

Bexar County Sheriff's Office

Bexar County, Texas

Application Track: Local Prevention Framework

Project Types: Training and Awareness Raising, Civic Engagement, Youth Resilience Programs, Bystander Training

Amount Requested: \$175,613

Abstract:

Bexar County, Texas has long been identified as a potentially high risk for targeted violence and terroristic events. Multiple military institutions, the junction of two interstate highway systems, and a close proximity to the Mexican border all contribute to an ideal operational target for someone wishing to conduct large-scale violence. Further, the area frequently sees an influx of tourists for nationally recognized events such as the NCAA Final Four, the San Antonio Stock Show and Rodeo, Fiesta, and the PGA's Texas Open. It is the mission of the Bexar County Sheriff's Office to protect members of the community and the large numbers of tourists who visit the area each year.

The Bexar County Sheriff's Office plans to implement a local prevention framework that focuses on engaging the community to work with law enforcement to identify potential threats before they mobilize to violence. The Sheriff's Office will also enhance trainings for service providers, other law enforcement agencies, and the general public in *how* to identify those potential threats, as well as how to respond to an ongoing threat (active shooter). Finally, the Sheriff's Office will increase efforts to reach out to and enhance protective factors for local youth, utilizing partnerships with local service providers.

Needs Assessment

Targeted Jurisdiction and Population

Seated on 1,240 square miles in the heart of Texas, at the crossroads of two integral interstate transportation systems, Bexar County is the 4th-largest county in Texas and the 17th-largest in the nation. Bexar County is also home to the country's 7th-largest city, San Antonio. It features a population estimated at just over 2,000,000 people, with greater than 70% of those people self-identifying as racial, cultural, or ethnic minorities.¹ San Antonio and Bexar County regularly host large-scale events, such as the NCAA Final Four, Fiesta, the San Antonio Stock Show and Rodeo, and the PGA Texas Open, that bring in thousands of tourists and create an ideal operational target for those wishing to commit large-scale coordinated attacks across multiple jurisdictions, including active shooter events or targeted bombings.

Over 60% of those in San Antonio identify as Hispanic or Latino, and just under 10% identify as Black or African American. Approximately 2% of the population report being a mix of two or more races. Forty percent of homes report a language other than English spoken at home.² These demographics are important for law enforcement and service providers to understand, as much of the population in Bexar County identify as racial or cultural minorities who are less likely to contact police officers if they are victims of a crime, or if they have information about a crime that has occurred or is about to occur. While less than one-third of African Americans say they have confidence in the police³, 45% of Latinos state they are less likely to contact police when victimized or witnessing a crime. According to a 2013 study from the University of Illinois at Chicago, 70% of undocumented immigrants report they are less likely to contact law enforcement.⁴ Due to Bexar County's close proximity to the Mexican border, there are a number of undocumented residents, though the exact number is difficult to calculate.

Approximately 25% of Bexar County's population is under the age of 18, or approximately 500,000 children. While approximately 82% of those children will go on to graduate high school, only about one-fourth will complete a Bachelor's degree or higher education.⁵ There has been a multitude of research studies that show that lower education achievement is a risk factor for violence and recruitment into radicalization. The BCSO plans to *expand* its efforts to reach out to youth and engage them within the community through the Explorers program and partnerships with other community stakeholders. Currently, the Explorers program has approximately 100 participants from predominantly low-income high schools; through this expansion, the program would increase to 150 active participants and include

¹ US Census Bureau Estimate. (2020 April 28). Retrieved from <https://www.census.gov/quickfacts/fact/table/bexarcountytexas/LND110210>

² *Id.*

³ Scott, E. (27 March 2018). Only one-third of African Americans say they have confidence in the police. Killings like Alton Sterling's are part of the reason. *The Washington Post*. Retrieved from <https://www.washingtonpost.com/news/the-fix/wp/2018/03/27/only-one-third-of-african-americans-say-they-have-confidence-in-the-police-killings-like-alton-sterlings-are-part-of-the-reason/>

⁴ Theodore, N. (2013 May). *Insecure communities: Latino perceptions of police involvement in immigration enforcement*. Chicago, IL: University of Illinois at Chicago.

⁵ US Census Bureau Estimate. (2020 April 28). Retrieved from <https://www.census.gov/quickfacts/fact/table/bexarcountytexas/LND110210>

enhanced social training provided by the community partners. Participants in the Explorer program must be at least freshmen in high school and are no longer eligible for participation after the age of 21. These young men and women must show sound moral character and cannot have a serious criminal police record. Many, as a result of their participation in this program, continue on to careers in law enforcement, prosecution, the military, or forensic criminology.

Through partnerships with community providers, the BCSO anticipates the ability to reach approximately 100 additional young adults who may have multiple risk factors for radicalization or mobilization to violence, such as poverty, poor family functioning, lack of involvement in conventional activities, social rejection by peers, and poor academic performance.⁶ These partnerships include Girls Inc. of San Antonio, which will *expand* its resilience programs by adding service for an additional 75 middle- and high- school aged girls, to include current female members of the Bexar County Explorers program. Other participants will be recruited through Girls Inc.'s existing relationships with the East Central Independent School District. Additionally, through additional community partnerships, the BCSO plans to offer similar programming to 125 middle- and high-school aged males, to include current male members of the Bexar County Explorers program. Through exposure in this program, BCSO anticipates many of the participants engaging with the Explorer full time beyond the scope of this project.

There are currently no known local trainings for the community or community stakeholders specifically regarding targeted violence or terrorism prevention. Because of the intense public interest – shown by the number of participants in the Civilian Response to Active Shooter Events, or CRASE, trainings and the number of requests for this type of training from the public – the BCSO anticipates providing trainings and civic engagement activities for approximately 660 additional community members during the two-year cycle of the grant. Additionally, the BCSO anticipates hosting an annual week-long workshop for law enforcement, various stakeholders, and the general public that will feature break-out training sessions specializing in multiple topics aimed at increasing awareness of terrorism prevention, online recruitment to radicalization, resilience training, and bystander reaction to minimize loss due to large-scale violent acts, as well as increasing positive engagement with law enforcement. Those workshops aim to train 125 persons each, with about 20-25 people in each of five break-out sessions. While not limited to law enforcement, a minimum of 20 of the attendance slots will be reserved for law enforcement personnel from surrounding areas.

Existing Capability Levels

Since its inception in 2017, the Sheriff's Community Oriented Response and Education (SCORE) unit has completed more than 50 large community presentations, such as the Civilian Response to Active Shooter Events classes, with proposed partner Con10gency providing the Stop the Bleed curriculum in some of those classes. SCORE deputies are experienced at presenting to large groups and developing hands-on scenarios that ensure real-world application of skills. Seven of the current members of SCORE are also TCOLE-certified (Texas Commission on Law Enforcement) instructors, meaning they have completed all required training and have at least two years of experience as a peace officer, and are capable of creating presentations on a variety of topics related to law enforcement and community engagement.

⁶ Centers for Disease Control. (2 March 2020). Risk and protective factors. Retrieved from <https://www.cdc.gov/violenceprevention/youthviolence/riskprotectivefactors.html>

Additionally, the BCSO seeks to grow partnerships with various community organizations, such as Girls Inc. of San Antonio. Girls Inc. is a non-profit dedicated to empowering all girls to be strong, smart, and bold. Their comprehensive approach to whole-girl development equips girls to navigate gender, economic, and social barriers to grow up healthy, educated, and independent. Girls Inc. emphasizes three elements for success: People – trained staff who build lasting, mentoring relationships; Environment – girls-only, physically and emotionally safe, with a sisterhood of support and mutual respect; and Programming – research-based, hands-on and minds-on, age appropriate curricula that meets the needs of today’s girls. As a community leader in youth development, Girls Inc. has developed partnerships, knowledge, and support to expand and serve girls who need it most – girls in low-income and under-resourced communities.

Capability Gaps

While the Bexar County Sheriff’s Office works to train community members how to react to an active shooter, that training does not currently delve into how to prevent the shooter from taking action. Ensuring that community members know how to react to an active shooter event is important; there is no way to stop all such events from occurring, and these trainings lead to saving as many lives as is possible. However, preventing these events would have saved 213 lives in the United States in 2018; 729 lives in 2017.⁷ At present, there are no known trainings in the Bexar County area – for law enforcement or civilians – aimed at preventing the mobilization to targeted violence or acts of terrorism. Additionally, though offering exceptional programming, community partners such as Girls, Inc. do not currently offer training for youth in recognizing recruitment to violence, signs of increasing radicalization, or what to do to prevent incidents of mass violence such as school shootings.

Program Design

Problem Statement

Bexar County, Texas has long been identified as a high risk for targeted violence and terroristic events. There remains a threat of terrorist activity due to the close proximity to the international border, the national standing as a desired tourism destination with highly-attended festivities, and the presence of multiple military installations. Additionally, Bexar County boasts a culturally diverse population, with members of various communities that have been identified by the Federal Bureau of Investigations (FBI) as potential risks for targeted violence. These factors lead to several ideal targets for persons wishing to commit violence against a specific community or more generalized terroristic activity.

These types of activities have already been seen within the region – instances involving package bombs at a mail distribution center; active shooters at Joint Base San Antonio-Lackland, a movie theater, and several malls; several thwarted potential school shootings; and suspicious persons entering the Bexar County Courthouse with unknown substances. An increase in hate crimes across the nation, incidents like those at the Pennsylvania synagogue, at Parkland High School, or, closer to Bexar County, the Sutherland Springs church demonstrate the necessity for

⁷ Federal Bureau of Investigations. (6 May 2020). Retrieved from <https://www.fbi.gov/about/partnerships/office-of-partner-engagement/active-shooter-incidents-graphics>

identifying potential threats before they mobilize to violence. While there are entities providing training on how to react and behave during an active shooter event, there is currently no known local training for how to prevent these incidents, how to identify someone who is increasing radicalization, or how to envelop youth and adolescents in positive factors to overcome any inherent risk factors towards radicalization.

Program Goals and Objectives

The goal of this program for the Bexar County Sheriff's Office and its proposed partners is to prevent acts of terrorism and targeted violence by raising awareness for law enforcement, engaging and educating the public, and giving youth the resilience capital necessary to negate the pull of radicalization. In order to accomplish this goal, the BCSO is facilitating a program titled "Project BRAVE" (Building Resilience and Awareness Via Education), in conjunction with proposed partners, that utilizes a three-pronged approach to preventing terrorism and acts of targeted violence. Project BRAVE will unite law enforcement and community partners and ensure a unified voice in the prevention of violence.

One objective of this project is to strengthen societal resistance against the drivers of violent extremism and ensure broad awareness of the threat of targeted violence and terrorism. Project BRAVE seeks to educate law enforcement, service providers, and members of the community on the warning signs of radicalization, the difference between criminal and non-criminal acts of preparation, and the resources available for community-based support for those with whom they come in contact. The BCSO has already contacted the Federal Law Enforcement Training Center (FLETC) to request a Terrorism Prevention trainer course, pending receipt of the grant, which will be opened to all law enforcement in the 13-county region of the Alamo Area Council of Governments. The BCSO will also host a minimum of twelve monthly trainings for community stakeholders and members of public each year, reaching approximately 30-40 persons per training. Proposed partner Con10gency will also co-facilitate some meetings, depending on the training topic addressed each month. Pre- and post-presentation surveys will be conducted to ensure actual awareness has been raised.

Additionally, the BCSO anticipates hosting an annual week-long terrorism prevention workshop for citizens, which will also be opened to law enforcement and service providers. Accommodating approximately 125 attendees at each workshop, there will be large-group sessions as well as smaller breakout sessions. Topics addressed will include, but not be limited to: identification of extremist groups and the ways in which people are radicalized or recruited to violence; signs of radicalization; CRASE training with Stop the Bleed; individual resiliency to stressors; community resources that help enhance individual protective factors against violence; and appropriate course of action when encountering someone who is mobilizing toward violence. These annual workshops seek to not only provide training but also encourage citizen engagement, while stressing the safety of those encountering persons mobilizing toward violence. Training will be provided by deputies from BCSO, as well as from partnering entities, and surveys will be conducted for each presentation, as well as questions regarding likelihood to engage with law enforcement regarding prevention of terrorist or targeted violence acts.

