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Sent: Thursday, October 29, 2015 1:29 PM
To: CTAB-All; CTAB CYBER
Cc: Selim, George; Gersten, David; Snyder, Nathaniel; Taylor, Francis X; Gray, Eugene; Warrick, Thomas; CT Staff
Subject: 10.29.15 CTAB - OCP-CVE Action Plan Delivery
Attachments: DHS CVE Action Plan_clean 10 27 2015 (CLEAN).docx

Good morning,

As discussed at the CTAB this morning, we have attached a copy of the Office of Community Partnership (OCP-CVE) Action Plan for your files.

If you have questions or comments please contact either: OCP Director George Selim, or Deputy Director David Gersten and if they are not available reach out to Nathaniel Snyder.

Please feel free to contact me if I can assist further.

Thank you,

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CTAB Secretary, DHS HQ

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U.S. DEPARTMENT OF HOMELAND SECURITY ACTION PLAN TO COUNTER VIOLENT EXTREMISM

October 20, 2015

DHS Lines of Effort and Key Actions to Counter Violent Extremism

1. Encourage and enable our partners to counter violent extremism.

The family, friends, and acquaintances of a potential violent extremist are often best positioned to recognize a shift toward radicalization to violence and intervene early, while local service providers and community organizations are often best equipped to provide the personalized support an individual may need to choose a path that does not lead to violent extremism. DHS supports these community-based efforts to counter violent extremism (CVE) by raising awareness of the violent extremist threat, convening and connecting our partners to facilitate joint action against threats, and by providing tools and financial assistance.

FOUNDATIONAL ACTIVITIES

DHS Office for Civil Rights and Civil Liberties (CRCL), in partnership with the National Counterterrorism Center (NCTC), provides **Community Awareness Briefings (CABs)** to diverse communities in cities across the country, where we share unclassified information regarding the threat that violent extremism poses to them and ways to address these threats. These briefings are designed to help communities and law enforcement develop the necessary understanding of terrorism and terrorist recruitment tactics and explore ways to collectively and holistically address these threats before they become a challenge at the local level.

Also in partnership with NCTC, DHS CRCL facilitates **Community Resilience Exercises (CREXs)**, half-day, table-top exercises designed to improve communication between law enforcement and the communities they serve.

DHS also conducts **training for law enforcement that includes CVE-focused curriculum**. Since 2010, DHS has trained nearly 18,000 students on all types of U.S.-based terrorism.

Further, the Department supports state, local, tribal, and territorial government partners as well as major urban area intelligence fusion centers by **sharing information** with state and local officials on threats.

DHS will continue to collaborate with federal interagency partners to support locally-developed and locally-driven prevention and intervention programs, including the **First Tier Three Cities Program**. Under this interagency program, public safety officials, religious officials, social workers, educators, community representatives, and U.S. Attorneys' Offices have developed their own regionally-tailored strategies to counter violent extremism in the First-Tier Three Cities - Boston, Los Angeles and Minneapolis.

Building on these foundational activities, DHS will augment and expand its efforts to support communities.

NEW INITIATIVES TO COUNTER VIOLENT EXTREMISM

Technology companies and experts are uniquely positioned to assist community-based efforts to counter violent extremism. Social media, marketing, and technology industry partners can support community-based initiatives by helping parents keep their kids safe online, and offering their services and capabilities to community partners to promote effective CVE messages. These same companies and leaders have powerful platforms from which to shape public debate and discussion by introducing their own messaging and content and shaping the way that content appears on their applications, websites, and search results. **DHS will develop a digital implementation plan** to promote and support technology sector partners in using these unique capabilities to assist CVE efforts.

Community-based programs look to external support—whether from government or the private sector—to help them fund their efforts to counter violent extremism. DHS will support community-based CVE programs by **linking community programs with potential partners in the private sector**, to include philanthropies and foundations, and by **providing grant-based support** directly to community programs. DHS will continue to enhance our grant-making mechanisms to make grants more accessible for community-based organizations pursuing CVE programs.

To help our federal, state, local, tribal, and territorial government partners, including law enforcement, and community groups, become more informed about the threat of violent extremism and effective tools to counter it, DHS will **develop and share strategic threat assessments** with our partners. DHS will also **support the development of tools** to help community-based CVE program leaders assess the impact of their efforts.

Through the First-Tier Three Cities Program and DHS's Los Angeles-based Office for Strategic Engagement, DOJ, DHS and community leaders work together to build trust, identify capability and resource gaps, and facilitate capacity-building opportunities. Building on the success of these efforts, **DHS will expand its full-time presence in first-tier cities** (Boston, Los Angeles, and Minneapolis).

Across DHS CVE programming, the Department will place greater emphasis on **measuring program impacts and effectiveness**.

