

Under 2 C.F.R. § 200.317, when procuring property and services under a federal award, states (including territories) must follow the same policies and procedures they use for procurements from their non-federal funds; additionally, states must now follow 2 C.F.R. § 200.321 regarding socioeconomic steps, 200.322 regarding domestic preferences for procurements, 200.323 regarding procurement of recovered materials, and 2 C.F.R. § 200.327 regarding required contract provisions.

All other non-federal entities, such as tribes (collectively, non-state entities), must have and use their own documented procurement procedures that reflect applicable SLTT laws and regulations, provided that the procurements conform to applicable federal law and the standards identified in 2 C.F.R. Part 200. These standards include, but are not limited to, providing for full and open competition consistent with the standards of 2 C.F.R. § 200.319 and § 200.320.

a. *Important Changes to Procurement Standards in 2 C.F.R. Part 200*

OMB recently updated various parts of Title 2 of the Code of Federal Regulations, among them, the procurement standards. States are now required to follow the socioeconomic steps in soliciting small and minority businesses, women's business enterprises, and labor surplus area firms per 2 C.F.R. § 200.321. All non-federal entities should also, to the greatest extent practicable under a federal award, provide a preference for the purchase, acquisition, or use of goods, products, or materials produced in the United States per 2 C.F.R. § 200.322.

The recognized procurement methods in 2 C.F.R. § 200.320 have been reorganized into informal procurement methods, which include micro-purchases and small purchases; formal procurement methods, which include sealed bidding and competitive proposals; and noncompetitive procurements. The federal micro-purchase threshold is currently \$10,000, and non-state entities may use a lower threshold when using micro-purchase procedures under a FEMA award. If a non-state entity wants to use a micro-purchase threshold higher than the federal threshold, it must follow the requirements of 2 C.F.R. § 200.320(a)(1)(iii)-(iv). The federal simplified acquisition threshold is currently \$250,000, and a non-state entity may use a lower threshold but may not exceed the federal threshold when using small purchase procedures under a FEMA award.

See 2 C.F.R. §§ 200.216, 200.471, and Appendix II as well as section D.12.a of the NOFO regarding prohibitions on covered telecommunications equipment or services.

b. *Competition and Conflicts of Interest*

Among the requirements of 2 C.F.R. § 200.319(b) applicable to all non-federal entities other than states, in order to ensure objective contractor performance and eliminate unfair competitive advantage, contractors that develop or draft specifications, requirements, statements of work, or invitations for bids or requests for proposals must be excluded from competing for such procurements. FEMA considers these actions to be an organizational conflict of interest and interprets this restriction as applying to contractors that help a non-federal entity develop its grant application, project plans, or project budget. This prohibition also applies to the use of former employees to manage the grant or carry out a contract when

those former employees worked on such activities while they were employees of the non-federal entity.

Under this prohibition, unless the non-federal entity solicits for and awards a contract covering both development and execution of specifications (or similar elements as described above), and this contract was procured in compliance with 2 C.F.R. §§ 200.317 – 200.327, federal funds cannot be used to pay a contractor to carry out the work if that contractor also worked on the development of those specifications. This rule applies to all contracts funded with federal grant funds, including pre-award costs, such as grant writer fees, as well as post-award costs, such as grant management fees.

Additionally, some of the situations considered to be restrictive of competition include, but are not limited to:

- Placing unreasonable requirements on firms for them to qualify to do business;
- Requiring unnecessary experience and excessive bonding;
- Noncompetitive pricing practices between firms or between affiliated companies;
- Noncompetitive contracts to consultants that are on retainer contracts;
- Organizational conflicts of interest;
- Specifying only a “brand name” product instead of allowing “an equal” product to be offered and describing the performance or other relevant requirements of the procurement; and
- Any arbitrary action in the procurement process.

Per 2 C.F.R. § 200.319(c), non-federal entities other than states must conduct procurements in a manner that prohibits the use of statutorily or administratively imposed SLTT geographical preferences in the evaluation of bids or proposals, except in those cases where applicable federal statutes expressly mandate or encourage geographic preference. Nothing in this section preempts state licensing laws. When contracting for architectural and engineering services, geographic location may be a selection criterion provided its application leaves an appropriate number of qualified firms, given the nature and size of the project, to compete for the contract.

Under 2 C.F.R. § 200.318(c)(1), non-federal entities other than states are required to maintain written standards of conduct covering conflicts of interest and governing the actions of their employees engaged in the selection, award, and administration of contracts. **No employee, officer, or agent may participate in the selection, award, or administration of a contract supported by a federal award if he or she has a real or apparent conflict of interest.** Such conflicts of interest would arise when the employee, officer or agent, any member of his or her immediate family, his or her partner, or an organization that employs or is about to employ any of the parties indicated herein, has a financial or other interest in or a tangible personal benefit from a firm considered for a contract.

The officers, employees, and agents of the non-federal entity may neither solicit nor accept gratuities, favors, or anything of monetary value from contractors or parties to subcontracts. However, non-federal entities may set standards for situations in which the financial interest is not substantial, or the gift is an unsolicited item of nominal value. The standards of

conduct must provide for disciplinary actions to be applied for violations of such standards by officers, employees, or agents of the non-federal entity. If the recipient or subrecipient (other than states) has a parent, affiliate, or subsidiary organization that is not a state, local, tribal, or territorial government, the non-federal entity must also maintain written standards of conduct covering organizational conflicts of interest. In this context, organizational conflict of interest means that because of a relationship with a parent company, affiliate, or subsidiary organization, the non-federal entity is unable or appears to be unable to be impartial in conducting a procurement action involving a related organization. The non-federal entity must disclose in writing any potential conflicts of interest to FEMA or the pass-through entity in accordance with applicable FEMA policy.

c. *Supply Schedules and Purchasing Programs*

Generally, a non-federal entity may seek to procure goods or services from a federal supply schedule, state supply schedule, or group purchasing agreement.

I. GENERAL SERVICES ADMINISTRATION SCHEDULES

States, tribes, and local governments, and any instrumentality thereof (such as local education agencies or institutions of higher education) may procure goods and services from a General Services Administration (GSA) schedule. GSA offers multiple efficient and effective procurement programs for state, tribal, and local governments, and instrumentalities thereof, to purchase products and services directly from pre-vetted contractors. The GSA Schedules (also referred to as the Multiple Award Schedules and the Federal Supply Schedules) are long-term government-wide contracts with commercial firms that provide access to millions of commercial products and services at volume discount pricing.

Information about GSA programs for states, tribes, and local governments, and instrumentalities thereof, can be found at <https://www.gsa.gov/resources-for/programs-for-State-and-local-governments> and <https://www.gsa.gov/buying-selling/purchasing-programs/gsa-schedules/schedule-buyers/state-and-local-governments>.

