



Archived Content

In an effort to keep DHS.gov current, this document has been archived and contains outdated information that may not reflect current policy or programs.

EMW-2016-CA-APP-00401

Application Information

Application Number: EMW-2016-CA-APP-00401

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: Heartland Democracy Center

Organization ID: 18043

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

Division:

Department:

EIN: (b) (6)

EIN Shared With Organizations:

DUNS: 079836166

DUNS 4:

Congressional District: Congressional District 05, MN

Physical Address

Address Line 1: 4828 Harriet Avenue South

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

City: Minneapolis

State: Minnesota

Province:

Zip: 55419-[Grantee Organization > Physical Address > Zip 4]

Country: UNITED STATES

Mailing Address

Address Line 1: PO Box 19458

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

City: Minneapolis

State: Minnesota

Province:

Zip: 55419-[Grantee Organization > Mailing Address > Zip 4]

Country: UNITED STATES

SF-424 Information

Project Information

Project Title: Strengthening Community Resilience in the Heartland: Collaboration, Education & Empowerment to Prevent Violent Extremism

Program/Project Congressional Districts: Congressional District 01, MN

Congressional District 02, MN

Congressional District 03, MN

Congressional District 04, MN

Congressional District 05, MN

Congressional District 06, MN

Congressional District 07, MN

Congressional District 08, MN

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.): Minnesota

Estimated Funding

Funding Source	Estimated Funding (\$)
Federal Funding	\$423340
Applicant Funding	\$0
State Funding	\$0
Local Funding	\$0
Other Funding	\$0
Program Income Funding	\$0
Total Funding	\$423340

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
Mary McKinley	(b) (6)	(b) (6)	Authorized Official Primary Contact
Mary McKinley	(b) (6)	(b) (6)	Secondary Contact Signatory Authority

SF-424A

Budget Information for Non-Construction Programs

Grant Program: Countering Violent Extremism Grant Program
 CFDA Number: 97.132

Budget Object Class	Amount
Personnel	\$140000
Fringe Benefits	\$20000
Travel	\$17000
Equipment	\$0
Supplies	\$14000
Contractual	\$188400
Construction	\$0
Other	\$6000
Indirect Charges	\$37940
Non-Federal Resources	Amount
Applicant	\$0
State	\$0
Other	\$6000
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: Mary McKinley
Signed Date: Tue Sep 06 00:00:00 EDT 2016
Signatory Authority Title: Executive Director

Certification Regarding Lobbying

Form not applicable? false

Signatory Authority Name: Mary McKinley
Signed Date: Tue Sep 06 00:00:00 EDT 2016
Signatory Authority Title: Executive Director

Disclosure of Lobbying Activities

Form not applicable? true

Signatory Authority Name: Mary McKinley
Signed Date:
Signatory Authority Title:

ATTACHMENTS FORM

Instructions: On this form, you will attach the various files that make up your grant application. Please consult with the appropriate Agency Guidelines for more information about each needed file. Please remember that any files you attach must be in the document format and named as specified in the Guidelines.

Important: Please attach your files in the proper sequence. See the appropriate Agency Guidelines for details.

1) Please attach Attachment 1	<input type="text" value="1234-HeartlandCVEGrantFinal"/>	<input type="button" value="Add Attachment"/>	<input type="button" value="Delete Attachment"/>	<input type="button" value="View Attachment"/>
2) Please attach Attachment 2	<input type="text"/>	<input type="button" value="Add Attachment"/>	<input type="button" value="Delete Attachment"/>	<input type="button" value="View Attachment"/>
3) Please attach Attachment 3	<input type="text"/>	<input type="button" value="Add Attachment"/>	<input type="button" value="Delete Attachment"/>	<input type="button" value="View Attachment"/>
4) Please attach Attachment 4	<input type="text"/>	<input type="button" value="Add Attachment"/>	<input type="button" value="Delete Attachment"/>	<input type="button" value="View Attachment"/>
5) Please attach Attachment 5	<input type="text"/>	<input type="button" value="Add Attachment"/>	<input type="button" value="Delete Attachment"/>	<input type="button" value="View Attachment"/>
6) Please attach Attachment 6	<input type="text"/>	<input type="button" value="Add Attachment"/>	<input type="button" value="Delete Attachment"/>	<input type="button" value="View Attachment"/>
7) Please attach Attachment 7	<input type="text"/>	<input type="button" value="Add Attachment"/>	<input type="button" value="Delete Attachment"/>	<input type="button" value="View Attachment"/>
8) Please attach Attachment 8	<input type="text"/>	<input type="button" value="Add Attachment"/>	<input type="button" value="Delete Attachment"/>	<input type="button" value="View Attachment"/>
9) Please attach Attachment 9	<input type="text"/>	<input type="button" value="Add Attachment"/>	<input type="button" value="Delete Attachment"/>	<input type="button" value="View Attachment"/>
10) Please attach Attachment 10	<input type="text"/>	<input type="button" value="Add Attachment"/>	<input type="button" value="Delete Attachment"/>	<input type="button" value="View Attachment"/>
11) Please attach Attachment 11	<input type="text"/>	<input type="button" value="Add Attachment"/>	<input type="button" value="Delete Attachment"/>	<input type="button" value="View Attachment"/>
12) Please attach Attachment 12	<input type="text"/>	<input type="button" value="Add Attachment"/>	<input type="button" value="Delete Attachment"/>	<input type="button" value="View Attachment"/>
13) Please attach Attachment 13	<input type="text"/>	<input type="button" value="Add Attachment"/>	<input type="button" value="Delete Attachment"/>	<input type="button" value="View Attachment"/>
14) Please attach Attachment 14	<input type="text"/>	<input type="button" value="Add Attachment"/>	<input type="button" value="Delete Attachment"/>	<input type="button" value="View Attachment"/>
15) Please attach Attachment 15	<input type="text"/>	<input type="button" value="Add Attachment"/>	<input type="button" value="Delete Attachment"/>	<input type="button" value="View Attachment"/>