DHS Actions to Counter Violent Extremism

1. Encourage and enable our partners to counter violent extremism.

Activity and Milestones	Lead Office	Target Date
FOUNDATIONAL ACTIVITIES		
Enhance community understanding of the threat and effective measures to counter violent extremism. - Help communities develop an understanding of	CRCL	Community Roundtables, Briefings,

recruitment tactics and explore ways to collectively address threats at the local level by continuing to improve and expand Community Engagement Roundtables, Community Awareness Briefings (CAB), and Community Resilience Exercises (CREX) to cities across the country. - By November 1st, provide a plan including the following: - A calendar of proposed community roundtables, briefings and exercises in specific communities. - For each roundtable, briefing and exercise, identify: regionally-specific goals and objectives; community-based programs we want to highlight; organizations and institutions who could be helpful partners; recommended senior leader participants; and recommended post-engagement actions. - Strategic objectives: specify what we hope to accomplish through the roundtables, briefings and exercises, and how to capture what we have learned from these efforts. - Provide quarterly updates detailing progress, lessons learned, and upcoming milestones or targets.		Exercises: ongoing. Plan is due by November 1, 2015. First quarterly update due January 2016.
Enhance training for federal, state, local, tribal, and territorial law enforcement. - Provide federal, state, local, tribal, and territorial law enforcement with the tools and training they need to recognize and effectively respond to potential instances of radicalization to violence. - Update CVE-relevant components of training programs (including the Uniformed Police Training Program, Criminal Investigator Training Program, Land Management Police Training Program, and the Rural Police Officer Training) in consultation with FLETC's impacted federal partner organizations to ensure that such training components reflect current assessments of the violent extremist threat. - Provide train-the-trainer programs, cultural competency, and violent extremism awareness training to additional state, local, tribal, and territorial law enforcement partners. - Provide three hours of CVE-specific training during the Homeland Security Leadership Academy, an eight-day training program for state and local law enforcement executives.	FLETC FEMA CRCL OCP	Law enforcement training: ongoing. Plan to update and expand training is due by November 1, 2015. First quarterly update due January 2016.

- By November 1st, provide a plan to accomplish these three tasks. The plan should include specific milestones and targets. - Provide quarterly updates detailing progress in reaching milestones, and lessons learned.		
Develop and share intelligence assessments with state, local, tribal, territorial, and community partners. - Provide timely information on current threat streams and trends related to violent extremism recruitment, tactics, and targets. - Expand the distribution of DHS Intelligence and Analysis-originated terrorism reporting to ensure this reporting is accessible to vetted homeland security stakeholders. - Disseminate classified and unclassified assessments and briefings on threats and trends related to violent extremism to DHS Components, fusion centers, police departments, and other federal, state, and local law enforcement partners. These assessments and briefings should include topics such as recruiting methods and narratives used by domestic terrorist and foreign terrorist organizations and Western foreign fighters. - Maintain and update the joint DHS/FBI Countering Violent Extremism and Active Shooter Web Portal on the Homeland Security Information Network. - Provide quarterly updates detailing progress, lessons learned, and upcoming milestones or targets.	I&A	Information sharing and web portal maintenance: ongoing. First quarterly update due January 2016.
Evaluate DHS progress in meeting targets in the 2011 White House Strategic Implementation Plan. - Provide a report on DHS progress in meeting requirements set forth in the 2011 White House Strategic Implementation Plan for Empowering Local Partners to Prevent Violent Extremism in the United States.	OCP	Report is due by October 9, 2015.

Awareness level on line training for state, local, tribal and territorial law enforcement line officers, supervisors, and training academy directors.	FEMA NPD	Curriculum Review - November 2015.
- Raise awareness and understanding of violent extremism for state, local, tribal and territorial law enforcement partners. - Identify the differences between Constitutionally-protected cultural, societal, and religious behavior versus indicators of criminal behavior. - Definition and examples of radicalization. - How to assess threats and potential targets. - The implications on officer safety. - The importance of building partnerships with community organizations. - Understanding different cultures and people. - The importance of community policing. - How to engage community members in preventing acts of terrorism and violent extremism. - Provide quarterly updates detailing progress, lessons learned, and upcoming milestones or targets.		Anticipated availability - February 2016. Target audience: Law enforcement line officers, supervisors, and training academy directors.
Awareness level online training for state, local, tribal and territorial Community Liaison Officers, School Resource Officers, NGOs and community leaders.	FEMA NPD	Curriculum Review - March 2016.
The two online courses in development are Radicalization Awareness for Community Engagement and Resilience, and Community Resilience to Violent Extremism. - Provide community-focused, rigorously-researched and academically-informed instruction on countering violent extremism. - Define the mechanisms by which individuals and groups develop a willingness to use violence to advance an ideological cause. - Describe how communities can engage in efforts that will make individuals and groups more resilient to radicalization.		Anticipated Availability - June 2016. Target audience: Community Liaison Officers, School Resource Officers, NGOs and community leaders.

