

## CERTIFICATION REGARDING LOBBYING

### Certification for Contracts, Grants, Loans, and Cooperative Agreements

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

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

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

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

### Statement for Loan Guarantees and Loan Insurance

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

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

#### \* APPLICANT'S ORGANIZATION

Cure Violence Global

#### \* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE

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

\* SIGNATURE:

\* DATE:

## Application for Federal Assistance SF-424

\* 1. Type of Submission:

- ☐ Preapplication  
☒ Application  
☐ Changed/Corrected Application

\* 2. Type of Application:

- ☒ New  
☐ Continuation  
☐ Revision

\* If Revision, select appropriate letter(s):

\* Other (Specify):

\* 3. Date Received:

05/23/2021

4. Applicant Identifier:

5a. Federal Entity Identifier:

5b. Federal Award Identifier:

### State Use Only:

6. Date Received by State:

7. State Application Identifier:

### 8. APPLICANT INFORMATION:

\* a. Legal Name:

Cure Violence Global

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

(b)(6)

\* c. Organizational DUNS:

0167595970000

### d. Address:

\* Street1:

227 W Monroe Street

Street2:

Suite 1025

\* City:

Chicago

County/Parish:

\* State:

IL: Illinois

Province:

\* Country:

USA: UNITED STATES

\* Zip / Postal Code:

60606-0007

### e. Organizational Unit:

Department Name:

Division Name:

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

Prefix:

\* First Name:

(b)(6)

Middle Name:

\* Last Name:

(b)(6)

Suffix:

Title:

Organizational Affiliation:

\* Telephone Number:

(b)(6)

Fax Number:

\* Email:

(b)(6)

This duplicate of a previously funded application is intended for reference only.

**Application for Federal Assistance SF-424****\* 9. Type of Applicant 1: Select Applicant Type:**

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

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

\* Other (specify):

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

Department of Homeland Security - FEMA

**11. Catalog of Federal Domestic Assistance Number:**

97.132

CFDA Title:

Financial Assistance for Targeted Violence and Terrorism Prevention

**\* 12. Funding Opportunity Number:**

DHS-21-TTP-132-00-01

\* Title:

Fiscal Year (FY) 2021 Targeted Violence and Terrorism Prevention (TVTP)

**13. Competition Identification Number:**

Title:

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

1234-Congressional districts list.docx

Add Attachment

Delete Attachment

View Attachment

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

Ctrl+Alt+Del-Hate-PDX: Applying the Epidemic Playbook to Targeted Violence and Terrorism Prevention in the Pacific Northwest

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

Application for Federal Assistance SF-424	
<b>16. Congressional Districts Of:</b>	
* a. Applicant	IL-007
* b. Program/Project	OR-a11
Attach an additional list of Program/Project Congressional Districts if needed.	
1235-Congressional districts list.docx	<input type="button" value="Add Attachment"/> <input type="button" value="Delete Attachment"/> <input type="button" value="View Attachment"/>
<b>17. Proposed Project:</b>	
* a. Start Date:	10/01/2021
* b. End Date:	09/30/2023
<b>18. Estimated Funding (\$):</b>	
* a. Federal	750,045.00
* b. Applicant	0.00
* c. State	0.00
* d. Local	0.00
* e. Other	0.00
* f. Program Income	0.00
* g. TOTAL	750,045.00
<b>* 19. Is Application Subject to Review By State Under Executive Order 12372 Process?</b>	
<input type="checkbox"/> a. This application was made available to the State under the Executive Order 12372 Process for review on <input type="text"/>	
<input type="checkbox"/> b. Program is subject to E.O. 12372 but has not been selected by the State for review.	
<input checked="" type="checkbox"/> c. Program is not covered by E.O. 12372.	
<b>* 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)</b>	
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
If "Yes", provide explanation and attach <input type="text"/>	
<input type="button" value="Add Attachment"/> <input type="button" value="Delete Attachment"/> <input type="button" value="View Attachment"/>	
<b>21. *By signing this application, I certify (1) to the statements contained in the list of certifications** and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)</b>	
<input checked="" type="checkbox"/> ** I AGREE	
** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.	
<b>Authorized Representative:</b>	
Prefix:	<input type="text"/>
* First Name:	(b)(6)
Middle Name:	<input type="text"/>
* Last Name:	(b)(6)
Suffix:	<input type="text"/>
* Title:	Vice President
* Telephone Number:	(b)(6)
Fax Number:	<input type="text"/>
* Email:	(b)(6)
* Signature of Authorized Representative:	(b)(6)
* Date Signed:	05/23/2021



***Ctrl+Alt+Del-Hate-PDX: Applying the Epidemic Playbook to Targeted Violence  
and Terrorism Prevention in the Pacific Northwest***

**Applying Entity: Cure Violence Global**

**Applicant Primary Location: Chicago, IL**

**Location of Activities: Portland, OR and the Pacific Northwest Region**

**Project Type: Innovation Track**

**Amount of Funds Requested: \$749,974**

**Abstract:** Ctrl+Alt+Del-Hate:PDX seeks to interrupt violence and transform the landscape of conflict in the Pacific Northwest, with a particular focus on the metropolitan area of Portland, Oregon. The proposed project, which aims to prevent violence from both far left and far right extremist populations, combines Cure Violence Global's (CVG) "epidemic playbook" with sophisticated and targeted data analytics and the expertise of multiple partners with understanding of radicalization and deradicalization processes. The approach is based on CVG's proven health approach to violence prevention, a method that has been applied for over 20 years in diverse settings globally and across a variety of populations, communities, and cultures, including a pilot P/CVE project in Morocco. Ctrl+Alt+Del-Hate:PDX includes a suite of online and offline activities and an array of uniquely qualified organizations and subject matter experts that will work with community leaders and credible messengers in Portland and in at-risk exurban areas in the Pacific Northwest to increase understanding of the contagious nature of violence and radicalization, enhance community resilience to radicalization, decrease extremist recruitment, mitigate the spread of violence, and establish a sustainable local prevention framework that is scalable and replicable.

**1. Needs Assessment:** *Ctrl+Alt+Del-Hate-PDX: Applying the Epidemic Playbook to Targeted Violence and Terrorism Prevention in the Pacific Northwest* seeks to interrupt radicalization, terrorism, and targeted violence and to transform the landscape of conflict throughout the Pacific Northwest (PNW),<sup>1</sup> with a particular focus on Portland, Oregon. As a domestic “radicalization and violent protest-counterprotest dynamics between militant far left and far right movements giving rise to “cumulative extremism,”<sup>3</sup> Portland and the broader PNW region represent a critical setting for terrorism and targeted violence prevention activity.

Extremist violence in Portland demonstrates the three main characteristics of infectious behavior in populations: clustering, spread, and transmission.<sup>4</sup> Cure Violence Global (CVG), utilizes an epidemic-control approach to violence reduction, identifying clusters of violence and intervening with those at the highest risk for committing violence to prevent violence and alter norms and behaviors relating to the acceptability of violence.

The same pattern of clustering also occurs in the context of recruitment and radicalization. Research has documented that even where the threat of targeted violence and terrorism may appear diffuse and random, particularly in an era of online radicalization, it is the presence or absence of radicalization hubs rather than socioeconomic conditions that serves as the main factor determining levels of radicalization. Such hubs typically form where “organized structures, charismatic personalities or, in some cases, tight-knit groups of friends” create networks and craft a context conducive to disproportionate rates of radicalization locally with outsized impact nationally.<sup>5</sup> Portland is a prominent example of a radicalization hub for domestic extremism.

While it is impossible empirically to ascertain the exact number of militant far left and far right extremists in the PNW, data shows that susceptibility to radicalization at both individual and group levels is on the rise. Oregon with a population of just over four million hosts a disproportionate number of hate-based organizations,<sup>6</sup> while the Portland metropolitan area has become an epicenter of far right violence, aided in part by recruitment that utilizes increasingly violent rhetoric and action from militant far left counterparts. One-sixth, or nine out of 54 violent far left/far right attacks or plots occurred in the PNW in 2020,<sup>7</sup> a concentration that highlights how radicalization can spread “through a social contagion process, in which extremist ideologies behave like complex contagions that require multiple exposures for adoption.”<sup>8</sup>

<sup>1</sup> Our Focus is on Region 10 (Alaska, Idaho, Oregon, Washington) with the exclusion of Alaska.<sup>2</sup>

<sup>2</sup> “Region 10.” *FEMA.gov*, FEMA, [www.fema.gov/about/organization/region-10](http://www.fema.gov/about/organization/region-10).

<sup>3</sup> Joel Busher and Graham Macklin, ‘Interpreting “Cumulative Extremism”: Six Proposals for Enhancing Conceptual Clarity,’ *Terrorism and Political Violence*, vol. 27, no. 5 (2015), 884-905;

<sup>4</sup> Slutkin, Gary. “Violence is a contagious disease.” (2015).

<sup>5</sup> Vidino, Lorenzo, Francesco Marone, and Eva Entenmann. *Fear thy neighbor: Radicalization and Jihadist attacks in the West*. Ledizioni, 2017

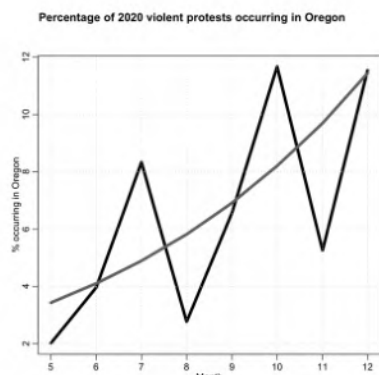
<sup>6</sup> Perry, Douglas. “Oregon Has Prominent Place on New List of U.S. Hate Groups.” *Oregonlive*, The Oregonian, 21 Feb. 2018, [www.oregonlive.com/pacific-northwest-news/2018/02/oregon\\_plays\\_prominent\\_role\\_in.html](http://www.oregonlive.com/pacific-northwest-news/2018/02/oregon_plays_prominent_role_in.html).

<sup>7</sup> Jones, Seth G., and Catrina Doxsee. “The War Comes Home: The Evolution of Domestic Terrorism in the United States.” *Center for Strategic and International Studies*, 22 Oct. 2020.

<sup>8</sup> Youngblood, Mason. “Extremist ideology as a complex contagion: the spread of far-right radicalization in the United States between 2005 and 2017.” *Humanities and Social Sciences Communications* 7.1 (2020): 1-10.



