 indirect cost rate for the Department of Correction (DOC) represents an understanding between the Commonwealthand the U. S. Department of Justice concerning the rate that may be used to support a claim for Federal payment of indirect costs incurred for the performance of a Federal grant or contract. This rate was negotiated in accordance with OMB Circular A-87 and with regulations promulgated by the Secretary of Administration and Finance under Administrative Bulletin #5 (A&F5), dated May 1, 2008, entitled: "Fringe Benefits, Payroll Taxes and Indirect Costs".

The automated indirect cost recovery program used to assess DOC's Federal grants and other non budgetary accounts will be updated to reflect the approved FY2016 rate of 10.49% of modified total direct costs (subsidiary AA through MM and UU, excluding KK and U07 object code expenditures) beginning with the closing of Period 05 (November), BFY2016. The last approved FY2015 rate of 6.61%% currently in effect will expire at that time.

Also enclosed with this agreement is a schedule identifying the positions that have been included in the approved indirect cost rate. Since these positions have been approved for reimbursement through this rate, they may not be allocated under the Labor Cost Management System (LCM) or any other agency labor distribution plan without prior authorization of this office. Additionally, these positions may not be used to meet Federal matching requirements.

The above-referenced administrative regulations prohibit indirect costs from being budgeted on Federal grants and trusts at any rate or amount less than that approved under this agreement without prior authorization of this office.

Jerry Stephenson is available at 617-973-2638 to answer any questions that you may have regarding this agreement.

Sincerely,

(b) (6) [redacted]

Bryan Hightower,
Director, Federal Grants
& Cost Allocation

(Revised)

NEGOTIATED AGREEMENT
STATE AND LOCAL UNITS OF GOVERNMENT

INSTITUTION: **DATE: 09/28/2015**

Commonwealth of Massachusetts
Department of Corrections
One Ashburton Place, Room #901
Boston, Massachusetts 02108

File Ref: This document replaces the negotiated agreement dated September 24, 2014.

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

SECTION I: RATES

OVERHEAD

	Effective Period				Applicable
Type	From	To	*Rate	Locations	To
Fixed	07/01/2010	06/30/2011	10.90%	All	All Programs
Fixed	07/01/2011	06/30/2012	8.02%	All	All Programs
Fixed	07/01/2012	06/30/2013	7.59%	All	All Programs
Fixed	07/01/2013	06/30/2014	7.30%	All	All Programs
Fixed	07/01/2014	06/30/2015	6.61%	All	All Programs
Fixed	07/01/2015	06/30/2016	10.49%	All	All Programs

***Base: Modified Total Direct Costs (total direct costs excluding equipment purchases and each major subcontract or subgrant over $25,000); Regular Employee Compensation (AA), Regular Employee Related Expenses (BB), Contractual Employee Compensation (CC), Insurance (DD), Administrative Expenses (EE), Facility Operational Expenses (FF), Energy and Space Rental (GG), Contractual Services (HH), Operational Services (JJ), Equipment Rental (LL), Purchased Client Services (MM), and IT Non-Payroll Expenses (UU).**

Treatment of Fringe Benefits: Fringe benefits applicable to direct salaries and wages are treated as direct costs.

SECTION II: GENERAL

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 on the conditions: (1) that no costs other than those incurred by the grantee/contractor were included in its indirect costs pool as finally accepted and that such costs are legal obligations of the grantee/contractor and allowable under the governing cost principles; (2) that the same costs that have been treated as indirect costs are not claimed as direct costs; (3) that similar types of costs have been accorded consistent accounting 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 incomplete or inaccurate.

AUDIT: Adjustments to amounts resulting from audit of the cost allocation plan upon which the negotiation of this agreement was based will be compensated for in a subsequent negotiation.

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 disallowance.

FIXED RATE (S): The fixed rate (s) contained in this agreement is based upon estimate of the costs which will be incurred during the period for which the rate applies. When the actual costs for such period have been determined, an adjustment will be made in a subsequent negotiation to compensate for the difference between that cost used to establish the fixed rate and that which would have been used were the actual costs known at the time.

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.

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

(b) (6) [redacted]

(b) (6) [redacted]

Signature: Robert D. Balzer, Supervisor
Grants Financial Management Division
Office of the Chief Financial Officer, OJP, DOJ

Date:

Commonwealth of Massachusetts
Office of the State Comptroller
on behalf of the
Department of Corrections

(b) (6) [redacted]

Signature: Bryan Mightower, Director, FGCA
Office of the State Comptroller

October 2, 2015
Date:

COMMONWEALTH OF MASSACHUSETTS
INDIRECT COST RATE PROPOSAL
FISCAL YEARS 2016
BASED ON FY 2014 ACTUAL COSTS

DEPARTMENT: DEPARTMENT OF CORRECTIONS (DOC)
DIVISION: ALL PROGRAMS

ADMINISTRATIVE POSITIONS IDENTIFIED AS INDIRECT

POSITION TITLE		ACTUAL 2014	Staff
ADMINISTRATIVE	Assistant Deputy Commissioner - South	(b)	Drummey, Julie A
EXECUTIVE ASSIS	Assistant Deputy Commissioner - South	(b) (6)	Thibault, Brenda J
Administrator VI	ASSISTANT DEPUTY COMMISSIONER OF CLASSIFICATON	(b) (6)	Cresey, Lori A
#N/A	ASSISTANT DEPUTY COMMISSIONER OF CLASSIFICATON	(b) (6)	Giliardi, Jennifer
Program Manager V	ASSISTANT DEPUTY COMMISSIONER OF CLASSIFICATON	(b	Vacant
Program Manager VI	ASSISTANT DEPUTY COMMISSIONER OF CLASSIFICATON	(b)	Gaffney, Erin C
Administrator VI	ASSISTANT DEPUTY COMMISSIONER OF CLASSIFICATON	$(b)	Hebert, Janice I
Program Manager VI	ASSISTANT DEPUTY COMMISSIONER OF CLASSIFICATON	(b) (6)	Neville, Thomas N
Program Manager III	ASSISTANT DEPUTY COMMISSIONER OF CLASSIFICATON	(b) (6)	Lewis, Jamie
Word Processing Operator I	ASSISTANT DEPUTY COMMISSIONER OF CLASSIFICATON	(b) (6)	Soder, Debra L
Accountant III	BUDGET OFFICE	(b) (6)	Fineman, Carol S
DIR OF INDUSTRI	BUDGET OFFICE	(b) (6)	Karr, James F
Fiscal Officer VI	BUDGET OFFICE	(b) (6)	Lesperance, Patricia A
Fiscal Officer IX	BUDGET OFFICE	(b) (6)	Silva, Kyra L
Clerk IV	COMMISSIONER OF CLINICAL SERVICES	(b) (6)	Ferreira, Lucia M
Administrator VI	COMMISSIONER OF CLINICAL SERVICES	(b	Fisher, Jeffrey
Clerk VI	COMMISSIONER OF CLINICAL SERVICES	(b) (6)	McKinnon, Kathleen
Program Manager X	COMMISSIONER'S OFFICE	(b) (6)	Dipaolo, Paul L
Program Manager VII	COMMISSIONER'S OFFICE	(b) (6)	Fallon, Christopher M
Program Manager Specialist V	COMMISSIONER'S OFFICE	(b) (6)	Farrell, Michelle
Program Coordinator III	COMMISSIONER'S OFFICE	(b) (6)	Ficco, Sharon E
Program Manager VIII	COMMISSIONER'S OFFICE	(b) (6)	Ladouceur, Kristie J
Program Manager XI	COMMISSIONER'S OFFICE	(b) (6)	Chmiel, Katherine
Program Coordinator II	COMMISSIONER'S OFFICE	(b) (6)	Moreira, Danielle P
Program Manager VII	COMMISSIONER'S OFFICE	(b) (6)	Quinones, Monserrate
Program Manager X	COMMISSIONER'S OFFICE	(b) (6)	Spencer, Luis S
Program Manager Specialist X	COMMISSIONER'S OFFICE	(b) (6)	White, Nancy
DIR OF PUBLIC A	COMMISSIONER'S OFFICE	(b) (6)	Duarte, Darren
DIR OF SPECIAL	DEPUTY COMMISSIONER - Administration	(b) (6)	Ayala, Steven P
PROGRAM MANAGER	DEPUTY COMMISSIONER - Administration	(b) (6)	Bissonnette, Dale J
Administrator VIII	DEPUTY COMMISSIONER - Administration	(b) (6)	Wilson, Earl
Program Manager VII	DEPUTY COMMISSIONER - Administration	(b) (6)	Correira, Kelley J
Confidential Secretary	DEPUTY COMMISSIONER - Administration	(b) (6)	Devine, Karen A
Program Manager VIII	DEPUTY COMMISSIONER - Administration	(b) (6)	Dupre, William A
Program Coordinator III	DEPUTY COMMISSIONER - Administration	(b) (6)	Gentz, Betty A
Administrator IV	DEPUTY COMMISSIONER - Administration	(b) (6)	Gotovich, Erin L
Administrator X	DEPUTY COMMISSIONER - Administration	(b) (6)	Correira, Kelley
Program Manager Specialist VI	DEPUTY COMMISSIONER - Administration	(b) (6)	Hughes, Amy J
Program Manager VI	DEPUTY COMMISSIONER - Administration	(b) (6)	Gotovich, Erin
Program Coordinator III	DEPUTY COMMISSIONER - Administration	(b) (6)	O'Connor, Debra L
Program Coordinator I	DEPUTY COMMISSIONER - Administration	(b) (6)	Pipes, Christine M