Management and planning level online training for state, local, tribal and territorial Community Liaison Officers, School Resource Officers, NGOs and community leaders. This online course will provide an opportunity for participants to apply design thinking methodologies to develop community-based Countering Violent Extremism efforts. - Community Based Prevention Approach to Violent Extremism. - Using Design Thinking to Address Violent Extremism. - Design Thinking Simulation: Introducing Empathy Research. - Design Thinking Simulation: Defining and Ideation Phases. - Design Thinking Simulation: Prototyping and Testing Phases. - Applying Design Thinking to Countering Violent Extremism in Your Own Community.	FEMA NPD	Curriculum Review - March 2016. Anticipated Availability – June 2016. Target audience: Community Liaison Officers, School Resource Officers, NGOs and community leaders.
Management and planning level course focuses on rural correctional facilities as unique breeding grounds for threat group recruitment and radicalization, examines the processes by which recruitment and radicalization occur, and proposes methods for strengthening the information gathering and sharing process. This 8 hr. instructor led course address the following objectives: - Describes the scope of gang, hate group, and terrorist group operations in rural jails and prisons. - Threat group member recruitment and radicalization in rural jails and prisons. - Effective information gathering and sharing among agencies. - An emphasis on the role of fusion centers, the Information. Sharing Environment and the Nationwide Suspicious Activity Reporting Initiative. - A focus on policy creation for radicalization and recruitment in rural jails and prisons.	FEMA NPD	Certified and approved course. Target audience: Rural detention officers, jailors, correction officers, public safety and law enforcement officers, fusion center intelligence analysts, correction facility decision makers.
Develop and deliver Strategic, Tactical, and Resilient		Funding

Interdiction of Violent Extremism (STRIVE), a collaborative, comprehensive, blended-learning national training program. STRIVE is designed to enhance the capacity and capabilities of communities to effectively counter violent extremism by fully integrating community policing principles into their CVE efforts. - The development of a comprehensive, blended-learning, two-day (16-hour) Strategic, Tactical, and Resilient Interdiction of Violent Extremism (STRIVE) national curriculum and Instructor Development Program (IDP); - Fifty-three (53) on-site STRIVE IDP courses (one in each state; and 3 pilots), training up to 50 participants per delivery, totaling 2,650 directly trained to implement STRIVE in their communities and to serve as a national cadre, each training 50 (est.) additional participants, totaling up to 132,500 community stakeholders trained nationwide; - Development and continuous delivery of the corresponding, technology-enhanced STRIVE Online Course, provided at no cost to a targeted 6,000 participants nationwide; - A STRIVE Online Resource Center, a web-based portal for program participants nationwide, to include: the course curriculum; technology and materials; the online course, the IDP track and report system; a promotional/marketing component (video trailer); and a best practices/lessons learned communications venue; and - One (1) Instructor Development Course (IDC), which will develop a cadre of twenty-five (25) nationally-certified STRIVE Instructors from multiple jurisdictions and multiple disciplines, to deliver this training on a national scope.	FEMA NPD	awarded September 2015. Anticipated Delivery – March 2017. Intended audience: Local government, law enforcement and all community stakeholders.
The National Consortium for the Study of Terrorism and Responses to Terrorism (START) proposes to develop a suite of five specialized training courses on Countering Violent Extremism (CVE). The courses target a range of community and government audiences engaged in mitigating and preventing violent extremism in local communities across the nation. While each course is designed as a stand-alone offering to fill a specific training gap, the full set offers a robust curriculum intended to increase expertise about CVE based on cutting-edge research and innovative training methodologies. - Just the Facts: Using Objective Data to Raise Community	FEMA NPD	Funding awarded September 2015. Anticipated Delivery – March 2017. The combined target audiences include representatives

Awareness about Violent Extremism: This 2-4 hour asynchronous online course will teach student to use dataset and knowledge tools maintained by START to raise community awareness of the behavioral, geographic and temporal characteristics of extremist violence at the state, local and national levels. - Integrating Mental Health and Education Approaches into CVE: This 2-4 hour asynchronous online course draws on the experience and capabilities present in the mental health and education fields and identifies areas of multidisciplinary collaboration and/or knowledge transfer within CVE practices and programs. - Countering Violent Extremist Narratives: Tools and Strategies: This 2-4 hour asynchronous online course introduces students to the spectrum of extremist narratives and their delivery mechanisms, as well as a spectrum of counter and alternate narratives and their respective development and delivery. - Designing Effective Rehabilitation and Reintegration Programs to Address Violent Extremism: This 2-4 hour asynchronous online course introduces rehabilitation and reintegration programming as an essential component of CVE efforts and teaches students in communities and institutional settings to design rehabilitation and reintegration programs. - Coalition Building for CVE and Community Resilience: This in person training will include 6 hours of content and provides a capstone hands-on simulation for students to gain experience with engagement, intervention, counter narrative and rehabilitation programming within a multidisciplinary team.	from NGOs, mental health professionals, law enforcement officers, analysts, and educators. Content will be designed to support coordination and cooperation across entities.
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NEW INITIATIVES TO COUNTER VIOLENT EXTREMISM

Enhance DHS collaboration with the technology and philanthropic sectors on CVE.

Enhance DHS efforts to counter the use of Internet and social media by violent extremists to radicalize individuals and groups to violence, recruit, and raise funds. Ensure that offline and online CVE activities are coordinated and leverage digital tools to increase effectiveness. Increase engagements with the private sector, including the technology, entertainment, marketing, and philanthropic sectors in support of online CVE efforts. Develop a digital implementation plan to both expand our outreach efforts online and incorporate emerging technologies and trends in social media, data analytics, and user experience design.

