



Nicoletti-Flater Associates, PLLP

(b)(6)

LETTER OF SUPPORT

TO: Department of Homeland Security Grant Selection Committee

RE: Aurora Police Department's Crisis Response Team application for federal grant funding for expansion of their Targeted Violence Prevention Program.

Dear DHS Selection Committee, I am writing on behalf of Nicoletti-Flater Associates (NFA) in support of the Aurora Police Department's CRT request for expansion of their ongoing Targeted Violence Prevention Program. APD's CRT has been providing cutting edge assessment and training as part of their current Targeted Violence Prevention Program. NFA has had the opportunity to partner with the CRTs service delivery model. The CRT has been a strong partner with numerous community stakeholders. The CRT has committed to providing services that identify and prevent community tragedies while at the same time providing a model that is multidisciplinary, inclusive, and diverse. The CRT has accepted both targeted violence and potential terrorism cases. In some of the cases the Individuals of Concern (IOC) have been experiencing significant mental health issues. In those cases, the CRT worked with partners at the state of Colorado and mental health organizations in order to match the IOC with local resources, keeping them off the pathway of violence. These types of partnerships are unique and this grant would allow the CRT to measure the effectiveness of their intervention practices in order to recommend best practices to other states, universities, and government offices. Accordingly, I wholeheartedly support this application. Thank you for your consideration.

The CRT intends to use the federal funds to host regular trainings to continue to build community awareness on terrorism, targeted violence, bias-motivated violence, violence risk assessment, threat assessment, threat management, and multidisciplinary collaboration. The CRT would also like to use the funding to expand the capacity of the Targeted Violence Prevention program by employing and assigning a case manager to the TVP program. This person would receive training specific to threat management services for the IOC, but to their families and communities.

In closing, I wholeheartedly support this application. If you have questions or require clarification, please contact me on either my email at (b)(6) or by phone at (b)(6)

Sincerely,

(b)(6)

John Nicoletti, Ph.D., ABPP
Board Certified Specialist in Police & Public Safety Psychology

Application for Federal Assistance SF-424

* 1. Type of Submission: <input type="checkbox"/> Preapplication <input checked="" type="checkbox"/> Application <input type="checkbox"/> Changed/Corrected Application	* 2. Type of Application: <input checked="" type="checkbox"/> New <input type="checkbox"/> Continuation <input type="checkbox"/> Revision	* If Revision, select appropriate letter(s): <input type="text"/> * Other (Specify): <input type="text"/>
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* 3. Date Received: <input type="text" value="05/02/2022"/>	4. Applicant Identifier: <input type="text"/>
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5a. Federal Entity Identifier: <input type="text"/>	5b. Federal Award Identifier: <input type="text"/>
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State Use Only:

6. Date Received by State: <input type="text"/>	7. State Application Identifier: <input type="text"/>
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8. APPLICANT INFORMATION:

* a. Legal Name:

* b. Employer/Taxpayer Identification Number (EIN/TIN): <input type="text" value="(b)(6)"/>	* c. UEI: <input type="text" value="KVZATDBDECG8"/>
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d. Address:

* Street1:	<input type="text" value="15151 E Alameda Pkwy"/>
Street2:	<input type="text"/>
* City:	<input type="text" value="Aurora"/>
County/Parish:	<input type="text"/>
* State:	<input type="text" value="CO: Colorado"/>
Province:	<input type="text"/>
* Country:	<input type="text" value="USA: UNITED STATES"/>
* Zip / Postal Code:	<input type="text" value="80012-1555"/>

e. Organizational Unit:

Department Name: <input type="text" value="Aurora Police Department"/>	Division Name: <input type="text"/>
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f. Name and contact information of person to be contacted on matters involving this application:

Prefix: <input type="text"/>	* First Name: <input type="text" value="Timothy"/>
Middle Name: <input type="text"/>	
* Last Name: <input type="text" value="Sherbondy"/>	
Suffix: <input type="text"/>	

Title:

Organizational Affiliation:

* Telephone Number: <input type="text" value="(b)(6)"/>	Fax Number: <input type="text"/>
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* Email: <input type="text" value="(b)(6)"/>	<input type="text"/>
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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-22-TTP-132-00-01

* Title:

Fiscal Year (FY) 2022 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:**

Aurora Police Department Targeted Violence and Terrorism Prevention Program

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.

Add Attachment

Delete Attachment

View Attachment

17. Proposed Project:

* a. Start Date:

* b. End Date:

18. Estimated Funding (\$):

* a. Federal	<input type="text" value="265,810.00"/>
* 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="265,810.00"/>

*** 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

Add Attachment

Delete Attachment

View Attachment

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:

CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

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

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

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

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

Statement for Loan Guarantees and Loan Insurance

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

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

* APPLICANT'S ORGANIZATION

The City of Aurora

* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE

Prefix: * First Name: Middle Name:

* Last Name: Suffix:

* Title:

* SIGNATURE:

* DATE:



Applicant: Aurora, Colorado Police Department

Location: 13347 E Montview Blvd, Aurora, CO 80045

Application Track: Promising Practices, Threat Assessment and Management Teams

Amount of Funds Requested: \$302,966

ND Grants EMW#:

Abstract

The Aurora Police Department's co-responder model, the Crisis Response Team houses a sub-unit, the Targeted Violence Prevention Program. This program has effectively interrupted potential incidents of targeted violence within Aurora, CO through a multi-disciplinary approach, pairing a mental health professional with a mental health trained law enforcement officer. This funding would increase the capacity of the TVP program through the addition of a full-time case manager with specialization in threat management techniques. This funding would also support current operations by providing opportunities for learning, continued collaboration, and the following of promising practices through the attendance of relevant threat assessment and management trainings, professional association memberships, and conferences. In alignment with the mission of the TVP program, funds would also be allocated toward the provision of training to the citizens of Aurora including school officials, faith-based communities, and all other community members who have an interest or may benefit from knowledge of targeted violence and its prevention efforts.



Needs assessment

The City of Aurora, Colorado has a population of approximately 386,000 ¹and is known as one of the most diverse cities in the country, ranking number 17 in the nation, with approximately 160 different languages spoken. Aurora has worked tirelessly to support the diverse communities that inhabit it through the provision of resources, recognized by receiving a first place ranking in the state of Colorado for its commitment to supporting the immigrant population. Unfortunately, Colorado is no stranger to the impact of targeted violence. Colorado has experienced infamous mass casualty attacks such as the Columbine massacre (1999), the Aurora Theatre shooting (2012), the Boulder grocery store (May 2021), and most recently the tattoo shop spree killing (December 2021). Colorado has experienced twelve mass shootings in the past three decades, resulting in 59 murders and 125 people wounded ². Five of the twelve events have occurred in the last seven years, with an average of one mass shooting occurring every two years since 2012. According to the Federal Bureau of Investigation, between 2019 and 2020, hate crimes increased by 25 percent, with 225 hate crimes and bias-motivated crimes reported by participating law enforcement agencies in 2019 and 281 in 2020 ³.

Colorado is currently ranked the 51st worst state in the nation for prevalence of mental illness and lower rates of access to care for adults. It is suspected that Colorado's high prevalence of mental health concerns and poor access to care greatly contribute to the high threats of violence seen statewide ⁴. It is shown that those with the highest needs are often the same individuals who experience the most barriers to care. One of the main barriers being cost of treatment, with 53% of Arapahoe county survey participants citing cost as a barrier to receiving care ⁵. A lack of mental health resources and difficulties accessing care combined with the increased emotional distress from the COVID-19 pandemic has created a "perfect storm" for individuals already predisposed to thoughts of violence. Consequently, there is an increasing emphasis on the creation of threat assessment and management teams in Colorado. The State and Local agencies have seen the implementation of a variety of threat assessment models, many of them working in collaboration to provide wraparound care and a robust threat management network across Colorado.

In 2020, The Aurora Police Department's co-responder model, the Crisis Response Team, implemented a Targeted Violence Prevention (TVP) subprogram after receiving a BJA Justice and Mental Health Collaboration grant. This program operates using a police co-responder team to facilitate prevention efforts through a public health model, with a focus on pre-criminal intervention.⁶ This program has prioritized community and law enforcement stakeholder

¹ Population - City of Aurora (auroragov.org)

² Retrieved from three databases: The Violence Project Mass Shooter Database; Mother Jones – Mass Shooting Database; and K-12 School Shooting Database

³ Federal Bureau of Investigation. Crime Data Explorer (<https://crime-data-explorer.app.cloud.gov/pages/explorer/crime/hate-crime>). Retrieved 2/21/2022. At the time of writing this report, 2021 data was not shared.

