



THE BUILDING RESILIENCE AGAINST VIOLENT EXTREMISM (BRAVE) MODEL



A Collective Impact Initiative
that Increases Public Safety
and Social Cohesion

**Strategic Plan
2016 – 2019**

Developed by the World
Organization for Resource
Development and Education
[WORDE]

TABLE OF CONTENTS

FOREWORD.....	2
A. EXECUTIVE SUMMARY	3
B. DEFINING VIOLENT EXTREMISM	5
C. DEFINING THE BRAVE MODEL	5
D. ORIGINS OF THE BRAVE PROGRAM IN MONTGOMERY COUNTY.....	7
1. Training Partners and Educating the Public in Montgomery County	8
2. Providing Safety Net Services for Vulnerable Individuals in Montgomery County	9
3. Evidence-Based Success of the BRAVE Model in Montgomery County	10
4. Regular Surveys and Interviews to Continuously Improve Programming.....	11
E. PARAMETERS OF THE STRATEGIC PLAN	12
1. BRAVE Model as a “Collective Impact” Initiative.....	12
2. Vision and Scope	13
a) Objectives.....	13
b) Methodology.....	14
F. Key Recommendations	14
1. Institutionalizing the BRAVE Model in Montgomery County	14
a) Legitimacy: Establishing BRAVE Advisory Council	14
b) Accountability	17
i. Appointing an Ombudsman	17
ii. Implementing a Robust Referral Protocol	18
iii. Diversion and Deflection Programs	19
c) Sustainability: Leveraging Public and Private Resources.....	20
2. Replicating the BRAVE Model in NCR Jurisdictions and Beyond	20
a) Raising Awareness	21
b) Strategic Advice	22
c) Specialized Training	24
d) Comprehensive Implementation	25
e) BRAVE Model Community of Practice: Ongoing Learning.....	26
3. Financing	26
a) Budget for Comprehensive BRAVE Model Implementation.....	27
b) Planning for Sustainability	29
c) Reasons to Support a BRAVE Model in Your Jurisdiction	30
4. Evaluating Strategic Plan Implementation	31
APPENDIX I: GLOSSARY OF ACRONYMS	33
APPENDIX II: STRATEGIC PLAN INTERVIEWEES	34

FOREWORD

Creating the BRAVE program has been a labor of passion, dedication, and commitment for all those who have contributed to it in the past three years. Constructing the framework for the program represents over a decade of research in counter terrorism, national security, and Muslim community engagement both in the United States and around the world to understand how we create long-standing and generational change in reducing the risk of radicalization and recruitment to violent extremism.



It has truly been an honor and a pleasure to work with amazing thought leaders and luminaries like Montgomery County Police Chief J. Thomas Manger, Interfaith Community Liaison for the Montgomery County Executive's Office of Community Partnerships, Reverend Mansfield Kaseman, Special Assistant to the County Executive Chuck Short, Director of the Montgomery County Executive's Office of Community Partnerships Bruce Adams, and Director of the Montgomery County Department of Health and Human Services Uma Ahluwalia who were not only partners but mentors along the way. None of this would have been possible without their support. In addition to these leaders, we would also like to thank the men and women of their public agencies who believed in creating a better way forward and who understood the need for a holistic approach to the threats we face—the Maryland Emergency Management Agency, the Montgomery County Police Department, the Montgomery County Executive's Office, the Montgomery County Office of Emergency Management and Homeland Security, and countless faith leaders and activists who have participated in our program.

A handwritten signature in cursive script that reads "Hedieh Mirahmadi".

Dr. Hedieh Mirahmadi
Founder, WORDE

A. EXECUTIVE SUMMARY

Through its organic development in Montgomery County, the BRAVE¹ model has evolved into a “collective impact initiative” with a core focus on building resilience against violent extremism through engagement, education, and specialized interventions. The model has undergone an independent, scientific evaluation and is an evidence-based good practice for countering violent extremism and community policing. Adaptable to the needs of each locality, the four-part program can also address a wide range of issues including promoting social cohesion, encouraging disaster preparedness, multicultural community collaboration, and responding to acts of hate or identity based violence.

As with other “collective impact initiatives,”² the BRAVE model is built on the premise that no single entity on its own, however clever or resourceful, can achieve the goal of preventing violent extremism while enhancing community resilience and cohesion at the same time. The BRAVE model recognizes that to really make a difference, the entire eco-system must adapt to meet the challenge at every stage in the vulnerable individual’s likely journey. While partnerships and collaborations that take on violent extremism exist, the sum-total of these efforts do not add up to a paradigm shift that impacts the problem if these efforts are uncoordinated, de-centralized, and have different definitions of success. In Montgomery County, the BRAVE model has mobilized several public agencies, and over 300 faith organizations and community service providers around a common vision, with a single entity, WORDE, providing the central infrastructure as the Backbone Organization.

The BRAVE model has been subject to two rigorous evaluations funded by the National Institute of Justice and the Department of Justice’s Community Oriented Policing Services (COPS).

¹ The acronym and nomenclature BRAVE is a new construct to allow for adaptability in other jurisdictions. The federally funded evaluations and public references to the program have in the past used the description the “Montgomery County Model”.

² John Kania & Mark Kramer, *Collective Impact*, 9 STAN. SOC. INNOVATION REV. 36, 39 (2011).

This strategic plan aims to answer two main questions:

1. How can the BRAVE model be enhanced to better serve Montgomery County residents in the short and long term?
2. How can the BRAVE model be successfully replicated by other interested jurisdictions in the National Capital Region?

Some of the core objectives of developing this strategic plan are to institutionalize what WORDE started to develop organically in Montgomery County, Maryland; document good practices; and establish WORDE's strategy for replicating this program across the National Capital Region (NCR) and beyond. The hope is that the BRAVE model will be adopted by jurisdictions nation-wide and this document will assist interested jurisdictions with developing its own initiative.

KEY RECOMMENDATIONS

Three recommendations in particular stand out:

First, a BRAVE Advisory Council should be established in Montgomery County to provide consistent, programmatic guidance and policy recommendations, as well as for coordinating resources for interventions.

Second, the Montgomery County BRAVE program should develop a robust referral protocol, broaden its community alliance, and explore developing a diversion or deflection program in lieu of incarceration or prosecution.

Third, the BRAVE initiative in each jurisdiction should have a financial plan that ensures adequate resources are available for its programming beyond the initial investment.

*This strategic plan was commissioned by WORDE from Bona Smarts LLC,
a consulting firm based in Washington, DC.*

B. DEFINING VIOLENT EXTREMISM

Homegrown Violent Extremism (or HVE) remains one of the United States' greatest national security threats, given the broad range of actors involved. FBI reports indicate there are 900 open investigations of HVE nationwide and up to 3,000 individuals who may be vulnerable to recruitment.³ There are a wide range of actors that comprise the HVE threat matrix – including the sovereign citizen movement, militia or neo-Nazi groups, issues-based extremists (e.g. eco-terrorists), identity based gangs, and religious extremists such as ISIS, Al-Qaeda, Boko Haram, and Al-Shabab. Though there is controversy surrounding the terminology “CVE” and “violent extremism” with accusations that it is directed only at Muslims, this program makes a concerted effort to cover the range of violent extremist threats and does not focus on any single faith or ethnic community.

C. DEFINING THE BRAVE MODEL

With proof of concept established in Montgomery County, the BRAVE model is now adaptable for other interested jurisdictions and is currently being replicated in Prince George's County, Maryland and Denver, Colorado.

The BRAVE model is best described as an early-warning system that expands the circle of trusted adults and peers who could intervene to prevent targeted violence through four inter-related components: Engage, Educate, Connect and Intervene.

Engage: The BRAVE model builds community resilience by engaging and coalescing a wide range of stakeholders, including public officials, law enforcement officers, educators, social service providers, community leaders, and civic activists. Together, they create a network of trusted adults and peers who can intervene in the lives of troubled individuals.