Implement a digital implementation plan that leverages technology to meet CVE goals. The digital engagement plan will identify and support innovative technology sector efforts to counter radicalization to violence and recruitment online; identify an approach to engage directly with technology companies to raise awareness of the violent extremist threat, ask them to identify ways to help counter violent extremism, and identify an approach to make critical information for individuals targeted by violent extremist organizations and their family and friends easily accessible online.

- **Develop a structured outreach plan with relevant private sector entities:**
 - Hire Presidential Innovation Fellows to support CVE efforts: drawing on the President’s newly-announced program to bring entrepreneurs, technologists and other innovators in to government, hire Fellows to join the CVE team to advise Department leadership and implement the digital implementation plan for CVE.
 - Utilize DHS Loaned-Executive program to provide executive-level talent from the private sector an opportunity to share their expertise with Homeland Security on CVE relevant programs and activities
 - Convene private sector leaders to solicit their input, identify best practices, and build collaborative efforts.
 - Increase collaboration with digital experts within government: Increase collaboration with the Office of Science and Technology Policy, US Digital Service, and other digital communication experts within government.
- **Embed CVE within existing DHS activities to achieve scale and impact:**
 - Leverage existing USG internet safety campaigns: work with appropriate partners to integrate CVE into online and offline internet safety campaigns.
 - Leverage existing USG cybersecurity campaigns: work with appropriate partners to integrate information on terrorist use of the internet into existing departmental cybersecurity campaigns.
- **Increase information-sharing with the American public.**
 - Ensure that information on violent extremism and responses is more accessible online: Rework the DHS

OCP

Digital plan is due by December 1, 2015.

First quarterly update due January 2016.

digital infrastructure to ensure that the public has access to useful and timely information on violent extremism, including information on terrorist groups, tactics, plots, radicalization, and interventions.

- Provide threat briefings on violent extremism to tech sector partners: Develop concise and powerful materials to help technology sector leaders understand how violent extremists use the Internet and social media to radicalize, recruit, raise funds, and plan attacks.
- Connect concerned parents and technology companies: work with technology companies and parents to create tools that help parents develop a better understanding of the online tools used by violent extremist organizations and become more aware of their children's activities online.
- **Create a robust environment to support private-sector led efforts online.**
 - Catalyze non-governmental initiatives to counter violent extremist activities online. Continue to support efforts such as Peer2Peer, which works with colleges and university around the world to incubate online CVE initiatives.
 - Identify government and private funding streams. Work with government and philanthropic partners to identify funding resources that can support both offline and online CVE initiatives.
 - Engage associations and professional bodies that advise and support national and local foundations and philanthropic entities to raise awareness of the threat of violent extremism and radicalization, as well as community-based efforts to implement prevention and intervention programs.
 - Support the development of incubators. Support the development of incubators that can support CVE initiatives, both offline and online from idea to scale.
 - Identify resources in the private sector to support online CVE initiatives. Reach out to the private sector, including the entertainment, marketing, and technology

sectors, to develop in-kind support networks for non-governmental CVE efforts. – Develop government initiatives to counter violent extremists online. – Support government initiatives to counter violent extremist narratives. Develop programs to counter violent extremist narratives online and deny their ability to use the internet and social media tools to radicalize to violence, recruit, raise funds, and plot attacks. – The digital implementation plan should include an engagement and outreach plan for the Secretary, the Deputy, and other Department senior leaders. The plan will include strategic objectives, a clear purpose and goal for each engagement and outreach activity, and a list of proposed partners (to include individuals and entities whose programs could be amplified, and organizations and institutions who could be helpful partners). – The implementation plan should also include an assessment plan to evaluate the impact and effectiveness of these efforts in coordination with S&T. – Provide quarterly updates detailing progress, lessons learned, and upcoming milestones or targets.		
Convene foundations, philanthropies, other private sector partners, and community-based CVE program leaders to discuss ways to collaborate to counter violent extremism. - Develop a philanthropic engagement plan that supports their efforts to stem recruitment and radicalization. - By November 1st, provide a calendar of FY16 proposed philanthropic engagements in specific communities. - For each engagement, identify: recommended DHS senior leader participants; regionally-specific goals and objectives; community-based programs we want to highlight; organizations and institutions who could be helpful partners (including U.S. Attorneys' Offices in those cities where the U.S. Attorney has engaged in community outreach to counter violent extremism); and recommended post-engagement actions. - Provide quarterly updates detailing progress, lessons learned, and recommendations for future engagements.	OCP	Philanthropic Engagement Plan and the Fiscal Year 2016 calendar of proposed philanthropic engagements are due by November 1, 2015. First quarterly update due January 2016.

Enhance DHS mechanisms for providing financial assistance to CVE programs.

Strengthen our ability to support effective actions to counter violent extremism by expanding funding opportunities for community-based CVE programs.

Improve DHS funding mechanisms for CVE.