⁴ Mental Health America (2018). The State of Mental Health in America 2019. Retrieved from: <http://www.mentalhealthamerica.net/issues/state-mental-health-america>

⁵ Mental Health Colorado (2018) Data Dashboard: A snapshot of mental health and substance use. Retrieved from <https://www.mentalhealthcolorado.org/dashboard/>

⁶ Police co-responder teams are typically a team of a crisis intervention trained officer and clinician.



relationships, training efforts, and intervention strategies to effectively serve the Aurora community. The APD TVP approaches intervention and prevention efforts through a supportive lens, understanding that many individuals escalating further on the pathway to violence or experiencing a behavioral health crisis are disconnected from valuable resources that could serve as countermeasures and effective prevention strategies. APD TVP aims to provide services to anyone who resides in or has a connection to the City of Aurora, displays an affinity for a violent extremist ideology, and exhibits behaviors that indicate that they may be on the pathway to violence. TVP receives referrals from a multitude of sources across the country including local and federal law enforcement, faith-based organizations, schools, and other community partners. The need for this program is evident when looking at the program data collection which has shown an annual number of referrals in 2021 (N=74), more than double the amount from 2020 (N=12). Additionally, the referrals for 2022 are currently trending towards outnumbering the referrals for 2021. Historically, the TVP program has initiated threat assessment and management cases for a variety of demographics, with no significant trend identified. This is consistent with research that states that there is no identified demographic for a perpetrator of targeted violence⁷. The clients within the APD TVP caseload span across the ideological spectrum and reported grievances have varied, with a high concentration of anti-government based grievances.

APD TVP leverages its stakeholders in every aspect of its mission, working in coordination with the Colorado Resilience Collaborative, Nicoletti-Flater Associates, Colorado Information Analysis Center's CO-Preventing Targeted Violence Program (CO-PTV), the Counterterrorism Education Learning Lab (CELL), and many other agencies to increase its capacity through direct referrals, case support/consultation, and through hosting and attending their training. The APD TVP program functions as an active stakeholder and member of the Colorado Preventing Targeted Violence Program, along with the aforementioned organizations. Additionally, APD TVP members serve as Master Trainers for the Department of Homeland Security's Threat Evaluation and Reporting Course supporting the CO-PTV workforce development efforts across the state. The collaboration with these agencies has been a symbiotic relationship that has been imperative to the success of the APD TVP program. In 2021, TVP documented 32 active partnerships throughout the city, Denver metro area, state of Colorado, and the nation, a 94% increase from 2020.

Program Design

The Aurora Police Department Crisis Response Team's current Targeted Violence Prevention Program (TVP) is funded by a 2019 US Department of Justice Grant (BJA FY 19 Justice and Mental Health Collaboration Program). The current program leverages a multidisciplinary team staffed by a Crisis Intervention Team Trained Police Officer and a mental health clinician. This multidisciplinary team leverages a whole of society strategy and a public health model. The multidisciplinary team is responsible for three lines of effort. The three lines of effort are: (1) community outreach/engagement, (2) training/education, and (3) individualized psychosocial intervention. The TVP multidisciplinary team engages with the city of Aurora's diverse array of affinity, faith-based, and community groups to build community resiliency by connecting groups

⁷ Fein, Robert A., Vossekuil, Bryan. Protective Intelligence and Threat Assessment Investigations: A Guide for State and Local Law Enforcement Officials. U.S. Department of Justice. National Institute of Justice. 2000.



to both government and non-governmental supports, through a public awareness campaign. APD's TVP program views community groups, non-profits, schools, government entities, private sector organizations, and service providers as potential partners. Therefore, the TVP multidisciplinary team organizes and delivers training in partnership with subject matter experts and local prevention practitioners to a wide array of community stakeholders.

Most of the TVP multidisciplinary team's current focus is directed toward providing individualized psychosocial interventions to individuals displaying concerning behaviors that indicate a potential escalation to an act of targeted violence. The APD TVP multidisciplinary team uses behavioral health assessment, violence risk assessment, behavioral threat assessment, and needs assessment to design individualized interventions, threat management, and case management plans.

Problem Statement

When the program began in June 2020, the department was unsure what the caseload for a team such as this would be, which led to the allocation of only one specialized team. From 2020 to 2021, referrals to the program more than doubled, significantly impacting the ability for the TVP program to address the incoming referrals, conduct threat assessments and provide long term management service. This resulted in the outsourcing of threat assessments to a partner agency, Nicoletti-Flater Associates (NFA) and a heavy reliance of community partners to appropriately enforce TVP and NFA created management plans. The Crisis Response Team has requested funding from the City of Aurora to expand not only the Crisis Response Team but to allocate another co-responder team to the Targeted Violence Prevention Program. This would provide coverage for the entirety of the week instead of only four days. This will dramatically increase the capacity of the TVP and the number of threat assessments that they are able to complete.

In addition to the City general funds, the APD TVP is requesting grant funding to hire a case manager specific to the Targeted Violence Prevention Program. This case manager would be given extensive training in threat assessment and threat management through the repertoire of stakeholders, federal trainings, etc.. This person would also help to facilitate and maintain stakeholder relationships to alleviate the strain placed on the TVP officer/ clinician pairs. In the past, TVP has utilized the Crisis Response Team's general case manager, who's role is to follow up after every single CRT contact to provide resources and facilitate connection to care. CRT responded to over 1,400 calls for service in 2021 that necessitated CRT general case manager follow-up services. This significantly limited the case manager's ability to provide intensive long-term case management for the TVP clients. The CRT case manager also lacked comprehensive knowledge of threat assessment and management of the complex populations typically contacted by the TVP, with a caseload too large to dedicate time toward specialized training to acquire this knowledge. This negatively impacted the efficacy of threat management, causing missed opportunities for intervention. With the addition of a case manager who specializes in targeted violence prevention, the TVP would be able to expand their capacity for long term threat management and could better support individuals who come onto the caseload by coordinating with other involved parties and by providing direct resource referrals to targeted violence prevention specific resources.



Any grant funding received would also be allocated toward the attendance and provision of relevant threat assessment and management trainings, conferences, and professional certifications and memberships. One pillar of the APD TVP program is community awareness and education. In 2021, APD TVP personnel attended seven trainings and administered 22 trainings to approximately 750 individuals. For 2022-2024, TVP personnel aim to bring at least 35 relevant trainings to the Aurora community and attend at least 15 different trainings. Examples of past trainings include Dr. Clare Allely's three-part Case Study Approach, Human Trafficking Awareness by the Laboratory to Combat Human Trafficking, Intro to Threat Assessment by Dr. John Nicoletti, and Autism 101 by Dr. Laurie Sperry. To continue to increase their knowledge base and partnership networks, TVP personnel have held membership with the Association of Threat Assessment Professionals and have attended the ATAP conferences along with other Additionally TVP personnel have been invited to attend the Strong Cities Network conference in both 2021 and 2022, presenting programmatic innovations and receiving information on international models of targeted violence prevention. It is important that TVP personnel remain up to date with promising practices and leading research and remain interconnected with other threat assessment professionals to ensure that the program continues to operate at the highest caliber. The city of Aurora recognizes the importance and impact of attending and hosting valuable trainings, allowing TVP staff to attend as many trainings and conferences that are offered and appropriate for the team. The community has been very interested in trainings provided by TVP staff and each training has yielded a significant turn out.

Program Objectives:

"TVTP Grant Objectives:

- 1. Raising awareness of all aspects of why and how individuals radicalize to violence;*
- 2. Ensuring members of the local community are equipped and empowered to engage the broadest set of local stakeholders;*
- 3. Ensuring members of the local community have access to multi-disciplinary threat assessment and management teams;*
- 4. Ensuring members of the local community have the ability to act on their awareness training by knowing how to contact – and understanding the role of – threat assessment and management teams; and*
- 5. Ensuring the local community has programs that address risk factors while also providing services supporting threat management approaches."*

The Aurora Police Department's Targeted Violence Prevention Program actively addresses all the TVTP Grant's six objectives⁸. APD TVP personnel actively engage with the citizens of Aurora and provide education on the process of radicalization to violence, the current targeted violence threat picture, risk factors for radicalization, and protective factors for radicalization (objective 2). TVP personnel serve as members of the Colorado Preventing Targeted Violence (CO-PTV) team, influencing statewide training and communication regarding targeted violence. TVP personnel also work closely with local Department of Homeland Security officials so that TVP personnel can deliver DHS' community awareness briefing . Furthermore, APD's TVP program invests grant funds in providing training from subject matter experts to community members. In doing so, TVP personnel facilitate members of the local community engagement

⁸ Targeted violence and terrorism prevention. (2022, April 12). Retrieved May 5,, 2022, from <https://www.dhs.gov/publication/fy22-tvtp-notice-funding-opportunity>



among the broadest set of local stakeholders that sustain trusted partnerships and increase communications addressing radicalization to violence (objective 2).

