

# EMW-2021-GR-APP-00027

## Application Information

**Application Number:** EMW-2021-GR-APP-00027

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

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

**Application Status:** Pending Review

## Applicant Information

**Legal Name:** City of Houston, Mayor's Office of Public Safety & Homeland Security

**Organization ID:** 2717

**Type:** City or township governments

**Division:**

**Department:**

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

**EIN Shared With Organizations:** City of Houston

**DUNS:** 045761095

**DUNS 4:** 0001

**Congressional District:** Congressional District 18, TX

## Physical Address

**Address Line 1:** 900 Bagby

**Address Line 2:** 2nd Floor

**City:** Houston

**State:** Texas

**Province:**

**Zip:** 77002-2527

**Country:** UNITED STATES

## Mailing Address

**Address Line 1:** PO Box 1562

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

**City:** Houston

**State:** Texas

**Province:**

**Zip:** 77251-1562

**Country:** UNITED STATES

## SF-424 Information

### Project Information

**Project Title:** FY 2021 TVTP Grant - Promising Practices

**Program/Project Congressional Districts:** Congressional District 02, TX

Congressional District 07, TX

Congressional District 08, TX

Congressional District 09, TX

Congressional District 10, TX

Congressional District 18, TX

Congressional District 22, TX

Congressional District 29, TX

Congressional District 36, TX

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

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

**Areas Affected by Project (Cities, Counties, States, etc.):** City of Houston and Harris, Fort Bend, and Montgomery Counties

## Estimated Funding

Funding Source	Estimated Funding (\$)
Federal Funding	\$605000
Applicant Funding	\$0
State Funding	\$0
Local Funding	\$0
Other Funding	\$0
Program Income Funding	\$0
<b>Total Funding</b>	<b>\$605000</b>

**Is application subject to review by state under the Executive Order 12373 process?** This application was made available to the State under the Executive Order 12372 Process for review.

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

## Contacts

Contact Name	Email	Primary Phone Number	Contact Types
Alison Belcher	(b)(6)		Primary Contact
George Buenik			Signatory Authority Secondary Contact
Kim House			Secondary Contact
Kimberly House			Authorized Official

## SF-424A

### Budget Information for Non-Construction Programs

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

**CFDA Number:** 97.132

Budget Object Class	Amount
Personnel	\$100000
Fringe Benefits	\$40000
Travel	\$0
Equipment	\$0
Supplies	\$40000
Contractual	\$395100
Construction	\$0
Other	\$28755
Indirect Charges	\$0
<b>Non-Federal Resources</b>	<b>Amount</b>
Applicant	\$0
State	\$0
Other	\$28755

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: Kimberly House

Signed Date: Tue May 25 00:00:00 GMT 2021

Signatory Authority Title: Director

### Certification Regarding Lobbying

Form not applicable? false

Signatory Authority Name: Kimberly House

Signed Date: Tue May 25 00:00:00 GMT 2021

Signatory Authority Title: Director

### Disclosure of Lobbying Activities

Form not applicable? true

Signatory Authority Name: George Buenik

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.

<b>* APPLICANT'S ORGANIZATION</b>	
<input style="width: 100%;" type="text" value="City of Houston"/>	
<b>* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE</b>	
Prefix: <input style="width: 100px;" type="text"/>	* First Name: <input style="width: 200px;" type="text" value="George"/> Middle Name: <input style="width: 150px;" type="text"/>
* Last Name: <input style="width: 300px;" type="text" value="Buenik"/>	Suffix: <input style="width: 100px;" type="text"/>
* Title: <input style="width: 250px;" type="text" value="Director"/>	
<b>* SIGNATURE:</b> <input style="width: 300px;" type="text" value="Alison Belcher"/>	<b>* DATE:</b> <input style="width: 150px;" type="text" value="05/12/2021"/>

Application for Federal Assistance SF-424			
<b>* 1. Type of Submission:</b> <input type="checkbox"/> Preapplication <input checked="" type="checkbox"/> Application <input type="checkbox"/> Changed/Corrected Application		<b>* 2. Type of Application:</b> <input checked="" type="checkbox"/> New <input type="checkbox"/> Continuation <input type="checkbox"/> Revision	
		<b>* If Revision, select appropriate letter(s):</b> _____ <b>* Other (Specify):</b> _____	
<b>* 3. Date Received:</b> 05/12/2021		<b>4. Applicant Identifier:</b> _____	
<b>5a. Federal Entity Identifier:</b> _____		<b>5b. Federal Award Identifier:</b> _____	
<b>State Use Only:</b>			
<b>6. Date Received by State:</b> _____		<b>7. State Application Identifier:</b> _____	
<b>8. APPLICANT INFORMATION:</b>			
<b>* a. Legal Name:</b> City of Houston			
<b>* b. Employer/Taxpayer Identification Number (EIN/TIN):</b> 746001164		<b>* c. Organizational DUNS:</b> 0457610950000	
<b>d. Address:</b>			
<b>* Street1:</b> 900 Bagby		_____	
<b>Street2:</b>		_____	
<b>* City:</b> Houston		_____	
<b>County/Parish:</b>		_____	
<b>* State:</b>		TX: Texas	
<b>Province:</b>		_____	
<b>* Country:</b>		USA: UNITED STATES	
<b>* Zip / Postal Code:</b> 77002-2527		_____	
<b>e. Organizational Unit:</b>			
<b>Department Name:</b> Mayor's Office		<b>Division Name:</b> Homeland Security	
<b>f. Name and contact information of person to be contacted on matters involving this application:</b>			
<b>Prefix:</b>		<b>* First Name:</b> Alison	
<b>Middle Name:</b>		_____	
<b>* Last Name:</b> Belcher		_____	
<b>Suffix:</b>		_____	
<b>Title:</b> Regional Programs Manager			
<b>Organizational Affiliation:</b> Mayor's Office of Public Safety & Homeland Security			
<b>* Telephone Number:</b> (b)(6)		<b>Fax Number:</b> (b)(6)	
<b>* Email:</b> (b)(6)			

**Application for Federal Assistance SF-424**

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

C: City or Township 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-21-TTP-132-00-01

\* Title:

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

**13. Competition Identification Number:**

Title:

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

Add Attachment

Delete Attachment

View Attachment

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

FY 2021 TVTP Grant - Promising Practices

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="605,000.00"/>
* 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="605,000.00"/>

**\* 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:

# **FY 2021 Targeted Violence and Terrorism Prevention Grant Application**

*Houston, Texas*

*Mayor's Office of Public Safety and Homeland Security*





<b>Applicant</b>	City of Houston Mayor’s Office of Public Safety and Homeland Security (MOPSHS)
<b>Primary Location</b>	City of Houston, Texas
<b>Application Track</b>	Promising Practices: Multiple Projects
<b>Funds requested</b>	\$603,855.00
<b>Project Type</b>	<ol style="list-style-type: none"> <li>1 Raising awareness of radicalization to violence</li> <li>2 Raising awareness of the risk factors for—and the protective factors against—radicalization to violence</li> <li>3 Ensuring members of the local community engage the broadest set of local stakeholders that sustain trusted partnerships and increase communications addressing radicalization to violence</li> <li>4 Ensuring members of the local community can act on their awareness training by knowing how to contact—and understand the role of—threat assessment and management teams</li> <li>5 Ensuring members of the local community have access to multi-disciplinary threat assessment and management teams</li> <li>6 Ensuring the local community has a variety of programs that address risk factors while also providing services supporting threat management approaches</li> </ol>
<b>Project Abstract</b>	<p>Houstonians are a diverse population, known to be friendly and laid-back, but the nationwide trend toward radicalization has not passed us by. Prominent anti-hate groups show that Houston has many internet searchers pursuing radicalization, putting our communities at an elevated risk of violence.</p> <p>The City of Houston will use this grant to reengage our community partners to form a coalition that will share information, assess threats, and be a resource to the community. We will work with the Texas Educational Service Center to develop a curriculum to educate students about radicalization, media literacy, and bias. These same programs will be changed for the after-school context at community centers and places where teens gather. Then we will create an outreach program for teachers and parents—using a whole-of-society approach—informing them of what to do when they see radicalization happening. These efforts will be integrated with other anti-radicalization programs already underway in our city.</p> <p>The City wants higher levels of engagement with our schools and community organizations to fine-tune our plan and develop a program that will help all Houstonians continue to enjoy a peaceful way of life that embraces the various backgrounds that make Houston such an interesting place to live, work, and play. Together, we can move the needle against hate.</p>

## Introduction

Houston, Texas, is a city known for diversity and a laid-back attitude, full of people who are welcoming of ethnicities, beliefs, and ideas different from their own. However, a recent **rise in activity from domestic terror organizations** casts a shadow over the city that cannot be ignored. Efforts were made using the FY2016 Countering Violent Extremism (CVE) Grant to buy down risk from foreign terror organizations through the Houston Building Resilience program; however, as the threat continues to evolve, so must the whole community in Houston.

In January 2020, the Texas Department of Public Safety (DPS) released the *Texas Domestic Terrorism Threat Assessment*, which states that **domestic terrorism poses a persistent and varied threat to the state of Texas.**<sup>1</sup> This assessment is supported by other similar reports:

- According to data from the Southern Poverty Law Center, there are 73 hate groups operating in Texas, **14 of which are based in Houston.**<sup>2</sup>
- An analysis conducted by Moonshot CVE (a tech startup established to understand and counter violent extremism) shows that **Texas is at a higher risk of domestic violent extremism (DVE) than the rest of the USA.**<sup>3</sup> For this analysis, Moonshot collected recent internet search data for topics like bomb making, joining militia movements, and QAnon. The analysis indicated that **Texas had 80% more searches per capita than the U.S. average.**
- A similar report issued by the Anti-Defamation League (ADL) revealed that in 2020 Texas not only **led the nation in the number of white supremacist propaganda incidents** (a 121% increase from 2019) but also was the leading source of white supremacist propaganda nationwide.<sup>4</sup> The report showed Patriot Front, a Texas group with Houston ties, accounted for 80% of hate speech nationwide.