Finally, Project BRAVE intends to engage youth, particularly those at risk of recruitment or mobilization to radicalization and violence, to ensure increased social capital and promote leadership within those youths. Proposed community partners like Girls Inc. of San Antonio will work with approximately 200 at-risk youths, including current Bexar County Explorers, to

provide programming that focuses on leadership, self-value, community engagement, and other protective factors against violence. As part of Project BRAVE, partnering entities would build trusting mentoring relationships that envelop the youth with support to achieve healthy lives, succeed academically, and acquire the life skills needed to prepare them to be productive adult members of society. In conjunction with that training, BCSO deputies will provide the youths training on recognizing when peers are mobilizing to violence and the appropriate course of action for intervention while maintaining their own safety. Along with facilitator observation, surveys will be given to ascertain growth in resilience and participant feedback will be collected regarding the training and how to continuously improve.

A second objective of this project is to develop a prevention framework with proposed partners to enhance identification of and response to individuals at risk of mobilizing to violence. Project BRAVE will incorporate existing training curriculum from the Department of Homeland Security (DHS) into monthly trainings, which will enhance the ability of individuals to recognize signs of radicalization or mobilization to violence and, when safe to do so, take appropriate steps to engage with individuals in their social, family, or professional circles and provide them with assistance, refer them to local resources or services, or refer them to law enforcement if risk of imminent harm. These monthly trainings will include citizens, business owners, service providers, and other stakeholders and include information not only on how to act, but also on why it is important to act. These business owners and service providers will then be able to disperse this information to their employees or clientele, thus perpetuating the information in a force-multiplying manner. These trainings will be held at various locations throughout the county in an effort to reach all of Bexar County's diverse citizens, with hopes of reaching in the first year over 300 individuals who are representative of all of Bexar County's diverse citizens and business/service providers. The Bexar County Sheriff's Office will also mobilize its Community Liaison Officers to ensure that the multiple cultural groups within Bexar County, including those who remain frequent targets of hate crimes and violence in general, remain engaged in this effort.

Logic Model

Theory of Change: If there is an increase in awareness within law enforcement and the general community surrounding radicalization and mobilization to violence, then incidents involving terrorist activities or targeted violence can be prevented. If there is an increase in community engagement, there will be more contacts with law enforcement and more opportunities to intervene before a person mobilizes to violence. If youths are enveloped in protective factors with trusting mentorships, they will be less likely to mobilize to violence.

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES/ RESULTS	OUTCOME INDICATORS
*Registration costs for training *Location	*Secure academic and scenario-based instruction through FLETC	*40 officers and services providers trained *1600 hours of training provided	Increased knowledge of warning signs, extremism, available resources, etc.	Higher scores from pre- to post-test on provided knowledge surveys for at least 90% of participants
*Research-based curricula *Supplies for scenarios *Location *2 deputies *Contracted presenters	*Provide academic and scenario-based training to community members	*22 trainings hosted *1,320 hours of training provided *650 attendees	*Increased knowledge of various prevention-related topics *Increased likelihood to engage w/LE	Higher scores from pre- to post-test on provided knowledge surveys for at least 90% of participants
*Research-based curricula *Trg manuals, certificates *Location *7 deputies *Contracted presenters	*Provide academic and scenario-based instruction *Engage citizens w/LE & service providers	*2 workshops *10,000 hours of training provided *250 attendees of attendees	*Increased knowledge of various prevention-related topics *Increased likelihood to engage with LE/service providers	* Higher scores from pre- to post-test for at least 90% of participants * Higher scores on engagement survey for at least 90% of participants
*Mentorship *Leadership curricula *Resilience training *Intentional programming *Interactive activities *Positive exposure to law enforcement	*Academic enrichment *Life Skills instruction *School violence prevention training *Leadership training	*200 youths served *16,800 hours of service *4 services provided	*Increased knowledge of importance & applicability of life skills *Improved persistence and resistance skills *Increased knowledge of dangers of unhealthy choices	*Sets personal, education, and career goals (survey, Excel Beyond the Bell) *Improved or maintained academic performance *Improved self-control and emotional control (facilitator observation) *Increased ability to use life skills (survey)

Organization and Key Personnel

Older than the Declaration of Independence, the Bexar County Sheriff’s Office was originally founded in 1731. Though the organization has changed dramatically over time, the

mission remains: safeguarding the lives, rights, and property of all people and to improve public safety by reducing the impact of crime through continued partnerships within the community. Under the leadership of **Sheriff Javier Salazar**, who was sworn into office on January 1, 2017, the Bexar County Sheriff's Office employs approximately 1,500 sworn full-time and part-time personnel. Of those, about 650 are assigned to patrol, investigative, or strategic operations. This makes the Bexar County Sheriff's Office the 11th largest in the country, with an annual budget of \$135 million.

Upon taking office, Sheriff Salazar quickly established a unit that would be responsible for Community Policing activities, the **Sheriff's Community Oriented Response and Education (SCORE) unit**. Consisting of twelve deputies, and one sergeant, all of whom were selected because they have shown an interest in and proclivity toward community policing, the SCORE unit has been responsible for working with citizens and stakeholders on ways to reduce and prevent a variety of crimes through public education for the last three years. In addition to facilitating the Explorer Program for youth interested in law enforcement and leadership opportunities, the SCORE unit currently conducts the Bexar County Citizens' Police Academy, which provides members of the community with a better understanding of law enforcement and allows members to participate in a patrol ride along, firearms, and defensive training. SCORE is also responsible for organizing and facilitating the Business Gold Badge program, the Volunteer Corps (V-Corps), and the Cellular on Patrol (COP). With seven TCOLE-licensed instructors, the SCORE unit has successfully completed about 50 presentations on CRASE information, "Stop the Bleed", and other important information for the community, reaching almost 2,000 of Bexar County's citizens and community stakeholders. The SCORE unit will be responsible for providing much of the law enforcement aspect of training funded by this grant program and for coordinating the week-long annual terrorism prevention workshops.

BCSO Deputy Samantha Wohler is the grant coordinator for the Bexar County Sheriff's Office. Deputy Wohler has been with the Sheriff's Office for over two years and has prior grant experience with the San Antonio Police Department's Research and Planning Unit, where her grant program requests generated over \$5.5 million. While at BCSO, Deputy Wohler has successfully reorganized the grant program – expanding programming, ensuring that all grants are operating within program regulations, and submitting all reports in a timely manner. She currently oversees approximately a dozen grant programs, totaling almost \$2 million with an additional \$1.2 million granted and pending program initiation.

Founded in 2004 as an affiliate of the National Girls Incorporated organization, **Girls Inc. of San Antonio** offers high-quality in- and out-of-school programs for girls ages 6-18 throughout Bexar County. In conjunction with the National office and more than 80 other local affiliates, Girls Inc. of San Antonio incorporates national, research-based best practices into all curricula that is developed and delivered by trained professionals. Taking place after school, on weekends, school holidays, and summer breaks, programs provide access to information, STEM-based programming, resources, positive female role models, and a curriculum that confronts the serious needs of girls while building knowledge, skills, and attitudes that enable girls to become healthy, educated, and independent. Girls Inc. is committed to advancing the rights and opportunities for girls and young women, with a focus on the needs of girls from low-income communities and girls who face multiple, intersectional challenges. Informed by the voices of girls themselves, Girls Inc. advocates to break through the barriers girls face and to reform the systems that impede their success.

All financial progress toward the grant will be monitored independently by the County Auditor's office. Deputy Wohler will be responsible for grant management and coordination between the Sheriff's Office, the County Grant Compliance Coordinator, and the Auditor's Office. Deputy Wohler will also be responsible for tracking progress of contracted personnel to ensure proper usage of funding and progressive action steps toward stated goals.

Sustainability

This program is designed to be a pilot program for community training, civic engagement, and youth resilience programs – and, more specifically, the interconnectedness between them that binds these programs into an over-arching local framework. Law enforcement cannot monitor everyone, everywhere, at all times. They need assistance from the public, from community stakeholders, from the students in schools. With active civic engagement from adults and youths, law enforcement and service providers can work together to prevent the large-scale attacks seen in recent years. To that end, much of the training requested in this grant application involves train-the-trainer scenarios which will allow not only the Bexar County Sheriff's Office, but also other local law enforcement to continue training their citizens, service providers, and community stakeholders at little or no cost to the agencies.

In expanding current community partnerships, the BCSO and its proposed partners are in agreement as to the absolute necessity for programming such as that which can be offered through this funding opportunity. The costs which cannot be absorbed into existing general budgets will require pursuing future funding opportunities. Both the BCSO and its proposed partners are committed to utilizing multiple fundraising avenues, to include future grant applications and fundraisers, to sustain this program beyond the years of this initial grant opportunity if the data suggests, as predicted, that this is a successful program.

Budget Narrative and Detail

A. Personnel (Training and Awareness Raising):

Much of the community training for the Building Resistance and Awareness Via Education ("BRAVE") Program will be provided by the Sheriff's Office, minimizing costs for providing that training. The Sheriff's Office does not anticipate hiring new personnel to achieve its goals; however, overtime may be necessary.

- **Overtime for Off-duty Presentations.** The BCSO anticipates conducting 2-hr blocks of community training multiple times during the year, a minimum of 12 trainings – some of which will necessarily occur after "normal business hours" to accommodate those who need training on evenings and weekends. Additionally, BCSO deputies will be participating in some weekend events/trainings as part of this program. There is a projected 3% COLA for Year 2.

Year 1 Overtime – \$4,800 (100 hrs @ \$48/hr)

Year 2 Overtime – \$7,350 (150 hrs @ \$49/hr)

Total projected cost for Personnel over the two-year period of the grant is \$12,150.

B. Fringe Benefits:

No Fringe Benefits costs are anticipated under this program

C. Travel:

- **FLETC Training (Terrorism Prevention Trainer Course) – \$1,908.50** (*Training and Awareness Raising*)

Airfare: \$500

Lodging: \$127/night x 6 nights = \$762

Per Diem: \$61/day x 5 days + \$45.75 x 2 travel days = \$396.50

Ground Transportation: \$250

- **Project Bold Training (Girls, Inc. Youth Resilience & Awareness Raising Train-the-Trainer) – \$1,908.50** (*Training and Awareness Raising*)

Airfare: \$500

Lodging: \$127/night x 6 nights = \$762

Per Diem: \$61/day x 5 days + \$45.75 x 2 travel days = \$396.50

Ground Transportation: \$250

- **Local Mileage – \$1,400.** This mileage reimbursement will be for facilitators needing to travel between various schools and other locations to conduct youth leadership training, mentorship, and resiliency training. (*Youth Resilience Program*)

Total projected cost for Travel & Training over the two-year period of the grant is \$5,217.

D. Equipment:

No Equipment costs are anticipated under this program

E. Supplies:

- **Supplies for youth resilience activities – \$4,000.** These supplies include journals, pencils, paper, poster board, markers, flip charts, paint, and other supplies to facilitate resilience activities (*Youth Resilience Program*)
- **Printing/binding of 250 Training Manuals – \$3,975.** All participants of the annual workshop will be provided training manuals. Estimated 50 pages ea. for 125 attendees/yr. Cost per manual, \$15.90 ea. (*Training and Awareness Raising/Civic Engagement*)
- **18 packs of Certificate paper - \$119.** For printing completion certificates for annual workshop presentations for 125 attendees/yr. Cost per pack of 15, \$6.59 ea. (*Training and Awareness Raising/Civic Engagement*)
- **2 complete trauma training kits + re-stock - \$1,500.** Training kits will be used to complete all hands-on bystander training. (*Bystander Training*)
- **250 Tourniquets - \$7,500.** Tourniquets will be provided to all participants of the annual workshop to complete training. Cost per tourniquet, \$30 ea. (*Bystander Training*)

Total projected cost for Supplies over the two-year period of the grant is \$17,094.

F. Construction:

No Construction is anticipated under this program

G. Consultants/Contracts:

- **Girls, Inc. facilitators – \$46,368.** Two p/t facilitators for youth resilience activities. 30 hrs/week. Year 1 is pro-rated to 20 weeks due to uncertainty related to Coronavirus and school breaks in 2020-2021 school year. Cost per facilitator, \$12/hr + FICA/unemployment (\$13.80/hr). (*Youth Resilience Program*)
- **XX facilitator – \$23,184.** One p/t facilitator for youth resilience activities. 30 hrs/week. Year 1 is pro-rated to 20 weeks due to uncertainty related to Coronavirus and school breaks in 2020-2021 school year. Cost per facilitator, \$12/hr + FICA/unemployment (\$13.80/hr). (*Youth Resilience Program*)
- **Con10gency Consulting – \$30,000.** One lead trainer and one assistant facilitator for law enforcement and community awareness training to enhance identification of individuals mobilizing toward violence and bystander training “Stop the Bleed”. 60 hrs/year. Cost per facilitator, \$150/hr; assistant facilitator, \$100/hr. (*Training and Awareness Raising; Bystander Training*)
- **PRO Wellness – \$1,600.** Two facilitators for community resilience training. 8 hrs/year. Cost per facilitator, \$50. (*Civic Engagement*)

Total projected cost for Contracts over the two-year period of the grant is \$101,152.