- Ensure that grant opportunities for CVE-related efforts and application processes are accessible and user-friendly for communities.
- Explore ways to promote use of the Homeland Security Grant Program to support community-based programs.
- Explore ways to promote use of the Nonprofit Security Grants Program for CVE-related uses.
- In coordination with the Office for Community Partnerships, identify FY16 activities (including the CREX) that can be offered to CVE stakeholders as grant allowable resources and identify existing FEMA programs that can be leveraged for CVE related support.
- Work with the Office for Community Partnerships, the DHS Office of Legislative Affairs and the Office of Management and Budget to explore a stand-alone CVE funding program and explore Secretarial discretionary funding options.
- Work with the Office for Community Partnerships and the Office of Intergovernmental Affairs to reach out to Governors across the country to raise awareness on CVE priorities.
- Building on the evaluation toolkit referenced below, enhance accountability and impact measurement of DHS-funded CVE programs.
- Within 45 days, provide an interim progress report on these actions.
- Provide quarterly updates detailing progress in meeting these goals.

FEMA

Initial plan due by October 5, 2015.

Interim progress report due 45 after delivery of the initial plan.

First quarterly update due January 2016.

Provide tools to our partners.

Develop and field tools to help our state, local, tribal, and territorial government and community partners evaluate the impact of their CVE programs and to support effective interventions.

Develop and field a program evaluation toolkit.

- Develop and field a program evaluation toolkit to help our state, local, tribal, and territorial government and community partners evaluate the impact of their CVE

**S&T
OCP**

Launch the research project by September 30, 2015.

programs. The toolkit should help community leaders identify measures to evaluate the impact of their efforts, and offer guidance on how to analyze and use evaluation data to improve their CVE programs. - (Development of these metrics is described in Line of Effort 3, page 16) (S&T) - Within 9 months of the research launch date, the toolkit should be made available to community partners. (OCP) - Report back on the lessons learned from the toolkit pilot testing within 18 months of the research launch date. (OCP)		Metrics delivered to DHS within 6 months. Toolkit fielded to partners within 9 months. Lessons learned reported within 18 months.
Develop and field screening tools to support effective intervention. - Develop tools to assist clinicians and others in referring individuals to intervention, treatment, and rehabilitation programs. - By November 30, 2015, fund the research project. (S&T, in partnership with DOJ) - Within 11 months of the research launch date, researchers will deliver tools to help determine whether individuals are suited for particular intervention programs. (S&T) - Within 12 months of the research launch date, DHS will make toolkits available to community-based mental health and counseling providers and others who might recommend an individual for an intervention program. (OCP) - Within 18 months of the research launch date, report back on the lessons learned from use of these tools. (OCP)	S&T OCP	Launch the research project by September 30, 2015. Tools delivered to DHS within 11 months of award. Toolkit fielded to partners within 12 months of award. Lessons learned reported within 18 months of award.
Improve and expand DHS field-based community engagement presence. Convene community stakeholders to build trust, identify capability and resource gaps, and facilitate capacity-building opportunities.		
Collaborate with federal partners to support field-based community engagement efforts to counter violent extremism. - Expand DHS support to the existing field-based community engagement programs by placing at least five full-time personnel in the first-tier cities to work in collaboration	OCP	Develop a plan to expand DHS field-based community engagement

with U.S. Attorneys' Offices and federal and local stakeholders in the area. - Draft supporting documentation for program management. These documents should specify component assignment criteria roles and responsibilities, budget and resourcing requirements (including a hiring plan), training requirements, and reporting chains (to both DHS headquarters and the local U.S. Attorneys' Offices). - Draft a template memorandum of understanding between DHS and each U.S. Attorney's Office to clarify the authorities, responsibilities, and reporting chains of DHS personnel in each USAO jurisdiction. - Provide quarterly updates detailing progress, lessons learned, and upcoming milestones or targets, including recommendations on how DHS can support community-based interagency CVE efforts more effectively.		presence due in 60 days. Draft documentation and hiring plan to expand DHS presence in the first-tier three cities due in 60 days. First quarterly update due January 2016.
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2. Build trust and partnerships between government entities and communities.

DHS strives to maintain the public's trust and build partnerships with communities across the country. These efforts are wide-ranging and focus on all homeland security missions. However, these activities are essential to the Department's success in countering the violent extremist threat.

FOUNDATIONAL ACTIVITIES

DHS will work to build trust through our **routine community engagement**. Through the Office for Civil Rights and Civil Liberties (CRCL) Community Engagement Program, DHS conducts **community engagement roundtables** in more than 16 cities across the country every quarter. We are listening to community concerns, sharing our efforts to address those concerns, and ensuring that we are respecting individual rights in our day-to-day activities. CRCL does this every day in their many regular community engagements around the country, as do thousands of our DHS colleagues whose operational work touches the public every day.

DHS will also continue to assist in **coordinating federal engagement** in the immediate aftermath of an attack or incident of national significance to aid affected communities and to address follow-on concerns such as community backlash, safety, and the prevention of future attacks.

NEW INITIATIVES TO COUNTER VIOLENT EXTREMISM

Through the **"Your Homeland Security" campaign**, DHS will engage communities across the country, both online and offline, in a dialogue on how the Department can better serve their needs and how communities can help to keep the Homeland secure. Building upon ongoing activities such as DHS town hall meetings, this campaign will serve as a mechanism to increase awareness about DHS, expand discussion of community experiences and perceptions of DHS programs and policies, and enhance unity of effort between DHS and communities in achieving homeland security goals.