For tribes, local governments, and their instrumentalities that purchase off of a GSA schedule, this will satisfy the federal requirements for full and open competition provided that the recipient follows the GSA ordering procedures; however, tribes, local governments, and their instrumentalities will still need to follow the other rules under 2 C.F.R. §§ 200.317 – 200.327, such as solicitation of minority businesses, women’s business enterprises, small businesses, or labor surplus area firms (§ 200.321), domestic preferences (§ 200.322), contract cost and price (§ 200.324), and required contract provisions (§ 200.327 and Appendix II).

II. OTHER SUPPLY SCHEDULES AND PROGRAMS

For non-federal entities other than states, such as tribes, local governments, and nonprofits, that want to procure goods or services from a state supply schedule, cooperative purchasing program, or other similar program, in order for such procurements to be permissible under federal requirements, the following must be true:

- The procurement of the original contract or purchasing schedule and its use by the non-federal entity complies with state and local law, regulations, and written procurement procedures;
- The state or other entity that originally procured the original contract or purchasing schedule entered into the contract or schedule with the express purpose of making it available to the non-federal entity and other similar types of entities;
- The contract or purchasing schedule specifically allows for such use, and the work to be performed for the non-federal entity falls within the scope of work under the contract as to type, amount, and geography;
- The procurement of the original contract or purchasing schedule complied with all the procurement standards applicable to a non-federal entity other than states under at 2 C.F.R. §§ 200.317 – 200.327; and
- With respect to the use of a purchasing schedule, the non-federal entity must follow ordering procedures that adhere to applicable state, tribal, and local laws and regulations and the minimum requirements of full and open competition under 2 C.F.R. Part 200.

If a non-federal entity other than a state seeks to use a state supply schedule, cooperative purchasing program, or other similar type of arrangement, FEMA recommends the recipient discuss the procurement plans with its OTVTP Program Analyst or FEMA Grants Management Specialist.

d. *Procurement Documentation*

Per 2 C.F.R. § 200.318(i), non-federal entities other than states and territories are required to maintain and retain records sufficient to detail the history of procurement covering at least the rationale for the procurement method, contract type, contractor selection or rejection, and the basis for the contract price. States and territories are encouraged to maintain and retain this information as well and are reminded that in order for any cost to be allowable, it must be adequately documented per 2 C.F.R. § 200.403(g).

Examples of the types of documents that would cover this information include but are not limited to:

- Solicitation documentation, such as requests for quotes, invitations for bids, or requests for proposals;
- Responses to solicitations, such as quotes, bids, or proposals;
- Pre-solicitation independent cost estimates and post-solicitation cost/price analyses on file for review by federal personnel, if applicable;
- Contract documents and amendments, including required contract provisions; and
- Other documents required by federal regulations applicable at the time a grant is awarded to a recipient.

6. Record Retention

a. *Record Retention Period*

Financial records, supporting documents, statistical records, and all other non-federal entity records pertinent to a federal award generally must be maintained for at least three years from the date the final FFR is submitted. See 2 C.F.R. § 200.334. Further, if the recipient

does not submit a final FFR and the award is administratively closed, FEMA uses the date of administrative closeout as the start of the general record retention period.

The record retention period **may be longer than three years or have a different start date** in certain cases. These include:

- Records for real property and equipment acquired with federal funds must be retained for **three years after final disposition of the property**. *See* 2 C.F.R. § 200.334(c).
- If any litigation, claim, or audit is started before the expiration of the three-year period, the records **must be retained until** all litigation, claims, or audit findings involving the records **have been resolved and final action taken**. *See* 2 C.F.R. § 200.334(a).
- The **record retention period will be extended if the recipient is notified in writing** of the extension by FEMA, the cognizant or oversight agency for audit, or the cognizant agency for indirect costs. *See* 2 C.F.R. § 200.334(b).
- Where FEMA requires recipients to report program income after the period of performance ends, the **program income record retention period begins at the end of the recipient's fiscal year in which program income is earned**. *See* 2 C.F.R. § 200.334(e).
- For indirect cost rate proposals, cost allocation plans, or other rate computations records, the start of the record retention period depends on whether the indirect cost rate documents were submitted for negotiation. If the **indirect cost rate documents were submitted for negotiation, the record retention period begins from the date those documents were submitted** for negotiation. If indirect cost rate documents were **not submitted for negotiation, the record retention period begins at the end of the recipient's fiscal year or other accounting period covered by that indirect cost rate**. *See* 2 C.F.R. § 200.334(f).

b. *Types of Records to Retain*

FEMA requires that non-federal entities maintain the following documentation for federally funded purchases:

- Specifications
- Solicitations
- Competitive quotes or proposals
- Basis for selection decisions
- Purchase orders
- Contracts
- Invoices
- Cancelled checks

Non-federal entities should keep detailed records of all transactions involving the grant. FEMA may at any time request copies of any relevant documentation and records, including purchasing documentation along with copies of cancelled checks for verification. *See, e.g.,* 2 C.F.R. §§ 200.318(i), 200.334, 200.337.

In order for any cost to be allowable, it must be adequately documented per 2 C.F.R. § 200.403(g). Non-federal entities who fail to fully document all purchases may find their expenditures questioned and subsequently disallowed.

7. Actions to Address Noncompliance

Non-federal entities receiving financial assistance funding from FEMA are required to comply with requirements in the terms and conditions of their awards or subawards, including the terms set forth in applicable federal statutes, regulations, NOFOs, and policies. Throughout the award lifecycle or even after an award has been closed, FEMA or the pass-through entity may discover potential or actual noncompliance on the part of a recipient or subrecipient. This potential or actual noncompliance may be discovered through routine monitoring, audits, closeout, or reporting from various sources.

In the case of any potential or actual noncompliance, FEMA may place special conditions on an award per 2 C.F.R. §§ 200.208 and 200.339, FEMA may place a hold on funds until the matter is corrected, or additional information is provided per 2 C.F.R. § 200.339, or it may do both. Similar remedies for noncompliance with certain federal civil rights laws are authorized pursuant to 44 C.F.R. Parts 7 and 19.

In the event the noncompliance is not able to be corrected by imposing additional conditions or the recipient or subrecipient refuses to correct the matter, FEMA might take other remedies allowed under 2 C.F.R. § 200.339. These remedies include actions to disallow costs, recover funds, wholly or partly suspend or terminate the award, initiate suspension and debarment proceedings, withhold further federal awards, or take other remedies that may be legally available. For further information on termination due to noncompliance, see the section on Termination Provisions in the NOFO.