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	
<input style="width: 100%;" type="text" value="Heartland Democracy Center"/>	
* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE	
Prefix: <input style="width: 100px;" type="text"/>	* First Name: <input style="width: 200px;" type="text" value="Mary"/> Middle Name: <input style="width: 150px;" type="text" value="Kathleen"/>
* Last Name: <input style="width: 300px;" type="text" value="McKinley"/>	Suffix: <input style="width: 100px;" type="text"/>
* Title: <input style="width: 250px;" type="text" value="Executive Director"/>	
* SIGNATURE: <input style="width: 300px;" type="text" value="Mary K McKinley"/>	* DATE: <input style="width: 150px;" type="text" value="09/06/2016"/>

Application for Federal Assistance SF-424

* 1. Type of Submission: <input type="checkbox"/> Preapplication <input checked="" type="checkbox"/> Application <input type="checkbox"/> Changed/Corrected Application	* 2. Type of Application: <input checked="" type="checkbox"/> New <input type="checkbox"/> Continuation <input type="checkbox"/> Revision	* If Revision, select appropriate letter(s): <input type="text"/> * Other (Specify): <input type="text"/>
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* 3. Date Received: <input type="text" value="09/06/2016"/>	4. Applicant Identifier: <input type="text"/>
----------------------------------------------------------------	--------------------------------------------------

5a. Federal Entity Identifier: <input type="text"/>	5b. Federal Award Identifier: <input type="text"/>
--------------------------------------------------------	-------------------------------------------------------

State Use Only:

6. Date Received by State: <input type="text"/>	7. State Application Identifier: <input type="text"/>
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8. APPLICANT INFORMATION:

* a. Legal Name:

* b. Employer/Taxpayer Identification Number (EIN/TIN): <input type="text" value="(b) (6)"/>	* c. Organizational DUNS: <input type="text" value="0798361660000"/>
-------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------

d. Address:

* Street1:	<input type="text" value="P.O. Box 19458"/>
Street2:	<input type="text" value="4828 Harriet Avenue South"/>
* City:	<input type="text" value="Minneapolis"/>
County/Parish:	<input type="text"/>
* State:	<input type="text" value="MN: Minnesota"/>
Province:	<input type="text"/>
* Country:	<input type="text" value="USA: UNITED STATES"/>
* Zip / Postal Code:	<input type="text" value="55419-5436"/>

e. Organizational Unit:

Department Name: <input type="text"/>	Division Name: <input type="text"/>
------------------------------------------	----------------------------------------

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

Prefix: <input type="text"/>	* First Name: <input type="text" value="Mary"/>
Middle Name: <input type="text" value="Kathleen"/>	
* Last Name: <input type="text" value="McKinley"/>	
Suffix: <input type="text"/>	
Title: <input type="text" value="Executive Director"/>	

Organizational Affiliation:

* Telephone Number: <input type="text" value="(b) (6)"/>	Fax Number: <input type="text"/>
----------------------------------------------------------	----------------------------------

* Email:

Application for Federal Assistance SF-424

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

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

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

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

Department of Homeland Security - FEMA

11. Catalog of Federal Domestic Assistance Number:

97.132

CFDA Title:

Financial Assistance for Countering Violent Extremism

*** 12. Funding Opportunity Number:**

DHS-16-OCP-132-00-01

* Title:

FY 2016 Countering Violent Extremism Grants

13. Competition Identification Number:

Title:

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

Add Attachment

Delete Attachment

View Attachment

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

Strengthening Community Resilience in the Heartland: Collaboration, Education & Empowerment to Prevent Violent Extremism

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

Application for Federal Assistance SF-424

16. Congressional Districts Of:

* a. Applicant

* b. Program/Project

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

17. Proposed Project:

* a. Start Date:

* b. End Date:

18. Estimated Funding (\$):

* a. Federal	<input type="text" value="423,340.00"/>
* b. Applicant	<input type="text" value="18,700.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="49,995.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="492,035.00"/>