During their engagement with community stakeholders, TVP personnel educate citizens on threat assessment and management, provide information on how to refer to multidisciplinary teams when observing concerning behaviors, and actively investigate and manage referrals from community members and outside jurisdictions that lack multidisciplinary threat assessment teams (objectives 3 & 4). Lastly, TVP personnel refer clients exhibiting concerning behavior to various community resources and programs. These programs include service activities, career centers, after-school groups, mentoring) that address risk factors, and leverage protective factors while also providing services supporting threat management approaches (objective 5).

Program Goals

The goals of the Aurora Police Department's Targeted Violence Prevention program actively work toward fulfilling the three efforts seen by the program: community outreach/engagement, training/education, and individualized psychosocial intervention and supporting the efforts of the Department of Homeland Security's Strategic Framework for Countering Terrorism and Targeted Violence.

APD TVP values its community partnerships and acknowledges the importance of community trust when building programs housed within law enforcement, but specifically in the violence prevention space. Currently, APD TVP actively collaborated with over 50 different organizations and community groups in 2021. Community buy-in is imperative to the success of the TVP program as many referrals have been sent to the TVP program through these partner agencies. In order to continue facilitating community relationships, APD TVP plans to produce communications materials to educate the community on the availability of the program, when and how to access the program appropriately, and what to expect from an APD TVP response. The goal of this effort is to increase transparency with the community to facilitate trust within the program and community members' level of comfort in reporting tips or potential threats of violence.

APD TVP aims to provide or host at least 35 relevant trainings to stakeholders and community members and attend at least 15 trainings in 2022-2024 by leveraging local, statewide, and nationwide stakeholders' expertise. This supports the first identified goal of the Department of Homeland Security's Strategic Framework for Countering Terrorism and Targeted Violence with a goal of educating community members and stakeholders on the evolving terrorism and targeted violence environment and promotes the use of best practices amongst professionals working in the prevention space.

Through collaboration amongst stakeholders and the use of a multidisciplinary team, the APD TVP has been successful in providing early intervention to individuals identified to be on the pathway to violence after conducting thorough threat assessments and creating comprehensive threat management plans. In 2021, APD TVP received 74 referrals. With this knowledge, APD TVP aims to conduct at least 50 threat assessments annually both through active calls for service and referrals from community members, outside law enforcement agencies, faith-based groups, the school system and all other stakeholders. With the goal of supporting the Department of Homeland Security's Strategic Framework for Countering Terrorism and Targeted Violence of



preventing terrorism and targeted violence through early intervention, referrals to resources, and active case/threat management efforts.

Aurora Police Department’s Targeted Violence Prevention Program

Logic Model

The Aurora Police Department’s Targeted Violence Prevention Program

currently staffs one officer and one clinician. The program has seen a drastic and continuous increase of referrals for individuals identified to be on the pathway to violence.

The team current is at max capacity for the handling of referrals, leading to the request for a full time case manager assigned to the TVP to conduct all follow up and provide long term case management services.

The team also aims to attend and host multiple trainings to continue leveraging stakeholder expertise to educate the TVP personnel and community members.

Priorities

Build and maintain stakeholder relationship and leveraging their expertise

Provide trainings to stakeholders and community members

Actively work to prevent targeted violence through BTA&M

Inputs		Outputs/Activities		Outcomes/ Impact	
Intervention/ Prevention	Awareness	Intervention/ Prevention	Awareness	Short/ Medium Term	Long Term
<p>Referrals: Internal (APD), Mayor’s Office, Schools, Local LE, Federal LE, Fusion centers, community partners</p>	<p>Community Outreach: Relationships w/ local businesses, non-profits, schools, resources and citizens</p>	<p>Support local and federal partners after referral is received</p> <p>Conduct BTA and create threat management plan with the assistance of referral source and involved partners</p>	<p>Meet with stakeholders regularly to identify gaps in current operations</p> <p>Seek out new resource connections and partnerships through active community engagement</p> <p>Host trainings w/ stakeholders / TVP personnel as presenters internally (APD) and externally (community)</p>	<p>More extensive network of local and federal partners who can offer consultation or resources, thus creating a more comprehensive and effective management plan.</p>	<p>Long lasting partnerships and working groups amongst agencies to facilitate sharing of best practices, case consultation, and building of resource base</p>
<p>Threat Assessments: Collateral from referral source, involved agencies (CPS, school, work), and subject’s associates</p>	<p>Relationships with federal LE, non-profits, faith based groups, and resources</p>	<p>Connect subject to resources to address any identified unmet needs</p>	<p>Attend conferences and trainings offered through stakeholders and professional associations</p>	<p>More buy in and trust from the community which could contribute to more referrals</p>	<p>Community perception of safety improved</p>
<p>Management Plans: Buy in from involved agencies, subjects, and others to enforce management plan.</p>	<p>Education: Stakeholder expertise (CIAC, CP3, Nicoletti-Flater, CRC, CELL</p>	<p>Conduct regular check ins with involved partners, subject, and subject’s associates</p>		<p>More threat assessment and management plans completed due to higher collaboration</p>	<p>Reduced acts of targeted violence</p>
<p>Staffing: Additional Clinician and Officer added to APD TVP program, and Case manager</p>		<p>Staffing: Conduct threat assessments, manage referrals/ partnerships Conduct regular check ins</p>		<p>More trainings opportunities brought to the community</p>	<p>Improved cross-jurisdictional communication and collaborations</p>
				<p>More community awareness of targeted violence warning signs and reporting avenues</p>	<p>Increased community awareness of targeted violence warning signs and reporting avenues</p>
				<p>Staffing: Increased capacity, allowing more threat assessment and management plans to be conducted</p>	
				<p>More engagement with community, local and federal LE, non-profits and faith based communities</p>	

Contextual Factors/ Underlying Assumptions

- Personnel allocation:* Having enough staff to operate. APD is experiencing staffing difficulties but APD CRT/TVP has remained untouched while other special units have been reallocated to patrol
- Cultural and Societal views of law enforcement:* APD TVP controls for this by doing active community outreach
- Local and National events* may influence additional acts of targeted violence
- Allocation of sustained city funding:* APD CRT/ TVP is requesting city funding to grow and maintain operations. Without this, CRT/ TVP will not receive additional staff to expand the TVP without grant funding.

Likelihood of Success

Through its current framework, the APD TVP has seen success in the prevention of targeted violence as no case has seen casualty to date. Through intervention, education, and outreach TVP has facilitated trust and demonstrated competency in preventing targeted violence.

Organization and Key Personnel

The Aurora Police Department is a large agency of approximately 750 sworn members and around 100 non-sworn employees. The Crisis Response Team, a mental health intervention unit is housed under the Operations Support Section that also oversees SWAT, fugitive apprehension, K9, and the Crisis Negotiation Team. The Crisis Response Team consists of 5 officers, 5 clinical staff, a program manager, and a sergeant. All clinical staff are hired through the Aurora Mental Health Center (AuMHC) and are directly supervised by the Director of Acute Services. The Targeted Violence Prevention Program is a sub program of the CRT and is currently staffed with one officer and one clinician. The CRT, in addition to grant opportunities, is requesting City funding to sustain and hopefully expand the CRT, which in turn would increase capacity for the TVP program. If awarded grant funding, TVP would hire a case manager specifically assigned to



the TVP program to facilitate on-going case management, subject check ins, and communication with all involved parties. The Job Description is as follows:

Case Manager- Targeted Violence Prevention Program

The Targeted Violence Prevention (TVP) Program is a sub program of the Aurora Police co-responder model the Crisis Response Team. This program utilizes a public health approach to aid in the prevention of targeted violence events in Aurora, CO and other jurisdictions as appropriate. This position would serve as a case manager directly assigned to the TVP and would be responsible for the following tasks:

- Knowledge around local and national resources related to the prevention of targeted violence and other identified needs (food, housing, clothing, etc.)
- Maintain up to date resource library through regular check ins with resource sources to confirm operations
- Relationship building and maintenance with stakeholders and local resource groups
- Working directly with the officers and clinicians assigned to the TVP to assist in the creation of threat management plans
- Manage incoming referrals by acknowledging referral and providing dispositions as appropriate
- Documentation of referrals in TVP database
- Referrals to resource groups
- Create innovative and individualized threat management plans
- Conduct regular check ins with clients to determine if countermeasures and supports in place are appropriate and effective
- Documentation regarding all interventions, resource referrals, and follow ups
- Attend relevant threat assessment trainings
- Assist with the hosting of relevant trainings
- Stay up to date with best practices regarding threat assessment and management
- Communication with local and federal law enforcement
- Participate in weekly team meetings
- Provide briefings to CRT and other relevant staff

Minimum Qualifications:

- Bachelor's degree in relevant social science or criminal justice field (social work, psychology, counseling, criminology, criminal justice, etc.)
- At least 3 years of case management experience
- Proficient in excel, word and PowerPoint
- Thorough documentation skills
- Excellent communication and teamwork skills

Preferred Qualifications:

- Master's degree in relevant social science or criminal justice field (social work, psychology, counseling, criminology, criminal justice, etc.)
- 5 years case management experience
- Experience working within targeted violence prevention/ threat management
- Certified Threat Manager certification
- Experience working alongside law enforcement
- Experience working with forensic populations

**Sustainability**

The Crisis Response Team is undergoing review to be added into the City of Aurora General Funds budget for 2023. Within this budget allocation, if approved, the operations of the Crisis Response Team, to include the TVP will be fully funded. Additional costs associated with the TVP operations to include specialized trainings, professional certifications, specialized case manager, and consultation are currently being requested through grant funding to be able to gather data showing the importance of additional resources and assets to the function of the TVP. If data can show that the TVP's capacity through man power and knowledge were increased through the addition of these resources, the TVP would request additional funds from the City of Aurora to continue funding the aspects that initiated as grant funding (FTE, additional training budget, professional certifications, etc.). If city funding was not granted to bolster the efforts of TVP, personnel would then pursue grant opportunities to continue funding these additional resources if data shows that they are effective in increasing capacity.