H. Other Costs:

- **FLETC TVTP Trainer Course – \$40,000.** This will cover the anticipated cost of registration for 40 regional law enforcement officers to attend a FLETC Targeted Violence and Terrorism Prevention train-the-trainer program, locally with a FLETC instructor. Cost per registration, \$1,000 per person. (*Training and Awareness Raising*)

Total projected cost for Contracts over the two-year period of the grant is \$40,000.

I. Indirect Costs:

No Indirect costs are anticipated under this program.

Budget Category	Federal Request
Personnel	\$12,150
Fringe Benefits	\$0
Travel	\$4,729
Supplies	\$17,094
Contractual	\$101,152
Other	\$40,000
<i>Total Direct Costs</i>	\$175,613
Indirect Costs	\$0
TOTAL PROJECT COSTS	\$175,613

**BUDGET SUMMARY AND BUDGET NARRATIVE
FOR BEXAR COUNTY SHERIFF’S OFFICE
FY 2020 TARGETED VIOLENCE AND TERRORISM PREVENTION GRANT
(Based on a 24 month budget period)**

Budget Narrative:

A. Personnel:

Much of the community training for the Building Resistance and Awareness Via Education (“BRAVE”) Program will be provided by the Sheriff’s Office, minimizing costs for providing that training. The Sheriff’s Office does not anticipate hiring new personnel to achieve its goals; however, overtime may be necessary.

Overtime for Off-duty Presentations. The BCSO anticipates conducting 2-hr blocks of community training multiple times during the year, a minimum of 12 trainings – some of which will necessarily occur after “normal business hours” to accommodate those who need training on evenings and weekends. Additionally, BCSO deputies will be participating in some weekend events/trainings as part of this program. There is a projected 3% COLA for Year 2.

Year 1 Overtime – \$4,800 (100 hrs @ \$48/hr)

Year 2 Overtime – \$7,350 (150 hrs @ \$49/hr)

Total projected cost for Personnel over the two-year period of the grant is \$12,150.

B. Fringe Benefits:

No Fringe Benefits costs are anticipated under this program

C. Travel:

FLETC Training (Terrorism Prevention Trainer Course) – \$1,908.50

Airfare: \$500

Lodging: \$127/night x 6 nights = \$762

Per Diem: \$61/day x 5 days + \$45.75 x 2 travel days = \$396.50

Ground Transportation: \$250

Project Bold Training (Girls, Inc. Youth Resilience Train-the-Trainer) – \$1,908.50

Airfare: \$500

Lodging: \$127/night x 6 nights = \$762

Per Diem: \$61/day x 5 days + \$45.75 x 2 travel days = \$396.50

Ground Transportation: \$250

Local Mileage – \$1,400. This mileage reimbursement will be for facilitators needing to travel between various schools and other locations to conduct youth leadership training, mentorship, and resiliency training.

Total projected cost for Travel & Training over the two-year period of the grant is \$5,217.

D. Equipment:

No Equipment costs are anticipated under this program

E. Supplies:

Supplies for youth resilience activities – \$4,000. These supplies include journals, pencils, paper, poster board, markers, flip charts, paint, and other supplies to facilitate resilience activities

Printing/binding of 250 Training Manuals – \$3,975. All participants of the annual workshop will be provided training manuals. Estimated 50 pages ea. for 125 participants/yr. Cost per manual, \$15.90 ea.

18 packs of Certificate paper - \$119. For printing completion certificates for annual workshop presentations for 125 participants/yr. Cost per pack of 15, \$6.59 ea.

2 complete trauma training kits + re-stock - \$1,500. Training kits will be used to complete “Stop the Bleed” and all other hands-on bystander training.

250 Tourniquets - \$7,500. Tourniquets will be provided to all participants of the annual workshop to complete Stop the Bleed training. Cost per tourniquet, \$30 ea.

Total projected cost for Supplies over the two-year period of the grant is \$17,094.

F. Construction:

No Construction is anticipated under this program

G. Consultants/Contracts:

Girls, Inc. facilitators – \$46,368. Two p/t facilitators for youth resilience activities. 30 hrs/week. Year 1 is pro-rated to 20 weeks due to uncertainty related to Coronavirus and school breaks in 2020-2021 school year. Cost per facilitator, \$12/hr + FICA/unemployment (\$13.80/hr).

XX facilitators – \$23,184. One p/t facilitator for youth resilience activities. 30 hrs/week. Year 1 is pro-rated to 20 weeks due to uncertainty related to Coronavirus and school breaks in 2020-2021 school year. Cost per facilitator, \$12/hr + FICA/unemployment (\$13.80/hr).

Con10gency Consulting – \$30,000. One lead trainer and one assistant facilitator for law enforcement and community awareness training to enhance identification of individuals mobilizing toward violence and bystander training “Stop the Bleed”. 60 hrs/year. Cost per facilitator, \$150/hr; assistant facilitator, \$100/hr.

PRO Wellness – \$1,600. Two facilitators for community resilience training. 8 hrs/year. Cost per facilitator, \$50.

Total projected cost for Contracts over the two-year period of the grant is \$101,152.

H. Other Costs:

FLETC TVTP Trainer Course – \$40,000. This will cover the anticipated cost of registration for 40 regional law enforcement officers to attend a FLETC Targeted Violence and Terrorism Prevention train-the-trainer program, locally with a FLETC instructor. Cost per registration, \$1,000 per person.

Total projected cost for Contracts over the two-year period of the grant is \$40,000.

I. Indirect Costs:

No Indirect costs are anticipated under this program.

Budget Summary:

Item	Unit Cost	Year 1 – Federal Request	Year 2 – Federal Request	TOTAL
<i>PERSONNEL</i>				
Overtime for BCSO Deputies – 250 hrs	\$48/hr avg	\$4,800	\$7,350	\$12,150
Total Personnel		\$4,800	\$7,350	\$12,150
Total Fringe Benefits		\$0.00	\$0.00	\$0.00
<i>TRAVEL</i>				
Airfare	\$500/ticket	\$1,000		\$1,000
Lodging – 5 nights * 2 ppl	\$127/night	\$1,524		\$1,524
Per Diem – 5 days, 2 travel days * 2 ppl	\$61/day	\$793		\$793
Ground Transportation		\$1,200	\$700	\$1,900
Total Travel & Training		\$0.00	\$0.00	\$4,729
Total Equipment		\$0.00	\$0.00	\$0.00
<i>SUPPLIES</i>				
Supplies for youth resilience activities (journals, paint, paper, poster board, markers, etc.)		\$2,000	\$2,000	\$4,000
Presentation printing/binding for annual workshop	\$15.90 ea.	\$1,988	\$1,988	\$3,975
9 packs/yr of Certificate Paper for annual workshop completion certificates	\$6.95 ea.	\$59	\$59	\$119
2 complete trauma training kits plus re-stock for hands- on bystander training		\$750	\$750	\$1,500
Tourniquets for annual workshop participants for Stop the Bleed training	\$30 ea.	\$3,750	\$3,750	\$7,500
Total Supplies		\$8,547	\$8,547	\$17,094
Total Construction		\$0.00	\$0.00	\$0.00

<i>CONTRACTS</i>				
Girls Inc. - 2 Facilitator for youth resilience activities	\$12/hr + FICA/une.	\$16,560	\$29,808	\$46,468
XX Community Partner for youth resilience activities	\$12/hr + FICA/une.	\$8,280	\$14,904	\$23,184
Con10gency Consulting – trainer and assistant facilitator, 60 hrs/yr	\$150/hr + \$100/hr	\$15,000	\$15,000	\$30,000
PRO Wellness – 2 resilience training facilitators, 8 hrs/yr	\$50/hr	\$800	\$800	\$1,600
Total Consultant/Contract		\$40,640	\$60,512	\$101,152
<i>OTHER COSTS</i>				
Reg. for FLETC TVTP Trainer Course for 40 persons	\$1000 ea.	\$40,000		\$40,000
Total Other Costs		\$40,000	\$0.00	\$40,000
Total Indirect Costs		\$0.00	\$0.00	\$0.00
TOTAL FUNDING REQUESTED		\$98,504	\$77,109	\$175,613

FEDERAL REQUEST	TOTAL Budget	Year 1	Year 2
PERSONNEL			
Overtime for after-hours programs (250 hrs @ \$48)	\$ 12,150	\$ 4,800	\$ 7,350
TRAVEL & TRAINING			
Airfare (\$500 per ticket)	\$ 1,000	\$ 1,000	\$ -
Lodging (GSA rate \$127 per night * 5 nights * 2 people)	\$ 1,524	\$ 1,524	\$ -
Per Diem (GSA rate \$61/day * 5 days + \$45.75/day * 2 travel days * 2 people)	\$ 793	\$ 793	\$ -
Ground Transportation (vehicle rental, mileage for facilitators)	\$ 1,900	\$ 1,200	\$ 700
TOTAL	\$ 5,217	\$ 4,517	\$ 700
SUPPLIES			
Supplies for youth resilience activities (journals, paint, paper, poster board, markers, flip charts, pencils, etc.)	\$ 4,000	\$ 2,000	\$ 2,000
250 Presentation printing/binding for annual workshop @ 15.90 ea.	\$ 3,975	\$ 1,988	\$ 1,988
9 packs/yr of Certificate Paper for annual workshop completion certificates @ \$6.59 ea.	\$ 119	\$ 59	\$ 59
2 complete trauma training kits plus re-stock for hands-on bystander training	\$ 1,500	\$ 750	\$ 750
250 Tourniquets for annual workshop participants for Stop the Bleed training @ 30 ea.	\$ 7,500	\$ 3,750	\$ 3,750
TOTAL	\$ 17,094	\$ 8,547	\$ 8,547
CONSULTANTS/CONTRACTS			
Girls Inc. - 100 % PT Facilitator, 30 hrs/week @ \$12/hr + FICA/unemployment (x2 facilitators)	\$ 46,368	\$ 16,560	\$ 29,808
XX - 100% PT Facilitator, 30 hrs/week @ \$12/hr + FICA/unemployment	\$ 23,184	\$ 8,280	\$ 14,904
Con10gency Consulting - Trainer, 60 hrs/yr @ \$150/hr + assistant facilitator @ \$100/hr	\$ 30,000	\$ 15,000	\$ 15,000
PRO Wellness - Resilience training facilitators, 8 hrs/yr @ \$50/hr (x2 facilitators)	\$ 1,600	\$ 800	\$ 800
TOTAL	\$ 101,152	\$ 40,640	\$ 60,512
OTHER COSTS			

Registration for FLETC TVTP Trainer Course - 40

Attendees @ \$1,000/person

	\$	40,000	\$	40,000	\$	-
TOTAL	\$	175,613	\$	98,504	\$	77,109

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.

Organization Name	Bexar County Sheriff's Office
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Project Title	Project BRAVE (Building Resilience and Awareness Via Education)
Grant Number	
Grant Implementation Period:	Project Goal Statement October 2020 – September 2022
Reporting Period:	Application
<p>The goal of this program for the Bexar County Sheriff's Office and its proposed partners is to prevent acts of terrorism and targeted violence by raising awareness for law enforcement, engaging and educating the public, and giving youth the resilience capital necessary to negate the pull of radicalization.</p>	
<hr/> Target Population <hr/>	
<p><i>[Please include an estimated size and demographic breakdown of expected and/or served program beneficiaries]</i></p>	
<p>The Bexar County Sheriff's Office anticipates educating a total of approximately 80 peace officers through a Terrorism Prevention Trainer Course presented by FLETC (40 peace officers), as well as through the annual week-long terrorism prevention workshops (20 peace officers each). However, those officers are expected to then provide training to additional regional officers (though those numbers will not be tracked). Additionally, the BCSO expects to educate and engage an additional 660 community members through monthly trainings, with an additional 250 attending the annual week-long workshops. It is expected that those citizens will be reflective of Bexar County's population and demographic composition. Finally, through the Bexar County Explorer program and community partnerships, Project BRAVE will reach out to over 200 community youths, including 100 current Explorer</p>	

members, to provide youth resilience programs. The specific focus will be on predominantly low-income middle- and high-school students who may have multiple risk factors for radicalization or mobilization to violence.