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

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

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

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

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

Yes No

If "Yes", provide explanation and attach

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

** I AGREE

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

Authorized Representative:

Prefix: * First Name:

Middle Name:

* Last Name:

Suffix:

* Title:

* Telephone Number: Fax Number:

* Email:

* Signature of Authorized Representative: * Date Signed:

EXECUTIVE SUMMARY

In the battle against violent extremism, Minnesota has been center stage. We are notable as a community in need, with the recent arrests of twelve young Somali-Americans attempting to join ISIL. In addition, Minnesota has attracted attention because we have, perhaps more than any other state, sought to look beyond one methodology or one message regarding the issue. Heartland Democracy (Heartland) has been an innovator over the last two years, working to challenge the narrative and tackle this issue. We have established partnerships with community leaders and organizations (e.g. African Immigrants Community Services), government agencies (e.g. Hennepin County), law enforcement (including US Attorney Andrew Luger), and school systems (including Minneapolis Public Schools). Heartland has been approached when innovation was needed - such as in the criminal case of Abdullahi Yusuf, who was arrested for attempting to join ISIL. This federal grant program, (requesting \$423,340 over two years,) will allow Heartland to build the potential to reach perhaps hundreds more at-risk young people.

Our program involves four areas of emphasis: education and engagement (\$27,300/yr), resilience and wellness (\$23,700/yr), prevention (\$30,400/yr), and outreach (\$26,400/yr). The cornerstone of our education emphasis will be expanding the reach of our Empowering U curriculum to reach more students. To build resilience and wellness, we will partner with community groups and health care organizations to empower parents and train providers. Our prevention initiatives will center around connecting with individuals and families in crisis. And our outreach efforts will continue our work magnifying youth voices and bridging divisions in our community. Per year, these programs will reach at least: 150 students, 70 parents, 30 coach/mentors, six families in crisis, and 10 healthcare practitioners. Over years serving this area, Heartland has built partnerships and collaborative relationships and has earned the trust of leaders and members of the communities we serve to make these programs work.

Our programs partner with organizations and communities in Minnesota. However, as we demonstrate more success through our evaluation processes, we plan to share what we learn. Other communities around the country will be able to use, adapt, and learn from the programs we put into action here in the Heartland.

Strengthening Community Resilience in the Heartland:

**Collaboration, Education,
and Empowerment to
Prevent Violent Extremism**

Submitted by:



Focus Area 1: Developing Resilience

TECHNICAL MERIT

High-profile arrests related to recruitment in Minnesota by al-Shabaab and ISIS have generated much media attention in recent years. In addition, Minnesota has seen an increase in other categories of civil unrest, including gun violence, racial tension, and controversies regarding the actions of law enforcement. Community leaders, organizational partners, educators, and law enforcement agencies are fielding an array of requests to help young people and families navigate these issues. This is particularly true among our most marginalized youth. Heartland has worked for more than a decade, developing innovative programs that educate and mentor youth, and develop collaborative efforts with individuals, families, educators, community groups, and government to address some of our most intractable civic issues.

We will build capacity and resilience in our community, addressing the crises that exist within some families, and doing so within a context of broadly-based education, community outreach, and dialogue. This grant will allow Heartland to build on what we have already developed, providing programming in four key areas:

- (1) Education & Engagement:** expanding cohorts of our groundbreaking Empowering U program, focusing on humanities-based education, civic engagement, and identity development; vetting and training mentors;
- (2) Resilience and Wellness:** developing companion support and training programs for parents, family members, mental health professionals, healthcare providers, and direct service agencies;
- (3) Prevention:** creating highly individualized targeted support and interventions for families in crisis, utilizing a diverse team of professionals;
- (4) Outreach:** expanding community outreach, education, and public events, creating positive experiences for diverse groups of young people and families.

By integrating these efforts and the work of our partners, we will not only create the capacity to address our local needs, but also develop and improve upon our evaluation systems so that our best efforts may be replicated.