Figure 1: BRAVE Model Components - Collaborative and Mutually Reinforcing

³ Kevin Johnson, *Comey: Feds have roughly 900 domestic probes about Islamic State operatives, other extremists*, USA TODAY, Oct. 23, 2015, available at: <http://www.usatoday.com/story/news/politics/2015/10/23/fbi-comey-isil-domestic-probes/74455460/>

Educate: A cornerstone of the program is specialized training and community workshops that generate awareness of the various public safety threats, including radicalization and recruitment to violent extremism.

Connect: Stakeholders are connected with public and private resources that can provide mental health counseling and other direct services for vulnerable members of the community.

Intervene: Interventions are facilitated by professionals (including clinical social workers) who are trained to reduce potential risk factors of violent extremist behavior, using a culturally competent, trauma informed framework. The interventions can be part of a prevention scheme or set up as a diversion program in lieu of prosecution or incarceration.

DEFINING FEATURES

The BRAVE model's design is unique in that it accomplishes the following:

- Revolutionizes community policing by **having the community lead the partnership**, creating more buy-in and ownership in the process
- Encourages **an ethos of collaboration and cooperation**, which is embraced across local government
- Provides **multiple access points to vulnerable individuals** and reduces stigma on a single community, by forming a broad coalition of partners
- Increases **trust amongst stakeholders** through consistent engagement and collaboration beyond issues relating to violent extremism
- Community-led **interventions are focused on the pre-criminal space**, providing an alternative for families *before* there is a threat to public safety
- **Partnering with evaluation experts** to create evidence-based solutions

This multi-disciplinary cooperation and response is meant to be an all-hazards approach to public safety that addresses a wide range of issues, including disaster preparedness, coordinated responses to acts of hate or identity-based violence, and treating the mentally ill.

D. ORIGINS OF THE BRAVE PROGRAM IN MONTGOMERY COUNTY

In April 2013, based on the breadth and scope of research into the theories of radicalization and decades of empirically proven positive social integration methodologies, the World Organization for Resource Development and Education (WORDE), in partnership with the Montgomery County Police Department (MCPD) and the Montgomery County Executive's Office of Community Partnerships (MCOCP) launched a program that became known as the "Montgomery County Model". In furtherance of President Obama's *National Strategy for Empowering Local Partners to Prevent Violent Extremism in the US*, the goal was to create a community-led public initiative to promote social cohesion and public safety, with a particular focus on building resilience to violent extremism, and intervening in the lives of vulnerable individuals before they choose a path of violence.

"The progress of the Montgomery County effort will help guide federal government focus in a number of key regions nationally, and will allow us to leverage ongoing, albeit nascent, efforts in many cities and make substantial investments of time and effort in a few critical places. I hope that the success of the Montgomery County model will spur action in other cities in the D.C. metro area as well as in nearby regions."

George Selim, Director, Office of Community Partnerships, Department of Homeland Security

Together, the partners convened a wide range of public and private stakeholders to form a network of trusted peers and adults. These stakeholders included public officials, law enforcement officers, educators, social service providers, diverse faith community leaders, and county agencies. This inclusive approach was specifically designed to reduce the stigma on any one faith community, by including its members in a trusted relationship with their fellow residents and local officials. Through the initiative's continued growth, the collaboration of engaged stakeholders addressed a wide range of issues including preparing for natural or man-made disasters engaging in multicultural community service projects, and responding to acts of hate or identity based violence.

1. Training Partners and Educating the Public in Montgomery County

Together the stakeholders sought out expert training which they provided to the community at large, on topics such as caring for the mentally ill, preparing houses of worship for man-made or natural disasters, cyber safety for youth, and recognizing signs of radicalization or recruitment to violent extremism.

The premise was that if members of the public are well-informed and understand public safety threats, including potential risk factors of radicalization, then they are equipped to identify vulnerable individuals and can refer them for an intervention *before* they engage in violence. This broad approach reduces the potential for overlooking important indicators of potential threats to the community, and also provides resources for families and individuals to receive help for an at risk individual.

Partners such as the MCPD and other public and private organizations provided trainings in their areas of expertise, as shown below:

Examples of Trainings by Expertise

WORDE	LAW ENFORCEMENT	OTHER PARTNERS
<i>Cultural Competency and Potential Risk Factors of Radicalization</i>	<i>Diversity Training in the Academy</i>	<i>Internet Safety by District Attorney and Department of Homeland Security</i>
<i>Understanding Violent Extremism for HHS Workers and School Counselors</i>	<i>Training for School Resource Officers</i>	<i>Securing Houses of Worship against Threat of Harm to Property or People</i>

Figure 2: Sample Trainings by Different Partners

2. Providing Safety Net Services for Vulnerable Individuals in Montgomery County

The most ingenious aspect of the program was creating an intervention program for those identified by the community as in need of care. The program then connects these individuals to service providers who seek to reduce their vulnerability to violent behavior or other criminal acts. A critical aspect of the connection process is training community members on the dangers of violent extremism and how a concerned community member can refer an individual for services. By intention, there are many ways that an at-risk individual can be connected to services or provided with a more robust intervention in the pre-criminal space. These referrals can come from a wide range of trusted community members, including School Resource Officers (SROs), faith leaders, teachers, and more.

BRAVE: Concept of Operations

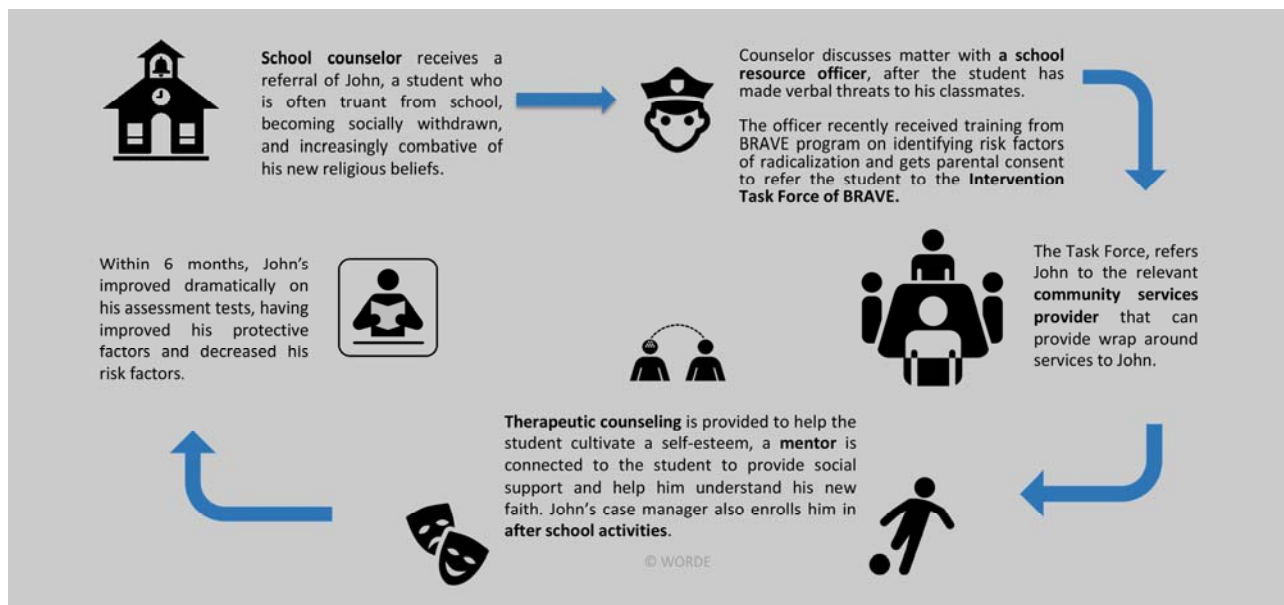


Figure 3: Example of how the BRAVE model in Montgomery County, Maryland operates to intervene in the pre-criminal space

In addition to WORDE's Crossroads program, which provides mentoring, counseling and access to social services, there are a range of service providers in the BRAVE program in Montgomery County, including social service agencies like the Collaboration Council, Family Services Inc., Identity, and Lutheran Social Services. These entities provide various levels of care for the most

vulnerable populations, and can address many of the potential psycho-social or economic risk factors of radicalization.