When considering the DVE spectrum—from racially or ethnically motivated to anti-government/anti-authority to single issue (e.g., animal rights, environmental, abortion-related) violent extremists—**Houston is rife with opportunities for future domestic terror incidents.** According to the Moonshot analysis, Google searches for targeted violence originating in Harris County—where Houston is mainly located—put the county at level five on a risk matrix that ranges from curiosity toward extremism (level one) to desire to cause harm and join groups (level six). Consider the following examples:

---

<sup>1</sup> Texas Domestic Terrorism Threat Assessment. Texas Department of Public Safety. January 2020. Available online at [https://www.dps.texas.gov/sites/default/files/documents/director\\_staff/media\\_and\\_communications/2020/txterrorthreatassessment.pdf](https://www.dps.texas.gov/sites/default/files/documents/director_staff/media_and_communications/2020/txterrorthreatassessment.pdf).

<sup>2</sup> Hate Map. Southern Poverty Law Center. 2020. Available online at <https://www.splcenter.org/hate-map>.

<sup>3</sup> Domestic Violent Extremist Mobilization in the United States. Moonshot CVE. March 2021. Available online at <https://moonshotcve.com/domestic-violent-extremist-mobilization>.

<sup>4</sup> White Supremacist Propaganda Spikes in 2020. Anti-Defamation League. March 2021. Available online at <https://www.adl.org/white-supremacist-propaganda-spikes-2020>.

- In 2019, a shooter published a manifesto of extreme beliefs based on race and ethnicity meant to deter immigration and then targeted Latinos at an El Paso Walmart, gunning down 22 people. Given Houston's proximity to the Mexican border and the misinformed notion that it is a sanctuary city, the 45% of Hispanic residents and other people of Hispanic ethnicity visiting or passing through our city are vulnerable to local **racially or ethnically motivated violent extremists** who might hold similar ideologies to the El Paso shooter.
- Houston has recently experienced an incident involving **anti-government/anti-authority violent extremists**. In September 2018, members of a Texas-based militia group clashed with counter-protesters during a demonstration at the Islamic Society of North America Conference in Houston resulting in at least one injury.
- Houston has become the nation's top crude-oil exporting region, shipping nearly 2.5 million barrels per day. Just as significantly, the Port of Houston is home to the largest petrochemical manufacturing complex in the United States and more than half of the container shipping in the Gulf of Mexico region. It is one of many avenues an **environmental (single issue) violent extremist** could exploit to disrupt commerce to Houston and the Nation. In September 2019, 22 Greenpeace protesters suspended themselves from the Fred Hartman Bridge over the Houston Ship Channel, temporarily stopping the oil and gas (and other goods) shipping through the channel. Their actions endangered the public and cost millions of dollars in lost commerce. Greenpeace is not a terrorist organization, but this incident demonstrated to domestic terror groups just how easy it can be to disrupt business in the Houston Ship Channel.

## 1. Needs Assessment

Given Houston's terrorism threats, the **City firmly believes that a framework is needed** that 1) raises the whole community's awareness of radicalization to violence; 2) builds the resilience of area high school students and other whole community members to targeted violence and extremism by developing and sustaining a program that teaches them about the risk factors for and protective factors against radicalization; 3) forms a coalition of various community organizations dedicated to countering violent ideologies and that would participate on a diverse threat assessment and management team that could be accessed by the community, to build trust, partnerships, and collaboration across every level of government, the private sector, non-governmental organizations, and our diverse City.

Table 1 compares this project with existing programs. As shown, there is a variety of organizations, programs, and stakeholders; however, 1) these other programs generally provide services to a specific segment of the whole community and 2) these services are not the organization's main focus. Each of the existing programs is undeniably excellent and contributes to a safer, more resilient Houston, but **none offer as comprehensive a program as the proposed TVTP Framework.**

The Houston TVTP Framework intends to develop programs and resources that will reach the whole community in order to **increase resilience to radicalization to violence** through increased awareness and training. The Houston TVTP Framework aims to reach the following

target populations: 4.41 million adults<sup>5</sup> Houston residents in three counties (Harris, Fort Bend, Montgomery); 53,540 high school students; and 28,000 staff members at schools and youth organizations.

**Table 1: Comparison of Proposed Framework to Existing Programs**

Organization	Program Name	Target Population	Services
<i>Proposed Framework</i>			
City of Houston MOPSHS	TVTP Coalition	Community partners	Support and participate in the <b>TVTP Coalition</b> ; serve as an information sharing network; establish multi-disciplinary threat assessment and management teams accessible by the community
	TVTP Framework	High school students	<b>Youth Resilience Program</b> provides a media literacy/critical thinking curriculum to raise awareness of radicalization to violence, addresses risk factors for and protective factors against radicalization, and teaches students to act on their awareness training
		School and youth program staff members	<b>Community Training</b> teaches organization staffs of to identify radicalized or influenced individuals and to act on awareness training
		Whole community	<b>Bystander Training</b> teaches Houstonians about resisting violent or radical ideologies
<i>Existing Programs</i>			
City of Houston MOPSHS	Houston Building Resilience Program	Teachers and parents	Coalition of trainers instruct teachers and parents about engagement and understanding of children who may be susceptible to recruitment by violent extremist groups
Crisis Intervention of Houston	Community Collaborative to Counter Violent Extremism Program	Whole community	ACT: NOW Hotline redirects individuals who may be on a path of radicalization to violence or extremism away from the use of violence
		Parents and community leaders of the Houston Muslim community	Outreach activities/facilitated dialog with parents and community leaders of the Houston Muslim community about CVE, online safety, and youth bullying
		Law enforcement	Police intervention training specific to CVE
City of Houston Mayor’s Anti-Gang Office	Gang Resistance Education Awareness Training	Middle school students	Anti-gang curriculum to prevent youth crime, violence, and gang involvement to develop positive relationships and safer communities
	Gang Intervention	Former youth gang members	Counselors offer case management, mediation, counseling, referrals, and mentoring
	Outreach and Education	Youth	Prevention presentations to teach the dangers and consequences of delinquent behaviors and build resistance skills

<sup>5</sup> The total population of the counties Houston sits in is 6.1 million. The average percentage of adults is 73%, leaving us with an estimated 4.41 million adults.

Organization	Program Name	Target Population	Services
		Adults	Awareness presentations that help adults address gang involvement and delinquency issues within their families and communities
	iMatter	Youth	Presentations that teach gang, bullying, drug, and alcohol resistance skills
Crime Stoppers of Houston	Community-Based Counter-Terrorism Program	Whole community	Education about domestic and international terrorism that encourages citizens to report threats to the Crime Stoppers of Houston Tip Line
		Students	Presentations about consequences; recognizing indicators of dangerous behavior in others; and understanding when and where to take their concerns
The Harris Center for Mental Health and Intellectual and Developmental Disabilities	Comprehensive Psychiatric Emergency Program	Whole community	Services for people experiencing mental health crises (e.g., 24-hour Crisis Line, field-based crisis outreach and response teams)

## 2. Program Design

### Problem Statement

Recent studies conclude that Texas is at a higher risk for domestic violent extremism than the rest of the country—with Houston near the top of a risk matrix that gauges the potential of a community member to be radicalized toward violence. Organizations in the city offer services that educate Houstonians about disparate aspects of identifying and countering extremism, but **no organization has a framework dedicated solely** to raising the whole community’s awareness of radicalization to violence through a comprehensive training and outreach program. Additionally, Houston would benefit from a concerted effort to organize each of these organizations in to a coalition that coordinates information sharing, promotes and amplifies each other’s services, and serves as a multi-disciplinary threat assessment and management team.

### Program Goals and Objectives

The Houston TVTP Framework has **straightforward goals with achievable objectives**, as presented in Table 2. Over a two-year period, the City of Houston will engage the Houston TVTP Coalition and will develop and deliver three training programs throughout the whole community. To ensure the Houston TVTP Framework matches the Department of Homeland Security (DHS) Strategic Framework for Countering Terrorism and Targeted Violence, Table 2 aligns the DHS Framework to this project’s goals.

**Table 2: TVTP Framework Goals and Objectives aligned with the DHS Framework**

<b>Goals</b>	<b>Objectives</b>	<b>Link to DHS Framework</b>
Goal 1: Reengage and expand the focus of our whole community Coalition of organizations to coordinate and consolidate efforts to counter violent ideologies, serving as a Threat Assessment and Management Team.	Objective 1.1: Within eight months of funding, establish a Threat Assessment and Management Team, holding coordination meetings with relevant organizations and establishing a baseline for the framework.	Objective 3.3: Develop prevention frameworks with state, local, tribal, and territorial (SLTT) partners to enhance their ability to identify and respond to individuals at risk of mobilizing to violence.
	Objective 1.2: After one year of funding, present the framework to whole community Coalition members, including provisions to support and complete other objectives under this program.	
Goal 2: Build skillsets among high school students for lifelong community resistance to violent ideologies by providing Media Literacy/Online Critical Thinking training.	Objective 2.1: Within 18 months, develop a curriculum for high school students and partner with schools to provide media literacy education for students with pre- and post-tests to measure student comprehension.	Objective 3.1: Strengthen Societal resistance against the drivers of violent extremism and ensure broad awareness of the threat of terrorism and targeted violence.
		Objective 3.2: Counter terrorists and violent extremists' influence online.
Goal 3: Partner with critical community organizations to train staff to identify radicalized or influenced individuals to refer them to community organizations that can help rescue individuals from radicalized thinking.	Objective 3.1: Within 18 months of funding, work with the whole community Coalition to identify the main locations per high school where students gather after-school to train key staff on identifying extreme ideologies, establishing a system for identifying and referring youth on a path to radicalization.	Objective 3.1: Strengthen Societal resistance against the drivers of violent extremism and ensure broad awareness of the threat of terrorism and targeted violence.
Goal 4: Expand online and offline offerings of training for the public on resisting violent ideologies.	Objective 4.1: Within 24 months of funding, establish online portals for training and outreach on violent extremism, violent ideologies, and terrorism prevention for the general public, branded for the region with metrics tracking visits, bounce rates, page dwell time, and referrals—especially noting referral destination so the whole community Coalition can coordinate on handoffs and track programmatic referrals quarterly.	Objective 3.1: Strengthen Societal resistance against the drivers of violent extremism and ensure broad awareness of the threat of terrorism and targeted violence.