OUTCOME 1: *Increased knowledge of extremism, recruitment efforts, warning signs of radicalization, available resources, etc.*

Mid-Term Outcome 1.1: At least 90% of 300 anticipated participants show increased knowledge on listed items

Mid-Term Outcome 1.2: 95% of officers show increased knowledge after FLETC training

OUTCOME 1 IMPLEMENTATION PLAN

Activity	Inputs/Resources	Time Frame	Anticipated Outputs	Progress Reporting (Complete for Progress Report Only)
<i>Provide academic and scenario-based training to community members</i>	<i>Research-based curricula, supplies for scenarios, location for training, 2 deputies per training, contracted presenters</i>	<i>Dec 2020-Sept 2022</i>	<i>*22 trainings hosted *2hours of training provided ea. *660 attendees</i>	
<i>Secure academic and scenario-based instruction through FLETC</i>	<i>Registration costs for training, location for class</i>	<i>Spring 2021</i>	<i>*40 officers/service providers trained *40 hours provided ea.</i>	
<i>Provide academic and scenario-based training to law enforcement, service providers, and community members</i>	<i>Research-based curricula, supplies for scenarios, training manuals, certificates, 7 deputies, contracted presenters</i>	<i>Summer 2021 & Summer 2022</i>	<i>*2 workshops hosted *40 hours of training provided ea. *250 attendees</i>	

OUTCOME 1 MEASUREMENT PLAN

Outcome Indicator(s)	Data Collection Method and Timeframe	Results <i>(Complete for Progress Report Only)</i>
Higher scores from pre- to post-test on provided knowledge surveys	In-session surveys at each training session; anticipated time for collection: 10 minutes per session; anticipated time for data analysis: 30 minutes per session	

OUTCOME 2: Increased community engagement/likelihood to engage with law enforcement

Mid-Term Outcome 2.1: At least 90% of 125 anticipated participants show increased likelihood for community engagement on surveys

OUTCOME 2 IMPLEMENTATION PLAN

Activity	Inputs/Resources	Time Frame	Anticipated Outputs	Progress Reporting (Complete for Progress Report Only)
<i>Engage community members with law enforcement, provide education, and resilience</i>	<i>Training manuals, 7 deputies, contracted presenters & local service providers</i>	<i>Summer 2021 & Summer 2022</i>	<i>*2 workshops hosted *40 hours of training/engagement provided ea. *250 attendees</i>	

OUTCOME 2 MEASUREMENT PLAN

Outcome Indicator(s)	Data Collection Method and Timeframe	Results (Complete for Progress Report Only)
Higher scores from pre- to post-test on provided knowledge surveys	In-session surveys at each training session; anticipated time for collection: 10 minutes per session; anticipated time for data analysis: 30 minutes per session	

OUTCOME 3: Increased youth resilience to violence through enhanced protective factors

Mid-Term Outcome 3.1: At least 75% participants have made progress towards personal, educational, and career goals

Mid-Term Outcome 3.2: At least 75% of participants show improved or maintained academic performance

OUTCOME 3 IMPLEMENTATION PLAN

Activity	Inputs/Resources	Time Frame	Anticipated Outputs	Progress Reporting (Complete for Progress Report Only)
<i>Provide resilience and mentoring to at-risk middle-school youth during out-of-school time, working directly with school districts in under-served communities</i>	<i>Research-based curricula, field experts to serve as mentors, supplies, 2 deputies for school violence prevention, contracted service providers</i>	<i>2020-21 Academic School Year and 2021-22 Academic School Year</i>	<i>*2 weekly after-school session for 20 weeks, 1 for boys, 1 for girls (40 total hours) *1 monthly out-of-school time mentoring session for girls for 6 months (24 total hours) *84 hours of mentoring and programming provided per academic year ea. *100 youth participants</i>	
<i>Provide mentoring and leadership training to high school youth, including Explorer Program participants, during in and out-of-school time in under-resourced communities</i>	<i>Research-based curricula, field experts to serve as mentors, supplies, 2 deputies for school violence prevention, contracted service providers</i>	<i>2020-21 Academic School Year and 2021-22 Academic School Year</i>	<i>*1 weekly in or out-of-school session for 20 weeks (40 total hours) *1 monthly out-of-school leadership sessions for girls for 6 months (24 total hours) *84 total hours *100 youth participants</i>	

OUTCOME 3 MEASUREMENT PLAN

Outcome Indicator(s)	Data Collection Method and Timeframe	Results <i>(Complete for Progress Report Only)</i>
<p>Middle School youth will demonstrate knowledge of increased life skills needed to achieve healthy lives, academic success, and a safe environment</p>	<p>Online program completion surveys at the end of each academic year; Indicators drawn from the Excel Beyond the Bell Scorecard, data tracked and compiled annually from youth student ID numbers</p>	
<p>High School youth will demonstrate knowledge of increased life skills needed to achieve healthy lives, academic success, and a safe environment, as well as increased leadership skills.</p>	<p>Online program completion surveys at the end of each academic year; Indicators drawn from the Excel Beyond the Bell Scorecard, data tracked and compiled annually from youth student ID numbers; HS youth will develop and provide instruction – (6) youth-led 30-minute training sessions each academic year, 12 total</p>	

APPENDIX A: RISK MANAGEMENT PLAN

The following risk assessment chart is designed to assist in the identification of potential occurrences that would impact achieving project objectives, primarily those originating externally and that are outside of the organization’s control. Risks could include, but are not limited to: economic, social, or political changes; changes to planned partnerships; legal or compliance changes; or other risks unique to this project. Use the chart below to identify these risks; add additional rows if necessary.

Risk Identified	Likelihood of Risk Occurring (low/medium/high)	Risk Analysis (brief assessment of the impact the identified risk could/would have on the project)	Risk Management Plan (plan to minimize the impact that the risk presents to the project and adjustments to be made if the risk transpires)
COVID-19 or similar global pandemic	Medium-High	*Failure to complete scenario-based training or in-person community engagement *Delay in provision of in-person resilience and mentoring services to youth based on school response to COVID-19	*Switch to online and virtual platforms *Off-site, smaller group meetings and activities
Changes to local/departmental leadership	Medium	*New administration may have different priorities	*Consistency in grant personnel can mitigate any priority changes by assuring adherence to grant requirements

PROFILE

Outcomes Driven Executive with twenty plus years of progressive philanthropic, development and management experience. A self-directed and process-oriented dynamic senior executive with extensive background working with volunteers and directing various functions related to local and national non-profit organizations. Proven record of accomplishment in meeting grant and special event fundraising goals. Expert knowledge in the creation and implementation of volunteer programs both at the local and national levels. Outstanding relationship builder; skilled at quickly cultivating strong relationships with key community and nonprofit partners. Ability to gain and maintain the trust and respect of executives, volunteers, and community stakeholders.

KEY QUALIFICATIONS

Nonprofit Management	Program Development / Implementation	Research and Outcomes
Community / Strategic Partnerships	Communication Strategies and Public Relations	Strategic Planning
Fundraising / Corporate Sponsorships	Grant Writing / Grant Management	
Budget Development / Financial Analysis	Quality Assurance and Performance Management	

PROFESSIONAL EXPERIENCE

2014 – Present President/CEO, Girls Inc. of San Antonio

Responsible for the entire operational structure of the organization including strategic planning, staffing, budget development and oversight, quality assurance and performance, fundraising, grant writing, grants management, public relations, community awareness and community partnerships. Provided leadership, guidance and support to Girls Inc. of San Antonio Board of Directors, national representatives and staff. Oversee the implementation of the strategic objectives as well as day-to-day activities of Girl's Inc. programs and partnerships. Executes Strategic Planning activities to meet annual fiscal and programmatic goals. Activities can include but not limited to grant writing, implementation of fee for service programs and fundraising events

Selected Achievements:

- Skilled in generating stakeholder engagement through cultivating deep relationships, **in 2018, I was honored to be selected as the Nonprofit Senior Executive of the Year by the San Antonio Business Journal.**
- Works collaboratively with the Board of Directors providing support for board activities and providing leadership in strategic discussions to include matters on governance, mission, fund development and strategy. **Within 3 years, board turn-over was significantly reduced, and board recruitment grew from a seasonal activity to a year-round process.**
- Generates revenue by creating new opportunities and raise funds from current and new funding streams to include foundations, corporate and individual donors. **Grew revenue by 107% in 3 years.**
- Represents the agency and serves as liaison between Girls Inc. and community partners; attending community meetings and maintaining contact with key stakeholders and funders.
- Worked with area donors to establish a local college scholarship. **Since 2014, girls have received \$35,000 toward higher education.**
- Seeks community partnerships to expand/enhance programs and maintains relationships by delivering high quality services and results. Seeks community speaking engagements to bring awareness and familiarity about Girls Inc. to the public. **In 2016, Girls Inc. of San Antonio was selected as the Small Nonprofit of the Year by the San Antonio Business Journal.**
- Launched an aggressive growth campaign for Girls Inc. of San Antonio, focusing on serving girls in direct and comprehensive ways. Currently, **47% of girls participate in two or more programs each year.**
- **Grew school-based programs by 50%.** Negotiated long-term partnerships with school districts, community organizations and professional volunteer groups to expand service delivery.
- **Recognized as a prominent national affiliate;** Girls Inc. National has on several occasions turned to Girls Inc. of San Antonio to provide Pilot Program Sites for national strategic programs including Bold Futures Mentoring Project and Google Made w/ Code.
- Built and maintained collaborative partnerships that strengthened program and community through combined efforts in service delivery, grant writing and program development. **Actively participates as a member of several community initiatives, collaborations, coalitions and task forces.**

Selected Achievements:

- **Responsible for securing 55%** of the organizations operating budget of \$1.2 million through corporations, grants, foundations and trusts.
- **Lead all fundraising initiatives**, including foundation, corporate, governmental, and individual funding. Increased revenue 20% within 32 months.
- Created **funding dashboard** to track income benchmarks and keep the board informed of fundraising progress.
- Secured the agency's **largest grant**, \$140,000, from the Texas Veterans Commission.
- **National speaker**; topics include, marketing, engaging community partners, and program outcomes.
- Led team to review, analyze, and update organizational by-laws; **created new board committee volunteer positions**, and organized board strategic planning session.
- Proactively revised the **recruitment and application process** for the agency's volunteer-led board of directors.
- Successful relationship building strategies led to **eleven consecutive months of increased in-kind donations**.
- **Secured new dollars** from individuals and foundations, including Harvey E. Najim Foundation, Silver Eagle Distributors, Humana Military, USAA Federal Savings Bank, Randolph Brooks Federal Credit Union, Texas Cavaliers Charitable Foundation, and Sundt Foundation.
- Implemented **"MENDay" mission events** to introduce community members to the agency's vision, goals and objectives.
- **Surpassed individual, board, corporate, and foundation fundraising goals** in 2011, 2012, and 2013.
- Coordination of **"friend-raising" events**; warehouse and holiday open-house events. Each event has provided opportunities for increased corporate engagement and has introduced Project MEND to hundreds of community members.
- **Developed agency volunteer program** through implementation of industry best practices including design, infrastructure, policies, training, measurement, recognition, and impact.
- Leverage technology to increase the agency's social media exposure and implemented e-newsletters; **grew the organization's contact list 250%**.
- Public relations representative; responsible for **media relations**, outreach initiatives, networking, and community presentations.
- **Brand awareness campaign** for the agency's 20th anniversary, including new logo, mascot, and outreach events.

Selected Achievements:

- **Supervised department of nine**, including finance, human resources, office management, and shop personnel.
- Staff liaison to board of directors for finance committee, investment committee, risk management committee, program review committee, **strategic planning "gap" teams**, and other task groups.
- Partnered with fund development in creating, researching, writing and submitting foundation proposals and grant applications to **secure more than \$800,000 in restricted and unrestricted income**.
- Responsible for the **collection, development and analysis of outcome measurements** for use in United Way and grant reporting; instrumental in avoiding a 5% funding reduction from United Way through the implementation and confident analysis of pre-and post-outcome surveys.
- Oversee maintenance of all insurance and risk management issues, insurance coverage including property, liability, and human resources statutory and non-statutory benefits. **Detailed management led to a \$24,000 savings in insurance premiums**.
- **Serve as a staff advisor to the CEO, Board of Directors, and Executive Team** on all matters pertaining to finance and risk management strategies, decisions, and functions to facilitate achievement of organizational goals.
- Through continuing staff development and training **staff turn-over rate was cut by 25%**.
- **Led the growth in community partnerships** through building collaborative relationships with school districts, agencies, faith agencies, and businesses to ensure support of the organizations efforts.
- Utilize wide experience in generating proposals, reports and statistical analyses that contribute toward ensuring that **projects are delivered on time and are executed within budget**.