3. Evidence-Based Success of the BRAVE Model in Montgomery County

“It is important for practitioners to partner with academics to build, evaluate, and disseminate evidence-based interventions. WORDE’s Montgomery County [BRAVE] Model is an example of a program that has targeted factors researchers already know play an important role in the process of radicalization, such as experiencing cultural identity conflict and discrimination. Apart from integrating research-informed elements into the design of interventions, it is essential that these programs be subject to rigorous, systematic evaluations. This too is what sets the Montgomery County [BRAVE] Model apart from other programs aimed at curbing violent extremism. Two independent third-party evaluators found that the program increased feelings of social cohesion and empowerment among participants and other community stakeholders. It will be key for practitioners to replicate these effects in other evidence-based interventions.”

Sara Lyons, Stanford University Cultural Psychologist

It is important to note that cross-cultural collaboration is not always a smooth process and social science research strongly suggests that merely bringing different groups together, who are likely to view the other groups as “not like us,” stands the risk of increasing intergroup alienation.⁴ To bridge the intergroup divide successfully in ways that tend to create lasting change, decades of research in positive social integration theory have demonstrated that several conditions should be met.⁵ The BRAVE program activities used these guidelines to ensure maximum program effectiveness.

⁴ See Galen V. Bodenhausen, Stereotypic biases in social decision making and memory: testing process models of stereotype use, 55 J. of Personality and Soc. Psychology 726 (1988); and John F. Dovidio, Nancy Evans, and Richard B. Tyler, 22 J. of Experimental Soc. Psychology 22 (1986); and Chris S. O’Sullivan & Francis T. Durso Effect of Schema-congruent Information on Memory for Stereotypical Attributes, 47 J. Personality and Social Psychology 55 (1984); and Robert S. Wyer, Jr, Social Memory and Social Judgment, in Social memory and Social Judgement 243 (Paul R. Solomon et al eds., 1988).

⁵ See Elliot Aronson & Diane Bridgeman, Jigsaw Groups and the Desegregated Classroom: In Pursuit of Common Goals 5 Personality and Soc. Psychology Bulletin 438 (1979); and Stuart W. Cook, Cooperative Interaction in Multiethnic Contexts, in Groups in Contact: The Psychology Desegregation 155 (1984); and Cornelius Riordan, Equal-Status Interracial Contact: A Review and Revision of the Concept, 2 Int’l. J. of Intercultural Relations 161(1978).

A rigorous evaluation by leading researchers⁶ indicates that WORDE’s programs have successfully encouraged positive social integration in their participants. In fact, there were statistically significant outcomes in 12 out of the 14 indicators measured. Specifically, participants reported the following:

- “I feel welcome, and part of something bigger than myself.”
- “I feel useful and feel a sense of purpose.”
- “I feel accepted, and free of peer pressure.”
- “I learned about cultures other than my own and made friendships that are active beyond the event.”
- “I feel accepted and don’t feel lonely.”

These are all factors that can reduce social alienation, which is posited as one of the significant motivations for radicalization.

A second evaluation, funded by the Community Oriented Policing Services (COPS) in the Department of Justice and carried out by the Police Executive Research Forum, indicates that the vast majority of participants feel empowered to tackle public safety issues. They noted that they possess a sense of satisfaction with the quality of speakers and topics presented, have gained new insight and knowledge from the trainings, and appreciate the religious and cultural diversity in working together toward common goals.

4. Regular Surveys and Interviews to Continuously Improve Programming

“Prior to the [BRAVE] model, we would get the occasional invitation to events and those would be incident-driven invitations. Now we get them all the time from the faith community, and we accept 99% of them including to celebrations, and the police is often invited to give presentations e.g. to the disaster preparedness group. The faith community is one of the most un-tapped resources in the country.”

Assistant Chief Darryl McSwain, MCPD

⁶ In 2014, the National Institute of Justice (NIJ) funded a two-year formative evaluation of the efficacy of WORDE’s model in Montgomery County. The report is forthcoming in Spring 2016.

In addition to the outside expert analysis of programming in Montgomery County, WORDE also developed surveys to evaluate its initiatives' impact. By incorporating feedback from partners and participants, WORDE has been able to continuously improve its trainings to be more effective at engaging and educating diverse audiences.

The surveys indicate that WORDE's education and awareness-raising activities have made participants feel a greater connectivity to people of other faith communities and increased understanding of people who come from other traditions, and are more likely to engage in help-seeking behaviors to protect their community and loved ones.

E. PARAMETERS OF THE STRATEGIC PLAN

1. BRAVE Model as a "Collective Impact" Initiative

Regardless of the social issue being addressed, there are five conditions of success for a "collective impact" initiative: a common agenda, mutually reinforcing activities, shared measurement systems, continuous communication, and a backbone support organization. The first three conditions relate to **what** the targeted social issue is, while the last two conditions relate to **how** the initiative's goal is pursued.⁷

As with any collaborative effort, the partner organizations participating in the BRAVE model in Montgomery County follow a **common agenda** to engage and educate residents about public safety threats, and to connect individuals to resources they need to prevent violent behavior. This common agenda guides the operational actions taken by WORDE, the current Backbone Organization in Montgomery County, and other partner organizations. Additionally, the common agenda aligns with the **mutually reinforcing activities** conducted by WORDE and partner agencies, such as the Faith Community Working Group (FCWG), Montgomery County Public Schools (MCPS), and Montgomery County Police Department (MCPD). For example, WORDE partnered with the FCWG to conduct an event about stopping dangerous speech, the State's Attorney conducted training on internet safety, and the

WORDE BEST PRACTICES

As Backbone Organization WORDE developed a social media campaign that reached over 54,000 likes/followers on Facebook and maintains a database of 4,274 contacts through which it sends weekly and bi-weekly notifications of upcoming events.

⁷ See FSG, <http://fsg.org/tools-and-resources> (last visited on May 31, 2016) (providing a good guide to publications on how collective impact initiatives work).

Office of Emergency Management and Homeland Security (OEMHS) conducted a training on securing houses of worship for faith community partners.

As partners work together to advance the common agenda through mutually reinforcing activities, it is vital that these partners use **shared measurement systems** to consistently measure effectiveness of the program. These shared measurements should be both quantitative and qualitative metrics agreed on by the partner agencies and maintained by the Backbone Organization.

Lastly, in achieving these targeted goals, the partners must strive to maintain **continuous communication**. While labor-intensive, it is critical to maintaining transparency in the program and strengthening the bonds of trust with partners and the broader community. To encourage this, the **Backbone Organization** for the Montgomery County BRAVE program and other BRAVE programs must have adequate staffing, the required areas of expertise, and financial resources. Additionally, the leader of the Backbone Organization should be a visionary, results-oriented, relationship-builder, focused but adaptive, and view him/herself as a servant-leader.⁸

2. Vision and Scope

The purpose of this Strategic Plan is to identify how best to support the BRAVE model in Montgomery County in the short and long term so it can continue to serve county residents, and how to best replicate the model in other interested jurisdictions in the National Capital Region (NCR) and beyond.

a) Objectives

To support the BRAVE model both in the short and long term, the following four objectives have been identified:

- **Institutionalize** the BRAVE model in Montgomery County
- **Replicate** the BRAVE model in other interested jurisdictions while adapting it to local needs

“Looking at case studies, in hindsight they were all preventable...we need to build resilience more i.e. more training for police and community members.”

Assistant Chief Luther Reynolds, MCPD

⁸ See Kania & Kramer *supra* note 2

- **Secure Financing** for sustaining the Montgomery County BRAVE model and replicating the model in other jurisdictions
- **Create the evaluation framework** for the institutionalization and replication of the BRAVE model

b) Methodology

In addition to reviewing documents and literature relating to the BRAVE model and other collective impact initiatives, 17 interviews were carried out with representatives of the public agencies and many of the community organizations involved.

We would like to acknowledge the time and commitment shown by all the partners and stakeholders, as well as other members of the community, who were interviewed and are listed in Appendix II.