In 2020, Region 10 (Alaska, Idaho, Oregon, and Washington) had 8.4% of violent protests but only 4.3% of the U.S. population.<sup>9</sup> At the same time, Region 10 accounted for only 3.8% of violent crime in 2020. Moreover, Oregon, with 1.3% of the US population, accounted for 5.4% of violent protests in the U.S.,<sup>10</sup> including 14.9% of ANTIFA protests, with a risk ratio 11.6 times higher than in the rest of the country. Additionally, 2020 saw 183 domestic terrorism prosecutions—the highest total in a quarter century—with 78 (42.6%) of them brought in Oregon federal courts and most of those against violent far left extremists.<sup>11,12</sup> Region 10 accounted for 8.9% of protests involving right-wing militias, with Oregon alone accounting for 4.8% of them, making it the state with the most militia-involved protests per capita in the country.<sup>13</sup>



CVG's epidemic playbook model is based on the World Health Organization's (WHO) approach to reversing the spread of infectious diseases. It has been successfully replicated in diverse settings globally, proving its effectiveness across a variety of communities, cultures, and contexts. In the U.S., the approach has been externally evaluated eight times, each time finding statistically significant reductions in shootings and killings. The approach applies three strategies: (1) Detect and Interrupt Potentially Violent Conflicts: violence interrupters prevent violence by identifying and mediating potentially lethal conflicts in the community and following up to ensure conflict does not reignite; (2) Identify and Change the Behavior of Individuals at the Highest Risk: Outreach workers shift norms and change behaviors by engaging those at highest risk to commit violence -- talking in their terms, discussing the costs of using violence, and connecting them to relevant services; and (3) Change Community Norms: community leaders and credible messengers are engaged to shift the message, expectations, and norms around violence.

The epidemic control approach is consistent with the holistic, whole-of-society approach outlined in DHS's 2019 Strategic Framework and highlighted by OTVTP's recent redesignation as the Center for Prevention Programs and Partnerships. It also offers an innovative methodology with a proven track record to achieve the Framework's objectives and vision, while addressing several faulty underpinnings in the current realm of radicalization and terrorism prevention. For instance, the broad geographic distribution of far-right-wing actors complicates efficient direction of on-the-ground community intervention strategies as it can be difficult to assess where to direct limited resources for maximal impact. Through our data visualization and analysis of local on-the-ground networks, this project will target offline and online interventions to at least 150 at-risk individuals.

<sup>9</sup> Data obtained from Armed Conflict Location & Event Data Project (ACLED) US Crisis Monitor <https://www.acleddata.com>

<sup>10</sup> IBID

<sup>11</sup> TRAC Reports. "Domestic Terrorism Prosecutions Reach All-Time High in FY 2020," TRAC Reports Inc., January 11, 2021, <https://trac.syr.edu/tracreports/crim/636/>

<sup>12</sup> U.S. Attorney's Office, District of Oregon. "United States Attorney Statement Regarding Ongoing Violence in Portland." United States Department of Justice, September 25, 2020

<https://www.justice.gov/usao-or/pr/united-states-attorney-statement-regarding-ongoing-violence-portland>

<sup>13</sup> Data obtained from Armed Conflict Location & Event Data Project (ACLED) US Crisis Monitor <https://www.acleddata.com>



CVG and program partners will adapt and apply the epidemic playbook to combine a series of novel and integrated offline and online interventions to raise awareness of the risk factors for—and the protective factors against—radicalization to violence; to increase the ability of bystanders to identify and refer for intervention those who show indicators of radicalizing to violence; and to engage the broadest set of local stakeholders to sustain trusted partnerships and increase communications addressing radicalization to violence.

These efforts will focus on impacting two at-risk target populations. First are those groups and individuals that fall on a spectrum of militant far left or anti-capitalist extremism, meeting DHS's definition of anti-government and anti-authority violent extremism.<sup>14</sup> The second population includes individuals in Portland and in exurban areas who are susceptible to right-wing extremist radicalization. Today, at least nine right-wing extremist organizations are based in Region 10 and most have mobilized to hold rallies in Portland over past years, often clashing with counter-protestors.<sup>15</sup> The larger Portland community will become more resilient, as violence by radical individuals will decrease and social norms will move away from violence.<sup>16</sup>

In the lead-up to and aftermath of the 2020 November U.S. general elections, CVG assisted groups and individuals nationwide to anticipate and prevent election-related violence and to use their influence to shape norms and expectations. This included developing an online training platform, conducting over a dozen online training sessions on de-escalating conflict, and created a network to gather information and insights on evolving high-risk situations. For this work in Portland, CVG worked intimately with (b)(6) of the Portland Peace Team, a nonpartisan organization that provides a trained nonviolent presence specializing in de-escalation for protest movements in Portland, and other local city partners, faith leaders, and community leaders throughout the region.

While Portland's Police Bureau (PPB) works in conjunction with the FBI's Joint Terrorism Task Force (JTTF) to provide support for cases involving threats to commit acts of terrorism or targeted violence,<sup>17</sup> a 2019 impact report stated that of 300 threat reports received, most were deemed not credible.<sup>18</sup> Sole reliance on the JTTF referral system is problematic in that it narrowly investigates individuals who are already radicalized and are planning or have initiated a violent action. CVG is connected to the PPB (see Appendix C) and will continue to build that relationship as CVG leverages its local presence and contacts to fill gaps and mitigate radicalization and recruitment on the left and right. The *Ctrl+Alt+Del-Hate-PDX* initiative offers a unique and innovative approach that will target those who have taken significant steps toward committing violence as well as those at the highest risk of being recruited and radicalized.

**2. Program Design:** CVG has designed an innovative project that combines its 20 years of experience applying the epidemic playbook to violence prevention with the expertise and proven methodology of Parallel Networks (PN), an organization focused on combating polarization, hate, and extremism. (b)(6)

<sup>14</sup> "Department of Homeland Security Strategic Framework for Countering Terrorism and Targeted Violence." Department of Homeland Security. Sept. 2019. 10

<sup>15</sup> Geranios, Nicholas K. "Far-Right Extremists Well Entrenched on Washington-Idaho Border." *Peninsula Daily News*, 4 June 2019, [www.peninsuladailynews.com/news/far-right-extremists-well-entrenched-on-washington-idaho-border/](http://www.peninsuladailynews.com/news/far-right-extremists-well-entrenched-on-washington-idaho-border/).

<sup>16</sup> World Health Organization. Violence prevention: The Evidence. Changing Cultural and Social Norms that Support Violence. [https://www.who.int/violence\\_injury\\_prevention/violence/norms.pdf](https://www.who.int/violence_injury_prevention/violence/norms.pdf)

<sup>17</sup> "Criminal Intelligence Unit." Criminal Intelligence Unit RSS, [www.portlandoregon.gov/police/76178](http://www.portlandoregon.gov/police/76178).

<sup>18</sup> Ibid.



(b)(6)

PN has established an ecosystemic approach that operates across the terrorism and targeted violence prevention/intervention spectrum.<sup>20</sup> Several of PN's existing initiatives will be incorporated into CVG's epidemic playbook as part of this project, including the following:

- ❑ ***Ctrl+Alt+Del-Hate***: the alternative and counter-narrative component of PN's ecosystem that also represents a method for individual and group interventions.<sup>21</sup> ***Ctrl*** is to control the space between stimulus and response; ***Alt*** is to alter course, to promote a commitment to nonviolence, to exercise empathy and acknowledge that the means promoted by extremists to address grievances are counterproductive and shrouded in black-and-white thinking; ***Del-Hate*** is the recognition that everyone has a role to play in combating division, hate, and extremism. Communities must work together to overcome division and Del-Hate by attacking underlying conflict drivers at a higher order of consciousness than that which created and sustains them.
- ❑ ***LightUponLight.Online*** hosts all *Ctrl+Alt+Del-Hate* material with affiliated social media activity along with regular releases of original articles and transmedia content related to hate and extremism. Messaging products include an array of material that seeks to rival extremists, including *Ctrl+Alt+Del-Hate* magazine, a popular e-zine distributed offline and online that will be incorporated into this project. Where counter-narrative products tend to operate as stand-alone videos or articles, all *LightUponLight.Online* content promotes, with a single click, a bridge to off-ramping within PN's intervention program.
- ❑ ***SHIFT-Hate (Support and Help for Individuals and Families Touched by Hate)***:<sup>22</sup> a 24x7 helpline, crisis support, and peer-to-peer intervention service and support system. *SHIFT-Hate* serves any community member, family, or friend concerned about someone showing warning signs of radicalization, or individuals who are flirting with or already committed to radical or extremist ideologies. Since 2018, over 190 effective interventions have been conducted by a multidisciplinary team that includes an array of former extremists, survivors of extremism, and qualified radicalization experts advised by a clinician and trauma-informed care specialists.<sup>23</sup>

**Problem Statement:** Partisan violence in the U.S. rose dramatically in 2020, with states in the PNW seeing particularly intense protest-counterprotest activity, extremist recruitment, and rising acts of terrorism and targeted violence. The storming of the Oregon Capitol by far right protestors on December 21, 2020 formed a playbook for the insurrection at the U.S. Capitol on January 6, 2021 and frequent violent protests in cities like Portland and Seattle threaten to have the same effect for anti-government extremists on the left. Like other forms of extremist violence, partisan violence is contagious, and mitigating it in the region will require a holistic approach based on epidemiological principles. Having identified the local/regional community's interest in addressing the increased partisan violence and extremist recruitment, but also the limited infrastructure, awareness, and capacity to do so, CVG proposes an innovative and holistic prevention initiative—***Ctrl+Alt+Del-Hate:PDX (CADH:PDX)***—that touches on all six of the OTVTP grant program objectives.

<sup>19</sup> Taranto, James. "The Making – and Unmaking- of a Jihadist." *Wall Street Journal*, 4 May 2018, <https://www.wsj.com/articles/the-makingand-unmakingof-a-jihadist-1525472372>

<sup>20</sup> C-Span. "Combating Violent Extremism and Terrorism." C-Span Video Library, 4 Nov. 2019, <https://www.c-span.org/video/?466011-1/combating-violent-extremism-terrorism>

<sup>21</sup> Light Upon Light, "Ctrl+Alt+DelHate." <http://www.lightuponlight.online/ctrl-alt-del-hate/>

<sup>22</sup> Light Upon Light, "SHIFT-Hate." <https://www.lightuponlight.online/shifthate/>

<sup>23</sup> The Centre for the Study of Trauma and Radicalization, [www.TheCSTR.org](http://www.TheCSTR.org)



**Program Goal:** To enhance community resilience to radicalization, decrease extremist recruitment, and mitigate the spread of violence throughout the PNW region, with a particular focus on the metropolitan area of Portland, by applying Cure Violence Global's public health-informed epidemic playbook model to the realm of terrorism and targeted violence prevention, with the ultimate goal of establishing a sustainable, scalable, and replicable prevention framework that advances the entire field of targeted violence prevention.

**Program Objectives and Activities:** To adapt CVG's epidemic playbook, *CADH:PDX* will employ a novel synergistic blend of survey assessments of the dynamics of radicalization and extremist recruitment on the left and right in the PNW. To this end the project will utilize digital assessments of temporal and geospatial trends in radicalization and a suite of data analytics to continuously inform on-the-ground training and awareness-raising activities so as to improve the effectiveness of primary, secondary, and tertiary interventions aimed at extremists, their peers, friends, and family members.<sup>24</sup> The project will realize the following objectives through data-driven application of the epidemic playbook. The activities associated with each objective are described below, with outputs quantified in the logic model and IMP.