Logic Model

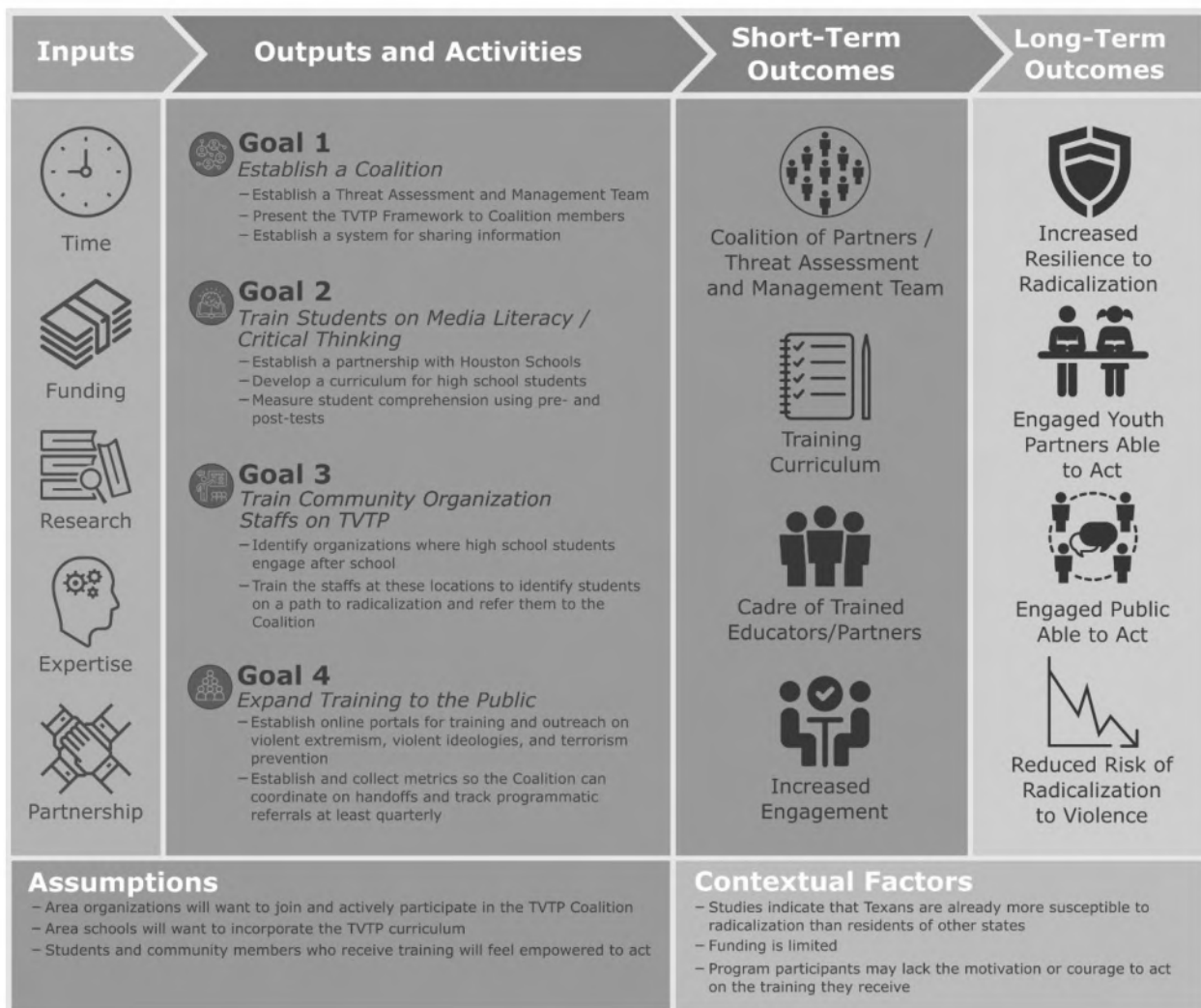
It is frightening to know that interest in targeted violence and extremism is on the rise in Texas. **Without a framework to mitigate the effects** of the pressure of extremist rhetoric and propagandism, the spread of conspiracy theories, and the sharing of hate speech and extremist ideologies, the gap between *interest* and *action* will shrink.

The **success of the Houston TVTP Framework** will largely be based on interest in it. Partners will want to form a coalition. Schools and other community organizations will want to adopt and offer a training curriculum. The whole community will be open to learning about radicalization to violence and will feel empowered to act to prevent it.

*Theory of Change:* If the City and its partner organizations implement a framework to raise awareness of the whole community about radicalization to violence through training and other engagements, those who have been outreached to will have **increased resilience to radicalization and will be able to act appropriately** if they learn of someone influenced by violent ideologies.

*Likelihood of Success:* Individually, existing programs (Table 1) have been effective at engaging the whole community, demonstrating that **Houstonians are interested in and open to programs** similar to the proposed TVTP Framework. If this is the case, then a coalition that continues to promote these programs and is part of the planning team to develop comprehensive TVTP Framework is expected to have the same successes.

The logic model in Figure 1 depicts how the anticipated TVTP Framework’s investments and activities lead to resilience to the risk factors of radicalization to violence, an engaged community able to act, and an overall reduction in risk to terrorism.



**Figure 1: Houston TVTP Framework Logic Model**

### 3. Organization and Key Personnel

The City of Houston MOPSHS will administer this grant. This Office's divisions include the Houston Emergency Center and 9-1-1 Call Center, the Houston Office of Emergency Management, the Homeland Security Grants Office, the Regional Community Preparedness Program, and Houston Crackdown, which works to reduce substance abuse.

This office has a successful history of managing millions of dollars of homeland security grants, including the Urban Area Security Initiative (UASI), State Homeland Security Grant Program, Regional Catastrophic Preparedness Grant Program (RCPGP), Port Security Grant Program (PSGP), Securing the Cities (STC) Grant Program, Complex Coordinated Terrorist Attack Grant Program (CCTA), Buffer Zone Protection Program (BZPP), Assistance to Firefighters Grant (AFG), and the FY2016 CVE Training and Engagement Initiative.

#### Key Personnel

Resumes for key personnel are included in Appendix B.

#### *George Buenik, Director*

Director Buenik has led Houston's MOPSHS since his appointment by Mayor Sylvester Turner on March 1, 2018. In addition to overseeing the Office's departments, he coordinates the activities of all City departments in preparing for, mitigating, responding to, and recovering from disasters, major emergencies, and special events.

He has a long history of leadership and service to the public. He was a member of the Houston Police Department for 34 years and retired as an executive assistant chief. He serves on various boards across, including Crime Stoppers, and is the chair of the Houston UASI Urban Area Working Group Executive Committee. The Houston TVTP Coalition will flourish with his support as one of the multi-disciplinary members.

Director Buenik has a clear vision of how different homeland security grant programs can synergize to increase the preparedness of the Houston region's whole community. Paired with his relationships with leaders of other community organizations, he will be able to ensure engagement with a broad set of multi-disciplinary partners.

#### *Alison Belcher, Regional Grants Program Manager*

Ms. Belcher oversees the administration of homeland security grants for the Houston region. This includes the technical management of projects and programmatic oversight of various regional initiatives, including regionally oriented planning, research, and grant management. Mrs. Belcher has been instrumental in the successful management of millions of dollars of grants in her more than a decade with the City of Houston and will ensure that awarded grant money is appropriately managed and spent for the life of the program. She will carry out Director Buenik's vision and will be the direct link to the Center for Prevention Programs and Partnerships (CP3).

#### *Jackie Miller, Community Preparedness Programs Coordinator*

Ms. Miller is the Houston UASI region's Community Preparedness Programs Manager and serves as the chair of the region's Community Preparedness Committee. Her experience with preparedness and outreach programs that reach the Houston whole community is unrivaled.



She is responsible for the development of many successful community events and outreach programs, including the City’s central preparedness program, Ready Houston; the Elementary and Middle School Ready Curricula; and Neighborhood Ready. She has also developed many influential online preparedness resources, including the “Are You Ready?,” “Make the Call,” and the popular “Run. Hide. Fight.®” videos and the If You See Something Say Something™ terrorism incident reporting tool. Ms. Miller also leads the region’s Community Emergency Response Team Program and sustains the program developed under Houston Building Resilience Program.

Ms. Miller has extensive reach to community partners. She established and manages the Houston Community Preparedness Collaborative and serves on the CVE, CCTA, and RCPGP steering committees. She will use her extensive knowledge of developing community preparedness programs and her connections with community partners to ensure that they buy in to the Houston TVTP Framework.

*Proposed Temporary Planner Position Funded by the TVTP Grant Program*

The City will temporarily hire a person experienced with terrorism/targeted violence or similar programs, as well as planning and community outreach or education. He or she will dedicate their full time to researching, planning, developing, and implementing the Houston TVTP Framework. This person will be able to lead planning teams and meetings to ensure that multi-disciplinary partners are invited to and contribute toward this whole community-driven program.

*Contractor Support*

The City will solicit bids for support from vendors with demonstrable experience in instructional design, including both in-person and online training. The contractor will also support the grant-funded planner with research, delivering training, and conducting outreach.

**4. Sustainability**

The Houston MOPSHS’s larger mission is to identify homeland security grant programs to build regional capacity for the prevention of, response to, and recovery from terrorism. It has a history of developing grant-funded projects with sustainability in mind. For example, several regional plans were developed as part of the original Regional Catastrophic Preparedness Grant Program. The intent from the onset was to identify regional stakeholders that would take ownership of the plans and sustain them—a mechanism that has successfully enabled repeated updates and exercises since implemented.

Similarly, when the Houston TVTP Program ends, the MOPSHS Regional Community Preparedness Programs division will sustain the capabilities developed by this project permanently—as has been done with the Houston Building Resilience Program capabilities. Additionally, the City will rely on partners in the TVTP Coalition to support sustainment of these capabilities as appropriate to their organizations’ missions. Although the capabilities developed under this program will be designed to be lasting and relevant, any updates or changes to the program that may be required will be considered to be separate projects and handled on a one-off basis.

The TVTP planner position will be hired and employed only for the period of the grant, as the City has done in the past for other programs, including the FY2016 CVE Grant Program.

Lessons learned from the implementation of the FY2016 Houston Building Resilience Program will be applied to the design of the FY2021 Houston TVTP Program. After the Houston TVTP Coalition has been set up, a working group will eventually be stood up to determine the best way to adapt the deliverables of the Houston Building Resilience Program to align with the Houston TVTP Framework.

## 5. Budget Detail and Narrative

Budget Category	Federal Request
Personnel	\$100,000
Fringe Benefits	\$40,000
Travel	\$0
Supplies	\$40,000
Contractual	\$395,100
Other (M&A)	\$28,755
<i>Total Direct Costs</i>	<i>\$603,855</i>
Indirect Costs	\$0
<b>TOTAL PROJECT COSTS</b>	<b>\$603,855</b>

### Budget Narrative

#### *Personnel*

Hire one full-time employee (FTE) to coordinate project, involve community organizations, and set up the TVTP Coalition.

*1 FTE (salary + benefits) x 18 months = \$140,000*

#### *Outreach materials (Supplies)*

Supplies to include office supplies for the FTE, educational and training support supplies/expenses, and computer supplies. Training materials include equipment items and materials that are expendable or consumed during the project such as costs for preparing and reproducing/printing outreach materials = *\$40,000*

#### *Contractor Support*

- Develop a threat assessment and management capability with the whole community Coalition.  
*800 hours x \$150/hour = \$120,000*
- Partner with educational entities, research curriculum and identify proper content and ages.  
*134 hours x \$150/ hour = \$20,100*
- Develop and deliver media literacy/online critical thinking education as part of standalone classes to be integrated into a larger curriculum.  
*533 hours x \$150/ hour = \$79,950*
- Adapt and develop materials for staff in locations which serve neighborhoods with activities and services and deliver train-the-trainer class to select staff members.  
*66 hours x \$150/ hour = \$9,900*

- Assist with training staff working at or interacting with individuals in neighborhood anchors.  
*134 hours x \$150/ hour = \$20,100*
- Conduct outreach events and online outreach campaigns.  
*467 x \$150/ hour = \$70,050*
- Update training materials; adapt and deliver training to neighborhood locations.  
*500 hours x \$150/ hour = \$75,000*

*Management and Administration (M&A)*

Financial and programmatic staff to manage the program's financial, procurement, and asset management activities.

*5% of the total programmatic amount requested*

**Appendix A: FY2021 Implementation and Measurement Plan**

<b>Organization Name</b>	City of Houston, Texas
<b>Project Title</b>	Targeted Violence and Terrorism Prevention Framework
<b>Grant Number</b>	DHS-21-TTP-132-00-01
<b>Grant Implementation Period</b>	10/01/2021 – 09/30/2023

Overall Project Goals:

The City will implement a local framework that 1) establishes a TVTP Coalition of whole community partners; 2) launches high school curriculum to build media literacy and online critical thinking; 3) trains staff at community organizations to identify radicalized individuals and refer them to helpful programs; and 4) expands training to the public on resisting violent ideologies.

Target Population: Target population is compared in the following table and referenced inline in each Goal’s section.

<b>Goal</b>	<b>Target Population</b>	<b>Approx. Size</b>	<b>Demographic Breakdown</b>	<b>Justification</b>
Goal 1: Establish a Coalition	Community partners	50	Multi-disciplinary partners including but not limited to City and County government partners, Houston Police Department (PD), Harris County Sheriff’s Office (SO), Houston Independent School District, many nonprofit and community-based organizations	The Coalition will require broad participation from partners that have experience engaging with different aspects of the whole community and with different aspects of violence or radicalization.
Goal 2: Train Students on Media Literacy/ Critical Thinking	High school students	55,000	14–18 years old, multiple ethnicities, multiple socio-economic backgrounds, diverse cultural backgrounds	Because funding will be limited, it makes the most sense to use it to develop a curriculum that would target the age group most able to understand, retain, and act on what is taught.
Goal 3: Train Community Organization Staffs on TVTP	School and youth program staff members	28,000	21+ years old, multiple ethnicities, multiple socio-economic backgrounds, diverse cultural backgrounds, school staff (teachers, administrators, etc.), staffs at local community-based organizations	This population is the one continually engaging with the area youth outside of their home environment and may be most likely to observe signs of radicalization.
Goal 4: Expand Training to the Public	Whole community	6.1 million	Multiple ages, ethnicities, socio-economic backgrounds diverse culture backgrounds	Residents will seek out information.

Goal 1

*Project Goal Statement*

Establish a formal whole community coalition of organizations to coordinate and join efforts to counter violent ideologies in the City of Houston, serving as a Threat Assessment and Management Team.

*Target Population*

Community partners, 50 Multi-disciplinary individuals from government partners, Houston PD, Harris County SO, regional school districts, community-based organizations, and representatives from the whole community. The Coalition needs participation from partners that engage with all aspects of the whole community and with distinct aspects of violence or radicalization.

*Implementation Plan*

<b>Objectives</b>	<b>Activity</b>	<b>Inputs/Resources</b>	<b>Timeframe</b>	<b>Anticipated Outputs</b>
Objective 1.1: Establish a whole community coalition to serve as a Threat Assessment and Management Team and set up a baseline for framework.	1.1.1 Identify whole community members and relevant organizations.	TVTP FTE, City departments, previously engaged community partners, contractor support	Month 1	List of key stakeholders in community to target with outreach and include in program development
	1.1.2 Meet informally to establish coalition.	FTE, relevant organizations named in activity 1.1.1, contractor support	Months 2–4	8–10 informal meetings with contractor, City, and relevant stakeholders as appropriate; coalition governance document.
	1.1.3 Formalize organization and communicate mission, purpose, and intent to partners.	FTE, named Coalition members, City staff, contractor support	Months 4–8	Kickoff event, kickoff presentation, organizational page on regional website, scheduled quarterly meetings
Objective 1.2: After one year of funding, present framework and provisions to support and complete other objectives under this program to the whole community Coalition.	1.2.1 Present the framework and plans to move forward to Coalition.	FTE, initial threat assessment, project plan, contractor support	Month 12	Buy-in from Coalition, revisions to process, more information for threat assessment
	1.2.2 Establish regular Coalition meetings.	FTE, Coalition, contractor support, city staff	Quarterly from Q5–project close.	Regular coordination, ongoing input, community buy-in
Objective 1.3: Establish an information sharing system.	1.3.1 Identify holistic intervention opportunities.	FTE, law enforcement (LE) partners, community partners, research on intervention techniques	Months 12–14	Holistic intervention referral list
	1.3.2 Determine the information sharing system needs and platform.	FTE, partner input on data needs	Months 14–16	Plan for platform and data sharing

<b>Objectives</b>	<b>Activity</b>	<b>Inputs/Resources</b>	<b>Timeframe</b>	<b>Anticipated Outputs</b>
	1.3.3 Begin information sharing platform development and testing.	FTE, technical requirements, data sharing requirements and agreements	Months 16–20	Working prototype of platform
	1.3.4 Socialize and validate the information sharing platform.	FTE, tool and documentation	Months 20–24	Platform shared with partners with information flowing as needed

### *Measurement Plan*

<b>Activity</b>	<b>Performance Measures</b>	<b>Data Collection Method And Timeframe</b>
<i>1.1.1</i>	Matrix of target populations (as identified in this project and expanded as needed) and community organizations.	Dated report no later than one month after program start.
<i>1.1.2</i>	Semi-weekly Coalition planning meetings.	Four meetings by month 4 with attendee lists and notes.
<i>1.1.3</i>	Organizational documents shared on central website and sent via email to community partners.	Hold one kickoff meeting and one quarterly follow-up meeting by the end of month 8, with sign-in sheets.
<i>1.2.1</i>	Framework and plans presented at next quarterly Coalition meeting.	Before end of month 12, present Coalition framework and progress on other 3 goals at quarterly Coalition meeting, with standing agenda for brief-outs from project teams. Track attendance and ensure representation.
<i>1.2.2</i>	Ensure coalition representation at meetings, work with non-representative members to gain attendance or work directly to brief them separately if not possible.	Surveys conducted bi-annually on program progress, attendance sheets reviewed for consistency from key partners, substitution recommendation to program lead.
<i>1.3.1</i>	Produce report of intervention opportunities, using input from coalition partners, LE community, and SMEs.	In Q1 of year two, produce intervention strategies report to ensure community partners are being used for holistic interventions and referrals for radicalized individuals, distribute electronically before quarterly meeting.
<i>1.3.2</i>	Successfully tested platform for information sharing with public.	Verify content, review group conduct test of platform and submit surveys for tabulation.
<i>1.3.3</i>	Socialization plan developed and implemented and info sharing system launched and used by partners.	Hit tracking, referral tracking, user feedback surveys, user interface testing, and reporting on input/output from referral system, with cases used as metrics for success. Compare metrics to any existing information to ensure success and track for year-over-year performance reporting.

## Goal 2

### *Project Goal Statement*

Build skills among Houston area high school students for lifelong community resistance to violent ideologies with Media Literacy/Online Critical Thinking training.

### *Target Population*

55,000 high school students 14–18 years old, multiple diverse ethnicities, socio-economic, and cultural backgrounds. Because funding is limited, we will develop a curriculum that would target the age group most able to understand, retain, and act on what is taught.

### *Implementation Plan*

<b>Objectives</b>	<b>Activity</b>	<b>Inputs/Resources</b>	<b>Timeframe</b>	<b>Anticipated Outputs</b>
Objective 2.1: Within 18 months, develop a curriculum for high school students and partner with schools to provide media literacy education for students with pre-and post-tests to measure student comprehension.	2.1.1 Partner with schools.	Coalition partners, educational experts, SMEs, contractor support	Months 2–4, semi-weekly meetings from Q2 to Q3	Working relationships with social studies/civics teachers, school leadership, and external SMEs
	2.1.2 Research the curriculum.	Contractor support, coalition partners, planner support	Months 2–5	Coalition report on state of curriculum with suggested adaptations for Houston
	2.1.3 Adapt the curriculum.	Contractor support, curriculum design SMEs, digital learning experts	Months 5–9	Finalized curriculum outlines, syllabus, materials list, delivery platform
	2.1.4 Produce the materials.	Contractor support, Houston Television Department, coalition partners	Months 9–14	Videos, audio, text, tests, grading standards, teacher guides
	2.1.5 Implement the pilot program.	Coalition, Houston Independent School District (HISD)	Months 14–16	Test classes of students, completed evaluations
	2.1.6 Adapt, finish, and deliver the program.	HISD, contractor support	Months 16–20	Final curriculum delivered in schools throughout Houston

*Measurement Plan*

<b>Activity</b>	<b>Performance Measures</b>	<b>Data Collection Method and Timeframe</b>
2.1.1	Complete list of pilot campuses, key campuses, and integration plan for educational staff with Coalition. Form educational working group for Coalition to tackle one-off issues related to education/curriculum.	List shared at Coalition meeting, working group set up at first Coalition meeting with attendance tracked and evaluated. Education working group meets at least once per quarter ahead of Coalition meeting to produce reports, if needed, tracked with sign-in sheets.
2.1.2	Find best practices in curriculum for de-radicalization, bias training, and media literacy, present report to Coalition with feedback via surveys.	Report distributed to Coalition before meeting, surveys for feedback from Coalition and education working group.
2.1.3	Report to Education working group then Coalition at next quarterly meeting on curriculum adaptation. Build on earlier report with record and justification of changes, and Education working group buy-in.	Number of best practices adopted, number of changes, number of original modules reported. Survey education working group for any missing modules or changes and satisfaction with overall adaptation before quarterly meeting to present findings.
2.1.4	Develop videos, class materials, tracking and metrics for curriculum.	Number and minutes of video, class materials for every video, recommended teaching paths through videos; survey on video pros and cons with improvement plan presented to Coalition at quarterly meeting.
2.1.5	Test efficacy of draft program on test classes of students with input from students and teachers.	Pre- and post-test surveys evaluating content and figuring out if learning objectives are met.
2.1.6	Deliver pilot program report, showing improvements needed, made, and deferred.	Report showing improvement plan following pilot feedback with any remaining outstanding issues assigned to team members with deadlines; finalized program offered to educational partners for classroom instruction, with persistent reporting via student pre- and post-tests and teacher feedback form. Brief out quarterly on adoption and ratings at quarterly Coalition meetings.



### Goal 3

#### *Project Goal Statement*

Partner with critical community organizations to train staff to identify radicalized or influenced individuals to refer them to community organizations that can help rescue individuals from radicalized thinking.

#### *Target Population*

Approximately 28,000 school and youth program staff members, adults, diverse ethnicities socio-economic, and cultural backgrounds; school staffs (teachers, administrators, etc.), staffs at local community-based organizations. These individuals are critical since this population is continually engaging area youth outside of their home environment and may be most likely to see signs of radicalization.

#### *Implementation Plan*

<b>Objectives</b>	<b>Activity</b>	<b>Inputs/Resources</b>	<b>Timeframe</b>	<b>Anticipated Outputs</b>
Objective 3.1: Establish an after-school system for referring students and intervening in radicalization efforts.	3.1.1: Identify the main locations per high school where students engage after-school.	FTE research, community organizations, school counselors, city facilities/libraries	Months 8–10	List/Report on after-school trends and contact-points
	3.1.2: Establish a system for identifying and referring individuals on a path to radicalization.	FTE with Coalition, contractor support, LE partners	Months 10–18	Recommendation report for Coalition on referral program
Objective 3.2: Train after-school staff, educators, and community partners on extremism, radicalization, and referrals.	3.2.1: Develop after-school training curriculum and certificates with continuing education (CE) as appropriate.	FTE, contractor support, coalition partners, key after-school contacts	Months 10–18	Training videos, materials, and tracking system
	3.2.2: Train key after-school staff on recognizing extreme ideologies and train on referral system.	FTE, after school organizations, coalition partners	Months 18–21	Trained staff, certificates
	3.2.3: Follow-up with trained staff after 6 months to determine community impact, if applicable.	Survey tool, coalition partners, school partners	Months 21–24	Training outcomes report and improvement plan

*Measurement Plan*

<b>Activity</b>	<b>Performance Measures</b>	<b>Data Collection Method and Timeframe</b>
3.1.1	List of locations by category.	Survey education working group and partners to find locations, use findings in the report, brief at quarterly Coalition meeting after distributing the report electronically at least two weeks prior.
3.1.2	Report on referral path opportunities, building on Activity 1.1.1.	Final report to be distributed at least two weeks before quarterly Coalition meeting. Report can include suggested system features and assistive technology if needed.
3.2.1	Videos developed and loaded to tracking/learning management system (LMS) with designed certificates for course completion.	Pre- and-post tests for videos to show comprehension and give course feedback. Reported quarterly at coalition meetings.
3.2.2	Develop training program for after-school staff and deliver to 20% of key partners within 1 month of development, 40% within 2 months, and 90% within 5 months.	Pre- and post-tests tallied; number of train-the-trainer sessions held out of total needed reported bimonthly electronically to Coalition.
3.2.3	Follow-up surveys showing satisfaction with training and suggestions for improvement.	Before program end, survey all trainers to determine feeling of training efficacy and roll-up report of suggested changes for Coalition two weeks before final quarterly meeting in performance period.

Goal 4

*Project Goal Statement*

Expand online and offline offerings of training for the public on resisting violent ideologies.

*Target Population*

Include the whole community: 4.41 million adults from diverse ages, ethnicities, socio-economic backgrounds diverse culture backgrounds. This information and training should be made public since residents will be seeking out information.

*Implementation Plan*

<b>Objectives</b>	<b>Activity</b>	<b>Inputs/Resources</b>	<b>Timeframe</b>	<b>Anticipated Outputs</b>
Objective 4.1: Establish online portals for training and outreach on violent extremism, violent ideologies, and terrorism prevention for the general public, branded for the City of Houston with metrics tracking visits, bounce rates,	4.1.1: Adapt in-class and after-school program materials for public online learning.	Designed high school curriculum to adapt, input from community coalition and partners, contractor support for research, facilitation, and document production	Months 9–12	Simplified curriculum for public with shortened modules with clear goals
	4.1.2: Identify and launch platform or LMS, tracking, and referrals.	FTE, Coalition, and contractor support	Months 12–14	Public (alpha) website, dummy curriculum for testing

<b>Objectives</b>	<b>Activity</b>	<b>Inputs/Resources</b>	<b>Timeframe</b>	<b>Anticipated Outputs</b>
page dwell time, and referrals—especially noting referral destination so the whole community Coalition can coordinate on handoffs and track programmatic referrals at least quarterly.	4.1.3: Load and test content on LMS, pilot with community partners.	Coalition partners for testing, contractor support for content load, COH staff for QA	Months 14–18	Public (beta) site, production curriculum loaded for QA
	4.1.4: Develop platform outreach strategy and materials, socialize tool.	FTE, coalition partners, and contractor support	Months 18–20	Outreach materials and plan
Objective 4.2: Update coalition partners and track success of public outreach program.	4.2.1: Report on visits, bounce rates, page dwell time, and referrals.	FTA and contractor support	Months 20–24, Quarterly ongoing	Quarterly report, feedback from Coalition
	4.2.2: Write final wrap-up report and improvement plan.	Contractor support for assessment, community partners for briefing	Months 22–24	Final project wrap-up report for stakeholders and partners

### *Measurement Plan*

<b>Activity</b>	<b>Performance Measures</b>	<b>Data Collection Method and Timeframe</b>
4.1.1	Identify pros and cons of classroom materials for general population, develop improvement plan for adaptation, and develop videos and accompanying materials.	Working group to develop list of topics for public training, list of required content changes, and semi-weekly reporting electronically to Coalition on progress of activity.
4.1.2	Number of systems evaluated with pros and cons for each and final recommendation.	Surveys among working group members and demonstrations from three users or vendors before sending platform recommendation to Coalition two weeks before alpha platform launches. Pre- and post-tests on dummy materials to determine platform efficacy in testing period.
4.1.3	Content loaded to LMS is evaluated and confirmed by working group and signed-off by Coalition.	Pre- and post-tests on modules, each module evaluated 1 time at least by ten 10 coalition members selected for evaluation team. Changes made and final report of testing period emailed to Coalition within two weeks of concluded testing.
4.1.4	Working group for outreach strategy produces report and materials for outreach.	Present report to Coalition, showing recommended outreach materials. Gather feedback via surveys and make changes as needed within one week of Coalition meeting.
4.2.1	On an ongoing basis, collect metrics for visits, bounce rates, and completions.	Tracking tools on platform and pre and post-test surveys. Number of certificates generated for 30% of participants or greater.
4.2.2	Final wrap-up report generated with key recommendations for ongoing changes or following revisions.	One wrap-up report delivered to FTE/City staff before program close to be presented to Coalition at next applicable quarterly meeting.

## **Appendix B: Resumes of Key Personnel**

### **George T. Buenik**

#### **March 2018 – Present**

##### **Mayor's Director of Public Safety & Homeland Security for the City of Houston**

\*\*Coordinate the activities of the Office of Emergency Management and the Emergency Operations Center in planning, response, mitigation, and recovering from disasters, emergencies, and special events.

\*\*Oversee 175 of the Houston Emergency Center's 911 telecommunicators for Police, Fire, and Emergency Medical Service that process approximately 2.8 million calls a year.

\*\*Manage Homeland Security grants totaling \$56 million including the Urban Area Security Initiative, Securing the Cities, Complex Coordinated Terrorist Attacks, the Port Security Grant Program, and Countering Violent Extremism Grant Program.

\*\*Accountable for the operation of the Public Safety Video Network consisting of 925 video cameras and 400 private sector cameras that monitor critical infrastructure, key resources, and large public venues.

\*\*Responsible for Community Preparedness programs including Houston Ready, Make the call – regional terrorism prevention, Run.Hide.Fight® active shooter training, Neighborhood Ready, and Houston's Community Emergency Response Team (CERT) covering a five-county region.

#### **June 2014 – March 2018**

##### **Senior Security Auditor**

##### **Texans National Football League Best Practices Auditor**

\*\*Hired by the NFL team to provide security consultation and auditing of security procedures for the 71,000 seat NRG stadium.

#### **September 2014 – March 2017**

##### **Executive Assistant Chief of Strategic Operations – Houston Police Department**

\*\*Oversaw 1,500 employees in Homeland Security, Criminal Intelligence, Joint Terrorism Task Force, Fusion Center, Threat Management, Risk Mitigation, Dignitary Executive Protection, Catastrophic Planning, Special Operations, Tactical Operations, SWAT, Bomb, Hostage, and IAH & HOU Airports.

#### **May 2004 – September 2014**

##### **Assistant Chief – Houston Police Department**

###### **West Patrol Command**

\*\*Managed district resources for an area covering 155 square miles and a population of 891,000.

###### **Criminal Investigations Command**

\*\*Managed complex Homicide, Robbery, Burglary, Theft, and Financial Crime investigations.

#### Internal Investigations Command

\*\*Developed guidelines for accountability, integrity, and the highest ethical standards while investigating allegations of misconduct on the part of all city employees.

#### Professional Development Command

\*\*Oversaw Human Resources, all Training, Health and Safety Unit, and Recruiting.

#### Tactical Support Command

\*\*Provided leadership and coordination for all Special Operations involving SWAT, Hostage Negotiation, Bomb Squad, Dignitary Protection, all major events, and emergency operations.

# Alison Friedman Belcher

---

(b)(6)

## SUMMARY OF QUALIFICATIONS

City of Houston employee with over 8 years of experience in Homeland Security. Accomplished, goal-oriented analyst with proven success working in multi-skilled teams to deliver complex products. Experience in research and development, strategic planning, contract management, intergovernmental communication, and producing well-written products to meet organization objectives. Strong commitment to producing results. Skilled communicator with a proven track record of convening groups of various disciplines and jurisdictions, building consensus around needed action and securing the resources for implementation. Experienced professional, responsible for successful grant applications that have brought the City of Houston millions of dollars.

## EXPERIENCE

City of Houston	January 2019 - current October 2010 – January 2019	<i>UASI Program Manager Analyst/ Planner</i>
-----------------	---	--

### Mayor’s Office of Public Safety & Homeland Security

---

- Coordinate homeland security planning, strategic development, and implementation activities associated with Houston’s and the boarder region’s homeland security programs to include:
  - Coordinate the biennial update of the Regional Strategic Plan;
  - Facilitate the annual Regional Threat and Hazard Identification and Risk Assessment (THIRA)/ Stakeholders Preparedness Report (SPR) update for FEMA;
  - Develop and submit proposals to state and federal agencies; and
  - Project lead on several regional projects such as the Complex Coordinated Terrorist Attack grant program.
- Support the UASI Executive Committee and Urban Area Working Group.
- Staff liaison for the Risk Management and Critical Infrastructure, Vital Systems (Supply Chain), Intelligence and Information Sharing, and Interoperable Communications Work Groups.
- Lead the region’s Data Call for both Critical Infrastructure and Special Events.
- Facilitate meetings to support the development of homeland security capabilities.
- Review notices of funding opportunity to identify potential programs that could support the growth of homeland security capabilities.
- Developed grant applications for annual Homeland Security Grant Program opportunities (e.g., Port Security Grant Program (PSGP) and the Complex Coordinated Grant Program (CCTA)).
- Co-facilitation of the UASI application process for the Houston Region annually to include updating, reviewing, and assigning the applications to committee and assisting the Executive Committee with the allocation process.

**Baylor College of Medicine**

**July 2000 – September 2010**

**July 1995 – July 1999**

---

*Researcher*

- Managed staff to completed special projects by organizing and coordinating information, requirements, and monitoring results.
- Served as the hub for numerous research projects - organizing and managing data from/for numerous participating hospitals.
- Responsible for planning, organizing, and implementing new ideas for the clinical research study and motivating others to meet the objectives of the organization.
- Responsible for handling projects and maintaining the quality of these projects.
- Responsible for evaluating and analyzing data from participating organizations.
- Managed departments digital needs including ordering, record keeping, and training personnel.
- Maintained interpersonal communications by providing continuity by documenting and communicating actions, irregularities, and continuing needs.

**Dragonfly Graphics**

**February 2002 – December 2016**

---

*Store Manager*

- Managed all financial aspects of running a company.
- Managed projects and all integral personnel involved in the project.
- Drafted and maintained fiscal budget.

## **EDUCATION**

Master of Science – Criminology and Forensic Science, Boston University, 2009

Bachelor of Science – Chemistry and Education, University of Southern California, 1992

## **SKILLS**

- Completed required NIMS training and other Homeland Security and grant writing and management training opportunities.
- Maintains professional and technical knowledge by self-training in addition to seeking outside assistance from workshops and experts.
- Proficient in MS Word, Excel, Photoshop, PowerPoint, and Video TeleConferencing
- Created and maintained databases in both Excel and Access which includes providing historical references by developing and utilizing filing and retrieval systems.
- Uniquely trained on statistical software.

**Jackie Miller**  
**City of Houston**  
**Community Preparedness Programs Manager**

---

**SUMMARY**

**Professional Experience**

**CITY OF HOUSTON**  
**Houston, Texas**

**May 2006 to Present**

Community Preparedness Programs Manager

- Co-Chair UASI Grant Program Community Preparedness Committee
- Serve as a Committee Member on the Urban Area Security Initiatives Working Group
- Manage the annual UASI grant budget for the Community Preparedness Project
- Develop and manage Ready Houston programs that includes website, Elementary and Middle School Ready Curriculum, Neighborhood Ready, Are You Ready? Video and printed materials (provided in 11 languages)
- Managed a Regional Community Preparedness Assessment and Plan process to identify gaps and expand preparedness outreach in isolated communities
- Manage distribution of Ready materials throughout the Houston Region
- Developed and produced the Make the Call, If You See Something Say Something™ Videos and website
- Developed and co-produced Run Hide Fight® Surviving and Active Shooter video
- Established and manage the Houston Community Preparedness Collaborative with a wide variety of partner organizations regarding preparedness initiatives
- Serve on the CVE, CCTA and RCPG Steering Committees
- Serve on the Grocery Resilience Group and Supply Chain Management Group
- Manage large community outreach activities/events including the Annual Extreme Weather Ready Expo and the Annual Ready Houston Preparedness Kit Chef Challenge
- Manage the Community Emergency Response Team (CERT) program for the City of Houston which includes classes for the Spanish and Vietnamese speaking communities, blind/visually impaired and deaf/hard of hearing
- Coordinate volunteer opportunities for CERT members
- Serve as a member of the Harris County Citizen Corps Council
- Numerous awards received for programs

**CONSULTANT**

**Houston, Texas**

**October 1999 to May 2006**

- Project Management of \$36 Million of Homeland Security Grants for the Mayor's Office of the City of Houston.
- Facilitate strategic planning, team building, goal setting, and board or group development retreats and meetings. Conduct one-on-one interviews, establish the agenda based on needs of the board or group, facilitate and provide post-retreat summary with recommendations.
- Evaluate After-School Achievement Programs and project management to establish a youth website for the City of Houston.
- Read and evaluate grants for the City of Houston, the Beaumont Foundation and the Department of Education.
- Facilitated collaboration of teachers, community, administration and students to establish a long-term strategic plan for Lamar High School, HISD.
- Facilitate Principal search committees for Central District of HISD.

**RESOURCES CONNECTION**

**November 1999 to November 2002**

**Houston, Texas**

Recruiting and Client Service Director, Human Capital Solutions

Responsible for start-up of the Human Capital Solutions service line in the Houston market including business development, recruitment, placement and client service for Human Resources project professionals.



**TAYLOR SPEIER GROUP, BUSINESS CONSULTING  
TAYLOR CONSULTING**

**September 1995 to October 1999**

**Houston, Texas**

Soft Side Engineer/Consultant

Work with clients to build organizations that can manage growth and improve business performance focusing primarily on productivity. Facilitate the process to create a strategic context for business decisions and design a culture to align the organization with the vision and strategic plan. Use methodologies and tools that enable facilitation for the process of change and leverage the power of leadership and teamwork to build organizations that can sustain growth and deliver customer-focused solutions.

**TEXAS CHILDREN'S HOSPITAL**

**February 1988 to May 1995**

**Houston, Texas**

Director Training and Development (March 1989 to May 1995)

Responsible for start-up of the training department. Conducted needs assessment. Developed and facilitated hospital-wide training programs on topics to include customer service, quality, management/leadership training, managing diversity, dealing with difficult people and positive assertiveness training. Provided consultation services to departments for specialized training in team building and facilitated departmental retreats. Planned and developed 2 senior level management retreats.

- Other responsibilities included chairing 6 committees to include Advisory, Super Star, Special Events, Sibling Visitation, Quality Education and Safety Education. Also served on 9 additional committees and subcommittees.
- Responsible for planning major projects and/or events to include United Way campaigns, March of Dimes WalkAmerica, Bring Your Youth to Work Day, Hospital Birthday parties, parades for patients on holidays, Patient Information Video, several instructional and motivational videos and senior management retreats.

Employment/Employee Relations Representative (February 1988 to March 1989)

Responsible for recruitment and employee relations issues for 20 departments of the hospital to include Respiratory Care, Biomedical Engineering, Environmental Services, Pathology, Patient Accounts, Financial Services and Administration.

**QUEST PERSONNEL**

**September 1987 to January 1988**

**Houston, Texas**

Employment Placement Counselor

Development of relationships with business clients needing assistance in placement of personnel. Development of client base requiring job placement. Matching personnel clients with available positions.

**TEXAS AMERICAN BANK/GALLERIA, N.A.**

**June 1976 to August 1986**

**Houston, Texas**

Facilities Manager (June 1986 to August 1986)

Planned, organized and managed the administration and facility services of the bank. Also served as the bank's security officer insuring compliance with related laws and regulations. Directly supervised 11 employees.

Vice President, Personnel Director (April 1981 to June 1986)

Responsible for start-up of personnel department. Responsible for providing a qualified staff (exempt and non-exempt) and an internal environment conducive to long-term tenure of productive and motivated employees. Managed payroll, benefits and personnel records. Directly responsible for 12 employees which included 5 departments not related to Personnel. Responsible for needs assessment for scheduling training for all areas of the bank.

Loan Administration Officer (December 1978 to September 1980)

Supervised the Commercial Loan Department (2-4 employees). Responsible for the preparation, closing and month-to-month maintenance of all commercial and real estate loans and collateral.

Credit Department Supervisor (January 1978 to December 1978)

Credit Department Clerk (June 1977 to January 1978)

Credit Card Clerk (June 1976 to June 1977)

**Education**

Texas Tech University, Lubbock, Texas. BSBA

Disney's Approach to Quality Service, 1988

Human Synergistics Certified Facilitator Training - 1998

Leadership Houston Class XIX, 2001

Extended Disc Certified Facilitator Training – 2004

FEMA Courses

**Community Leadership**

Crossroads – Board Member, 2004 – 2006

NCELA (New Century Educational Leadership Academy) Committee – 2004 - 2005

Leadership Houston Board - Leadership Development Committee, 2002 – 2004

Friends of Periwinkle Foundation Board, 2001 - 2005

HISD Principal Search Committees, served on 3 committees, facilitated 2 committees, 1998 - 2002

HISD - PTO Executive Committee Positions, 1985 - 2001

HISD Parent Rapid Response Team, 1998 - 1999

Lanier Middle School Foundation, Founding Director, 1996 - 1998

HISD Parent Advisory Committee to the Superintendent of Schools, 1996 - 1997

Camp For All, Board Member, 1995-1996

Friends of Camp For All, President and Co-Founder, 1995-1996

This page intentionally left blank.

## **Appendix C: Documentation of Commitment/Support**



# CITY OF HOUSTON

## Department of Neighborhoods

Patricia Harrington  
Mayor's Anti-Gang Office  
Director  
P.O. Box 1562  
Houston, Texas 77251-1562

T. 832.393.0931  
F. 832.393.0903  
houston.tx.gov/antigang

May 13, 2021

George T. Buenik, Director  
Mayor's Office of Public Safety & Homeland Security  
City of Houston  
900 Bagby, 2<sup>nd</sup> Floor  
Houston, TX 77002

RE: Letter of Commitment, Targeted Violence and Terrorism Prevention Grant Program

Dear Mr. Buenik:

Please accept this letter as evidence of the commitment of the Mayor's Anti-Gang Office to actively engage with our regional partners as part of the Targeted Violence and Terrorism Prevention Grant Program. Past incidents we've experienced locally, such as active shooter incidents, and have witnessed nationally, including the Boston Marathon, the nightclub shooting in Orlando, and violence at the capitol have shown the need to address targeted violence and terrorism through a whole-of-society effort. As a member of a community that is committed to this change, I feel that my organization and our region would be helped by this program's objectives:

- Strengthen societal resistance against the drivers of violent extremism and ensure broad awareness of the threat of terrorism and targeted violence.
- Counter terrorists and violent extremists' influence online.
- Develop prevention frameworks with partners to enhance their ability to identify and respond to individuals at risk of mobilizing to violence.

This program would build on and complement existing and previous regional efforts, including the Countering Violent Extremism Program, the Houston Urban Area Security Initiative, the Regional Catastrophic Preparedness Initiative, and the Securing the Cities Program. The region has implemented a comprehensive homeland security program that values collaborative planning to develop regional programs, processes, and products. Mayor's Anti-Gang Office and the whole community benefit from these programs, processes, and the products on a daily basis.

The Mayor's Anti-Gang Office is willing to enter into a Memorandum of Understanding with the City of Houston to support this effort, including working in a coordinated and collaborative fashion, exchanging applicable information, and sharing lessons learned from previous incidents.

The Targeted Violence and Terrorism Prevention Grant Program will allow us to continue to work together with our partners across the region in a multi-disciplinary, multi-jurisdictional effort. This program will provide help to identify and implement innovative regional solutions to preventing targeted violence and terrorism through locally based training, engagement, education, social services, mental and public health services, and alternative messaging to communities on a voluntary basis. Should we be funded, we commit to identifying workable options to sustain this program in our region.

I look forward to working with you and our partners as we implement this important effort.

Sincerely,

(b)(6)

Patricia Harrington, Director



**County Judge Lina Hidalgo**

**DIRECTOR**

May 10, 2021

George T. Buenik, Director  
Mayor's Office of Public Safety & Homeland Security  
City of Houston  
900 Bagby, 2<sup>nd</sup> Floor  
Houston, TX 77002

RE: Letter of Commitment, Targeted Violence and Terrorism Prevention Grant Program

Dear Chief Buenik:

Please accept this letter as evidence of the commitment of the Harris County Office of Homeland Security & Emergency Management (HCOHSEM) to actively engage with regional partners for the Targeted Violence and Terrorism Prevention Grant Program. Past incidents we've experienced regionally, such as active shooter incidents, and have seen nationally, including the Boston marathon, the shooting in Orlando, and violence at the US Capitol have shown the need to address targeted violence and terrorism through a whole-of-society effort. As a community that is committed to this change the region would be helped by the program's objectives:

- Strengthen societal resistance against the drivers of violent extremism and ensure broad awareness of the threat of terrorism and targeted violence.
- Counter terrorists and violent extremists' influence online.
- Develop prevention frameworks with partners to enhance their ability to identify and respond to individuals at risk of mobilizing to violence.

This program would build on and complement existing and previous regional efforts, including the Countering Violent Extremism Program, the Houston Urban Area Security Initiative, the Regional Catastrophic Preparedness Initiative, and the Securing the Cities Program. The region has implemented a comprehensive homeland security program that values collaborative planning to develop regional programs, processes, and products. HCOHSEM and the whole community benefit from these programs, processes, and the products on a daily basis.

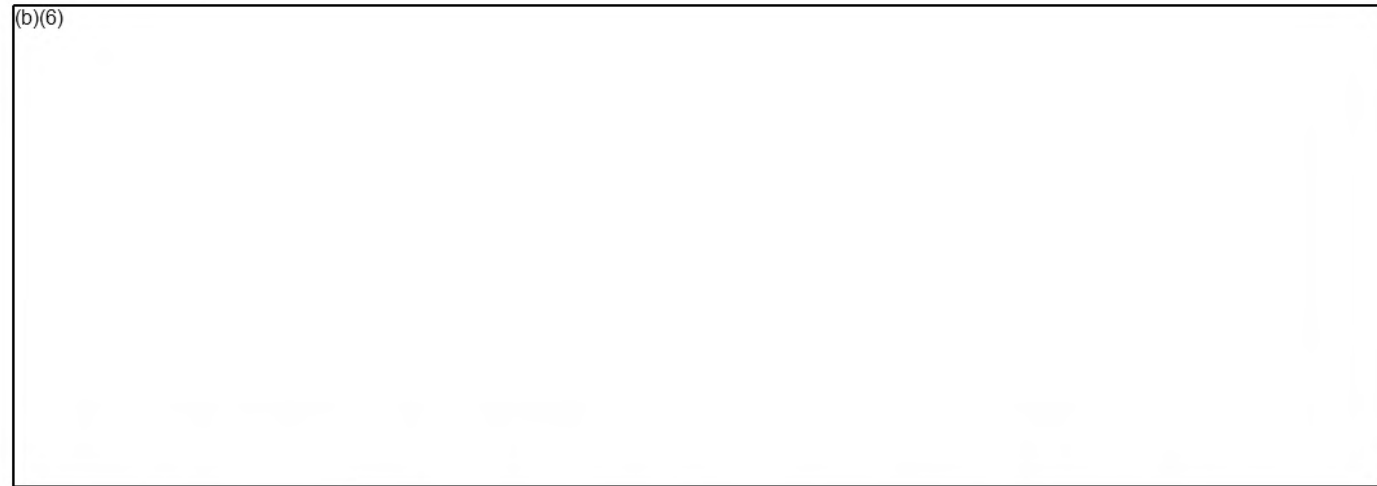
The HCOHSEM is willing to support this effort, including working in a coordinated and collaborative fashion, exchanging applicable information, and sharing lessons learned from previous incidents.

The Targeted Violence and Terrorism Prevention Grant Program will allow us to continue to work together with our partners across the region in a multi-disciplinary, multi-jurisdictional effort. This program will provide help to identify and implement innovative regional solutions to preventing targeted violence and terrorism through locally based training, engagement, education, social services, mental and public health

services, and alternative messaging to communities on a voluntary basis. Should we be funded, we commit to identifying workable options to sustain this program in our region.

I look forward to working with you and our partners as we implement this important effort.

Sincerely,



**Mark Sloan, Coordinator**  
**Harris County Office of Homeland Security & Emergency Management**

**CRISIS  
INTERVENTION**



CRISIS INTERVENTION  
OF HOUSTON, INC.

5322 West Bellfort,  
Suite 203  
Houston, TX 77035  
832-594-5197

[www.crisishotline.org](http://www.crisishotline.org)

Board of Directors

Larry Stokes  
Sonya Adams, LCSW  
Marnie Axelrad, Ph.D.  
Paulette Norman, LCSW  
Joe Vodvarka

Advisory Council

Claudia Contreras  
Stephanie Cunningham  
Kimberly Cutchall  
Mushahid Khan  
John Pacini  
Laurie Silver

Executive Director  
Naomi Madrid

May 13, 2021

George T. Buenik, Director  
Mayor's Office of Public Safety & Homeland Security  
City of Houston  
900 Bagby, 2<sup>nd</sup> Floor  
Houston, TX 77002

RE: Letter of Commitment, Targeted Violence and Terrorism Prevention Grant Program

Dear Mr. Buenik:

Please accept this letter as evidence of the commitment of Crisis Intervention to actively engage with our regional partners as part of the Targeted Violence and Terrorism Prevention Grant Program. Past incidents we've experienced locally, such as active shooter incidents, and have witnessed nationally, including the Boston Marathon, the nightclub shooting in Orlando, and violence at the capitol have shown the need to address targeted violence and terrorism through a whole-of-society effort. As a member of a community that is committed to this change, I feel that my organization and our region would be helped by this program's objectives:

- Strengthen societal resistance against the drivers of violent extremism and ensure broad awareness of the threat of terrorism and targeted violence.
- Counter terrorists and violent extremists' influence online.
- Develop prevention frameworks with partners to enhance their ability to identify and respond to individuals at risk of mobilizing to violence.

This program would build on and complement existing and previous regional efforts, including the Countering Violent Extremism Program, the Houston Urban Area Security Initiative, the Regional Catastrophic Preparedness Initiative, and the Securing the Cities Program. The region has implemented a comprehensive homeland security program that values collaborative planning to develop regional programs, processes, and products. Crisis Intervention and the whole community benefit from these programs, processes, and the products on a daily basis.