Both through their day-to-day efforts to serve the public and as members of their local communities, DHS employees play an important role in communicating our nation's values through what they say and do. The **"Every Interaction Counts" campaign** will increase DHS employee awareness of their critical role in demonstrating DHS' commitment to these values through their everyday actions, and through this campaign the Department recognizes the exemplary work of DHS employees in demonstrating these values.

DHS Actions to Counter Violent Extremism

2. Build trust and partnerships between government entities and communities.

Activity and Milestones	Lead Office	Target Date
FOUNDATIONAL ACTIVITIES		
Build trusted relationships to support community-based efforts. - Develop and maintain trusted relationships between the government and communities, including educators, parents, religious leaders, and private sector by hosting Community Engagement Roundtables, Youth Roundtables, the Secretary's Roundtables, and Community Engagement Town Hall Meetings. - Within 60 days of the date of issuance of this Action Plan, provide a plan including the following: - A calendar of proposed community engagement roundtables and town halls in specific communities. - For each roundtable and town hall, identify regionally-specific goals and objectives, community-based programs we want to highlight, organizations and institutions that might be helpful partners and recommended post-engagement actions. - Strategic objectives: what we hope to accomplish through the roundtables and town halls, and how to capture what we have learned from these efforts. - Provide quarterly updates detailing progress, lessons learned, and upcoming milestones or targets.	CRCL	Community Engagement Roundtables and Town Halls: ongoing. Initial plan due in 60 days. First quarterly update due January 2016.
Facilitate rapid response in the wake of an event. - Coordinate federal engagement resources and facilitate follow-on federal engagement with communities in the aftermath of an attack or an incident of national significance. - Continue to field the Incident Community Coordination Team national conference call mechanism in response to an attack or an incident of national significance.	CRCL	Ongoing.

NEW INITIATIVES TO COUNTER VIOLENT EXTREMISM

Launch the “Your Homeland Security” campaign

Target audience: the American public and local communities

DHS will leverage existing community outreach efforts and expand these efforts to additional communities and online to promote a sense of shared responsibility in keeping the homeland secure.

Develop an online and in-person community outreach and engagement campaign that builds upon the Secretary’s community engagement efforts to foster dialogue about how DHS can better serve different communities, dispel myths and negative stereotypes about DHS, and enlist communities in helping to achieve homeland security goals. This effort will involve many different types of communities and will seek to build trust, awareness about DHS, and unity of effort among our partners. It will provide opportunities for multiple Components to conduct community engagements together. A mechanism for community feedback to inform DHS programmatic and operational decisions is essential to the success of this effort.

- Within 60 days, submit a plan for this campaign, which will be built in to existing DHS outreach and engagement efforts.
- Within 180 days, submit an assessment plan to evaluate the impact and effectiveness of this campaign in coordination with S&T.
- Provide quarterly updates detailing progress, lessons learned, and upcoming milestones or targets.

**CRCL
OPA
S&T**

Initial plan
due in 60
days.

Assessment
plan due
within 180
days.

First
quarterly
update due
January
2016.

Initiate the “Every Interaction Counts” campaign

Target audience: DHS workforce

Develop a campaign to increase DHS employee awareness of their critical role in building trust among those that they serve.

Launch the “Every Interaction Counts” campaign to raise awareness.

- Within 90 days, identify recommended methods for increasing awareness among DHS employees of their role in building trust with customers. Options may include senior leadership messaging, posters, awards to recognize exemplary actions, or modifications to training programs.

MGMT

Initial plan
due within
90 days.

3. Understand the threat of violent extremism and effective efforts to counter the threat.

Basic research to enhance our understanding of the violent extremist threat is essential to ensure that DHS activities to counter violent extremism, and those of our partners, are appropriately focused. In addition, we need to understand which activities are effective in countering the threat.

FOUNDATIONAL ACTIVITIES

Focusing on the wide variety of threats, DHS will continue to work with other federal agencies, universities and Centers of Excellence, and international entities to conduct research and analysis to provide a comprehensive understanding of violent extremism in the United States.

DHS will continue to engage with communities and state, local, tribal, and territorial governments to identify non-securitized partnerships and approaches that have been effective in local communities and will facilitate the timely exchange of best practices through the Homeland Security Information Network. DHS will also continue to leverage the expertise of international partners to inform U.S.-based efforts.

NEW INITIATIVES TO COUNTER VIOLENT EXTREMISM

To enhance our understanding of what efforts are effective in countering violent extremism, DHS will **support the comprehensive evaluation of current CVE programs**, including both community-based programs and DHS efforts to support these activities. DHS will develop and field a program evaluation toolkit for community-based CVE programs, evaluate the impact of first-tier programs in Boston, Los Angeles and Minneapolis, and examine opportunities to enhance the Department's ability to obtain feedback from our community-based partners.