**Objective 1 - Establish Baselines, Detect Three Exurban Regional Hotspots, and Enhance Awareness and Capacity by at least 65% among at least 100 Multi-sectoral Stakeholders:** At the program's onset, CVG will work with local stakeholders to adapt the CVG epidemic playbook to both offline and online arenas and their intersection. Using data analytics, continuous monitoring of social media and other sources, and comprehensive on-the-ground surveys of key stakeholders, *CADH:PDX* will assess local conflict dynamics and radicalization risk and protective factors related to far right and far left extremist activities in order to establish a baseline for measuring individual, group, and social norm alterations over the grant period.

**Activity 1.1—Develop Online Monitoring Mechanisms and Hotspot Analytics (months 1-3):** Our data analytics team, led by (b)(6) and consisting of CVG and PN personnel, will monitor online activity throughout the grant period but utilize the first quarter to geolocate three primary hotspots of far-right extremist sentiments in the PNW, while adhering to best practices relating to protection of civil liberties. In addition to observing mainstream social media sites, (b)(4)

(b)(4)

(b)(4) These efforts will also inform decisions as to where to conduct outreach to identify community leaders and credible messengers who can exert influence and to place helpline advertising for maximum impact at minimal cost with the far right target population (see Activity 2.2.). In addition, the data team will monitor activity of groups on the far left in Portland. All data will be anonymized, archived, and utilized to produce relevant visualization dashboards and accompanying briefings, to inform trainings, assist in constructing counternarratives, crafting intervention strategies, and evaluating program impact.<sup>25</sup> To measure

<sup>24</sup> Garcia, Michael. "A Public Health Approach to Countering Violent Extremism," *Just Security*, 3 Apr. 2019, <https://www.justsecurity.org/63455/a-public-health-approach-to-countering-violent-extremism/>

(b)(4)

outcomes of the activities proposed in Objective III, the initiative will deliberately *not* conduct interventions along the I-5 corridor from Olympia to Seattle, another hotspot for partisan violence in the PNW that will serve as a control to assess the program's efficacy in Portland.

**Activity 1.2—Assess On-the-Ground Community Needs and Solicit Expertise (months 1-3):** In parallel with the online assessment, the project team will assess community needs and identify potential partners (e.g., community leaders and credible messengers) in Portland and throughout the region. The project team will develop and conduct surveys including Knowledge, Attitudes, Beliefs and Behaviors (KABB) surveys that assess sacred values, public perceptions of the acceptance of violence, threat perceptions, and other measures through in-depth semi-structured interviews with experts, key community stakeholders, activists, former extremists and their family members, victims of extremism, and influencers to gain a current understanding of the micro, meso and macro conflict drivers, the radicalization risk and protective factors, and the key grievances and narratives that contribute to violence. This will allow us to map the community's existing resiliency factors and to identify the individuals and organizations most likely to interact or exert influence with at-risk individuals.

CVG will utilize its assessment and analytic tool, (b)(4)

(b)(4)

but also to inform detection and risk reduction strategies for interventions (b)(4)

(b)(4)

(b)(4)

(b)(4)

(b)(4)

**Activity 1.3—Public Program Launch in Portland with Events/Community Workshops (months 4-6):** In order to increase community awareness of both risk factors for—and protective factors against—radicalizing to violence, *CADH:PDX* will organize a series of public events and private workshops at the beginning of Q2 of the initiative. A select team of PN's credible messengers (b)(6)

(b)(6)

(b)(6)

will join the

CVG team in Portland to engage in at least three widely publicized community events and deliver a series of private workshops and stakeholder discussions.<sup>27</sup>

(b)(6)



These events will be held in Portland, with one day in Vancouver (a hotspot for far right recruitment) but will be made accessible to others through virtual live streaming. The project team will hold one public event at a prominent house of worship, one at the Oregon Health and Sciences University (b)(4) and a third at a prominent community center. The objective of each event is to utilize the powerful lived experiences of these credible messengers to introduce the public to the tools and resources available through *Ctrl+Alt+Del-Hate:PDX* program, enhance knowledge of radicalization and resilience, increase understanding of the contagious nature of violence and extremism, document how to intervene with those who are radicalizing, spread awareness of the SHIFT-Hate Helpline (see Activity 2.1), and motivate attendees to support and get involved in helping keep their communities safe. The project team also will host two private workshops for local community leaders and credible messengers, including faith leaders, identified in the assessment, documenting their narratives, and equipping them with best practices in violence and recruitment interruption.

These public workshops will bring community stakeholders together to discuss the contagious nature of violence, disseminate findings from the baseline research activity, and share information about the radicalization and deradicalization process. Where possible, these events and activities will be filmed, as will interactions between the collective of PN's credible messengers, local community leaders, and event attendees. The content and relationships formulated during this week in Portland will provide content for a constant stream of *CADH:PDX* campaign materials that will be used in engagements with at-risk individuals. The project team will develop a localized strategy to alter social norms and create a local *CADH:PDX* network that poses alternatives to violence and empowers and mobilizes the community to address the threat of targeted violence and terrorism. Local, state, and federal law enforcement and threat assessment specialists will be introduced to the project and methodology as it relates to DHS's Strategic Framework.

**Activity 1.4— Build Capacity and Train Local Stakeholders, Community Leaders and Credible Messengers (months 7-21):** After the visit described in Activity 1.3, the project team will continue to identify and train key local/regional community members and credible messengers to recognize the influence they have in altering social norms and changing the thinking and behaviors of those who are at high risk for joining violent extremist groups. Using data and feedback from the research and baseline assessment and the ongoing offline and online monitoring efforts, the project team will train and mentor at least 85 local community members and 15 credible messengers in identifying radicalization risks and addressing them through the epidemic playbook method.

At the onset of the trainings, the data analytics team will utilize the KABB surveys to assess each participant's baseline knowledge of radicalization and perceptions on violence. This will allow us to gauge their learning and assess their impact once deployed to identify and interrupt violence. These trainings will be administered to two groups: (1) in-person to at least 50 community leaders and 8 credible messengers with ability to exert influence in the Portland metro area, and (2) virtually to at least 35 community leaders and 7 credible messengers with ability to exert influence in the exurban areas identified as hotspots for right-wing radicalization. There will be no fewer than eight training sessions with each group (see IMP for breakdown) over the grant period.

The project team will also work with the trainees to create a Community Norms and Behavioral Change Plan specific to their local environment and their strategic advantage as a local stakeholder. These plans will offer community leaders and credible messengers a way to provide a wide range of community members—mental health/human service professionals, school counselors, activists, teachers, parents, and religious leaders—to become educated and build expertise in applying a



social norms approach, identifying at-risk individuals, deploying credible messengers, and directing high-risk individuals to intervention services. The project team will follow up with them regularly as they deploy into their communities to implement what they have learned.

**Objective II - Identify, train, mentor and Equip at least 15 Credible Messengers as Interventionists to Interrupt Radicalization and Recruitment in at least 150 cases:** For violence interruption efforts, identifying and training the right individuals and community groups to recognize people at risk is critical. By educating carefully-selected stakeholders and using a pool of credible messengers, *CADH:PDX* will be able to detect and interrupt the radicalization process at macro, meso and micro levels.

**Activity 2.1—Train Credible Messengers as Violence Interrupters and Create Localized SHIFT-Hate Helpline (months 10-21):** Beginning in the third quarter, the project team will train at least 15 credible messengers from the stakeholder network (8 in Portland and 7 in the exurban areas), preparing them to conduct violence interruption efforts with both far left and far right target populations, addressing specific risk factors of radicalization and promoting alternative narratives. The credible messenger training sessions will be established upon the Ctrl+Alt+Del-Hate method and *CADH:PDX* will formulate at least five replicable trainings (b)(4) that advance three capacities: (1) **Prevent radicalization and/or violence by accessing Highest Risk** – utilize their trust with high-risk individuals to establish contact, develop relationships, and begin to work with those most susceptible to radicalization or use of violence; (2) **Change Behaviors and norms** – engage with high-risk individuals to convince them to reject the use of violence, steer away from extremist groups, and teach alternative responses; and (3) **Refer for Treatment** – develop a caseload of clients with whom they will work intensively, seeing them several times a week and connecting them with relevant services such as drug treatment, job training, and group disengagement.

At the same time, *CADH:PDX* will create a local version of the SHIFT-Hate helpline, a toll-free 1-888 number that peers and family members or those radicalizing can contact for support services. The SHIFT-Hate:PDX helpline will be led by the credible messengers at (b)(6)

(b)(6) Evidence shows that most at-risk individuals will be more likely to engage, at least at first, with local credible messengers, former extremists, or survivors. After building a certain level of rapport, the team then can facilitate referral for specialized care, where needed. At first, PN-interventionists will model and mentor credible messengers as they are deployed, gradually letting them conduct engagements with at-risk individuals on their own. The Portland Police Bureau is aware of the helpline and has agreed to inform community members about it in cases that do not pass the threshold for investigation. It will be promoted at the stakeholder trainings and community events with community leaders and credible messengers and through other offline and online program activities. *CADH:PDX* will also connect to local and state mental health, suicide prevention and other helplines to train them in screening for radicalization-related concerns and offering them the ability to refer any individuals that may be in need of more tailored SHIFT-Hate support services. (b)(6)

(b)(6)

(b)(6)

While the SHIFT-Hate:PDX helpline will provide a trusted resource alternative to law enforcement, the project will also work to raise awareness of these off-ramping efforts with other local, state, and federal agencies and actors; this approach is

in line with the Strategic Framework's emphasis on non-criminal alternatives that can deliver the wrap-around support a potential radicalizing individual needs before a violent act is committed.<sup>28</sup>

**Activity 2.2—Provide support services for concerned family members of extremists in the PNW Outside Portland Metro Area (months 9-24):** Studies have also shown that face-to-face communications, family dynamics, and peer pressure constitute more powerful “contagious” forces intrinsic both to radicalization and de-radicalization,<sup>29</sup> and that family members can be extraordinarily effective credible messengers for de-radicalization.<sup>30</sup> (b)(4)

(b)(4)

(b)(4) The ads will direct peers and family members concerned about the radicalization of a loved one to the SHIFT-Hate:PDX Helpline, where Parallel Networks' interventionists and the local credible messengers will coordinate care with psycho-social and community support services, including advice about how to speak to those radicalizing and encourage them to address perceived issues nonviolently.

**Activity 2.3—Approach and Intervene with High-Risk Individuals (months 9-24):** In Quarter 4 CADH:PDX will work with local community members and credible messengers to engage those most at risk for radicalization and recruitment. These offline and online communications will focus on both militant far left and far right violent target populations. Credible messengers will be trained in utilizing the (b)(4) intervention strategies, and mediation techniques; they will also be taught to assess the influence of the individual within their community, to map their networks, and to record their responses to KABB surveys taken periodically during the term of the engagement. Rather than focusing on any ideological alteration, interventionists will be trained to encourage behavior change to reject the use of violence. Contacts will be recorded in an anonymized database, including the frequency and duration of engagement. (b)(4)

(b)(4)

(b)(4) Each engagement will be documented and these processes will be streamlined to create an outline for documenting the internal logic of practitioners related to the method and tactics associated with the intervention. During the second year of performance, CADH:PDX will intervene in at least 150 cases as deemed appropriate through the (b)(4)

**Activity 2.4—Collect Data from Intervention Efforts (months 12-24):** (b)(4)

(b)(4)

<sup>28</sup>“Department of Homeland Security Strategic Framework for Countering Terrorism and Targeted Violence.” Department of Homeland Security. Sept. 2019.