F. KEY RECOMMENDATIONS

1. Institutionalizing the BRAVE Model in Montgomery County

The purpose of institutionalization is to ensure that the BRAVE program continues to maintain **legitimacy, accountability, and sustainability** for the community at large.

At the same time, any institutionalization must take into account the realities on the ground. Building resilience against violent extremism requires bringing together a particularly diverse group of actors, cutting across institutional barriers, and effectively addressing the political sensitivities around the topic of violent extremism. This ultimately speaks to both policy and operational considerations.

a) Legitimacy: Establishing BRAVE Advisory Council

At an operational level in Montgomery County, WORDE has served as the Backbone Organization and subject matter expert in countering violent extremism since inception, with the Faith Community Working Group (FCWG) acting as the key convening body for engagement and educational activities, and the Crossroads program as the key intervention organization. All three organizations/bodies are held in high regard by the community.

It is nonetheless important for an initiative like BRAVE to have the visible backing of a broader representation of stakeholders, including those that can influence policy. Represented stakeholders must be recognized authorities by both public and private partners. To achieve this, Montgomery County should establish a **BRAVE Advisory Council** that consists of representatives from county agencies, social service providers, the faith community, and other community organizations. The culture of the Council would be one of collaboration in order to best support BRAVE as a pioneering, community-driven initiative in the field of public safety and countering violent extremism.

To ensure a holistic and coordinated approach to diagnosis and intervention, organizations that implement violence prevention programs within their ethnic and cultural communities should be included in the BRAVE Advisory Council. For example, organizations that work on gang-related issues, within Hispanic and African communities must also have a seat at the table. Similarly, the Committee on Hate/Violence and the Office of Human Rights should be involved given that discrimination, bullying and other hate crimes are proven to be factors that contribute to radicalization.

BRAVE Advisory Council

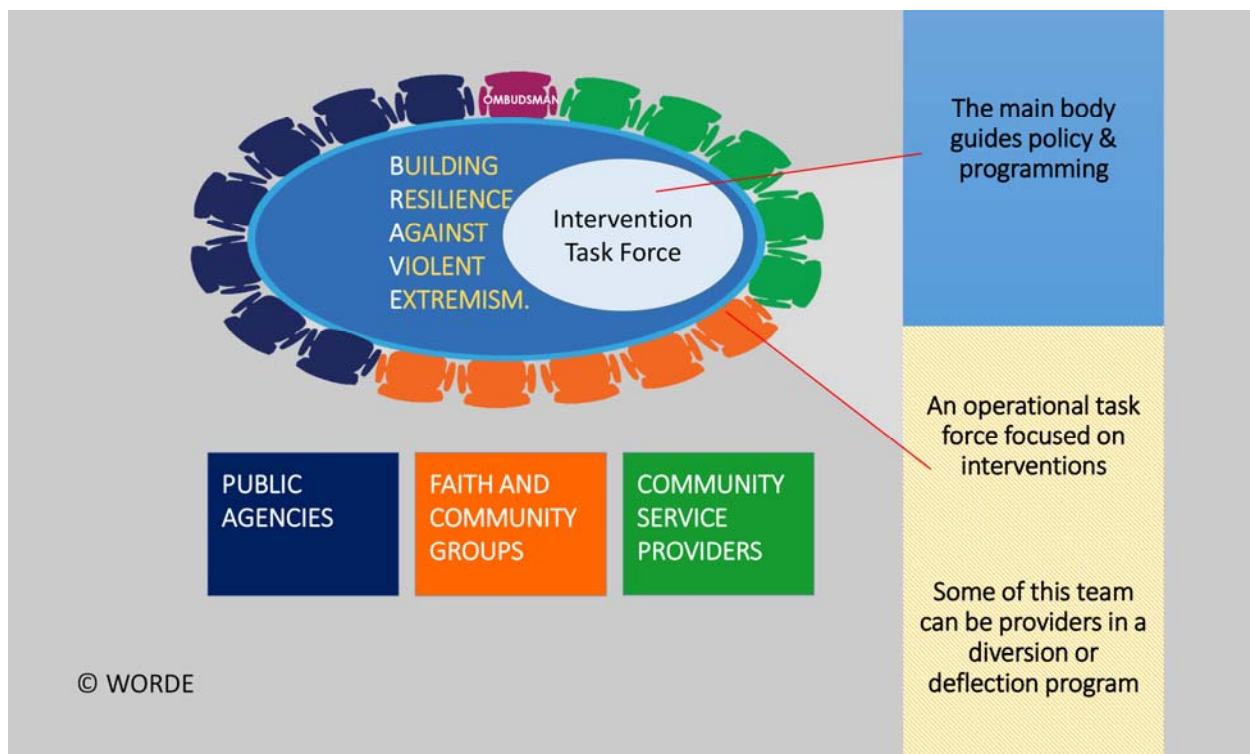


Figure 4: A Conceptual Understanding of the Montgomery County BRAVE Advisory Council

To establish the BRAVE Advisory Council, it is recommended that WORDE issue an invitation to key stakeholders and convene a meeting. At this initial meeting the stakeholders should agree on its agenda and lay the foundation for establishing its governing documents and procedures. The procedures should cover such issues like selection of members, permanent versus rotating membership, developing a training agenda, and other related topics.

It is important to note that this body will have no particular enforcement or statutory authority. This means that public and private members of the Council would not be bound by the recommendations of the Council. It is simply a mechanism for making important policy recommendations to the relevant public agencies and building the capacity of community organizations to play an active role in public safety.

It is also recommended that the Council create an **Interventions Task Force** for operationalizing the multi-disciplinary interventions. The Interventions Task Force would receive policy guidance from the Advisory Council, but would have operational autonomy to determine the best means for conducting interventions on a case-by-case basis. To enable open discussions, all members of the Interventions Task Force must be HIPAA⁹ trained and conduct their meeting in a manner compliant with protected health information standards and rights to privacy.

Despite its non-operational role the Council will still have political capital, based on its composition, which can be leveraged to implement change. The Council is tasked with identifying threats from violent extremism and the resources to prevent it through educational public forums, meetings with policymakers, and trainings. It will help streamline the communication and resources between public and private stakeholders on relevant public safety issues. As an example, a high school principal may report to the BRAVE Council that there was a gang-related conflict that occurred on campus involving two ethnic based gangs who shouted racial/religious slurs at one another. The Council would explore the

“The BRAVE model represents the best kind of public partnership; a diverse group of partners from various sectors coming together to help people and protect their communities. The BRAVE model has been very successful in celebrating diversity, supporting integration of people into the fabric of Montgomery County and preventing potential violence. I am proud to be a part of that effort.”

[Earl Stoddard, Director, Montgomery County Office of Emergency Management & Homeland Security](#)

⁹ See *generally* Health Insurance Portability and Accountability Act of 1996 (HIPAA) 42 USCA § 201 (federal law requiring protection of patient personal health information).

dynamics of the conflict to determine whether it was ideologically motivated – making it relevant to the Countering Violent Extremism (CVE) agenda – and then make recommendations for addressing the problem. In this instance, the Council could liaise with county officials to improve its gang prevention efforts. It could arrange for cultural competency training to better understand what drives this gang’s recruitment and how the county’s social services can address those drivers. If specific individuals were identified, the Task Force would be notified and could decide whether to task one of the providers to apply direct services for those individuals.

It is recommended that the BRAVE Advisory Council hold four meetings a year, which would be coordinated by the Backbone Organization. The Interventions Task Force should maintain a flexible schedule and meet more frequently as required given the more immediate nature of its work.

b) Accountability

In recent years there has been vocal public concern that CVE programs are used as a tool for surveillance and to generate watch-lists of marginalized groups within the nation. The BRAVE model was never intended to be used for community surveillance by law enforcement. The general concern regarding CVE programs, however, makes it crucial that the BRAVE model proactively safeguard the privacy and civil rights of individuals connected to resources and referred to an intervention. Additionally, the BRAVE Advisory Council and other community leaders ought to maintain community trust by operating transparently with open communication.