Program Manager VII	DEPUTY COMMISSIONER - Administration	(b) (6) Sawyer, Caroline M
CHIEF INFORMATI	TECHNOLOGY SERVICES DIVISION	(b [redacted] Sousa, Maria O*
EMPLOYMENT SERV	DEPUTY COMMISSIONER - Prison Divison	(b) (6) Perez, Gina E
Program Coordinator II	DEPUTY COMMISSIONER - Prison Divison	(b) (6) Reinoso, Margaux
Program Manager IV	DEPUTY COMMISSIONER - Prison Divison	(b) (6) Richard, Michelle
Program Manager IV	DEPUTY COMMISSIONER - Prog-Reentry Divison	(b) (6) Brannan, Sandra M
Clerk IV	DEPUTY COMMISSIONER - Prog-Reentry Divison	(b) (6) Capozzoli, Patricia M
Program Coordinator I	DEPUTY COMMISSIONER - Prog-Reentry Divison	(b) (6) Cignoni, Carl V
Program Coordinator I	DEPUTY COMMISSIONER - Prog-Reentry Divison	(b) (6) Fitzgibbons, Kathleen
Program Manager IV	DEPUTY COMMISSIONER - Prog-Reentry Divison	(b) (6) Hopkins, Jaileen A
Program Manager V	DEPUTY COMMISSIONER - Prog-Reentry Divison	(b) (6) Kilawee-Corsini, Claire
Program Manager X	DEPUTY COMMISSIONER - Prog-Reentry Divison	(b) (6) Mici, Carol A
Program Manager IV	DEPUTY COMMISSIONER - Prog-Reentry Divison	(b) (6) Milhomme, William T
Program Manager VIII	DEPUTY COMMISSIONER - Prog-Reentry Divison	(b) (6) Mitchell, Christopher P
Administrative Assistant I	DEPUTY COMMISSIONER - Prog-Reentry Divison	(b) (6) Oliveri, Lorraine
Clerk IV	DEPUTY COMMISSIONER - Prog-Reentry Divison	(b) (6) Rossi, Holly L
Program Coordinator I	DEPUTY COMMISSIONER - Prog-Reentry Divison	(b) (6) Sheehan, Courtney A
Correctional Prog Officer (C)	DEPUTY COMMISSIONER - Prog-Reentry Divison	(b) (6) Stewart, Donald D
Program Coordinator III	DEPUTY COMMISSIONER - Prog-Reentry Divison	(b) (6) Pelletier, Kyle
Correction Officer I	DIVERSITY AND EQUAL OPPORTUNITY	(b) (6) Callahan, James P
Administrative Assistant I	DIVERSITY AND EQUAL OPPORTUNITY	(b) (6) Martinelli, Kimberly A
Administrative Assistant II	DIVERSITY AND EQUAL OPPORTUNITY	(b) (6) Pineda, Haydee E
Correction Officer II	DIVISION OF STAFF DEVELOPMENT	(b) (6) Andrade, Jaime M
Correction Officer I	DIVISION OF STAFF DEVELOPMENT	(b) (6) Antunes, Lisa A
Correction Officer I	DIVISION OF STAFF DEVELOPMENT	(b) (6) Clement, Leonel E
DIR OF TREATMEN	DIVISION OF STAFF DEVELOPMENT	(b) (6) Collins, Anita J
Administrative Assistant I	DIVISION OF STAFF DEVELOPMENT	(b) (6) Collins, Cathy L
Correction Officer II	DIVISION OF STAFF DEVELOPMENT	(b) (6) Delmonaco, Franco M
Correctional Prog Officer (C)	DIVISION OF STAFF DEVELOPMENT	(b) (6) Germany, Thomas S
Captain - DOC	DIVISION OF STAFF DEVELOPMENT	(b) (6) Gonsalves, Raymond J
CORRECTION OFFI	DIVISION OF STAFF DEVELOPMENT	(b) (6) Jackson, Christopher
Training Instructor, Doc	DIVISION OF STAFF DEVELOPMENT	(b) (6) Kingman, Terrance S
CORRECTION OFFI	DIVISION OF STAFF DEVELOPMENT	(b) (6) Lavenski, Wilfred F
WORD PROCESSING	DIVISION OF STAFF DEVELOPMENT	(b) (6) Longe, Norma J
Correction Officer II	DIVISION OF STAFF DEVELOPMENT	(b) (6) Malanson, Patricia A
Industrial Instructor II	DIVISION OF STAFF DEVELOPMENT	(b) (6) Sarrette, Michael
Program Manager IV	DIVISION OF STAFF DEVELOPMENT	(b) (6) Riley, Geralyn
CLERK IV	DIVISION OF STAFF DEVELOPMENT	(b) (6) Spuria, Vivella
Training Instructor, Doc	DIVISION OF STAFF DEVELOPMENT	(b) (6) Stancombe, Richard E
Program Manager IV	DIVISION OF STAFF DEVELOPMENT	(b) (6) Swank, Karen
Correctional Prog Officer (C)	DIVISION OF STAFF DEVELOPMENT	(b) (6) Syring, Matthew J
Administrative Assistant II	DIVISION OF STAFF DEVELOPMENT	(b) (6) Ziegler, Susan L
Accountant I	FISCAL AND SUPPORT SERVICES	(b) (6) Clarke, Camille
Fiscal Officer VII	FISCAL AND SUPPORT SERVICES	(b) (6) Aucoin, Darlene V
Fiscal Officer V	FISCAL AND SUPPORT SERVICES	(b) (6) Barrett, Cecile M
Fiscal Officer V	FISCAL AND SUPPORT SERVICES	(b) (6) Biagi, Pamela J
Accountant IV	FISCAL AND SUPPORT SERVICES	(b) (6) Blais, Collette J
STOREKEEPER IV	FISCAL AND SUPPORT SERVICES	(b) (6) Brady, Steven P
Accountant I	FISCAL AND SUPPORT SERVICES	[redacted] (Cardona-Greene, Raymond
Edp Entry Operator III	FISCAL AND SUPPORT SERVICES	(b) (6) Clapp, Sherree A
Contract Specialist III	FISCAL AND SUPPORT SERVICES	(b) (6) Daggett, Paula
STOREKEEPER II	FISCAL AND SUPPORT SERVICES	[redacted] (Darosa, Edward M
Accountant III	FISCAL AND SUPPORT SERVICES	(b) (6) Dempsey, Sandra L