Heartland Democracy Program Areas

Education & Engagement	Resilience and Wellness	Prevention	Outreach
<p>Goals <i>Train and observe coaches; build mentor capacity for group and individual programs; Develop relationships with diverse groups of students</i></p> <p>Schools/Community Partnership: develop program at 3-5 new sites —3+ coach training sessions approx. 15 new coaches/year —15-20 total cohorts of 6-12 students (approx. 150 students) —Maintain 2 coaches per site —Opportunities for youth voices to be heard in/by community</p> <p>Coach/Mentor Trainings —Assess qualifications —Ensure diversity of team —Observe interactions</p> <p>Empowering U Providing safe, confidential space for complex dialogue around politics, history, race, religion, culture, values, family, career, relationships, and goals. —Integrated; Socratic method; Humanities-based; Sustainable; Connected to the world; —Open to all, not a pull-out for at-risk or student leaders —Challenging reading list —Engage students with leaders and professionals; create field trips, internships, and artistic experiences</p>	<p>Goals <i>Convene practitioners in partnership with established local partners (county offices, schools, community organizations, healthcare providers); build trust with and among community groups, parents, service providers</i></p> <p>Parent Groups —Launch groups at partner sites —3-5 groups of 5-7 participants —Introduction to Empowering U for Parents, to include additional supports (interpretation, life skills, childcare, networking, family communication skills) —Encourage diverse, inclusive and collaborative community dialogue and supports —Provide collaborative opportunities between adults and young people —Increase participation along with a review evaluations and data —Incremental, evidence-based program enhancements</p> <p>Trainings —Train the trainers (4+) at partner organizations —Convene mental healthcare and primary care providers to assess, share, and develop culturally competent care and outreach —Utilize mentor cohorts with Parent and health care groups</p>	<p>Interventions and Crisis Management <i>Team of professionals working directly with young people and families</i> —Voluntary, 3-5 families per program year. —Support for families directly affected by recruitment —Support for families who believe they may be at-risk —Solidify Memorandum of Understanding (MOU) for participants and service providers: information-sharing practices, limits and constraints, civil liberties, privacy protections —Establish clear liability coverage and reporting mechanisms —Establish referral protocols —Supervise mentor training; integrate quality coaches from Education programs —Develop and integrate assessment tools —Establish rigorous multi-sector case management system —Engage services: mentoring, educational, health programs and social services —Launch multi-sector trainings and cross-cultural educational opportunities within professional community —Community hotline when feasible</p>	<p>Outreach Goals <i>2-3 large events; 3-5 small gatherings per year; engage a diverse set of youth voices, families, local community leaders and national efforts</i> —Find pathways to welcome broad community interactions around and with youth —Support emerging leaders —Conduct outreach with local and mass media, promoting Heartland work, partner organizations, and new narratives —Convene educators, parents, youth, philanthropic and business leaders, and youth organizations</p> <p>Events In Development —Organizing women’s group with Annie E. Casey Fellow —Hackathon with Affinis Labs —Supporting outreach events led by families affected by recruitment —Mobile Photography Exhibit with ARTWorks Chicago —Film Screening of “Men in the Arena” —Collaboration with Average Mohamed and other on-line messaging efforts —Roundtable event with Minnesota Humanities Center around civic engagement and humanities curriculum development</p>

Community groups and leaders have been divided, and local discourse inflamed, due to the intense scrutiny on our community and contentious political and public debate over the past several years. Now, our community is coming together, and Heartland has been a central player in developing productive dialogue and solutions, creating connections and strategies to build bridges among, or workarounds to address, many of the notable elements our recruitment problem, including educational challenges and communication barriers, engaging a more diverse community of leaders, finding compromise and common ground among young people, parents, civic leadership, community members, government, law enforcement, educators, and other partners.

Heartland's innovative curriculum (*Empowering U*) and supportive programs will be the cornerstone of our increased work with students, families, and some of the most at-risk youth in our community. With our partners listed above, we have and will continue to draw from the best practices and local, national, and international expertise to build capacity to develop and increase the effectiveness of our model—what has been referred to nationally as “the Minnesota Model”¹ for effective programming for students, families and communities to counter extremism.

Heartland's programming addresses the need for families and young people to develop **critical thinking** and **problem solving** skills to address issues at the heart of their disengagement and vulnerability to recruitment. Heartland's approach follows an iterative, Socratic method of needs assessment, education, collaboration, and resource management, integrating the identified needs of participants. We work to create an **empowering environment** that enables participants to learn about, work through, and solve challenges. Our curriculum focuses on issues of **identity** and education, fostering exploration, and **resilience**. We create a safe place for complicated conversations at the heart of grievances, but that are so often avoided. We also **engage** parents and empower them to find the resources and tools to identify and address issues. Our participants emerge better equipped to challenge misconceptions that lead to poor decision-making and violent behaviors. Participants develop skills and networks for making better choices, finding stability, and exploring greater opportunity.

Using a diverse pool of skilled professionals, dedicated educators, and trained mentors, along with policy makers, artists, and community leaders, our curriculum integrates and tracks the following areas of emphasis:

- **Process, Trust and Relationships** [*Entire Team*]: Building trusting relationships between participants and the program team;
- **Family and Community Connection** [*Social service partners; Health professionals*]: Strengthening family systems, relationships, and communication. Working to overcome cultural and other barriers to seeking professional help, helping families articulate needs, understand systems, empower themselves;
- **Story** [*Coach; Mentor*]: Helping students articulate and determine their own narratives, and question and clarify issues of identity, actions, and consequences;
- **Identity and Place** [*Educator; Mentor*]: Exploring independence of thought and behavior with young adults, creating safe space for “sticky” discussions around socio-economic, racial, educational, socio-sexual, political, and religious issues;
- **Educational Pursuits** [*Educator; Mentor; Family*]: Finding ways to pursue education, job training, and exploring the power of positive network creation;
- **Religion, Faith and Pluralism** [*Educators*]: Discussing topics of interest directly and thoughtfully utilizing local faith-based and secular educational resources.
- **Current Events and Context** [*Educator; Team*]: Guiding questions and discussion, utilizing multiple sources; improving articulation of grievances and parsing dissonant experiences;
- **Peer Relationships and Pressure** [*Mentor; Educator; Peers*]: Developing tools to build better relationships, identify positive role models, and manage reactions to peer pressure;
- **Resilience and Mental Strength** [*Mentor, Team*]: Learning to understand and articulate strengths and deficiencies; discussing cultural barriers and stigmas;
- **Reputation and Rehabilitation** [*Mentor; Team; Family*]: Creating a relationship to individual and community perceptions and images in the wider mass media.