Selected Achievements:

- Staff executive and budget manager for fifteen-member Girl and Volunteer Services Department, providing **direct service to adult volunteers** through training, resource development, and recognition and supervision of girl participation options for more than 21,000 members.
- **Oversight of the largest girl program**, managed by the Product Sales Department, generating gross sales of \$5,015,000; more than 60% of the agency's operating expenses.
- Member of the management team with **shared oversight of a \$7 million budget** and direct oversight of department budgets more than \$450,000.
- Accountable for the development, management and maintenance of the volunteer education program consisting of leadership courses, outdoor education, first aid/CPR, and enrichment activities; **in eight years, the availability of volunteer learning opportunities increased 300%**.
- Supervision of three program managers that plan and implement over 250 council supported programs per year, for girls in all grade levels; in eight years, the availability of program events for girls throughout the council increased 80%.
- Supported and **supervised the agency's largest membership program**; Girl Scouting within the public-school system; representing 20% of the council's membership.
- Responsible for securing over \$300,000 in restricted income through city, state, and national grant applications.
- Supported and **supervised the council's marketing and public relations efforts**, including the council web site and internal publications reaching more than 24,000 stakeholders.

Selected Achievements:

- Accountable for the development, management and maintenance of **volunteer education curriculum** consisting of 40 courses serving over 7000 volunteers.
- Responsible for the collection, development and **analysis of volunteer training evaluation methods** and statistics.
- Develop course materials utilizing the **Experiential Learning Cycle** to ensure that all participant learning styles are addressed.

EARLY CAREER

EDUCATION

- Adult Education Coursework (Doctorate level), 1998-2000, University of Missouri - St. Louis
- M.A. in Education Administration, University of Texas at Austin
- B.A. in Political Science/Communications, University of Oklahoma

CONTINUING EDUCATION/TRAINING – abbreviated list

- Leadership San Antonio Class 44, 2019
- Executive Leadership Management Training with Girls Inc. National, 2015
- San Antonio Women's Chamber Leadership Training, 2015
- City South Leadership Academy, 2013 - 2014

NATIONAL VOLUNTEER PROGRAM EXPERIENCE

- Developed outcome measurements and volunteer training programs for Girl Scouts of the U.S.A. Materials were implemented in nearly 200 local councils serving more than 100,000 volunteers.
- Certified Open Space and Café Conversation Facilitator. Served as a member of the 2008 Girl Scout National Convention facilitation team.

Bexar County Sheriff's Office

Bexar County, Texas

Application Track: Local Prevention Framework

Project Types: Training and Awareness Raising, Civic Engagement, Youth Resilience Programs, Bystander Training

Amount Requested: \$175,613

Abstract:

Bexar County, Texas has long been identified as a potentially high risk for targeted violence and terroristic events. Multiple military institutions, the junction of two interstate highway systems, and a close proximity to the Mexican border all contribute to an ideal operational target for someone wishing to conduct large-scale violence. Further, the area frequently sees an influx of tourists for nationally recognized events such as the NCAA Final Four, the San Antonio Stock Show and Rodeo, Fiesta, and the PGA's Texas Open. It is the mission of the Bexar County Sheriff's Office to protect members of the community and the large numbers of tourists who visit the area each year.

The Bexar County Sheriff's Office plans to implement a local prevention framework that focuses on engaging the community to work with law enforcement to identify potential threats before they mobilize to violence. The Sheriff's Office will also enhance trainings for service providers, other law enforcement agencies, and the general public in *how* to identify those potential threats, as well as how to respond to an ongoing threat (active shooter). Finally, the Sheriff's Office will increase efforts to reach out to and enhance protective factors for local youth, utilizing partnerships with local service providers.

Needs Assessment

Targeted Jurisdiction and Population

Seated on 1,240 square miles in the heart of Texas, at the crossroads of two integral interstate transportation systems, Bexar County is the 4th-largest county in Texas and the 17th-largest in the nation. Bexar County is also home to the country's 7th-largest city, San Antonio. It features a population estimated at just over 2,000,000 people, with greater than 70% of those people self-identifying as racial, cultural, or ethnic minorities.¹ San Antonio and Bexar County regularly host large-scale events, such as the NCAA Final Four, Fiesta, the San Antonio Stock Show and Rodeo, and the PGA Texas Open, that bring in thousands of tourists and create an ideal operational target for those wishing to commit large-scale coordinated attacks across multiple jurisdictions, including active shooter events or targeted bombings.

Over 60% of those in San Antonio identify as Hispanic or Latino, and just under 10% identify as Black or African American. Approximately 2% of the population report being a mix of two or more races. Forty percent of homes report a language other than English spoken at home.² These demographics are important for law enforcement and service providers to understand, as much of the population in Bexar County identify as racial or cultural minorities who are less likely to contact police officers if they are victims of a crime, or if they have information about a crime that has occurred or is about to occur. While less than one-third of African Americans say they have confidence in the police³, 45% of Latinos state they are less likely to contact police when victimized or witnessing a crime. According to a 2013 study from the University of Illinois at Chicago, 70% of undocumented immigrants report they are less likely to contact law enforcement.⁴ Due to Bexar County's close proximity to the Mexican border, there are a number of undocumented residents, though the exact number is difficult to calculate.

Approximately 25% of Bexar County's population is under the age of 18, or approximately 500,000 children. While approximately 82% of those children will go on to graduate high school, only about one-fourth will complete a Bachelor's degree or higher education.⁵ There has been a multitude of research studies that show that lower education achievement is a risk factor for violence and recruitment into radicalization. The BCSO plans to *expand* its efforts to reach out to youth and engage them within the community through the Explorers program and partnerships with other community stakeholders. Currently, the Explorers program has approximately 100 participants from predominantly low-income high schools; through this expansion, the program would increase to 150 active participants and include

¹ US Census Bureau Estimate. (2020 April 28). Retrieved from <https://www.census.gov/quickfacts/fact/table/bexarcountytexas/LND110210>

² *Id.*

³ Scott, E. (27 March 2018). Only one-third of African Americans say they have confidence in the police. Killings like Alton Sterling's are part of the reason. *The Washington Post*. Retrieved from <https://www.washingtonpost.com/news/the-fix/wp/2018/03/27/only-one-third-of-african-americans-say-they-have-confidence-in-the-police-killings-like-alton-sterlings-are-part-of-the-reason/>

⁴ Theodore, N. (2013 May). *Insecure communities: Latino perceptions of police involvement in immigration enforcement*. Chicago, IL: University of Illinois at Chicago.

⁵ US Census Bureau Estimate. (2020 April 28). Retrieved from <https://www.census.gov/quickfacts/fact/table/bexarcountytexas/LND110210>

enhanced social training provided by the community partners. Participants in the Explorer program must be at least freshmen in high school and are no longer eligible for participation after the age of 21. These young men and women must show sound moral character and cannot have a serious criminal police record. Many, as a result of their participation in this program, continue on to careers in law enforcement, prosecution, the military, or forensic criminology.

Through partnerships with community providers, the BCSO anticipates the ability to reach approximately 100 additional young adults who may have multiple risk factors for radicalization or mobilization to violence, such as poverty, poor family functioning, lack of involvement in conventional activities, social rejection by peers, and poor academic performance.⁶ These partnerships include Girls Inc. of San Antonio, which will *expand* its resilience programs by adding service for an additional 75 middle- and high- school aged girls, to include current female members of the Bexar County Explorers program. Other participants will be recruited through Girls Inc.'s existing relationships with the East Central Independent School District. Additionally, through additional community partnerships, the BCSO plans to offer similar programming to 125 middle- and high-school aged males, to include current male members of the Bexar County Explorers program. Through exposure in this program, BCSO anticipates many of the participants engaging with the Explorer full time beyond the scope of this project.

There are currently no known local trainings for the community or community stakeholders specifically regarding targeted violence or terrorism prevention. Because of the intense public interest – shown by the number of participants in the Civilian Response to Active Shooter Events, or CRASE, trainings and the number of requests for this type of training from the public – the BCSO anticipates providing trainings and civic engagement activities for approximately 660 additional community members during the two-year cycle of the grant. Additionally, the BCSO anticipates hosting an annual week-long workshop for law enforcement, various stakeholders, and the general public that will feature break-out training sessions specializing in multiple topics aimed at increasing awareness of terrorism prevention, online recruitment to radicalization, resilience training, and bystander reaction to minimize loss due to large-scale violent acts, as well as increasing positive engagement with law enforcement. Those workshops aim to train 125 persons each, with about 20-25 people in each of five break-out sessions. While not limited to law enforcement, a minimum of 20 of the attendance slots will be reserved for law enforcement personnel from surrounding areas.

Existing Capability Levels

Since its inception in 2017, the Sheriff's Community Oriented Response and Education (SCORE) unit has completed more than 50 large community presentations, such as the Civilian Response to Active Shooter Events classes, with proposed partner Con10gency providing the Stop the Bleed curriculum in some of those classes. SCORE deputies are experienced at presenting to large groups and developing hands-on scenarios that ensure real-world application of skills. Seven of the current members of SCORE are also TCOLE-certified (Texas Commission on Law Enforcement) instructors, meaning they have completed all required training and have at least two years of experience as a peace officer, and are capable of creating presentations on a variety of topics related to law enforcement and community engagement.

⁶ Centers for Disease Control. (2 March 2020). Risk and protective factors. Retrieved from <https://www.cdc.gov/violenceprevention/youthviolence/riskprotectivefactors.html>

Additionally, the BCSO seeks to grow partnerships with various community organizations, such as Girls Inc. of San Antonio. Girls Inc. is a non-profit dedicated to empowering all girls to be strong, smart, and bold. Their comprehensive approach to whole-girl development equips girls to navigate gender, economic, and social barriers to grow up healthy, educated, and independent. Girls Inc. emphasizes three elements for success: People – trained staff who build lasting, mentoring relationships; Environment – girls-only, physically and emotionally safe, with a sisterhood of support and mutual respect; and Programming – research-based, hands-on and minds-on, age appropriate curricula that meets the needs of today’s girls. As a community leader in youth development, Girls Inc. has developed partnerships, knowledge, and support to expand and serve girls who need it most – girls in low-income and under-resourced communities.

Capability Gaps

While the Bexar County Sheriff’s Office works to train community members how to react to an active shooter, that training does not currently delve into how to prevent the shooter from taking action. Ensuring that community members know how to react to an active shooter event is important; there is no way to stop all such events from occurring, and these trainings lead to saving as many lives as is possible. However, preventing these events would have saved 213 lives in the United States in 2018; 729 lives in 2017.⁷ At present, there are no known trainings in the Bexar County area – for law enforcement or civilians – aimed at preventing the mobilization to targeted violence or acts of terrorism. Additionally, though offering exceptional programming, community partners such as Girls, Inc. do not currently offer training for youth in recognizing recruitment to violence, signs of increasing radicalization, or what to do to prevent incidents of mass violence such as school shootings.

Program Design

Problem Statement

Bexar County, Texas has long been identified as a high risk for targeted violence and terroristic events. There remains a threat of terrorist activity due to the close proximity to the international border, the national standing as a desired tourism destination with highly-attended festivities, and the presence of multiple military installations. Additionally, Bexar County boasts a culturally diverse population, with members of various communities that have been identified by the Federal Bureau of Investigations (FBI) as potential risks for targeted violence. These factors lead to several ideal targets for persons wishing to commit violence against a specific community or more generalized terroristic activity.