FEMA may discover and take action on noncompliance even after an award has been closed. The closeout of an award does not affect FEMA's right to disallow costs and recover funds as long as the action to disallow costs takes place during the record retention period. *See* 2 C.F.R. §§ 200.334, 200.345(a). Closeout also does not affect the obligation of the non-federal entity to return any funds due as a result of later refunds, corrections, or other transactions. 2 C.F.R. § 200.345(a)(2).

The types of funds FEMA might attempt to recover include, but are not limited to, improper payments, cost share reimbursements, program income, interest earned on advance payments, or equipment disposition amounts.

FEMA may seek to recover disallowed costs through a Notice of Potential Debt Letter, a Remedy Notification, or other letter. The document will describe the potential amount owed, the reason why FEMA is recovering the funds, the recipient's appeal rights, how the amount can be paid, and the consequences for not appealing or paying the amount by the deadline.

If the recipient neither appeals nor pays the amount by the deadline, the amount owed will become final. Potential consequences if the debt is not paid in full or otherwise resolved by the deadline include the assessment of interest, administrative fees, and penalty charges;

administratively offsetting the debt against other payable federal funds; and transferring the debt to the U.S. Department of the Treasury for collection.

FEMA notes the following common areas of noncompliance for FEMA's grant programs:

- Insufficient documentation and lack of record retention.
- Failure to follow the procurement under grants requirements.
- Failure to submit closeout documents in a timely manner.
- Failure to follow EHP requirements.
- Failure to comply with the POP deadline.

8. Audits

FEMA grant recipients are subject to audit oversight from multiple entities including the DHS OIG, the GAO, the pass-through entity, or independent auditing firms for single audits, and may cover activities and costs incurred under the award. Auditing agencies such as the DHS OIG, the GAO, and the pass-through entity (if applicable), and FEMA in its oversight capacity, must have access to records pertaining to the FEMA award. Recipients and subrecipients must retain award documents for at least three years from the date the final FFR is submitted, and even longer in many cases subject to the requirements of 2 C.F.R. § 200.334. In the case of administrative closeout, documents must be retained for at least three years from the date of closeout, or longer subject to the requirements of 2 C.F.R. § 200.334. If documents are retained longer than the required retention period, the DHS OIG, the GAO, and the pass-through entity, as well as FEMA in its oversight capacity, have the right to access these records as well. *See* 2 C.F.R. §§ 200.334, 200.337.

Additionally, non-federal entities must comply with the single audit requirements at 2 C.F.R. Part 200, Subpart F. Specifically, non-federal entities, other than for-profit subrecipients, that expend \$750,000 or more in federal awards during their fiscal year must have a single or program-specific audit conducted for that year in accordance with Subpart F. 2 C.F.R. § 200.501. A single audit covers all federal funds expended during a fiscal year, not just FEMA funds. The cost of audit services may be allowable per 2 C.F.R. § 200.425, but non-federal entities must select auditors in accordance with 2 C.F.R. § 200.509, including following the proper procurement procedures. For additional information on single audit reporting requirements, see section F of this NOFO under the header "Single Audit Report" within the subsection "Additional Reporting Requirements."

The objectives of single audits are to:

- Determine if financial statements conform to generally accepted accounting principles (GAAP);
- Determine whether the schedule of expenditures of federal awards is presented fairly;
- Understand, assess, and test the adequacy of internal controls for compliance with major programs; and
- Determine if the entity complied with applicable laws, regulations, and contracts or grants.

For single audits, the auditee is required to prepare financial statements reflecting its financial position, a schedule of federal award expenditures, and a summary of the status of

prior audit findings and questioned costs. The auditee also is required to follow up and take appropriate corrective actions on new and previously issued but not yet addressed audit findings. The auditee must prepare a corrective action plan to address the new audit findings. 2 C.F.R. §§ 200.508, 200.510, 200.511.

Non-federal entities must have an audit conducted, either single or program-specific, of their financial statements and federal expenditures annually or biennially pursuant to 2 C.F.R. § 200.504. Non-federal entities must also follow the information submission requirements of 2 C.F.R. § 200.512, including submitting the audit information to the Federal Audit Clearinghouse within the earlier of 30 calendar days after receipt of the auditor's report(s) or nine months after the end of the audit period. The audit information to be submitted include the data collection form described at 2 C.F.R. § 200.512(b) and Appendix X to 2 C.F.R. Part 200 as well as the reporting package described at 2 C.F.R. § 200.512(c).

The non-federal entity must retain one copy of the data collection form and one copy of the reporting package for three years from the date of submission to the Federal Audit Clearinghouse. 2 C.F.R. § 200.512; *see also* 2 C.F.R. § 200.517 (setting requirements for retention of documents by the auditor and access to audit records in the auditor's possession).

FEMA, the DHS OIG, the GAO, and the pass-through entity (if applicable), as part of monitoring or as part of an audit, may review a non-federal entity's compliance with the single audit requirements. In cases of continued inability or unwillingness to have an audit conducted in compliance with 2 C.F.R. Part 200, Subpart F, FEMA and the pass-through entity, if applicable, are required to take appropriate remedial action under 2 C.F.R. § 200.339 for noncompliance, pursuant to 2 C.F.R. § 200.505.

9. Payment Information

FEMA uses the Direct Deposit/Electronic Funds Transfer (DD/EFT) method of payment to recipients. To enroll in the DD/EFT, the recipient must complete SF-1199A, Direct Deposit Form.

FEMA utilizes the Payment and Reporting System (PARS) for financial reporting, invoicing and tracking payments. For additional information, refer to <https://isource.fema.gov/sf269/execute/LogIn?sawContentMessage=true>.

10. Whole Community Preparedness

Preparedness is a shared responsibility that calls for the involvement of everyone—not just the government—in preparedness efforts. By working together, everyone can help keep the nation safe from harm and help keep it resilient when struck by hazards, such as natural disasters, acts of terrorism, and pandemics.

Whole Community includes:

- Individuals and families, including those with access and functional needs
- Businesses
- Faith-based and community organizations

- Nonprofit groups
- Schools and academia
- Media outlets
- All levels of government, including state, local, tribal, territorial, and federal partners

The phrase “Whole Community” often appears in preparedness materials, as it is one of the guiding principles. It means two things:

1. Involving people in the development of national preparedness documents.
2. Ensuring their roles and responsibilities are reflected in the content of the materials.

11. Disclosure of Application Materials

When submitting your application, Grant Applicant should identify any copyrighted materials, trade secrets, commercial or financial information, with a suitable notice or legend in the submissions set forth herein. Provided you, the Grant Applicant, provides an adequate notice or legend detailing its confidential nature, DHS will maintain the data in confidence, to the extent permitted by applicable law, and disclose and use only for carrying out DHS’ responsibilities under, or otherwise consistent with the terms of, this NOFO, or in compliance with an order by a court, or in defense of DHS (as it sees necessary) during litigation. Further, to ensure adequate protection by DHS, in any communications with DHS, including e-mail correspondence, Grant Applicant agrees to identify any information in such application or communication it considers to be commercial or financial information that the Grant Applicant customarily keeps private or closely-held.