Budget Detail and Narrative**Total Request: \$302,966****ATAP Threat Management Annual Conference - \$22,630**

- The Association of Threat assessment Professionals (ATAP) threat management conference is one that is extremely beneficial for us to send our TVP unit. This conference is part of the training required to become certified to do threat assessments. ATAP is the only certifying body for threat assessments. This conference is highly demanded and provides excellent networking opportunities. The conference takes place in Anaheim, CA in August. We would like to send 5 people to this conference.
 - o Registration: $\$700 \times 5 \text{ people} \times 2 \text{ years} = \$7,000$
 - o Airfare (roundtrip): $\$350 \times 5 \text{ people} = \$1,750$
 - o Lodging: per diem rate of $\$182 + 28$ (15% tax) = $\$210 \times 5 \text{ people} \times 4 \text{ nights} = \$4,200$
 - o Per Diem: $\$74 \times 3 \text{ days} + \$55.50 \times 2 \text{ days} \times 5 \text{ people} = \$1,665$
 - o Ground Transportation to and from airport: $\$50 \text{ one-way} \times 2 \text{ cars} \times 2 \text{ trips} = \200

ATAP Winter Conference - \$18,476

- The TVP team will also attend the ATAP winter conference as part of their training to become certified to do threat assessments. This conference has additional presentations and information. This conference takes place in Orlando, FL in February. We would like to send 5 people to this conference.
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ATAP Memberships - \$3,010

- ATAP Membership provides discounted rates for the conferences, being a good standing member is a requirement for certification as a Certified Threat Manager, gives access to local/national/international members contact information, gives access to Regional monthly/quarterly meetings that usually have trainings, case studies, information on the evolving threat theater. The most valuable perks of being a member are the networking, education, and membership to a professional organization.
 - o ATAP Membership: \$215 x 7 memberships x 2 years: \$3,010

Consultation Services - \$14,000

- The city has a contract with a local vendor to conduct a formal risk assessment. When a client/subject is identified as a potential threat to public safety due to radicalization or is making threats to City, a formal risk assessment is conducted by an outside vendor. We utilize this outside vendor to lessen the appearance of bias in any official records since our officers who are able to conduct threat assessments work for the City. The vendor charges an hourly rate for the threat assessments and our request is based upon an average of current usage
 - o Threat assessments: \$7,000 per year

Open-Source Social Media Training - \$8,000

- Although, the TVP Program is not an intelligence enterprise, the work does require open-source collection of relevant social media information to evaluate a client's likelihood of escalation to violence. Social media information serves as a data input for threat assessments. Therefore, officers assigned to the TVP team should receive training on how to effectively conduct open-source social media investigations with respect to search techniques, civil liberties, first amendment considerations, and proper documentation of query results. SOCMINT (Open-Source Social Media Intelligence/Investigation) is generally expensive with the cost ranging from \$500 to \$1,500 per training for reputable vendors with high quality training.
 - o Open-source social media training: \$4,000 per year

General Training - \$14,000

- This training money will be used as a pot of money to use for any TVP training that our team stumbles upon. This will include conferences, trainings that the TVP unit would host, and building a resource library to be located in the CRT office that officers can study and read.

Officer Overtime - \$60,000

- Officers staffing the targeted violence prevention program are often required to stay late to handle the imminent threats of violence being referred to the program. In 2021 alone, 74 referrals were sent to the TVP. There is much time and effort that is needed to manage



the referral base, conduct a full comprehensive threat assessment, create a management plan, collaborate with stakeholders, and conduct regular check ins for clients, often exceeding the typical 40-hour work week. In the past, TVP officers have had to abandon important case related matters to accommodate for the lack of overtime funds currently allocated toward the unit. This allocation of funds would allow TVP teams the ability to be compensated for the countless hours they spend thoroughly investigating and managing threats of violence.

- Officer Overtime: \$30,000 per year

Targeted Violence Case Manager - **\$162,850**

- This case manager will be specific to the Targeted Violence Prevention Program. The need for this position stems from the sheer number of cases that our CRT program manager needs to respond to and work on. This person is not able to give the time or energy to TVP cases. The CRT case manager also lacked a comprehensive knowledge of threat assessment and management of the complex populations typically contacted by the TVP, with a case load too large to dedicate time toward specialized trainings to acquire this knowledge. With the addition of a case manager who specializes in targeted violence prevention, the TVP would be able to expand their capacity for long term threat management and could better support individuals who come onto the case load by coordinating with other involved parties and by providing direct resource referrals to targeted violence prevention specific resources. Since this is a full-time contract position, we are required to offer fringe benefits, including medical and dental insurance.
 - Salary: \$124,800
 - \$30/hour, 40 hours per week, \$62,400 per year
 - Fringe Benefits: \$38,050
 - FICA and Medicare: 7.65% of \$62,400; per year \$4,774; total: \$9,548
 - Medical, Dental, Life Insurance: \$14,251 per year; total: \$28,502

EMW-2022-GR-APP-00010

Application Information

Application Number: EMW-2022-GR-APP-00010

Funding Opportunity Name: Fiscal Year (FY) 2022 Targeted Violence and Terrorism Prevention (TVTP)

Funding Opportunity Number: DHS-22-TTP-132-00-01

Application Status: Pending Review

Applicant Information

Legal Name: The City of Aurora

Organization ID: 22805

Type: City or township governments

Division:

Department: Aurora Police Department

EIN: (b)(6)

EIN Shared With Organizations:

DUNS: 075769703

DUNS 4:

Congressional District: Congressional District 06, CO

Physical Address

Address Line 1: 15151 E. Alameda Parkway

Address Line 2: [Grantee Organization > Physical Address > Address 2]

City: Aurora

State: Colorado

Province:

Zip: 80012-1555

Country: UNITED STATES

Mailing Address

Address Line 1: 15151 E. Alameda Parkway

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

City: Aurora

State: Colorado

Province:

Zip: 80012-1555

Country: UNITED STATES

SF-424 Information

Project Information

Project Title: Aurora Police Department Targeted Violence and Terrorism Prevention Program

Program/Project Congressional Districts: Congressional District 06, CO

Proposed Start Date: Sat Oct 01 00:00:00 GMT 2022

Proposed End Date: Mon Sep 30 00:00:00 GMT 2024

Areas Affected by Project (Cities, Counties, States, etc.): The City of Aurora

Estimated Funding

Funding Source	Estimated Funding (\$)
Federal Funding	\$302966
Applicant Funding	\$0
State Funding	\$0
Local Funding	\$0
Other Funding	\$0
Program Income Funding	\$0
Total Funding	\$302966

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

Is applicant delinquent on any federal debt? false

Contacts

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

SF-424A

Budget Information for Non-Construction Programs

Grant Program: Targeted Violence and Terrorism Prevention Grant Program

CFDA Number: 97.132

Budget Object Class	Amount
Personnel	\$184800
Fringe Benefits	\$38050
Travel	\$27106
Equipment	\$0
Supplies	\$0
Contractual	\$14000
Construction	\$0
Other	\$39010
Indirect Charges	\$0
Non-Federal Resources	Amount
Applicant	\$0
State	\$0
Other	\$39010
Income	Amount
Program Income	\$0

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

Direct Charges Explanation: Please see the attached Budget Narrative.

Indirect Charges explanation: N/A

Forecasted Cash Needs (Optional)

	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
Federal	\$0	\$0	\$0	\$0
Non-Federal	\$0	\$0	\$0	\$0

Future Funding Periods (Years) (Optional)

First	Second	Third	Fourth
\$0	\$0	\$0	\$0

Remarks: SF424 has a different amount than the application in ND grants because after the completion of the SF424 in grants.gov, we adjusted a few things regarding the personnel line item. Please don't hesitate to reach out if you need/want more information.