Program Manager V	FISCAL AND SUPPORT SERVICES	(b) (6) Dimeco, David P
Buyer IV	FISCAL AND SUPPORT SERVICES	(b) (6) Dix, Michael C
Contract Specialist III	FISCAL AND SUPPORT SERVICES	(b) (6) Bianchi, John
Accountant I	FISCAL AND SUPPORT SERVICES	(b) (6) Doucette, Judith M
Administrative Secretary I	FISCAL AND SUPPORT SERVICES	(b) (6) Dufresne, Susan
Program Manager VII	FISCAL AND SUPPORT SERVICES	(b) (6) Gendreau, Christopher R
Fiscal Officer VII	FISCAL AND SUPPORT SERVICES	(b Vacant
Accountant I	FISCAL AND SUPPORT SERVICES	(b) (6) Guinen, Karen
Accountant I	FISCAL AND SUPPORT SERVICES	(b) (6) Haley, Jeanine M
Accountant III	FISCAL AND SUPPORT SERVICES	(b) (6) Heywood, Cynthia E
Accountant I	FISCAL AND SUPPORT SERVICES	(b) (6) Hincapie, Thelma G
Accountant IV	FISCAL AND SUPPORT SERVICES	(b) (6) Jacobs, Ellen L
Administrator VI	FISCAL AND SUPPORT SERVICES	(b) (6) Kearnan, Brian J
Accountant III	FISCAL AND SUPPORT SERVICES	(b) (6) Kennedy, Karen M
INDUSTRIAL INST	FISCAL AND SUPPORT SERVICES	(b) (6) Kleimola, James D
STOREKEEPER IV	FISCAL AND SUPPORT SERVICES	(b) (6) Koslowsky, Michael W
Accountant I	FISCAL AND SUPPORT SERVICES	(b) (6) Lajoie, Lisa A
Fiscal Officer II	FISCAL AND SUPPORT SERVICES	(b) (6) Lemay, Susan M
Accountant I	FISCAL AND SUPPORT SERVICES	(b) (6) Levesque, Colleen A
Accountant III	FISCAL AND SUPPORT SERVICES	(b) (6) Mann, Sandra A
Accountant II	FISCAL AND SUPPORT SERVICES	(b Vacant
Accountant III	FISCAL AND SUPPORT SERVICES	(b) (6) Duggan, Janel
Accountant III	FISCAL AND SUPPORT SERVICES	(b) (6) Notice, Veronica A
ASSISTANT INSTI	FISCAL AND SUPPORT SERVICES	(b) (6) O'Roak, Gregory
INDUSTRIAL INST	FISCAL AND SUPPORT SERVICES	(b) (6) Wood III, Thomas
Administrative Secretary I	FISCAL AND SUPPORT SERVICES	(b) (6) Pacheco, Jessica A
Word Processing Operator I	FISCAL AND SUPPORT SERVICES	(b) (6) Petrillo, Jeanne L
Accountant I	FISCAL AND SUPPORT SERVICES	(b) (6) Prescott, Cynthia J
Accountant III	FISCAL AND SUPPORT SERVICES	(b) (6) Ripley, Leslie M
Accountant III	FISCAL AND SUPPORT SERVICES	(b) (6) Robert, Marie
Contract Specialist III	FISCAL AND SUPPORT SERVICES	(b) (6) Rodrigues, Annmarie
Accountant I	FISCAL AND SUPPORT SERVICES	(b) (6) Brackett, Stephanie
Fiscal Officer V	FISCAL AND SUPPORT SERVICES	(b) (6) Smith, Anton L
Fiscal Officer IV	FISCAL AND SUPPORT SERVICES	(b) (6) Smith, Evelyn E
Fiscal Officer V	FISCAL AND SUPPORT SERVICES	(b) (6) Staffiere, Donald R
Fiscal Officer VII	FISCAL AND SUPPORT SERVICES	(b) (6) Stowe, Walter J
Auditor III	FISCAL AND SUPPORT SERVICES	(b) (6) Temple, Gary C
STOREKEEPER I	FISCAL AND SUPPORT SERVICES	(b) (6) *Vasconcelos, Rick*
Counsel II	HUMAN RESOURCES - ADM PROS	(b) (6) Brenner, Jody A
Counsel II	HUMAN RESOURCES - ADM PROS	(b) (6) Handler, Heidi D
Administrative Assistant I	HUMAN RESOURCES - ADM PROS	(b) (6) Hartfield-Walcott, Doreen M
Counsel II	HUMAN RESOURCES - ADM PROS	(b) (6) McAleer, Andrew S
Correction Officer I	HUMAN RESOURCES - EMPLOYEE ASSISTANCE UNIT	(b) (6) Clavin, Susan L
Correction Officer II	HUMAN RESOURCES - EMPLOYEE ASSISTANCE UNIT	(b) (6) Dunn, Robert K
Correction Officer II	HUMAN RESOURCES - EMPLOYEE ASSISTANCE UNIT	(b) (6) Gonsalves, Esther
Clerk IV	HUMAN RESOURCES - EMPLOYEE ASSISTANCE UNIT	(b) (6) Harriman, Linda C
Correction Officer II	HUMAN RESOURCES - EMPLOYEE ASSISTANCE UNIT	(b) (6) Silva Jr, Alfredo B
Program Manager IV	HUMAN RESOURCES - HEARINGS UNIT	(b) (6) Bodurtha, Richard S
Program Manager IV	HUMAN RESOURCES - HEARINGS UNIT	(b) (6) Herz, Susan E
Personnel Officer I	HUMAN RESOURCES - HEARINGS UNIT	(b) (6) Morrison, Nancy
Program Manager IV	HUMAN RESOURCES - HEARINGS UNIT	(b) (6) Morrone, James C
Program Manager IV	HUMAN RESOURCES - HEARINGS UNIT	(b) (6) Sullivan, Kieran M
Personnel Officer I	HUMAN RESOURCES - PAYROLL	(b) (6) Arsenault, Allison M