Our stated commitment to these focus areas has allowed us to enter into incredibly rich collaborative efforts with highly respected individuals, without whom we would not be able to reach the goals of this proposal.

Committed Partners and Partner Organizations

Name	Title / Position
Abdirashid Abdi	Minneapolis Public Schools; AbuBakr Mosque
Mohamed Ahmed	creator of "Average Mohamed"
Semhar Araia	Director, Diaspora African Women's Network; Heartland board member
Letitia Basford	Assistant Professor, Hamline University
Jehanne Beaton, PhD	School Partner Network Coordinator, University of Minnesota
Sara Evans	Professor Emeritus (history), Univ. of Minnesota; Heartland board chair
Hodan Hassan	social worker; Chair, Somali-American Task Force
Mustafa Hassan	Executive Director, African Immigrants Community Services
Vinodh Kutty	Philanthropic Liaison, Hennepin County
Leslie Lewandowski	Director of Contract / Alternative Schools, Minneapolis Public Schools
Andrew Lugar	United States Attorney for Minnesota
Claude Maddox	social worker; Heartland coach
Mariam Mohamed	consultant; Heartland board member
David O'Fallon	President and CEO, Minnesota Humanities Center
Todd Otis	ThinkSmall; Heartland board member
Christa Perkins	Director, Girls Inc.; YWCA of Minneapolis
Gene Rerat	Pres., Base Management; Hennepin County Sheriff's Advisory Board
Joseph Rivers	Federal Bureau of Investigation
Jibril Said	IBM; Spokesperson, Somali-American Task Force
Mark Sander	Dir., Mental Health, Hennepin County and Minneapolis Public Schools
Rich Stanek	Hennepin County Sheriff
John Stanoch	Director, Minneapolis Chamber of Commerce; former judge
Richard Thornton	Federal Bureau of Investigation
Thomas Vellenga	Carver County executive; Heartland founder
Robert Weidman	Consultant; Heartland board member
Quintan Wiktorowicz	Founder, Affinis Labs

Very few organizations have developed our particular collaborative relationships among multiple agencies and communities dealing with violence among young people. As we know, the situation in Minnesota is unique, and this funding will allow Heartland to put a program in place for affected youth and their families *and* to engage many more members of our community in support of young people.

NEEDS ANALYSIS

Minnesota is a target area for terrorist recruitment; in the U.S., the number of recruits and potential recruits is second only to New York.² And while the current domestic threat is not as great as it is in other parts of the world, the numbers are still staggering. From 2007 through 2012, more than 20 men left Minneapolis to join al-Shabaab. More recently, twelve young men have been caught attempting to join ISIL.

The attention on our state has been intense.³ Leaders within our Somali-American community and law enforcement officials such as US Attorney Andrew Luger have made efforts to stem ISIL recruitment; however, these proposals have garnered only limited support. Because a majority of the Minnesota recruits to date have been Somali, discussion has thus far focused on Somali-American young people. However, annual support from local foundations for initiatives focused on our Somali community dropped from \$948,500 to \$127,800 from 2004 to 2014, underscoring the need for more aid.⁴

Political Factors. Mass media, social media, and political propaganda from various sources drives peer-to-peer influence, finding a ready hold on young people as they work to find their way in the world. They may be reaching *toward* living the righteous life of a soldier (to respond to ISIL's descriptions of the atrocities committed by Assad and Western powers). They may want to reach *away from* what they see as a corrupting and degrading life in the West, as ISIL distributes often distorted images of life as a Muslim in the West, or when political candidates use their platform to promote negativity toward Muslims and anyone who can be seen as *other*. Young people want to find something that both defines and embraces them.⁵ When what they find is counter to the peaceful, democratic ideals of their communities and the societies in which they live, we must find ways to acknowledge the politics providing context to their choices.

For over a decade, Heartland Democracy has been working with at-risk youth and people in transition. We bring to light the concerns and stories of our participants and work to develop trusting relationships. We create an environment that welcomes discussion about the politics of the day, explores history and context, and assists individuals with their own journeys toward stronger political and personal articulation. We have already worked for two years with one of the young men arrested in 2014 for attempting to join ISIL, and this work has had a deep impact on our ongoing work and plans for developing additional resiliency.