DHS will support the identification and testing of promising new ways to counter violent extremism. DHS will **support research and analysis to identify effective methods of countering violent extremism**, to include effective counter-messaging strategies and efforts to address root causes of radicalization to violence. DHS will also support innovation in peer-centered programs to counter violent extremist narratives.

DHS will **ensure that our efforts to counter violent extremism are directly informed by our understanding of the threat**. To accomplish this goal, DHS will ensure that research findings inform of the Department's CVE programs, and that research findings are more accessible to those engaged in CVE efforts.

To increase the effectiveness of our CVE programs in the face of a complex and rapidly-evolving threat, DHS will **ensure that research investments are prioritized to address critical CVE gaps** by developing research priorities that are informed by the needs of those directly engaged in CVE efforts.

DHS Actions to Counter Violent Extremism

3. Understand the threat and effective efforts to counter violent extremism.

Activity and Milestones	Lead Office	Target Date
FOUNDATIONAL ACTIVITIES		
Conduct focused research and analysis Support research and analysis to understand the threat of violent extremism.		
- Collect and catalog all U.S. Government-sponsored CVE- and counter-terrorism-related research and analysis projects and deliverables over the last five years. - Use empirical data and analysis to better understand the strategies violent extremist organizations use to recruit foreign fighters to Syria and Iraq, and to inspire homegrown terrorism. - Deliver the Terrorism and Extremist Violence in the United States (TEVUS) quantitative analytic dataset, a visual representation of extremist violence in the U.S. from 1970-present. - Conduct analysis to understand why some extremists leave the U.S. to become foreign fighters. - Deliver a report identifying patterns of mobilization and outcomes, using comparative case studies of returned individual foreign fighters. - Provide quarterly updates detailing progress, lessons learned, and upcoming milestones or targets.	S&T I&A	Catalog of sponsored research and analysis delivered within 18 months TEVUS delivered within 7 months Foreign fighter analysis delivered within 12 months. Report on patterns delivered within 17 months. First quarterly update due January 2016.
Engage communities and state, local, tribal and territorial entities to identify effective actions. Work with communities and state, local, tribal and territorial entities to identify CVE efforts that have been successful in local communities. Identify best practices from mental health, education, gang prevention, and other related fields that may be relevant for CVE prevention, intervention, and rehabilitation programming.		
- Through engagement, outreach, and DHS full-time support to local CVE efforts, identify best practices and facilitate exchange of ideas relating to CVE. - Provide an electronic forum for the timely exchange of CVE best practices through the Homeland Security	OCP S&T	Outreach and engagement: ongoing. First quarterly update due

Information Network. - Convene CVE grant awardees to share insights on effectiveness derived from DHS-funded community-based CVE programs. - Provide quarterly updates detailing progress, lessons learned, and upcoming milestones.		January 2016.
Leverage insights from international partners to supplement the threat picture in the United States and identify CVE best practices.		
- Continue to work with foreign governments, international law enforcement organizations and international CVE experts to identify best practices in other countries, ensuring that each engagement advances a clear purpose and set of goals. (OCP-S&T) - Exchange threat information and analysis with foreign governments and pursue joint analytic production opportunities. (I&A-CTC) - Complete the International CVE Roadmap, an analysis and report of outcomes for multinational long-term R&D engagement. (S&T) - Provide quarterly updates detailing progress, lessons learned, and upcoming milestones or targets. (OCP)	OCP I&A S&T	Outreach and engagement: ongoing. First quarterly update due January 2016.

NEW INITIATIVES TO COUNTER VIOLENT EXTREMISM

Support the comprehensive evaluation of current CVE programs.

Develop tools to measure the effectiveness of community-based CVE programs. Evaluate current CVE programs to identify specific programs and methods that are effective in countering violent extremism.

Develop and field a program evaluation toolkit.

- Develop and field a program evaluation toolkit to help our state, local, tribal, and territorial government and community partners evaluate the impact of their CVE programs. The toolkit should help community leaders select measures to evaluate the impact of their efforts, and offer guidance on how to analyze and use evaluation data for program improvement.
- Launch and oversee a focused federally-funded R&D center project to develop the toolkit.
- Provide monthly updates detailing progress in developing this toolkit.
- A full set of metrics should be delivered to the Department within 6 months of the research launch date.
- (Fielding and testing of these metrics is described in Line of Effort 1, page 7)

PLCY

Launch the research project no later than September 30, 2015.

First monthly update due November 2015.

Metrics delivered to DHS within 6 months.

Evaluate the outcomes and impacts of First-Tier programs in Boston and Los Angeles.

- Award up to three grants to support assessment of the first-tier programs in Boston, Los Angeles or Minneapolis.
- Publish notice of grant-making by September 1, 2015.
- Award up to three grants by September 30, 2015.
- Outcome measures for use in the evaluations are due four months from the date of the grant awards.
- Assessments of the impact of the CVE programs are due 24 months from the date of the grant awards.

S&T

Publish notice of grant-making by September 1, 2015.

Award up to three grants by September 30, 2015.

Metrics due 4 months from date of awards.

Impact evaluation due 24 months from date of awards.

Examine ways to assess community CVE program effectiveness.

OGC

Recommendations due within 60 days.