These types of activities have already been seen within the region – instances involving package bombs at a mail distribution center; active shooters at Joint Base San Antonio-Lackland, a movie theater, and several malls; several thwarted potential school shootings; and suspicious persons entering the Bexar County Courthouse with unknown substances. An increase in hate crimes across the nation, incidents like those at the Pennsylvania synagogue, at Parkland High School, or, closer to Bexar County, the Sutherland Springs church demonstrate the necessity for

⁷ Federal Bureau of Investigations. (6 May 2020). Retrieved from <https://www.fbi.gov/about/partnerships/office-of-partner-engagement/active-shooter-incidents-graphics>

identifying potential threats before they mobilize to violence. While there are entities providing training on how to react and behave during an active shooter event, there is currently no known local training for how to prevent these incidents, how to identify someone who is increasing radicalization, or how to envelop youth and adolescents in positive factors to overcome any inherent risk factors towards radicalization.

Program Goals and Objectives

The goal of this program for the Bexar County Sheriff's Office and its proposed partners is to prevent acts of terrorism and targeted violence by raising awareness for law enforcement, engaging and educating the public, and giving youth the resilience capital necessary to negate the pull of radicalization. In order to accomplish this goal, the BCSO is facilitating a program titled "Project BRAVE" (Building Resilience and Awareness Via Education), in conjunction with proposed partners, that utilizes a three-pronged approach to preventing terrorism and acts of targeted violence. Project BRAVE will unite law enforcement and community partners and ensure a unified voice in the prevention of violence.

One objective of this project is to strengthen societal resistance against the drivers of violent extremism and ensure broad awareness of the threat of targeted violence and terrorism. Project BRAVE seeks to educate law enforcement, service providers, and members of the community on the warning signs of radicalization, the difference between criminal and non-criminal acts of preparation, and the resources available for community-based support for those with whom they come in contact. The BCSO has already contacted the Federal Law Enforcement Training Center (FLETC) to request a Terrorism Prevention trainer course, pending receipt of the grant, which will be opened to all law enforcement in the 13-county region of the Alamo Area Council of Governments. The BCSO will also host a minimum of twelve monthly trainings for community stakeholders and members of public each year, reaching approximately 30-40 persons per training. Proposed partner Con10gency will also co-facilitate some meetings, depending on the training topic addressed each month. Pre- and post-presentation surveys will be conducted to ensure actual awareness has been raised.

Additionally, the BCSO anticipates hosting an annual week-long terrorism prevention workshop for citizens, which will also be opened to law enforcement and service providers. Accommodating approximately 125 attendees at each workshop, there will be large-group sessions as well as smaller breakout sessions. Topics addressed will include, but not be limited to: identification of extremist groups and the ways in which people are radicalized or recruited to violence; signs of radicalization; CRASE training with Stop the Bleed; individual resiliency to stressors; community resources that help enhance individual protective factors against violence; and appropriate course of action when encountering someone who is mobilizing toward violence. These annual workshops seek to not only provide training but also encourage citizen engagement, while stressing the safety of those encountering persons mobilizing toward violence. Training will be provided by deputies from BCSO, as well as from partnering entities, and surveys will be conducted for each presentation, as well as questions regarding likelihood to engage with law enforcement regarding prevention of terrorist or targeted violence acts.

Finally, Project BRAVE intends to engage youth, particularly those at risk of recruitment or mobilization to radicalization and violence, to ensure increased social capital and promote leadership within those youths. Proposed community partners like Girls Inc. of San Antonio will work with approximately 200 at-risk youths, including current Bexar County Explorers, to

provide programming that focuses on leadership, self-value, community engagement, and other protective factors against violence. As part of Project BRAVE, partnering entities would build trusting mentoring relationships that envelop the youth with support to achieve healthy lives, succeed academically, and acquire the life skills needed to prepare them to be productive adult members of society. In conjunction with that training, BCSO deputies will provide the youths training on recognizing when peers are mobilizing to violence and the appropriate course of action for intervention while maintaining their own safety. Along with facilitator observation, surveys will be given to ascertain growth in resilience and participant feedback will be collected regarding the training and how to continuously improve.

A second objective of this project is to develop a prevention framework with proposed partners to enhance identification of and response to individuals at risk of mobilizing to violence. Project BRAVE will incorporate existing training curriculum from the Department of Homeland Security (DHS) into monthly trainings, which will enhance the ability of individuals to recognize signs of radicalization or mobilization to violence and, when safe to do so, take appropriate steps to engage with individuals in their social, family, or professional circles and provide them with assistance, refer them to local resources or services, or refer them to law enforcement if risk of imminent harm. These monthly trainings will include citizens, business owners, service providers, and other stakeholders and include information not only on how to act, but also on why it is important to act. These business owners and service providers will then be able to disperse this information to their employees or clientele, thus perpetuating the information in a force-multiplying manner. These trainings will be held at various locations throughout the county in an effort to reach all of Bexar County's diverse citizens, with hopes of reaching in the first year over 300 individuals who are representative of all of Bexar County's diverse citizens and business/service providers. The Bexar County Sheriff's Office will also mobilize its Community Liaison Officers to ensure that the multiple cultural groups within Bexar County, including those who remain frequent targets of hate crimes and violence in general, remain engaged in this effort.

Logic Model

Theory of Change: If there is an increase in awareness within law enforcement and the general community surrounding radicalization and mobilization to violence, then incidents involving terrorist activities or targeted violence can be prevented. If there is an increase in community engagement, there will be more contacts with law enforcement and more opportunities to intervene before a person mobilizes to violence. If youths are enveloped in protective factors with trusting mentorships, they will be less likely to mobilize to violence.

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES/ RESULTS	OUTCOME INDICATORS
*Registration costs for training *Location	*Secure academic and scenario-based instruction through FLETC	*40 officers and services providers trained *1600 hours of training provided	Increased knowledge of warning signs, extremism, available resources, etc.	Higher scores from pre- to post-test on provided knowledge surveys for at least 90% of participants
*Research-based curricula *Supplies for scenarios *Location *2 deputies *Contracted presenters	*Provide academic and scenario-based training to community members	*22 trainings hosted *1,320 hours of training provided *650 attendees	*Increased knowledge of various prevention-related topics *Increased likelihood to engage w/LE	Higher scores from pre- to post-test on provided knowledge surveys for at least 90% of participants
*Research-based curricula *Trg manuals, certificates *Location *7 deputies *Contracted presenters	*Provide academic and scenario-based instruction *Engage citizens w/LE & service providers	*2 workshops *10,000 hours of training provided *250 attendees of attendees	*Increased knowledge of various prevention-related topics *Increased likelihood to engage with LE/service providers	* Higher scores from pre- to post-test for at least 90% of participants * Higher scores on engagement survey for at least 90% of participants
*Mentorship *Leadership curricula *Resilience training *Intentional programming *Interactive activities *Positive exposure to law enforcement	*Academic enrichment *Life Skills instruction *School violence prevention training *Leadership training	*200 youths served *16,800 hours of service *4 services provided	*Increased knowledge of importance & applicability of life skills *Improved persistence and resistance skills *Increased knowledge of dangers of unhealthy choices	*Sets personal, education, and career goals (survey, Excel Beyond the Bell) *Improved or maintained academic performance *Improved self-control and emotional control (facilitator observation) *Increased ability to use life skills (survey)

Organization and Key Personnel

Older than the Declaration of Independence, the Bexar County Sheriff’s Office was originally founded in 1731. Though the organization has changed dramatically over time, the

mission remains: safeguarding the lives, rights, and property of all people and to improve public safety by reducing the impact of crime through continued partnerships within the community. Under the leadership of **Sheriff Javier Salazar**, who was sworn into office on January 1, 2017, the Bexar County Sheriff's Office employs approximately 1,500 sworn full-time and part-time personnel. Of those, about 650 are assigned to patrol, investigative, or strategic operations. This makes the Bexar County Sheriff's Office the 11th largest in the country, with an annual budget of \$135 million.

Upon taking office, Sheriff Salazar quickly established a unit that would be responsible for Community Policing activities, the **Sheriff's Community Oriented Response and Education (SCORE) unit**. Consisting of twelve deputies, and one sergeant, all of whom were selected because they have shown an interest in and proclivity toward community policing, the SCORE unit has been responsible for working with citizens and stakeholders on ways to reduce and prevent a variety of crimes through public education for the last three years. In addition to facilitating the Explorer Program for youth interested in law enforcement and leadership opportunities, the SCORE unit currently conducts the Bexar County Citizens' Police Academy, which provides members of the community with a better understanding of law enforcement and allows members to participate in a patrol ride along, firearms, and defensive training. SCORE is also responsible for organizing and facilitating the Business Gold Badge program, the Volunteer Corps (V-Corps), and the Cellular on Patrol (COP). With seven TCOLE-licensed instructors, the SCORE unit has successfully completed about 50 presentations on CRASE information, "Stop the Bleed", and other important information for the community, reaching almost 2,000 of Bexar County's citizens and community stakeholders. The SCORE unit will be responsible for providing much of the law enforcement aspect of training funded by this grant program and for coordinating the week-long annual terrorism prevention workshops.

BCSO Deputy Samantha Wohler is the grant coordinator for the Bexar County Sheriff's Office. Deputy Wohler has been with the Sheriff's Office for over two years and has prior grant experience with the San Antonio Police Department's Research and Planning Unit, where her grant program requests generated over \$5.5 million. While at BCSO, Deputy Wohler has successfully reorganized the grant program – expanding programming, ensuring that all grants are operating within program regulations, and submitting all reports in a timely manner. She currently oversees approximately a dozen grant programs, totaling almost \$2 million with an additional \$1.2 million granted and pending program initiation.

Founded in 2004 as an affiliate of the National Girls Incorporated organization, **Girls Inc. of San Antonio** offers high-quality in- and out-of-school programs for girls ages 6-18 throughout Bexar County. In conjunction with the National office and more than 80 other local affiliates, Girls Inc. of San Antonio incorporates national, research-based best practices into all curricula that is developed and delivered by trained professionals. Taking place after school, on weekends, school holidays, and summer breaks, programs provide access to information, STEM-based programming, resources, positive female role models, and a curriculum that confronts the serious needs of girls while building knowledge, skills, and attitudes that enable girls to become healthy, educated, and independent. Girls Inc. is committed to advancing the rights and opportunities for girls and young women, with a focus on the needs of girls from low-income communities and girls who face multiple, intersectional challenges. Informed by the voices of girls themselves, Girls Inc. advocates to break through the barriers girls face and to reform the systems that impede their success.

All financial progress toward the grant will be monitored independently by the County Auditor's office. Deputy Wohler will be responsible for grant management and coordination between the Sheriff's Office, the County Grant Compliance Coordinator, and the Auditor's Office. Deputy Wohler will also be responsible for tracking progress of contracted personnel to ensure proper usage of funding and progressive action steps toward stated goals.

Sustainability

This program is designed to be a pilot program for community training, civic engagement, and youth resilience programs – and, more specifically, the interconnectedness between them that binds these programs into an over-arching local framework. Law enforcement cannot monitor everyone, everywhere, at all times. They need assistance from the public, from community stakeholders, from the students in schools. With active civic engagement from adults and youths, law enforcement and service providers can work together to prevent the large-scale attacks seen in recent years. To that end, much of the training requested in this grant application involves train-the-trainer scenarios which will allow not only the Bexar County Sheriff's Office, but also other local law enforcement to continue training their citizens, service providers, and community stakeholders at little or no cost to the agencies.

In expanding current community partnerships, the BCSO and its proposed partners are in agreement as to the absolute necessity for programming such as that which can be offered through this funding opportunity. The costs which cannot be absorbed into existing general budgets will require pursuing future funding opportunities. Both the BCSO and its proposed partners are committed to utilizing multiple fundraising avenues, to include future grant applications and fundraisers, to sustain this program beyond the years of this initial grant opportunity if the data suggests, as predicted, that this is a successful program.

Budget Narrative and Detail

A. Personnel (Training and Awareness Raising):

Much of the community training for the Building Resistance and Awareness Via Education ("BRAVE") Program will be provided by the Sheriff's Office, minimizing costs for providing that training. The Sheriff's Office does not anticipate hiring new personnel to achieve its goals; however, overtime may be necessary.

- **Overtime for Off-duty Presentations.** The BCSO anticipates conducting 2-hr blocks of community training multiple times during the year, a minimum of 12 trainings – some of which will necessarily occur after "normal business hours" to accommodate those who need training on evenings and weekends. Additionally, BCSO deputies will be participating in some weekend events/trainings as part of this program. There is a projected 3% COLA for Year 2.

Year 1 Overtime – \$4,800 (100 hrs @ \$48/hr)

Year 2 Overtime – \$7,350 (150 hrs @ \$49/hr)

Total projected cost for Personnel over the two-year period of the grant is \$12,150.