Much attention will continue to focus on Somali-Americans, but we recognize that the challenges of this specific community do not exist in a vacuum, nor do the issues we face *only* exist in that ethnic group. We must reach out to diverse groups, work to understand this generation of young people, and include a wide-range of professionals

to address recruitment. Our aim is for young people to trust themselves, connect with positive role models, and be engaged in their communities.

Economic Factors can underlie a young person's desire to find an outlet, sense of responsibility for his/her family's plight, and feelings of helplessness in the face of challenges. However, we are careful not to rely on what might be considered "typical."

Heartland does not focus outreach efforts on any one community or ethnic group. Here, though, we highlight some statistics of our local Somali-American community due to the facts of our current crisis. This is less to present what might seem a ripe field for recruitment, but rather to point out markers that support our case for a broad-based, economically viable, and sustainable set of solutions to this particular crisis.

Most estimates put Minnesota's Somali-American population at upwards of 40,000, with other estimates as high as 70,000. Minnesota's Somali-American community experiences:

- the highest poverty rates of any ethnic group in the state (57% are near poverty);
- extremely high unemployment (approximately 20%);
- schools with one of the largest achievement gaps between white students and students of color that has been measured in the US.^{6 7}

We know these economic stressors negatively affect marginalized youth and hamper their educational and emotional paths in countless ways. We know these economic stressors negatively affect marginalized youth and hamper their educational and emotional paths in countless ways. People want to feel useful and needed, and disconnected youth sometimes will find negative pathways to capture that sense of purpose and belonging; we need to do better as a city, as an economic region, to insist that our young people remain and become productive members of our economic and societal systems. Minnesota suffers from a workforce deficit, and we rely on all our young people to balance out this economic shortage in years to come.

For much of our work with individual families, we will partner with Hennepin County agencies (the largest county in Minnesota), to assist families privately and confidentially. The goal is to empower both the at-risk individuals and their support networks—often immediate family members—to address their issues, as they deem appropriate. When requested, we will help families locate services, leveraging additional supports that might be difficult for families to locate or coordinate on their own.

Sociological Factors. Much violent extremist recruitment in Minnesota has been peer-to-peer, often among long-time friends. Families, communities, and schools have experienced disappearances, investigations, arrests, disruption, and media attention. Respected scholars and experts, including Jessica Stern⁸, JM Berger⁹, and Peter Bergen,¹⁰ note that the U.S. cannot arrest its way out of this problem.

Violent extremism in Minnesota has existed largely in our small, Muslim community, including converts of many backgrounds and Muslims of Somali descent. The Muslim community is relatively new to the state, and geographically dispersed. Around the world, many have expected Muslim communities to address this issue on their own; but violent extremism – a problem that has bedeviled governments, military leaders, and experts around the world – will require a comprehensive, long-term, and multi-faceted approach.

Many young members of our community, especially those from low-income, marginalized, communities, lack a quality educational experience and positive role models from whom they can learn to navigate adulthood in Western democratic society. Even the most well-intentioned parents face challenges when it comes to assisting with productive pathways to career, relationships, and social development; our segregated, struggling communities are largely expected to garner, on their own, the resources and networks, necessary to bring their youth into fully functioning adulthood, with little (and as we have noted, decreasing,) assistance from the broader, majority community.

Heartland brings a broader range of experience to the conversation, opening opportunities for a more inclusive, nuanced and sustainable solution to a seemingly intractable problem. For more detail, see the Technical Merit section of this application.

Cultural Factors. One great challenge for young people is cultivating a vision of a meaningful future. Communication can be strained in all families, more so in families experiencing stress. Young voices, though often deemed critical to finding solutions, are usually sidelined or silenced. Whether stressors are internal (e.g. generational rifts, financial struggles) or external (e.g. school or work challenges, discrimination, community-based problems), cultural influences impact how issues are addressed within a family system or community.

Whether working in a group setting, with an individual student, or with parents, Heartland relies on an iterative, Socratic method. Our team uses culturally appropriate yet provocative questions and materials to move participants (youth and adults) to understand and articulate both their own *identified collective cultural experience*, and *their own narrative and goals as individuals*. Our process is detailed in the Technical Merit section.

We also meet issues of prejudice and stigma head on, examining stereotypes (our own and others) and taking on cultural or community norms, around, for example, mental health, relationships, or other issues. Strengthening foundations for dealing with difference or obstacles is key to developing resilience.

Methodology, Assessment & Evaluation

We will integrate information from the assessment tools below (used by our own team and partner agencies and organizations,) and develop individual and family case management tools:

- Standardized evaluation (see description for Empowering U below);
- Basic Needs Assessment tools currently used by Hennepin County¹¹;
- Standard primary care/mental health evaluation tools¹²;
- Common cognitive evaluations such as Wechsler Intelligence Scale for Children (WISC-V), Differential Ability Scales (DAS-II).
- Innovative, personalized, expressive and artistic tools: photo books, music, journals, essays, poetry, theater, and film.