- Develop a recommendation to enhance the Department's ability to survey communities to assess CVE program effectiveness, consistent with the Paperwork Reduction Act of 1995.		
Encourage the identification and testing of new ideas for CVE Identify and test new methods of countering violent extremism.		
Support research and analysis to identify effective methods of countering violent extremism, to include: - Efforts to leverage resources and expertise resident in communities (e.g. mental health and anti-gang programs, faith-based organizations and educational institutions) to address root causes and intervene in potential cases of radicalization to violence. - Effective messaging (both content and means of delivery) to counter violent extremist narratives. - Conduct operational experiments for efficacy in meeting department and interagency CVE goals.	S&T	Initial plan due within 90 days.
Support private sector and youth-led innovation - Support opportunities (including incubators and University-led challenges) for CVE subject-matter experts and innovators from multiple disciplines to generate and share new ideas for countering violent extremism. - Expand DHS support of the Peer-to-Peer (P2P): Challenge Extremism program to further the design, testing, and implementation of P2P social and digital initiatives, projects and tools. - Support collaboration between academic institutions and students to counter violent extremism of all forms. - Within 90 days, submit a plan identifying potential partners, specific goals and milestones. The plan must include specific objectives, a clear purpose and goal for each engagement, and a list of proposed partners (to include organizations and institutions that could be helpful). The plan should also include an assessment plan to evaluate the impact and effectiveness of these efforts. - Provide quarterly updates detailing progress, lessons learned, and upcoming milestones or targets.	OCP	Plan due in 90 days. First quarterly update due January 2016.

Ensure that research investments are prioritized to address critical CVE gaps.

Ensure that research on the threat of violent extremism is useful, timely, and targeted to meet the needs of CVE subject-matter experts within DHS, other federal agencies, and state, local, tribal and territorial entities.

- Establish an Integrated Product Team to identify capability, research and development gaps relating to our efforts to counter violent extremism, and to coordinate research and development in support of these efforts. The team will be led by the Director for Community Partnerships with executive-level support from S&T. - Within 45 days, assess whether research on the threat of violent extremism meets the needs of CVE subject-matter experts, and use the results of the assessment to shape future research. - Within 90 days, submit a research implementation plan for CVE-relevant research and analysis. (S&T, in consultation with OCP) - Ensure that proposals for conducting CVE research are reviewed by OCP to confirm their usefulness for target users of research findings. (S&T) - Provide quarterly updates detailing progress, lessons learned, and upcoming milestones or targets. (OCP)	S&T OCP	Integrated Product Team established by November 1, 2015. Assessment due by December 15, 2015. Research plan due January 2016. First quarterly update due January 2016.
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Ensure that DHS CVE efforts are directly informed by our understanding of the violent extremist threat.

Leverage up-to-date insights on the threat of violent extremism in Departmental decision-making processes that determine and shape DHS' activities to counter violent extremism.

- Increase access to and awareness of research on the threat of violent extremism among CVE subject-matter experts within DHS, other federal agencies, and state, local, tribal, and territorial government entities to better inform operational decisions in the field. - Ensure that research findings and lessons learned from CVE research and programs are appropriately taken into account in CVE programmatic decision-making within DHS. - Within 90 days, submit a set of recommendations to increase access to and awareness of research findings in the field, and to ensure that findings are taken into account in CVE programmatic decisions.	OCP I&A S&T	Recommendations due within 90 days.
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4. Improve coordination and direction of DHS efforts to counter violent extremism.

DHS Actions to Counter Violent Extremism

4. Improve coordination and direction of DHS efforts to counter violent extremism.

Activity and Milestones	Lead Office	Target Date
NEW INITIATIVES TO COUNTER VIOLENT EXTREMISM		
Establish the Office for Community Partnerships. Establish and fully resource the Office for Community Partnerships.		
- Publish a DHS Directive and instruction for the Office for Community Partnerships (OCP) establishing its authorities and responsibilities. - Direct an annual OCP reporting requirement to the Secretary on DHS CVE activities and efforts to build community resilience. - Establish resource and staffing plans for OCP.	MGMT	No later than October 30, 2015.
- Institutionalize OCP within the Department. - Formally establish OCP in the Department's FY2017 budget. - Secure a budget line for OCP beginning in FY17.	MGMT	By December 2016.
Measure program impacts and effectiveness of DHS CVE programs and share this data with senior leaders.		
- Provide an annual report to the Secretary on DHS CVE activities and efforts to build community resilience. The report should include an assessment of progress in meeting milestones and targets set for the year and recommendations for the following year's CVE activities, milestones, and targets.	OCP	FY16 Annual Report due by October 31, 2016.
Leverage outside expertise through the Homeland Security Advisory Council.		
- Explore establishing a CVE-focused subcommittee of the Homeland Security Advisory Council. - Provide a recommendation within 30 days. - <i>If approved:</i> identify and recruit subcommittee members, draft a tasking memo from the Secretary, and convene the first subcommittee meeting by	OPE HSAC	Provide a recommendation within 30 days. <i>If approved,</i> convene the first subcommittee

December 1, 2015.		meeting by December 1, 2015.
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