To achieve these accountability goals, there are three recommendations: appointing an ombudsman to serve on the BRAVE Advisory Council, implementing a robust and transparent referral protocol, and defining parameters for establishing a future diversion or deflection program.

i. Appointing an Ombudsman

It is recommended that an ombudsman be appointed for the BRAVE model, in consultation with the local human rights commissioner. The ombudsman’s role in the BRAVE model is to represent the civil rights and civil liberty interests of the public. They will investigate and address potential complaints arising from the BRAVE model, and identify ways to prevent or address any systematic issues that could impact civil rights. To achieve this mission, the ombudsman ought to be a non-voting member of the BRAVE Advisory Council.

In appointing an ombudsman, it is recommended that the appointee be a trusted community member in good standing. Ideally, the individual will have a civil rights advocacy background and subject matter expertise in protecting civil liberties.

ii. Implementing a Robust Referral Protocol

For the past two years, WORDE (serving as the Backbone Organization) and its partners have sought to educate communities about the potential risk factors of radicalization and on the availability of intervention resources in Montgomery County, such as the Crossroads program. Although the program receives numerous referrals, these referrals are not coordinated among the intervention agencies. There is neither a clear understanding of which agencies are best suited for conducting an intervention nor a clear agreement of when a particular case ought to be referred to law enforcement. In short, the development of a referral protocol would help streamline and institutionalize the referral process.

The new referral protocol ought to be developed by the BRAVE Advisory Council as a matter of policy and then operationalized by the Interventions Task Force. For example, the BRAVE Advisory Council protocol will provide guidance on when a case should be referred to law enforcement, which will be given to providers by the Interventions Task Force.

Additionally, the BRAVE Advisory Council may also provide general recommendations for what intervention mechanisms are best for a general type of case. For example, it may offer guidance that individuals exhibiting radical religious ideologies be referred to a particular intervention program with subject matter expertise in addressing those issues or with a culturally competent mentor on staff to do so. This is essential also because the success of an intervention may, to a large extent, depend on the appropriateness or response of the referral, which also underscores the importance of outreach and ongoing communication between service providers.¹⁰

Finally, once the referral protocol is developed, all BRAVE partners should be trained on how the protocol process operates and on any changes to the protocol as it is refined. This training should be integrated with other training and outreach initiatives conducted by the Backbone Organization and its partners.

¹⁰ UMD-START Conference, December 14, 2015

iii. Diversion and Deflection Programs

In early 2015, a U.S. District Judge released an 18-year-old defendant to a halfway house instead of sentencing the individual to prison for attempting to travel to Syria and join ISIS.¹¹ This type of action, to provide diversion programs for individuals charged with providing material support to a designated foreign terrorist organization, is still very new and *the United States has no federally approved diversion programs in existence.*

Deflection, as compared to diversion in lieu of incarceration after prosecution, is when a law enforcement agency is aware of the subject but instead of prosecution or before a crime is committed, the individual is referred to an intervention program. Deflection programs, similar to what the Federal Bureau of Investigations (FBI) is seeking to do with the Shared Responsibility Committees¹², are just beginning to be established in various cities across the country.

Both diversion and deflection programs attempt to divert or channel offenders away from the justice system by providing intense wrap-around services, including counseling, mentoring, case management, and community service opportunities. Such programs are often conducted in partnership with police departments, courts, district attorneys, or non-governmental agencies in lieu of incarceration or prosecution and often require reporting compliance to the referring agency.

Although no diversion or deflection program for CVE currently exists in Montgomery County, this is an area that merits exploration. This would require meetings with the local police department, district attorney and the school system to create the framework for such a program and to develop objective criteria for when an individual who may be radicalized is a good candidate for diversion or deflection services. In addition, good practices from other diversion programs—especially ones which have worked with juvenile delinquents, drug abusers, or gang members—should be explored and applied to the CVE context. Finally, a diversion program should consider measures to prevent recidivism. This would necessitate consulting other diversion programs, such as the Veteran Treatment Courts,¹³ for best practices.

¹¹ Laura Yuen, *Minnesotan charged with trying to aid ISIS released to halfway house*, MPRNEWSJAN. 27, 2015, available at: <http://www.mprnews.org/story/2015/01/27/yusuf-released-to-halfway-house>.

¹² The Shared Responsibility Committees are part of the FBI off-ramp strategy to refer individuals who are already part of an FBI open investigation but who do not yet have the capacity to act, for wrap around services that will be provided by a multi-disciplinary team of professionals.

¹³ See Jillian M. Cavanaugh, *Helping Those Who Serve: Veterans Treatment Courts Foster Rehabilitation and Reduce Recidivism for Offending Combat Veterans*, 45 NEW ENG. L. REV. 463 (2011).

c) Sustainability: Leveraging Public and Private Resources

The BRAVE model in Montgomery County has shown demonstrable success after three years in operation. Essential to its longevity are adequate resources that flow dependably and uninterrupted. To date, the BRAVE model in Montgomery County has operated with a disproportionate dependence on well-meaning and committed volunteers, which is no longer sustainable.

There are three specific conditions for the sustainability of the BRAVE model in Montgomery County.

First, Montgomery County and its private partners must budget adequately for its programmatic requirements so it can look to staff positions for all its personnel needs.

Second, BRAVE model partners must leverage any initial government investment by cross-training staff in key organizations so they become integral to both the BRAVE initiative and other programs in these organizations.

Third, the Backbone Organization together with its stakeholders should develop a complimentary funding strategy beyond government grants that targets alternative sources of funding, such as community foundations, and alternative methods of fundraising, such as fundraiser events or sponsorships.

In other words, for the BRAVE initiative to be sustainable it will require adequate investment, creative deployment of this investment across partners, and new approaches to funding.

2. Replicating the BRAVE Model in NCR Jurisdictions and Beyond

The BRAVE model in Montgomery County is part of a growing “collective impact” movement nationwide, where public and private sector community leaders make a long-term commitment to address complex social challenges in a highly collaborative and holistic way. Other jurisdictions would benefit from implementing a similar “collective impact” model that works in concert with the Montgomery County BRAVE program, especially in light of the perception of a heightened threat from acts of violent extremism. Drawing from the experience in implementing the BRAVE Model in Montgomery County, WORDE specialists offer a range of services to assist other jurisdictions in replicating the BRAVE model. These specialists can provide an array of assistance to a local jurisdiction, ranging from a jurisdictional assessment to full implementation of a BRAVE program.

Jurisdictions interested in hiring WORDE specialists to assist in implementing a BRAVE program can choose from several levels of assistance, including:

- **Raising awareness** about the HVE threat and the philosophy of the BRAVE model
- Providing **strategic advice** for a jurisdiction considering implementation of a BRAVE model
- Conducting **specialized training** for a jurisdiction’s BRAVE model partners
- **Comprehensive implementation** of the BRAVE model

WORDE BEST PRACTICES

“Tailored and local responses to combat violence in new constituencies are vital for success. Without those meaningful engagements and getting a ‘pulse’ of the local environment, it becomes extremely difficult for measurable success.”

Muhammad Fraser-Rahim, WORDE Senior Fellow and PGC Outreach Coordinator

The estimated yearly costs for WORDE specialists to comprehensively implement a BRAVE model in a jurisdiction are detailed in section 3. However, a jurisdiction can also choose a more limited range of services from WORDE, such as fee-for-service trainings.

Currently, WORDE is working with the Maryland Emergency Management Agency (MEMA) to replicate the BRAVE program in Prince George’s County, Maryland. Simultaneously, WORDE is working with Denver, Colorado to also replicate the program.

a) Raising Awareness



WORDE staff can visit public safety agencies such as police and homeland security departments in interested jurisdictions to give an introductory training on the BRAVE model and how to adapt it to the needs for a new jurisdiction. A collective appeal would be made to cultivate stakeholders that can implement the BRAVE model in their jurisdiction. WORDE’s availability to provide technical expertise in support of such an initiative would be laid out in a menu of options.

As part of this exercise, WORDE would emphasize the importance of a collective impact initiative having not only adequate funding, but also the backing of diverse community leaders and public officials that might provide the political capital such a collaborative initiative requires for success.

b) Strategic Advice



Interested jurisdictions can invite WORDE specialists to advise them on structuring the BRAVE model appropriately for their contexts and designing appropriate programming for their needs. This involves the following:

- **Assessment Mission:** undertaking desk and field research such as meetings with potential stakeholders and community partners to clarify issues of local context and priorities, identification of suitable backbone organization, and identification of possible social service providers.
- **Orientation and Set-Up:** guidance to local backbone organization and general support
- **Initial Training/Kick-Off:** preparing potential stakeholders for developing the BRAVE model for their context.
- **Programming Ideas:** guidance on selecting appropriate CVE related themes and activities.
- **Specialized Interventions:** framework for setting up VE interventions including assessment tools and sample referral protocols.

In Prince George's County, WORDE has conducted the introductory training for a diverse range of stakeholders across ethnic, socio-economic and religious spheres. There is a great deal of interest in establishing the BRAVE Model in Prince George's County, particularly given the model's potential to facilitate multi-stakeholder engagement, strengthen civil society engagement on public safety issues, and focusing resources on cross-cutting solutions to violent extremist and gang recruitment.

Although WORDE can assist with identifying potential stakeholders for a new jurisdiction's BRAVE program, the backbone organization will be responsible for continuously engaging its community to develop a successful program. For example, since the launch of the Montgomery County BRAVE model in April 2013, WORDE and its community partners have organized numerous informational events, town hall meetings, community workshops, and open houses to continuously engage the community. Thousands of residents and public officials have participated in these activities including law enforcement officers, county officials, teachers, parents, faith leaders, residents from diverse faiths and ethnic minorities, school counselors, and social service providers. Examples of activities undertaken in this process are shown in Figure 5.

Sample BRAVE Events



TOWN HALL MEETINGS, including open conversations between community and county officials including, for example, a community meeting with the local MCPD Chief on race relations and community policing goals.

INFORMATIONAL SESSIONS such as the “Faith, Families, and Schools” event for teachers and parents on how to deal with youth issues like bullying and peer pressure.



COMMUNITY ACTIVITIES such as prayer vigils, interfaith leader summits, and friendship picnics.

Figure 5: Description of ENGAGE Activities done in Montgomery County

c) Specialized Training



Each jurisdiction will have unique training needs as it implements its BRAVE program, which WORDE can assist with. As the “subject matter expert” organization underpinning the BRAVE model, WORDE specialists are able to provide specialized trainings as needed to fit a jurisdiction’s BRAVE program. These trainings can range from workshops for partners and key stakeholders—such as law enforcement officers—to multi-day intensive training for critical partners like the Backbone Organization or intervention agencies.

Specialized training from WORDE will help ensure that the stakeholders have the information they need to build a successful program.

Examples of Training Topics

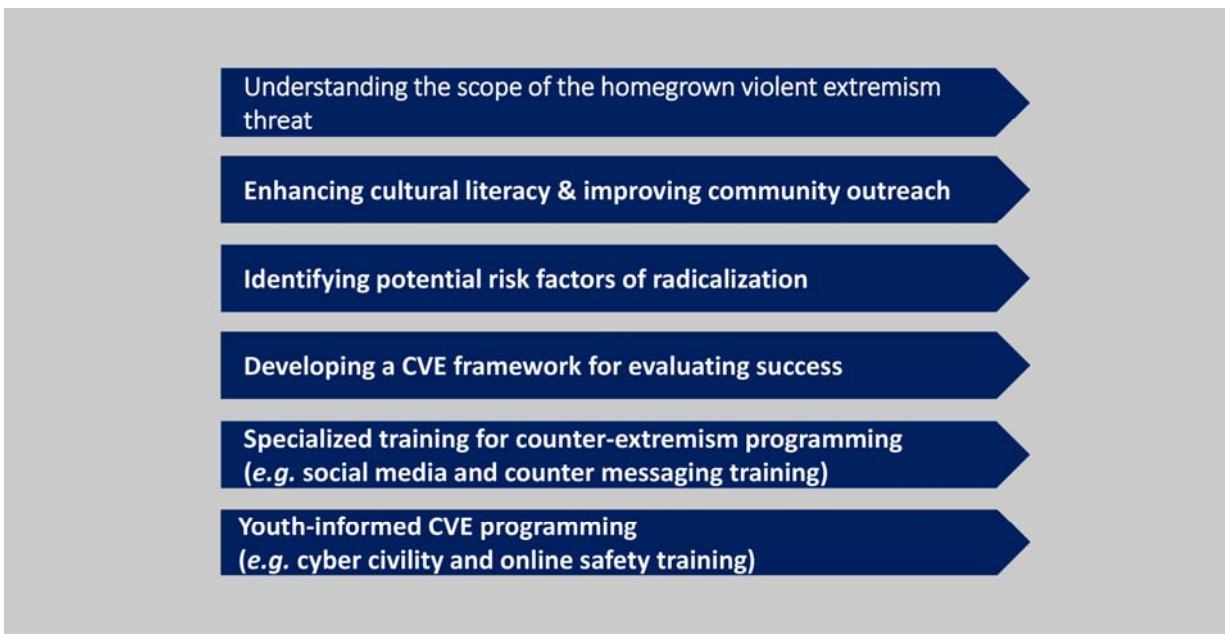


Figure 6: Sample Training Themes

WORDE continues to train and network with other community-based CVE practitioners and public officials to share lessons learned and good practices. All training material developed by WORDE is continually reviewed and updated to ensure that trainings cover pertinent new information as HVE threats continuously evolve.

d) Comprehensive Implementation



WORDE specialists are also available to provide assistance to a local jurisdiction with comprehensive implementation of the BRAVE model. This comprehensive implementation includes assistance developing all four quadrants of the BRAVE model. WORDE Specialists will identify and educate community stakeholders while garnering community support for the program. They will engage public agencies, non-profit organizations, and community leaders to guide the BRAVE model development.

As the community is engaged, WORDE specialists can provide training and programmatic assistance throughout the process. They can help convene community meetings and work with community leaders to continuously educate the community about the risk factors of radicalization. Moreover, WORDE specialists can help develop the organizational structure that connects individuals to wrap-around social services and interventions.

Additionally, WORDE specialists can cultivate a network of service providers and other **key access points** for interventions; develop a robust **referrals plan** with respect to vulnerable individuals; and conduct outreach to the **wider community** to cultivate and nurture a wide range of public and private stakeholders.

In training the cultivated network of service providers, WORDE specialists can also provide its **assessment metrics**. These metrics, which use both traditional and innovative assessment tools, provide a uniform measurement of outcomes among BRAVE model programs and the efficacy of the direct client treatment provided. WORDE specialists can also help intervention agencies develop an **individualized treatment plan and intervention protocol(s)** by identifying which protective factors or risk factors would be most relevant to study based on the local drivers of radicalization.

Guidance on questions relating to **discharge, other referrals, and reporting a case to law enforcement** would also be available. Finally, WORDE would provide guidance on developing an **evaluations framework for measuring success** with respect to the broader social cohesion activities, and engaging citizens to protect public safety.

Throughout the process of building a BRAVE model within a jurisdiction, WORDE specialists will work with the stakeholders on how to sustain the program both financially and operationally. As the BRAVE model is established, the WORDE specialists' goal is to fully integrate the model into a jurisdiction's standard operations. Therefore, once the BRAVE model is fully operational within

a jurisdiction, WORDE specialists will transfer primary operations to community leaders and revert to a limited advisory role.

e) BRAVE Model Community of Practice: Ongoing Learning

Any jurisdiction opting to implement all or part of the BRAVE model from WORDE will be included in the BRAVE community of practice. As part of this group, jurisdictions will benefit from lessons learned by other localities implementing a BRAVE program. The community will be provided cutting edge continued learning opportunities, periodic updates about successful practices and recommendations for success, and a strengthening of alliances.

As already cited research has shown, broad coalitions with a single aim like the BRAVE program tend to generate more creative thinking and mobilize new sources of funding to address their common challenge. By participating in the BRAVE Community of Practice, service providers, backbone organizations, and other key stakeholders from different jurisdictions can compare notes and learn new approaches. As the model's replication gains momentum, semi-annual summits can be organized to allow this exchange and collective brainstorming to take place.

3. Financing

To demonstrate a method for community-led CVE initiatives, WORDE launched the BRAVE model in Montgomery County in collaboration with county agencies in April 2013 as a proof of concept. Seeing the need for the initiative, Montgomery County provided \$85,000 in Fiscal Year 2015 to support FCWG and Crossroads program costs. Since its inception, WORDE and its subcontractors have received almost \$1,000,000 in private and public funds to continuously grow and enhance the program.

To maintain and enhance the Montgomery County BRAVE model for Fiscal Year 2016 would require a budget of \$397,023 for materials, staff, and other associated costs. This budget also includes funding for the Crossroads intervention program.

To build the BRAVE model in a new jurisdiction, like Prince George's County, would require a budget of \$596,248 to support staff, materials, and an intervention program during Fiscal Year 2016.

By the current estimates of sustaining the Montgomery County BRAVE program, building the Prince George's County BRAVE program as a new jurisdiction, and launching the BRAVE model in

five additional new jurisdictions in the NCR- for a total of seven jurisdictions – the budget is approximately **\$7.7 million for the period 2016 - 2019.**

a) Budget for Comprehensive BRAVE Model Implementation

Now that WORDE proved the BRAVE model in Montgomery County, it is exploring a new partnership with the University of Maryland Center for Health and Homeland Security (CHHS) to continue its operation and to assist in the replication of the model in other jurisdictions. The WORDE/CHHS partnership will incorporate the expertise of CHHS in the field of healthcare and emergency management so the BRAVE program can be imbedded in the emergency management functions and resources of a jurisdiction. Together the two organizations can:

- Liaise with relevant stakeholders in public agencies as well as community based organizations for participation in the program
- Help identify potential funding mechanisms to support and enhance the program, including upcoming federal grant opportunities from the Federal Emergency Management Agency and the Department of Homeland Security
- Provide specialized training that is relevant to first responders, community groups and health care providers
- Utilize their combined expertise in public safety and community action to help shape the governance structure of the BRAVE Advisory Council

Costs of WORDE/CHHS operating these programs in Montgomery County and Prince George’s County for Fiscal Years 2016, 2017, and 2018 are detailed below.¹⁴ The estimated budget to build the BRAVE program is also appropriate for a new jurisdictions other than Prince George’s County to use as a baseline estimate for establishing the BRAVE model.

¹⁴ It is important to note these budget numbers do NOT include the cost of formal evaluations which were paid for by other grants and funding sources. It is important to cultivate such partnerships in replication efforts.

Jurisdiction	Objective	Expense Description	FY2016	FY2017	FY2018
Montgomery County BRAVE Program Sustaining Budget	Institutionalizing and Enhancing BRAVE Program	Personnel	\$197,023	\$206,874	\$ 217,218
	Sustaining Intervention Program	Intervention Provider Costs	\$175,000	\$183,750	\$192,938
	Institutionalizing and Enhancing BRAVE Program	Materials and Travel	\$25,000	\$26,250	\$27,563
<i>Total</i>			\$397,023	\$416,874	\$437,718
BRAVE Program Building Budget (Prince George's County and New Jurisdictions)	Building BRAVE Program	Personnel ¹⁵	\$396,248	\$416,060	\$436,863
	Establishing Intervention Program	Intervention Provider costs	\$175,000	\$183,750	\$192,938
	Building BRAVE Program	Materials and Travel	\$25,000	\$26,250	\$27,563
<i>Total</i>			\$596,248	\$626,060	\$657,363
Total Projected Costs:			\$993,271	\$1,042,934	\$1,095,081

This budget is for the comprehensive implementation of the BRAVE model within a jurisdiction. Jurisdictions seeking a more limited support from WORDE—raising awareness, strategic advice, or specialized trainings—should contact WORDE for an estimated budget to fit its desired requirements.

¹⁵ This is the fully-loaded personnel rate including salary, fringe, and indirect costs. WORDE salary costs for jurisdictions building a new BRAVE program reflect a higher percentage of senior specialist time as compared to a jurisdiction maintaining the BRAVE program.

Financing Interventions

Moving forward, it is recommended that a jurisdiction partner with an existing social services agency to conduct the interventions instead of developing a new service provider solely dedicated to BRAVE interventions. The partner agency would be trained by WORDE to conduct the BRAVE interventions, as well as assessment tools to measure progress. The budget designated for the interventions is to support additional social workers and/or case management to handle the additional caseload the agency would take as the provider of the BRAVE interventions.

Long term, the cost of this intervention program will, hopefully, be largely funded through the existing health provider networks. Under the Affordable Care Act (ACA), which mandates citizens to either purchase private health insurance or enroll in Medicaid, behavioral health treatment (e.g. counseling) is an essential health benefit required of all insurance plans. Jurisdictions in Virginia, however, may require additional support for the clinical interventions because the Commonwealth has yet to adopt Medicaid Expansion under the ACA.

b) Planning for Sustainability

Adequate Funding

In estimating the operational budget above care was taken to budget for adequate staffing needs for the backbone organization to meet its mission. Without a reliable source of funding, it will be difficult for the Backbone Organization to reliably operate within a jurisdiction to bring together partners, identify upcoming needs, and coordinate with the other BRAVE programs.

Cross-Training

In identifying partners best suited to conduct BRAVE interventions, it is important for the BRAVE program to become integrated into the organization's broader operations. One way to do so is to encourage the intervention agency to cross-train staff in both BRAVE interventions as well as another specialty. By cross-training staff, agencies participating in the BRAVE program will create a staff resilient to potential funding cuts. All social workers hired under the BRAVE intervention funding should be cross-trained in other specialties to broaden their expertise and encourage sustainability of the program.

c) Reasons to Support a BRAVE Model in Your Jurisdiction

There are three fundamental reasons why the BRAVE model merits continued and wider support from funders.

A Higher Return on Investment

While partnerships and collaborations that take on a range of public safety issues, including violent extremism, exist, the sum-total of these does not add up to a paradigm shift that impacts the problem if these efforts are uncoordinated, de-centralized, and have different definitions of success. In Montgomery County, the BRAVE model has mobilized several public agencies, and over 300 faith and community service organizations around a common vision, with a single entity, WORDE, providing the central infrastructure as the Backbone Organization. That level of coordination and streamlining of resources ultimately leads to more effective utilization of funds.

A Leveraged Use of Resources

With every tragedy that unfolds, such as the Boston marathon bombings or the San Bernardino shootings, there comes a natural surge in the impetus “to do more” on the part of both government representatives and community activists and organizations. Proposals and well-meaning ideas flow, usually with funding opportunities. Yet independent, isolated projects can sometimes inadvertently work against each other, if not openly compete with one another for resources. The result is far from the optimum impact on the desired issue. Measuring the impact of different projects aiming for similar social goals in a given locale has confounded many experts, since it is difficult to disentangle the outcomes of each project separately. The allocation of larger amounts of funding to a collaborative, multi-stakeholder group aiming for a single vision will not only produce better results in terms of impact – since organization focuses on its strengths– it will also be more cost effective in the long run.¹⁶ Some research has also shown that multi-stakeholder projects that identify people from different sectors can generate the kind of fresh thinking and creativity that attracts new funding opportunities more easily.¹⁷

Greater Integration of the Community

The BRAVE model is a community-led, bottom-up initiative that at the same time increases the positive integration of minority groups into the community at large. Minority communities often

¹⁶ See Kania & Kramer *supra* note 2.