Following the close of the application period, DHS will release a listing of all entities that have applied for a grant pursuant to this NOFO, including the following information: Application Number, Application Track, Project Type, Organization Name, Amount of Funds Requested, City, State, and Organization Type. After final awards are made under this opportunity and awardees have been identified, notified, and publicly released, DHS will release the applications of all awarded grant projects with the exception of Personally Identifiable Information, and information determined to be law enforcement sensitive or proprietary in nature, including financial and commercial information noted above, following consultation with each recipient. DHS plans to withhold unsuccessful applications in full.

If DHS receives a request for any Grant Applicant Data provided to DHS as a result of this NOFO (e.g., Freedom of Information Act), DHS will provide Grant Applicant with prompt written notice, unless it is readily determined by DHS that the information should not be disclosed or, on the other hand, that the information lawfully has been published or otherwise made available to the public. DHS will afford Grant Applicant a period of at least ten (10) working days in which to object to the disclosure of any specified portion of the information and to state fully all grounds upon disclosure is opposed. DHS will consider all such specified grounds for nondisclosure prior to making an administrative determination of the issue and, in all instances in which the determination is to disclose, provide the submitter with a detailed statement of the reasons for which its disclosure objections are not sustained. DHS will provide Grant Applicant with written notice of any final administrative disclosure determination not less than 10 (ten) working days prior to a specified disclosure date, in

order that the matter may be considered for possible judicial intervention. DHS will notify Grant Applicant promptly of all instances in which requesters have brought suit seeking to compel disclosure of Grant Applicant Data.

12. Appendices

- A. Goals, Objectives, and Outcomes**
- B. Application Tracks and Project Types**
- C. Contents and Format of Project Narrative**
- D. Research and Resources**
- E. Budget Template**

Appendix A: Goals, Objectives, and Outcomes

On September 20, 2019, DHS released its Strategic Framework for Countering Terrorism and Targeted Violence (CTTV). The Framework's third goal, "Prevent Terrorism and Targeted Violence," outlines the Department's approach to the prevention of targeted violence and terrorism. This approach is focused on the establishment and expansion of locally-based prevention frameworks. Goal 3 of the CTTV explicitly calls out DHS grant funding as a mechanism to accomplish this goal.

The Department's Office for Targeted Violence and Terrorism Prevention (OTVTP) is tasked with equipping and empowering local efforts that prevent individuals from radicalizing to violence and to intervene with individuals who have (or are) radicalizing to violence. Radicalizing to violence is the process wherein an individual comes to believe that the threat or use of violence is necessary – or justified – to accomplish a goal. OTVTP is focused on ensuring prevention programming is institutionalized at the local level across the country. In engaging the whole of society at the local level, OTVTP seeks to ensure that vulnerable populations are protected. The primary goal of this grant program, therefore, is to establish and enhance locally-based prevention frameworks and programs. In doing so, this grant program directly supports the implementation of Goal 3. The following grant-related objectives, outcomes, and outcome indicators align with the objectives found in Goal 3 of the CTTV.

A local prevention framework is a flexible model that attempts to reach all segments of the local society to ensure a variety of objectives are met. Achieving this framework requires significant and continued stakeholder engagement at the state and local level to build transparent and trusted relations among the whole of society. Such relationships reduce risk, enhance resilience, ensure information sharing, and fulfill requests for service. Building and sustaining these relationships is therefore a core goal of all prevention frameworks.

Each community is unique – with different resources, population compositions, infrastructures, political climates, local needs, and relationship challenges. Local dynamics may impact the reception, support, and success of prevention programs. These local dynamics are key to building a local prevention framework that is supported by residents.

Goal of the TVTP Grant Program: Establish, expand and/or enhance local targeted violence and terrorism prevention frameworks.

Objective 1: The local community has awareness of the radicalization to violence process and what the threat of targeted violence and terrorism looks like.

- Outcome: Increase societal awareness of targeted violence, terrorism and the process of radicalization to violence.
- Outcome: Increase media literacy and online critical thinking initiatives.
- Outcome: Increase skills in identifying and avoiding narratives related to recruitment and mobilization to violence

Objective 2: The local community has awareness of both the risk factors for – and the protective factors against - radicalizing to violence.

- Outcome: Increase individual resilience to make populations less susceptible to risks of targeted violence and terrorism.
- Outcome: Increase resilience to narratives on recruitment and radicalization to violence.
- Outcome: Increase digital awareness-raising campaigns for conflict resolution and/or reduction of inter-group tensions.
- Outcome: Increase digital awareness-raising campaigns promoting social capital, sense of belonging, and feeling of security.
- Outcome: Increase narratives challenging recruitment/terrorism narratives.
- Outcome: Increase digital awareness-raising campaigns challenging targeted violence and terrorism.

Objective 3: Members of the local community engage among the broadest set of local stakeholders that sustain trusted partnerships and increase communications addressing radicalization to violence.

- Outcome: More jurisdictions/regions adopt comprehensive prevention frameworks to govern their prevention activities.
- Outcome: Increase access to threat assessment and management services.
- Outcome: More communities have programming to enhance resilience to targeted violence and terrorism narratives.
- Outcome: Enhanced social cohesion programs supporting prevention efforts aimed at targeted violence and terrorism, inter alia.

Objective 4: Members of the local community have the ability to act on their awareness training and help members of their community before they threaten other members of the community by knowing how to contact – and understanding the role of – threat assessment and management teams.

- Outcome: Increase engagement with individuals online with risk-factors for targeted violence and terrorism.
- Outcome: Enhanced capability to directly resolve risk factors with individuals engaged online.
- Outcome: More effective mechanisms for local citizens to refer and connect individuals with risk factors to online or offline intervention capability.

Objective 5: Members of the local community have access to multi-disciplinary (psychologists, educators, faith leaders, medical personnel, inter alia) threat assessment and management teams that can intervene with an individual who has radicalized to violence *before* it becomes a criminal justice issue.

- Outcome: Referring and connecting individuals with risk factors to online or offline intervention capability.

Objective 6: The local community has a variety of programs (e.g, service activities, career centers, after-school groups, mentoring, inter alia) that address risk factors while also providing services supporting threat management approaches.