B. Fringe Benefits:

No Fringe Benefits costs are anticipated under this program

C. Travel:

- **FLETC Training (Terrorism Prevention Trainer Course) – \$1,908.50** (*Training and Awareness Raising*)

Airfare: \$500

Lodging: \$127/night x 6 nights = \$762

Per Diem: \$61/day x 5 days + \$45.75 x 2 travel days = \$396.50

Ground Transportation: \$250

- **Project Bold Training (Girls, Inc. Youth Resilience & Awareness Raising Train-the-Trainer) – \$1,908.50** (*Training and Awareness Raising*)

Airfare: \$500

Lodging: \$127/night x 6 nights = \$762

Per Diem: \$61/day x 5 days + \$45.75 x 2 travel days = \$396.50

Ground Transportation: \$250

- **Local Mileage – \$1,400.** This mileage reimbursement will be for facilitators needing to travel between various schools and other locations to conduct youth leadership training, mentorship, and resiliency training. (*Youth Resilience Program*)

Total projected cost for Travel & Training over the two-year period of the grant is \$5,217.

D. Equipment:

No Equipment costs are anticipated under this program

E. Supplies:

- **Supplies for youth resilience activities – \$4,000.** These supplies include journals, pencils, paper, poster board, markers, flip charts, paint, and other supplies to facilitate resilience activities (*Youth Resilience Program*)
- **Printing/binding of 250 Training Manuals – \$3,975.** All participants of the annual workshop will be provided training manuals. Estimated 50 pages ea. for 125 attendees/yr. Cost per manual, \$15.90 ea. (*Training and Awareness Raising/Civic Engagement*)
- **18 packs of Certificate paper - \$119.** For printing completion certificates for annual workshop presentations for 125 attendees/yr. Cost per pack of 15, \$6.59 ea. (*Training and Awareness Raising/Civic Engagement*)
- **2 complete trauma training kits + re-stock - \$1,500.** Training kits will be used to complete all hands-on bystander training. (*Bystander Training*)
- **250 Tourniquets - \$7,500.** Tourniquets will be provided to all participants of the annual workshop to complete training. Cost per tourniquet, \$30 ea. (*Bystander Training*)

Total projected cost for Supplies over the two-year period of the grant is \$17,094.

F. Construction:

No Construction is anticipated under this program

G. Consultants/Contracts:

- **Girls, Inc. facilitators – \$46,368.** Two p/t facilitators for youth resilience activities. 30 hrs/week. Year 1 is pro-rated to 20 weeks due to uncertainty related to Coronavirus and school breaks in 2020-2021 school year. Cost per facilitator, \$12/hr + FICA/unemployment (\$13.80/hr). (*Youth Resilience Program*)
- **XX facilitator – \$23,184.** One p/t facilitator for youth resilience activities. 30 hrs/week. Year 1 is pro-rated to 20 weeks due to uncertainty related to Coronavirus and school breaks in 2020-2021 school year. Cost per facilitator, \$12/hr + FICA/unemployment (\$13.80/hr). (*Youth Resilience Program*)
- **Con10gency Consulting – \$30,000.** One lead trainer and one assistant facilitator for law enforcement and community awareness training to enhance identification of individuals mobilizing toward violence and bystander training “Stop the Bleed”. 60 hrs/year. Cost per facilitator, \$150/hr; assistant facilitator, \$100/hr. (*Training and Awareness Raising; Bystander Training*)
- **PRO Wellness – \$1,600.** Two facilitators for community resilience training. 8 hrs/year. Cost per facilitator, \$50. (*Civic Engagement*)

Total projected cost for Contracts over the two-year period of the grant is \$101,152.

H. Other Costs:

- **FLETC TVTP Trainer Course – \$40,000.** This will cover the anticipated cost of registration for 40 regional law enforcement officers to attend a FLETC Targeted Violence and Terrorism Prevention train-the-trainer program, locally with a FLETC instructor. Cost per registration, \$1,000 per person. (*Training and Awareness Raising*)

Total projected cost for Contracts over the two-year period of the grant is \$40,000.

I. Indirect Costs:

No Indirect costs are anticipated under this program.

Budget Category	Federal Request
Personnel	\$12,150
Fringe Benefits	\$0
Travel	\$4,729
Supplies	\$17,094
Contractual	\$101,152
Other	\$40,000
<i>Total Direct Costs</i>	\$175,613
Indirect Costs	\$0
TOTAL PROJECT COSTS	\$175,613

EMW-2020-GR-APP-00040

Application Information

Application Number: EMW-2020-GR-APP-00040

Funding Opportunity Name: Fiscal Year (FY) 2020 Targeted Violence and Terrorism Prevention (TVTP) Program

Funding Opportunity Number: DHS-20-TTP-132-00-01

Application Status: Pending Review

Applicant Information

Legal Name: County of Bexar

Organization ID: 21904

Type: County governments

Division: County of Bexar

Department:

EIN: (b)(6)

EIN Shared With Organizations:

DUNS: 070487020

DUNS 4:

Congressional District: Congressional District 35, TX

Physical Address

Address Line 1: 101 W. Nueva

Address Line 2: Suite 800

City: San Antonio

State: Texas

Province:

Zip: 78205-3445

Country: UNITED STATES

Mailing Address

Address Line 1: 101 W. Nueva

Address Line 2: Suite 800

City: San Antonio

State: Texas

Province:

Zip: 78205-3445

Country: UNITED STATES

SF-424 Information

Project Information

Project Title: Bexar County Terrorism Prevention Local Framework

Program/Project Congressional Districts: Congressional District 20, TX

Proposed Start Date: Thu Oct 01 00:00:00 GMT 2020

Proposed End Date: Fri Sep 30 00:00:00 GMT 2022

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

Estimated Funding

Funding Source	Estimated Funding (\$)
Federal Funding	\$175613
Applicant Funding	\$0
State Funding	\$0
Local Funding	\$0
Other Funding	\$0
Program Income Funding	\$0
Total Funding	\$175613

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
Mia Buentello-Garcia	(b)(6)		Authorized Official Signatory Authority
Samantha Wohler			Primary Contact
Nelson Wolff			Secondary Contact

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	\$12150
Fringe Benefits	\$0
Travel	\$5217
Equipment	\$0
Supplies	\$17094
Contractual	\$101152
Construction	\$0
Other	\$40000
Indirect Charges	\$0
Non-Federal Resources	Amount
Applicant	\$0
State	\$0
Other	\$40000
Income	Amount
Program Income	\$0

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

Direct Charges Explanation:

Indirect Charges explanation:

Forecasted Cash Needs (Optional)

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

Future Funding Periods (Years) (Optional)

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

Remarks:

SF-424C

Budget Information for Construction Programs

Assurances for Non-Construction Programs

Form not applicable? false

Signatory Authority Name: Mia Buentello-Garcia

Signed Date: Fri Jun 12 15:52:40 GMT 2020

Signatory Authority Title: Judge Nelson Wolff

Certification Regarding Lobbying

Form not applicable? false

Signatory Authority Name: Mia Buentello-Garcia

Signed Date: Fri Jun 12 00:00:00 GMT 2020

Signatory Authority Title: Grants Administrator

Disclosure of Lobbying Activities

Form not applicable? true

Signatory Authority Name: Mia Buentello-Garcia

Signed Date:

Signatory Authority Title:

CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

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

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

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

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

Statement for Loan Guarantees and Loan Insurance

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

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

* APPLICANT'S ORGANIZATION	
<input style="width: 90%;" type="text" value="Bexar County"/>	
* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE	
Prefix: <input style="width: 100px;" type="text" value="Judge"/>	* First Name: <input style="width: 200px;" type="text" value="Nelson"/> Middle Name: <input style="width: 150px;" type="text" value="W."/>
* Last Name: <input style="width: 300px;" type="text" value="Wolff"/>	Suffix: <input style="width: 80px;" type="text"/>
* Title: <input style="width: 250px;" type="text" value="County Judge"/>	
* SIGNATURE: <input style="width: 300px;" type="text" value="Mia Buentello-Garcia"/>	* DATE: <input style="width: 150px;" type="text" value="05/26/2020"/>

Application for Federal Assistance SF-424		
* 1. Type of Submission: <input type="checkbox"/> Preapplication <input checked="" type="checkbox"/> Application <input type="checkbox"/> Changed/Corrected Application	* 2. Type of Application: <input checked="" type="checkbox"/> New <input type="checkbox"/> Continuation <input type="checkbox"/> Revision	* If Revision, select appropriate letter(s): <input type="text"/> * Other (Specify): <input type="text"/>
* 3. Date Received: 05/26/2020	4. Applicant Identifier: <input type="text"/>	
5a. Federal Entity Identifier: <input type="text"/>	5b. Federal Award Identifier: <input type="text"/>	
State Use Only:		
6. Date Received by State: <input type="text"/>	7. State Application Identifier: Choose State...	
8. APPLICANT INFORMATION:		
* a. Legal Name: Bexar County		
* b. Employer/Taxpayer Identification Number (EIN/TIN): (b)(6)	* c. Organizational DUNS: 0704870200000	
d. Address:		
* Street1: 101 W. Nueva, 9th floor	<input type="text"/>	
Street2:	<input type="text"/>	
* City: San Antonio	<input type="text"/>	
County/Parish: Bexar	<input type="text"/>	
* State: TX: Texas	<input type="text"/>	
Province:	<input type="text"/>	
* Country: USA: UNITED STATES	<input type="text"/>	
* Zip / Postal Code: 78205-3446	<input type="text"/>	
e. Organizational Unit:		
Department Name: Bexar County Sheriff's Office	Division Name: Sheriff's Administration	
f. Name and contact information of person to be contacted on matters involving this application:		
Prefix: Ms.	* First Name: Samantha	
Middle Name:	<input type="text"/>	
* Last Name: Wohler	<input type="text"/>	
Suffix:	<input type="text"/>	
Title: Staff Inspection Officer		
Organizational Affiliation: Bexar County		
* Telephone Number: (b)(6)	Fax Number: <input type="text"/>	
* Email: (b)(6)		

Application for Federal Assistance SF-424

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

B: County Government

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

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

Department of Homeland Security - FEMA

11. Catalog of Federal Domestic Assistance Number:

97.132

CFDA Title:

Financial Assistance for Targeted Violence and Terrorism Prevention

*** 12. Funding Opportunity Number:**

DHS-20-TTP-132-00-01

* Title:

Fiscal Year (FY) 2020 Targeted Violence and Terrorism Prevention (TVTP) Program

13. Competition Identification Number:

Title:

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

Add Attachment

Delete Attachment

View Attachment

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

Bexar County Terrorism Prevention Local Framework

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

Application for Federal Assistance SF-424

16. Congressional Districts Of:

* a. Applicant

* b. Program/Project

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

17. Proposed Project:

* a. Start Date:

* b. End Date:

18. Estimated Funding (\$):

* a. Federal	<input type="text" value="175,613.00"/>
* b. Applicant	<input type="text" value="0.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="175,613.00"/>

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

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

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

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

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

Yes No

If "Yes", provide explanation and attach

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

** I AGREE

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

Authorized Representative:

Prefix: * First Name:

Middle Name:

* Last Name:

Suffix:

* Title:

* Telephone Number: Fax Number:

* Email:

* Signature of Authorized Representative: * Date Signed:



Inspiring all girls
to be strong,
smart, and bold

Girls Inc. of San Antonio
118 North Medina St.
San Antonio, TX 78207
Tel: 210-298-5860
www.girlsincsa.org

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Guardians

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Betsy Baker
Dr. Kelley Frost
Jenny Hall
Christine Altgelt Haynes
Heather Haynes
Harriett Marmon Helmle
Cristina Corbo Jennings
Bonnie Korbell
Amelita Mauzé
Nancy May
Dr. Dacia Napier
Martie Noll
Emilie Herrmann Petty
Susan D. Reed
Debbie Serot
Dr. Cynthia Teniente-Matson
Ashley Weaver
Linda Whitacre
Kristin Woods

May 20, 2020

Sheriff Javier Salazar
Bexar County Sheriff's Office
200 N. Comal St.
San Antonio, TX 78207

Dear Sheriff Salazar,

Girls Inc. of San Antonio is aware of the Department of Homeland Security's announcement for the "Targeted Violence and Terrorism Prevention," program seeking applications from qualified organizations to implement a local prevention framework to enhance the ability of state, local, tribal, and territorial partners to identify and respond to individuals at risk of mobilizing to violence. Girls Inc. of San Antonio is excited to submit this letter of support for the Bexar County Sheriff's Office's application and declare our intention to provide contractual services for mentoring and youth resilience programming to help combat the negative risk factors impacting youth.