SF-424C

Budget Information for Construction Programs

Assurances for Non-Construction Programs

Form not applicable? false

Signatory Authority Name: Timothy Sherbondy

Signed Date: Mon May 16 00:00:00 GMT 2022

Signatory Authority Title: Grants Analyst

Certification Regarding Lobbying

Form not applicable? false

Signatory Authority Name: Timothy Sherbondy

Signed Date: Mon May 16 00:00:00 GMT 2022

Signatory Authority Title: Grants Analyst

Disclosure of Lobbying Activities

Form not applicable? false

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Signed Date: Mon May 16 00:00:00 GMT 2022

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Officer Overtime - \$60,000

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CP3 Implementation & Measurement Plan

You should modify the Implementation & Measurement Plan (IMP) template to match the number of goals your specific project requires. For *each* goal in the IMP, create an Implementation Plan table *and* a Measurement Plan table. Please use the definitions provided in the IMP guidance document when crafting your plan. Draft, in the box below, the overarching goal statement for the project. Following completion of the IMP, each grantee is expected to complete the Risk Assessment & Mitigation Plan in Appendix A. Please note that select grantees will undergo an independent outcome evaluation that will specifically seek to determine the impact of a program and whether it was able to achieve its stated goals and objectives as measured against its stated performance measures/indicators. It is therefore critical that this plan is completed as comprehensively as possible to enable this type of evaluation to be possible.

In the Implementation Plan table:

- After reviewing the example table, please delete the “Example Goal 1 Implementation Plan” and fill in your project plan within the blank Implementation Plan table further down within this template. For additional guidance, definitions, and examples, please consult the “IMP Guidance Document”
- Type each activity in a separate row; add as many rows as needed.
- Arrange activity rows chronologically by the start date of the activity.
- The plan should span both years of performance under this grant program.

In the Measurement Plan table:

- After reviewing the example table, please delete the “Example Goal 1 Measurement Plan” and fill in your project plan within the blank Measurement Plan table further down within this template. For additional guidance, definitions, and examples, please consult the “IMP Guidance Document”
- Type each performance measure in a separate row. Every key activity in your implementation plan table such as trainings, workshops, or case management activities should have at least one corresponding performance measure and target within the measurement table
- Map each performance measure to the relevant activity by including the numerical code of the activity to which it applies, e.g., 1.1.1, 1.1.2, etc.
- Include performance measures and targets that will measure the results of the relevant activity in line with that activity’s corresponding goal and objective. It is not necessary to have more than one performance measure and corresponding target for an individual activity if one is sufficient to measure the successful implementation of that activity.
- Identify and/or design data collection methods to be used to obtain the data that will be reported on quarterly.
- Ensure attention to collection of data that can be broken down by sex and age of project participants or beneficiaries.
- The information in the “Performance Measures” column of the Measurement Plan should align with the information in the “Anticipated Outputs” column of your Implementation Plan

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

Organization Name	<i>City of Aurora, Colorado- Aurora Police Department</i>
Project Title	<i>Targeted Violence Prevention Program</i>
Grant Number	
Grant Implementation Period	
<hr/> Project Goal Statement <hr/> <p><i>The goal of this project is to increase awareness and trust in Aurora Police Department’s Targeted Violence Prevention program in both the community and law enforcement through community outreach, engagement, training, and active partnerships, to provide education on targeted violence prevention efforts through leveraging stakeholder expertise, and to conduct psychosocial interventions to actively work toward the prevention of targeted violence.</i></p>	
<hr/> Target Population <hr/> <p><i>The city of Aurora is home to 381,000 individuals and is home to three of the largest hospitals in Colorado. The TVP program aims to serve anyone within the City of Aurora, especially those groups more vulnerable to becoming victims of targeted violence including but not limited to schools, hospitals, faith based organizations, cultural groups and LGBTQ+ individuals. TVP program does not discriminate on provision of services and is dedicated to serving the entirety of the Aurora community.</i></p>	

Goal 1: Increase awareness of targeted violence prevention efforts and available resources to community members and local law enforcement through the provision of at least 35 total trainings to community members and local law enforcement.

Objective 1.1: Host relevant and detailed trainings in the Denver Metro Area regarding mental health, radicalization, prevention efforts, and resources for community stakeholders to include schools, faith-based organizations, non-profits, citizens, and all other non-law enforcement entities with a goal of 200 total participants

Objective 1.2: Host relevant and detailed trainings regarding mental health, radicalization, prevention efforts, and resources for law enforcement officers with a goal of

Goal 1 IMPLEMENTATION PLAN

Objectives	Activity	Inputs/Resources	Time Frame	Anticipated Outputs
<i>Objective 1.1:</i>	<i>Activity 1.1.1 Engage prevention practitioners and prevention resources to build network of training speakers</i>	<i>Stakeholder meetings, list of stakeholder expertise, intended training calendar</i>	<i>Continuous-begin in Q1</i>	<i>Identified experts to provide trainings hosted by APD TVP to the community and local law enforcement</i> <i>Letters of Support provided 3 different partners included in application</i>
	<i>Activity 1.1.2 Meet with community groups to raise awareness and interest of trainings being provided by APD TVP</i>	<i>Stakeholder meetings, fliers, training materials, outward facing marketing</i>	<i>Continuous-begin Q1</i>	<i>Increased attendance rates to community facing trainings, thus promoting heightened awareness and education of targeted violence</i>
	<i>Activity 1.1.3 Host community facing trainings provided by APD TVP personnel, resource groups and other prevention practitioners</i>	<i>Room reservations, community facing marketing, APD communications unit, word of</i>	<i>Continuous-begin Q1</i>	<i>Increased relationships with community groups</i>

Objectives	Activity	Inputs/Resources	Time Frame	Anticipated Outputs
		<i>mouth, stakeholder coordination</i>		<i>and non law enforcement groups</i> <i>Goal to provide at least 35 total trainings to both community and LEO</i>
<i>Objective 1.2:</i>	<i>Activity 1.2.1 Identify interest areas and gaps of knowledge in Law enforcement officials</i>	<i>Anonymous computer surveys, attend briefings regularly, meetings with command staff and chief's office</i>	<i>Q1-Q3</i>	<i>Increased interest in trainings held by APD TVP by catering to identified needs and wants of department</i>
	<i>Activity 1.2.2 Host law enforcement facing trainings provided by APD TVP personnel, resource groups, and other prevention practitioners</i>	<i>Internal facing marketing, room reservations, stakeholder coordination</i>	<i>Continuous-Begin Q1</i>	<i>Increased awareness amongst LEO on targeted violence prevention efforts and resources</i> <i>Goal to provide at least 35 total trainings to community and LEO</i>

Goal 1 MEASUREMENT PLAN

Activity #	Performance Measures & Targets	Data Collection Method and Timeframe
Activity 1.1.1.	<p><i>[Measure]</i> Number of Prevention practitioners engaged in APD TVP network and committed to training provision</p> <p><i>[Target]</i> 10 letters of support and commitment to providing trainings by prevention practitioners and resource groups. 3 letters of support included in application- 5 current identified trainings planned for future date</p>	<p>Meetings and coordination with prevention practitioners, identified and documented training topics/ areas of expertise, documented letters of commitment, signed contracts; Continuous but beginning in Q1-Q8 timeline</p>
Activity 1.1.2	<p><i>[Measure]</i> Number of meetings with community groups held and diversity amongst community groups</p> <p><i>[Target]</i> At least 5 meetings per quarter with different community groups (dispersed amongst faith based, non profit, social service orgs, resource provider, etc) to determine needs and areas for collaboration.</p>	<p>Initial engagement with community groups, meetings with organizations, documented dates of meetings and those in attendance, topics discussed, needs identified. Q1-Q8 timeline</p>
Activity 1.1.3	<p><i>[Measure]</i> Number of community trainings provided</p> <p><i>[Target]</i> At least 35 total trainings given to community members and local law enforcement over a 2 year period. With a goal of 400 total participants trained</p>	<p>Spreadsheet tracking training topic, date, # of attendees, venue, feedback surveys Q1-Q8 timeline</p>
Activity 1.2.1	<p><i>[Measure]</i> Number of identified gaps in knowledge or training interests received by internal members of APD through survey, briefings, or other communication methods</p> <p><i>[Target]</i> At least 50 respondents to anonymous surveys inquiring about training topics of interest. 10 briefing attended by TVP personnel</p>	<p>Online survey answers, documented topics of interest/ gaps in knowledge, number of respondents to surveys. Documentation of briefings attended (date/ time/ district) Q1-Q3 timeline</p>
Activity 1.2.2	<p><i>[Measure]</i> Number of law enforcement facing trainings provided</p> <p><i>[Target]</i> 35 total trainings provided between community and law enforcement over a 2 year period, with a goal of 400 total participants trained</p>	<p>Spreadsheet tracking training topic, date, # of attendees, venue, feedback surveys Q1-Q8 timeline</p>

Goal 2: To build trust in and awareness of the APD Targeted Violence Prevention program within the community and police department by strengthening community relationships through outreach efforts and media presence.