<sup>29</sup> Alava, Séraphin, Divina Frau-Meigs, and Ghayda Hassan. *Youth and violent extremism on social media: mapping the research*. UNESCO Publishing, 2017.

<sup>30</sup> Schlaffer E, Kropiunigg L, Kropiunigg R. “Mothers preventing violent extremism: The example of MotherSchools in Macedonia from philosophy to practice.” In *Enhancing Women's Roles in Preventing and Countering Violent Extremism* (P/CVE) 2019 (pp. 105-117). IOS Press.

<sup>31</sup> Davey, Jacob, Jonathan Birdwell, and Rebecca Skellett. “Counter conversations: A model for direct engagement with individuals showing signs of radicalization online.” London: Institute for Strategic Dialogue (2018).



**Objective III - Decrease the Acceptance of Violence among Community Leaders by at least 35% with Extremist Activity in Portland and Exurban Areas Declining by at least 30%:**

Like other infectious conditions, violence levels increase with a certain level of exposure. The social norms approach to health intervention is predicated on the concept that people commonly have mistaken perceptions of the attitudes and behavior of others. The social norms approach seeks to give people a healthier, more realistic sense of actual behavioral norms, thereby reducing risky behavior through the conferring of knowledge and skills that facilitate alternative, nonviolent responses to grievance or conflict.<sup>32</sup> The phenomenon of violent extremism cannot be attacked at the same order of consciousness that creates it. Instead, this project aims to build a parallel network built on principles, norms, and narratives that offer prosocial community, meaning, and purpose where previously there was discord, infighting, worsening mental health, and, at its endpoint, violence.

**Activity 3.1—Disseminate Ctrl+Alt+Del-Hate:PDX Campaign (month 9-24):** After formulating a network of at least 15 local credible messengers, *CADH:PDX* will develop the public-facing campaign aimed at shifting social norms and altering perceptions of the utility and acceptability of violence. Campaign content will be housed on *LightUponLight.Online*, but the project will also create independent *CADH:PDX* social media accounts and disseminate the content in a strategic manner so that it reaches those most susceptible to radicalization. The campaign will be designed with appropriate hashtags and search engine optimization, and *CADH:PDX* will work with Google, Facebook, and other platforms to obtain advertising credits in order to mobilize further community support for the initiative. Campaign products will be tailored to address the specific needs and narratives of extremist communities and for dissemination over the target audience's preferred medium and platforms.

To develop appropriate and powerful local content, each credible messenger in the *CADH:PDX* network will author at least one written article/op-ed to promote the campaign and record detailed podcasts and video messages that are credible and capable of influencing targeted audiences. All content will include links to the SHIFT-Hate:PDX helpline, thus connecting at-risk individuals to interventions. The campaign will be designed around Radicalization Awareness Network's GAMMA+ guidelines for alternative and counter-messaging campaigns.<sup>33</sup> Additionally, in

<sup>32</sup> NYC-Cure Survey Instrument: Cure Violence Evaluation Study. Research & Evaluation Center, John Jay College of Criminal Justice, City University of New York (JohnJayREC). New York, NY. (2014-2016)

<sup>33</sup>Network, Radicalisation Awareness. "RAN Guidelines for Effective Alternative and Counter-Narrative Campaigns (GAMMA+)." (2017).

conjunction with local partners, *CADH:PDX* team members will publish journalistic pieces and engage frequently in local and national media outlets to raise awareness of the campaign and document program efforts in order to enhance local prevention efforts. The campaign launch will coincide with publication of an edition of *CADH* magazine dedicated to addressing conflict and radicalization and promoting the project.

***Activity 3.2—Create Community Dialogue Platform (months 12-24):*** It is known that individuals may be motivated to join violent extremist groups and/or to commit violence, in part, based on concerns about specific grievances that the individual does not believe are being addressed through other means; many Portland-area community members do address local community grievances. CVG's local team members and project partners will work with local stakeholders to create monthly *CADH:PDX* in-person and/or virtual community dialogue sessions, which will be non-judgmental safe spaces where local activists and relevant stakeholders can discuss grievances and other information identified in the ongoing monitoring efforts with the community members and credible messengers. The *CADH:PDX* team will introduce new concepts, skills, and information to develop healthy strategies and peaceful alternatives for addressing their challenges. These groups may begin small, and the number may grow with time, but selected local community partners—including faith leaders—will host no fewer than ten sessions. PN and CVG personnel will travel back to the region 1-2 additional times to contribute to these gatherings while conducting more trainings/workshops with credible messengers. Tailored messages, campaign content, and strategies may be developed as byproducts of these sessions. *CADH:PDX* will use content from these sessions to advise community members on potentially creating public education and other content that can be used to increase awareness of the program and participation in program activities. The goal is to (1) mobilize engagement and support for public-facing community norms change strategies; and (2) increase the average number of dialogue session participants to at least 150 community members by the end of the grant period, thereby furthering public awareness of the program, decreasing support for violence, and strengthening individual and community resilience to radicalization.

**Activity 3.3—Codify the Epidemic Playbook and Disseminate Project Findings to Enhance Prevention Efforts across the Field of Practice (months 17-24):** As the two-year period draws to its conclusion, the data analytics team will collect all qualitative and quantitative data and compare these against the original baseline (b)(4) to formulate evaluation papers on (1) Community Perceptions and Enhanced Resilience, (2) Assessment of the Credible Messenger Network and (3) An Overall Presentation and Evaluation of the Epidemic Model. Findings will be published via journalistic articles, presented on various platforms, and collated into a final program report prepared for public presentation. *CADH:PDX* will also present a training workshop to local, regional, and national stakeholders. CVG will draft at least one scholarly article with the goal of publishing in a peer-reviewed scholarly journal, and, where appropriate, program findings will be presented at conferences and seminars and made accessible to any jurisdiction, metropolitan area, or region interested in replicating the epidemic model.



**Theory of Change:**

<b>IF- Cure Violence Global’s proven epidemic playbook is adapted and applied to the realm of terrorism and targeted violence prevention in the radicalization hub of Portland and the Pacific Northwest</b>		
<b>TO:</b>		
<b>Detect and Interrupt Potentially Violent Conflicts;</b>	<b>Identify and Treat Individuals at the Highest Risk; and</b>	<b>Mobilize the Community to Change Norms-</b>
<b>THEN- THE PROJECT WILL STRENGTHEN</b>		
1. Cross-Cutting Relationships & Expertise Among Community Leaders and Credible Messengers, 2. Capacity to Intervene in Cases of Radicalization and Recruitment to Violence, and 3. Community Support for Nonviolent Alternatives and Bystander Resilience		
<b>THUS</b>		
The contagion of radicalization, terrorism and targeted violence is interrupted, and the landscape of conflict alters in Portland and throughout the Pacific Northwest (PNW) with resonant impact around the country as the epidemic playbook is developed for potential replication in other local prevention frameworks and contexts.		

**Contextual Factors and Underlying Assumptions:** CVG traditionally reduces violence by working directly with those currently engaging in or exhibiting the highest risk. In the context of terrorism prevention, this population would be the focus of counterterrorism efforts. Therefore, for this project, CVG will shift focus on detection and interruption among individuals at the highest risk for being recruited and radicalized (b)(4) In adapting the model, CVG recognizes that both the incidence and motivations that drive engagement in extremist violence differ from community violence to which the model is commonly applied. However, as the key characteristics of violence’s contagion remain the same—and because of the role group norms and the need to be included play in joining both gangs and ideologically-motivated extremist groups—CVG believes that epidemic reversal methods can effectively interrupt radicalization and recruitment processes as well.

**Likelihood of Success:** While uncontrollable factors such as deteriorating socio-political circumstances, enhanced public support for violent conflict, the corrosion of social trust and norms that might enhance a target population’s resistance to program engagement, and other unforeseeable factors are present in most arenas, CVG has overcome such obstacles with local partners and has applied its epidemic-reversal methodology effectively in a variety of contexts and cultures. For example, the CVG method has been externally evaluated in multi-site studies by Northwestern University and Johns Hopkins University, showing reductions in neighborhood shootings in Chicago (41%-73%) and Baltimore (34%-56%).<sup>34</sup> Additionally, CVG has applied its approach to countering violent extremism abroad; in 2018, CVG conducted a successful initiative in Morocco in which seven individuals with high credibility and the ability to reach the highest risk were identified and trained in the CVG approach.<sup>35</sup> These credible messengers identified and engaged 80 high-risk individuals over 10 months, providing them with customized reintegration services to prevent radicalization and associated violence.

<sup>34</sup> “Our Impact.” *Cure Violence Global*, Cure Violence, 22 Mar. 2021, [cvg.org/impact/#evaluations](https://cvg.org/impact/#evaluations).  
<https://cvg.org/impact/#evaluations>

(b)(6)