- Subobjective: Communities develop and implement recidivism reduction programming to address individuals convicted of crimes related to terrorism and targeted violence or who become at-risk for terrorism and targeted violence while in correctional facilities.
 - Outcome: State and local correctional facilities establish programs to provide services and resources to inmates and returning citizens with a conviction for a targeted violence or terrorism related offense.
 - Outcome: State and local correctional facilities develop mechanisms to assess risk of targeted violence or terrorism in their populations.
 - Outcome: State and local correctional facilities address drivers of radicalization in their facilities.
 - Outcome: State and local probation and parole authorities establish programs to provide resources with individuals with a conviction for a targeted violence or terrorism related offense or who are at-risk to commit targeted violence or terrorism.

Appendix B: Application Tracks and Project Types

DHS seeks to fund proposals from this announcement to assist in the development of local prevention frameworks through three application tracks:

1. **Promising Practices: Multiple Projects.** 1) This track will fund multiple prevention programs to enhance or expand an existing local prevention framework that reaches all segments of their locality, or 2) to establish a new local or regional prevention framework. This is the only track that allows for multiple projects types in a single application. Project types submitted must align with the general project types, including required elements, outlined under the “Promising Practices” track. Applicants in this track have already met one or more of the Objectives of a local prevention framework as outlined in Appendix A.
2. **Promising Practices: Single Project.** This track will fund specific prevention programs from discrete categories (see below) that have been previously implemented either locally or in other parts of the U.S. as part of a local prevention framework. It is expected that these programs will support either existing or future local prevention frameworks. Applicants in this track are required to 1) identify the practice they are modeling their proposal on, 2) identify and provide any previous assessments or evaluations on the practice, and 3) identify any changes in the project’s theory of change from the practice they are implementing. Project types submitted must align with the general project types, including required elements, outlined under the “Promising Practices” track.
3. **Innovation:** This track is for projects that approach the broader goal of targeted violence and terrorism prevention in new or untested ways. This can include 1) a different theory of change for a “Promising Practices” project or 2) a new theory of change that has not been previously implemented. DHS anticipates making approximately \$5,000,000 in awards in the Innovation Track.

All applicants seeking funds under this announcement should indicate clearly which one (1) track/project type they are applying to and adhere to the requirements and other guidance provided in each track/project description.

Each project contains a target funding level; this is neither a maximum nor a minimum.

Applicants are encouraged to build a budget that best reflects the lowest cost to accomplish their project, considering among other things the size of their proposed audience, local cost of living, prevailing wages, or costs of procuring necessary services. The needs assessment described in Appendix C should identify if there are resources in other programs that can be leveraged to lower the cost to the federal award. While all projects should contain a clear estimation of the size of their audience and other factors impacting their budgets, proposed projects that request an award amount that deviates more than 50% from the target award amount listed must include a clear justification for the deviation in the budget narrative submitted with their application.

All projects require the recipient to gather and report to DHS on specific program monitoring measures, or in some cases, identify performance measures that align with the goal, objectives, and outcomes in Appendix A. Upon award, DHS will provide additional

guidance to grantees clarifying expectations around program monitoring measures and grantees, by virtue of applying, agree to meet DHS’ expectations for data collection. Applicants should refer to Section F “Privacy of Project Participants” and “Protection of Human Subjects in Research” when designing their data collection methods; adherence to these provisions helps ensure that project participants are properly protected in accordance with federal laws and regulations and any applicable state, tribal, or local laws.

Promising Practices-Multiple Projects Track

Project Type Description: DHS seeks applicants to propose the formation of an integrated local prevention framework. Such a framework should provide a comprehensive approach to:

1. Raising awareness of radicalization to violence,
2. Raising awareness of the risk factors for – and the protective factors against - radicalization to violence,
3. Ensuring members of the local community engage the broadest set of local stakeholders that sustain trusted partnerships and increase communications addressing radicalization to violence,
4. Ensuring members of the local community have the ability to act on their awareness training by knowing how to contact – and understand the role of – threat assessment and management teams,
5. Ensuring members of the local community have access to multi-disciplinary threat assessment and management teams, and
6. Ensuring the local community has a variety of programs that address risk factors while also providing services supporting threat management approaches.

Successful applicants will describe how the various activities included in their funding request will support a comprehensive approach that is in alignment with the Strategic Framework for Countering Terrorism and Targeted Violence. Entities that require participation of other organizations will include sufficient evidence that there is support for such work through letters of support, letters of intent, or memoranda of understanding.

1. Required Program Monitoring Measures:
 - a. All required performance measures for projects from the “Promising Practices Track” that are proposed.
 - b. Other measures sufficient to ensure the project is being implemented as designed and as determined by DHS following award.
2. Anticipated Award Range: \$100,000 to \$750,000. The requested amount should be broken down by each project included in the application. The budget narratives should

consider the guidance on the target award amounts of the included projects and include well supported costs associated with operating other activities proposed. Applicants are also required to provide an assessment of the severability of the proposed projects and rank order the projects by priority in the event there is not sufficient funding to fund the entire proposal.

Promising Practices-Single Project Track

Track Description: Eligible entities may request funding to implement a prevention project that has already been implemented in another local community – or expand an existing program to a new or larger target population. Each of these project types can assist state, tribal, and local partners as well as nonprofits and institutions of higher education build basic prevention capabilities in their communities or fill a specific gap in capabilities. These projects are organized by the local prevention framework objectives.

Objective 1: The local community has awareness of the radicalization to violence process and what the threat of targeted violence and terrorism looks like

1. Raising Societal Awareness,
 - a. Eligible entities may apply for funding to develop and deliver awareness training for community members (law enforcement, service providers, faith leaders, and other audiences). Applicants may also apply for programs that use a “train-the-trainer” model to train members of the community to provide awareness training themselves. Training shall focus on risk factors for radicalization to violence. DHS has an existing training curriculum available for the public and law enforcement (this curriculum, the Law Enforcement Awareness Briefing (LAB), is a *train-the-trainer* model). Existing DHS awareness briefings can be customized for local needs. Applicants may propose specific training development and delivery to specialized audiences such as faith groups, schools, workplaces, etc.
 - b. Required Program Monitoring Measures:
 - a. Number of training session conducted.
 - b. Number of participants at each training session.
 - c. Aggregated level demographic information of participants.
 - d. Other measures sufficient to ensure the project is being implemented as designed and as determined by DHS following award.
 - c. Target Award Amount: \$150,000
2. Media Literacy and Online Critical Thinking Initiatives

- a. Eligible entities may apply to develop and deliver media literacy/online critical thinking education as part of standalone classes or integrated into a larger curriculum. Topics covered in proposed curricula shall include understanding bias in communication, recognizing and verifying sources of information, and how communications attempt to target or persuade individuals and groups. Applicants should describe the main themes of lesson plans that will be included in the proposed curricula.

Successful applicants will demonstrate ready access to the target population for the curricula such as school, school district, college/university, community learning center, or other entity with access to an appropriate target population with a letter of support/intent from a school.

- b. Required Program Monitoring Measures:
 - i. Number of participants enrolled in course.
 - ii. Number of participants who complete course.
 - iii. Aggregate level demographic information on participants.
 - iv. Aggregated data on results of skills-based tests.
 - v. Other measures sufficient to ensure the project is being implemented as designed and as determined by DHS following award
- c. Target Award Amount: \$100,000

Objective 2: The local community has awareness of both the risk factors for – and the protective factors against - radicalizing to violence.

3. Civic Engagement

- a. Eligible entities may apply for funding to build or expand programs that encourage community engagement, education, and resilience against radicalization to violence. Applicants for this project must describe how the intended activities will address early-stage radicalization to violence through coordination and engagement activities that reduce community vulnerability to associated risk factors or enhance protective factors. Applicants must describe how intended outcomes seek to increase community resilience to radicalization to violence through the understanding of threat prevention, improved social cohesion, reduced inter-group tensions, or reduced youth vulnerability.
- b. Required Performance Measures
 - i. Number of community engagement events.
 - ii. Number of participants at community engagement events.
 - iii. Aggregate level demographic information on participants.
 - iv. Other measures sufficient to ensure the project is being implemented as designed and as determined by DHS following award

- c. Target Award Amount: \$50,000

4. Youth Resilience Programs

- a. Eligible entities may apply for funding to establish or expand programming to develop protective factors in youth. Examples of protective factors include social capital, sense of belonging, and feelings of security. Applicants must address the development and implementation of programs that target the reduction of risk factors to violence, including leadership, mentorship, employment skill building, or civic engagement. [NOTE: Minors are a vulnerable population and therefore have additional protections under The Common Rule for human subject research. Applicants must submit evidence that their project(s) has gone through an Institutional Review Board (IRB) review].
- b. Required Program Monitoring Measures:
 - i. Number and type of engagements/services provided.
 - ii. Other measures sufficient to ensure the project is being implemented as designed and as determined by DHS following award.

- c. Target Award Amount: \$75,000

Objective 3: Members of the local community engage among the broadest set of local stakeholders that sustain trusted partnerships and increase communications addressing radicalization to violence.

5. Threat Assessment and Management Teams

- a. Eligible entities may apply for funding to develop a threat assessment and management capability. This capability must include training for practitioners, development of protocols for handling referrals, and work with individuals with risk factors for targeted violence and terrorism.
- b. Required Program Monitoring Measures:
 - i. Number of members of threat assessment and management team including professional background or other organizational affiliation (e.g., school counselor, faith leader, etc.).
 - ii. Information regarding how often team meets and for what purpose
 - iii. Number of cases opened including:
 - a. Identified risk factor(s)
 - b. Identified behavioral changes
 - c. Identified extremist ideology (if any)
 - d. Specific grievance (if identified)
 - iv. Number of referrals for outside services including service type (e.g., mental health, substance abuse, job skills, housing assistance)

- v. Case status: (active, in progress, closed).
 - a. If “closed,” outcome of case (e.g., resolved, referred to law enforcement, etc.).
 - vi. Anonymized case studies illustrating the threat management process
 - vii. Other measures sufficient to ensure the project is being implemented as designed and as determined by DHS following award
- c. Target Award Amount: \$300,000

Objective 4: Members of the local community have the ability to act on their awareness training and help members of their community before they threaten other members of the community by knowing how to contact – and understanding the role of – threat assessment and management teams.

6. Bystander Training

- a. Eligible entities may apply for funding to deliver Bystander Training in their local community. If applicants propose developing training, topics covered in the curricula shall include risk factors, behavioral changes, and provide a locally-relevant list of services or contact information for providers to make referrals. Applicants should describe the main themes of the training that will be included in the proposed curricula. Successful applicants will demonstrate ready access to their target population.

DHS also has an existing training curriculum that may be used that aims to enhance the ability of individuals to recognize signs of radicalization to violence and, when safe to do so, take appropriate steps to engage with individuals in their social, family, or professional circles to provide them with assistance, refer them to other resources or services, or refer them to law enforcement if there is a risk of imminent harm. The training curriculum can be provided during the application period upon request. The training has a section that is customizable and minor modifications can be made with prior approval. Successful applicants will propose their intended target audience(s) and how they will engage individuals to participate. The training is appropriate for a general adult audience, and DHS seeks applications that will provide it to a general audience, as well as applications that propose audiences that may have a force-multiplying factor, such as professionals who engage with populations with risk factors for violence.

- b. Required Program Monitoring Measures
 - i. Number of participants who received training.
 - ii. Aggregate level demographic information of participants.

- iii. Other measures sufficient to ensure the project is being implemented as designed and as determined by DHS following award.

c. Target Award Amount: \$100,000

7. Referral Services

- a. Eligible entities are invited to apply for funding to establish or expand a referral service (telephone, text, app, online, etc.) to address crises with callers, assessing whether they have risk factors for targeted violence or terrorism, and providing resources and referrals to individuals seeking help.

Successful applicants will have an implementation plan that describes the methods for training hotline counselors, establishing protocols for referring callers for additional assessment and management resources or to law enforcement if there is an imminent threat of harm, and a description of where individuals will be referred.

- b. Required Program Monitoring Measures:

- i. Number of calls, by type of call
- ii. Number of individuals referred to additional services
- iii. Number of callers referred for threat assessment and management
- iv. Number of calls referred to law enforcement.
- v. Other measures sufficient to ensure the project is being implemented as designed and as determined by DHS following award

c. Target Award Amount: \$150,000

Objective 5: Members of the local community have access to multi-disciplinary (psychologists, educators, faith leaders, medical personnel, inter alia) threat assessment and management teams that can intervene with an individual who has radicalized to violence *before* it becomes a criminal justice issue.

8. Recidivism Reduction and Reintegration

- a. Eligible entities are invited to apply for funding to develop institutional or community-based recidivism reduction and reintegration programs, to reduce risk factors and promote protective factors in individuals re-entering society, following release, and in probation or deferral programs. Applications should describe the risk factors they will examine and how they will select individuals for participation in the programming and the services to be provided (For example, individuals who have previously committed hate crimes). The application should also describe the assessment tools and other methods they will use to measure progress of individuals through the program

- b. Required Program Monitoring Measures

- i. Number of individuals recommended for violence rehabilitation program(s).
- ii. Number of individuals enrolled in violence rehabilitation program.
- iii. Number of individuals that completed violence rehabilitation programming.
- iv. Status of cases (active, in progress, closed). If “closed,” outcome of case (e.g., resolved, referred to law enforcement, USAO, etc.).
- v. Other measures sufficient to ensure the project is being implemented as designed and as determined by DHS following award.

c. Target Award Amount: \$200,000

[NOTE: Prisoners are a vulnerable population and therefore have additional protections under The Common Rule for human subject research. Applicants must submit evidence that their project(s) has gone through an Institutional Review Board (IRB) review].

Objective 6: The local community has a variety of programs (e.g. service activities, career centers, after-school groups, mentoring, inter alia) that address risk factors while also providing services supporting threat management approaches.

Innovation Track

DHS seeks to continue to spur innovation in prevention by soliciting applications for new project ideas that can enhance prevention capabilities in local prevention frameworks. Any projects that meet one of the six local prevention framework objectives are eligible, especially projects that implement one or more of the priorities in Section A. All applicants must specify which local prevention framework Objective their proposed project will meet. Projects in this category should still have a well-developed theory of change but have not yet been implemented in the U.S. DHS anticipates making approximately \$5,000,000 in awards in the Innovation Track and anticipates making awards in the range of \$300,000.00 to \$750,000.00.

Required Performance Measures: Measures sufficient to ensure the project is being implemented as designed and as determined by DHS following award.

Appendix C: Contents and Format of Project Narrative

Applications must include a detailed narrative about the project being proposed. The Project Narrative is submitted as a single attachment to the application in ND Grants. It serves as the primary document that DHS reviews and scores. There is no government form for this document.

The Project Narrative consists of a **cover page**, **body**, and **appendices**. The page limits for the body are based on which track the application is being submitted to:

Promising Practices: Single Project Track – 5 pages

Promising Practices: Multiple Project Track – 10 pages

Innovation Track – 15 pages

The **cover page** must clearly show:

- The name of the entity applying
- The primary location (city/county and state/D.C./territory) of the applicant and the location(s) of activities (if different)
- The name of the application track
- The name of the project type (or types if applying in Promising Practices: Multiple Project Track)
- The amount of funds requested
- **Project abstract, approximately 200 words, suitable for public release, describing the core elements of the proposed project**

The **body** of the Project Narrative shall include the following numbered sections (please use the same numbers in the submitted narrative):

1. Needs Assessment

A needs assessment is a systematic approach used to identify capacity and gaps between current conditions and desired outcomes. A needs assessment helps to clarify and improve program design and implementation by helping applicants focus on how their proposal will help their community. While there are multiple ways to undertake a needs assessment, specific information that must be included in a proposal for funding are:

- The target population for services (the group of individuals that are expected to use the proposed program)
- The estimated number of people in that target population
- An inventory of other programs that currently serve the target population

A needs assessment should be able to identify other services that are available to the target population including how they are similar/different to the proposed project. If this proposal is to expand capacity of an already existing program, please note that here.

2. Program Design

Please describe how the proposed program is designed. This design should include the following specific information:

- *A problem statement:* This is a clear description of the issue, challenge, or need the program seeks to address and serves as the program focus based on the FY2020 Targeted Violence and Terrorism Prevention Grant Program objectives outlined in Appendix A of this announcement.

- *Program goals and objectives:*
 - Goals: Visionary long-term statements that are not resource dependent but should explain how this program supports the Department of Homeland Security's Strategic Framework for Countering Terrorism and Targeted Violence
 - Objectives: Specific, measurable, achievable, relevant, and time-bound (SMART). Objectives are statements of the conditions the program is expected to achieve within the timeframe of the grant and using the resources provided.
- *Logic model:* A logic model is a tool to systematically document – and visually represent – program investments, activities, desired results, and the relationship between them. The creation of the logic model is a critical step for both program design and performance management. This is the model that states how – and why – the program will work to achieve objectives and goals. A logic model will visually demonstrate how inputs lead to activities, which lead to outputs, which lead to short-term outcomes, and finally result in long-term outcomes. Logic models must include the following:
 - *A theory of change:* a brief statement that ties the logic model together by summarizing why, based on evidence and consideration of other possible programs, the changes described in the logic model are expected to occur. These are often written as “if/then” statements that link existing conditions to desired changes. If there is previous research/evidence to support the theory of change, it should be included here.
 - *Short- and Long-term outcomes:*
 - *Short-term Outcomes:* Short-term outcomes describe the immediate effects of the program (such as raising awareness, increased knowledge, changed attitude, changed behavior, etc.). Short-term outcomes are typically linked to program objectives. Applicants that include the optional performance measures will receive additional points.
 - *Long-term Outcomes:* Long-term outcomes refer to the desired end-state (ultimate results) of the program – the program goals.
 - Outputs: The direct, tangible results of program activities. They are (often) easy to count (e.g., the number of people trained, the number of briefings held, etc.).
 - Activities: The actions/events undertaken by the program to produce a desired outcome. Activities often have a clear link to the problem statement.
 - Inputs: The resources invested to start and maintain program implementation. These include financial resources, time, personnel, materials, supplies, etc. Inputs affect the scope of the program, the number of activities, and what outputs and outcomes are achievable.
 - Contextual factors and underlying assumptions: What conditions, stakeholders, funding, or other factors are inherent to the program design and execution and may or may not influence program success. How are these factors being accounted for in the design and how the program may be evaluated?
- Likelihood of Success: Describe the evidence that demonstrates that the proposed strategy and approach are likely to lead to the anticipated outcomes.
- 3. **Organization and Key Personnel**
 Describe your organization and the key personnel who will be working on the project. Include details on how the expertise of the key personnel will be used to carry out the project. If necessary include position descriptions when the personnel have not yet been hired. Changes in key personnel are permissible, but need to be communicated to OTVTP, if it is

anticipated key personnel will depart prior to the period of performance commencing, only include information about the position and qualifications for the position. Resumes/CVs for key personnel should be included as attachments.

4. Sustainability

Please include a discussion of how the capabilities of your proposed project will be sustained following the period of performance.

5. Budget Detail and Narrative

The applicant must present a budget that identifies and explains all direct and indirect costs. These costs and all other expenses must be presented in a table format following the template in Appendix E. The budget portion of the application narrative should be a combination of a narrative and completed table.

Appendices

A. Completed Implementation and Measurement Plan (IMP) Template

The completed IMP Template must include the required performance measures indicated for each project type. The IMP will allow recipients to:

- Plan your project by outlining the activities to be accomplished, timeframes, and resources needed (personnel, equipment, meeting space, et.al.), and how project results will be sustained.
- Manage implementation of your project by enabling you to track implementation against expectations.
- Report quarterly on your progress in implementing the project.
- Assess outcomes by identifying the indicators and data you will use to assess level and type of outcomes achieved, the data collection methods to be used, and timeframes for collecting data, noting that some indicators may require collection of baseline data at the start of the project for comparison.

B. Resumes/CVs of Key Personnel

Include resumes/CVs of Key personnel, including but not limited to anyone engaged in training, engaging with project audiences/participants, conducting threat assessments, or managing the project.

C. Documentation of Commitment/Support

Please include letters of commitment or support (or other documentation such as Memorandum of Understanding/Agreement) of any outside entities or senior officials of agencies or jurisdictions described in your application that are critical to the success of the project.

D. Letters of Recommendation (Optional)

Applicants may attach up to three letters of recommendation from subject matter experts in the field of targeted violence or terrorism prevention or key stakeholders in the planned area of performance which recommend their application to DHS.

Formatting Requirement:

- Must use Adobe Portable Document Format (PDF)

- Spacing: 1.0
- Typeface: Times New Roman 12 pt. font (exceptions for citations and tables)
- Margins: 1 inch
- Indentation/Tabs: Applicant's discretion
- Page Orientation: portrait; exception: landscape may be used for tables and IMP
- Citations (in-text, endnote/footnote): Allowed. Typeface allowed for citations: Times New Roman, 10, 11, or 12 pt. font sizes
- Graphics such as pictures, models, charts, and graphs will be accepted (within the page limits) but are not required.
- Primary font color will be black; however, other colors may be used for emphasis as appropriate.
- Bold or italicized font may be used.
- Table format is acceptable where appropriate (e.g. logic model, timelines) but not mandatory (exception: the budget section must follow the table template provided in Appendix E of this notice).

Appendix D: Research and Other Resources

The FY2020 Targeted Violence and Terrorism Prevention Grant Program has based its program objectives on The Department of Homeland Security's ***Strategic Framework for Countering Terrorism and Targeted Violence***. Applicants are strongly encouraged to build their applications in line with the goals and objectives of this document as well as other evidence.

See: https://www.dhs.gov/sites/default/files/publications/19_0920_plcy_strategic-framework-countering-terrorism-targeted-violence.pdf

Additional resources that may be useful for applicants are provided below to assist applicants in developing and constructing their grant applications. Applicants may consider using other resources that do not appear in this list as well.

The Department of Homeland Security's Office for Targeted Violence and Terrorism Prevention maintains a webpage with information and resources for applicants as well as a page on the last cycle of terrorism prevention grants. On these pages, applicants can find information helpful to complete their application and information about the previous cycle of grants including previous recipients, a preliminary performance report, quarterly reports, and a conceptual framework of the grants program.

See FY2020 Targeted Violence and Terrorism Prevention Grant Program: <https://www.dhs.gov/tvtpgrants>

See FY2016 Countering Violent Extremism Grant Program: <https://www.dhs.gov/cvegrants>

The Department of Homeland Security Compliance Assurance Program Office (CAPO) maintain resources for grantees to ensure compliance with Human Subject Research protections that are a requirement of this program. Additional information on the review process is available from DHS CAPO.

DHS CAPO Institutional Review Board/Human Subjects Research Training Materials:

- [November 2020 HSR Technical Assistance Presentation to FY 20 Grantees](#)
- [January 2021 HSR Training for OTVTP Program Analysts/Staff](#)

DHS CAPO Determination Materials:

- [Form Instructions](#)
- [Determination Request Form](#)
- [Determination Process Checklist](#)

The Rand Corporation developed the ***Evaluation Toolkit for Countering Violent Extremism*** that helps program managers focus on core program components, the logic model that visually displays the program and the theory of change and identify ways to assess

progress. This toolkit was sponsored by the Department of Homeland Security's Office of Community Partnerships – the current Office of Targeted Violence and Terrorism Prevention. While focused on violent extremism, it is also useful for programs focused on preventing targeted violence.

See: https://www.rand.org/content/dam/rand/pubs/tools/TL200/TL243/RAND_TL243.pdf

The U.S. Institute for Peace (USIP) works internationally on preventing/countering violent extremism (P/CVE). While international programs pose their own, unique challenges, USIP has produced several products on some of the difficulty in assessing terrorism prevention programs.

See: Measuring Up: Monitoring and Evaluating P/CVE Programs <https://www.usip.org/publications/2018/09/measuring-monitoring-and-evaluating-pcve-programs>

See: Taking Stock: Analytic Tools for Understanding and Designing P/CVE Programs <https://www.usip.org/publications/2018/09/taking-stock-analytic-tools-understanding-and-designing-pcve-programs>

Research Resources:

The Rand Corporation produced an exhaustive study of terrorism prevention in the United States that validated the Department's approach to terrorism prevention. This report conducts an analysis of prior and ongoing terrorism prevention activities and makes recommendations for future efforts and approaches.

See: https://www.rand.org/pubs/research_reports/RR2647.html

The Department of Justice's National Institutes of Justice has funded work multiple research efforts related to terrorism. Of particular note is ***Risk Factors and Indicators Associated with Radicalization to Terrorism in the United States: What Research Sponsored by the National Institute of Justice Tells Us*** - a meta-analysis of previous research on terrorism. In addition, the National Institute of Justice has run a Domestic Radicalization to Terrorism program that has funded multiple project since its inception in 2012. Project descriptions as well as links to articles produced from that research are available on their website.

See: <http://www.nij.gov/topics/crime/terrorism/pages/domestic-radicalization.aspx> (General webpage with links to articles)

See: <https://www.ncjrs.gov/pdffiles1/nij/251789.pdf> ("Risk Factors and Indicators Associated with Radicalization to Terrorism in the United States")

See: <https://nij.ojp.gov/topics/articles/research-domestic-radicalization-and-terrorism> (NIJ project descriptions and links to articles)

The National Consortium for the Study of Terrorism and Responses to Terrorism (START) the University of Maryland maintains catalogs of their ongoing and completed research with access to published research which includes many CVE and related research projects.

See: <https://www.start.umd.edu/research>.

The U.S. Secret Service's National Threat Assessment Center (NTAC) provides guidance and training on threat assessment and training. NTAC has become a leading expert on research and investigations on school shootings as well as other types of targeted violence.

See: <https://www.secretservice.gov/protection/ntac/>

The Centers for Disease Control's (CDC) Division of Violence Prevention focuses research on early prevention of violence within a public health model. The CDC also maintains current research on the efficacy of violent prevention programs on their webpage.

See: <https://www.cdc.gov/violenceprevention/publichealthissue/index.html>

The Department of Homeland Security's Science and Technology Directorate (S&T) maintains a webpage on terrorism prevention that includes research products, fact sheets, and evaluations of efforts. S&T works collaboratively with the Office for Targeted Violence and Terrorism Prevention.

See: <https://www.dhs.gov/science-and-technology/terrorism-prevention>

Appendix E: Budget Worksheet

Budget Category	Federal Request
Personnel	\$0
Fringe Benefits	\$0
Travel	\$0
Supplies	\$0
Contractual	\$0
Other	\$0
<i>Total Direct Costs</i>	\$0
Indirect Costs	\$0
TOTAL PROJECT COSTS	\$0