¹⁷ John Kania & Mark Kramer, *Embracing Emergence: How Collective Impact Addresses Complexity*, Stan. Soc. Innovation Rev. (2013), available at: <http://www.fsg.org/publications/embracing-emergence#download-area>.

feel that their engagement with government officials is unidirectional, and that they are regarded as a “suspect community” rather than potential stakeholders in promoting mutually shared objectives. By including them as equal and respected partners in public safety, this model builds resilience amongst the various ethnic and religious communities while also strengthening the ties between the public and government officials, including law enforcement. These intangible benefits of improving relations between communities may appear secondary but are in fact crucial for better resilience and response to crisis if a natural or man-made disaster should occur.

4. Evaluating Strategic Plan Implementation

As with all planning processes, BRAVE partners should periodically assess progress in achieving the goals and objects outlined within this document. This assessment should occur annually. The chart below provides a general outline for the assessment.

Evaluating BRAVE Strategic Plan Implementation: 2017-2019

Objective	Evaluation in 2017	Evaluation in 2018	Evaluation in 2019
1. INSTITUTIONALIZING BRAVE in MC	MC jurisdiction	MC jurisdiction	MC jurisdiction
a) Legitimacy	<p><u>Indicator 1:</u> Establishment & Governing Documents of BRAVE Advisory Council</p> <p><u>Indicator 2:</u> Composition of Council</p> <p><u>Indicator 3:</u> Establishment & Composition of Interventions Task Force</p> <p><u>Indicator 4:</u> Activities and Key Results of Council & Task Force</p>	<p><u>Indicator 1:</u> Operations & Key Results of BRAVE Advisory Council</p> <p><u>Indicator 2:</u> Operations & Key Results of Interventions Task Force</p>	<p><u>Indicator 1:</u> Operations, Results, and Lessons of BRAVE Advisory Council</p> <p><u>Indicator 2:</u> Operations, Results, and Lessons of Interventions Task Force</p>
b) Accountability	<p><u>Indicator 1:</u> Appointment of Ombudsman</p> <p><u>Indicator 2:</u> Development Process & Launch of Referral Protocol</p> <p><u>Indicator 3:</u> Preliminary Findings of Outreach to Diversion & Deflection Programs</p>	<p><u>Indicator 1:</u> Ombudsman-related developments</p> <p><u>Indicator 2:</u> Implementation of Referral Protocol</p> <p><u>Indicator 3:</u> Further Developments re Diversion and Deflection Programs</p>	<p><u>Indicator 1:</u> Other ombudsman-related developments</p> <p><u>Indicator 2:</u> Implementation of Referral Protocol</p> <p><u>Indicator 3:</u> Other Developments re Diversion and Deflection Programs</p>
c) Sustainability [Financial Management and Strategy in MC]	<p><u>Indicator 1:</u> Strategy for Budget Spending & Diversified Funding</p> <p><u>Indicator 2:</u> Cross-Training of BRAVE Staff by Backbone Org. & Partners</p> <p><u>Indicator 3:</u> New Funding Sources Secured</p>	<p><u>Indicator 1:</u> Implementation of Budget Spending & Funding Strategy</p> <p><u>Indicator 2:</u> Cross-Training of BRAVE Staff by Backbone Org. & Partners</p> <p><u>Indicator 3:</u> New Funding Sources Secured</p>	<p><u>Indicator 1:</u> Implementation of Budget Spending & Funding Strategy</p> <p><u>Indicator 2:</u> Cross-Training of BRAVE Staff by Backbone Org. & Partners</p> <p><u>Indicator 3:</u> New Funding Sources Secured</p>
2. REPLICATING BRAVE in NCR	1 new jurisdiction	2 new jurisdictions	2 new jurisdictions
a) WORDE Advisory & Support Services to New Jurisdiction	<p><u>Indicator 1:</u> WORDE Hired & Delivers Services to 1 New NCR Jurisdiction</p>	<p><u>Indicator 1:</u> WORDE Hired & Delivers Services to 2 New NCR Jurisdictions</p>	<p><u>Indicator 1:</u> WORDE Hired & Delivers Services to 2 New NCR Jurisdictions</p>
b) New Jurisdictions: Operationalized and Institutionalized with Strong Backbone Organization and Partners	<p><u>Indicator 1:</u> Selection & Set-Up of 1 Local Backbone Org. in NCR</p> <p><u>Indicator 2:</u> Operationalization of 1 Local BRAVE Model Set Up in NCR</p>	<p><u>Indicator 1:</u> Selection & Set-Up of 2 Local Backbone Org. In NCR</p> <p><u>Indicator 2:</u> Operationalization of 2 Local BRAVE Model Set Up in NCR</p>	<p><u>Indicator 1:</u> Selection & Set-Up of 2 Local Backbone Org. in NCR</p> <p><u>Indicator 2:</u> Operationalization of 2 Local BRAVE Model Set Up in NCR</p>

APPENDIX I: GLOSSARY OF ACRONYMS

ACA – Affordable Care Act

BRAVE - Building Resilience Against Violent Extremism

COPS – Department of Justice’s Community Oriented Policing Services (Department of Justice)

CHHS – Center for Health and Homeland Security at the University of Maryland

CVE – Countering Violent Extremism

DHHS – Department of Health and Human Services

DHS – Department of Homeland Security

FCWG – Faith Community Working Group

HIPAA – Health Insurance Portability and Accountability Act of 1996

HVE - Homegrown Violent Extremism

LCSW-C – Licensed Certified Social Worker - Clinical

PGC – Prince George’s County, MD

MC – Montgomery County, MD

MCOCP – Montgomery County Office of Community Partnerships

MCPD – Montgomery County Police Department

SRO Student Resource Officer

MCPS – Montgomery County Public Schools

MEMA – Maryland Emergency Management Agency

NCR – National Capital Region

OEMHS – Office of Emergency Management and Homeland Security

WORDE – World Organization for Resource Development and Education

APPENDIX II: STRATEGIC PLAN INTERVIEWEES

WORDE:

President Hedieh Mirahmadi and Co-Founder of FCWG; Senior Fellow Mehreen Farooq

MC Office of Emergency Management & Homeland Security:

Director Earl Stoddard; Health Planner Maggie Davis; Emergency Management Specialists James McClelland and Dan Berkman

Maryland Emergency Management Agency:

Executive Director Russell Strickland; NCR Liaison Brendan Armbruster

MC Police Department:

Chief of Police J. Thomas Manger; Asst. Chief Darryl McSwain; Asst. Chief Luther Reynolds, Lieutenant Mike Ward

MC Executive Office:

Special Assistant to County Executive Charles (“Chuck”) Short

MC Executive Office of Community Partnerships:

Director Bruce Adams; Interfaith Community Liaison Rev. Mansfield (“Kasey”) Kaseman

Jewish Community Relations Council:

Executive Director, Ronald Halber and Rabbi Batya Steinlauf, Director of Social Justice Initiatives and Intergroup Relations, as well as Co-chair of FCWG

Episcopal Diocese of Washington:

Ecumenical & Inter-Religious Officer Rev. Dr. Carol Flett, as well as Co-chair of FCWG

MC Office of Human Rights:

Director James Stowe

MC Department of Health & Human Services:

Director Uma Ahluwalia; Chief, Aging & Disability Services Dr. John (“Jay”) Kenney

MC Public Schools – Department of Student Services:

Director, Debra Berner

MC Council:

Councilmember George Leventhal; Correspondence Manager for Councilmember Leventhal
Jessica Moore

Office of the Governor of Maryland:

Director of Homeland Security, Walter (“Pete”) Landon

Maryland Police and Correctional Training Commissions:

Executive Director J. Michael Zeigler

Arlington, VA Police Department:

Homeland Security Section Commander Capt. Michelle Nunneville

Montgomery Moving Forward:

Project Director Sharon Friedman

Voices VS Violence – MC Mental Health Association:

Licensed Certified Social Worker - Clinical (LCSW-C) Jessica Soussana

This document was prepared under a grant from Federal Emergency Management Agency’s (FEMA) Grant Programs Directorate, U.S. Department of Homeland Security. Viewpoints or opinions expressed in this document are those of the authors and do not necessarily represent the official position or policies of FEMA’s Grant Programs Directorate or the U.S. Department of Homeland Security.