Crisis Intervention is willing to enter into a Memorandum of Understanding with the City of Houston to support this effort, including working in a coordinated and collaborative fashion, exchanging applicable information, and sharing lessons learned from previous incidents.

The Targeted Violence and Terrorism Prevention Grant Program will allow us to continue to work together with our partners across the region in a multi-disciplinary, multi-jurisdictional effort. This program will provide help to identify and implement innovative regional solutions to preventing targeted violence and terrorism through locally based training, engagement, education, social services, mental and public health services, and alternative messaging to communities on a voluntary basis. Should we be funded, we commit to identifying workable options to sustain this program in our region.

I look forward to working with you and our partners as we implement this important effort.

Sincerely,

(b)(6)

Naomi Madrid  
Executive Director





May 10, 2021

George T. Buenik, Director  
Mayor's Office of Public Safety & Homeland Security  
City of Houston  
900 Bagby, 2<sup>nd</sup> Floor  
Houston, TX 77002

RE: Letter of Commitment, Targeted Violence and Terrorism Prevention Grant Program

Dear Chief Buenik:

Please accept this letter as evidence of the commitment of the **Montgomery County Texas, Office of Homeland Security and Emergency Management (MCOHSEM)** to actively engage with regional partners for the Targeted Violence and Terrorism Prevention Grant Program. Past incidents we've experienced regionally, such as active shooter incidents, and have seen nationally, including the Boston marathon, the shooting in Orlando, and violence at the US Capitol have shown the need to address targeted violence and terrorism through a whole-of-society effort. As a community that is committed to this change, **Montgomery County** and the region would be helped by the program's objectives:

- Strengthen societal resistance against the drivers of violent extremism and ensure broad awareness of the threat of terrorism and targeted violence.
- Counter terrorists and violent extremists' influence online.
- Develop prevention frameworks with partners to enhance their ability to identify and respond to individuals at risk of mobilizing to violence.

This program would build on and complement existing and previous regional efforts, including the Countering Violent Extremism Program, the Houston Urban Area Security Initiative, the Regional Catastrophic Preparedness Initiative, and the Securing the Cities Program. The region has implemented a comprehensive homeland security program that values collaborative planning to develop regional programs, processes, and products. **Montgomery County** and the whole community benefit from these programs, processes, and the products on a daily basis.

The **MCOHSEM** is willing to enter into a Memorandum of Understanding with the City of Houston to support this effort, including working in a coordinated and collaborative fashion, exchanging applicable information, and sharing lessons learned from previous incidents.

The Targeted Violence and Terrorism Prevention Grant Program will allow us to continue to work together with our partners across the region in a multi-disciplinary, multi-jurisdictional effort. This program will provide help to identify and implement innovative regional solutions to preventing targeted violence and



---

terrorism through locally based training, engagement, education, social services, mental and public health services, and alternative messaging to communities on a voluntary basis. Should we be funded, we commit to identifying workable options to sustain this program in our region.

I look forward to working with you and our partners as we implement this important effort.

Sincerely,

(b)(6)

**Darren Hess**  
**Director/EMC**  
**Montgomery County Texas**  
**Office of Homeland Security and Emergency Management**

(b)(6)

May 17, 2021

George T. Buenik, Director  
Mayor's Office of Public Safety & Homeland Security  
City of Houston  
900 Bagby, 2nd Floor  
Houston, TX 77002

RE: Letter of Commitment, Targeted Violence and Terrorism Prevention Grant Program

Dear Mr. Buenik:

Please accept this letter as evidence of The Harris Center for Mental Health and IDD's (The Harris Center) commitment to actively engage with our regional partners as part of the Targeted Violence and Terrorism Prevention Grant Program. Of recent, both local and national active shooter incidents highlight the need to address targeted violence and terrorism through a whole-of-society effort. The Harris Center is committed to this change, and believe the following benefits can be obtained through the program's objectives:

- Strengthen societal resistance against the drivers of violent extremism and ensure broad awareness of the threat of terrorism and targeted violence.
- Counter terrorists and violent extremists' influence online.
- Develop prevention frameworks with partners to enhance their ability to identify and respond to individuals at risk of mobilizing to violence.

This program will enhance previous and existing regional efforts, including the Countering Violent Extremism Program, the Houston Urban Area Security Initiative, the Regional Catastrophic Preparedness Initiative, and the Securing the Cities Program. The region has implemented a comprehensive homeland security program that values collaborative planning to develop regional programs, processes, and products, all value-added benefits to our organization and community.

The Targeted Violence and Terrorism Prevention Grant Program will allow us to continue to work together with our partners across the region in a multi-disciplinary, multi-jurisdictional effort. This program will provide help to identify and implement innovative regional solutions to preventing targeted violence and terrorism through locally based training, engagement, education, social services, mental and public health services, and alternative messaging to communities on a voluntary basis.

The Harris Center fully supports and requests favorable consideration for the City of Houston's grant proposal.

Sincerely,

(b)(6)

Wayne Young (May 17, 2021 08:13 CDT)

Wayne Young, MBA, LPC, FACHE  
Chief Executive Officer  
The Harris Center for Mental Health and IDD



May 11, 2021

George T. Buenik, Director  
Mayor's Office of Public Safety & Homeland Security  
City of Houston  
900 Bagby, 2nd Floor  
Houston, TX 77002

RE: Letter of Commitment, Targeted Violence and Terrorism Prevention Grant Program

Dear Mr. Buenik:

Please accept this letter as evidence of the commitment of the Crime Stoppers of Houston to actively engage with our regional partners as part of the Targeted Violence and Terrorism Prevention Grant Program. Past incidents we've experienced locally, such as active shooter incidents, and have witnessed nationally, including the Boston Marathon, the nightclub shooting in Orlando, and violence at the capitol have shown the need to address targeted violence and terrorism through a whole-of-society effort. As a member of a community that is committed to this change, I feel that my organization and our region would be helped by this program's objectives:

- Strengthen societal resistance against the drivers of violent extremism and ensure broad awareness of the threat of terrorism and targeted violence.
- Counter terrorists and violent extremists' influence online.
- Develop prevention frameworks with partners to enhance their ability to identify and respond to individuals at risk of mobilizing to violence.

This program would build on and complement existing and previous regional efforts, including the Countering Violent Extremism Program, the Houston Urban Area Security Initiative, the Regional Catastrophic Preparedness Initiative, and the Securing the Cities Program. The region has implemented a comprehensive homeland security program that values collaborative planning to develop regional programs, processes, and products. Crime Stoppers of Houston and the whole community benefit from these programs, processes, and the products on a daily basis.

The Crime Stoppers of Houston is willing to enter into a Memorandum of Understanding with the City of Houston to support this effort, including working in a coordinated and collaborative fashion, exchanging applicable information, and sharing lessons learned from previous incidents.

The Targeted Violence and Terrorism Prevention Grant Program will allow us to continue to work together with our partners across the region in a multi-disciplinary, multi-jurisdictional effort. This program will provide help to identify and implement innovative regional solutions to preventing targeted violence and terrorism through locally based training, engagement, education, social services, mental and public health services, and alternative messaging to communities on a voluntary basis. Should we be funded, we commit to identifying workable options to sustain this program in our region.

I look forward to working with you and our partners as we implement this important effort.

Sincerely,

(b)(6)

Rania Mankarious, CEO



## FORT BEND COUNTY

Texas

MARK V. FLATHOUSE  
Emergency Management  
Coordinator

(281) 238-1500  
Fax (832) 471-2440

May 12, 2021

To: George T. Buenik, Director  
Mayor's Office of Public Safety & Homeland Security  
City of Houston  
900 Bagby, 2<sup>nd</sup> Floor  
Houston, TX 77002

RE: Letter of Commitment, Targeted Violence and Terrorism Prevention Grant Program

Dear Chief Buenik:

Please accept this letter as evidence of the commitment of the Fort Bend County to actively engage with regional partners for the Targeted Violence and Terrorism Prevention Grant Program. Past incidents we've experienced regionally, such as active shooter incidents, and have seen nationally, including the Boston marathon, the shooting in Orlando, and violence at the US Capitol have shown the need to address targeted violence and terrorism through a whole-of-society effort. As a community that is committed to this change, Fort Bend County and the region would be helped by the program's objectives:

- Strengthen societal resistance against the drivers of violent extremism and ensure broad awareness of the threat of terrorism and targeted violence.
- Counter terrorists and violent extremists' influence online.
- Develop prevention frameworks with partners to enhance their ability to identify and respond to individuals at risk of mobilizing to violence.

This program would build on and complement existing and previous regional efforts, including the Countering Violent Extremism Program, the Houston Urban Area Security Initiative, the Regional Catastrophic Preparedness Initiative, and the Securing the Cities Program. The region has implemented a comprehensive homeland security program that values collaborative planning to develop regional programs, processes, and products. Fort Bend County and the whole community benefit from these programs, processes, and the products on a daily basis.

The Fort Bend County Homeland Security & Emergency Management is willing to enter into a Memorandum of Understanding with the City of Houston to support this effort, including working in a coordinated and collaborative fashion, exchanging applicable information, and sharing lessons learned from previous incidents.

The Targeted Violence and Terrorism Prevention Grant Program will allow us to continue to work together with our partners across the region in a multi-disciplinary, multi-jurisdictional effort. This program will provide help to identify and implement innovative regional solutions to preventing targeted violence and terrorism through locally based training, engagement, education, social services, mental and public health services, and alternative messaging to communities on a voluntary basis. Should we be funded, we commit to identifying workable options to sustain this program in our region.

I look forward to working with you and our partners as we implement this important effort.

Sincerely,

(b)(6)

**Mark Flathouse, Emergency Management Coordinator**  
*Fort Bend County Homeland Security & emergency Management*

## **Houston Congressional Districts, as of 05/12/2021**

---

Congressional District 2--Congressman Dan Crenshaw

Congressional District 7--Congresswoman Lizzie Fletcher

Congressional District 8--Congressman Kevin Brady

Congressional District 9--Congressman Al Green

Congressional District 10--Congressman Michael T. McCaul

Congressional District 18--Congresswoman Sheila Jackson Lee

Congressional District 22--Congressman Troy Nehls

Congressional District 29--Congresswoman Sylvia Garcia

Congressional District 36--Congressman Brian Babin