Objective 2.1: Increase media presence to promote awareness of the APD TVP program within the community and in the police department

Objective 2.2: Increase community trust for law enforcement and the APD TVP Program personnel

Objective 2.3: Increase number of active community partners

Goal 2 IMPLEMENTATION PLAN

Objectives	Activity	Inputs/Resources	Time Frame	Anticipated Outputs
<i>Objective 2.1:</i>	<i>Activity 2.1.1 Collaborate with City of Aurora communications department to schedule media opportunities/ social media posts</i>	<i>Meetings with comm dept., social media posts, media interviews, comm materials (brochures, fliers, updated webpage)</i>	<i>Q1-Q8</i>	<i>Increased community awareness of APD TVP program through media presence</i>
	<i>Activity 2.1.2 Regularly update comms dept and command staff of data tracking and success stories</i>	<i>Tracking spreadsheet, meetings with comms dept and command staff, monthly reports, attending briefings</i>	<i>Q1-Q8</i>	<i>Increased PD awareness of APD TVP program through internal briefings and collateral materials</i>
<i>Objective 2.2:</i>	<i>Activity 2.2.1 Identify community groups that need additional outreach and relationship building efforts</i>	<i>Researching local community groups, developing points of contact, emails and phone calls to group leaders</i>	<i>Q1-Q8</i>	<i>Increased relationships with groups that have previously been overlooked to develop a more robust community network</i>
	<i>Activity 2.2.2 Attend community events as representatives of the APD and the APD TVP program</i>	<i>Awareness of local community events , attending local events , fliers, brochures, and other collateral materials, engage with other attendees, presentations as needed</i>	<i>Q1-Q8</i>	<i>Increase community presence and develop relationship with community members in attendance to promote awareness of TVP resources</i>
<i>Objective 2.3:</i>	<i>Activity 2.3.1 Hold regular community stakeholder meetings</i>	<i>Room reservations, invite list, engagement with community groups</i>	<i>Q1-Q8</i>	<i>Increase community groups' participation in TVP matters, increase communication amongst stakeholder networks, decrease information silos, promote awareness of other community groups within the network</i>

Goal 2 MEASUREMENT PLAN

Activity #	Performance Measures & Targets	Data Collection Method and Timeframe
2.1.1	<p>[MEASURE] number of media interviews, social media posts, and collateral materials produced</p> <p>[TARGET] 1 positive news story/ informational news story in general media, 1 annual social media post, at least 3 collateral materials produced (brochure, community flier, APD facing flier)</p>	Tracking spreadsheet with date/ time/ source of interviews, date/time/attendees/outcome of planning meetings, date/time/source or social media posts, and date/ time completion of collateral material productions. Q1-Q8 timeline
2.1.2	<p>[MEASURE] Number of district briefings attended/ case briefings hosted by APD TVP personnel and number of success stories shared</p> <p>[TARGET] At least one success story shared quarterly with case briefing to command staff, monthly reports of TVP efforts, at least 4 briefings attended per quarter</p>	Tracking spreadsheet with date/ time/district of briefing, date/time/attendees of success story case briefing. Collection of monthly reports. Q1-Q8 timeline
2.2.1.	<p>[MEASURE] Number of community groups visited for outreach efforts, number of designated points of contact</p> <p>[TARGET] At least 4 community groups identified and met with per quarter, with at least 50 points of contact for community groups solidified by end of Q8</p>	Tracking spreadsheet of community group, population/ resource served, and point of contact identified and listed with contact info. Q1-Q8 timeline
2.2.2.	<p>[MEASURE] number of community events attended by APD TVP personnel</p> <p>[TARGET] at least 1 community event attended per quarter</p>	Tracking spreadsheet of community event/ date/ time with documented purpose of event and by who it was hosted. Q1-Q8 timeline
2.3.1	<p>[MEASURE] Number of community stakeholder meetings and # of attendees</p> <p>[TARGET] 1 meeting per quarter with at least 10 attendees per meeting</p>	Tracking spreadsheet of date/ time/location of meeting, # of attendees, who in attendance, groups represented, and topics discussed . Q1-Q8 timeline

Goal 3: Provide Psychosocial intervention to individuals identified to be on the pathway to violence through the implementation of countermeasures, addition of social supports and collaboration amongst stakeholders

Objective 3.1: Engage in intervention efforts through remaining up to date on best practices in Threat assessment, conducting behavioral threat assessments appropriately after responding to calls for service and referrals

Objective 3.2: Engage in threat management efforts

Goal 3 IMPLEMENTATION PLAN

Objectives	Activity	Inputs/Resources	Time Frame	Anticipated Outputs
<i>Objective 3.1:</i>	<i>Activity 3.1.1 Train staff on TRAP 18 and risk assessment tools</i>	<i>Software licenses, time for training, training personnel,</i>	<i>Q1-Q3</i>	<i>Increased knowledge on evidence based validated measures of threat and risk assessment to promote more accurate assessments</i>
	<i>Activity 3.1.2 Respond to referrals and active calls for service/ conducting BTA</i>	<i>Personnel hours, documentation, data collection, collateral collection, criminal investigation, collaboration with involved parties</i>	<i>Q1-Q8</i>	<i>Prevention of/ reduced instances of targeted violence within the Aurora community through direct early intervention</i>
<i>Objective 3.2:</i>	<i>Activity 3.2.1 Identify appropriate and case specific resources, countermeasures and needs to mitigate risk of violence</i>	<i>Personnel hours, collaboration with stakeholders, interview with client, referrals to community groups</i>	<i>Q1-Q8</i>	<i>Mitigate grievances or individual's level of threat through connection to positive social supports and lowered instances of criminal charges.</i>
	<i>Activity 3.2.2 Engage in regular check ins (long term case management) with clients to reassess risk/ threat level</i>	<i>Personnel hours, collaboration with stakeholders, interview with client, referrals to community groups</i>	<i>Q1-Q8</i>	<i>Known accurate status of client with personnel capability of early intervention for documented escalation as needed</i>

Goal 3 MEASUREMENT PLAN

Activity #	Performance Measures & Targets	Data Collection Method and Timeframe
3.1.1.	<p><i>[MEASURE] Number of staff trained in validated measures, number of trainings held</i></p> <p><i>[TARGET] All TVP specified staff trained in TRAP-18</i></p>	<p><i>Documentation of TRAP 18 certification by staff. Q1-Q8 timeline</i></p>
3.1.2.	<p><i>[MEASURE] Number of referrals responded to, number of full threat assessments conducted</i></p> <p><i>[TARGET] At least 70 referrals received and 30 BTA conducted annually</i></p>	<p><i>Tracking spreadsheet with referral data including source, demographics, ideology and number of referrals that escalated to full threat assessment (with dispositions). Q1-Q8 timeline</i></p>
3.2.1.	<p><i>[MEASURE] Number of appropriate resources identified, number of management plans created</i></p> <p><i>[TARGET] Resource base of at least 50 known agencies with need specific resource provision, at least 30 documented management plans</i></p>	<p><i>Resource database identifying organization, population served and contact information. Documentation of threat management plans/ case load list. Q1-Q8 timeline</i></p>
3.2.2.	<p><i>[MEASURE] Number of check ins conducted per client,</i></p> <p><i>[TARGET] Case specific # of check ins per individual with a minimum of 1 annual check in per client</i></p>	<p><i>Client tracking document that lists date/time/location of check in, content of check in, purpose of check in, and clients current risk/threat level</i></p>

APPENDIX A: RISK MANAGEMENT PLAN

The following risk assessment chart is designed to assist in the identification of potential occurrences that would impact achieving project objectives, primarily those originating externally and that are outside of the organization’s control. Risks could include, but are not limited to:

economic, social, or political changes; changes to planned partnerships; legal or compliance changes; or other risks unique to this project. Use the chart below to identify these risks; add additional rows if necessary.