Personnel Officer I	HUMAN RESOURCES - PAYROLL	(b) (6) Chabot, Doreen T
Personnel Officer I	HUMAN RESOURCES - PAYROLL	(b) (6) D'Angelo, Suzanne M
Personnel Officer I	HUMAN RESOURCES - PAYROLL	(b) (6) Purdon, Laura
Personnel Officer I	HUMAN RESOURCES - PAYROLL	(b) (6) Holbrook, Anita C
Personnel Officer I	HUMAN RESOURCES - PAYROLL	(b) 0 Lagace, Stephen J
Personnel Officer II	HUMAN RESOURCES - PAYROLL	(b) (6) Mercier, Adelaide T
Personnel Officer I	HUMAN RESOURCES - PAYROLL	(b) (6) DiGiandomenico, Fiona
Personnel Officer I	HUMAN RESOURCES - PAYROLL	(b) (6) Pearl, Diane T
Personnel Officer I	HUMAN RESOURCES - PAYROLL	(b) (6) Rodgers, Anne M
Personnel Officer I	HUMAN RESOURCES - PAYROLL	(b) (6) Rodriguez, Tracey L
Personnel Officer I	HUMAN RESOURCES - PAYROLL	(b) (6) Saunders, Karen M
Personnel Officer II	HUMAN RESOURCES - PAYROLL	(b) (6) Arsenault, Allison
Personnel Officer II	HUMAN RESOURCES - PERSONNEL	(b) (6) Brannan, Cheryl A
Word Processing Operator I	HUMAN RESOURCES - PERSONNEL	(b Vacant
Personnel Officer I	HUMAN RESOURCES - PERSONNEL	(b) (6) Ferrie, Cecile M
Program Coordinator I	HUMAN RESOURCES - PERSONNEL	(b) (6) Fritze, Ana P
WORD PROCESSING	HUMAN RESOURCES - PERSONNEL	(b) (6) Joy, Pearl M
Personnel Officer I	HUMAN RESOURCES - PERSONNEL	(b) (6) Kazlauski, Loretta J
Personnel Officer I	HUMAN RESOURCES - PERSONNEL	(b) (6) Langlois, Bernadette
Personnel Officer I	HUMAN RESOURCES - PERSONNEL	(b) (6) Melo, Linda B
Word Processing Operator I	HUMAN RESOURCES - PERSONNEL	(b) (6) Mercer, Paulette
Supv Identification Agent	HUMAN RESOURCES - PERSONNEL	(b) (6) Jalette, Eugene
Personnel Officer II	HUMAN RESOURCES - PERSONNEL	(b) (6) O'Gara, James M
Personnel Officer I	HUMAN RESOURCES - PERSONNEL	(b) (6) Snow, Patricia A
Personnel Officer I	HUMAN RESOURCES - PERSONNEL	(b) (6) Swanson, Sandra J
Word Processing Operator I	HUMAN RESOURCES - PERSONNEL	(b Vacant
Personnel Officer II	HUMAN RESOURCES - WORKERS COMP	(b) (6) Broskie, Paul A
Personnel Officer I	HUMAN RESOURCES - WORKERS COMP	(b) (6) Gesualdi, Suzanne
Personnel Officer II	HUMAN RESOURCES - WORKERS COMP	(b) (6) Greene, Mary J
Personnel Officer I	HUMAN RESOURCES - WORKERS COMP	(b) (6) Grossi, Brittany A
Personnel Officer II	HUMAN RESOURCES - WORKERS COMP	(b) Vacant
Personnel Officer I	HUMAN RESOURCES - WORKERS COMP	(b) (6) Mansfield, Ann M
Personnel Officer I	HUMAN RESOURCES - WORKERS COMP	(b) (6) Mendes, Marguerite E
Clerk IV	HUMAN RESOURCES - WORKERS COMP	(b) (6) Pereira, Eileen R
Personnel Officer I	HUMAN RESOURCES - WORKERS COMP	(b) (6) Sullivan, Chau T
Administrative Secretary I	HUMAN RESOURCES -LABOR RELATIONS OFFICE	(b) (6) Lui, Louise L
Program Manager IV	HUMAN RESOURCES -LABOR RELATIONS OFFICE	(b) (6) Sullivan, Kieran
Program Manager IV	HUMAN RESOURCES -LABOR RELATIONS OFFICE	(b) (6) Santoro, Joseph S
Program Manager Specialist VI	HUMAN RESOURCES -LABOR RELATIONS OFFICE	(b) (6) Wilson, Earl
Program Coordinator III	INTERNAL AFFAIRS UNIT	(b) (6) Gibson, Shirleyann E
Captain - DOC	INTERNAL AFFAIRS UNIT	(b) (6) Verdini, Christine
Administrative Secretary I	INTERNAL AFFAIRS UNIT	(b) (6) Caliri, Cristine
Administrative Secretary I	INTERNAL AFFAIRS UNIT	(b) (6) Rebello, Susan L
Program Manager Specialist V	LEGAL OFFICE	(b) 3 Abruzzese, Thomas E
Program Manager Specialist V	LEGAL OFFICE	(b) (6) Anahory, Kevin A
Counsel II	LEGAL OFFICE	(b) (6) Anderson, Charles W
Counsel II	LEGAL OFFICE	(b) (6) Borgestedt, Robin G
Counsel II	LEGAL OFFICE	(b) (6) Gordon, Richard
Correctional Prog Off (A/B)		(b) (6) Charron, Lee-Ann
Program Mgr Specialist VIII	LEGAL OFFICE	(b) (6) Cohen, Michael H
Program Manager Specialist VII	LEGAL OFFICE	(b) (6) Colby, Carol A
Counsel II	LEGAL OFFICE	(b) (6) Cole, Kristin J
Counsel II	LEGAL OFFICE	(b) (6) Conlon, Robert E

Program Coordinator III	LEGAL OFFICE	(b) (6) Cronin, Marlene
Counsel II	LEGAL OFFICE	(b) (6) DeDosantos, Veronica E
Program Manager IX	LEGAL OFFICE	(b) (6) Dietrick, Stephen G
Paralegal Specialist	LEGAL OFFICE	(b) (6) Falzone, Alfonse
Counsel II	LEGAL OFFICE	(b) (6) Frigault, Brendan J
Program Coordinator III	LEGAL OFFICE	(b) (6) Gaeta, Eve
Counsel II	LEGAL OFFICE	(b) (6) Glazer, Daryl F
Administrative Assistant I	LEGAL OFFICE	(b) (6) Graham, Cheryl A
Counsel II	LEGAL OFFICE	(b) (6) Grant, Sheryl F
Counsel II	LEGAL OFFICE	(b) (6) Masse, Steven
Counsel II	LEGAL OFFICE	(b) (6) Kavanaugh III, James F
Counsel II	LEGAL OFFICE	(b) (6) Kennedy Constant, Joan T
Counsel II	LEGAL OFFICE	(b) (6) Mansfield, Brian P
Word Processing Operator II	LEGAL OFFICE	(b) (6) Martineau, Elaine C
Counsel II	LEGAL OFFICE	(b) (6) Massey, Vincent F
Program Manager Specialist VII	LEGAL OFFICE	(b) (6) Mcfarland, Richard C
Program Manager Specialist VI	LEGAL OFFICE	(b) (6) Melville, Margaret S
Word Processing Operator II	LEGAL OFFICE	(b) (6) Montague, Lisa
Paralegal Specialist	LEGAL OFFICE	(b) (6) Morello-quinn, Kara A
Program Manager Specialist VI	LEGAL OFFICE	(b) (6) Murray, Mary P
Counsel II	LEGAL OFFICE	(b) (6) Noone, Patricia G
Program Manager VI	LEGAL OFFICE	(b) (6) O'Donnell, Edward J
Administrative Assistant I	LEGAL OFFICE	(b) (6) Owen, Michele
Counsel II	LEGAL OFFICE	(b) (6) Plouffe, John T
Counsel II	LEGAL OFFICE	(b) (6) Poole, C Raye
Program Manager Specialist VII	LEGAL OFFICE	(b) (6) Rentsch, David J
Program Manager Specialist VII	LEGAL OFFICE	(b) (6) Saltzman, William D
Counsel II	LEGAL OFFICE	(b) (6) Solomita, Julie D
Counsel II	LEGAL OFFICE	(b) (6) Sultan, Bradley A
CORRECTION OFFI	OFFICE OF ADMINISTRATIVE RESOLUTION	(b) (6) Aucoin, Ann Marie
Counsel II	LEGAL OFFICE	[redacted] Allonby, Judith A
Counsel II	LEGAL OFFICE	(b) (6) Schneider, Tabitha M
Counsel II	LEGAL OFFICE	(b) (6) Juarez, Melissa
Program Coordinator I	OFFICE OF ADMINISTRATIVE RESOLUTION	(b) (6) Fitzgibbons, Kathleen M
Program Manager IV	OFFICE OF ADMINISTRATIVE RESOLUTION	(b) (6) O'Brien Rosales, Colleen R
Administrative Assistant I	OFFICE OF ADMINISTRATIVE RESOLUTION	(b) (6) Rosas, Ana J
Program Manager X	Office of Strategic Planning & Research	(b) (6) Kohl, Rhiana B
Grants Management Spec III	Office of Strategic Planning & Research	(b) (6) Pushkina, Natalya V
Program Coordinator I	Office of Strategic Planning & Research	(b) (6) Savoie, Sharon J
Program Manager VII	Office of Strategic Planning & Research	(b) (6) Silva, Diane K
Edp Systems Analyst III	Office of Strategic Planning & Research	(b) (6) Simms, Gail D
Program Manager IV	POLICY DEVELOPMENT AND COMPLIANCE	(b) (6) Agoglia, Nancy E
Program Manager VII	POLICY DEVELOPMENT AND COMPLIANCE	(b) (6) Allendes, Juan S
Program Manager IV	POLICY DEVELOPMENT AND COMPLIANCE	(b) (6) Bailer, Robert E
Captain - DOC	BSH	(b) (6) Coache, Melissa D
Program Manager VI	POLICY DEVELOPMENT AND COMPLIANCE	(b) (6) Cruise, Paul M
Program Manager IV	POLICY DEVELOPMENT AND COMPLIANCE	(b) (6) Donaher, Michael
Program Manager VIII	POLICY DEVELOPMENT AND COMPLIANCE	(b) (6) Gaffney, Jennifer A
Administrator IV	POLICY DEVELOPMENT AND COMPLIANCE	(b) (6) Gotovich, Tim
Program Manager IV	POLICY DEVELOPMENT AND COMPLIANCE	(b) (6) Silvia, Kate M
Program Manager IV	POLICY DEVELOPMENT AND COMPLIANCE	(b) (6) Sousa, Michael R
ACCOUNTANT I	REGIONAL SUPPORT	(b) (6) Baker, Barbara J
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) Beckler, Heather L

ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) Bisio, Judith A
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) Botvin, Theresa L
CLERK IV	REGIONAL SUPPORT	(b) (6) Breault, Inga K
REGIONAL ADMINI	REGIONAL SUPPORT	(b) Henry, Michael
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) Donaruma, Dareise M
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) Pali, Padma
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) Dutra, Jessica L
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) Edgar, Karen L
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) Filtzer, Rina
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) Fitzgerald, Debra A
REGIONAL ADMINI	REGIONAL SUPPORT	(b) (6) Gilmour, Cheryl K
ADMINISTRATOR I	REGIONAL SUPPORT	(b) (6) Goguen, Colette M
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) Tickle, Gayle
REGIONAL ADMINI	REGIONAL SUPPORT	(b) Hermann-Gomes, Linda S
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) Horton, April L
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) Hunter, Robin F
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) King, Janet E
REGIONAL ADMINI	REGIONAL SUPPORT	(b) (6) King, Paula M
ADMINISTRATIVE	REGIONAL SUPPORT	(b) Laverdure, Michele A
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) Lees, Mary E
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) Leroux, Amanda L
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) Lincoln, Kimberley A
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) Lynch, Susan L
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) Fiola, Kimberly C (Marsden)
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) Masse, Christine M
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) McAuliffe, Marianne
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) McCullough, Lora J
REGIONAL ADMINI	REGIONAL SUPPORT	(b) (6) McDonough, Denise M
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) Melanson, Brenda
ADMINISTRATIVE	REGIONAL SUPPORT	(b) Mikulski, Dawn M
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) Monaco, Desiree L
CORRECTION OFFI	REGIONAL SUPPORT	(b) Vacant
REGIONAL ADMINI	REGIONAL SUPPORT	(b) (6) Beauchemin, Michael
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) Paquin, Joanne M
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) Picone, Ann-marie R
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) Pimentel, Mary F
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) Reid, Caren L
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) Mucciarone, Tracie
WORD PROCESSING	REGIONAL SUPPORT	(b) (6) Sargent, Karen J
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) Grossi, Joanne
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) Shattuck, Brenda A
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) Shumaker, Jennifer J
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) Thyne, Karen A
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) Tickel, Gayle J
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) Cormier, Jacqueline
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) Vinueza, Eulalia R
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) Wilcox-Colburn, Eileen
ADMINISTRATIVE	REGIONAL SUPPORT	(b) (6) Wilcox-Colburn, Eileen M
CLERK IV	RESEARCH AND PLANNING	(b) (6) Bossi, Gail L
Program Coordinator I	RESEARCH AND PLANNING	(b) (6) **Griffin, Linda M**
RESEARCH ANALYS	RESEARCH AND PLANNING	(b) (6) Lockmer, Eric
COMMITMENT MGR	RESEARCH AND PLANNING	(b) (6) Lynds, Joann M

Research Analyst III	RESEARCH AND PLANNING	(b) (6) **Matthews, Hollie A**
Research Analyst III	RESEARCH AND PLANNING	(b) (6) **McDonald, Susan M**
correction officer i		(b) (6) McLaughlin, Pamela
EDP SYSTEMS ANA	RESEARCH AND PLANNING	(b Vacant
Research Analyst II	RESEARCH AND PLANNING	(b) (6) Cannata, Nicholas C
CLERK V	RESEARCH AND PLANNING	(b) 6 Spuria, Vivella
Edp Systems Analyst III	RESEARCH AND PLANNING	(b) (6) **Yutkins-Kennedy, Eva**
3rd Class Power Plant Engineer	RESOURCE MANAGEMENT	(b Vacant
Program Manager VII	RESOURCE MANAGEMENT	(b) (6) Hession, Paul
1st Cl Power Plant Eng - CoGen	RESOURCE MANAGEMENT	(b) 4 Baker, Francis T
Construction Coordinator III	RESOURCE MANAGEMENT	(b) (6) **Bakinowski, Andrew W**
Steam Fireman	RESOURCE MANAGEMENT	(b) (6) Bedard, Denis R
Steam Fireman - CoGen	RESOURCE MANAGEMENT	(b) (6) Bent, Robert F
Sewage Treatment Plant Op III	RESOURCE MANAGEMENT	(b) (6) **Bettencourt, Guy M**
Steam Fireman	RESOURCE MANAGEMENT	(b) (6) Borges, Robert A
Industrial Instructor II	RESOURCE MANAGEMENT	(b **Vacant**
3rd Class Power Plant Engineer	RESOURCE MANAGEMENT	(b Vacant
Steam Fireman	RESOURCE MANAGEMENT	(b) (6) Carney, Benjamin T
Industrial Instructor II	RESOURCE MANAGEMENT	(b) (6) **Centola, Rudolph C**
Industrial Instructor III	RESOURCE MANAGEMENT	(b) (6) **Champagne, William F**
Industrial Instructor I	RESOURCE MANAGEMENT	(b) 8 Costa, Edward A
3rd Class Power Plant Engineer	RESOURCE MANAGEMENT	(b Vacant
Sewage Treatment Plant Op II	RESOURCE MANAGEMENT	(b) (6) Correia, Gary F
Program Manager Specialist III	RESOURCE MANAGEMENT	(b) (6) Curran, Paul V
Steam Fireman	RESOURCE MANAGEMENT	(b) (6) Daniel, Robert K
Sewage Treatment Plant Op III	RESOURCE MANAGEMENT	(b) (6) Delaney, Michael J
Steam Fireman	RESOURCE MANAGEMENT	(b) (6) Dennis, Jerome P
Sewage Treatment Plant Op II	RESOURCE MANAGEMENT	(b) (6) Dermody, Robert B
Mechanical Engineer IV	RESOURCE MANAGEMENT	(b) (6) Chow, Omar
Industrial Instructor III	RESOURCE MANAGEMENT	(b) (6) Dickhaut, James D
3rd Class Power Plant Engineer	RESOURCE MANAGEMENT	(b) (6) Dickhaut, Paul M
Power Plant Supervisor, 2nd Cl	RESOURCE MANAGEMENT	(b) (6) Donegan, Edward J
Industrial Instructor III	RESOURCE MANAGEMENT	(b) (6) **Gagne, Mark L**
3rd Class Power Plant Engineer	RESOURCE MANAGEMENT	(b) (6) Graves, William H
Program Manager VII	RESOURCE MANAGEMENT	(b) (6) **Gundlach, Todd D**
Program Coordinator III	RESOURCE MANAGEMENT	(b) (6) **Haigh, Darlene M**
Construction Coordinator III	RESOURCE MANAGEMENT	(b) (6) **Hession, Paul J**
2nd Class Power Plant Engineer	RESOURCE MANAGEMENT	(b) (6) Isabelle, Wayne T
1st Cl Power Plant Eng - CoGen	RESOURCE MANAGEMENT	(b) (6) Johnson, Luke F
2nd Cl Power Plant Eng - CoGen	RESOURCE MANAGEMENT	(Vacant
3rd Class Power Plant Engineer	RESOURCE MANAGEMENT	(b) (6) Langdon, Ralph J
Industrial Instructor III	RESOURCE MANAGEMENT	(b) (6) **Laroche, Wayne J**
2nd Cl Power Plant Eng - CoGen	RESOURCE MANAGEMENT	(b) (6) Lee, Jeffrey
Industrial Instructor II	RESOURCE MANAGEMENT	(b) (6) McGuire, Jeffrey P
Industrial Instructor II	RESOURCE MANAGEMENT	(b) (6) **Mullens, James R**
2nd Cl Power Plant Eng - CoGen	RESOURCE MANAGEMENT	(b) (6) O'Connor, Thomas D
Sewage Treatment Plant Op II	RESOURCE MANAGEMENT	(b) (6) *Ouellette Jr, Leo J*
Program Manager IX	RESOURCE MANAGEMENT	(b) (6) **Quick, Jeffrey J**
Industrial Instructor I	RESOURCE MANAGEMENT	(b) (6) Roomes, Jason C
Administrative Assistant I	RESOURCE MANAGEMENT	(b) (6) **Rose, Renee M**
Construction Coordinator III	RESOURCE MANAGEMENT	(b) (6) **Sjoquist, Clifford E**
Word Processing Operator II	RESOURCE MANAGEMENT	(b) (6) **Soullier, Mary M**
3rd Class Power Plant Engineer	RESOURCE MANAGEMENT	(b) (6) Strolsky, Frederick C