(b)(6)	<u>Objective &amp; Activities:</u>	<u>Outputs:</u>	<u>Outcome Alignment with OTVTP objectives:</u>
	<p><b><u>Objective I:</u></b>  <i>Activity 1.1—Develop Online Monitoring Mechanisms and Hotspot Analytics</i>  <i>Activity 1.2—Assess On-the-Ground Community Needs and Solicit Expertise</i>  <i>Activity 1.3—Public Program Launch in Portland with Events/Community Workshops</i>  <i>Activity 1.4— Build Capacity and Train Local Stakeholders, Community Leaders and Credible Messengers</i></p>	<p>1.1: Data team and methodology for monitoring formulated; radicalization hotspots in exurban areas identified; archived data collection; visualization dashboard advanced; internal database with variables and baselines to evaluate program impact developed; survey instruments created.  1.2: At least 50 semi-structured interviews with local experts/influencers; at least 120 KABB surveys conducted with key community leaders; micro/meso/macro resiliency map to include empirical identification of risk and protective factors; (b)(4) commitment of at least 40 initial local partnering community influencers/organizations.  1.3: At least 3 public events promoting the project and helpline; at least 2 workshops held; at least 10 stakeholder meetings; 1 private law enforcement discussion; footage for campaign content captured.  1.4: At least 85 local community members and 15 credible messengers agree to participate in the program; at least 100 KABB baseline surveys conducted (i.e., one for each participant); 8 trainings delivered in-person in Portland with pre- and post-tests and recorded; 8 trainings delivered virtually to exurban area participants with pre- and post-tests and recorded; Community Norms and Behavioral Change Strategies created for 100 participants; mentoring and monitoring ongoing.</p>	<p><i>Strengthen societal resilience against radicalization, raise awareness of radicalization risk and protective factors and ensure members of the local community engage the broadest set of local stakeholders.</i></p>
	<p><b><u>Objective II:</u></b>  <i>Activity 2.1—Train Credible Messengers as Violence Interrupters and Create Localized SHIFT-Hate Helpline</i>  <i>Activity 2.2—Provide support services for concerned family members of extremists in the PNW Outside Portland Metro Area</i>  <i>Activity 2.3—Approach and Intervene with High-Risk Individuals</i>  <i>Activity 2.4—Collect Data</i></p>	<p>2.1: 15 credible messengers (interventionists) commit to the project; 1-888.SHIFT-Hate helpline developed; 5 interventionist trainings delivered in-person in Portland with pre- and post-tests and recorded; 5 interventionist trainings delivered virtually to exurban area participants with pre- and post-tests; Helpline staffed by trained local actors; at least 3 local helplines trained in screening and made aware of SHIFT-Hate services; One presentation of helpline to law enforcement community; 8 additional intervention training sessions held virtually (linking Portland metro and exurban participants); Ongoing monitoring and mentoring with qualitative and quantitative analysis for evaluation.  2.2: Archive data collection with visualization dashboard and data analysis used in strategic ad placement; helpline adverts placed on billboards, radio ads, and public transportation in each exurban area.  2.3: At least 150 interventions coming from multiple helpline linkages conducted by credible messengers under mentoring of PN's interventionists.  2.4: Ongoing monitoring of Helpline impact with qualitative and quantitative analysis for evaluation.</p>	<p><i>Enhance capacity of community leaders and members to directly resolve risk factors for local citizens at-risk for targeted violence and terrorism and create more effective mechanisms for local citizens to refer and connect individuals with risk factors to online and offline intervention.</i></p>
	<p><b><u>Objective III:</u></b>  <i>Activity 3.1—Disseminate Ctrl+Alt+Del-Hate:PDX Campaign</i>  <i>Activity 3.2—Create Community Dialogue Platform</i>  <i>Activity 3.3—Codify the Epidemic Playbook and Disseminate Project Findings to Enhance Prevention Efforts across the Field of Practice</i></p>	<p>3.1: Six quarterly editions of CADH magazine, 25 independent articles, 75 videos, 25 memes/graphic images; 12 podcast episodes; CADH:PDX page on lightuponlight.online established; one issue of CADH magazine published and disseminated widely; advertising credits obtained from mainstream social media platforms; at least 15 articles/op-eds authored by team, community leaders and credible messengers; at least three articles published in local/regional/national outlets, at least three appearances on national media outlets about the project.  3.2: In-person engagement in two community dialogue sessions, at least three additional public events, at least three private discussions/workshops/presentations; at least 10 community dialogue sessions; community members engage with citizens/organizations/local contacts in at least 100 presentations; Community Norms and Behavioral Change Plan reviewed with at least 100 participants.  3.3: Short report covering control comparison; briefing of findings for public dissemination; 3 short reports, one final project report; at least three journalistic articles published, at least three public presentations on panels, conferences, webinars, academic journal article initial draft; one final project presentation at training/workshop.</p>	<p><i>Increase resilience to targeted violence and terrorism narratives by altering perceptions of the acceptability of violence, enhancing social cohesion, and guaranteeing the community has access to programs that address risk factors while also providing services supporting intervention and threat management approaches.</i></p>



**3. Organization/Key Personnel:** Cure Violence Global (CVG) is an internationally recognized NGO ranked 9th in the world by NGO Advisor. Founded over 20 years ago, CVG is led by Gary Slutkin, M.D., former head of the WHO's Intervention Development Unit. (b)(6) CVG's Vice President of Strategy and Partnerships who spent over 25 years in the U.S. Foreign Service, including 6 years focused on countering violent extremism, will serve as program director and will lead the adaptation and application of the epidemic playbook to the realm of radicalization, alongside (b)(6) CVG's project manager in Portland who leads on much of CVG's work in the area of political violence and (b)(6) CVG's database specialist, will adapt the intervention reporting app, guide M&E, and work on data collection and analysis with our data team lead (b)(6) a data analytics consulting firm that will use its expertise in visual analytics, data mining, social media analytics, machine learning, and mathematical and computational dynamical modeling to do geospatial mapping of groups and data visualization.

Adaptation of the epidemic playbook and implementation in Portland will be guided by the **Parallel Networks (PN)** team, whose efforts will be headed by former extremist and expert on radicalization and recruitment (b)(6) will work intimately with PN's clinical director (b)(6) head of violence prevention at the National Academy of Sciences and a team of interventionists including (b)(6)

(b)(6)

nonprofit that trains in de-escalation, bystander intervention, and conflict transformation. Each of these team members will play a key role in this project and use their expertise to provide training and leverage their networks of Portland community members.

**4. Sustainability:** The *CADH:PDX* program will enhance multi-sectoral awareness and collaboration in preventing radicalization to violence. Actors and organizations within the *CADH:PDX* network will have the training and relationships needed to identify and intervene with individuals who are at-risk for radicalization in order to shift norms such that the acceptability and occurrence of violence decreases. As their interconnectivity, once introduced, cannot be severed, the proposed project will enhance the PNW community's resilience against radicalization and recruitment long after the grant period ends. CVG and partners plan to establish a sustainable infrastructure that would appeal to many funders during or after the grant period closes (b)(6)

(b)(6)

(b)(6) CVG and its partners also have inroads to local government. For example, the Mayor's office recently contracted with the Portland Peace Team to conduct seven de-escalation training sessions. (b)(4)

(b)(4)

**5. Budget Detail and Narrative:** The project will be completed over 24-months

Budget Category	Federal Request
Personnel	119,225
Fringe Benefits	23,845
Travel	5,360
Supplies	0
Contractual	573,450
Other	0
<i>Total Direct Costs</i>	721,880
Indirect Costs	28,094
<b>TOTAL PROJECT COST</b>	749,974

(b)(4); (b)(6)



## **Appendix A**

### **Implementation and Measurement Plan**

## OTVTP Implementation & Measurement Plan

You should modify the Implementation & Measurement Plan (IMP) template to the number of outcomes your specific project requires. For *each* outcome in the IMP, create an Implementation Plan table *and* a Measurement Plan table. Please use the definitions provided in the IMP guidance document when crafting your plan. Draft, in the box below, the overarching goal statement for the project. Following completion of the IMP, each grantee is expected to complete the Risk Assessment & Mitigation Plan in Appendix A.

*In the Implementation Plan table:*

- Type each activity in a separate row; add as many rows as needed.
- Arrange activity rows chronologically by the start date of the activity.
- This IMP should span both years of performance under this grant program.

*In the Measurement Plan table:*

- Type each outcome indicator in a separate row.
- Include indicators that will help measure the results of the project; it is not necessary to have more than one indicator if that indicator sufficiently measures results.
- Identify and/or design data collection methods to be used to obtain the data that will be reported on quarterly.
- Ensure attention to collection of data that can be broken down by sex and age of project participants or beneficiaries.

***NOTE: Data collection methods should be specific and timebound. Any expenses incurred from the collection of data must come from the grant already awarded. No additional funds will be made available by DHS for this purpose.***

<b>Organization Name</b>	<b>Cure Violence Global</b>
<b>Project Title</b>	<b><i>Ctrl+Alt+Del-Hate-PDX: Applying the Epidemic Playbook to Targeted Violence and Terrorism Prevention in the Pacific Northwest</i></b>
<b>Grant Number</b>	<b>DHS-21-TTP-132-00-01</b>
<b>Grant Implementation Period:</b>	<b>October 1, 2021 through September 30, 2023</b>



Reporting Period:	Pre-Award NOFO Applicant
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### Project Goal Statement

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To enhance community resilience to radicalization, decrease extremist recruitment, mitigate the spread of violence throughout the PNW region, with a particular focus on the metropolitan area of Portland, by applying Cure Violence Global's public health-informed epidemic playbook model to the realm of terrorism and targeted violence prevention, with the ultimate goal of establishing a sustainable, scalable, and replicable prevention framework that advances the entire field of targeted violence prevention.

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### Target Population

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This innovation track project, *Ctrl+Alt+Del-Hate-PDX: Applying the Epidemic Playbook to Targeted Violence and Terrorism Prevention in the Pacific Northwest*, seeks to interrupt radicalization, terrorism, and targeted violence and to transform the landscape of conflict throughout the Pacific Northwest (PNW),<sup>1</sup> with a particular focus on Portland, Oregon. As a domestic radicalization hub that has served as a flashpoint for the contagion of toxic polarization and violent protest-counterprotest dynamics between militant far left and far right movements giving rise to "cumulative extremism,"<sup>2</sup> Portland and the broader PNW region represent a critical setting for terrorism and targeted violence prevention activity. Additionally, Portland and the PNW demonstrates the three main characteristics of infectious behavior in populations: clustering, spread, and transmission.<sup>3</sup> Cure Violence Global (CVG) utilizes an epidemic-control approach to violence reduction, identifying clusters of violence and intervening with those at the highest risk for committing violence to prevent violence and alter norms and behaviors relating to the acceptability of violence. We will apply CVG's validated health-informed approach to violence prevention and target three different populations.

First, are those groups and individuals who fall on a spectrum of the militant far left or anti-capitalist extremism. The second are individuals residing in Portland and exurban areas who are susceptible to far right extremist radicalization and may or may not be part of groups. The third targeted population are those local stakeholders, community leaders and credible messengers most likely to interact or exert influence with at-risk individuals, especially local/regional academics, activists, peacebuilders, credible messengers, mental health/psychosocial support professionals, preventing and countering violent extremism (P/CVE) practitioners, educators, former extremists, survivors of extremism, community and religious leaders, and the law enforcement community who will all learn methods and techniques appropriate for a whole-of-society approach to terrorism and targeted violence prevention.

**Goal 1: Detect and Interrupt Potentially Violent Conflicts:** *-Strengthen societal resilience against radicalization, raise awareness of radicalization risk and protective factors and ensure members of the local community engage the broadest set of local stakeholders.*



**Objective 1.1** Establish infrastructure for ongoing data analysis and baseline of stakeholder perceptions and primary radicalization risk and protective factors in the region.

**Objective 1.2.** Detect three exurban regional hotspots for far-right wing extremist radicalization and recruitment.<sup>4</sup>

**Objective 1.3** Enhance awareness and capacity by at least 65% among at least 100 community leaders and multi-sectoral stakeholders.<sup>5</sup>

#### GOAL 1 IMPLEMENTATION PLAN

Objectives	Activity	Inputs/Resources	Time Frame	Anticipated Outputs
<b>Objective 1.1</b>	<b>1.1.1</b> -Formulate data analytics team to monitor online activity throughout the grant period and set up the necessary mechanisms for collaboration and connecting online assessments and analysis to the offline, on-the-ground efforts.	(b)(6) CVG/PN staff, (b)(4)	Oct. 1, 2021 to Oct. 15, 2021	Data team and methodology for monitoring formulated.
	(b)(4)	(b)(6) CVG/PN staff, (b)(4)	Oct. 15, 2021 to September 30, 2023	Primary radicalization hotspots in region and exurban areas identified.
	<b>1.1.3</b> Continuously monitor online activity relationship to offline attitudes and behavior to inform decision making as to where we will conduct outreach and issue helpline advertising, and to also assist in constructing counter-	(b)(6) CVG/PN staff, (b)(4)	Jan. 1, 2022 to Sep. 30, 2023	Archived data collection, visualization dashboard advanced, quarterly infographic summaries of data analysis utilized in programming for briefings, to

<sup>1</sup> Our Focus is on Region 10 (Alaska, Idaho, Oregon, Washington)- with the exclusion of Alaska. "Region 10." *FEMA.gov*, FEMA, [www.fema.gov/about/organization/region-10](http://www.fema.gov/about/organization/region-10).