We developed Empowering U program evaluations in affiliation with the Univ. of Minnesota's Department of Organizational Leadership, Policy and Development, and the Minnesota Evaluation Studies Institute. Our surveys are based on the Civic Responsibility Scale and are conducted in a participatory fashion by an independently contracted evaluator. One goal is for results to show shifts in thinking during the course of the program. We will continue to evaluate, adapt, and share our processes as our programs grow.



Our success is dependent upon creating and building upon trusting relationships; establishing transparent communication and outreach efforts; and ensuring that people are able to find services they seek. We know that there is a need for support; we work to make those supports available. Multi-located evaluations must also be put into place in order to adequately measure the effectiveness of efforts to counter violent extremism.¹³ The success of all programs of this type relies on the ability to integrate efforts with innovative research and evaluation nationally and around the world.

EXPERTISE

For over a decade, Heartland has taught and engaged young people and adults, using our Empowering U curriculum. Empowering U fosters resilience by forming meaningful and sustainable connections between participants and highly-trained coaches; assists participants in launching a lasting and self-articulated sense of identity through self-exploration; and develops systems to create deep engagement with intimate and broadly defined communities via thoughtful experiences with community members, leaders, and institutions.

Beyond this, since 2014, Heartland Democracy has driven the conversation around what Minnesota must do to stop the flow of terrorist recruits from our state. With the approval of Federal District Judge Michael Davis, Heartland is running the first US program for someone convicted of providing material support to ISIL, Abdullahi Yusuf. Since beginning that work, Heartland has been central in the local and national conversation around how to address the challenge of ISIL recruitment as well as ways to examine the broader context of the issue. We have created innovative programs, listening to and partnering with young people and families, educators and health professionals, government and law enforcement, and community and religious groups. Heartland has strengthened connections and mobilized a diverse community of leaders in our local community. Community leaders and government officials have welcomed our leadership in this new field.

Key leadership includes Mary McKinley, Heartland's Executive Director, who has been involved in civil society and national security programs in the nonprofit sector for over 20 years. She worked at the Aspen Institute and the Open Society Institute before joining Heartland. Ahmed Amin, a high school history teacher, has coached Mr. Yusuf in jail, along with Ms. McKinley, for two years. Mr. Amin is now a Minneapolis Public Schools principal-in-training and leads Heartland's curriculum development.

BUDGET DETAIL AND NARRATIVE

Our programs are innovative, and in line with much of the latest and established thinking around what *could* work to address real challenges around terror recruitment. As many front-line practitioners and experts agree, the solution will lie in highly individualized, iterative programs that address not only the grievances of the individual in crisis, but also the situational context.¹⁴ In Minnesota, this means engaging youth voices as well as their parents, civic leaders, educators, and others. Law enforcement officials agree that it will be impossible to arrest our way out of the problem; and we believe our experiment, in conjunction with other efforts taking shape all over the world,¹⁵ will inform a truly effective response to these tragedies.

Our programs are cost effective and sustainable with low overhead costs and an emphasis on "training the trainers." Our team members work from a co-working space,

at their own organizations, or from home. We use readily available social media and online resources. After funding ends, we leave trained coaches behind at each site, supporting them as they continue the program. We partner with a wide-range of organizations and institutions, always taking the program where the people are – to places they already frequent – rather than working to draw people to a new space. The bulk of our funding goes toward personnel, to build cross-sector professional capacity in multiple corners of our community, and to forge new and lasting relationships.

Budget. Total Request: \$423,340

Category	Federal Request	Non-Federal Amt	Total
A. Personnel	\$140,000	\$13,000	\$153,000
B. Fringe Benefit	\$20,000	\$1,000	\$21,000
C. Travel	\$17,000	\$2,650	\$19,650
D. Equipment	0	\$2,000	\$2,000
E. Supplies	\$14,000	\$4,650	\$18,650
F. Construction	0	0	0
G. Consultants	\$188,400	\$33,150	\$221,550
H. Other	\$6,000	\$6,000	\$12,000
Total Direct Costs	\$385,400	\$62,450	\$447,850
I. Indirect Costs	\$37,940	\$6,245	\$44,185
Total Project Cost	\$423,340	\$68,695	\$492,035

Budget Narrative

Personnel (\$140,000): Heartland director’s time (b) (6) during the grant period and a part-time program manager (b) (6). The director (Mary McKinley) is in charge of all management, program development, finances, consultants, partner relations, and outreach/communications. The program manager (new hire) is responsible for both program management and logistics as well as general administration.

Fringe Benefits (\$20,000): Tax liabilities (federal, state, and local) and unemployment insurance for the two staff positions.

Travel (\$17,000): This line item accounts for up to four domestic trips (staff, consultants) for meetings and conferences, and for up to four visits by outside experts: Airfare (\$500/flight x 16 = \$8,000); Meals/lodging (2-3 nights @ \$200/night x 16 trips = \$8,000; local transportation \$1,000 (participants, events, experts)

Equipment No equipment is covered under this grant.

Supplies (\$14,000): General program-related office supplies (\$1,000), \$5,000 for materials, supplies, and space, printed materials for participants, \$4,000 for food and beverage at events and groups, and \$4,000 for books and publications.

Construction No construction is covered under this grant.

Consultants/Contracts (\$188,400): Building the professional capacity needed in our community. Many individuals identified are current or past consultants, and several have already engaged, on a pro bono basis, on significant portions of the work.

1. Mentoring, Training and Curriculum Lead: \$30,000. Education professional, \$75/hour, 400 hours total.
2. Health and Wellness Leads: \$30,000. Mental health professionals and primary care clinicians. \$75/hour, 400 hours total
3. Coaches and Mentors. Paid training hours: \$6,000. Up to 50 new mentors/coaches, youth workers, social workers, education professionals. \$40/hour, 3 hours per session. Paid classroom and one-to-one hours: \$30,000, 30 total cohorts or sessions.
4. Community Outreach Coordinator: \$10,000. Consulting and program assistance from leader of key community organization, facilitating parent groups, trainings, outreach and communication. 200 hours total.
5. Communications and Information Management: \$40,000. Communications and IT professional, data and case management, outreach and web design. \$75/hour, 20 hours per month.
6. Interpretation/Translation Services: \$8,000. Certified professional for parent groups, outreach, events, materials. 100 hours total.
7. Assessment and Evaluation: \$14,400. Established consultants with youth and program evaluation experience. \$100/hour, 144 hours.

8. Researcher and Writer: Assisting all aspects of program management, outreach, evaluation, grants management. \$85/hour, 120 hours total.
9. Financial Management: Accounts assistance, program management, reporting. \$50/hour. 100 hours total.
10. Expert Honorarium: \$1,500 for up to three expert briefings or white papers.

Other (\$6,000): 50% of the expense for Heartland's co-working space

Indirect Costs: (\$37,940): 10% of all costs less those not allowed (co-working space expense). These costs include a portion of the following expenses: accountant, liability and other insurance coverage, organizational and legal fees, tax and legal advice, communications, and organizational online and social media support.

ENDNOTES

¹ "Countering Extremism in Minnesota: a beautiful goal, barely begun," Star Tribune Editorial Board, April 23, 2016.

² "ISIS In America | Center For Cyber & Homeland Security". The George Washington University. 2016. Web. 1 Sept. 2016.

³ L. Vidino, S. Harrison, C. Spada, "ISIS and al-Shabaab in Minnesota's Twin Cities: the American Hotbed", from *Jihadist Hotbeds*, A. Varvelli ed., ISPI, 2016.

⁴ "Countering Extremism in Minnesota: a beautiful goal, barely begun," Star Tribune Editorial Board, April 23, 2016.

⁵ Saltman, Erin Marie and Melanie Smith. *'Till Martyrdom Do Us Part': Gender and The ISIS Phenomenon*. 1st ed. London: Institute for Strategic Dialogue, 2015. Web. 1 Sept. 2016.

⁶ *The Economic Status of Minnesotans: A Chartbook with Data for 17 Cultural Groups*, Minnesota State Demographic Center, State of Minnesota, January 2016.

⁷ Matos, Alejandra, "Minnesota schools not closing achievement gap, new state report shows," Star Tribune, February 17, 2016.

⁸ "Why Some Suburban Minnesotans Have Joined ISIS". *Mprnews.org*. 2015. Web. 8 Aug. 2016.

⁹ "How Terrorists Recruit Online (And How To Stop It)". *Brookings.edu*. Web. 29 Aug. 2016.

¹⁰ Peter Bergen, CNN National Security Analyst. "How To Defeat ISIS: 10 Ideas". *CNN*, 2015. Web. 29 Aug. 2016.

¹¹ *Human Services Integration*. 1st ed. American Public Human Services Association, 2016. Web. <http://www.aphsa.org/content/dam/aphsa/pdfs/RaiseTheLocalVoice/Hennepin-County-MN.pdf>.

¹² *Mental Health Screening and Assessment Tools for Primary Care*. 2nd ed. Elk Grove Village, IL: American Academy of Pediatrics, 2012. Web. 1 Sept. 2016.

¹³ Horgan, John. *Assessing the Effectiveness of Current De-Radicalization Initiatives and Identifying Implications for the Development of U.S.-Based Initiatives in Multiple Settings*, START, University of Maryland, 2009.

¹⁴ Temple-Raston, D. (2016). Mentoring Program Works to Prevent Radicalization In Copenhagen. NPR.org. Retrieved 4 September 2016, from <http://www.npr.org/2016/09/05/492727640/mentoring-program-works-to-prevent-radicalization-in-copenhagen>

¹⁵ Zerofsky, E. (2016). How to Stop a Martyr. Foreign Policy. Retrieved 3 September 2016, from <http://foreignpolicy.com/2016/09/01/how-to-stop-a-martyr-france-deradicalization/>