Program Manager V	RESOURCE MANAGEMENT	(b) (6)	**Sykes, Robert S**
Correction Officer II	RESOURCE MANAGEMENT	(b) (6)	Therien, Ernest J
Sewage Treatment Plant Op II	RESOURCE MANAGEMENT	(b) (6)	*Tremblay, Marcel H*
3rd Class Power Plant Engineer	RESOURCE MANAGEMENT	(b) (6)	Tunis, James H
Word Processing Operator II	RESOURCE MANAGEMENT	(b) (6)	**Wright, Linda M**
Environmental Analyst V	RESOURCE MANAGEMENT	(b) (6)	**Yacino, Christopher T**
Administrative Assistant II	TECHNOLOGY SERVICES DIVISION	(b) (6)	Lacey, Andrea L
Educational Specialist (A/B)	TECHNOLOGY SERVICES DIVISION	(b) (6)	Leighton, Richard M
Edp Systems Analyst II	TECHNOLOGY SERVICES DIVISION	(b)	St Pierre, Bryan T
		(b) (6)	

BUDGET DETAIL AND NARRATIVE

Contracted services to be procured

As noted, EOPSS will be subcontracting all funds to our state partner, MA DOC. DOC will then subcontract the funds to an approved vendor. The following is the annual budget showing how the DOC subcontracted vendor will expend funds for the proposed program. All contracted services will be procured according to MA state law.

Personnel

Clinicians (3FTE) – ($48,000 each) Clinicians provide documented individual and group clinical services and case management to clients using proposed curriculum and protocols, perform intake assessments and all associated documentation, develop, implement and revise individual treatment plans with assigned clients and complete all outcome measurements, as requested. This position works closely with a wide array of stakeholders to ensure safe and effective service delivery. Clinicians will have a minimum of a master's degree in clinical psychology, education-counseling, medicine, psychology, psychiatric nursing, rehabilitative counseling, social work, or closely related field; preference will be given to licensed mental health counselors (LMHCs).

Fringe

Payroll tax and fringe benefit breakdown is as follows: FICA/SS 7.65%; SUI 1.7%; Workers Comp .72%; 401k .49%; Health 12.71%; Dental .84%; and, Empl Educ .89%

Travel

Mileage and Parking - ($3,300) Budgeted amount supports staff travel between treatment centers. Mileage rates are based on mileage in excess of regular daily commute and mileage reimbursement rate of $.49/mile. Travel also includes a modest amount ($500) for parking in each grant year.

Participant Transportation – ($1,000) Bus passes and cab vouchers will be available through this program as a last resort to support attendance at scheduled appointments. Costs are based on an average bus fare of $5.00 round trip and an average cab ride of $10.

Equipment

Laptops - ($2,700) Full-time program staff will need laptops to ensure consistent, reliable and complete record keeping, data collection and reporting. Equipment costs are one-time start-up costs only.

Supplies

Program Supplies and Materials – ($2,500) Office supplies will be purchased to support program staff. Office supplies include notebooks, copy paper, and toner and is calculated based on our experience launching new programs. This category also includes purchasing copy written material (in English and Spanish) for use in treatment settings.

Other

Staff Training – ($2,000) Staff training is designed to equip staff for extensive work with high risk offenders and ensure fidelity to the proposed model. Training will be provided by staff trained on the New Freedom curriculum and be open to interested DOC and community providers staff who will be working with the target population.

Cell Phones – ($2,100) Each full-time staff person will have a mobile phone to stay connected with program participants, community resources, and each other. The cost for mobile phones and hotspots is based on our previous experience.

Contingency Management – ($5,000) The program will utilize the evidence-based Contingency Management practice to acknowledge individuals who engage in needed services as detailed in their treatment plan. The contingency management system will use non-cash incentives inspected monthly.

Program Facilities – ($6,000) $500 per month is budgeted to support the cost of providing services at community-based outpatient treatment centers. Costs are based on an average estimated cost.

Program Support – ($1,695) The program will be insured for professional and general liability for the duration of the program.

Indirect Charges

Per the Office of Management and Budget (OMB)'s "Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards" (2 CFR part 200), published in December 2013, institutions of higher education or nonprofit organizations that have never received a negotiated indirect cost rate may choose to use a de minimis rate of 10% of modified total direct costs (MTDC) which may be used indefinitely.

MTDC = total direct costs - equipment - subaward + first $25,000