<sup>2</sup> Joel Busher and Graham Macklin, 'Interpreting "Cumulative Extremism": Six Proposals for Enhancing Conceptual Clarity,' *Terrorism and Political Violence*, vol. 27, no. 5 (2015), 884-905;

<sup>3</sup> Slutkin, Gary. "Violence is a contagious disease." <https://www.ncbi.nlm.nih.gov/books/NBK207245> (2015).

(b)(4)

<sup>5</sup> CVG's work in Portland the PNW since the 2021 election suggests 100 is an appropriate number. While it would be possible to include more, we will identify those that exert the most influence in their community and 100 allows us to balance between quality and quantity. The need to enhance awareness and capacity by 65% is based on our experience in the area as well, which suggests a prerequisite, but limited awareness of what radicalization entails and how society might address it.

	narratives, crafting intervention strategies, and evaluating program impact.			inform trainings, to assist in constructing counter-narratives, crafting intervention strategies, and to evaluate program impact.
	<b>1.2.1-</b> Conduct in-depth semi-structured interviews with key community stakeholders, activists, former extremists and their family members, victims of extremism, and influencers to gain a current and evidence-based understanding of radicalization risk and protective factors and the key grievances and narratives that contribute to violence.	CVG/PN staff, (b)(6) (b)(6)	Oct. 15, 2021 to Dec. 1, 2021	At least 50 semi-structured interviews completed and coded.
	<b>1.2.2-</b> Design and issue a tailored Knowledge, Attitudes, Beliefs and Behaviors (KABB) survey to community leaders to establish a baseline assessment of radicalization awareness and perceptions related to the mitigation of violent extremism, terrorism and targeted violence.	CVG/PN staff, (b)(6) (b)(6)	Oct. 15, 2021 to Dec. 31, 2021	At least 120 KABB surveys will be conducted with key community leaders (to include religious leaders, educators, activists, human service/mental health/psychosocial support professionals, qualified preventing and countering violent extremism specialists, etcetera).
	<b>1.2.3-</b> Map the community resiliency and susceptibility and identify individuals and organizations most appropriate for program participation based on their assessed ability to exert influence with at-risk individuals and groups.	CVG/PN staff (b)(6)	October 15, 2021 to Dec. 31, 2021	Micro/Meso/Macro resiliency map to include empirical identification of risk and protective factors.
	(b)(4)	CVG/PN staff (b)(6) (b)(6) in-kind SME)	October 15, 2021 to Dec. 31, 2021	(b)(4)
	<b>1.2.5-</b> Identify and gain the commitment of at least 25 multi-sectoral stakeholders, community leaders, credible messengers in Portland and 15 in exurban hotspots for program participation.	CVG/PN staff Portland Team	Dec. 1, 2021 to December 30, 2021	Identification and commitment of at least 40 initial local partnering community influencers/organizations.
<b>Objective 1.2</b>	<b>1.1.3</b> Continuously monitor online activity relationship to offline attitudes and behavior to inform decision making as to where we will conduct outreach and issue helpline advertising, and assist in constructing counter-narratives,	(b)(6) CVG/PN staff, (b)(4)	Jan. 1, 2022 to Sep. 30, 2023	Archived data collection, visualization dashboard advanced, quarterly infographic summaries of data analysis utilized in



	crafting intervention strategies, and evaluating program impact.			programming for briefings, to inform trainings, to assist in constructing counter-narratives, crafting intervention strategies, and to evaluate program impact.
<b>Objective 1.3</b>	<b>1.3.1-</b> Travel to Portland for ten days to hold at least three public events, at least two workshops, a wide array of meetings with stakeholders, community leaders and credible messengers and a private discussion session to introduce Portland Police Bureau (PPB) and other local, state, and federal law enforcement and threat assessment specialists to the project and methodology.	<i>CVG/PN personnel, consultants</i> (b)(6) (b)(6) <i>travel costs, supplies for marketing and for presentations.</i>	Jan. 1, 2022 to February 15, 2022	At least 3 public events promoting the project and helpline; at least 2 workshops held; at least 10 stakeholder meetings; 1 private discussion with law enforcement. Campaign content captured for later dissemination
	<b>1.4.1-</b> Gain the commitment and finalize the multi-sectoral training network to include at least 85 local community members and 15 credible messengers to be split into two groups: (1) at least 50 community leaders and 8 credible messengers with ability to exert influence in the Portland metro area, (2) at least 35 community leaders and 7 credible messengers with ability to exert influence in the exurban areas identified as hotspots for far right radicalization	<i>CVG/PN staff, Portland Team</i>	Jan. 15 to Feb. 28, 2022	At least 85 local community members and 15 credible messengers agree to participate in the program.
	<b>1.4.2-</b> Conduct KABB surveys with each participant to assess baseline knowledge of radicalization and perceptions on violence.	<i>CVG/PN staff</i> (b)(6)	Jan.1 to Feb. 28 2022	At least 100 KABB baseline surveys conducted (i.e., one for each participant).

	<p><b>1.4.3-</b>Design and deliver 8 Multi-sectoral Trainings (one per month) to the two groups, 1) in-person for Portland and 2) virtual/online with exurban area participants.</p> <p>(b)(4)</p>	<p><i>CVG/PN staff, meeting space, input from trainers</i> (b)(6)</p> <p>(b)(6)</p> <p><i>training space, supplies for handouts and virtual presentation equipment</i></p>	March 1, 2022 to December 31, 2022	<p>8 trainings delivered in-person in Portland with pre- and post-tests and recorded with participants identities anonymized</p> <p>8 trainings delivered virtually to exurban area participants with pre- and post-tests and recorded with participants identities anonymized</p>
	<p><b>1.4.4-</b>Work with trainees to create Community Norms and Behavioral Change Plans specific to their local environment.</p>	<i>CVG/PN staff Portland Team</i>	Aug. 1 2022 December 31, 2022	Community Norms and Behavioral Change Strategies created, reviewed and implemented with 100 participants.
	<p><b>1.4.5 -</b>Mentor, advise and monitor participants as they implement learning from training sessions by disseminating knowledge gained to their institutions and affiliates. We will work with other community members and engage them to reduce support for violence amongst community members and groups susceptible to radicalization.</p>	<i>CVG/PN staff</i>	April 1, 2022 to Sep. 30, 2023	Ongoing monitoring and mentoring with qualitative and quantitative analysis for evaluation (measurement plan below).
	<p><b>1.4.6-</b> Repeat training sessions as needed or hold eight update dialogue workshops to review each training topic.</p>	<p><i>CVG/PN staff, meeting space, input from trainers</i> (b)(6)</p> <p>(b)(6)</p> <p><i>virtual presentation equipment</i></p>	Jan 1, 2023 to July. 31, 2023	8 additional training sessions held virtually (linking Portland metro and exurban participants)



	<b>1.4.7</b> -Hold bi-monthly (2x per month) calls with participants for the rest of the grant period to address concerns, connect training to other objective areas and assist as trainees translate knowledge into practice.	<i>CVG/PN staff</i>	May 1 2022 to Sep. 30, 2023	34 calls with participants
	<b>1.4.8</b> -Update and expand the resiliency network map, evaluate trainee learning against baseline and assess awareness and implementation impact and	<i>CVG/PN staff</i> (b)(6) <i>digital tools.</i>	January 1 2022 to September 2023	Updated resilience network map.

### GOAL 1 MEASUREMENT PLAN

Outcome Indicator(s)	Data Collection Method and Timeframe
<b>Objective 1.1</b> - All targeted outputs realized, interviews conducted, (b)(4) and KABB survey instruments developed, resiliency map generated.	<u>Method</u> : Observation and seven subject matter experts will review the methodology and final (b)(4) and KABB instruments and approve its validity and the methodology and evidence-base that supports it. <u>Timing</u> : weekly reports, SME review in month three (by end of Q1).
<b>Objective 1.2</b> Three exurban areas identified with a method for continuously monitoring hotspot activity to geolocate specific target communities for the referral service/helpline advertisements in place.	<u>Method</u> : Observation - progress notes, meetings to chart progress and status <u>Timing</u> : weekly progress notes, bi-monthly data team calls (Q1) with quarterly reports and monthly calls throughout the rest of the grant period.
<b>Objective 1.3a</b> (awareness) 75% of training participants attend/view at least seven of eight training sessions with at least 65% increase in knowledge related to strengthening society's resilience to radicalization and identifying and addressing radicalization risk and protective factors at individual and group levels.	<u>Method</u> : Observation ( <i>date, time, venue, number of community leaders in attendance</i> ), pre- and post-training testing and/or surveys. <u>Timing</u> : During training or within 72 hours afterwards.
<b>Objective 1.3b</b> (capacity) 80% of trainees report satisfaction and value alignment with the training content and project objectives and 85% document effective capacity to apply knowledge in the community reporting on activity that documents implementation in the community, with their respective constituencies and in other offline or online application efforts.	<u>Method</u> : Observation, semi-structured surveys as part of mentoring process, bi-monthly bi-monthly calls as focus groups. <u>Timing</u> : bi-weekly progress reports issued from Q3-Q8, semi-structured interviews with trainees in Q6 and Q7

**Goal 2: Identify and Change the Behavior of Individuals at the Highest Risk:** *Ensure community leaders can act on their awareness training and that community members are aware of local help and intervention mechanisms by enhancing capacity and capability to directly resolve risk factors for local citizens at-risk for targeted violence and terrorism and advancing more effective mechanisms for local citizens to refer and connect individuals with risk factors to online and offline intervention capability.*

**Objective 2.1 – Identify, train and mentor at least 15 credible messengers as interventionists to interrupt radicalization and recruitment.**<sup>6</sup>

**Objective 2.2 – Intervene in at least 150 cases for individuals at-risk of radicalization to violence.**<sup>7</sup>

#### OBJECTIVE 2 IMPLEMENTATION PLAN

Objectives	Activity	Inputs/Resources	Time Frame	Anticipated Outputs
<b>Objective 2.1</b>	<b>2.1.1</b> -Identify 15 credible messengers (8 in Portland and 7 in exurban areas) within the multi-sectoral training network most appropriate for serving as credible messengers (interventionists) with those at-highest risk.	CVG/PN staff (b)(6)	Jan. 1 2022 to March 15, 2022.	15 credible messengers (interventionists) identified with commitment to the project.
	<b>2.1.2</b> -Create local SHIFT-Hate:PDX Helpline and disseminate awareness of it to community leaders in trainings/mentoring, to the general public through advertising, online in CADH:PDX counter-narrative campaign products, through word-of-mouth transmission and other outlets and to exurban areas via advertising efforts.	(b)(6) CVG/PN staff, Dr. (b)(6) ACLED subscription, digital tools.	Jan. 1 2022 to March 15, 2022	1-888.SHIFT-Hate helpline developed with affiliated online contact/outreach infrastructure for referrals.
	<b>2.1.3</b> -Design and deliver 5 credible messenger trainings (1 per month) to the two groups, (b)(4) (b)(4) Interventionists,	CVG/PN staff and interventionists (b)(6) (b)(6) Portland team where necessary, training space, supplies for	April 1, 2022 to Sep. 30, 2022	5 interventionist trainings delivered in-person in Portland with pre- and post-tests and

<sup>6</sup> We will select 8 credible messengers from the Portland metro area and 7 from exurban hotspots because we assess this as reasonable number to meet estimated demand and to train adequately with inputs and resource constraints.