In our role, Girls Inc. of San Antonio will provide direct programming for at least 75 girls and young women and, in collaboration with other community partners, 125 young men. This program will ensure increased social capital and promote leadership through the development of trusting mentoring relationships that envelop youth with support to achieve healthy lives, succeed academically, and acquire the life skills needed to prepare them to be productive adult members of society. Girls Inc. will collect and share all relevant data and feedback gathered, prepare and present analyzed results, as well as provide a working model for other agencies to implement this program.

We are confident in this collaborative effort and our ability to support the Bexar County Sheriff's Office, the Department of Homeland Security, and the broader law enforcement community with evidence-based knowledge and tools to strengthen the local prevention framework the Sheriff's Office seeks to build.

Please advise us should the Bexar County Sheriff's Office receive the funding award for this proposal, and thank you for inspiring girls to be strong, smart, and bold.

Sincerely,

(b)(6)

Lea Rosenauer
President/CEO



Board of Directors

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State Representative, District 53
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Commissioner, Bexar County
Thomas A. Schoolcraft
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Chris Schuchart
County Judge, Medina County
Mark Stroehrer
County Judge, Gillespie County
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County Judge, McMullen County
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Kevin A. Wolff
Commissioner, Bexar County
Jim O. Wolverton
Commissioner, Guadalupe County
Kyle Biedermann (Ex-Officio)
State Representative, District 73
Ryan Guillen (Ex-Officio)
State Representative, District 31
John Kuempel (Ex-Officio)
State Representative, District 44
COL. Peter Velesky (Ex-Officio)
Joint Base San Antonio
Judith Zaffirini (Ex-Officio)
State Senator, District 21

May 20, 2020

Sheriff Javier Salazar
Bexar County Sheriff's Office
200 N. Comal St.
San Antonio, TX 78207

Sheriff Salazar,

The Alamo Area Council of Governments has become aware of the recent announcement for the program entitled "Targeted Violence and Terrorism Prevention", from the Department of Homeland Security. Applicants to this grant are intended to be qualified organizations seeking to implement a local prevention framework that will enhance the ability of state, local, tribal, and territorial partners to identify and respond to individuals at risk of mobilizing to violence. We, as the Alamo Area Council of Governments, would like to express our support of the Bexar County Sheriff's Office's application to this grant funding.

Alamo Area Council of Governments will aid in promotion of the training opportunities that this application seeks to provide our partnering law enforcement agencies, as well as applicable service providers within our 13 county region.

The local prevention framework that this grant application seeks to build is anticipated to be successful based on its collaborative approach and the ability of the Alamo Area Council of Governments to support the Bexar County Sheriff's Office, the Department of Homeland Security, and the broader law enforcement community with this innovative endeavor that brings evidence-based knowledge and tools to the Alamo Area Region. It is believed that the local prevention framework will strengthen the Alamo Area Region's preparedness stance in regards to terroristic events.

Please advise us should the Bexar County Sheriff's Office receive the funding award for this proposal.

(b)(6)

James D. Minze
Homeland Security/
Criminal Justice Coordinator

Con10gency

Consulting LLC

22 May 2020

Sheriff Javier Salazar
Bexar County Sheriff's Office
200 N. Comal St.
San Antonio, TX 78207

Sheriff Salazar,

We at Con10gency are aware of the recent announcement from the Department of Homeland Security for the program entitled "Targeted Violence and Terrorism Prevention," seeking application from qualified organizations to implement a local prevention framework that will enhance the ability of state, local, tribal, and territorial partners to identify and respond to individuals at risk of mobilizing to violence. This letter is an official expression of our support of the Bexar County Sheriff's Office's funding application and intention to provide contractual services for law enforcement and community training programs.

We are a veteran and minority-owned small business whose founder, Richard Smith, and team, have spent decades working as first responders within the Law Enforcement Special Operations Community. Mr. Smith is a nationally known trainer and subject matter expert in the areas of active shooter response, tactical first aid, and essential school safety projects. He has spoken at numerous local, state, and national conferences addressing best practices related to the safety and survivability of large-scale man-made mass casualty events. In our role specifically, Con10gency will provide evidence-based training on best practices in topics related to terrorism prevention, online safety, school violence, and bystander training. We agree to provide formal and informal feedback on any data gathered regarding outcomes of training, publication and presentation of the analyzed results, and implementation strategies for this program to other agencies.

We feel confident in this collaborative effort and our ability to support the Bexar County Sheriff's Office, the Department of Homeland Security, and the broader law enforcement community with evidence-based knowledge and tools to strengthen the local prevention framework the Sheriff's Office seeks to build.

Please advise us should the Bexar County Sheriff's Office receive the funding award for this proposal, and best of luck.

Sincerely,

(b)(6)

Katherine Pankratz
Vice President

17170 Jordan, Ste 404, Selma, TX 78154 | 3855 SW 153rd Dr., Beaverton, OR 97003
+1 (855) 590-4065 | info@con10gency.com

www.con10gency.com

Samantha Wohler, M.S.

(b)(6)

ACADEMIC PREPARATION

M.S. in Clinical Psychology, Our Lady of the Lake University
San Antonio, TX, January 2014

M.S. in Criminal Justice, Florida Metropolitan University
Brandon, FL; Graduated Summa Cum Laude, January 2006

B.S. in Sociology-Criminology, College of Arts and Sciences, Kansas State University,
Manhattan, KS, May 2003

CURRENT POSITION

Bexar County Sheriff's Office (BCSO), Staff Inspection Officer

February 2018-Present

- Grant writing, management, and compliance
- Policy writing/editing, legislative compliance
- Data Analysis
- Peer Support Team
- Jewish Liaison Officer

SUMMARY OF EXPERIENCE

Law Enforcement Experience

- Crime Scene Investigation – evidence identification, documentation, preservation, and trial presentation
- Patrol – call response, disturbance arbitration, initial investigation, community interaction, arrest responsibility, traffic enforcement, trial presentation
- Policy development – create and update policies consistent with legislative mandates and department protocol
- Years of Experience: 10 years

Education and Child Development Experience

- Created and presented lesson plans for large classes and small groups
- Prepared students for standardized testing
- Managed classroom behavior and assisted other teachers in improving classroom management skills
- Ensured compliance with 504 plans and Individualized Education Plans (IEPs) for all students
- Camp counselor/assistant director – activity planning and execution, ensuring camper safety, supervision of campers and staff of 45+, administrative tasks

Non-Profit Experience

- Attend monthly Board meetings, acting as Secretary for the meetings
- Assist in overseeing organizational activities
- Assist with annual donation drives such as the Big Give SA and Fill the Truck (Goodwill), as well as any other fundraisers the group participates in
- Research grant opportunities and write applications for funding
- Provide advice regarding criminal/civil actions and proceedings
- Years of Experience: 5 years

CLINICAL PRACTICUMS

Our Lady of the Lake University

Community Counseling Service, August 2012-December 2013, San Antonio, TX

Supervisor: Bernadette Solorzano, Ph.D.

200 hours

- Marital, family and individual therapy
- Suicidal ideation assessment for teenagers
- Behavior modification for students

Archdiocese of San Antonio

St. John Berchman's Catholic School, January 2013-December 2013

Supervisor: Andrea , Ph.D.

300 hours

- Trained in cognitive-behavioral approach to a range of disorders including major depression, anxiety, antisocial personality disorder, conduct disorder, PTSD
- Clients are self-referred or court ordered as victims and perpetrators of domestic violence and interpersonal/family violence

RESEARCH & GRANT EXPERIENCE

Peer Reviewer for Bureau of Justice Assistance, June 2019-Present.

Peer Review for Office of Justice Programs, June 2019-Present.

Grant Program Coordinator, February 2018-Present

Bexar County Sheriff's Office, San Antonio; Supervisor: Chief of Staff James Serrato

- Maintain grant compliance through all programs
- Research grant opportunities and write applications for grant funding
- Coordinate research projects for supervisor
- Conduct analysis on data provided regarding staff usage analysis, overtime, etc.

Grant Writer, January 2015-Present.

Animal Rescue Connections, Bulverde, TX

- Member of the Board of Directors
- Research grant opportunities and write applications for grant funding
- Ensure all funding utilized in compliance with grant outlines
- Part-time, volunteer experience

Grant Writer, April 2015-February 2016.

San Antonio Police Department, San Antonio; Supervisor: Sgt. James Serrato

- Researched grant opportunities and wrote applications for grant funding
- Initiated grant programs subject to funding notification

TEACHING and CHILD DEVELOPMENT EXPERIENCE

6th Grade Math/Team Lead, July 2016-January 2018

IDEA Carver College Prep, San Antonio, TX; Principal: Chang Yu

Teaching Assistant, September 2009-May 2010

University of Texas - San Antonio; Professor: Judith Perry, Ph.D.

- Introduction to Psychology course
- Assisted professor in class lectures and graded exams

Pre-K, Kindergarten, & 1st Grade, October 2005-May 2007

Cypress Creek Elementary, Ruskin, FL

Jr. High Special Education Teaching Assistant, October 2003-March 2004

Carson Jr High, Mesa, AZ

Camp Counselor/Assistant Director, Summer 2000, 2003, 2005

Flying 'G' Ranch, Sedalia, CO; Supervisor: Rhonda Mickelson, Gretchen Vaughn

GRANTS AWARDED FUNDING

Awarded **Federal** Grant Applications awarded:

- U.S. Department of Justice, Bureau of Justice Assistance. 2019. *Body-Worn Camera Policy and Implementation Program*. CFDA 16.835
- U.S. Department of Justice, Bureau of Justice Assistance. 2015. *Body-Worn Camera Pilot Implementation Program*. CFDA 16.738
- U.S. Department of Justice, Office of Community Oriented Policing Services. 2015. *COPS Hiring Program*. CFDA 16.710

Awarded **State** Grant Applications awarded:

- Office of the Governor, Homeland Security Grants Division. 2020. *Nonprofit Security Grant Program, FY 2020*
- Office of the Governor, Criminal Justice Division. 2020. *Criminal Justice Program, FY 2021*
- Office of the Governor, Criminal Justice Division. 2018. *First Responder Mental Health Resiliency Program*. CFDA 16.575

- Office of the Governor, Criminal Justice Division. 2016. *Criminal Justice Program, FY2017*.
- Office of the Governor, Criminal Justice Division. 2016. *Texas Anti-Gang Program, FY2017*.

Awarded **Corporate/Foundation** Grant Applications awarded:

- Texas School Safety Center at Texas State University. 2019. *Tobacco Enforcement Program*.
- The Stanton Foundation. 2019. *Fallen K9 Replacement Grant*.

CONFERENCE PRESENTATIONS

HONORS AND AWARDS

Teacher of the Month – Carver College Prep, February 2017
 Suma Cum Laude – Florida Metropolitan University (2006)
 Psi Chi National Psychology Honor Society

LICENSING, CERTIFICATION & PROFESSIONAL AFFILIATIONS

National Grants Management Association

Member, February 2020-Present

Texas Commission on Law Enforcement

Advanced Peace Officer License, September 2019

International Association of Chiefs of Police

Member, June 2018-Present

Texas Commission on Law Enforcement

Basic Peace Officer License, January 2012

WORKSHOPS & ADDITIONAL TRAINING

Online Grants Financial Management Training

Department of Justice
 December 2019

IACP Annual Conference and Exposition

International Association of Chiefs of Police
 October 2018, Orlando, FL

Grant Management Workshop

Grant Management USA
March 2018, San Antonio, TX

Human Trafficking: The Role of Social Service Providers

The Rape Crisis Center & Texas Association Against Sexual Assault
June 2016, San Antonio, TX

Violence Intervention Conference: Strengthening a Community Response

San Antonio Police Department
October 2014, San Antonio, TX

Without Conscience: Psychopathy and its Implications for Criminal Justice and Psychology

Continuing Education, Texas A&M University
May 2014, Austin, TX

Basic Police Officer Course

San Antonio Police Department
January 2012, San Antonio, TX

Crime Scene Technician Training Course

San Antonio Police Department
August 2008, San Antonio, TX

About Face: Turning Away from Hate

Florida Council on Crime and Delinquency
April 2007, Tampa, FL

Hostage Negotiation Training

American Institute of Justice Studies, Inc.
February 2007, Tampa, FL