Risk Identified	Risk Analysis (brief assessment of the impact the identified risk could/would have on the project)	Risk Management Plan (plan to minimize the impact that the risk presents to the project and adjustments to be made if the risk transpires)
<i>COVID-19 variants could cause in-person trainings to be unsafe and not possible (this is very relevant so it was kept from the example)</i>	<i>In-person training is the preferred modality as it is more engaging than virtual alternatives. A virtual training could result in decreased enthusiasm for registration and decreased engagement of attendees</i>	<i>Program will conduct trainings virtually if in-person trainings are not possible. Trainers will be trained on online engagement strategies in order to better keep audience engaged within online modality.</i>
<i>Current political climate, specifically in Aurora, CO lends to greater mistrust of law enforcement</i>	<i>Community groups- especially minority groups- may not feel comfortable or safe engaging with APD TVP personnel and may contribute to lack of reporting of suspicious or threatening behavior- potentially leading to missed opportunities of intervention.</i>	<i>Program will prioritize community relationship building and program personnel will be well versed in cultural competency by attending regular trainings hosted by diverse community groups and DEI experts.</i>
<i>COVID-19 caused a number of valuable community resources to close permanently</i>	<i>With less available community resource organizations, wait lists at existing organizations may be longer and orgs may be at reduced capacity. This could significantly impact client success rate by not meeting identified needs appropriately</i>	<i>Program will engage community groups regularly to ensure awareness of a wide array of community resources and develop a referral source network,</i>
<i>APD CRT is attempting to receive ongoing city funding to expand the CRT program and allocate additional staff to the TVP Sub program- this relies on city council approval</i>	<i>Aurora city council is currently in favor of expanding the crisis response team and subsequently the TVP program. Without allocation of sustained city funding, CRT and TVP will have to undergo additional grant applications to fund CRT basic operations in addition to TVP operations. This would be difficult as it is now a large scale project that would require a significant amount of funds.</i>	<i>Program will continue providing updates to city council to increase awareness and success of program and will explore leveraging other community, local or federal funding sources to continue operations at current staffing base. TVP program would remain untouched and staffing levels would remain at current status (1 officer/ 1 clinician/ 1 case manager) versus expanded status (2 officers/ 2 clinicians/ 1 case manager)</i>

Timothy Wagner

(b)(6)

PROFESSIONAL SUMMARY:

Commissioned Police Officer with the City of Aurora working on the Crisis Response Team and Targeted Violence Prevention Program. Marine Corps Veteran with 4 years of proven experience. Dedicated and self-motivated professional who has several years of experience using effective communication, leadership, and time management skills in a variety of conditions. Capable of learning new skills quickly and working in a stressful environment.

- Leadership Experience
- Interpersonal Skills
- Threat Assessment/Management
- Training and Mentoring
- Communication
- De-escalation
- Adaptability
- Creative and Critical thinker
- Case Management

EXPERIENCE:

AURORA POLICE DEPARTMENT

2019-Present

Patrol Officer

- While working patrol I continually conducted needs and risk assessments. Responding to calls with limited information, using record management systems and other resources to gain a clearer picture of subjects and the situation. Using all available information and formulating my own and my coworker's response to the individual/situation.

Crisis Response Team

- Since moving to the Crisis Response Team and subsequently the Targeted Violence Prevention Program (TVP) I am now the sole officer conducting behavioral threat assessment within the department. The program received seventy-four referrals in calendar year 2021. Since joining TVP I have completed three full behavioral threat assessments and consulted on seven others.

AMERICAN MEDICAL RESPONSE

2017 - 2019

Emergency Medical Technician

- Provided basic life support and first aid to patients in various environments.
- Assessed each call situation to determine best course of action and appropriate protocol.
- Utilized medical equipment to assess patients and carry out basic life support functions.
- Developed and utilized triage skills to provide optimal efficiency during calls.
- Assisted paramedic or nurse with the preparation of advanced life support equipment.
- Provided patient care according to clinical protocols and safety requirements.
- Conducted violence risk assessments, behavioral assessments, and needs assessments in the field when working 911. Used information gained to provide better patient care.

UNITED STATES MARINE CORPS

2013 – 2017

Fire Direction Chief (Manager)

- Trained, led, and ensured the safety of multiple employees in all facets of the job in order to effectively support other units.
- Utilized excellent communication skills and radio equipment to coordinate between 2 - 8 units to ensure accurate and timely support.
- Maintained accountability of \$1M of equipment with no losses and troubleshot and repaired equipment in a field environment to maintain reliable communications between partnering units.
- Cross trained people of multiple nationalities during bilateral training exercises with foreign militaries.
- Attended Company Level Intelligence Course, worked alongside the battalion intelligence unit conducting risk and threat assessments in/for our area of operations.

Helicopter Ropes Suspension Techniques Master

- Maintained life supporting, load bearing ropes and equipment valued at \$2000 leading to safe insertion of Marines into various environments including desert, jungle, ships, and urban settings.
- Trained 80 personnel on proper use and techniques, ensuring the safety of 200 employees.
- Organized and set up rappelling for training; organized use of landing zones, helicopters, and equipment ensuring all training was relevant, up to date, and in compliance with all Marine Corps regulations.

EDUCATION and TRAINING:

- DHS National Threat Evaluation and Reporting Course (2021)
- Crisis Intervention Teams Trained (2021)
- Crisis Negotiations Trained (2022)
- ATAP Member, attended Winter Conference and regional meetings, working towards CTM.
- USMC Company Level Intelligence Clerk (2015)

Rebecca Rickard, LCSW

Education/Licensure/Professional Memberships

University of Denver, Denver, CO Master's in Social Work Mental Health/Substance Abuse in Adults Trauma Response and Recovery Certificate	Graduation date: June 6, 2008
Regis University, Denver, CO B.S. in Psychology Minor: Music, concentration: Voice – Soprano	Graduation date: May 7, 2006
Colorado DORA Licensed Clinical Social Worker	Current through 8/31/2023 CSW.09925386
Association of Threat Assessment Professionals	Member since 2/2021
CIT International	Member since 8/2021

Experience and Skills

July 2018 – present; Full-time, 40 hours per week

Aurora Mental Health Center/Aurora Police Department – Interim Crisis Response Team Program
Manager/Crisis Clinician

1290 Chambers Rd, Aurora, CO 80011/13347 E Montview Blvd, Aurora, CO 80045

- Supervise clinical staff and internship performance within the CRT (i.e., adherence to protocols/procedures for both the center and department, adequate assessments/documentation of assessments)
- Conduct trainings for both clinical staff and officers related to various mental health conditions, HIPAA, crisis intervention strategies (i.e., safety planning, harm reduction, cognitive behavioral therapy elements related to crisis intervention), and thorough risk assessments to determine when a mental health hold is appropriate.
- Audit data collection by the CRT for grant reporting.
- Maintain security clearance given by the FBI.
- Participate in Colorado “Courage” meetings conducted by the Denver FBI regarding radicalization in Colorado and local jurisdictions.
- Assess clients for imminent risk related to elements of a mental health hold as permitted under the Colorado Revised Statutes 27-65 criteria (i.e., danger to self, danger to others, grave disability)
- Provide psychoeducation to clients, family members, and officers related to mental health diagnoses, elements of a mental health hold, and resources available.
- Maintain clients’ charts related to contacts with the CRT.
- Consult with other mental health providers regarding client behaviors, including but not limited to escalating dangerousness, need for medication review, or need for a higher level of care.
- Facilitate connection of resources for clients.
- Maintain strong working relationships with providers both inside and outside the mental health center.
- Attend trainings regarding threat assessments conducted by the FBI, Dept of Homeland Security, and other professionals credentialed to perform such assessments.
- Identify, assess, and provide interventions related to those experiencing radical ideations and at risk for mass violence.

January 2016 – July 2018; Full-time, 40 hours per week

Rocky Mountain Crisis Partners – Training and Development Specialist, Lead Crisis Clinician
PO Box 460695, Denver CO, 80246

- Conducted new hire training for triage specialists, peer specialists, and crisis clinicians consistent with company and accreditation policies.
- Participated in internal audits for quality assurance.
- Provided on-call support for staff outside of normal business hours.
- Coordinated trainings with outside agencies/experts for ongoing development of staff skills/knowledge.
- Performed risk assessments via telephone and text platform for clients who contacted the crisis/suicide prevention lines for the state of Colorado.
- Provided resources and treatment planning for immediate support based on clients' presenting issue.
- Educated clients regarding various mental health and substance use diagnoses.
- Maintained client charts via documentation of interactions with the crisis line.
- Assessed clients for appropriateness for referrals to the state walk-in centers, mobile crisis response, hospitals, and welfare checks via law enforcement.
- Performed follow ups per agency protocol.
- Consulted with outside agencies (law enforcement, community mental health centers, hospital staff, department of human services) regarding referrals for services.
- Attended ongoing trainings as required.
- Provided in-the-moment consultation to team members regarding both agency policy/procedures and regarding specific clients' presenting issues.

October 2014 – November 2015; Full-time, 40 hours per week

Aurora Mental Health Center/Colorado Crisis Services – Unlicensed Mental Health Crisis Clinician

11059 E. Bethany Dr, #200, Aurora, CO, 80014

- Performed risk and psychosocial assessments for clients who presented to the crisis walk-in clinic and clients who required intervention anywhere in the community.
- Guided clients in learning new coping skills to minimize presenting symptoms.
- Conducted diagnostic assessments on clients in the clinic to determine appropriate treatment steps.
- Assisted clients in finding resources for housing, mental health and substance abuse treatment, insurance, etc.
- Member of the building's safety committee to help assess and implement appropriate safety measures to ensure both staff and client safety.
- Communicated with multiple outside agencies (i.e., Aurora Police Dept, Emergency Depts, Medicaid entities, inpatient locations, sub-acute treatment locations, other mental health and crisis centers, Dept of Human Services) to facilitate transfer of services or for the purposes of mandated reporting.
- Engaged in discharge/disposition planning for clients in the clinic or emergency department in need of a higher level of care.
- Trained new case managers, licensed clinicians and unlicensed clinicians in program procedures and utilization of TIER (clinical documentation program)
- Provided crisis support for coworkers to help reduce secondary trauma.
- Represented the AuMHC walk-in clinic at the Douglas/Arapahoe Suicide Prevention Alliance meetings
- Completed clinical documentation in a timely manner in accordance with AuMHC's policies.
- Utilized multiple electronic devices to communicate/document contacts with clients (i.e., fax, phone system, both desktop and laptop computers to access outlook email, TIER, MindLinc, and the Colorado Medicaid Portal/HCPF)

April 2012 – October 2014; Full-time, 40 hours per week

Garden Terrace Alzheimer's Center of Excellence – Social Worker

1600 S Potomac St, Aurora, CO 80012

- Supervised BSW and MSW interns in the facility
- Developed behavior management programs for residents with potentially dangerous behaviors.
- Performed on-site assessments for residents in inpatient psychiatric facilities.
- Assessed residents' need for secured placement within Garden Terrace due to dangerous behaviors (e.g., elopement, verbal/physical aggression)

- Member of the response team in case of emergencies within the facility
- Monitored residents' behaviors/mood and efficacy of behavioral/medicinal interventions.
- Conducted mental health/substance abuse assessments to track current symptoms.
- Maintained resident records providing information on current focuses for treatment.
- Initiated referrals to appropriate outside services as needed for the resident's treatment goals (e.g., hospice, home health, companion care, community mental health centers, Adult Protective Services, Mental Health holds in emergency rooms around the Denver Metropolitan area)
- Assisted residents to locate appropriate housing upon discharge from the facility.
- Provided education to staff (e.g., nurses, CNAs, support staff) related to behavior/mood issues and means for intervention.
- Provided crisis intervention and assessments as needed per facility protocol.
- Presented information to the interdisciplinary team daily on residents' behaviors and other psychosocial needs.
- Organized monthly reports on the workings of the department for Performance Improvement meetings
- Provided summaries of residents' behaviors/symptoms for review with the Psychotropic Medication Committee
- Managed the Anti-Psychotic Elimination Program within the facility
- Conducted and assembled quarterly reports on each resident related to their mood, behavior, cognition, and need for psychosocial support.
- Interpreted psychological assessments (including, but not limited to PASRR and psychosocial) and monitored treatment recommendations.
- Mediated disputes between residents and/or their families and caregivers
- Responded to and resolved grievances proposed by residents or their families.
- Monitored the residents for signs/symptoms of any abuse or neglect to ensure each resident was treated with dignity and respect.
- Informed families about insurance coverage and how to apply for SSDI, SSI, Medicaid, Medicare, etc.

September 2011 – April 2012; Part-time, 8-12 hours per week

Gateway Battered Women Services – Volunteer Victim Advocate
PO Box 914, Aurora, CO, 80040

- Assisted victims through the criminal justice process (e.g., arraignments, trials, sentencing hearings)
- Offered and provided emotional support during various stages of the aforementioned process.
- Assessed clients' risk for revictimization and how to help prevent these events from occurring.
- Provided information regarding protection orders and counseling/housing resources.
- Gathered and coordinated information from the police department and victim regarding the defendant and the case.

May 2010 – February 2011; Full-time, 40 hours per week

Sable Care and Rehabilitation Center, MSW/Social Services Director
656 Dillon Way, Aurora, CO 80011

- Supervised other social workers employed by the center.
- Monitored residents' behaviors/mood.
- Conducted mental health/substance abuse assessments to track current symptoms.
- Maintained resident records providing information on current focuses for treatment.
- Initiated referrals to appropriate outside services as needed for the resident's treatment goals (e.g., hospice, community mental health centers, Adult Protective Services, Mental Health holds in emergency rooms around the Denver Metropolitan area)
- Assisted residents to locate appropriate housing upon discharge from the facility.
- Provided education to staff (e.g., nurses, CNAs, support staff) related to behavior/mood issues and means for intervention.
- Provided crisis intervention and assessments as needed per facility protocol.

- Presented information to the interdisciplinary team daily on residents' behaviors and other psychosocial needs.
- Organized monthly reports on the workings of the department for Performance Improvement meetings
- Conducted and assembled quarterly reports on each resident related to their mood, behavior, and need for psychosocial support.
- Interpreted psychological assessments (including, but not limited to PASRR and psychosocial) and monitored treatment recommendations.
- Mediated disputes between residents and/or their families and caregivers
- Responded to and resolved grievances proposed by residents or their families.
- Monitored the residents for signs/symptoms of any abuse or neglect to ensure each resident was treated with dignity and respect.

June 2009 – May 2010; Full-time, 40 hours per week

Cambridge Care Center, MSW

1685 Eaton St., Lakewood, CO 80214, Pike's Peak (psychiatric) Unit

- Monitored behavioral issues demonstrated by the residents with severe and persistent mental illness (e.g., schizophrenia, schizoaffective disorder, major depressive disorder, personality disorders)
- Presented information to psychiatrists, nursing staff, and administration about issues with residents and how best to resolve these issues.
- Coordinated treatment approaches with outside therapists from the Jefferson Center for Mental Health
- Maintained resident charts providing updates on behaviors and treatments.
- Performed crisis intervention and assessments when residents were considered a potential risk to themselves or others.
- Arranged opportunities for the residents to go into the community to meet with family or do shopping with other facility staff.
- Reorganized the smoking program for residents.
- Interpreted PASRR reports and ensured the residents were receiving the appropriate treatment for their diagnosis and personal needs.
- Completed MDS assessments for residents assigned to caseload.
- Assembled quarterly reports on each resident in the unit.
- Trained nursing staff regarding approaches to managing residents' behaviors.
- Moderated meetings with family members and staff regarding residents' care
- Assisted the Director of Social Services for the facility with resolving other issues which were presented in meetings or by residents.

US Department of Homeland Security
Office of Targeted Violence and Terrorism Prevention
2707 Martin Luther King Ave., SE
Washington, DC 20528-0445

RE: Targeted Violence and Terrorism Prevention Grant Program
FY 2022 Competitive Grant Announcement
DHS-22-TTP-132-00-01

To Whom It May Concern:

The National Policing Institute is pleased to submit this letter supporting the Aurora Police Department's application for the Targeted Violence and Terrorism Prevention Grant Program. The Aurora Police Department's Crisis Response Team (APD CRT) intends to use the funding to host regular training to build community awareness on terrorism, targeted violence, violence risk assessment, threat assessment, threat management, and multidisciplinary collaboration. APD CRT also intends to use the funding to expand the capacity of the Targeted Violence Prevention program by employing and assigning a case manager to the Targeted Violence Prevention program. This position will receive training specific to threat management and will attempt to provide ongoing threat management services to not only the individuals at risk but to their families and communities.

The National Policing Institutes' mission is to advance policing through innovation and science. The NPI is the oldest non-profit, non-partisan, and non-membership-driven organization dedicated to improving America's most noble profession-policing. In 2018, the Foundation established the Center for Mass Violence Response Studies (CMVRS), now called the Center for Targeted Violence Prevention (CTVP), to bring public safety, government, school, and other leaders together to think critically about the challenges posed by mass causality events and to develop comprehensive policies and practices to prevent, respond to and recover from them. The CTVP is currently evaluating APD's CRT and TVP programs to help the agency provide the best possible service to its community to promote public safety. The program evaluation will assist APD in effectively deploying its grant-funded staffing.

Additionally, the CTVP maintains relationships and partnerships with a network of national and international subject matter experts who can support APD proposed initiatives. Lastly, CTVP has developed innovative training that can support APD CRT's community of prevention practitioners. If this proposal is funded, Dr. Frank Straub, the Center for Targeted Violence Prevention Director, and Sammie Wicks, the Center's Senior Program Manager, will collaborate with APD to support this project.

Sincerely,

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James Burch, President