<sup>7</sup> We estimate 150 cases as a reasonable number that offers a sufficient sample size for empirical evaluation. While it is likely that many more than 150 interventions will be conducted, we also do not want to overpromise or under-deliver.



(b)(4)	<i>handouts and virtual presentation equipment</i>		recorded with participants identities anonymized  5 interventionist trainings delivered virtually to exurban area participants with pre- and post-tests and recorded with participants identities anonymized
<b>2.1.4-</b> Work with credible messengers at (b)(6) to design systems and train staff and volunteers on responding to helpline requests and contacts.	<i>CVG/PN staff</i> (b)(6)	April 1, 2022 to Dec. 30, 2022	Helpline staffed by trained local actors.
<b>2.1.5-</b> Identify local and state mental health, suicide prevention and other helplines to train them in understanding the contagious nature of violence, screening for radicalization-related concerns and offering them the ability to refer any individuals that may be in need of more tailored SHIFT-Hate support services.	<i>CVG/PN staff</i> (b)(6)	April 1, 2022 to Dec. 30, 2022	At least 3 helplines contacted, trained in screening and made aware of SHIFT-Hate services.  Community members have access to multi-disciplinary threat assessment and management teams that can intervene with an individual who has radicalized to violence before it becomes a criminal justice issue.
<b>2.1.6-</b> Present SHIFT-Hate:PDX helpline to PBB and other law enforcement/threat assessment agencies.	<i>CVG/PN staff</i> (b)(6)	April 1, 2022 to Dec. 30, 2022	One presentation of helpline to law enforcement community
<b>2.1.6-</b> Repeat intervention training sessions as needed or hold eight update dialogue workshops to review each training topic.	<i>CVG/PN staff, input from trainers</i> (b)(6)	Jan 1, 2023 to July. 31, 2023	8 additional intervention training sessions held virtually (linking Portland metro and exurban participants)
<b>2.1.7-</b> Mentor, advise and monitor credible messengers (interventionists) as they implement learning from training and move to conduct interventions with guidance from PN interventionists.	<i>CVG/PN staff, input from trainers</i> (b)(6)	May 1, 2022 to Sep 30, 2023	Ongoing monitoring and mentoring with qualitative and quantitative analysis for evaluation (measurement plan below)

<b>Objective 2.2</b>	<b>2.2.1</b> -Review data from Objective 1.1.1-1.1.3 to locate geospatial hotspots for radicalization in exurban areas and in Portland metropolitan areas.	(b)(6) CVG/PN staff	Jan. 1 2022 to March 31, 2022	Archived data collection for exurban areas with visualization dashboard and data analysis utilized in identifying advertisement placement.
	<b>2.2.2</b> -Develop and monitor on-the-ground advertising for SHIFT-Hate:PDX helpline in form of billboards, radio advertisements, and/or public transportations ads in at least three exurban locations to connect concerned family members and/or individuals with credible messengers.	(b)(6) CVG/PN staff Portland team, advertising costs.	April 1, 2022 to Sep. 30 2023	Helpline advertisements placed on billboards, radio ads, and public transportation in each exurban area.
	<b>2.3.1</b> Work with credible messengers as they deploy to engage those at-risk for radicalization and recruitment. These engagements will occur via off and online communications and will focus on both militant far left and far right target populations. Intervention engagements will be facilitated through several routes of connection including: (a) credible messengers and community members identify individuals and approach them; (b) Ctrl+Alt+Del-Hate campaign material, which links to the SHIFT-Hate helpline, is contacted by family, friends, associates or individuals radicalizing; (c) local advertisements in exurban areas, (d) dissemination of Ctrl+Alt+Del-Hate campaign content into at-risk platforms online and threads the data analytics team identifies, (e) via online direct messaging service contacts over CADH:PDX social media accounts, (f) local threat assessment teams/law enforcement referrals, or (g) other mechanisms related to in-community program activity, public promotion.	CVG/PN staff (b)(6) input from trainers (b)(6)	April 1, 2022 to Sep. 30, 2023	At least 150 interventions conducted coming from multiple linkages.
	<b>2.4.1</b> - Continuously monitor and evaluate helpline/outreach/intervention efforts and outcomes.	CVG/PN staff, (b)(6) input from trainers (b)(6) (b)(6)		Ongoing monitoring of Helpline impact with qualitative and quantitative analysis for evaluation (measurement plan below)



**OBJECTIVE 2 MEASUREMENT PLAN**

Outcome Indicator(s)	Data Collection Method and Timeframe
<b>Objective 2.1</b> -All credible messengers (interventionists) attend/view all five training sessions with at least 75% increase in knowledge related engagement with at-risk individuals, directly resolving risk factors with at-risk individuals via offline and online communication.	<u>Method</u> : Observation ( <i>date, time, venue, number of community leaders in attendance</i> ), pre- and post-training testing and KABB surveys with interventionists. <u>Timing</u> : Pre- and post-tests during training or within 72 hours afterwards and surveys conducted monthly in mentoring sessions or administered over electronic correspondence with interventionists.
<b>Objective 2.2</b> - At least 150 interventions with at-risk individuals conducted with at least 65 percent success rates (b)(4)	<u>Method</u> : Observation of internally developed and anonymized intake (b)(4) mouth, counternarrative product) and number of calls, by type of call, number of individuals referred to additional services, number of callers referred for threat assessment and management, number of calls referred to law enforcement and other measures; Observation of the CommCare app will record number of intervention engagements, the objective of each engagement, the duration of contact, the rate of call-ins, offline referrals accepted, and intervention outcomes disaggregated for ideological type and demographic - e.g. age, gender-, the background of the interrupter, their response rate, their engagement duration, their style of communication, semi-structured interviews and assessment of (b)(4) (b)(4) will provide qualitative measures of impact. <u>Timing</u> : ongoing analysis of assessments, semi-structured interviews with credible messengers, (b)(4) and analysis of intervention (b)(4)

**Goal 3: Change Community Norms:** *Increase resilience to targeted violence and terrorism narratives by altering perceptions of the acceptability of violence, enhancing social cohesion and guaranteeing the community has access to programs that address risk factors while also providing services supporting intervention and threat management approaches.*

**Objective 3.1 – Decrease the acceptance of violence among community leaders by at least 35 percent.<sup>8</sup>**

**Objective 3.2 – Extremist activity in Portland and exurban areas declines by at least 30 percent.<sup>9</sup>**

**OBJECTIVE 3 IMPLEMENTATION PLAN**

Objectives	Activity	Inputs/Resources	Time Frame	Anticipated Outputs
<b>Objective 3.1</b>	<b>3.1.1</b> - Design and Develop public-facing Ctrl+Alt+Del-Hate:PDX alternative and counter-narrative campaign aimed at linking messaging and strategic communications to action	CVG/PN staff, supplies for web/graphic design.	March 1, 2022 to	Six quarterly editions of Ctrl+Alt+Del-Hate magazine, 25 independent articles, 75 videos,

	(helpline link) and shifting social norms and altering perceptions of the utility and acceptability of violence		September 30, 2023	25 memes/graphic images; 12 podcast episodes;
	<b>3.1.2-</b> Create CADH:PDX page on lightuponlight.online and develop independent CADH:PDX social media accounts for various platforms with targeted dissemination to reach at-risk populations.	<i>CVG/PN staff</i>	March 1, 2022 to March 30, 2022	Ctrl+Alt+Del-Hate:PDX page on lightuponlight.online established.
	<b>3.1.3-</b> Launch campaign with publication of an edition of <i>Ctrl+Alt+Del-Hate</i> magazine dedicated to addressing conflict and radicalization in Portland and PNW.	<i>CVG/PN staff, supplies, Creative Cloud</i>	April 1, 2022 to April 30, 2022	One issue of Ctrl+Alt+Del-Hate magazine published and disseminated widely.
	<b>3.1.3-</b> Work with Google, Facebook, and other platforms to obtain advertising credits in order to mobilize further community support for the initiative	<i>CVG/PN staff</i>	May 1, 2022 to July 31, 2022	Advertising credits obtained from mainstream social media platforms.
	<b>3.1.4-</b> Campaign content captured for later dissemination in Activity 1.3.1 utilized as each credible messenger in the <i>CADH:PDX</i> network will author at least one written article/op-ed to promote the campaign and record detailed podcasts and video messages that are credible and capable of influencing targeted audiences.	<i>CVG/PN staff, Portland team</i>	May 1, 2022 to April 30, 2023	At least 15 articles/op-eds authored by team, community leaders and credible messengers.
	<b>3.1.5-</b> Team members will publish journalistic pieces and engage in local and national media outlets to promote the campaign and related services.	<i>CVG/PN staff, Portland team</i>	May 1, 2022 to May 31, 2023	At least three articles published in local/regional/national outlets, At least three appearances on national media outlets about the project.
	<b>3.2.1-</b> CVG/PN travel back to Portland two more times in the intervention period to follow-up.	<i>CVG/PN staff, Portland team, travel budget</i>	May 1, 2022 to June 30, 2023	In-person engagement in two community dialogue sessions, at least three additional public events, at least three private discussions/workshops/presentations.
	<b>3.2.2-</b> Work with local stakeholders to create monthly <i>Ctrl+Alt+Del-Hate:PDX</i> in-person and/or virtual community dialogue sessions to introduce new concepts, skills, and information and to develop healthy strategies and peaceful alternatives for addressing their challenges	<i>CVG/PN staff, Portland team,</i> (b)(6) (b)(6)	Sep. 1, 2022 to Sep 30, 2023	At least 10 community dialogue sessions

<sup>8</sup> With regard to the current conflict dynamics, there is widespread evidence of support for some facet of violent belief and behavior, even amongst committed community leaders with influence. As such, 35% is a reasonable and attainable number that if realized would make an enormous contribution for adjusting social norms and mitigating the contagious nature of violence.

<sup>9</sup> 30% is based on CVG's global experience and understanding of the local historical, cultural, socio-political and contextual dynamics and current state of play.



	<b>3.2.3</b> Advise community members as they create public education and other content that can be used to (1) mobilize engagement and support for public-facing community norms change strategies; and (2) increase the average number of dialogue session participants to at least 150 community members by the end of the grant period.	<i>CVG/PN staff Portland team, meeting space, supplies and virtual presentation equipment</i>	Sep. 1, 2022 to Sep 30, 2023	Community members engage with citizens/organizations/local contacts in at least 100 presentations.
	<b>3.2.4</b> -Review Community Norms and Behavioral Change Plans with each community leader and credible messenger to determine their own personal perceptions and attitudinal shifts as a result of program participation and their perceptions of the impact of their efforts with regard to altering social norms in their area of influence.	<i>CVG/PN staff Portland Team</i>	Sep. 1 2022, to Sep. 30, 2023	Community Norms and Behavioral Change Plan reviewed with at least 100 participants.
<b>Objective 3.2</b>	<b>3.3.1</b> (b)(4) (b)(4)	(b)(6) <i>CVG/PN staff</i>	June 1, 2023 to Sep. 30, 2023	Short report covering control comparison for inclusion in final report; briefing of findings for public dissemination.
	<b>3.3.2</b> - Write, publish and disseminate evaluation papers on (1) Community Perceptions and Enhanced Resilience, (2) Assessment of the Credible Messenger Network and (3) An Overall Presentation and Evaluation of the Epidemic Model and synthesize them for final report.	(b)(6) <i>CVG/PN staff</i>	June 1, 2023 to Sep. 30, 2023	Three short reports, one final project report
	<b>3.3.4</b> - Disseminate program results via journalistic articles, presentations on various platforms and work on draft of rigorous academic journal article.	(b)(6) <i>CVG/PN staff, Portland team</i>	June 1, 2023 to Sep. 30, 2023	At least three journalistic articles published, at least three public presentations on panels, conferences, webinars, etcetera. Academic journal article initial draft
	<b>3.3.5</b> - Present findings and lessons learned at a training/workshop to local, regional, and national stakeholders, especially those at DHS's CP3. <sup>10</sup>	<i>CVG/PN staff, Portland team, consultants</i> (b)(6) (b)(6)	June 1, 2023 to Sep. 30, 2023	One final project presentation at training/workshop

<sup>10</sup> U.S. Department of Homeland Security. "DHS Creates New Center for Prevention Programs and Partnerships and Additional Efforts to Comprehensively Combat Domestic Violent Extremism," DHS, Press Releases, May 11, 2021. <https://www.dhs.gov/news/2021/05/11/dhs-creates-new-center-prevention-programs-and-partnerships-and-additional-efforts>

**OBJECTIVE 3 MEASUREMENT PLAN**

Outcome Indicator(s)	Data Collection Method and Timeframe
<b>Objective 3.1a (campaign influence)</b> - At least 250,000 online views of Ctrl+Alt+Del-Hate:PDX alternative and counternarrative content with at least 5,000 associated campaign material disseminated offline by community leaders and credible messengers to citizens in Portland and exurban areas in the PNW.	<u>Method:</u> Observation - data analytics team will monitor online impressions, engagements, reach and influence and maintain a database to chart campaign impact overtime, surveys with community leaders and credible messengers will assess the community's reception and perception of the campaign material. <u>Timing:</u> monthly Q3-Q8.
<b>Objective 3.1b (acceptability of violence)</b> - Community leaders and credible messengers' perceptions related to Knowledge of the contagious nature of violence, Attitudes and Beliefs related to the acceptability of violence and Behavior related to promoting nonviolent alternatives documents a decrease in support for violence over the grant period by at least 35% on the aggregate.	<u>Method:</u> Readministration of the baseline KABB survey, likert scale surveys, and open-ended semi-structured interviews with each participating community leader and credible messenger to compare outcomes with original KABB baseline assessment in Activity 1.4.2. <u>Timing:</u> regularly in Q7-Q8
<b>Objective 3.2</b> 30 percent decrease in violent extremist activity in Portland and exurban areas.	<u>Method:</u> Observation - data analytics team will create multivariate analysis of violent extremist activity and compare and contrast datasets (b)(4) of activity for two years and five years preceding project implementation compared to the second year of Ctrl+Alt+Del-Hate:PDX program activity (July 2022-July 2023). That analysis and methodology will then be conducted for the control (the I-5 corridor Olympia-Seattle) to get a better sense of the degree to which a decline in violent extremist activity can be attributed to the project's activities and implementation. <u>Timing:</u> Q7 and Q8.



## APPENDIX A: RISK MANAGEMENT PLAN

<b>Risk Identified</b>	<b>Likelihood of Risk Occurring (low/medium/high)</b>	<b>Risk Analysis</b>	<b>Risk Management Plan</b>
Technical malfunctioning during scheduled virtual workshop or training sessions in exurban areas makes delivery of training sessions impossible.	Low	The workshop and training series will be designed so that they flow continuously and knowledge in each session feeds off of what preceded it. Therefore, a missed session could hinder knowledge gains and advancement.	In the event of a technical malfunction, CVG and PN will fix any glitch and reschedule the event at the soonest possible time, thereby mitigating any break in activity or delay on the implementation timeline. All training sessions are to be recorded as well, so in the event of a cancellation and inability of a participant to attend a rescheduled event, participants will have access to the recording.
Appetite for engagement and participation amongst stakeholders in trainings is lower than expected	Low	Could minimize impact, effect outcomes and hinder an ability to attain the broad program goals and objectives.	In the event this occurs, CVG/PN will consult the local team to change focus of stakeholder engagement, ensuring proper groups are being contacted.
Violence risk escalates in between the far right and far left groups to a point that on the ground intervention becomes too dangerous to proceed.	Low	Could impact program design and ability to hold events and conduct other programming activities.	Will monitor online chatter to identify risks as they arise and utilize information from 15 credible messengers to do continuous risk/threat assessment of conditions on the ground.
Role of government and law enforcement is controversial, project attracts criticism from activists	Medium	Could hinder public confidence and trust in the program.	Will minimize the need for law enforcement interventions/interdiction and promote the notion that empowering and training local community groups and employ a health approach to strategic communication.
Demonization of targeted violence and terrorism prevention programming as a platform for discrimination, profiling and harming cause activist/ citizen backlash	Low	Could hinder public confidence and trust in the program.	In the event this occurs we will combat it strategically, pushing back empathetically and highlighting that non-criminal efforts are in line with DHS CP3 objectives, which offers a necessary alternative to investigation.

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***Ctrl+Alt+Del-Hate-PDX: Applying the Epidemic Playbook to Targeted Violence  
and Terrorism Prevention in the Pacific Northwest***

**Applying Entity: Cure Violence Global**

**Funding Opportunity:**

**CFDA Title Financial Assistance for Targeted Violence and Terrorism Prevention**

**DHS-21-TTP-132-00-01**

**Location of Activities: Portland and the Pacific Northwest Region**

SF-424 Additional Details

**Question16 – Congressional districts of Program/Project:**

OR-all; (with particular focus on OR-001, OR-003, and OR-005)

WA-all;

ID-all

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SF-424 Additional Details

**Question16 – Congressional districts of Program/Project:**

OR-all; (with particular focus on OR-01, OR-03, and OR-05)

WA-all;

ID-all

# EMW-2021-GR-APP-00099

## Application Information

**Application Number:** EMW-2021-GR-APP-00099

**Funding Opportunity Name:** Fiscal Year (FY) 2021 Targeted Violence and Terrorism Prevention (TVTP)

**Funding Opportunity Number:** DHS-21-TTP-132-00-01

**Application Status:** Pending Review

## Applicant Information

**Legal Name:** Cure Violence Global

**Organization ID:** 22665

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

**Division:**

**Department:**

**EIN:** (b)(6)

**EIN Shared With Organizations:**

**DUNS:** 016759597

**DUNS 4:**

**Congressional District:** Congressional District 07, IL

## Physical Address

**Address Line 1:** 227 W Monroe St

**Address Line 2:** Suite 1025

**City:** Chicago

**State:** Illinois

**Province:**

**Zip:** 60606-0007

**Country:** UNITED STATES

## Mailing Address

**Address Line 1:** 227 W Monroe St

**Address Line 2:** Suite 1025

**City:** Chicago

**State:** Illinois

**Province:**

**Zip:** 60606-0007

**Country:** UNITED STATES

## SF-424 Information

### Project Information

**Project Title:** Ctrl+Alt+Del-Hate-PDX: Applying the Epidemic Playbook to Targeted Violence and Terrorism Prevention in the Pacific Northwest

**Program/Project Congressional Districts:** Congressional District 01, ID

Congressional District 02, ID

Congressional District 01, OR

Congressional District 02, OR

Congressional District 03, OR

Congressional District 04, OR

Congressional District 05, OR

Congressional District 01, WA

Congressional District 02, WA  
Congressional District 03, WA  
Congressional District 04, WA  
Congressional District 05, WA  
Congressional District 06, WA  
Congressional District 07, WA  
Congressional District 08, WA  
Congressional District 09, WA  
Congressional District 10, WA

**Proposed Start Date:** Fri Oct 01 00:00:00 GMT 2021

**Proposed End Date:** Sat Sep 30 00:00:00 GMT 2023

**Areas Affected by Project (Cities, Counties, States, etc.):** Oregon, Washington, and Idaho with specific focus on Portland; WA-all; ID-all; OR-all plus specifically OR-01; OR-03; OR-05.

**Estimated Funding**

Funding Source	Estimated Funding (\$)
Federal Funding	\$749974
Applicant Funding	\$0
State Funding	\$0
Local Funding	\$0
Other Funding	\$0
Program Income Funding	\$0
Total Funding	\$749974

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

**Is applicant delinquent on any federal debt?** false

**Contacts**

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

**SF-424A**

**Budget Information for Non-Construction Programs**

**Grant Program:** Targeted Violence and Terrorism Prevention Grant Program

**CFDA Number:** 97.132

Budget Object Class	Amount
Personnel	\$119225
Fringe Benefits	\$23845
Travel	\$5360
Equipment	\$0
Supplies	\$0
Contractual	\$573450
Construction	\$0
Other	\$0
Indirect Charges	\$28094

Non-Federal Resources	Amount
Applicant	\$0
State	\$0
Other	\$0
Income	Amount
Program Income	\$0

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

Direct Charges Explanation: see budget narrative  
Indirect Charges explanation: we are using the 10% de minimis rate

Forecasted Cash Needs (Optional)

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

Future Funding Periods (Years) (Optional)

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

Remarks: This budget differs from the original because we inadvertently left the fringe costs off the total and mistakenly applied the indirect rate to the entire grant and not just the first \$25k of subcontracts. These errors have now been fixed.

SF-424C

Budget Information for Construction Programs

Assurances for Non-Construction Programs

Form not applicable? false  
Signatory Authority Name: (b)(6)  
Signed Date: Mon May 24 00:00:00 GMT 2021  
Signatory Authority Title: Vice President

Certification Regarding Lobbying

Form not applicable? false  
Signatory Authority Name: (b)(6)  
Signed Date: Mon May 24 00:00:00 GMT 2021  
Signatory Authority Title: Vice President

Disclosure of Lobbying Activities

Form not applicable? true  
Signatory Authority Name: (b)(6)  
Signed Date:  
Signatory Authority Title: