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## 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 Regents of the University of Colorado

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

Prefix:  \* First Name:  Middle Name:

\* Last Name:  Suffix:

\* Title:

\* SIGNATURE:

\* DATE:

**Application for Federal Assistance SF-424**

* 1. Type of Submission: <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="05/19/2021"/>	4. Applicant Identifier: <input type="text"/>
--	--

5a. Federal Entity Identifier: <input type="text"/>	5b. Federal Award Identifier: <input type="text"/>
--	---

**State Use Only:**

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

**8. APPLICANT INFORMATION:**

* a. Legal Name: <input type="text" value="The Regents of the University of Colorado"/>	
* b. Employer/Taxpayer Identification Number (EIN/TIN): <input type="text" value="(b)(6)"/>	* c. Organizational DUNS: <input type="text" value="0074315050000"/>

**d. Address:**

* Street1:	<input type="text" value="3100 Marine Street"/>
Street2:	<input type="text" value="Room 481"/>
* City:	<input type="text" value="Boulder"/>
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="80309-0001"/>

**e. Organizational Unit:**

Department Name: <input type="text" value="Office of Contracts and Grants"/>	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="Karen"/>
Middle Name: <input type="text"/>	
* Last Name: <input type="text" value="Roberts"/>	
Suffix: <input type="text"/>	

Title: <input type="text" value="Proposal Analyst"/>
--

Organizational Affiliation: <input type="text"/>
---

* Telephone Number: <input type="text" value="(b)(6)"/>	Fax Number: <input type="text"/>
---	----------------------------------

* Email: <input type="text" value="(b)(6)"/>
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**Application for Federal Assistance SF-424**

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

H: Public/State Controlled Institution of Higher Education

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

\* Other (specify):

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

Department of Homeland Security - FEMA

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

97.132

CFDA Title:

Financial Assistance for Targeted Violence and Terrorism Prevention

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

DHS-21-TTP-132-00-01

\* Title:

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

**13. Competition Identification Number:**

Title:

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

Add Attachment

Delete Attachment

View Attachment

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

Building an Integrated System for the Prevention of Violence

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="1,491,411.00"/>
* 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="1,491,411.00"/>

**\* 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:



DEPARTMENT OF HEALTH & HUMAN SERVICES

Program Support Center  
Financial Management Portfolio  
Cost Allocation Services

90 7<sup>th</sup> Street, Suite 4-600  
San Francisco, CA 94103-6705  
PHONE: (415) 437-7820  
FAX: (415) 437-7823  
EMAIL: [CAS-SF@psc.hhs.gov](mailto:CAS-SF@psc.hhs.gov)

June 24, 2020

Kelly L. Fox,  
Senior Vice Chancellor and Chief Financial Officer  
University of Colorado - Boulder  
914 Broadway, 90 UCB  
Boulder, CO 80309

Dear Ms. Fox:

A copy of the indirect rate cost rate agreement is being sent to you for signature. This agreement reflects an understanding reached between your organization and a member of my staff concerning the rate(s) that may be used to support your claim for F&A and fringe benefit costs on grants and contracts with the Federal Government.

In addition, both parties agree to the following over/under recoveries:

- Over-recovery of \$1,431,884 applicable to Regular Faculty
- Over-recovery of \$2,455,670 applicable to Professional F/T & Classified Staff Permanent
- Under-recovery of \$25,768 Hourly
- Under-recovery of \$544,528 applicable to Professional P/T Classified Staff Temporary
- Over-recovery of \$1,093,542 applicable to Student Faculty
- Under-recovery of \$492,607 applicable to Laboratory for Atmospheric and Space Physics Leave Rate

These amounts are included in your fixed fringe benefit rates for the fiscal year ending 06/30/21 which are listed in the attached rate agreement.

During our review of your proposal, it was disclosed that the Institution's actuarially determined pension contributions exceeded the Governmental Accounting Standards Board (GASB) Statement No. 68 calculated pension expense. However, 2 CFR 200.431(g)(3) only allows pension plan costs determined in accordance with GAAP (i.e., GASB 68). The Office of Management and Budget (OMB) is aware of this issue and is currently considering revising the regulations. Therefore, we reserve the right to revise this Agreement to disallow the pension contributions in excess of the GASB 68 calculated pension expense, if OMB does not revise the regulation or issue an exception.

Please have the agreement signed by an authorized representative of your organization and return within ten business days of receipt. The signed agreement should be sent to me by email, while retaining the copy for your files. Only when the signed agreement is returned, will we then reproduce and distribute the agreement to the appropriate awarding organizations of the Federal Government for their use.

Kelly L. Fox, Senior Vice Chancellor & CFO

Page 2 of 2

A fringe benefit proposal, together with the required supporting information, must be submitted to this office for each fiscal year in which your organization claims fringe benefit costs under grants and contracts awarded by the Federal Government. Therefore, your next fringe benefit rate proposal based on actual costs for the fiscal year ending 06/30/20, is due in our office by 12/31/20. Please submit your next proposal electronically via email to [CAS-SF@psc.hhs.gov](mailto:CAS-SF@psc.hhs.gov).

Sincerely,

(b)(6)

Arif Karim, Director  
Cost Allocation Services

Enclosure

PLEASE SIGN AND RETURN THE NEGOTIATION AGREEMENT BY EMAIL

**COLLEGES AND UNIVERSITIES RATE AGREEMENT**

EIN:

DATE:06/24/2020

ORGANIZATION:

FILING REF.: The preceding  
agreement was dated  
07/08/2019University of Colorado-Boulder  
Office of the Sr Vice Chancellor & CFO  
914 Broadway, 90 UCB  
Boulder, CO 80309The rates approved in this agreement are for use on grants, contracts and other  
agreements with the Federal Government, subject to the conditions in Section III.**SECTION I: INDIRECT COST RATES**

RATE TYPES:      FIXED                  FINAL                  PROV. (PROVISIONAL)      PRED. (PREDETERMINED)

EFFECTIVE PERIOD

<u>TYPE</u>	<u>FROM</u>	<u>TO</u>	<u>RATE (%)</u>	<u>LOCATION</u>	<u>APPLICABLE TO</u>
PRED.	07/01/2013	06/30/2014	52.50	On-Campus	Organized Res.
PRED.	07/01/2014	06/30/2015	53.00	On-Campus	Organized Res.
PRED.	07/01/2015	06/30/2016	53.50	On-Campus	Organized Res.
PRED.	07/01/2016	06/30/2018	54.00	On-Campus	Organized Res.
PRED.	07/01/2013	06/30/2018	26.00	Off-Campus	Organized Res.
PRED.	07/01/2013	06/30/2014	50.50	On-Campus	Instruction
PRED.	07/01/2014	06/30/2018	49.00	On-Campus	Instruction
PRED.	07/01/2013	06/30/2018	26.00	Off-Campus	Instruction
PRED.	07/01/2013	06/30/2014	41.50	All	(1)
PRED.	07/01/2014	06/30/2018	40.00	All	(1)
PROV.	07/01/2018	Until Amended		(2)	

\*BASE

ORGANIZATION: University of Colorado-Boulder Office of the Sr  
Vice Chancellor & CFO

AGREEMENT DATE: 6/24/2020

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Modified total direct costs, consisting of all salaries and wages, fringe benefits, materials, supplies, services, travel, and subgrants and subcontracts up to the first \$25,000 of each subgrant or subcontract (regardless of the period covered by the subgrant or subcontract). Modified total direct costs shall exclude equipment, capital expenditures, charges for patient care, student tuition remission, rental costs of off-site facilities, scholarships, and fellowships as well as a portion of each subgrant and subcontract in excess of \$25,000.

- (1) Lab for Atmospheric and Space Physics (LASP)
- (2) Use same rates and conditions as those cited for fiscal year ending 06/30/18.



ORGANIZATION: University of Colorado-Boulder Office of the Sr  
Vice Chancellor & CFO

AGREEMENT DATE: 6/24/2020

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**SECTION I: FRINGE BENEFIT RATES\*\***

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<u>TYPE</u>	<u>FROM</u>	<u>TO</u>	<u>RATE (%)</u>	<u>LOCATION</u>	<u>APPLICABLE TO</u>
FIXED	7/1/2020	6/30/2021	37.00	All, except LASP (A)	(2)
FIXED	7/1/2020	6/30/2021	29.00	All (A)	Regular Fac.
FIXED	7/1/2020	6/30/2021	17.70	All (A)	(3)
FIXED	7/1/2020	6/30/2021	12.30	All (A)	Student Fac.
FIXED	7/1/2020	6/30/2021	1.30	All (A)	Hourly
FIXED	7/1/2020	6/30/2021	25.10	LASP (1) (B)	Prof. Research
FIXED	7/1/2020	6/30/2021	36.10	LASP (A)	(2)
PROV.	7/1/2021	6/30/2023		(C)	

\*\* DESCRIPTION OF FRINGE BENEFITS RATE BASE:

(A) Salaries and wages including vacation, holiday, sick leave pay and other paid absences.

(B) Salaries and wages excluding vacation, holiday, sick leave pay and other paid absences.

(C) Use same rates and conditions as those cited for fiscal year ending June 30, 2021.

(1) Lab for Atmospheric and Space Physics (LASP) leave benefit rate

(2) Professional F/T & Classified Staff Permanent

(3) Professional P/T & Classified Staff Temporary

ORGANIZATION: University of Colorado-Boulder Office of the Sr  
Vice Chancellor & CFO

AGREEMENT DATE: 6/24/2020

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**SECTION II: SPECIAL REMARKS**

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TREATMENT OF FRINGE BENEFITS:

This organization uses a fringe benefit rate which is applied to salaries and wages for both budgeting and charging purposes for Federal projects. The following fringe benefits are included in the fringe benefit rate(s): FICA, WORKERS COMPENSATION, HEALTH/LIFE/DENTAL, DISABILITY INS., ANNUITANT'S INS., UNEMPLOYMENT INS., RETIREMENT PLANS, ECOPASS BUS PASS, AND TERMINATION PAY.

TREATMENT OF PAID ABSENCES

Except for LASP employees (Professional Researcher Employee Classification only), vacation, holiday, sick leave pay and other paid absences are included in salaries and wages and are charged to Federal projects as part of the normal charge for salaries and wages. Separate charges for the cost of these absences are not made.

For LASP (Professional Researcher Employee Classification only), the cost of vacation, holiday, sick leave pay, and other paid absences are included in a leave benefit rate which is applied to salaries and wages for budgeting and charging purposes for Federal projects, and are not included in direct charges for salaries and wages. Charges for salaries and wages must exclude those paid to LASP (Professional Researcher Employee Classification only) for periods when they are on vacation, holiday, or sick leave, or are otherwise absent from work.

DEFINITION OF EQUIPMENT: Equipment means tangible personal property (including information technology systems) having a useful life of more than one year and a per-unit acquisition cost which equals or exceeds \$5,000.

DEFINITION OF OFF-CAMPUS

Off-campus activity shall be defined as those activities which, because of location where work is performed, do not incur physical plant operations and maintenance costs. Projects partially performed off-site are apportioned between their on-site components. If 50% or more of the indirect cost rate base costs of the project are determined to be on-site, the entire project is considered on-site. If less than 50% of the indirect cost rate base costs are determined to be on-site, the entire project is considered off-site. This rate agreement updates the facilities and administrative cost rates only.

This agreement updates fringe benefits rates only.

NEXT PROPOSAL DUE DATE

A fringe benefits rates proposal based on actual costs for fiscal year ending 6/30/20, will be due no later than 12/31/20.

ORGANIZATION: University of Colorado-Boulder Office of the Sr Vice Chancellor & CFO

AGREEMENT DATE: 6/24/2020

**SECTION III: GENERAL**

**A. LIMITATIONS:**

The rates in this Agreement are subject to any statutory or administrative limitations and apply to a given grant, contract or other agreement only to the extent that funds are available. Acceptance of the rates is subject to the following conditions: (1) Only costs incurred by the organization were included in its facilities and administrative cost pools as finally accepted; such costs are legal obligations of the organization and are allowable under the governing cost principles; (2) The same costs that have been treated as facilities and administrative costs are not claimed as direct costs; (3) Similar types of costs have been accorded consistent accounting treatment; and (4) The information provided by the organization which was used to establish the rates is not later found to be materially incomplete or inaccurate by the Federal Government. In such situations the rate(s) would be subject to renegotiation at the discretion of the Federal Government.

**B. ACCOUNTING CHANGES:**

This Agreement is based on the accounting system purported by the organization to be in effect during the Agreement period. Changes to the method of accounting for costs which affect the amount of reimbursement resulting from the use of this Agreement require prior approval of the authorized representative of the cognizant agency. Such changes include, but are not limited to, changes in the charging of a particular type of cost from facilities and administrative to direct. Failure to obtain approval may result in cost disallowances.

**C. FIXED RATES:**

If a fixed rate is in this Agreement, it is based on an estimate of the costs for the period covered by the rate. When the actual costs for this period are determined, an adjustment will be made to a rate of a future year(s) to compensate for the difference between the costs used to establish the fixed rate and actual costs.

**D. USE BY OTHER FEDERAL AGENCIES:**

The rates in this Agreement were approved in accordance with the authority in Title 2 of the Code of Federal Regulations, Part 200 (2 CFR 200), and should be applied to grants, contracts and other agreements covered by 2 CFR 200, subject to any limitations in A above. The organization may provide copies of the Agreement to other Federal Agencies to give them early notification of the Agreement.

**E. OTHER:**

If any Federal contract, grant or other agreement is reimbursing facilities and administrative costs by a means other than the approved rate(s) in this Agreement, the organization should (1) credit such costs to the affected programs, and (2) apply the approved rate(s) to the appropriate base to identify the proper amount of facilities and administrative costs allocable to these programs.

BY THE INSTITUTION:

University of Colorado Boulder,  
Office of the Vice Chancellor & Chief Financial Officer

(INSTITUTION)

DocuSigned by:  
(b)(6)

(SIGNATURE)

Carla L. Ho-a

(NAME)

Vice Chancellor & Chief Financial Officer

(TITLE)

6/25/2020

(DATE)

ON BEHALF OF THE FEDERAL GOVERNMENT:

DEPARTMENT OF HEALTH AND HUMAN SERVICES

(b)(6)

Arif Karim

(NAME)

Director, Cost Allocation Services

(TITLE)

6/24/2020

(DATE) 7026

HHS REPRESENTATIVE: Jeffrey Warren

Telephone:

(b)(6)

**Name of Entity Applying:** University of Colorado Boulder

**Primary Location:** Boulder, Boulder County, Colorado

**Funding Opportunity Title:** FY2021 Targeted Violence and Terrorism Prevention Grant

**Funding Opportunity No.:** DHS-21-TTP-132-00-01

**Application Track:** Promising Practices: Multiple Projects

**Project Types:**

- 1-Raising Societal Awareness
- 2-Media Literacy and Online Critical Thinking
- 3-Civic Engagement
- 5-Threat Assessment and Management Teams
- 6-Bystander Training
- 7-Referral Services

**Amount of Funds Requested: \$1,491,411**

**Project Abstract:**

The University of Colorado Boulder's (CU) Center for the Study and Prevention of Violence (CSPV) will partner with the university's police department (CUPD) to strengthen the local framework for preventing targeted violence and terrorism on campus and in the community. The project will reduce risk and enhance protective factors for targeted violence and radicalization to terrorism by educating and empowering citizens to report concerns (e.g., training, social media) and by building the local capacity to address those concerns through investigation, threat assessment, and threat management. The five main goals for the project include: (1) enhancing community awareness of warning signs; (2) enhancing community engagement in violence prevention; (3) increasing awareness of and training on bystander reporting and response; (4) enhancing threat assessment and management capabilities; and (5) developing and implementing two strategies to support threat identification, referral, and case management. CU is ideally positioned to implement a whole community public health approach to violence prevention due to the student population served, institutional resources available, and our strong partnership network. The multidisciplinary researcher-law enforcement team leading the project has convened an experienced group of consultants, community groups, and organizations to execute the project and ensure sustainability.

## 1. Needs Assessment

**Target Population.** In this project, the University of Colorado Boulder's (CU) Center for the Study and Prevention of Violence (CSPV) will partner with the university's police department (CUPD) to strengthen the local framework for preventing targeted violence and terrorism on campus and in the community. The target population includes more than 368,000 people at CU and in Boulder County, including 34,975 students, 9,814 faculty and staff, 43 officers, and 326,196 residents (CU, 2020, 2021; CUPD, 2021; U.S. Census, 2019) (see Table 1). The project activities are estimated to reach between 30% and 100% of these populations (see Table 2).

CU and Boulder County have been selected as the target population for three reasons. First, CU serves more than 34,000 undergraduate and graduate students (with mean ages of 20.9 and 28.6, respectively), an age range at higher risk for targeted violence and radicalization to terrorism (Smith, 2018). This is also an age group highly capable of shifting social norms to improve safety (Constanza-Chock, 2012; Peterson et al., 2010). Second, CU holds a prominent role in Boulder County and across the state, as a respected source of information, the center of numerous activities, and a hub for stakeholders. As a result, this multidisciplinary team has the partnerships needed to implement a whole community public health approach to violence prevention (DHS, 2021). Finally, Boulder recently experienced a tragic act of targeted violence that left ten people dead, highlighting the urgent need for integrated solutions to violence prevention (Bradbury, 2021).

**Program Inventory.** The project will enhance the local violence prevention framework by building on CU's strengths, Colorado programs, and assessment capabilities. *CU's Strengths.* CSPV has been developing, implementing, and evaluating violence prevention programs in K-12 schools and communities for more than 29 years, reaching more than 1.2 million youth (e.g., comprehensive safety planning, threat assessment, information sharing). CUPD coordinates the university's violence prevention work with campus offices (e.g., Student Affairs, Human Resources, Athletics) and local agencies (e.g., Boulder Police Department, Boulder County Sheriff's Office, Boulder County Co-Responder Program) with presentations on Active Harmer Response, bystander intervention suggestions for students, and threat assessment for concerning individuals. From 2018 to present, CUPD and CU officials investigated 117 tips from Northern Colorado Crime Stoppers and 18 tips from Colorado's Safe2Tell; and completed 1,206 threat assessments with students, faculty, staff, and others (i.e., non-students) (see Tables 3 and 4).

*Colorado Programs.* Colorado's Safe2Tell system provides an anonymous way for people to report safety concerns and is primarily used in K-12 settings. In 2019-20, Safe2Tell received 20,822 tips (e.g., bullying, suicide, threat), and since 2004, Safe2Tell has investigated more than 1,513 planned school attacks, launched nearly 2,000 threat and risk assessments, and initiated more than 4,750 safety plans for students in need (Safe2Tell, 2019). Boulder County's Co-Responder Program partners law enforcement officers with behavioral health clinicians to serve community members in crisis, and while relatively new, preliminary evidence suggests it is decreasing hospitalizations and criminal justice involvement. Colorado's Division of Homeland Security and Emergency Management (CDHSEM) supports emergency management planning, community preparedness, and threat assessment consultation.

*Assessment Capabilities.* CDHSEM’s Colorado School Safety Resource Center provides threat assessment training in K-12 settings. In addition, domestic violence lethality tools allow officers and others to assess risk in intimate partner situations (Campbell, 1995; Dutton 1995; Kropp et al., 1999). Similar resources are needed to identify and manage threatening individuals (Goodrum et al., 2017, 2018, 2019; MSDHPSC, 2019). Stakeholders note that our current violence prevention framework does not include a coordinated system for engaging the community in violence prevention, delivering training to university and community officials, or implementing promising strategies to support threat assessment.

## **2. Program Design, Implementation, and Measurement Plan**

**Problem Statement.** Research on targeted violence and terrorism repeatedly finds that people had concerns about the perpetrator prior to the attack, but they did not know who to tell or how to intervene (Bockler, 2018a, 2018b; Erickson, 2001; Gill, 2015; Goodrum & Woodward, 2016; Langman & Straub, 2019; Meloy et al., 2015; MSDHSPSC, 2019; NTAC, 2019; Vossekuil et al., 2002). The U.S. Secret Service’s study of 41 targeted school attacks found that all perpetrators had engaged in concerning behavior (100%), most had communicated their plan to cause harm (89%), and almost half had contact with law enforcement (49%) prior to their violence (NTAC, 2019). Similar to mass shooters, lone-actor terrorists often communicate their intent to cause harm prior to their violence (Bockler et al., 2018b; Hamm & Spaaij, 2015a, 2015b; Horgan et al., 2016). These leaks represent opportunities for prevention. The National Institute of Justice and the National Police Foundation have noted that bystanders’ tips *can* provide the information needed to prompt an investigation and avert violence (Langman & Straub, 2019; Smith, 2018), but this requires that communities raise awareness about the warning signs and bystander reporting.

Research consistently advocates for a *whole community public health approach to violence prevention that delivers strategies and interventions at primary, secondary, and tertiary levels*. *Primary prevention strategies* reduce risk and enhance protective factors by promoting public education and action across the entire community (Bowen et al., 2004; CDC, 2019). Research on collective efficacy (i.e., mutual trust and a willingness to intervene) indicates that community members can be mobilized to prevent violence (Peterson et al., 2010; Ohmer, 2016; Sampson & Raudenbush, 1999). Prevention should support two dimensions of collective efficacy: social cohesion (i.e., shared values, norms, connectedness) and informal social controls (i.e., actions that help reinforce the common good) (Alcala et al., 2017; DHS, 2020b; Sampson, Raudenbush, & Earls, 1997). The shared values and norms can include understanding the warning signs for targeted violence and terrorism and appreciating the obligation to report those signs to authorities. The informal social controls can include the expectation to report concerns and the community’s shared celebration when reports avert an attack or save a life (e.g., 40 tips were submitted and 5 attacks were averted).

Once bystanders report their concerns, communities need a tiered system for evaluating and addressing those concerns. In this system, *secondary* (e.g., *screening*) and *tertiary strategies* (e.g., *assessment, referral, treatment*) can target higher risk subgroups and individuals (CDC, 2019). Recent acts of violence suggest that gaps exist across all three levels of prevention, including with the strategies for identifying and managing threatening individuals (Goodrum et al., 2017, 2018, 2019;

MSDHSPSC, 2019; NTAC, 2019; Wingerter, 2019). *This project seeks to address those gaps by improving the university and community’s primary, secondary, and tertiary prevention strategies and strengthening the local framework for the prevention of targeted violence and terrorism through a community awareness campaign, professional trainings, and threat assessment strategies.*

**Program Goals and Objectives.** This Promising Practices: Multiple Projects application seeks to create a whole community approach to violence prevention that empowers citizens to report concerns and builds the local capacity to address those concerns through investigation, assessment, and case management. The project includes five main goals (see Table 5):

1. enhance awareness of the warning signs and risk factors for radicalization to violence and targeted violence among CU and local community groups through the development and implementation of trainings and social and digital media messages;
2. enhance engagement in and resilience against radicalization to violence and interest in targeted violence at CU and in the local community through community awareness events and messages;
3. increase awareness of bystander reporting and response through trainings for and messages to CU students, faculty, and staff and expand the use of Safe2Tell’s bystander reporting system through trainings of CUPD officers and co-responders;
4. enhance the threat assessment and management capability at CU through training and cross-agency coordination; and
5. develop and implement two promising strategies to support threat identification, referral services, and case management at CU and in the community.

To execute these goals, the Project Management Team (PMT) will create and enlist a Project Advisory Board (PAB) with subject matter experts (e.g., bystander reporting, threat assessment), university officials, student representatives, and local agency representatives (e.g., law enforcement). The PMT and PAB will work with our 33 local, state, and national stakeholders to achieve the project’s goals; the PMT will guide project activities, address implementation barriers, and ensure sustainability with input from the PAB (see Appendix B: Letters of Support).

**Theory of Change.** A theory of change illustrates the relationship between the project goals, activities, and outcomes (Fig. 1). The goals include: (1) primary prevention strategies targeting the university-community and (2) secondary and tertiary prevention strategies targeting higher risk groups and individuals. Together, the project activities will enhance the community’s awareness of and efforts to reduce the risk factors and improve the protective factors for targeted violence and terrorism through a community awareness campaign, professional trainings, and threat assessment (b)(7)(E)

The outputs will include (but not be limited to): training curriculum, training videos, pre/post-training data, social and digital media messages, and community awareness events (see Table 5).

While the theory suggests a linear sequence, the activities and outputs will be interrelated and may overlap (Bowen et al., 2004). The assumptions underlying the theory are that the strategies will be implemented effectively and that community awareness will empower citizens to report concerns, prompting investigations and interventions that reduce the risk for and likelihood of violence. The contextual factors influencing the project include the recent mass shooting that

occurred two blocks from CU's campus and the motivation and capacity of university staff and community officials to engage with and facilitate the project. Due to the applicants' strong track record, the likelihood of success is extremely high. The short-term outcomes will include increased community awareness, increased community engagement, increased bystander reports, increased threat assessments, and increased assessment management. The long-term outcomes will include reduced risk factors and increased protective factors for targeted violence and terrorism and reductions in targeted violence and terrorism (see Fig. 1). Performance measures will be collected quarterly to ensure the project's short and long-term outcomes are achieved (see Table 6).

**Strategy and Approach for Goals 1 through 5.** The *Community Awareness Campaign (Goal 1)* includes two objectives: (1) training and (2) media. First, training on the warning signs for violence (e.g., targeted, radicalization, terrorism) and strategies for media literacy will be developed and delivered to CU and Boulder community groups (e.g., students, faculty, staff, faith groups). These trainings will be created from Office for Targeted Violence and Terrorism Prevention (OTVTP) curriculum, subject matter experts, and OTVTP feedback (see Appendix C: Training Curriculum Content); to broaden the reach of the curriculum, brief training videos will be created. Second, a comprehensive social and digital media campaign on violence prevention (e.g., targeted, radicalization, bystander reporting) will be developed with our marketing partners, Feed Media and Marketing for Change. Recent research finds that social and digital media (e.g., Facebook, Instagram, TikTok, Twitter) represent powerful tools for educating and engaging the community on social and public health causes (Merchant, South, & Lurie, 2021). In the U.S., 72% of all adults and 87% of adults age 18-29 use a social or digital media platform (Pew, 2021).

Our marketing partners and subject matter experts will help develop the social and digital media content for Goals 1-3, including strategic planning, message-testing, video production, platform selection, and dissemination. Students from CU's Cinema Studies program and our marketing partners will help produce videos. To ensure the messages engage audiences, our marketing partners will use research on behavioral psychology and on-the-ground-message-testing to examine the content's effect on awareness (Neiger et al., 2021). This testing will also explore unintended consequences (e.g., fear, racism), platform reach (e.g., Instagram, TikTok, campus LED signs), and optimal author (e.g., CU, CUPD, CSPV, community influencer), recognizing that respected leaders may be more trusted than organizations (Merchant et al., 2021).

The project will use geolocation technology to identify the location of a computer or cell phone linked to the internet (e.g., city, zip code) and disseminate social and digital media messages to target local users (Mehmet et al., 2021). Once refined, the campaign will deliver a minimum of 50 social and digital media messages (e.g., Facebook, Instagram, TikTok, CU website, CU email lists) on violence prevention topics (e.g., 25 on warning signs and media literacy; 25 on bystander reporting) to CU and Boulder audiences, pending OTVTP's review. The impact of these messages will be monitored through performance measures (Neiger et al., 2012) (see Table 6).

*Community Awareness Events (Goal 2)* will increase engagement in violence prevention through a minimum of four CU football, men's basketball, and women's basketball games (with average audiences of 40,000, 6,000, 2,000 per game) where video messages, student safety



ambassadors, and violence survivors will promote information on the warning signs for targeted violence and radicalization to terrorism. Building on studies of collective efficacy, these events will seek to shift social norms on campus and in the community to emphasize the notion that public safety is a shared responsibility (Sampson et al., 1999). Our marketing partners will plan event strategy, including video production, promotional materials (e.g., t-shirts, stickers), and peer-to-peer engagement with student safety ambassadors (DHS, 2020a). Because recognition of trauma can foster connection (Goodrum, 2019), the videos will seek to honor those lost to targeted violence and empower citizens to watch for and report warning signs for violence (Bradbury, 2021; Wingerter, 2019). An emotional connection to the reasons for prevention can galvanize citizens to act on safety concerns (Bowen et al., 2004).

*Bystander Reporting, Response, and Referral (Goal 3)* will increase through five objectives: (1) delivering Safe2Tell trainings to CU students; (2) delivering Safe2Tell trainings to CU faculty and staff; (3) developing video, social, and digital media messages on bystander reporting and Safe2Tell; (4) creating a train-the-trainer model for CUPD's delivery of Safe2Tell trainings; and (5) enhancing CUPD's bystander response and co-responder model for case triage, investigation, and referral. In Colorado, the Safe2Tell bystander reporting system, which was developed in 2004 after Columbine, has primarily been used in K-12 settings. Reports are answered 24/7 and forwarded for investigation to law enforcement agencies, schools, and/or mental health professionals, as the concern dictates. Our partners, Navigate360 developed the P3 system that tracks Safe2Tell tips and includes mandatory disposition reporting to ensure accountability. The system, however, is not well known or used in university and community settings. This project partners with Safe2Tell to expand the system to CU and the Boulder community, leveraging lessons learned from K-12 and serving as a model for other universities.

In this project, Safe2Tell reports will be routed to a specially trained multidisciplinary CUPD co-responder team (e.g., police officer, mental/behavioral health clinician, administrator), who will receive, triage, and investigate tips. The PMT and project consultants will train the team in effective triage, assessment, and referral. The training will explore various issues, including how the team will access information on addresses for students, faculty, and staff and how to broaden the university and community's safety net for people in crisis. Safe2Tell's data indicates that tips often address suicide, mental health, sexual harassment, and self-harm (Safe2Tell, 2019). Thus, the training will include these and other safety topics (e.g., radicalization, targeted violence). This process ensures that the right resources are delivered to the right person in a timely manner, which builds trust in the system and creates a continuum of care for people in crisis.

*Threat Assessment and Management (Goal 4)* will be enhanced through two objectives: (1) training and (2) case studies. First, the project will conduct trainings with 20 members from CU's two multidisciplinary threat assessment teams, the Students of Concern Team (SOCT) and the Behavioral Intervention Team (BIT). Both teams use the National Association for Behavioral Intervention and Threat Assessment (NABITA) protocol, but the case management aspect of the work remains challenging, particularly when assessed individuals leave CU. To build capacity for threat assessment and management, the PMT and our project consultants will provide NABITA

and Secret Service guided training to the SOCT and BIT. In addition, recent investigations on targeted school attacks have identified critical gaps between threat assessment and management, particularly with information sharing, follow-up monitoring, and cross-agency communication (Goodrum et al., 2017, 2018, 2019; MSDHPSC, 2019). To address this gap, the trainings will provide guidance on information sharing within and across agency boundaries, the safety exception within FERPA (Family Educational Rights and Privacy Act), and effective referral and case management procedures (see Appendix C). Pre- and post-training surveys will measure trainees' knowledge gained, satisfaction, intent to use, and feasibility. Finally, the PMT will develop three detailed case studies for threat assessment training seminars.

Two promising practices, a (b)(7)(E) and a (b)(7)(E) (b)(7)(E) (Goal 5), will be developed and implemented with guidance from consultants and software developers. First, (b)(7)(E) was recently developed by consultant Jeff Allison and CSPV through a Community Oriented Policing Services (COPS) grant (see Appendix D). For more than 20 years, similar tools have assessed the risk for violence in intimate partner situations (e.g., Danger Assessment Scale, the Spousal Assault Risk Assessment, and Propensity for Abusiveness Scale) (Campbell, 1995; Dutton 1995; Kropp et al., 1999). This project will develop (b)(7)(E) Navigate360 will help (b)(7)(E) to allow for the efficient (b)(7)(E) in the field. (b)(7)(E) training will be developed and delivered to CUPD officers and co-responders. CSPV researchers will seek feedback on the (b)(7)(E) (e.g., ease-of-use, satisfaction, feasibility). Our marketing partners and CU Cinema Studies students will create a training video for use in officer roll-call meetings; the (b)(7)(E) and training will be shared with local law enforcement.

Second, (b)(7)(E) (b)(7)(E) Navigate360's existing (b)(7)(E) is currently being used in K-12 settings. This project will refine the software for use at CU and with our community partners. (b)(7)(E)

(b)(7)(E) Given the challenges with managing threat assessed individuals over time and once they have left the institution (Goodrum et al., 2017, 2018, 2019; MSDHPSC, 2019), the (b)(7)(E) (b)(7)(E)

All activities and strategies implemented in the project will ensure individuals' privacy, rights, and liberties are upheld and any personally identifiable information (PII) is protected (DHS, 2019a).

**Performance Measures.** CSPV will collect data for DHS's performance measures to monitor project impact. The measures will include (but not be limited to): (1) number of trainings, (2) number/demographics of participants in each training, (3) number of community events, (4) number/demographics of participants at events, (5) number of social and digital media messages, (6) number of training videos, and (7) aggregated data on post-training skills (see Table 6 for a detailed listing). We will use a secure online tracking system to collect and capture the expected versus actual performance measures; these measures will coincide with required progress reports.

### 3. Organization and Key Personnel

**Organizations.** *CSPV.* For nearly three decades, CSPV has been developing and delivering best practices in violence prevention in schools and communities across the nation, and we have successfully reached 1.2 million youth through 75 grants totaling over \$80 million. CSPV recently partnered with state and local agencies to build, implement, and evaluate Safe Communities Safe Schools, a comprehensive public health approach to K-12 safety (NIJ No. 0615-07-1365B; \$6.2 million). CSPV is currently leading two BJA STOP grants, including an evaluation of the Colorado School Safety Resource Center's Threat Assessment and Management Protocol training (BJA No. 2019-06-0040) and the delivery of staff training through the Colorado Rural Schools Safety Project (BJA No. 2020-YS-BX-0103). CSPV is also partnering with the National Association of School Resource Officers (NASRO) on a COPS-funded project (No. 2019-CKWXX-017) to develop and pilot a safety protocol for law enforcement-school teams across the U.S. (for publications and projects, see Appendix E: CVs for Key Personnel).

*CUPD* provides the highest quality police services to enhance community safety, protect life and property, and reduce crime and fear of crime. CUPD partners with the campus and the community to resolve problems, improve the safety, and enhance life quality. CUPD is a full-service police agency providing community-based public services to more than 36,000 affiliates. Every year, the department responds to approximately 20,000 calls, patrolling the campus by foot, bicycle, motorcycle, and vehicle and ensuring a prompt and coordinated response.

**Key Personnel** (see Appendix E: CVs). *Sarah Goodrum, Ph.D. (PI)*, CSPV Senior Research Associate, will oversee the project (e.g., compliance, budget, reporting). For more than 20 years, her research has examined victims and violence prevention (Goodrum, 2019; Goodrum et al., 2017, 2018, 2019). Currently, she is the Co-PI and Technical Consultant on three violence prevention projects funded by BJA and COPS. She served as Department Chair at the University of Northern Colorado and Centre College, managing curriculum, budgets, and personnel. She has delivered threat assessment and information sharing trainings to practitioner audiences.

*Beverly Kingston, Ph.D. (Co-PI)*, CSPV Director, will assist with the execution of the project and university-community collaboration. Dr. Kingston has 25 years of experience overseeing violence prevention projects that translate evidence into practical and scalable solutions to mobilize cross-agency partners (Kingston et al., 2016a, 2016b, 2018). This work includes 15+ years of experience serving as the Director or PI of large-scale funded projects from NIJ, BJA, CDC, and the Colorado Department of Public Health and Environment.

*Sabrina Arredondo Mattson, Ph.D. (Co-PI)*, Senior Research Associate, will coordinate the reporting of DHS's performance measures, relying on her 15+ years of experience leading federally funded projects and creating violence prevention evaluation tools. Senior Professional Research Associate, *Susan Maher* will oversee the collection and reporting of the performance measures. Project Coordinator *Amanda Matthews* will manage curriculum development, delivery, campaign messaging, and community events. Four *Student Safety Ambassadors* (TBN) will promote safety awareness and bystander reporting information at community events, using a peer-to-peer engagement model. Training Director *Bill Woodward* will use his 20+ years of experience

in university law enforcement, violence prevention, and criminal justice to develop training content. Program Manager *Nicole Bryant* will assist with budget management and meeting scheduling; *IBS Administrative Support* will provide supplies and logistics.

*CUPD's Chief Doreen Jokerst* will provide guidance on training and policing, in-kind. She has led CUPD since 2018 and has 20 years of experience leading law enforcement agencies, implementing law enforcement training, and delivering educational programs for the community. *CUPD's Commander Mark Heyart* will provide guidance on all activities and sustain the train-the-trainer model. He has more than 20 years of experience in law enforcement and has been a member of CUPD since 1998. A second CUPD employee (TBN) will serve as a co-responder.

**Project Consultants.** *Susan Payne*, is a 28-year law enforcement veteran, Founder and Former Executive Director of Safe2Tell and nationally recognized School Safety and Prevention Expert; she will be a subject matter expert (SME) on warning signs, bystander reporting, and threat assessment. Safe2Tell Director *Stacey Jenkins* will support the bystander reporting and response training and messaging. *Jeff Allison*, is a Special Adviser to NASRO and on the board of the International Association of Campus Law Enforcement Administrators, which implements the National Averted School Violence Initiative funded by DOJ. He staffs COPS's School Safety Working Group and served as the FBI's Special Adviser for Campus Public Safety and a police trainer for DOJ. Mr. Allison will be an SME on warning signs, threat assessment, and (b)(7)(E) (b)(7)(E) *Marisa Randazzo, Ph.D.*, will serve as an SME on the threat assessment case management software and various trainings topics. Additional consultants will be included to address training topics, as needed.

**Marketing, Software, and Community Partners.** *Feed Media* has 20 years of experience developing marketing campaigns for Boulder, Colorado, and the nation, including educational and motivational content. Their services will include strategic planning, advertising, and media relations for the community awareness campaign and events. *Marketing for Change* was founded in 2005 and has extensive marketing and communications experience in applied science for behavioral change. They will help plan, implement, and optimize the social and digital media campaign, using their experience with the Department of Defense's Federal Voting Assistance Program and mental health awareness initiatives. *CU's Cinema Studies* program will provide student interns to assist with video production. Finally, *Navigate360*, has 23 years of experience designing innovative solutions for violence prevention (e.g., Safe2Tell, Behavioral Threat Assessment Case Management, P3CareAlert); they will help create, customize, and implement (b)(7)(E) to support the (b)(7)(E) and (b)(7)(E) (JAC, 2021). Our partners include seven local law enforcement agencies, Colorado's Division of Homeland Security and Emergency Management, CU's Strategic Resources and Support, CU's Athletics, and others. For a full listing of our partners, see Appendix B.

#### 4. Sustainability

Sustainability planning is embedded into the violence prevention infrastructure implemented in this project. The project builds the university and community's capacity to deliver trainings and social and digital media messages on: (a) the warning signs for targeted violence and

terrorism, (b) strategies for media literacy and critical thinking, and (c) bystander reporting and response (e.g., Safe2Tell). Once created, CU officials and our community partners will be able to deliver the trainings and messages to future student/faculty/staff audiences, community groups, and athletic event audiences. Additionally, the project will institutionalize: awareness and bystander training in the orientation for all CU students, faculty, and staff; CUPD’s co-responder model for bystander response, investigation, and referral; (b)(7)(E)

(b)(7)(E) As part of their work on campus, CSPV and CUPD are committed to ensuring these capabilities become institutionalized as standard university-community policies and practices beyond the grant.

The project’s engagement of a whole community public health approach can be replicated in other universities and communities seeking to prevent violence (e.g., targeted, radicalization, terrorism), because the leveraging of university resources and social media messaging can serve as a model for the more than 150 college towns across the U.S. (American Communities Project, 2021). Finally, CSPV is committed to evaluating the strategies implemented in this project in future research.

**5. Budget Detail and Narrative**

The Project Goals address DHS Objectives 1-4 and 6. The total project costs reflect a lean budget (see Table 7), and the costs for Goals 1-4 align with the target amount for the corresponding DHS Objective and Project Type. Goal 5 exceeds the target amount due to software development and training costs. Given the urgent need for a comprehensive approach to violence prevention, all Project Goals are a priority. If constraints arise, the project could be funded over two cycles. To maximize efficiency, the costs for personnel, supplies, consultants, computers and computing services are shared across all Project Goals. The costs for marketing and social media arise in Goals 1-3. Detailed descriptions of the other Costs by Project Goal and Costs by Budget Category are provided below.

**Table 7: Budget Detail**

<b>Budget Category</b>	<b>Federal Request</b>
Personnel	\$370,116
Fringe Benefits	\$130,803
Travel	\$0
Supplies	\$18,200
Contractual	\$360,000
Other	\$89,330
<b>Total Direct Costs</b>	<b>\$968,449</b>
Indirect Costs	\$522,962
<b>Total Project Costs</b>	<b>\$1,491,411</b>

**Costs by Project Goal. Goal 1 (DHS Objective 1, Project Types 1 & 2): Societal Awareness (\$150,000) + Media Literacy (\$100,000).** The costs include consultants to develop and deliver trainings and a training video, marketing partners to develop and deliver a comprehensive social and digital media campaign, and researchers to develop and administer pre/post surveys.

**Goal 2 (DHS Objective 2, Project Type 3): Civic Engagement (\$50,000).** The costs include marketing partners and consultants to plan events that inform and engage the community on violence prevention (e.g., warning signs, bystander reporting), using videos, promotional materials (e.g., t-shirts, stickers), and student safety ambassadors.

**Goal 3 (DHS Objective 4, Project Types 6 & 7): Bystander Training (\$100,000) + Referrals (\$150,000).** The costs include consultants and Safe2Tell staff to develop training and a

training video, marketing partners to develop a social and digital media campaign, iPads/laptops for the bystander co-responder team, and researchers to develop and administer pre/post surveys.

**Goal 4 (DHS Objective 3, Project Type 5): Threat Assessment and Management Teams (\$300,000).** The costs include consultants and NABITA to develop and deliver training, community coordination for threat management, and researchers to develop and administer pre/post surveys.

**Goal 5 (DHS Objectives 3, 4 & 6, Project Types 5 & 7): Strategies to Support Threat Identification, Assessment, Referral Services, and Case Management** (b)(7)(E) (b)(7)(E) – \$341,411; (b)(7)(E) – \$300,000).

For both strategies, the costs include consultants, software development, training curriculum and delivery, training videos, and researchers to develop and administer pre/post surveys.

**Costs by Budget Category. Personnel (\$370,116).** Salaries for personnel are based on current CU scales and include range adjustments, merit increases, and an annual inflation factor (2.25% for investigator and student salaries). *CSPV*: Goodrum, PI (20% FTE) at \$53,768; Kingston, Co-PI (10% FTE) at \$34,081; Arredondo Mattson, Co-PI (10% FTE) at \$29,573; Woodward (5% FTE) at \$19,541; Matthews (75% FTE) at \$105,081; Maher (Year 1 – 10% FTE; Year 2 – 15% FTE) at \$23,317; Bryant (Year 1 – 10% FTE; Year 2 – 15% FTE) at \$19,540; IBS Grant Specialist TBN (28.72% FTE) at \$25,850; Student Safety Ambassadors (Year 1 – 93.75 hrs; Year 2 – 125 hrs) \$20/hr x 4 ambassadors at \$17,500. *CUPD*: Commander Heyart (10% FTE) at \$27,708; Co-Responder TBN (10% FTE) for \$14,158. **Fringe (\$130,803).** Fringe benefits are calculated on salary per CU's federally negotiated Rate Agreement with the Department of Health and Human Services (fixed rates: 29%-regular faculty; 37%-professional and research personnel; 17.7%-part-time professional/research personnel; 1.3% hourly). Goodrum, PI = \$20,497; Kingston, Co-PI = \$12,992; Arredondo Mattson, Co-PI = \$11,274; Woodward = \$3,564; Matthews = \$40,058; Commander Heyart = \$10,563; CUPD Co-Responder TBN = \$5,397; Maher = \$8,906; Bryant = \$7,464; IBS Grant Specialist = \$9,853; Student Safety Ambassadors = \$235.

**Supplies (\$18,200).** Project Specific Supplies (\$217/mo. x 12 months) Years 1 and 2 = \$5,200; Promotional Materials for CU Events \$5,000 Years 1 and 2 = \$10,000; Computers at \$1,500 x 2 laptops Year 1 = \$3,000. **Contractual (\$360,000).** Software Development – Contract Services (\$50,000) for Years 1 and 2 = \$100,000; Marketing Campaign (Feed Media & Marketing for Change) (\$100,000) for Years 1 and 2 = \$200,000; Jeff Allison – Consulting Services (\$10,000) for Years 1 and 2 = \$20,000; Susan Payne – Consulting Services (\$10,000) for Years 1 and 2 = \$20,000; Marisa Randazzo – Consulting Services (\$10,000) for Years 1 and 2 = \$20,000. **Other (\$89,330).** Computing Services – \$805/month x 24 mos. = \$19,330; Threat Assessment and Management Training for CU/CUPD Threat Assessment Teams (NABITA) – \$25,000 Years 1 and 2 = \$50,000; Bystander Reporting Investigation, Response, and Referral Training for CUPD (Safe2Tell) – \$10,000 Years 1 and 2 = \$20,000. **Indirect Costs (\$522,962).** Facilities and administration (F&A) are charged according to CU's federally negotiated rate agreement. F&A has been calculated by applying CU's 54% rate for on-campus work to an MTDC base of \$968,449, totaling F&A costs for the project period of \$522,962.

**Funding Opportunity Title:** FY 2021 Targeted Violence and Terrorism Prevention Grant

**Funding Opportunity No.:** DHS-21-TTP-132-00-01

**Name of Entity Applying:** University of Colorado Boulder

**Primary Location:** Boulder, Boulder County, Colorado

**Application Track:** Promising Practices: Multiple Projects

**Project Types:**

- 1-Raising Societal Awareness
- 2-Media Literacy and Online Critical Thinking
- 3-Civic Engagement
- 5-Threat Assessment and Management Teams
- 6-Bystander Training
- 7-Referral Services

**Amount of Funds Requested: \$1,491,411**

**APPENDICES**

## APPENDICES

TABLE OF CONTENTS	
A	Figure, Tables, and References
B	Letters of Support
C	Training Curriculum Content by Topic
D	<span style="border: 1px solid black; padding: 2px;">(b)(7)(E)</span> for Law Enforcement
E	CVs for Key Personnel



Appendix A: Figure, Tables, and References

Figure 1: Theory of Change for Project



**Table 1: Project's Target Population**

	<b>CU Students</b>	<b>CU Faculty/Staff</b>	<b>CUPD Officers</b>	<b>Boulder County</b>
<b>Population</b>	34,975	9,814	43	326,196
<b>Demographics</b>				
Female	45.4%	48.8%	16.3%	49.6%
American Indian	1.5%	0.0%	0.0%	0.9%
Asian American	8.8%	8.0%	0.0%	5.0%
Black/African American	2.7%	1.9%	2.3%	1.2%
Hispanic Latino	12.6%	8.8%	11.6%	14.0%
Pacific Islander	0.7%	0.0%	0.0%	0.1%
White	66.4%	67.8%	79.1%	77.4%
International	6.3%	4.1%	0.0%	n/a
Unknown	1.0%	8.6%	2.0%	n/a

(CU, 2020, 2021; CUPD, 2021; U.S. Census, 2019)

**Table 2: Percent of and Number in Target Population Estimated to Reach by Project Goal and Objective**

Project		Percent of Target Population	Number to Reach
Goal	Objective^		
1	1.1	50% of CU students, faculty, staff, and community groups (approx. 45,000)	22,500
	1.2	30% of social media users geolocated at CU/in Boulder Community (approx. 190,800)*	57,240
2	2.1	50% of CU football and basketball game attendees at 4 events (approx. 88,000)	44,000
3	3.1	100% of CU students (n=34,975)	34,975
	3.2	100% of CU faculty and staff (n=9,814)	9,814
	3.3	30% of social media users geolocated at CU/in Boulder Community (approx. 190,800)*	57,240
	3.4	50% of CUPD Officers (n=43)	22
	3.5	100% of CUPD Officers and Co-responders	4
4	4.1	100% of CU Threat Assessment Team Members (n=20)	20
5	5.1	100% of CUPD officers (n=43)	43
	5.5	100% of CU Threat Assessment Team Members (n=20)	20

^Project Objectives are described in Table 5.

\*Figure calculated based on the 81% of Boulder County population being 18 years or older (approx. 265,000) (U.S. Census, 2019), and 72% of all adults using a social or digital media platform in the U.S. (Pew, 2021), such that 72% of 265,000 = 190,800.

**Table 3: Threat Assessments of CU Faculty, Staff and Others from 2018 to 2021**

<b>Fiscal Year</b>	<b>Staff</b>	<b>Teaching Faculty</b>	<b>Research Faculty</b>	<b>Other</b>	<b>Total Cases</b>
(b)(7)(E)					

**Table 4: Threat Assessments of CU Students from 2018 to 2021**

<b>Academic Year</b>	<b>Students</b>
(b)(7)(E)	

**Table 5: Implementation Plan for Project Goals, Objectives, Activities, and Outputs**

**Project Goal Statement:** The overarching goal of the project is to educate and empower community members to identify and report their concerns about others’ risk for violence to interrupt the path toward violence and strengthen the local infrastructure for the prevention of targeted violence and terrorism through bystander response, referral, threat assessment, and case management.

<b>Goal 1: Enhance awareness of the warning signs and risk factors for radicalization to violence and targeted violence among CU and local community groups through the development and implementation of trainings and social and digital media messages (DHS Objective 1, Project Types 1 &amp; 2)</b>				
<b>Objectives</b>	<b>Activities</b>	<b>Inputs and Resources</b>	<b>Timeframe</b>	<b>Anticipated Outputs</b>
<b>Objective 1.1</b> – increase by 75% the awareness of the Warning Signs for Concern and Strategies for Media Literacy for radicalization to violence and targeted violence among CU students, faculty, staff, and local community groups (e.g., faith community) completing training	<b>Activity 1.1.1</b> – develop and pilot trainings on the Warning Signs and Media Literacy with university-community groups	CSPV/CUPD trainers, subject matter experts, training venue, OTVTP curriculum, OTVTP review and feedback, participants	approximately Q1-Q4	2 pilot trainings with 10 participants each; feedback from 20 participants; training curriculum and materials
	<b>Activity 1.1.2</b> – deliver trainings (webinar/in-person) on Warning Signs and Media Literacy to university-community groups	CSPV/CUPD trainers, participants, training venue, training curriculum	approximately Q5-Q7	10-20 training presentations delivered to university-community groups to reach approximately 3,000 participants
	<b>Activity 1.1.3</b> – create a training video for distribution to campus and community audiences	CSPV/CUPD trainers, participants, curriculum, marketing partners, curriculum, equipment, OTVTP feedback	approximately Q5-Q8	1 training video to be disseminated to approximately 45,000 people at CU and in the local community (via email or website)
	<b>Activity 1.1.4</b> – administer pre- and post-training surveys to webinar/in-person participants; administer post-test only surveys to training video participants	CSPV researchers, CSPV/CUPD trainers, survey instrument, survey responses	approximately Q5-Q8	survey data from participants
<b>Objective 1.2</b> – increase awareness about the Warning Signs for Concern and the Strategies for Enhancing Media Literacy by reaching 30% of the social and digital media users geolocated at CU and in the local community (approx. 190,800)*	<b>Activity 1.2.1</b> – create and pilot social and digital media messages for the university-community (e.g., Instagram, Facebook, website)	CSPV/CUPD leaders, marketing partners, social and digital media platforms, university-community members, message-testing, OTVTP feedback	approximately Q1-Q4	25 social and digital media messages, including videos, graphic content, testing feedback, and text
	<b>Activity 1.2.2</b> – disseminate social and digital media messages to the university-community (e.g., Instagram, Facebook, website)	CSPV/CUPD leaders, student safety ambassadors, marketing partners, social and digital media platforms, university-community members	approximately Q5-Q8	disseminate messages to approximately 190,800 people at CU and in the community using geolocation technology
	<b>Activity 1.2.3</b> – monitor social and digital media activity	CSPV researchers, marketing partners, student safety ambassadors	approximately Q5-Q8	social and digital activity, views, shares, comments

\*Figure calculated based on the 81% of Boulder County population being 18 years or older (approx. 265,000) (U.S. Census, 2019), and 72% of all adults using a social or digital media platform in the U.S. (Pew, 2021), such that 72% of 265,000 = 190,800.

<b>Goal 2: Enhance engagement in and resilience against radicalization to violence and interest in targeted violence at CU and in the local community through community awareness events and messages (DHS Objective 2, Project Type 3)</b>				
<b>Objectives</b>	<b>Activities</b>	<b>Inputs and Resources</b>	<b>Timeframe</b>	<b>Anticipated Outputs</b>
<b>Objective 2.1</b> – host Community Awareness Events during CU football and basketball games for 88,000 community members	<b>Activity 2.1.1</b> – develop engaging Community Awareness Campaign messages (e.g., videos, stickers, t-shirts) to share with university-community members at athletic events	CSPV/CUPD leaders and trainers, basketball and football program staff, subject matter experts (e.g., marketing, violence prevention), equipment, student safety ambassadors, OTVTP review, supplies	approximately Q3-Q4	awareness campaign materials and resources: 2 videos, 5,000 stickers, 500 t-shirts, 4 student safety ambassadors
	<b>Activity 2.1.2</b> – deliver Community Awareness Campaign messages at athletic events using video messages, promotional materials (e.g., t-shirts, stickers), and student safety ambassadors	CSPV/CUPD leaders, basketball and football program staff, subject matter experts, marketing partners, student safety ambassadors, supplies, event venues	approximately Q5-Q7	4 Community Awareness Events hosted at 2 CU Boulder football games (average attendance 40,000/game) and 2 CU men’s and women’s basketball games (average attendance 6,000 and 2,000/game) to reach approximately 50% of 88,000 attendees

**Goal 3: Increase awareness of bystander reporting through trainings for and messages to CU students, faculty, and staff and expand the use of the Safe2Tell's bystander reporting system for the prevention of violence through trainings of CUPD officers and co-responders**  
(DHS Objective 4, Project Types 6 & 7)

<b>Objectives</b>	<b>Activities</b>	<b>Inputs and Resources</b>	<b>Timeframe</b>	<b>Anticipated Outputs</b>
<b>Objective 3.1</b> – increase by 75% the awareness of Colorado’s Safe2Tell bystander reporting system among CU students (n=34,975) completing training	<b>Activity 3.1.1</b> – develop and pilot training curriculum on Safe2Tell and bystander reporting for CU student audiences	CSPV/CUPD/Safe2Tell leaders, trainers, subject matter experts, Safe2Tell training curriculum, OTVTP training curriculum, new curriculum, participants	approximately Q1-Q4	1 pilot training with 10 participants each; feedback from 10 participants; training curriculum and materials
	<b>Activity 3.1.2</b> – deliver trainings on Safe2Tell and bystander reporting (webinar/in-person) to CU student audiences (e.g., presentations, videos)	CSPV/CUPD trainers, participants, training curriculum, training venue, marketing partners, and video equipment	approximately Q5-Q7	5-10 trainings presentations delivered to student groups to reach approximately 3,000 participants
	<b>Activity 3.1.3</b> – create a training video for distribution to CU student audiences	CSPV/CUPD trainers, participants, curriculum, marketing partners, curriculum, equipment, OTVTP feedback	approximately Q5-Q8	1 training video to be disseminated to approximately 37,975 CU students (via email, website)
	<b>Activity 3.1.4</b> – administer pre- and post-training surveys to webinar/in-person participants; administer post-test only surveys to training video participants; track the number of Safe2Tell tips related to CU safety concerns	CSPV researchers, CSPV/CUPD trainers, Safe2Tell leaders, survey instrument, participants, technology	approximately Q1-Q8	survey data from participants; Safe2Tell tips submitted related to CU safety concerns
<b>Objective 3.2</b> – increase by 75% the awareness of Colorado’s Safe2Tell bystander reporting system among CU faculty/staff (n=9,814) completing training	<b>Activity 3.2.1</b> – develop and pilot training curriculum on Safe2Tell and bystander reporting for CU faculty/staff audiences	CSPV/CUPD/Safe2Tell leaders, trainers, subject matter experts, Safe2Tell training curriculum, OTVTP training curriculum, new curriculum, participants	approximately Q1-Q4	1 pilot training with 10 participants; feedback from 10 participants; 1 training module developed
	<b>Activity 3.2.2</b> – deliver trainings on Safe2Tell and bystander reporting to CU faculty/staff audiences	CSPV/CUPD trainers, participants, new training curriculum, training venue for specialized university-community audiences	approximately Q5-Q7	5 trainings conducted with 30 faculty/staff each to reach approximately 150 participants
	<b>Activity 3.2.3</b> – create training video for CU faculty/staff audiences	CSPV/CUPD/Safe2Tell leaders and trainers, training curriculum, participants, video/film	approximately Q5-Q8	1 training video to be disseminated to approximately 9,814 CU faculty/staff (via email, website)

	<b>Activity 3.2.4</b> – administer pre- and post-training surveys to webinar/in-person participants; administer post-test only surveys to training video participants; track the number of Safe2Tell tips submitted pre- and post-trainings	CSPV researchers, Safe2Tell leaders, participants, technology	approximately Q1-Q8	survey data from participants; Safe2Tell tips submitted related to CU safety concerns
<b>Objective 3.3</b> – increase awareness of the Safe2Tell bystander reporting and response system by reaching 30% of the social and digital media users geolocated at CU and in the local community (approx. 190,800)*	<b>Activity 3.3.1</b> – create and pilot social and digital media campaign messages on Safe2Tell and bystander reporting for the university-community (e.g., Instagram, Facebook, website)	CSPV/CUPD leaders, marketing partners, university-community members, graphics, equipment, message-testing, social and digital media platforms, OTVTP review	approximately Q1-Q4	25 social and digital media messages, including videos, graphic content, and text; message-testing feedback
	<b>Activity 3.3.2</b> – disseminate social and digital media messages to university-community (e.g., Instagram, Facebook, website)	CSPV/CUPD leaders, marketing partners, university-community members, supplies	approximately Q5-Q8	disseminate messages to approximately 190,800 people at CU and in the community using geolocation technology
<b>Objective 3.4</b> – increase by 50% the number of CUPD officers able to deliver Safe2Tell bystander reporting system training presentations at CU and in the community	<b>Activity 3.4.1</b> – develop a manual and training materials to build CUPD’s train-the-trainer model for Safe2Tell and bystander reporting	CSPV/CUPD leaders, trainers, Safe2Tell and DHS training materials, trainers’ lessons learned from generalized and specialized trainings	approximately Q1-Q4	1 training curriculum, manual, and presentation materials
	<b>Activity 3.4.2</b> – train CUPD officer-trainers on the Safe2Tell bystander reporting curriculum	CSPV/CUPD trainers, participants, Safe2Tell training manual and presentation materials	approximately Q5-Q6	22 trained Safe2Tell and bystander reporting trainers; training manual
<b>Objective 3.5</b> – increase to 4 the number of CUPD officers and co-responders trained in bystander reporting and response triage, investigation, and referral procedures	<b>Activity 3.5.1</b> – develop training curriculum and manual to build CUPD’s co-responder model (e.g., law enforcement, clinician) for response to tips and reports	CSPV/CUPD leaders, subject matter experts (e.g., software, system maintenance, privacy), CUPD’s co-responders (e.g., law enforcement, clinician), software, data platform	approximately Q1-Q4	1 training curriculum, manual, and presentation materials
	<b>Activity 3.5.2</b> – deliver trainings to CUPD officers and co-responders on bystander reporting and response triage, investigation, and referral	CSPV/CUPD trainers, subject matter experts, trainees, training curriculum, training venues	approximately Q5-Q8	4 CUPD officers and co-responder trainees

\*Figure calculated based on the 81% of Boulder County population being 18 years or older (approx. 265,000) (U.S. Census, 2019), and 72% of all adults using a social or digital media platform in the U.S. (Pew, 2021), such that 72% of 265,000 = 190,800.



<b>Goal 4: Enhance the threat assessment and management capability at CU through training and cross-agency coordination</b> (DHS Objective 3, Project Type 5)				
<b>Objectives</b>	<b>Activities</b>	<b>Inputs and Resources</b>	<b>Timeframe</b>	<b>Anticipated Outputs</b>
<b>Objective 4.1</b> – increase by 50% the knowledge of threat assessment and management among CU’s threat assessment and management team members (n=20)	<b>Activity 4.1.1</b> – enhance and deliver trainings on threat assessment and management to CU’s threat assessment team members	CSPV/CUPD trainers, subject matter experts, training curriculum, OTVTP review, training venue, trainees, NABITA	approximately Q1-Q4	1 training module on threat assessment and management; 1 training conducted; 20 trainees trained
	<b>Activity 4.1.2</b> – refine and implement CU’s procedures for managing, referring, and monitoring threat assessed students, faculty, staff and others of concern (i.e., non-students)	CSPV/CUPD trainers, subject matter experts, response/referral/monitoring procedures, OTVTP review, threat assessment team members	approximately Q1-Q4	1 policy and procedure manual for the management, referral and monitoring of threat assessed staff and community members
	<b>Activity 4.1.3</b> – coordinate, communicate, and institutionalize the procedures for managing, referring, and monitoring threat assessed students, faculty, staff, and others (i.e., non-students)	CSPV/CUPD leaders, subject matter experts, procedures, OTVTP review, team, local agency officials (e.g., law enforcement, health care, social services)	approximately Q1-Q4	1 fact sheet on CU procedures for assessing, managing, referring, and monitoring threat assessed staff and community members to disseminate to CU campus offices and local agency officials
	<b>Activity 4.1.4</b> – administer surveys to trainees pre- and post-training(s)	CSPV researchers, participants, survey instrument, survey responses	approximately Q1-Q4	survey data from 20 participants pre- and post- training presentations
<b>Objective 4.2</b> – develop 3 detailed case studies to inform future threat assessment and management trainings	<b>Activity 4.2.1</b> – identify cases to use for table-top exercises in trainings	CSPV/CUPD trainers, threat assessment team members, subject matter experts, local agency officials, cases, OTVTP review	approximately Q5-Q8	3 case studies identified
	<b>Activity 4.2.2</b> – write detailed case studies for table-top exercises in trainings	CSPV/CUPD trainers, TAAM team members, subject matter experts, case study descriptions, OTVTP review, lesson plans	approximately Q5-Q8	3 case studies written for training curriculum and exercises

**Goal 5: develop and implement two promising strategies to support threat identification, referral services, and case management at CU and in the community.**  
(DHS Objectives 3, 4 & 6, Project Types 5 & 7)

Objectives	Activities	Inputs and Resources	Timeframe	Anticipated Outputs
<b>Objective 5.1 –</b> increase by 50% the awareness of the use of the (b)(7)(E) during responses to a reported concern for violence at CU and in the local community among CUPD and local law enforcement officers completing training (n=43)	<b>Activity 5.1.1 –</b> develop (b)(7)(E) content and software with law enforcement officials, software developers, and subject matter experts, including criteria for use and referrals	(b)(7)(E) subject matter experts (e.g., mental health, law enforcement, threat assessment, software developers), meeting venues, software technology	approximately Q1-Q4	1 (b)(7)(E) software; list of criteria for use
	<b>Activity 5.1.2 –</b> develop training for the (b)(7)(E) for CUPD officers	CSPV/CUPD leaders, (b)(7)(E) subject matter experts, training curriculum, trainers, trainees	approximately Q1-Q4	1 training module
	<b>Activity 5.1.3 –</b> deliver trainings for the use of the (b)(7)(E) with CUPD officers	CSPV/CUPD trainers, threat lethality training curriculum, trainees	approximately Q5-Q8	43 CUPD officers trained in (b)(7)(E)
	<b>Activity 5.1.4 –</b> conduct pre-post surveys with CUPD officers	CSPV researchers, training participants, survey instrument, survey responses	approximately Q5-Q8	survey data from 43 participants
	<b>Activity 5.1.5 –</b> implement the use of the (b)(7)(E) with CUPD and local officers	CSPV researchers, trainers, trainees, (b)(7)(E) feedback	approximately Q5-Q8	(b)(7)(E) feedback
	<b>Activity 5.1.6 –</b> create training video on (b)(7)(E) for CUPD and local officers	CSPV researchers, trainers, trainee, marketing partners, CU Cinema Studies interns, equipment	approximately Q5-Q8	1 video
<b>Objective 5.2 –</b> increase by 50% the awareness of the (b)(7)(E) among the threat assessment team members (n=20) completing training at CU and in the local community	<b>Activity 5.2.1 –</b> develop and implement (b)(7)(E) for threat assessment (b)(7)(E) at CU	CSPV/CUPD/CU leaders, consultants, technology, software, platform, OTVTP review	approximately Q4-Q5	(b)(7)(E)
	<b>Activity 5.2.2 –</b> develop and deliver trainings on the (b)(7)(E) software at CU and in the local community	CSPV/CUPD/CU leaders, community partners, trainees, training curriculum, individuals threat assessed, platform, OTVTP review	approximately Q5-Q6	1 training module; 20 trainees
	<b>Activity 5.2.3 –</b> administer survey to CU officials using the system to seek feedback; incorporate improvements	CSPV/CUPD/CU leaders, CUPD co-responders, system users, lessons learned, system improvements (e.g., design, policies, practices), training curriculum	approximately Q6-Q8	survey data from 20 participants; refined training module

**Table 6: Project Plan for Performance Measures**

<b>Goal 1: Enhance awareness of the warning signs and risk factors for radicalization to violence and targeted violence among CU and local community groups through the development and implementation of trainings and social and digital media messages (DHS Objective 1, Project Types 1 &amp; 2)</b>			
<b>Activity #</b>	<b>Performance Measures</b>	<b>Data Collection Method</b>	<b>Timeframe</b>
<b>Activity 1.1.1</b> – develop and pilot trainings on the Warning Signs and Media Literacy with local university-community groups	# of pilot trainings delivered # participants attending trainings	implementation tracking form	Quarterly
<b>Activity 1.1.2</b> – deliver trainings (webinar/in-person) on Warning Signs and Media Literacy to university-community groups	# of trainings delivered # participants attending trainings	implementation tracking form	Quarterly
<b>Activity 1.1.3</b> – create training video for distribution to campus and community audiences	# of training videos	implementation tracking form	Quarterly
<b>Activity 1.1.4</b> – administer surveys pre- and post-training to leaders and participants	# of pre training surveys # of post training surveys % change in awareness of the Warning Signs % change in awareness of Media Literacy	pre-training surveys post-training surveys	Per training
<b>Activity 1.2.1</b> – create and pilot social and digital media campaign messages for the university-community (e.g., Instagram, Facebook, website)	# campaign messages # campaign videos # of message tests # feedback on messages	implementation tracking form	Quarterly
<b>Activity 1.2.2</b> – disseminate social and digital media messages to the university-community (e.g., Instagram, Facebook, website)	# of social and digital media messages # of visits # of click throughs # posts on media sites # likes on media sites # of comments on media sites # shares on media sites # of followers or subscribers # views on a video # likes on videos # shares on videos	implementation tracking form key performance indicators from social media channels	Quarterly

<b>Goal 2: Enhance engagement in and resilience against radicalization to violence and interest in targeted violence at CU and in the local community through community awareness events and messages (DHS Objective 2, Project Type 3)</b>			
<b>Activity #</b>	<b>Performance Measures</b>	<b>Data Collection Method</b>	<b>Timeframe</b>
<b>Activity 2.1.1</b> – develop engaging Community Awareness Campaign messages (e.g., videos, stickers, t-shirts, student safety ambassadors) to share with university-community members at athletic events	# of community awareness campaign messages # of videos # of student safety ambassadors # of promotional materials (stickers, t-shirts)	implementation tracking form	Quarterly
<b>Activity 2.1.2</b> – deliver Community Awareness Campaign messages at athletic events through video messages, promotional materials (e.g., t-shirts, stickers), and student safety ambassadors	# of community awareness campaign messages delivered at events # of student safety ambassadors attending events	implementation tracking form	Quarterly

<b>Goal 3: Increase awareness of bystander reporting through trainings of and messages to CU students, faculty, and staff and expand the use of the Safe2Tell's bystander reporting system for the prevention of violence through trainings of CUPD officers and co-responders (DHS Objective 4, Project Types 6 &amp; 7)</b>			
<b>Activity #</b>	<b>Performance Measures</b>	<b>Data Collection Method</b>	<b>Timeframe</b>
<b>Activity 3.1.1</b> – develop and pilot training curriculum on Safe2Tell and bystander reporting for CU student audiences	# of training curriculum developed # of pilot participants	implementation tracking form	Quarterly
<b>Activity 3.1.2</b> – deliver trainings on Safe2Tell and bystander reporting in-person (or via webinar) to CU student audiences (e.g., presentations, videos)	# of trainings delivered # of participants attending the trainings	implementation tracking form	Quarterly
<b>Activity 3.1.3</b> – create a video training for distribution to CU student audiences	# of videos # sent video # watching video	implementation tracking form	Quarterly
<b>Activity 3.1.4</b> – administer pre- and post-training surveys to webinar/in-person participants; administer post-test only surveys to training video participants; track the number of Safe2Tell tips related to CU safety concerns	# of pre training surveys # of post training surveys % change in awareness of Safe2Tell bystander reporting system % change in intent to use Safe2Tell bystander reporting system # of Safe2Tell tips reported pre- and post-trainings	pre-training surveys post-training surveys Safe2Tell P3 System	Per training Quarterly
<b>Activity 3.2.1</b> – develop and pilot training curriculum on Safe2Tell and bystander reporting in-person (or via webinar) for CU faculty/staff audiences	# of training curriculum developed	implementation tracking form	Quarterly
<b>Activity 3.2.2</b> – deliver trainings on Safe2Tell and bystander reporting for CU faculty/staff audiences	# of trainings delivered # of participants attending the trainings	implementation tracking form	Quarterly
<b>Activity 3.2.3</b> – create training video for CU faculty/staff audiences	# of pre training surveys # of post training surveys % change in awareness of Safe2Tell bystander reporting system % change in intent to use Safe2Tell bystander reporting system # of videos # sent video # watching video	pre-training surveys post-training surveys implementation tracking form	Per training Quarterly
<b>Activity 3.2.4</b> – administer pre- and post-training surveys to webinar/in-person participants; administer post-test only surveys to training video participants;	# of Safe2Tell tips reported pre- and post-trainings	Safe2Tell P3 System	Quarterly

track the number of Safe2Tell tips submitted pre- and post-trainings			
<b>Activity 3.3.1</b> – create and pilot social and digital media campaign messages on bystander reporting and Safe2Tell for university-community (e.g., Instagram, Facebook, website)	# of social and digital media messages # videos # message-tests # feedback	implementation tracking form	Quarterly
<b>Activity 3.3.2</b> – disseminate social and digital media messages to university-community (e.g., Instagram, Facebook, website)	# of social and digital media messages # visits # click throughs # posts on media sites # likes on media sites # comments on media sites # shares on media sites # of followers or subscribers # views on a video # likes on videos # shares on videos	key performance indicators from social media channels	Quarterly
<b>Activity 3.4.1</b> – develop a manual and training materials to build CUPD’s train-the-trainer model for Safe2Tell and bystander reporting	manual developed – Y/N # of presentation materials developed	implementation tracking form	Quarterly
<b>Activity 3.4.2</b> – train CUPD officer-trainers on the Safe2Tell bystander reporting curriculum	# trainings delivered # of training manuals disseminated # of train-the-trainer trainees	implementation tracking form	Quarterly
<b>Activity 3.5.1</b> – develop training curriculum and manual to build CUPD’s co-responder model (e.g., law enforcement, clinician) for response to tips and reports	manual developed – Y/N	implementation tracking form	Quarterly
<b>Activity 3.5.2</b> – deliver trainings to CUPD officers and co-responders on bystander reporting and response triage, investigation, and referral	# of trainings delivered # of training manuals disseminated # of CUPD officer and co-responder trainees	implementation tracking form	Quarterly

<b>Goal 4: Enhance the threat assessment and management capability at CU through training and cross-agency coordination</b> (DHS Objective 3, Project Type 5)			
<b>Activity #</b>	<b>Performance Measures</b>	<b>Data Collection Method</b>	<b>Timeframe</b>
<b>Activity 4.1.1</b> – enhance and deliver trainings on threat assessment and management to CU’s threat assessment team members	# of trainings provided # of participants attending trainings	implementation tracking form	Quarterly
<b>Activity 4.1.2</b> – refine and implement CU’s procedures for managing, referring, and monitoring threat assessed students, faculty, staff and others of concern (i.e., non-students)	# of modified procedures	implementation tracking form	Quarterly
<b>Activity 4.1.3</b> – coordinate, communicate, and institutionalize the procedures for managing, referring, and monitoring threat assessed students, faculty, staff, and others of concern (i.e., non-students)	# of coordination meetings	implementation tracking form	Quarterly
<b>Activity 4.1.4</b> – administer surveys to trainees pre- and post-training(s)	# of pre training surveys # of post training surveys % change in threat assessment knowledge of procedures % change in efficacy of implementing procedures	pre-training surveys post-training surveys	Per training
<b>Activity 4.2.1</b> – identify cases to use for table-top exercises in trainings	# of cases identified	implementation tracking form	Quarterly
<b>Activity 4.2.2</b> – write detailed case studies for table-top exercises in trainings	# of case studies developed	implementation tracking form	Quarterly

<b>Goal 5: develop and implement two promising strategies to support threat identification, referral services, and case management at CU and in the community. (DHS Objectives 3, 4 &amp; 6, Project Types 5 &amp; 7)</b>			
<b>Activity #</b>	<b>Performance Measures</b>	<b>Data Collection Method</b>	<b>Timeframe</b>
<b>Activity 5.1.1</b> – develop (b)(7)(E) content and software with law enforcement officials, software developers, and subject matter experts, including criteria for use and referrals	(b)(7)(E) developed – Y/N (b)(7)(E) developed – Y/N	implementation tracking form	Quarterly
<b>Activity 5.1.2</b> – develop training for the threat lethality checklist for CUPD officers	(b)(7)(E) training developed – Y/N	implementation tracking form	Quarterly
<b>Activity 5.1.3</b> – deliver trainings for the use of the threat lethality checklist with CUPD officers	# of trainings delivered # of participants attending the trainings	implementation tracking form	Quarterly
<b>Activity 5.1.4</b> – conduct pre-post surveys with CUPD officers	# of pre training surveys # of post training surveys % change in knowledge of (b)(7)(E) (b)(7)(E) % change in intent to use threat lethality checklist	pre-training surveys post-training surveys	Per training
<b>Activity 5.1.5</b> – implement the use of the (b)(7)(E) (b)(7)(E) with CUPD and local officers	# of follow up surveys to obtain feedback on threat lethality checklists	follow-up surveys	Per training
<b>Activity 5.1.6</b> – create training video on threat lethality checklist for CUPD and local officers’ roll-call meetings	# videos created # of viewers/attendees watching video	implementation tracking form	Quarterly
<b>Activity 5.2.1</b> – develop and implement (b)(7)(E) (b)(7)(E) for threat assessment case management at CU	# of (b)(7)(E) developed	implementation tracking form	Quarterly
<b>Activity 5.2.2</b> – develop and deliver trainings on the (b)(7)(E) software at CU and in the local community	# of trainings developed # of trainings delivered # of participants attending trainings	implementation tracking form	Quarterly
<b>Activity 5.2.3</b> – administer survey to CU officials using the system to seek feedback; incorporate improvements	# of pre training surveys # of post training surveys # of follow up surveys % change in awareness of (b)(7)(E) (b)(7)(E) % change in intent to use (b)(7)(E) (b)(7)(E)	pre-training surveys post-training surveys follow-up surveys	Per training



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## Appendix B: Letters of Support

<b>PROJECT CONSULTANTS AND PARTNERS</b>	
	<b>Subject Matter Experts and Consultants</b>
1.	Jeff Allison
2.	Stacey Jenkins, Colorado's Safe2Tell
3.	Susan Payne
4.	Marisa Randazzo, Ph.D.
5.	National Association of Behavioral Intervention and Threat Assessment
	<b>Marketing, Video Production, and Software Development</b>
6.	CU Cinema Studies & Media Image Arts
7.	Feed Media
8.	Marketing for Change
9.	Navigate360
	<b>Homeland Security, Law Enforcement, and State Government Partners</b>
10.	Boulder County Co-Responder Program Coordinator
11.	Boulder County District Attorney Michael Dougherty
12.	Boulder County Sheriff's Office
13.	Boulder Police Department
14.	Colorado Division of Homeland Security and Emergency Management, which includes the: <ul style="list-style-type: none"> <li>• Colorado School Safety Resource Center</li> </ul>
15.	U.S. Representative Joe Neguse
16.	U.S. Senator John Hickenlooper
17.	U.S. Senator Michael Bennet
18.	Colorado State Senate Majority Leader Steven Fenberg
19.	Erie Police Department
20.	Lafayette Police Department
21.	Longmont Police Department
22.	Louisville Police Department
23.	Nederland Marshal's Office
	<b>University Partners</b>
24.	CU Athletics
25.	CU Dean of Students
26.	CU Human Resources
27.	CU Strategic Resources & Support, which oversees: <ul style="list-style-type: none"> <li>• CU Police Department</li> <li>• CU Office of Government and Community Engagement</li> <li>• CU Office of Strategic Relations and Communications</li> </ul>
28.	CU Student Body Presidents
29.	CU Student Government Judiciary
	<b>Community Partners</b>
30.	Boulder Jewish Community Center
31.	Growing Up Boulder
32.	Fight Back Foundation
33.	St. John's Episcopal Church

**LETTERS OF SUPPORT  
FROM  
SUBJECT MATTER EXPERTS  
AND CONSULTANTS**



May 11, 2021

The Honorable Alejandro Mayorkas  
Secretary of Homeland Security  
Washington, D.C. 20528

RE: Application for Targeted Violence and Terrorism Prevention Grant Program

Dear Secretary Mayorkas,

I am pleased to collaborate with the Center for the Study and Prevention of Violence (CSPV) at the University of Colorado Boulder on a project potentially funded through a grant from the U.S. Department of Homeland Security's Targeted Violence and Terrorism Prevention Program (DHS-21-TTP-132-00-01). I value the Center's application for the way it seeks to raise community awareness about the warning signs for targeted violence and enhance the university and local public safety agencies' framework for the prevention of targeted violence and terrorism.

I retired from the Federal Bureau of Investigation as the Special Adviser for School and Campus Public Safety assigned to Headquarters. Currently, I serve as a Special Adviser for the National Association of School Resource Officers (NASRO). In that capacity, I helped develop the (b)(7)(E) I see this grant proposal as an extension of that work.

If the Center receives a grant pursuant to the DHS Targeted Violence and Terrorism Prevention Program, I will participate in virtual or on-site collaborations with all stakeholders to familiarize them with the (b)(7)(E) and coordinate action steps required for implementation. I am also prepared to deliver training, virtually or in person, on use of the (b)(7)(E) (b)(7)(E)

In my experience, the proposed project presents an innovative and feasible way to prevent targeted violence at the University of Colorado Boulder and in the surrounding community. I look forward to collaborating with the University of Colorado and their project partners to improve community safety through this grant opportunity.

Sincerely,

(b)(6)

Jeff Allison  
Special Adviser  
National Association of School Resource Officers

(b)(6)

**PHIL WEISER**  
Attorney General  
**NATALIE HANLON LEH**  
Chief Deputy Attorney General  
**ERIC R. OLSON**  
Solicitor General  
**ERIC T. MEYER**  
Chief Operating Officer



**STATE OF COLORADO**  
**DEPARTMENT OF LAW**

**RALPH L. CARR**  
**COLORADO JUDICIAL CENTER**  
1300 Broadway, 10th Floor  
Denver, Colorado 80203

(b)(6)

**Administration Section**

May 14, 2021

The Honorable Alejandro Mayorkas  
Secretary of Homeland Security  
Washington, D.C. 20528

RE: Application for Targeted Violence and Terrorism Prevention Grant Program

Dear Secretary Mayorkas:

Safe2Tell Colorado is pleased to support the Center for the University of Colorado Boulder's Center Study and Prevention of Violence ("CSPV") on its grant application to the U.S. Department of Homeland Security's Targeted Violence and Terrorism Prevention Program (DHS-21-TTP-132-00-01). We value the CSPV application for the way it seeks to raise community awareness about the warning signs for violence and bystander reporting systems for safety-related concerns, in partnership with the University of Colorado Police Department ("CUPD").

Safe2Tell is a successful violence intervention and prevention program for students to anonymously report threats to their and others' safety, is available 24/7 and we see this grant proposal as an extension of that work. The Safe2Tell bystander reporting and response system has been an incredibly successful tool for preventing violence in K-12 settings in Colorado, since its inception in 2004 in response to the tragedy at Columbine High School in Littleton, Colorado.

Safe2Tell has not yet been replicated in higher education settings; however, we believe the proposed project is an exciting opportunity to explore the impact of Safe2Tell at the University of Colorado Boulder and in the surrounding community as we consider future expansion of our work. Furthermore, we recently worked with a marketing agency to develop a promotional campaign and social media messages on Safe2Tell for K-12 audiences, and our experience and data suggests that this is an exciting and innovative way to improve awareness of warning signs and strategies for bystander reporting.

For these reasons, the Safe2Tell program supports the CSPV's application for assistance, and we look forward to the opportunity to collaborate with CSPV and CUPD on this important work.

Sincerely,

(b)(6)

Director, Safe2Tell

Susan Payne

The Honorable Alejandro Mayorkas  
Secretary of Homeland Security  
Washington, D.C. 20528

RE: Application for Targeted Violence and Terrorism Prevention Grant Program

Dear Secretary Mayorkas,

I am pleased to collaborate with the Center for the Study and Prevention of Violence (CSPV) at the University of Colorado Boulder on a project potentially funded through a grant from the U.S. Department of Homeland Security's Targeted Violence and Terrorism Prevention Program (DHS-21-TTP-132-00-01). I value their application for the way it seeks to raise community awareness about the warning signs for violence and enhance CUB and CUPD's local framework for the prevention of targeted violence and terrorism.

As the founder and former Executive Director of Safe2Tell, a bystander reporting system developed in response to the Columbine tragedy in Colorado, I am uniquely qualified to support the implementation of the bystander reporting system at CU Boulder. I worked closely with the founder of the P3 software to develop the reporting platform and I have assisted many states in establishing best practice intelligence gathering and information sharing initiatives to focus on violence prevention and early intervention. I am committed to providing technical assistance and consultation on the development of the training and messages related to expanding the use of Safe2Tell to the university-community setting.

In my experience, the proposed project presents an innovative and feasible way to prevent violence at the University of Colorado Boulder and in the surrounding community. I look forward to collaborating with the University of Colorado and their project partners to improve community safety through this grant opportunity.

Sincerely,

(b)(6)

Susan Payne

Founder of Safe2Tell and Former Executive Director Safe Schools and Safe2Tell Colorado  
Attorney General



May 14, 2021

The Honorable Alejandro Mayorkas  
Secretary of Homeland Security  
U.S. Department of Homeland Security  
Washington, D.C. 20528

RE: Application for Targeted Violence and Terrorism Prevention Grant Program

Dear Secretary Mayorkas,

I am writing to express my support and willingness to serve as a consultant on the University of Colorado Boulder's Center for the Study and Prevention of Violence (CSPV) and Police Department's (CUPD) proposed project to the U.S. Department of Homeland Security's Targeted Violence and Terrorism Prevention Program (DHS-21-TTP-132-00-01).

I have worked in the field of behavioral threat assessment and targeted violence prevention for 26 years, including ten years as the Chief Research Psychologist for the U.S. Secret Service where I helped to launch the National Threat Assessment Center (NTAC) and co-directed NTAC's groundbreaking research on school shooters and school threat assessment. I am excited about the opportunity to partner with CSPV and CUPD on the development, design, and implementation of software for behavioral threat assessment and management in a higher education setting. I have previously provided expert consultation on a similar software system for K-12 schools in the United States, in partnership with Navigate360. In addition, I am available to provide expert guidance to the development, design, and implementation of the (b)(7)(E) (b)(7)(E) proposed for the project.

I look forward to collaborating with CSPV and CUPD on this important work that DHS support can make possible.

Sincerely,

(b)(6)

Marisa Reddy Randazzo, Ph.D.  
Chief Executive Officer

May 11, 2021

# University of Colorado - Boulder

Sarah Goodrum

Chris Connolly

*Associate Vice President, Client Relations*

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(b)(6)



# TNG's Mission

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TNG enhances the holistic safety and well-being of schools and organizations by empowering systems-level solutions to reduce the risk of violence, misconduct, discrimination, and harm.

## Risk Management Solutions

Each year, TNG's top experts consult with thousands of schools, colleges, workplaces, and organizations across the country, delivering proven methods of education, training, and prevention.

### Consulting and Compliance:

- Behavioral Intervention and Threat Assessment
- Custom Training, Policy Development, and Problem-Solving
- Expert Witness Services
- External Investigations
- First Amendment and Freedom of Expression
- Title IX and Discrimination

## The TNG Difference

TNG's team of 30 consultants brings expertise, passion, and integrity to every engagement, from proactive safety efforts to incident response to creating policies and procedures for long-term impact.

**Deep expertise** – In a highly regulated environment, you can depend on us to understand nuance and complex challenges.

**Unrivaled experience** – With over two decades of education-sector consulting, we bring unparalleled experience to all our engagements.

**Credibility and integrity** – Our work is complicated, sensitive, and ever-changing. We've built our reputation on our work product and it shows.

**Collaborative perspectives** – TNG's subject matter experts don't work in silos. We offer a comprehensive think tank approach to risk management that you can't find anywhere else.

## TNG Quick Facts

- Trailblazer in risk management solutions since 2000
- TNG has provided consulting services to the White House Task Force, U.S. Department of Education (OCR), State Departments of Education, U.S. Department of Defense, U.S. Olympic and Paralympic Committee (USOPC), NCAA, Student Affairs National Administrators in Higher Education (NASPA) and more
- TNG's assessment tools have been adopted by the FBI, Secret Service, Department of Homeland Security, and numerous local law enforcement agencies
- TNG has consulted with Congressional committees and the Biden/Harris administration on Title IX, Threat Assessment, Behavior Intervention, and Mental Health Issues
- 400+ model policies authored by TNG are currently in use by over 1,000 colleges and schools, including the Model Student Organization code to combat hazing
- TNG helped to create the United State Center for SafeSport
- TNG is the exclusive provider for Title IX and Risk Management for the National Junior College Athletic Association (NJCAA)

## BIT STANDARDS AND BEST PRACTICES

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This two-day course provides instructors an opportunity to guide participants through the 20 NABITA Standards for Behavioral Intervention Teams to ensure best practices for an effective team.

This course delivers an interactive and in-depth look at the standards of practice for team operating procedures and protocols. Whether you are a new team just getting off the ground, or a seasoned team with a few years of experience under your belt, this course can help bring your team in line with best practices.

This course contains content related to: defining BITs, using an objective risk rubric for all BIT referrals, developing appropriate interventions, utilizing mandated assessments, and marketing/advertising the team based on survey data, research, and literature in the fields of threat assessment, psychology and law enforcement. This course allows time for discussion and interactive case examples.

### **In This Course You Will Learn...**

- How to create, improve, and maximize BIT procedures in accordance with the NABITA Standards for Behavioral Intervention Teams
- How to engage the three key phases of a BIT: gather data, assess, and intervene
- How to utilize an objective risk rubric to standardize the assessment of risk and development of interventions on all cases
- How to integrate NABITA's standards of practice into operational procedures at your institution.

# BIT STANDARDS AND BEST PRACTICES - SAMPLE AGENDA

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## DAY ONE

### *Early Morning*

- History and philosophical underpinnings of BITs
- Defining BITs – Three phases of a BIT: gathering information, assessment, intervention
- Prevention vs. Threat Assessment
- FERPA and the BIT
- Team Name and establishing the team on campus

### *Late Morning*

- Team leadership, membership and meeting frequency
- Role of the Counselor on the BIT
- Team Mission and Scope
- Team Policy and Procedural Manual
- Developing a budget for the team

\*\*\* Lunch \*\*\*

### *Early Afternoon*

- Overview of objective risk rubric usage
- Importance of a risk rating
- Introduction to the VRAW2, SIVRA-35, and ERIS
- Overview of Violence Risk Factors
- Data related to gun violence
- Late Afternoon: Case Discussions and Application
- In-depth teaching of the NABITA Risk Rubric
- Understanding threat
- Case study application of the tool and assessing threat

### *Late Afternoon: Case Discussions and Application*

- In-depth teaching of the NABITA Risk Rubric
- Understanding threat
- Case study application of the tool and assessing threat



# BIT STANDARDS AND BEST PRACTICES - SAMPLE AGENDA

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## DAY TWO

### *Early Morning*

- Defining core qualities of a threat assessment
- Differentiating threat assessment from psychological assessment
- When to conduct the assessment and who is best suited to do it

### *Late Morning*

- Utilizing a range of interventions to respond to case by risk level
- Conduct, involuntary withdrawals, and academic standards
- Discussion of ADA and the direct threat test
- Defining case management and who it serves
- Case management as an intervention and support technique

\*\*\* Lunch \*\*\*

### *Early Afternoon*

- Application of Concepts through a Case Study
- Nurturing the referral source and utilizing anonymous reporting
- Record-keeping
- Team Training

### *Late Afternoon*

- Using the Risk Management Planning Tool
- Viewing of Window Into BIT: A video simulation of a behavioral intervention team meeting to demonstrate team structure and process.
- Video discussion

## CASE MANAGEMENT STANDARDS & BEST PRACTICES

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Good case management occurs at the intersection of standardization and individualized care. Learn how you can standardize your case management processes to ensure you are providing effective, individualized care.

Attendees will earn a certification in Case Management Standards and Best Practice. This course focuses on the 24 NABITA Standards of Case Management which outline the structural, process, and quality assurance & assessment elements of non-clinical case management.

### **In This Course You Will ...**

- Expand understanding of case management as a defined process and/or position, with specific expectations related to standards of practice
- Learn approaches to ensure case management is effectively connected to the BIT
- Gain practical strategies for case management processes and 1:1 service delivery
- Develop an ability to confidently evaluate case management processes and identify opportunities for growth based on implementation of the standards
- Gain meaningful guidance for creating, augmenting, or improving case management functions at your institution

# CASE MANAGEMENT STANDARDS & BEST PRACTICES SAMPLE AGENDA

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## DAY ONE

### FOUNDATIONS AND SKILL BUILDING

#### *Early Morning: Introduction*

- Intervention and management as a function of BIT
- Overview of case management philosophy, rapport building, outlining scope and limits up front

#### *Late Morning*

- Crisis Management and De-Escalation Skills

\*\*\* Lunch \*\*\*

#### *Early Afternoon: Practical applications for intervention and management*

- Change theory
- Harm reduction
- Solution-focused approach
- 2:45pm to 3:00pm – Break
- 3:00pm to 4:30pm – Practical skill training
- Motivational interviewing techniques
- Avoiding traps

## DAY TWO

### APPLICATION AND PRACTICE

#### *Early Morning*

- Addressing Harm to Self: QPR, SPRC Guidelines and Management Techniques

#### *Late Morning*

- Addressing harm to others: risk factors and management techniques

\*\*\* Lunch \*\*\*

#### *Early Afternoon*

- Working with students with mental health and substance abuse problems

#### *Late Afternoon*

- Documentation, communication with other departments and management of crisis/noncompliance

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Dangerousness and violence, from a student, faculty, or staff member is difficult - if not impossible - to accurately predict. This training topic offers research-based techniques and theories to provide a foundational understanding and improved awareness of the potential risk. The training should not be seen as a guarantee or offer any assurance that violence will be prevented.

# Scope of Work

NABITA Training	Price	QTY	Subtotal
<p>BIT Standards and Best Practices Certification Course (2- Days)</p> <ul style="list-style-type: none"><li>• (b)(4)</li><li>• Training Conducted In-Person or Virtually</li></ul>	(b)(4)	1	(b)(4)
<p>Case Management Standards and Best Practices Certification Course (2- Days)</p> <ul style="list-style-type: none"><li>• (b)(4)</li><li>• Training Conducted In-Person or Virtually</li></ul>	(b)(4)	1	(b)(4)
			(b)(4)
			Subtotal
			Total

# CONSULTANT BIOGRAPHIES

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## **MAKENZIE SCHIEMANN, M.S.**

Makenzie Schiemann is the President of the National Behavioral Intervention & Threat Assessment Association (NaBITA). Makenzie started her professional career as a teacher working in middle grades education, but has spent the last nine years in higher education overseeing the behavioral intervention team, case management program, and victim advocacy department at both a small private college and a large public university. She earned her B.S in Education from Ashland University, her M.S in Educational Psychology, Community Counseling from Southern Illinois University, and is currently enrolled in the University of South Florida Ph.D. program for Higher Education Administration.



Makenzie spent three years as the Director for Student Outreach and Support, the Director for the Center for Victim Advocacy, and the Chair of the Students of Concern Assistance Team at the University of South Florida.

In these roles, Makenzie developed comprehensive protocol manuals for both the case management program and the victim advocacy department which aligned with best practice standards and served as a model for other institutions in the development of their policies. Prior to working at the University of South Florida, Makenzie served for six years as the Director of Outreach Services and Health Promotion at Eckerd College where she oversaw the case management program and chaired the Intervention Team. She also developed and implemented all health promotion initiatives including a comprehensive violence prevention campaign.

Prior to working in higher education, Makenzie taught 8th grade in the Kentucky K-12 public education system. In this role, Makenzie also served on the school's Crisis Response Committee, developing strategies for preventing and responding to crisis incidents including school-wide behavioral trends, acts of physical aggression, and active shooter scenarios.

Makenzie has presented at numerous national conferences including NASPA, the Higher Education Case Manager's Association (HECMA), NaBITA, and ASCA. Additionally, she has presented various online trainings, conducted research on case management practices, and written publications on case management work. She currently serves on the advisory board for NaBITA, is an editor for the Journal for Behavioral Intervention Teams, and has previously served on the leadership board for the Higher Education Case Managers Association (HECMA). Her areas of expertise include policy and program development for behavioral intervention teams, case management, and victim advocacy, strategies for chairing behavioral intervention teams, research and assessment, and strategic planning for comprehensive educational and awareness programming.

# CONSULTANT BIOGRAPHIES

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## W. SCOTT LEWIS, J.D.

W. Scott Lewis, J.D. is Managing Partner with TNG Consulting. He is the co-founder and advisory board member of ATIXA (the Association for Title IX Administrators) and NaBITA (the National Behavioral Intervention & Threat Assessment Association). Previously, he served as Special Advisor to Saint Mary's College, Associate Vice Provost at the University of South Carolina, and as a Student Conduct and Residence Life administrator at Texas A&M University. He also serves as faculty, teaching courses in Education, Law, Political Science, and Business.



Scott has worked with and trained the Department of Education's Offices of Civil Rights and the Department of Justice's Office of Violence Against Women as a trainer and consultant, training their staff and investigators.

He was a consultant to the Office of the Vice President and the White House Task Force on issues of sexual misconduct and Title IX in schools and on campus. He has also trained regional Offices of Civil Rights and OCR Investigators. He works with athletes, coaches, and administrators at all levels of intercollegiate and PreK-12 athletics as well as with the USOC®, the Center for Safe Sport® and the NCAA® in the areas of sexual misconduct and gender equity in sport. He was honored to be asked to give a TED Talk® for lay people on how to properly respond to victims of trauma.

He is one of the most in-demand speakers and consultants in the country, serving as a frequent keynote and plenary speaker at national and international conferences. He is nationally recognized for his work in the areas of: Student/Staff Conduct; Behavioral Intervention/Threat Assessment Teams for all ages of students in crisis and distress; Titles II, III, IV, VI, VII, IX, ADA, and other civil rights laws; and general risk management in education. He is noted as well for his work in the area of classroom management and dealing with dangerous and disruptive students (and parents) – there is even a book on it! He has trained thousands of faculty and staff members on how to prevent, address, and properly report these incidents. He is also a law enforcement trainer on how to investigate sensitive matters, such as abuse and assault.

He presents regularly at schools and campuses throughout the country, assisting colleges and universities with legal, judicial, and risk management issues, as well as policy development and implementation. He serves as an author and editor in a number of areas including legal issues in higher education, campus safety and student development, campus conduct board training, and other education issues. He also assists clients with, oversees, and conducts investigations and hearings for student/staff/faculty misconduct. He has also investigated thousands of allegations of misconduct.

# CONSULTANT BIOGRAPHIES

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## ALLISON FROST

Allison Frost is excited to join the TNG team as an associate. Allison is intimately familiar with the day-to-day challenges facing colleges, universities, and schools, given her decade of experience within the Office of the Dean of Students at the University of Utah, with principal responsibilities in behavioral intervention.

Allison's primary focus will be on NaBITA (the National Behavioral Intervention & Threat Assessment Association). She also has extensive experience in providing guidance and resources for individuals going through Title IX investigations, including respondents; university conduct processes; policy interpretation and creation; and safety evaluation and strategic planning after a campus crisis or emergency.

She regularly visits campuses to provide in-person training and also works on developing resources and training tools for use by those engaged in behavioral intervention. She is deeply passionate about research and development of evidence-based prevention efforts.

Allison earned a B.S. in Sociology with a Criminology certificate and is currently completing a Master of Public Administration with an emphasis in Behavioral Intervention and Crisis Management in Public Education. Prior to enter the education field, she spent a few years working in the state and federal court systems in her home state of Utah.



**LETTERS OF SUPPORT  
FROM  
MARKETING, VIDEO  
PRODUCTION, AND SOFTWARE  
DEVELOPMENT PARTNERS**





University of Colorado  
Boulder

Department of Cinema Studies  
& Moving Image Arts  
College of Arts & Sciences  
Rosier ATLAS Center #327  
316 UCB  
Boulder, Colorado 80309-0316

(b)(6)

Boulder, CO  
17 May 2021

The Honorable Alejandro Mayorkas  
Secretary of Homeland Security  
Washington, D.C. 20528

RE: Application for Targeted Violence and Terrorism Prevention Grant Program

Dear Secretary Mayorkas,

The Department of Cinema Studies & Moving Image Arts at the University of Colorado-Boulder is pleased to support the Center for the University of Colorado Boulder's Center Study and Prevention of Violence (CSPV) on their grant application to the U.S. Department of Homeland Security's Targeted Violence and Terrorism Prevention Program (DHS-21-TTP-132-00-01). We value their application for the way it seeks to raise community awareness about the warning signs for violence and bystander reporting systems for safety-related concerns, in partnership with the University of Colorado Police Department (CUPD).

We are excited about the opportunity to partner with CSPV and CUPD to develop brief video messages and public service announcements about the warning signs for targeted violence and radicalization to terrorism, as well as the ways bystanders can report their concerns to authorities (e.g., Safe2Tell Colorado). Our department's internship program provides high-quality education and hands-on experience in storyboarding, videography production, and post-production. Our well-developed student internship program allows students to apply their cinema and visual media expertise to serve businesses, organizations, and the university-community. Our alumni are highly sought-out professionals in both film and television, with recent credits in many successful, high-profile venues and productions like Vice Media, NBC-Universal, Univision, *La La Land*, *Little Women*, *Promising Young Woman*, *The Walking Dead*, and *American Horror Story*. Recent internship partners include FilmNation, BoxOffice Media, and

We view this project as an extension of that internship program, where students gain valuable work experience and credit towards their college degree. We value the opportunity for our students to develop educational, awareness raising, and motivational film content to prevent violence in our community.

We appreciate the opportunity to potentially collaborate with CSPV and CUPD in this important work.

Sincerely,

(b)(6)

Ernesto R. Acevedo-Munoz, Ph.D.  
Professor & Chair  
Cinema Studies & Moving Image Arts

The Honorable Alejandro Mayorkas  
Secretary of Homeland Security  
Washington, D.C. 20528

RE: Application for Targeted Violence and Terrorism Prevention Grant Program

Dear Secretary Mayorkas,

Feed Media is pleased to partner with the Center for the University of Colorado Boulder's Center Study and Prevention of Violence (CSPV) on their grant application to the U.S. Department of Homeland Security's Targeted Violence and Terrorism Prevention Program (DHS-21-TTP-132-00-01). We value their application for the way it seeks to raise community awareness about the warning signs for violence and bystander reporting systems for safety-related concerns, in partnership with the University of Colorado's Police Department (CUPD).

As a marketing agency with 20 years of experience in the Boulder, Colorado, and national markets, we are excited about the opportunity to partner with CSPV and CUPD to develop a comprehensive marketing campaign to enhance community awareness of the warning signs for targeted violence and radicalization to terrorism, as well as the ways bystanders can report their concerns to authorities (e.g., Safe2Tell Colorado).

Our agency's team of seasoned professionals has deep experience developing marketing campaigns to raise awareness of critical issues to targeted and general audiences alike. We offer services in the areas of: strategic planning, branding, advertising, digital marketing, messaging, social media management, and media relations.

In addition to our general experience in representing consumer and B2B brands, Feed Media has a thriving practice area representing non-profits, including multiple organizations that serve the school and community safety arenas.

We value the opportunity for our agency to develop educational, awareness raising, and motivational promotional content and materials to prevent violence in our community. We are excited about the opportunity to collaborate with CSPV and CUPD on this important work.

Sincerely,

(b)(6)

Derek Jones  
COO + Founder, Feed Media

(b)(6)

[www.feedmedia.com](http://www.feedmedia.com)



May 10, 2011

The Honorable Alejandro Mayorkas  
Secretary of Homeland Security  
Washington, D.C. 20528

RE: Application for Targeted Violence and Terrorism Prevention Grant Program

Dear Secretary Mayorkas,

Marketing for Change is pleased to collaborate with the Center for the Study and Prevention of Violence (CSPV) at the University of Colorado Boulder on a project potentially funded through a grant from the U.S. Department of Homeland Security's Targeted Violence and Terrorism Prevention Program (DHS-21-TTP-132-00-01). We value their application for the way it seeks to raise community awareness about the warning signs for violence and bystander reporting systems for safety-related concerns.

Marketing for Change works with government, nonprofit and private-sector clients at the local, state and national level to develop effective behavior change marketing and communications campaigns through the application of behavioral science. We see this grant proposal as an extension of that work. We are excited to support the CSPV's interests in developing a social and digital media campaign to increase the community's awareness of violence prevention strategies. Marketing for Change will:

- Conduct consumer research to inform campaign strategy and message design;
- Test messages with the target audiences;
- Develop a strategic campaign plan with goals, strategies and tactics, and performance measures;
- Develop campaign assets and tools to equip local partners to spread campaign messaging;
- Support dissemination through earned media;
- Analyze lessons learned from the first year campaign and recommend optimizations in year two;
- Scale the campaign across two audiences (university students and the wider Boulder, Colo., community).

Founded in 2005, Marketing for Change is a full-service marketing and communications agency, with one of the nation's leading practices in applied behavioral science for behavior change. We have extensive experience in planning, implementing, measuring and optimizing social and digital media campaigns for a wide variety of clients, including ongoing work to support the Department of Defense Federal Voting Assistance Program. We also have experience planning and implementing suicide prevention and mental health awareness campaigns on college campuses.

**MarketingforChange.com**  
Denver, CO | Alexandria, VA | Orlando, FL

In our experience, the proposed social and digital media campaign presents an innovative and feasible way to prevent violence at the University of Colorado Boulder and in the surrounding community. We look forward to collaborating with the University of Colorado and their project partners to improve community safety through this grant opportunity.

Sincerely

(b)(6)

Sarah Isaac

Director of Strategy + Principal

The Honorable Alejandro Mayorkas  
Secretary of Homeland Security  
Washington, D.C. 20528



May 10th, 2021

Dear Reviewer:

On behalf of Navigate360, I am pleased to collaborate with the Center for the Study and Prevention of Violence (CSPV) at the University of Colorado Boulder on a project potentially funded through a grant from the U.S. Department of Homeland Security's Targeted Violence and Terrorism Prevention Program (DHS-21-TTP-132-00-01). I value their application for the way it seeks to raise community awareness about the warning signs for violence and enhance CUB and CUPD's local framework for the prevention of targeted violence and terrorism.

CSPV has been doing remarkable work to understand and reduce violence. Their reputation for making data-driven decisions, partnering with communities for program input and oversight, and building relationships throughout Denver to leverage violence prevention is both respected and highly valued. Navigate360 provides the most comprehensive suite of wellness, preparedness, intervention, and prevention solutions that enables communities to stay safe and thrive.

Navigate360's Threat Detection and Prevention Solutions are a natural fit – and will be a cornerstone of this initiative. We are excited to help develop and implement two innovative tools for threat assessment and management - a (b)(7)(E) and the (b)(7)(E) (b)(7)(E) for use at the university and potentially in the local community.

Our P3 reporting platform is the leading tip acquisition and tip/threat management solution, having more than 23 years of experience resulting in client programs receiving over 10 million tips. Coupled with our Behavioral Threat Assessment Case Management platform, the combination drives success in the pursuit of violence prevention. This project has the potential to significantly reduce community rates of violence and produce generalizable knowledge that can influence prevention in other communities.

Overall, I warmly endorse this effort and look forward to working with CU Boulder to support this important research project.

Respectfully,

(b)(6)

**Todd Wagner**

Managing Director - Anonymous Reporting  
Navigate360, LLC

(b)(6)

**LETTERS OF SUPPORT  
FROM  
HOMELAND SECURITY,  
LAW ENFORCEMENT,  
AND GOVERNMENT PARTNERS**



# Community Services Department

Sundquist Building • 3482 N. Broadway • Boulder, Colorado 80304 • Tel: 303.441.3560 • Fax: 303.441.4550  
Mailing Address: P.O. Box 471 • Boulder, Colorado 80306 • [www.bouldercountycommunityservices.org](http://www.bouldercountycommunityservices.org)



May 18, 2021

The Honorable Alejandro Mayorkas  
Secretary of Homeland Security  
Washington, D.C. 20528

RE: Application for Targeted Violence and Terrorism Prevention Grant Program

Dear Secretary Mayorkas,

The Boulder County Community Services Department is pleased to support the Center for the University of Colorado Boulder’s Center Study and Prevention of Violence (CSPV) on their grant application to the U.S. Department of Homeland Security’s Targeted Violence and Terrorism Prevention Program (DHS-21-TTP-132-00-01). We value their application for the way it seeks to enhance the prevention of targeted violence and terrorism in partnership with the University of Colorado Police Department (CUPD) and the local community.

Boulder County Community Services has a Co-Response Team that provides services to community members in need of behavioral health interventions and services. It is evident that this proposal would further extend this work in our county. The Boulder County Co-Responder Program, which I lead, has been incredibly successful strategy for identifying and responding to people of concern in Boulder County. The partnership between clinicians and law enforcement in the field has been showed to be highly effective in diverting individuals from the criminal justice system. In addition, it has decreased behavioral health hospitalization while increasing treatment engagement and retention. Currently, our team collaborates with CU Boulder in these efforts. This grant funding would allow our professional partnerships to expand. We would be able to the training created to inform and educate community members. In addition, the (b)(7)(E) (b)(7)(E) for the Co-Responder programs in Boulder County as well as other law enforcement departments.

We appreciate the opportunity to expand upon and enhance our violence prevention work in partnership with CSPV and CUPD through this grant.

Sincerely,

(b)(6)

Jennine Hall PhD, LAC  
Program Manager for BOCO Co-Responder Team





OFFICE OF THE DISTRICT ATTORNEY  
TWENTIETH JUDICIAL DISTRICT

Michael T. Dougherty, District Attorney

May 14, 2021

The Honorable Alejandro Mayorkas  
Secretary of Homeland Security  
Washington, D.C. 20528

RE: Support of Application by the University of Colorado Boulder for Targeted Violence and Terrorism Prevention Grant Program

Dear Secretary Mayorkas:

The Office of the District Attorney for the Twentieth Judicial District – Boulder County enthusiastically supports the Center for the Study and Prevention of Violence (CSPV) at the University of Colorado Boulder as a recipient of a grant from the U.S. Department of Homeland Security's Targeted Violence and Terrorism Prevention Program (DHS-21-TTP-132-00-01). We especially value their application for the way it seeks to enhance the University of Colorado Boulder Police Department's efforts to build a strong violence prevention framework for the university and local community, as well as its efforts to educate and provide trainings to stakeholders and community members focused on warning signs, risk factors, and threat assessment and management.

We are confident in the expertise of CSPV to coordinate, develop, and deliver the trainings, educational programming, and system improvements outlined in the project, and we are thrilled to see efforts being made to improve the prevention of violence on campus and in the local community. These efforts are particularly fitting and appreciated by our Office given the recent tragic act of targeted violence experienced in the Boulder community on March 22, 2021, where ten people died, and many others were victimized while shopping at a local grocery store. Further, we also appreciate that CSPV's proposal recognizes the unique strengths and needs of the university and the local community, including focus on programming such as Colorado's Safe2Tell bystander reporting and referral system at CU.

The Office of the District Attorney is responsible for the prosecution of all criminal matters in Boulder County with our primary focus of enhancing public safety while seeking justice for crime victims and their offenders, and contemporaneously balancing our efforts to incorporate crime prevention and diversion modalities. We see this grant proposal by the University of

Colorado as an extension of that mission and our work at the District Attorney's Office.

We are excited to support the University of Colorado Boulder and their grant proposal through our commitment to collaboration on training and educational awareness efforts at the university and in the greater community. The Boulder community is unique in its desire to learn and work together to combat targeted violence and its willingness to cross-train and join forces amongst various university groups, law enforcement, local religious groups, and community organizations, such as LGBTQ, NAACP, and those focusing on the unhoused population. The District Attorney's Office will also support the University's proposal by finding innovative ways to develop tools or programming for addressing risk factors associated with targeted violence and terrorism prevention. We would love to partner with the University on these efforts to enhance the safety of our university community and the greater Boulder County community. In addition, should the University need community stakeholder involvement, our Office would be happy to serve on the Project Advisory Board, if needed.

The proposed project presents an innovative and feasible way to prevent violence at the University of Colorado Boulder and in the surrounding community. We strongly recommend the application for support, and we look forward to continued collaborations in violence prevention with the University of Colorado.

Sincerely,

(b)(6)

Michael T. Dougherty  
District Attorney



# Boulder County Sheriff's Office

**JOE PELLE**  
Sheriff

May 4, 2021

The Honorable Alejandro Mayorkas  
Secretary of Homeland Security  
Washington, D.C. 20528

RE: Support of Application for Targeted Violence and Terrorism Prevention Grant Program

Dear Secretary Mayorkas,

The Boulder County Sheriff's Office is pleased to support the Center for the Study and Prevention of Violence (CSPV) at the University of Colorado Boulder as a recipient of a grant from the U.S. Department of Homeland Security's Targeted Violence and Terrorism Prevention Program (DHS-21-TTP-132-00-01). We value their application for the way it seeks to enhance the University of Colorado Boulder Police Department's efforts to build a strong violence prevention framework for the university and in the local community.

We are confident in the expertise of CSPV to coordinate, develop, and deliver the trainings, educational programming, and system improvements outlined in the project, and we are thrilled to see efforts being made to improve the prevention of violence on campus and in the local community. These efforts are particularly valued given the tragic act of targeted violence experienced in the Boulder community on March 22, 2021, where ten people died. Further, we appreciate that CSPV's proposal recognizes the unique strengths and needs of the university and the local community.

The Boulder County Sheriff's Office helps organizations provide public safety services and we see this grant proposal as an extension of that work. We are excited to support these efforts through trainings, expertise, and enhanced partnerships. In addition, a Boulder County Sheriff's Office designee would serve on the Project Advisory Board, if needed.

The proposed project presents an innovative and feasible way to prevent violence at the University of Colorado Boulder and in the surrounding community. I strongly recommend the application for support, and we look forward to continued collaborations in violence prevention with the University of Colorado.

Sincerely,

(b)(6)

Sheriff Joseph K. Pelle

Headquarters  
5600 Flatiron Parkway  
Boulder, CO 80301  
303-441-3600

Communications · Emergency Management  
3280 Airport Road  
Boulder, CO 80301  
303-441-4444 · 303-441-3390

Jail  
3200 Airport Road  
Boulder, CO 80301  
303-441-4600



**CITY  
OF  
BOULDER**

DEPARTMENT OF POLICE

Maris Herold  
Chief of Police

May 17, 2021

The Honorable Alejandro Mayorkas  
Secretary of Homeland Security  
Washington, D.C. 20528

RE: Support of Application for Targeted Violence and Terrorism Prevention Grant Program

Dear Secretary Mayorkas,

The City of Boulder Police Department is pleased to support the Center for the Study and Prevention of Violence (CSPV) at the University of Colorado Boulder as a recipient of a grant from the U.S. Department of Homeland Security's Targeted Violence and Terrorism Prevention Program (DHS-21-TTP-132-00-01). We value their application for the way it seeks to enhance the University of Colorado Boulder Police Department's efforts to build a strong violence prevention framework for the university and in the local community.

We are confident in the expertise of CSPV to coordinate, develop, and deliver the trainings, educational programming, and system improvements outlined in the project, and we are thrilled to see efforts being made to improve the prevention of violence on campus and in the local community. As you may know, the Boulder community experienced a tragic act of targeted violence experienced on March 22, 2021, where ten people died including a Boulder Police Department Officer. The experiences has raised our awareness of the need to strengthen our community's violence prevention infrastructure.

The City of Boulder Police Department is excited to support these efforts through CUPD's co-responder model for law enforcement calls and investigations.

The proposed project presents an innovative and feasible way to prevent violence at the University of Colorado Boulder and in the surrounding community. We strongly recommend the application for support, and we look forward to continued collaborations in violence prevention with the University of Colorado.

Sincerely,

Maris Herold  
Chief of Police



# COLORADO

**Division of Homeland Security  
& Emergency Management**

Department of Public Safety

19 May 2021

The Honorable Alejandro Mayorkas  
Secretary of Homeland Security  
Washington, D.C. 20528

RE: Support of Application for Targeted Violence and Terrorism Prevention Grant Program

Dear Secretary Mayorkas,

The Colorado Information Analysis Center is pleased to support the Center for the Study and Prevention of Violence (CSPV) at the University of Colorado Boulder as a recipient of a grant from the U.S. Department of Homeland Security's Targeted Violence and Terrorism Prevention Program (DHS-21-TTP-132-00-01). We value their application for the way it seeks to enhance the University of Colorado Boulder Police Department's efforts to build a strong violence prevention framework for the university and in the local community.

We are confident in the expertise of CSPV to coordinate, develop, and deliver the training, educational programming, and system improvements outlined in the project, and we are thrilled to see efforts being made to improve the prevention of violence on campus and in the local community. These efforts are particularly valued given the tragic act of targeted violence experienced in the Boulder community on March 22, 2021, where ten people died. Further, we appreciate that CSPV's proposal recognizes the unique strengths and needs of the university and the local community.

The Colorado Information Analysis Center has existed as the state's fusion center since 2004 and has been working to prevent targeted violence since 2019 through a statewide framework within the Colorado Preventing Targeted Violence (CO-PTV) Program, in which we are strengthening local prevention efforts and connecting prevention programs across the state to better facilitate communication and collaboration. We see this grant proposal as an extension of that work. We are excited to support these efforts through partnership on training and educational programming, as well as opportunities to promote CSPV's program as a best practice in Colorado for other communities looking to establish their own prevention program.

The proposed project presents an innovative and feasible way to prevent violence at the University of Colorado Boulder and in the surrounding community. We strongly recommend the application for support, and we look forward to continued collaborations in violence prevention with the University of Colorado.

Sincerely,

(b)(6)

Kevin McElyea  
Director

(b)(6)

Colorado Information Analyst Center  
Division of Homeland Security and Emergency Management  
Colorado Department of Public Safety



700 Kipling Street, Lakewood, CO 80215 | [www.colorado.gov/publicsafety](http://www.colorado.gov/publicsafety)

**COLORADO**

Department of Public Safety

JOE NEGUSE  
2ND DISTRICT, COLORADO



HOUSE OF REPRESENTATIVES  
WASHINGTON, D.C. 20515

HOUSE COMMITTEE ON  
THE JUDICIARY  
HOUSE COMMITTEE ON  
NATURAL RESOURCES  
SELECT COMMITTEE ON  
CLIMATE CRISIS

May 19, 2021

The Honorable Alejandro Mayorkas  
U.S. Department of Homeland Security  
Office of the Secretary  
Nebraska Avenue Complex  
3801 Nebraska Avenue, NW  
Washington, DC 20395

RE: Application for Targeted Violence and Terrorism Prevention Grant Program

Dear Secretary Mayorkas,

I would like to offer my support for the University of Colorado Boulder's grant application to the U.S. Department of Homeland Security's Targeted Violence and Terrorism Prevention Program (DHS-21-TTP-132-00-01). The University's Center for the Study and Prevention of Violence (CSPV) and CU Boulder Police Department (CUPD) have partnered on this proposal, which seeks to enhance efforts to build a strong violence prevention framework for the university and in the local community.

I am confident in the expertise of CSPV to coordinate, develop, and deliver the trainings, educational programming, and system improvements outlined in the project. CSPV has a rich 20-year history of collaborating with decision-makers to integrate the best available research into practice. CSPV has successfully led over 75 comprehensive school and community initiatives to prevent violence in Colorado and across the nation.

I am thrilled to see efforts underway to improve the prevention of violence on CU Boulder's campus and in the local community. These efforts are particularly critical following the tragic act of targeted violence experienced in the Boulder community on March 22, 2021, where ten people died. By promoting research-based strategies in conjunction with an innovative community-policing model, I believe CSPV will make an important impact in the community by restoring feelings of safety, comfort, and belonging. CSPV's proposal further recognizes the unique strengths and needs of the university and the local community.

The proposed project presents an innovative and feasible way to prevent violence at the University of Colorado Boulder and in the surrounding community. As such, I ask for full and fair consideration of their application. Thank you for your leadership on issues of importance to our nation, including the prevention of targeted violence.

Sincerely,

(b)(6)

Joe Neguse  
Member of Congress

JOHN HICKENLOOPER  
COLORADO

COMMITTEES:

COMMERCE, SCIENCE, AND TRANSPORTATION  
ENERGY AND NATURAL RESOURCES  
HEALTH, EDUCATION, LABOR, AND PENSIONS  
SMALL BUSINESS AND ENTREPRENEURSHIP

United States Senate

WASHINGTON, DC 20510-0611

WASHINGTON, DC  
374 RUSSELL SENATE OFFICE BUILDING  
WASHINGTON, DC 20510  
(202) 224-5841

COLORADO  
BYRON ROGERS FEDERAL BUILDING  
1961 STOUT STREET  
SUITE 12-300  
DENVER, CO 80294  
(303) 244-1628

<http://www.hickenlooper.senate.gov>

May 19, 2021

The Honorable Alejandro Mayorkas  
U.S. Department of Homeland Security  
Office of the Secretary  
Nebraska Avenue Complex  
3801 Nebraska Avenue, NW  
Washington, DC 20395

RE: Application for Targeted Violence and Terrorism Prevention Grant Program

Dear Secretary Mayorkas,

I would like to offer my enthusiastic support for the University of Colorado Boulder's grant application to the U.S. Department of Homeland Security's Targeted Violence and Terrorism Prevention Program (DHS-21-TTP-132-00-01). The university's Center for the Study and Prevention of Violence (CSPV) and CU Boulder Police Department (CUPD) have partnered on this proposal, which seeks to enhance efforts to build a strong violence prevention framework for the university and in the local community.

I am confident in the expertise of CSPV to coordinate, develop, and deliver the trainings, educational programming, and system improvements outlined in the project. CSPV has a rich 20-year history of collaborating with decision-makers to integrate the best available research into practice. CSPV has successfully led over 75 comprehensive school and community initiatives to prevent violence in Colorado and across the nation.

I am thrilled to see efforts underway to improve the prevention of violence on CU Boulder's campus and in the local community. These efforts are particularly critical following the tragic act of targeted violence experienced in the Boulder community on March 22, 2021, where ten people died. By promoting research-based strategies in conjunction with an innovative community-policing model, I believe CSPV will make an important impact in the community by restoring feelings of safety, comfort, and belonging. CSPV's proposal further recognizes the unique strengths and needs of the university and the local community.

The proposed project presents an innovative and feasible way to prevent violence at the University of Colorado Boulder and in the surrounding community. As such, I urge your strong support for the application. Thank you for your leadership on issues of importance to our nation, including the prevention of targeted violence.

Sincerely,

(b)(6)

John Hickenlooper  
United States Senator



MICHAEL F. BENNET  
COLORADO

COMMITTEES:  
AGRICULTURE, NUTRITION, AND FORESTRY  
FINANCE  
INTELLIGENCE

# United States Senate

WASHINGTON, DC 20510-0609

WASHINGTON, DC:  
261 RUSSELL SENATE OFFICE BUILDING  
WASHINGTON, DC 20510  
(202) 224-5852

COLORADO:  
CESAR E. CHAVEZ BUILDING  
1244 SPEER BOULEVARD  
DENVER, CO 80204  
(303) 465-7600

<http://www.bennet.senate.gov>

May 19, 2021

The Honorable Alejandro Mayorkas  
U.S. Department of Homeland Security  
Office of the Secretary  
Nebraska Avenue Complex  
3801 Nebraska Avenue, NW  
Washington, DC 20395

Dear Secretary Mayorkas:

I write regarding the University of Colorado Boulder's (CU Boulder) grant application to the U.S. Department of Homeland Security's Targeted Violence and Terrorism Prevention Program (*DHS-21-TTP-132-00-01*). The university's Center for the Study and Prevention of Violence (CSPV) partnered with CU Boulder Police Department on the proposal, which seeks to enhance efforts to build a strong violence prevention framework for the university and local community.

With a rich, 20-year history of collaborating with decision-makers to integrate research into practice, CSPV has the expertise to coordinate, develop, and deliver trainings, educational programming, and system improvements outlined in the project. CSPV successfully led over 75 comprehensive school and community initiatives to prevent violence in Colorado and across the nation. Following the tragic act of targeted violence experienced in the Boulder community on March 22, 2021, where ten people died, efforts to improve the prevention of violence on CU Boulder's campus and in the local community could not be more important.

The proposed project presents an innovative and feasible way to prevent violence at CU Boulder and in the surrounding community. Therefore, I encourage you to give the application submitted by CU Boulder's CSPV every appropriate consideration consistent with all applicable laws and regulations. Thank you for your leadership on issues of importance to our nation, including the prevention of targeted violence. Please notify my office of any funds awarded.

Sincerely,

(b)(6)

Michael F. Bennet  
United States Senator

Senate Majority Leader  
STEVE FENBERG  
Capitol: 303-866-4872  
Email: (b)(6)



Colorado State Capitol  
200 East Colfax Avenue  
Room 250  
Denver, CO 80203

## COLORADO STATE SENATE

May 20, 2021

The Honorable Alejandro Mayorkas  
Secretary of Homeland Security  
Washington, DC 20528

RE: Support of Application for Targeted Violence and Terrorism Prevention Grant Program

Dear Secretary Mayorkas,

I am pleased to support the Center for the Study and Prevention of Violence (CSPV) at the University of Colorado Boulder as a recipient of a grant from the U.S. Department of Homeland Security's Targeted Violence and Terrorism Prevention Program (DHS-21-TTP-132-00-01). As the state senator representing Boulder, I am proud of the CSPV and University of Colorado Boulder Police Department's efforts to build a strong violence prevention framework for the university and local community. These efforts are particularly valued in light of the tragic act of targeted violence the Boulder community suffered on March 22, 2021, where ten innocent people were killed.

CSPV seeks to prevent violence and promote healthy development by partnering with decision-makers to strategically integrate research and best practices. Their research, coupled with the resources of the campus police department, create a unique partnership that can help prevent future acts of violence and terrorism in the community.


The proposed project seeks to strengthen the university and local community's framework for the prevention of targeted violence, like mass shootings, and terrorism through a comprehensive and multi-pronged approach. The components of the project include awareness trainings and educational programming, enhanced engagement in the Boulder community against radicalization, enhanced threat assessment and management capability, trainings on Colorado's Safe2Tell bystander reporting, and innovative tools for addressing risk factors for violence and supporting threat management.

This program can help cultivate a resilient and safer community for everyone in Boulder. As our country continues to experience increased gun violence and mass shootings, it is critical that we develop the necessary framework to prevent these horrible tragedies.

If funded, this program will run from October 2021 to September 2023. Thank you for your time, and I encourage the U.S. Department of Homeland Security to fund CU Boulder's grant application.

Sincerely,

(b)(6)

A rectangular box with a black border, containing the text "(b)(6)" in the top-left corner. The rest of the box is empty, indicating that the signature has been redacted.

Senator Steve Fenberg (SD-18)  
Majority Leader  
Colorado State Senate



Erie Police Department  
1000 Telleen Avenue  
Erie, CO 80516  
p: 303-926-2800  
f: 303-926-2805  
[www.erieco.gov](http://www.erieco.gov)

May 4, 2021

The Honorable Alejandro Mayorkas  
Secretary of Homeland Security  
Washington, D.C. 20528

RE: Support of Application for Targeted Violence and Terrorism Prevention Grant Program

Dear Secretary Mayorkas,

The Erie Police Department is pleased to support the Center for the Study and Prevention of Violence (CSPV) at the University of Colorado Boulder as a recipient of a grant from the U.S. Department of Homeland Security's Targeted Violence and Terrorism Prevention Program (DHS-21-TTP-132-00-01). We value their application for the way it seeks to enhance the University of Colorado Boulder Police Department's efforts to build a strong violence prevention framework for the university and in the local community.

We are confident in the expertise of CSPV to coordinate, develop and deliver the trainings and educational programming along with the system improvements outlined in the project. We are pleased to see efforts being made to improve the prevention of violence on campus as well as in the local community. These efforts are particularly valued given the heinous targeted violence experienced within the Boulder community on March 22, 2021, where 10 people were killed. Further, we appreciate CSPV's proposal which recognizes the unique strengths and needs of the university and the local community.

The Erie Police Department helps organizations by serving and protecting our own community with honor and we see this grant proposal as an extension of this work. We are excited to support these efforts through our continued collaboration and partnership with the University of Colorado Police Department. We are certainly on board with participating in trainings and other programs due to our great regard for the University of Colorado Police Department.

The proposed project presents an innovative and feasible way to prevent violence at the University of Colorado Boulder and in the surrounding community. We strongly recommend the



application for support of this grant and we look forward to continued collaborations in violence prevention with the University of Colorado.

Sincerely,

(b)(6)

Kimberly A. Stewart  
Chief of Police  
Erie Police Department  
1000 Telleen Avenue  
Erie, CO 80516





Rick Bashor, Chief of Police

May 4, 2021

The Honorable Alejandro Mayorkas  
Secretary of Homeland Security  
Washington, D.C. 20528

RE: Support of Application for Targeted Violence and Terrorism Prevention Grant Program

Dear Secretary Mayorkas,

The Lafayette Police Department is pleased to support the Center for the Study and Prevention of Violence (CSPV) at the University of Colorado Boulder as a recipient of a grant from the U.S. Department of Homeland Security's Targeted Violence and Terrorism Prevention Program (DHS-21-TTP-132-00-01). We value their application for the way it seeks to enhance the University of Colorado Boulder Police Department's efforts to build a strong violence prevention framework for the university and in the local community.

We are confident in the expertise of CSPV to coordinate, develop, and deliver the trainings, educational programming, and system improvements outlined in the project, and we are thrilled to see efforts being made to improve the prevention of violence on campus and in the local community. These efforts are particularly valued given the tragic act of targeted violence experienced in the Boulder community on March 22, 2021, where ten people died. Further, we appreciate that CSPV's proposal recognizes the unique strengths and needs of the university and the local community.

The proposed project presents an innovative and feasible way to prevent violence at the University of Colorado Boulder and in the surrounding community. We strongly recommend the application for support, and we look forward to continued collaborations in violence prevention with the University of Colorado.

Sincerely,

(b)(6)

A rectangular box with a black border, used to redact the signature of Rick Bashor.

Rick Bashor  
Chief of Police



**CITY OF LONGMONT | Department of Public Safety**  
Police, Fire, and Community Health & Resilience



**POLICE INFORMATION** 303-651-8555 | **FIRE INFORMATION** 303-651-8437  
**COMMUNITY HEALTH AND RESILIENCE OFFICE** 303-651-8438  
**9-1-1 EMERGENCY COMMUNICATIONS CENTER** 303-651-8501

May 19, 2021

The Honorable Alejandro Mayorkas  
Secretary of Homeland Security  
Washington, D.C. 20528

**RE: Support of Application for Targeted Violence and Terrorism Prevention Grant Program**

Dear Secretary Mayorkas,

Longmont Police Services is pleased to support the Center for the Study and Prevention of Violence (CSPV) at the University of Colorado Boulder as a recipient of a grant from the U.S. Department of Homeland Security's Targeted Violence and Terrorism Prevention Program (DHS-21-TTP-132-00-01). We value their application for the way it seeks to enhance the University of Colorado Boulder Police Department's efforts to build a strong violence prevention framework for the university and in the local community.

We are confident in the expertise of CSPV to coordinate, develop, and deliver the trainings, educational programming, and system improvements outlined in the project, and we are thrilled to see efforts being made to improve the prevention of violence on campus and in the local community. These efforts are particularly valued given the tragic act of targeted violence experienced in the Boulder community on March 22, 2021, where ten people died.

Longmont Police Services works closely with our partners at the University of Colorado Boulder Police Department. Longmont Police Services has several officers who are assigned as Terrorism Liaison Officers, and they work closely with the Colorado Information Analysis Center. Longmont Police Service routinely shares intelligence, bulletins, and other pertinent information with our partners. We also receive the same information from our partner agencies, and we see this grant proposal as an extension of that work. We are excited to support these efforts through collaboration, coordination, and training. Our agencies cannot and do not work in a vacuum, and we are looking forward to our ongoing work with the University of Colorado Boulder Police Department.

The proposed project presents an innovative and feasible way to prevent violence at the University of Colorado Boulder and in the surrounding communities. We strongly recommend the application for support, and we look forward to continued collaborations in violence prevention with the University of Colorado.

Sincerely,

(b)(6)

Jeffrey M. Satur  
Deputy Chief  
Longmont Police Services



# LOUISVILLE POLICE DEPARTMENT

992 VIA APPIA WAY • LOUISVILLE, COLORADO 80027  
MAIN PHONE: (303) 666-8634 • FAX: (303) 335-4683

DAVID D. HAYES  
CHIEF OF POLICE

May 4, 2021

The Honorable Alejandro Mayorkas  
Secretary of Homeland Security  
Washington, D.C. 20528

RE: Support of Application for Targeted Violence and Terrorism Prevention Grant Program

Dear Secretary Mayorkas:

The Louisville Police Department is pleased to support the Center for the Study and Prevention of Violence (CSPV) at the University of Colorado Boulder as a recipient of a grant from the U.S. Department of Homeland Security's Targeted Violence and Terrorism Prevention Program (DHS-21-TTP-132-00-01). We value their application for the way it seeks to enhance the University of Colorado Boulder Police Department's efforts to build a strong violence prevention framework for the university, and in the local community. Further, we have historically had a strong working relationship with the University of Colorado and the University of Colorado Police Department, and of course want to continue and build on this relationship.

We are confident in the expertise of CSPV to coordinate, develop, and deliver the trainings, educational programming, and system improvements outlined in the project, and we are thrilled to see efforts being made to improve the prevention of violence on campus and in the local community. These efforts are particularly valued given the tragic act of targeted violence experienced in the Boulder community on March 22, 2021, where ten people died. Further, we appreciate that CSPV's proposal recognizes the unique strengths and needs of the university and the local community. And, we are looking forward to the positive difference this project will make on our collective communities.

The Louisville Police Department helps organizations who work with our communities, and this is course is reflected in our Mission and Values. Further, we see this grant proposal as an extension of that work. We are excited to support these efforts through trainings, expertise, collaboration, collaboration, and partnerships. In addition, I would be honored to serve on the Project Advisory Board.

The proposed project presents an innovative and feasible way to prevent violence at the University of Colorado Boulder and in the surrounding communities. We strongly recommend the application for support, and we look forward to continued collaborations in violence prevention with the University of Colorado.

Sincerely,

(b)(6)

David D. Hayes  
Chief of Police



Accredited by the  
Colorado Association of  
Chiefs of Police



COLORADO • SINCE 1878





Service Since 1885

Nederland Marshal's Office

05/13/21

The Honorable Alejandro Mayorkas

Secretary of Homeland Security

Washington, D.C. 20528

RE: Support of Application for Targeted Violence and Terrorism Prevention Grant Program

Dear Secretary Mayorkas,

The Nederland Marshal's Office, is pleased to support the Center for the Study and Prevention of Violence (CSPV) at the University of Colorado Boulder as a recipient of a grant from the U.S. Department of Homeland Security's Targeted Violence and Terrorism Prevention Program (DHS-21-TTP-132-00-01). We value their application for the way it seeks to enhance the University of Colorado Boulder Police Department's efforts to build a strong violence prevention framework for the university and in the local community.

We are confident in the expertise of CSPV to coordinate, develop, and deliver the trainings, educational programming, and system improvements outlined in the project, and we are thrilled to see efforts being made to improve the prevention of violence on campus and in the local community. These efforts are particularly valued given the tragic act of targeted violence experienced in the Boulder community on March 22, 2021, where ten people died.

The Nederland Marshal's Office helps and supports all Boulder County Law Enforcement agencies, with information sharing, crime prevention, and enforcement. We see this grant proposal as an extension of that work. We are excited to support these efforts through, continued collaboration with all Boulder County Agencies. The Nederland Marshal's Office is highly interested in being supplied training by the University of Boulder Police Department on the following areas. The radicalization and targeted violence towards religious groups, the LGBTQ community, ethnic groups, University students, staff and the Law Enforcement Community. We are excited about the potential of the Safe2Tell program being expanded beyond educational settings. I as the Town Marshal understand our small agency is not capable of implementing such a large undertaking. We rely on our larger partner agencies for training and support.

The proposed project presents an innovative and feasible way to prevent violence at the University of Colorado Boulder and in the surrounding community. We strongly recommend the application for support, and we look forward to continued collaborations in violence prevention with the University of Colorado.

Sincerely,

Larry Johns, Town Marshal.

**Larry Johns** *Chief of Police*

20 Lakeview Drive, P.O. Box 396, Nederland, CO 80466 ☎ (303) 258-3250

**LETTERS OF SUPPORT  
FROM  
UNIVERSITY PARTNERS**



## University of Colorado

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**Department of Intercollegiate Athletics**  
**Champions Center**  
**2150 Stadium Drive Ste 506, 368 UCB**  
**Boulder, CO 80309-0368**  
**303-492-6843**

May 12, 2021

The Honorable Alejandro Mayorkas  
Secretary of Homeland Security  
Washington, D.C. 20528

RE: Support of Application for Targeted Violence and Terrorism Prevention Grant Program

Dear Secretary Mayorkas,

The University of Colorado Athletic Department is pleased to support the Center for the Study and Prevention of Violence (CSPV) at the University of Colorado Boulder as a recipient of a grant from the U.S. Department of Homeland Security's Targeted Violence and Terrorism Prevention Program (DHS-21-TTP-132-00-01). We value their application for the way it seeks to enhance the University of Colorado Boulder Police Department's efforts to build a strong violence prevention framework for the university and in the local community.

We are confident in the expertise of CSPV to coordinate, develop, and deliver the trainings, educational programming, and system improvements outlined in the project, and we are thrilled to see efforts being made to improve the prevention of violence on campus and in the local community. These efforts are particularly valued given the tragic act of targeted violence experienced in the Boulder community on March 22, 2021, where ten people died. Further, we appreciate that CSPV's proposal recognizes the unique strengths and needs of the university and the local community.

We are excited to support these efforts through various campus collaborations and partnerships. Whether it be campus officers presenting active harmer training to our staff and student-athletes or our continued partnership of Training Day with the Buffs, we stand in support of the University of Colorado Police Department's active and inclusive outreach in the community. In addition, I would be happy to serve on the Project Advisory Board, if needed.

The proposed project presents an innovative and feasible way to prevent violence at the University of Colorado Boulder and in the surrounding community. We strongly recommend the application for support, and we look forward to continued collaborations in violence prevention with the University of Colorado.

Respectfully,

(b)(6)

A large rectangular box with a black border, used to redact the signature of Rick George. The text "(b)(6)" is written in the top-left corner of the box.

Rick George  
Athletic Director  
University of Colorado, Boulder



**Dean of Students Office**  
Center for Community S430, 10 UCB  
Boulder, CO 80310-0154  
(303) 492-9048 Office  
(303) 492-3589 Fax

May 18, 2021

The Honorable Alejandro Mayorkas  
Secretary of Homeland Security  
Washington, D.C. 20528

RE: Application for Targeted Violence and Terrorism Prevention Grant Program

Dear Secretary Mayorkas,

The Dean of Students Office and the Division of Student Affairs at the University of Colorado, Boulder is pleased to support the University of Colorado Boulder's Center for the Study and Prevention of Violence (CSPV) on their grant application to the U.S. Department of Homeland Security's Targeted Violence and Terrorism Prevention Program (DHS-21-TTP-132-00-01). We value their application for the way it seeks to enhance the prevention of targeted violence and terrorism in partnership with the University of Colorado Police Department (CUPD) and the local community.

The Dean of Students Office is responsible for over 30,000 students' safety and wellbeing. Part of this responsibility is ensuring our threat assessment team (Students of Concern Team) is provided with support and resources. College campuses represent a challenging environment for threat assessment, because this is largely a transient population (4-6 year turnover of student population, with annual turnover of over seven thousand students). Furthermore, there are approximately ten thousand employees (and their turnover) that we need to keep informed about how to identify and report concerns. We see this grant proposal as an exciting opportunity to improve our abilities to identify and work with students of concern on campus. The student threat assessment team, which I lead, has received over one thousand referrals over the last 4 years. Although this may seem somewhat successful, we are still consistently learning about higher-level behaviors of concern that should have been referred to our student threat assessment team much earlier, sometimes years prior to when we finally learn about the problem. As with any threat assessment team, we rely on a committee of professionals who are working hard at a full-time job and then have the responsibilities of working on the threat assessment team. Our partnerships with team members and their departments are core to the successes we have experienced. In particular, the University of Colorado Police Department has been core to our success, not only because they understand the importance of threat assessment teams, but because they are able to engage quickly and make contact with students of concern or partner with local or federal law enforcement agencies to quickly address safety concerns. The University of Colorado Police are often the ones making the initial contact and

providing important early assessment that greatly contributes to the successes of our student threat assessment team.

We appreciate the opportunity to expand upon and enhance our threat assessment and management procedures, training, and monitoring in partnership with CSPV and CUPD through this grant.

Sincerely,

(b)(6)

Devin Cramer  
Assistant Dean of Students & Acting Dean of Students  
Chair of Student of Concern Team



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May 12, 2021

The Honorable Alejandro Mayorkas  
Secretary of Homeland Security  
Washington, D.C. 20528

RE: Application for Targeted Violence and Terrorism Prevention Grant Program

Dear Secretary Mayorkas,

The University of Colorado Boulder Human Resources Department is pleased to support the Center for the University of Colorado Boulder's Center Study and Prevention of Violence (CSPV) on their grant application to the U.S. Department of Homeland Security's Targeted Violence and Terrorism Prevention Program (DHS-21-TTP-132-00-01). We value their application for the way it seeks to enhance the prevention of targeted violence and terrorism in partnership with the University of Colorado Police Department (CUPD) and the local community.

CU Human Resources chairs the Behavioral Intervention Team to evaluate and assist faculty, staff and affiliates who may be a threat to self or threat to others and we see this grant proposal as an exciting opportunity to improve our work with individuals of concern on campus. The Behavioral Intervention Team, which I lead has averaged 47 threat cases over the last three years. The Behavioral Intervention Team is a cross-disciplined team, where the CUPD is a member. As this team evaluates and assists in threat cases, we are always exploring ways to enhance our management procedures and efficiencies across multiple campus departments.

We appreciate the opportunity to expand upon and enhance our threat assessment and management procedures, training, and monitoring in partnership with CSPV and CUPD through this grant.

Sincerely

(b)(6)

Lisa Landis

Assistance Vice Chancellor of Employee Relations and HR Operations

**Taylor Weinsz | Kavya Kannan | Ben Capeloto | CU Boulder Student Body Presidents |  
UMC Room 125, 206 UCB Boulder, CO 80309**

May 18<sup>th</sup>, 2021

The Honorable Alejandro Mayorkas  
Secretary of Homeland Security  
Washington, D.C. 20528

RE: Support of Application for Targeted Violence and Terrorism Prevention Grant Program

Dear Secretary Mayorkas,

As the Presidents of the University of Colorado Boulder's (CU) Student Government, we are thrilled to support the Center for the Study and Prevention of Violence's (CSPV) grant application to the U.S. Department of Homeland Security's Targeted Violence and Terrorism Prevention Program (DHS-21-TTP-132-00-01). We value their application for the way it seeks to enhance the university and local community's violence prevention framework, as well as for the way it includes CU students in the work.

As you may know, the Boulder community experienced a tragic act of targeted violence experienced on March 22, 2021, where ten people died just blocks from CU's campus. The trauma experienced has raised our and other students' awareness of the need for awareness training and messaging on the warning signs for targeted violence and terrorism and the ways to report those warning signs to university officials – so that help can be provided.

The University of Colorado Boulder's Student Government helps to coordinate community awareness events and efforts with other campus offices on campus. As Tri-Executives, it is our goal to improve the campus and to help students feel safe, heard, and respected. We are excited to support the efforts proposed in the project – as they will benefit our students, campus, and community for years to come. We also love the idea of including student safety ambassadors and social and digital media messaging to promote safety. In addition, we would be honored to serve on the Project Advisory Board, if needed.

We strongly recommend the application for support and look forward to continued collaborations in violence prevention with CSPV and the larger university-community.

Sincerely,

(b)(6)

(b)(6)

**Taylor Weinsz**  
External Tri-Executive  
CU Student Government

**Kavya Kannan**  
Student Affairs Tri-Executive  
CU Student Government

**Ben Capeloto**  
Internal Tri-Executive  
CU Student Government



**Alessandra Wilson | Emily Huang|**  
**Chief and Deputy Chief Justices of the Appellate Court**  
**University of Colorado Boulder Student Government**  
**UMC Room 125, 206 UCB**  
**Boulder, CO 80309**

May 18<sup>th</sup>, 2021

The Honorable Alejandro Mayorkas  
Secretary of Homeland Security  
Washington, D.C. 20528

RE: Support of Application for Targeted Violence and Terrorism Prevention Grant Program

Dear Secretary Mayorkas,

The Chief Justice and the Deputy Chief Justice of the Appellate Court for the University of Colorado Boulder's Student Government are pleased to support the Center for the Study and Prevention of Violence (CSPV) at the University of Colorado Boulder as a recipient of a grant from the U.S. Department of Homeland Security's Targeted Violence and Terrorism Prevention Program (DHS-21-TTP-132-00-01). We value their application for the way it seeks to enhance the university and local community's violence prevention framework.

As you may know, the Boulder community experienced a tragic act of targeted violence experienced on March 22, 2021, where ten people died including a Boulder Police Department Officer. The experience has raised our awareness of the need to improve students' understanding of the warning signs for targeted violence and terrorism and the ways to report those warning signs to authorities.

The University of Colorado Boulder's Student Government helps to coordinate community awareness events and efforts with other campus offices, including CUPD. We are excited to support the efforts proposed in the project – as they will benefit our students, campus, and community for years to come. We love the idea of including student safety ambassadors and social and digital media messaging to promote safety in our community. In addition, we would be honored to serve on the Project Advisory Board, if needed.

We strongly recommend the application for support, and we look forward to continued collaborations in violence prevention with the University of Colorado.

Sincerely,

(b)(6)

**Alessandra Wilson**  
Chief Justice  
CU Student Government

(b)(6)

**Emily Huang**  
Deputy Chief Justice  
CU Student Government

**LETTERS OF SUPPORT  
FROM  
COMMUNITY PARTNERS**



May 13th, 2021

The Honorable Alejandro Mayorkas  
Secretary of Homeland Security  
Washington, D.C. 20528

RE: Support of Application for Targeted Violence and Terrorism Prevention Grant Program

Dear Secretary Mayorkas,

The Art Culture and Education program at the Boulder JCC: ACE is pleased to support the Center for the Study and Prevention of Violence (CSPV) at the University of Colorado Boulder as a recipient of a grant from the U.S. Department of Homeland Security's Targeted Violence and Terrorism Prevention Program (DHS-21-TTP-132-00-01). We value their application for the way it seeks to enhance the University of Colorado Boulder Police Department's efforts to build a strong violence prevention framework for the university and in the local community.

We are confident in the expertise of CSPV to coordinate, develop, and deliver the trainings, educational programming, and system improvements outlined in the project, and we are thrilled to see efforts being made to improve the prevention of violence on campus and in the local community. These efforts are particularly valued given the tragic act of targeted violence experienced in the Boulder community on March 22, 2021, where ten people died. Further, we appreciate that CSPV's proposal recognizes the unique strengths and needs of the university and the local community.

ACE's mission is to provide enlightening and entertaining arts, cultural and educational programs for the Jewish community and the community at large and we see this grant proposal as an extension of that work. We are excited to support these efforts through partnering on a series of educational programs. In addition, I would be happy to serve on the Project Advisory Board, if needed.

The proposed project presents an innovative and feasible way to prevent violence at the University of Colorado Boulder and in the surrounding community. We strongly recommend the application for support, and we look forward to continued collaborations in violence prevention with the University of Colorado.

Sincerely,

Joy Alice Eisenhauer  
Director of Art Culture & Education

6007 Oreg Avenue • Boulder, CO 80303 • boulderjcc.org

(b)(6)



The Fight Back Foundation  
6295 Greenwood Plaza Drive  
Greenwood Village, CO 80111

May 13, 2021

The Honorable Alejandro Mayorkas  
Secretary of Homeland Security  
Washington, D.C. 20528

RE: Support of Application for Targeted Violence and Terrorism Prevention Grant Program

Dear Secretary Mayorkas,

The Fight Back Foundation is pleased to support the Center for the Study and Prevention of Violence (CSPV) at the University of Colorado Boulder as a recipient of a grant from the U.S. Department of Homeland Security's Targeted Violence and Terrorism Prevention Program (DHS-21-TTP-132-00-01). We value their application for the way it seeks to enhance the University of Colorado Boulder Police Department's efforts to build a strong violence prevention framework for the university and in the local community.

We are confident in the expertise of CSPV to coordinate, develop, and deliver the trainings, educational programming, and system improvements outlined in the project, and we are thrilled to see efforts being made to improve the prevention of violence on campus and in the local community. These efforts are particularly valued given the tragic act of targeted violence experienced in the Boulder community on March 22, 2021, where ten people died. Further, we appreciate

that CSPV's proposal recognizes the unique strengths and needs of the university and the local community.

The Fight Back Foundation has a robust effort to solve issues around school safety through our School Safety 360 project. and we see this grant proposal as an extension of that work. We are excited to support these efforts through trainings, data collection and analysis, sharing of best practices and long term strategy. In addition, I would be happy to serve on the Project Advisory Board, if needed.

I also serve on the University of Colorado board of regents, and support this effort wholeheartedly in that capacity.

The proposed project presents an innovative and feasible way to prevent violence at the University of Colorado Boulder and in the surrounding community. We strongly recommend the application for support, and we look forward to continued collaborations in violence prevention with the University of Colorado.

Sincerely,

(b)(6)

Heidi Ganahl

(b)(6)

President, Fight Back Foundation  
Regent, University of Colorado



# Growing Up Boulder

*elevating youth voices to create better communities for all*

Growing Up Boulder  
c/o Colorado Nonprofit Development Center  
789 Sherman Street, Suite 250  
Denver, CO 80203

May 18, 2021

(b)(6)

The Honorable Alejandro Mayorkas  
Secretary of Homeland Security  
Washington, D.C. 20528

RE: Support of Application for Targeted Violence and Terrorism Prevention Grant Program

Dear Secretary Mayorkas,

Growing Up Boulder pleased to support the Center for the Study and Prevention of Violence (CSPV) at the University of Colorado Boulder as a recipient of a grant from the U.S. Department of Homeland Security's Targeted Violence and Terrorism Prevention Program (DHS-21-TTP-132-00-01). We value their application for the way it seeks to enhance the University of Colorado Boulder Police Department's efforts to build a strong violence prevention framework for the university and in the local community. It also aligns beautifully with Growing Up Boulder's work to seek co-created solutions to community safety. As a University-partnered program that works within the University community and beyond, Growing Up Boulder hopes to see this framework funded.

We are confident in the expertise of CSPV to coordinate, develop, and deliver the trainings, educational programming, and system improvements outlined in the project, and we are thrilled to see efforts being made to improve the prevention of violence on campus and in the local community. Our organization has been extremely impressed with CSPV's violence prevention efforts for many years. These efforts are particularly valued given the tragic act of targeted violence experienced in the Boulder community on March 22, 2021, where ten people died. Further, we appreciate that CSPV's proposal recognizes the unique strengths and needs of the university and the local community.

Growing Up Boulder's mission is to empower Boulder's young people with opportunities for inclusion, influence, and deliberation on local issues which affect their lives. This includes informing discussions of policing and safety from a child or youth's perspective. Growing Up Boulder has been engaged in "reimagining policing" work for 6 months, and we will continue to do so with the City of Boulder for the next two years. CSPV's work complements Growing Up



# Growing Up Boulder

*elevating youth voices to create better communities for all*

Growing Up Boulder  
c/o Colorado Nonprofit Development Center  
789 Sherman Street, Suite 250  
Denver, CO 80203  
(720) 310-5781  
growingupboulder.org

May 18, 2021

Boulder's work, and receiving this grant would allow both organizations to effect change much more quickly and significantly. We would be able to share best practices and build upon what we have already learned from the community. In addition, I would be happy to serve on the Project Advisory Board, if needed.

The proposed project presents an innovative and feasible way to prevent violence at the University of Colorado Boulder and in the surrounding community. We strongly recommend the application for support, and we look forward to continued collaborations in violence prevention with the University of Colorado.

Sincerely,

(b)(6)

Mara Mintzer  
*Co-Founder and Executive Director  
Growing Up Boulder*



st John's  
EPISCOPAL CHURCH

(b)(6)

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

May 13, 2021

The Honorable Alejandro Mayorkas  
Secretary of Homeland Security  
Washington, D.C. 20528

RE: Support of Application for Targeted Violence and Terrorism Prevention Grant Program

Dear Secretary, Mayorkas,

St John's Episcopal Church is pleased to support the Center for the Study and Prevention of Violence (CSPV) at the University of Colorado Boulder as a recipient of a grant from the U.S. Department of Homeland Security's Targeted Violence and Terrorism Prevention Program (DHS-21-TTP-132-00-01). We value their application for the way it seeks to enhance the University of Colorado Boulder Police Department's efforts to build a strong violence prevention framework for the university and in the local community. We also would be pleased to support CSPV's work by hosting a Safe2Tell training as another important intervention for violence prevention in the Boulder Community. Safe2Tell has proven its value to Colorado and would be an important addition to the work of our church.

We are confident in the expertise of CSPV to coordinate, develop, and deliver the trainings, educational programming, and system improvements outlined in the project, and we are thrilled to see efforts being made to improve the prevention of violence on campus and in the local community. These efforts are particularly valued given the tragic act of targeted violence experienced in the Boulder community on March 22, 2021, where ten people died. Further, we appreciate that CSPV's proposal recognizes the unique strengths and needs of the university and the local community.

St John's helps organizations further the ideals of civility and compassion, equity and justice, and environmental care, and we see this grant proposal as an extension of that work. We are excited to support these efforts by hosting trainings and collaborating in other ways to promote our mutually held ideals. In addition, I would be happy to serve on the Project Advisory Board, if needed.



The proposed project presents an innovative and feasible way to prevent violence at the University of Colorado Boulder and in the surrounding community. We strongly recommend the application for support, and we look forward to continued collaborations in violence prevention with the University of Colorado.

Sincerely,

(b)(6)

A rectangular box with a black border, used to redact the signature of the sender. The text "(b)(6)" is written in the top-left corner of the box.

The Rev. Susan W. Springer  
Rector, St John's Episcopal Church

**Appendix C: Training Curriculum Content by Topic** (pending OTVTP’s review)\*

	<b>Topic</b>	<b>References &amp; Resources</b>	<b>Subject Matter Experts/Trainers</b>
<b>1.</b>	<b>Warning Signs for Concern – CU and Boulder County Residents</b>		
	<ul style="list-style-type: none"> <li>• <u>terms and definitions</u>: targeted violence, radicalization to violence, terrorism, risk factors vs. indicators, social isolation</li> <li>• <u>pathways and signs</u>: phases, influences, social isolation, and warning signs <ul style="list-style-type: none"> <li>○ case study examples</li> </ul> </li> <li>• <u>solutions</u>: bystander reporting, interventions, continuum for interventions, monitoring</li> </ul>	<p>Bockler et al., 2018a, 2018b; DHS, 2020a; Langman, 2010; Lankford &amp; Hakin, 2011; NTAC, 2019; Smith, 2018</p> <p><a href="http://www.stopthinkconnect.org">www.stopthinkconnect.org</a> – safety awareness from cyberthreats</p> <p><a href="http://www.vetoviolence.cdc.gov">www.vetoviolence.cdc.gov</a> – tools and trainings</p>	<p>Mark Heyart Jeff Allison Sarah Goodrum Marissa Randazzo William Woodward</p>
<b>2.</b>	<b>Strategies for Digital Media Literacy – CU and Boulder County Residents</b>		
	<ul style="list-style-type: none"> <li>• <u>terms and definitions</u>: medial literacy, online critical thinking, radicalization, terrorism, targeted violence</li> <li>• <u>online content</u>: misinformation, malinformation, disinformation <ul style="list-style-type: none"> <li>○ case study examples</li> </ul> </li> <li>• <u>steps for digital media literacy</u>: consider source, triple check source, identify author, inspect URL, examine grammar, seek other viewpoints, assess before disseminating</li> </ul>	<p>CDC, 2011; CISA, 2021a, 2021b; OTVTP, 2016, 2021; U.S. DOE, 2021</p> <p>CDC’s Social Media Toolkit – <a href="https://www.cdc.gov/socialmedia/tools/guidelines/pdf/socialmediatoolkit_bm.pdf">https://www.cdc.gov/socialmedia/tools/guidelines/pdf/socialmediatoolkit_bm.pdf</a></p>	<p>Mark Heyart Susan Payne</p>
<b>3.</b>	<b>Bystander Reporting and Response – Community Awareness Campaign</b>		
	<ul style="list-style-type: none"> <li>• <u>terms and definitions</u> – bystander, upstander, leaks, warning signs, information to report, anonymous</li> <li>• <u>reporting methods and platforms</u></li> <li>• <u>information to report</u> <ul style="list-style-type: none"> <li>○ case study examples</li> </ul> </li> </ul>	<p>Planty et al., 2018</p>	<p>Mark Heyart Susan Payne Safe2Tell Staff</p>

4.	<b>Bystander Reporting, Response, and Referral – CUPD Officers and Co-Responders</b>		<ul style="list-style-type: none"> <li>• <u>terms and definitions</u> – tips, triage, P3 software system, case disposition, investigation, assessment, referral</li> <li>• <u>building a bystander system</u> – <ul style="list-style-type: none"> <li>○ steps</li> <li>○ co-responder team formation</li> <li>○ team communication</li> <li>○ table-top exercises</li> </ul> </li> <li>• <u>tip triage process</u> – <ul style="list-style-type: none"> <li>○ investigation</li> <li>○ assessment</li> <li>○ referrals and resources</li> <li>○ disposition reporting</li> <li>○ table-top exercises</li> </ul> </li> </ul>	Planty et al., 2018	Mark Heyart Susan Payne Safe2Tell Staff
5.	<b>Threat Assessment and Management – CU Threat Assessment Teams</b>		<ul style="list-style-type: none"> <li>• <u>terms and definitions</u>: threat assessment, static vs. dynamic factors, screen, full threat assessment, response management plan, targeted violence, radicalization, terrorism, concerning behaviors, risk factors, protective factors, indicators, stressors</li> <li>• <u>assessment</u>: Secret Service’s 10 key findings, 6 principles, and 11 questions <ul style="list-style-type: none"> <li>○ case study examples</li> <li>○ digital threat assessment</li> <li>○ FERPA</li> <li>○ internal and external resources</li> </ul> </li> <li>• <u>solutions/process</u>: <ol style="list-style-type: none"> <li>1. identifying concerning or changing behavior,</li> <li>2. assessing level of risk for individuals of concern, and</li> </ol> </li> </ul>	Dwyer & Warger, 1998; FBI, 2017; Fein et al., 2004; NABITA, 2021; NTAC, 2018; OTVTP, 2021b	Jeff Allison Sarah Goodrum Susan Payne Marisa Randazzo William Woodward NABITA

	3. implementing and managing referrals, treatments, and interventions to individuals of concern to prevent violence		
<b>6.</b>	(b)(7)(E)	<b>CUPD Officers, Co-Responders, and Local Law Enforcement</b>	
	<u>curriculum to be developed:</u> <ul style="list-style-type: none"> <li>• terms and definitions</li> <li>• criteria for use <ul style="list-style-type: none"> <li>○ case study examples</li> </ul> </li> <li>• software system</li> <li>• (b)(7)(E) <ul style="list-style-type: none"> <li>○ interviewing skills</li> <li>○ case study examples</li> <li>○ table-top exercises</li> </ul> </li> </ul>	Campbell, 1995; Dutton, 1995; Fein et al., 2004; Kropp et al., 1999; NTAC, 2018, 2019	Jeff Allison Susan Payne Marisa Randazzo Navigate 360
<b>7.</b>	(b)(7)(E)	<b>CUPD, CU, and Local Law Enforcement</b>	
	<u>curriculum to be developed:</u> <ul style="list-style-type: none"> <li>• terms and definitions</li> <li>• criteria for use <ul style="list-style-type: none"> <li>○ case study examples</li> </ul> </li> <li>• software system <ul style="list-style-type: none"> <li>○ documentation</li> <li>○ procedures</li> <li>○ management/monitoring</li> <li>○ case study examples</li> <li>○ table-top exercises</li> </ul> </li> </ul>	Fein et al., 2004; NTAC, 2018, 2019	Jeff Allison Sarah Goodrum Susan Payne Marisa Randazzo NABITA Navigate 360
<b>8.</b>	<b>Student Safety Ambassador Preparation</b>		
	<u>curriculum to be developed:</u> <ul style="list-style-type: none"> <li>• risk/protective factors</li> <li>• warning signs <ul style="list-style-type: none"> <li>○ targeted violence</li> <li>○ radicalization</li> <li>○ terrorism</li> </ul> </li> <li>• media literacy</li> <li>• bystander reporting</li> <li>• peer-to-peer engagement</li> <li>• threat assessment</li> </ul>	DHS, 2020b; Fein et al., 2004; NTAC, 2018, 2019  Project PACE Inkblot Rhody Ripple	Feed Media Marketing for Change Sarah Goodrum Susan Payne

\*The list of resources, references, and subject matter experts will be revised as the Project Management Team, Project Advisory Board, and Project Consultants develop training presentations and materials in consultation with OTVTP.

**Appendix D:** (b)(7)(E) **for Law Enforcement Assessment**

(b)(7)(E)

*~not a substitute or replacement for a behavioral threat assessment~*

*Developed by the National Association of School Resources Officers through funding from the U.S. Department of Justice's Office of Community Oriented Policing Services*

Officer: \_\_\_\_\_

Date: \_\_\_\_\_

Case #: \_\_\_\_\_

(b)(7)(E)

(b)(7)(E)

## Appendix E: CVs for Key Personnel

<b>UNIVERSITY OF COLORADO BOULDER</b>	
<b>Center for the Study and Prevention of Violence (CSPV)</b>	
1.	Sarah Goodrum, Ph.D., Senior Research Associate
2.	Beverly Kingston, Ph.D., Director and Senior Research Associate
3.	Sabrina Arredondo Mattson, Ph.D., Senior Research Associate
4.	Amanda Matthews, M.S.W., Professional Research Assistant
5.	William Woodward, M.P.A., Training Director
<b>Police Department (CUPD)</b>	
6.	Chief Doreen Jokerst
7.	Commander Mark Heyart

## SARAH GOODRUM

## CONTACT

(b)(6)

## EDUCATION

- Ph.D. UNIVERSITY OF TEXAS AT AUSTIN, Sociology, 2001  
 Chair: Dr. Mark C. Stafford  
 Committee Members: Drs. Debra Umberson, Christine Williams, and Sheldon Ekland-Olson
- M.A. UNIVERSITY OF TEXAS AT AUSTIN, Sociology, 1997  
 Examinations in Sociology of Law (*Passed with Highest Honors*)
- B.A. TEXAS A&M UNIVERSITY, Sociology, 1993

## PROFESSIONAL POSITIONS

UNIVERSITY OF COLORADO BOULDER, Boulder, Colorado Senior Research Associate, Center for the Study and Prevention of Violence Research Affiliate, Center for the Study and Prevention of Violence Research Associate and Instructor, Department of Sociology	2021-Present 2013-2020 2012-2014
UNIVERSITY OF NORTHERN COLORADO, Greeley, Colorado A.M. & Jo Winchester Distinguished Professor Chair, Department of Criminology and Criminal Justice Associate Professor, Department of Criminology and Criminal Justice	2019-2020 2014-2020 2014-2019
CENTRE COLLEGE, Danville, Kentucky Associate Professor, Department of Anthropology and Sociology Chair, Department of Anthropology and Sociology Chair, Department of Gender Studies Assistant Professor, Department of Anthropology and Sociology	2009-2012 2006-2010 2009-2012 2003-2009
UNIVERSITY OF KENTUCKY, Lexington, Kentucky NIMH Postdoctoral Research Fellow, Department of Behavioral Science	2001-2003
UNIVERSITY OF TEXAS AT AUSTIN, Austin, Texas Teaching Assistant and Research Assistant, Department of Sociology	1996-2001
BAKER & BOTTS, L.L.P., Houston, Texas Legal Assistant	1993-1995

## RESEARCH &amp; TEACHING INTERESTS

Victims' Rights	Threat Assessment	Research Methods
Homicide Victimization	School Violence Prevention	Criminal Justice System



## PEER-REVIEWED PUBLICATIONS

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\*denotes graduate student

- Goodrum, Sarah, Mary K. Evans, Andrew J. Thompson\*, and William Woodward. 2019. "Learning from a Failure in Threat Assessment: Eleven Questions and Not Enough Answers." *Behavioral Sciences & the Law* 1-19. <https://doi.org/10.1002/bsl.2399>.
- Goodrum, Sarah, Andrew J. Thompson\*, Kyle C. Ward, and William Woodward. 2018. "A Case Study on Threat Assessment: Learning Critical Lessons to Prevent School Violence." *Journal of Threat Assessment and Management* 5(3): 121-136. <http://dx.doi.org/10.1037/tam0000104>.
- Kingston, Beverly, Sabrina Arredondo Mattson, Allison Dymnicki, Elizabeth Spier, Monica Fitzgerald, Kimberly Shipman, Sarah Goodrum, William Woodward, Jody Witt, Karl G. Hill, and Delbert Elliott. 2018. "Building Schools' Readiness to Implement a Comprehensive Approach to School Safety." *Clinical Child and Family Psychology Review*. <https://doi.org/10.1007/s10567-018-0264-7>.
- Goodrum, Sarah, William Woodward, and Andrew J. Thompson\*. 2017. "Sharing Information to Promote a Culture of Safety." *NASSP Bulletin* 101(3): 215-240. <https://doi.org/10.1177/0192636517727347>
- Goodrum, Sarah, Mark Pogrebin, and Matthew William Greife\*. 2015. "Representing the Underdog: The Righteous Development of Death Penalty Defense Attorneys." *The Criminal Law Bulletin* 51(2): 329-356.
- Reprint:* Goodrum, Sarah, Mark Pogrebin, and Matthew William Greife\*. 2016. "Representing the Underdog: The Righteous Development of Death Penalty Defense Attorneys." Pp. 198-218 in *Voices from Criminal Justice: Insider Perspectives, Outsider Experiences*, edited by Heith Copes and Mark R. Pogrebin. NY, NY: Routledge Press.
- Goodrum, Sarah. 2013. "Bridging the Gap between Prosecutors' Cases and Victims' Biographies in the Criminal Justice System through Shared Emotions." *Law and Social Inquiry* 38(2): 257-287.
- May, David C., Nicole E. Rader, and Sarah Goodrum. 2010. "A Gendered Assessment of the 'Threat of Victimization': Examining Gender Differences in Fear of Crime, Perceived Risk, Avoidance, and Defensive Behaviors." *Criminal Justice Review* 35(2): 159-182.
- Goodrum, Sarah. 2008. "When the Management of Grief Becomes Everyday Life: The Aftermath of Murder." *Symbolic Interaction* 31(4):420-441.
- Goodrum, Sarah. 2007. "Victims' Rights, Victims' Expectations, and Law Enforcement Workers' Constraints in Cases of Murder." *Law and Social Inquiry* 32(2): 725-768.
- Goodrum, Sarah and Jennifer L. Keys. 2007. "Reflections on Two Studies of Emotionally Sensitive Topics: Bereavement from Murder and Abortion." *International Journal of Social Research Methodology: Theory & Practice* 10(4):249-258.
- Rader, Nicole, David C. May, and Sarah Goodrum. 2007. "An Empirical Assessment of the 'Threat of Victimization:' Considering Fear of Crime, Perceived Risk, Avoidance, and Defensive Behaviors." *Sociological Spectrum* 27(5):475-505.

- Goodrum, Sarah. 2005. "The Interaction between Thoughts and Emotions following the News of a Loved One's Murder." *Omega: The Journal of Death and Dying* 51(2):143-160.
- Goodrum, Sarah, H. Jean Wiese, and Carl Leukefeld. 2004. "Urban and Rural Differences in the Relationship between Substance Use and Violence." *International Journal of Offender Therapy and Comparative Criminology* 48(5):613-629.
- Goodrum, Sarah and Mark C. Stafford. 2003. "The Management of Emotions in the Criminal Justice System." *Sociological Focus* 36(3):179-196.
- Goodrum, Sarah, Michele Staton, Carl Leukefeld, J. Matthew Webster, and Richard T. Purvis. 2003. "Perceptions of a Prison-Based Substance Abuse Treatment Program among Some Staff and Participants." *Journal of Offender Rehabilitation* 37(3/4):27-46.
- Reprint:* Goodrum, Sarah, Michele Staton, Carl Leukefeld, J. Matthew Webster, and Richard T. Purvis. 2003. "Perceptions of a Prison-Based Substance Abuse Treatment Program among Some Staff and Participants." Pp. 27-46 in *Treating Substance Abusers in Correctional Contexts: New Understandings, New Modalities*, edited by Nathaniel J. Pallone. NY, NY: Haworth Press, Inc.
- Goodrum, Sarah, Debra Umberson, and Kristin L. Anderson. 2001. "The Batterer's View of the Self and Others." *Sociological Inquiry* 71(2): 221-240.

## BOOK

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- Goodrum, Sarah. 2019. *After Homicide: Victims' Families in the Criminal Justice System*. Boulder, CO: Lynne Rienner Press.

## BOOK CHAPTERS & MAGAZINE ARTICLES

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- Goodrum, Sarah. 2017. "Role Call: Building a Culture of Safety through Information Sharing." *Principal Leadership* 18(2): 18-19.
- Goodrum, Sarah. 2016. "Expecting an Ally and Getting a Prosecutor." Pp. 305-320 in *Voices from Criminal Justice: Insider Perspectives, Outsider Experiences*, 2<sup>nd</sup> Edition, edited by Heith Copes and Mark R. Pogrebin. NY, NY: Routledge Press.
- First Edition:* Goodrum, Sarah. 2011. "Expecting an Ally and Getting a Prosecutor." Pp. 289-304 in *Voices from Criminal Justice: Thinking and Reflecting on the System*, edited by Heith Copes and Mark R. Pogrebin. NY, NY: Routledge Press.
- Goodrum, Sarah. 2013. "The Management of Sadness in Everyday Life." Pp. 165-182 in *Re-Constructing Emotional Spaces: From Experience to Regulation*, 2<sup>nd</sup> Edition, edited by Radek Trnka, Karel Balcar, and Martin Kuska. Saarbrücken: Lambert Academic Publishing.
- First Edition:* Goodrum, Sarah. 2011. "The Management of Sadness in Everyday Life." Pp. 121-133 in *Re-constructing Emotional Spaces: From Experience to Regulation*, edited by Radek Trnka, Karel Balcar, and Martin Kuska. Zal, Roku: Prague College of Psychosocial Studies Press.

Stafford, Mark C. and Sarah Goodrum. 2001. "Concept of Deterrence." Pp. 77-79 in *Encyclopedia of Criminology and Deviant Behavior: Volume One, Historical, Conceptual, and Theoretical Issues*, edited by Peter Adler, et al. London, England: Taylor & Francis.

## REPORTS

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Goodrum, Sarah and William Woodward. 2018. *Colorado School Safety Guide* to accompany the Colorado Attorney General's 2018 *Colorado School Violence Prevention: A Legal Manual*. Denver, Colorado: Colorado Attorney General's Office.

*Reprint:* Goodrum, Sarah and William Woodward. 2019. *Colorado School Safety Guide* to accompany the Colorado Attorney General's 2019 *Colorado School Violence Prevention: A Legal Manual*. Denver, Colorado: Colorado Attorney General's Office.

Goodrum, Sarah and William Woodward. 2016. *Report on the Arapahoe High School Shooting: Lessons Learned on Information Sharing, Threat Assessment, and Systems Integrity*. Boulder, Colorado: University of Colorado.

## WORK IN PROGRESS

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Goodrum, Sarah, Jessie Slepicka\*, William Woodward, and Beverly Kingston. "School Structure as an Obstacle to Violence Prevention: A Tragic Lesson in Organizational Deviance." Under Review with *Journal of Criminal Law and Criminology* in January 2021.

Goodrum, Sarah, Elizabeth Domangue, and Nancy Rappaport. "Leadership Strategies for Violence Prevention in Schools." Plan to submit to *Leadership Studies* in March 2021.

## FUNDED GRANTS

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Bureau of Justice Assistance. PIs: Beverly Kingston, Sabrina Arredondo Mattson, and Sarah Goodrum. 2020. "Training Colorado's Rural Schools and Districts on Threat Assessment and Anonymous Reporting for an Integrated Systems Approach to Violence Prevention." *Bureau of Justice Assistance STOP School Violence: Threat Assessment/Intervention Teams, Proposal No. CFDA 16.839*. (\$1,999,980). Project Dates: October 2020-September 2022.

Bureau of Justice Assistance. PIs: Beverly Kingston, Sabrina Arredondo Mattson, and Sarah Goodrum in collaboration with the Colorado School Safety Resource Center. 2019. "The Colorado Threat Assessment and Management Protocol: A Model for Training and Implementation." *Bureau of Justice Assistance STOP School Violence Technology and Threat Assessment Solutions for Safer Schools Program, Proposal No. CFDA 16.839* (\$1,000,000). Project Dates: October 2019-September 2022.

U.S. Department of Justice's Community Oriented Policing. PIs: National Police Foundation and National School Resource Officers' Association with Sarah Goodrum and Beverly Kingston as Technical Consultants. 2019. "Building a Standardized Violence Prevention Protocol to Unite Law Enforcement and Schools to Implement Best Practices in School Safety." *Community Oriented Policing, Protecting Youth through the Implementation of School Safety Recommendations, Proposal No. CPDA 16.710* (\$500,000). Project Dates: October 2019-September 2021.

Colorado Attorney General Office's School Safety Guide. PIs: Sarah Goodrum and William Woodward. *Colorado Attorney General's Office* (\$48,840). Project Dates: January 2018-December 2018.

Fact-Finding Report on the Arapahoe High School Shooting. PIs: Sarah Goodrum and William Woodward. *The Denver Foundation* (\$24,000). Project Dates: June 2015-December 2015.

A Roadmap to Evidence-Based School Safety: Safe Communities, Safe Schools. PI: Beverly Kingston with Sarah Goodrum as Technical Consultant. *National Institute of Justice, Funding Opportunity No. NIJ-2015-4163* (\$6,200,000). Project Dates: January 2015-December 2020.

Faculty Workshop on Teaching Techniques for Improving Students' Writing. PIs: Sarah Goodrum, Helen Emmitt, and John Kinkade. *Andrew Mellon Foundation Professional Development Grant* (\$4,080). Project Dates: January-August 2011.

Faculty Workshop on Professional Writing for Centre College Faculty. PI: Sarah Goodrum. *Andrew Mellon Foundation Professional Development Grant* (\$5,000). Project Dates: January 2009-May 2009.

Pay It Forward: Strengthening Communities through Student-Led Service, Kentucky Campus Compact, and the Corporation for National and Community Service. PIs: Sarah Goodrum and Kerri Howard. *Community-Based Learning and Philanthropy in Senior Seminar on Law and Policy* (\$2,000). Project Dates: August-December 2011.

Pay It Forward: Strengthening Communities through Student-Led Service, Kentucky Campus Compact, and the Corporation for National and Community Service. PIs: Sarah Goodrum and Kerri Howard. *Community-Based Learning and Philanthropy in Contemporary Sociological Theory* (\$6,000). Project Dates: January 2011-May 2011.

Homicide, Bereavement, and the Criminal Justice System. PI: Sarah Goodrum, 100% Effort, *National Institute of Justice, Graduate Research Fellowship, Grant No. 2000-IJ-CX-0011* (\$13,450). Project Dates: January 2000-May 2001.

Homicide, Bereavement, and the Criminal Justice System. PI: Sarah Goodrum, 100% Effort, *Hogg Foundation for Mental Health, Moore Dissertation Fellowship* (\$4,000). Project Dates: May 2000-August 2000.

## GRANT PROPOSALS SUBMITTED

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Kingston, Beverly, Sabrina Arredondo Mattson, and Sarah Goodrum. 2020. "A Comprehensive Study of STOP School Violence Act Grantees' Perspectives: Building Knowledge and Improving the Implementation of School Safety Programs." *National Institute of Justice's Research and Evaluation on School Safety, Area of Focus #3: STOP Grantee Perspectives on Projects*, CFDA No. 16.560. (\$647,825. Project Dates: January 2021-December 2022). Not Funded.

Kingston, Beverly, Sabrina Arredondo Mattson, and Sarah Goodrum. 2020. "Training Colorado's Rural Schools and Districts Using the Safe Communities Safe Schools Approach to Violence Prevention." Bureau of Justice Assistance's *Bureau of Justice Assistance STOP School Violence, Category 1: Training on Preventing Violence*, CFDA No. 16.839. (\$1,999,900. Project Dates: October 2020-September 2022). Not Funded.

- Sen, Surajit, Amitava Datta, Serge Galam, Sarah Goodrum, James Jancewicz, and Eduardo Mercado. 2019. Sociophysics-based Predictive Modeling of Risk of School Shootings. Department of Defense's White Paper for Multi-Domain Behavioral Complexity and Computational Social Model, Proposal No. WHS-AD-FOA-19. (\$450,000. Project Dates: January 2020-December 2022). Not Funded.
- Kingston, Beverly and Sarah Goodrum. 2018. "Threat Assessment for School Safety." *United States Secret Service*. (\$226,045. Project Dates: June 2018-August 2020). Not Funded.
- Goodrum, Sarah, Kyle Nelson, and Christine Marston. 2014. "Connections for Student Success: Utilizing Integrated Advising and Supplemental Instruction to Improve Graduation Rates." *I@UNC Innovation Grant Proposal for Student Success: Educate to Graduate*. Not Funded.
- Goodrum, Sarah, Hillary Potter, and Kathryn Kidd. 2014. "Socio-Legal Responses to Violence against Indian Women Living on the Pine Ridge Reservation." *National Institute of Justice, Evaluating the Effectiveness of State, Local, and Tribal Responses to Violence Committed Against Indian Women Living in Tribal Communities* (\$294,903). Not Funded.
- Goodrum, Sarah. 2013. "Mass Shooting Victimization: Criminal Justice Responses and Victims' Experiences." *University of Colorado Boulder, Seed Grant Program* (\$41,698). Not Funded.
- Goodrum, Sarah. 2010. "Loss to Murder: A Humanistic Exploration of Bereavement and Justice in the U.S." *National Endowment for the Humanities Summer Grant Proposal* (\$5,000). Not Funded.

## PROFESSIONAL PRESENTATIONS

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*\*\*denotes invited professional presentation*

- Goodrum, Sarah. 2020. "Sharing Information to Promote a Culture of Safety in Schools." *Webinar for the Massachusetts Partners for Youth*. \*\*
- Goodrum, Sarah. 2020. "Sharing Information to Promote a Culture of Safety in Schools." Panel on Clinical Perspectives: Impulsive Behavior or Legitimate Warning?: Preventing, Assessing, and Responding to Student Threats. *American Academy of Child and Adolescent Psychiatry*. \*\*
- Goodrum, Sarah and William Woodward. 2019. "Threat Assessment Workshop: Safe Communities Safe Schools." *National Institute of Justice Safe Schools Initiative Project*, Denver, CO.
- Goodrum, Sarah, Jessie Slepicka, Andrew J. Thompson, and William Woodward. 2018. "School Shootings as Organizational Accidents." *American Society of Criminology Meeting*, Atlanta, GA.
- Woodward, William and Sarah Goodrum. 2018. "Building a Safe School Climate through Adaptive Leadership." *Colorado Safe Schools Summit*, Thornton, CO.
- Goodrum, Sarah and William Woodward. 2018. "Building a Safe School Climate through Adaptive Leadership." *The Briefings: A National School Safety Symposium*, Thornton, CO. \*\*
- Goodrum, Sarah and William Woodward. 2017. "Learning from Failures in Threat Assessment: Eleven Questions and Not Enough Answers." *American Society of Criminology Meeting*, Philadelphia, PA.
- Goodrum, Sarah, Beverly Kingston, Delbert S. Elliott, and William Woodward. 2016. "A New Direction for Integrated Theory." *American Society of Criminology Meeting*, New Orleans, LA.

- Goodrum, Sarah and William Woodward. 2016. "Findings from the Arapahoe High School Shooting: Lessons on Gathering Intelligence and Sharing Information." *Colorado Safe Schools Summit*, Thornton, CO.
- Goodrum, Sarah and William Woodward. 2016. "Lessons Learned from a Colorado High School Shooting." *Academy of Criminal Justice Sciences Meeting*, Denver, CO.
- Pogrebin, Mark, Sarah Goodrum, and Matthew Greife. 2014. "Doing Good While Representing the Bad: Emotion Management in Death Penalty Defense Litigation." *American Society of Criminology Meeting*, San Francisco, CA.
- Goodrum, Sarah, Mark Pogrebin, and Matthew Greife. 2013. "Representing the Underdog: The Righteous Development of Death Penalty Defense Attorneys." *American Society of Criminology Meeting*, Atlanta, GA.
- Goodrum, Sarah. 2013. "Bridging the Gap between Prosecutors' Cases and Victims' Biographies through Shared Emotions." Center for the Study and Prevention of Violence, Program on Problem Behavior, Institute of Behavioral Science, University of Colorado, Boulder, CO.
- Goodrum, Sarah. 2011. "The Meaning of a Murder Trial: Family Members' Search for Information, Justice, and Healing." Regular Session on Law and Society, *American Sociological Association Meeting*, Las Vegas, NV.
- Goodrum, Sarah. 2009. "Mass Killings at Universities and Schools." Discussant and Presenter for Session, *Society for the Study of Social Problems Meeting*, San Francisco, CA.
- Goodrum, Sarah. 2008. "Victims' Rights, Victims' Expectations, and Criminal Court Professionals' Constraints in Cases of Murder." Roundtable Session on the Sociology of Law, *American Sociological Association Meeting*, Boston, MA.
- May, David C., Nicole Rader, and Sarah Goodrum. 2007. "A Gendered Assessment of the 'Threat of Victimization': Considering Fear of Crime, Perceived Risk, Avoidance and Defensive Behaviors." *American Society of Criminology Meeting*, Atlanta, GA.
- Garrett, Wilson and Sarah Goodrum. 2006. "Perceptions of Justice in Cases of Murder." *Anthropologists and Sociologists of Kentucky*, Centre College, Danville, KY.
- Goodrum, Sarah. 2005. "The Management of Sadness in Interpersonal Relationships." Session on the Intersection of the Sociologies of Mental Health and Emotion, *American Sociological Association Meeting*, Philadelphia, PA.
- Goodrum, Sarah. 2004. "Teaching Problems in the Law through Students' Participant Observation." Session on Teaching Social Problems, *Society for the Study of Social Problems Meeting*, San Francisco, CA.
- Goodrum, Sarah and Jennifer L. Keys. 2003. "In-depth Interviews on Emotionally Sensitive Topics: Guidelines and Considerations." Sociology of Emotions Roundtable, *American Sociological Association Meeting*, Atlanta, GA.

- Goodrum, Sarah. 2002. "Victims' Rights, Law Enforcement Work, and Victims' Experiences." Presidential Session on Fear of Crime, Victimization, and the Police, *American Society of Criminology Meeting*, Chicago, IL.
- Goodrum, Sarah. 2002. "That's When It Hit Me in the Heart': The Connection between Thoughts and Emotions Following the News of Murder." Sociology of Emotions Section, *American Sociological Association Meeting*, Chicago, IL.
- Goodrum, Sarah and Kathleen Nybrotten. 2002. "Factors Affecting Satisfaction with Family Life by Gender and Marital Status." Sociology of the Family Roundtable, *American Sociological Association Meeting*, Chicago, IL.
- Goodrum, Sarah. 2001. "Terror Comes Home: Political, Economic, and Human Responses." Panel Discussant on Individual and Community Responses to Violent Deaths following September 11, 2001, University of Kentucky, Lexington, KY.\*\*
- Goodrum, Sarah. 2001. "Professionals' Perceptions and Management of People Who Have Lost a Loved One to Murder." Regular Session on Death, Dying, and Bereavement, *American Sociological Association Meeting*, Anaheim, CA.
- Goodrum, Sarah. 2000. "Homicide, Bereavement, and the Criminal Justice System." Sociology of Law Roundtable, *American Sociological Association Meeting*, Washington, D.C.
- Goodrum, Sarah. 2000. "Integrating Qualitative Data with Quantitative Studies." National Institute of Justice Data Resources Program Workshop, Inter-university Consortium for Political and Social Research, University of Michigan at Ann Arbor.
- Goodrum, Sarah. 1999. "Homicidal Bereavement: Families of Murder Victims and the Criminal Justice System." *American Society of Criminology Meeting*, Washington, D.C.
- Goodrum, Sarah. 1998. Presider and Discussant, Regular Session on Social Psychology, *American Sociological Association Meeting*, San Francisco, CA.
- Goodrum, Sarah, Debra Umberson, and Kristin L. Anderson. 1998. "The Batterer's View of the Self and Others." Regular Session on Social Psychology, *American Sociological Association Meeting*, San Francisco, CA.

## TESTIMONY TO THE LEGISLATURE

- Goodrum, Sarah and Beverly Kingston. 2019. "Using What Works to Create Safe Schools and Communities." *Colorado Legislature's Joint Education Committee*, State Capitol, Denver, CO.
- Goodrum, Sarah and William Woodward. 2016. "Report on the Arapahoe High School Shooting: Lessons Learned on Information Sharing, Threat Assessment, and Systems Integrity." *Colorado SB 15-214: Committee on School Safety and Youth in Crisis*, State Capitol, Denver, CO.

## MEDIA MENTIONS & APPEARANCES

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- Paterson, Leigh. 2019. "Twenty Years Later A Look at Columbine, Then and Now." *National Public Radio*, April 18, 2019. Retrieved from: <https://gunsandamerica.org/story/19/04/15/twenty-years-later-a-look-at-columbine-then-and-now/>.
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- 9News, NBC Report: [http://www.9news.com/news/local/report-missed-opportunities-to-stop-arapahoe-shooter\\_2016072710121359/282467324](http://www.9news.com/news/local/report-missed-opportunities-to-stop-arapahoe-shooter_2016072710121359/282467324).
- Denver7, ABC Report: <http://www.thedenverchannel.com/news/local-news/arapahoe-high-school-shooting-report-many-small-errors-were-made-before-the-deadly-shooting>.
  - FOX31 Denver Report: <http://kdvr.com/2016/01/18/report-three-major-failures-made-before-deadly-arapahoe-high-school-shooting/>.



## AWARDS & HONORS

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- University of Northern Colorado, A.M. and Jo Winchester Distinguished Professor Award, 2020
- University of Northern Colorado, Center for Human Enrichment, Outstanding Faculty Award, 2017 and 2018
- University of Colorado Boulder, Honorary Coach, Women's Basketball Team, 2013
- Centre College Honor Walk (Students Made Honorary Donation to College), 2005 and 2007
- Centre College Stodghill Research Professorship, 2007

## COURSES TAUGHT

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### UNIVERSITY OF NORTHERN COLORADO, CRIMINOLOGY AND CRIMINAL JUSTICE

- Justice Research and Statistics I (Undergraduate Research Methods)
- Race/Ethnicity, Gender, and Class in Criminal Justice (Undergraduate)
- Justice Research and Statistics II (Undergraduate Advanced Statistics)
- Advanced Research Methods in Criminal Justice (Graduate Research Methods)
- Theories of Crime (Undergraduate Criminological Theory)

### UNIVERSITY OF COLORADO BOULDER, SOCIOLOGY

- Crime and Society
- Criminology
- Special Topics in Criminology: Sociology of Law

### CENTRE COLLEGE, ANTHROPOLOGY AND SOCIOLOGY

- Introduction to Sociology
- Social Problems: Focus on Deviance and Social Control
- Quantitative Research Methods (Statistics and Survey Methods)
- Micro-sociological Theory (Contemporary Sociological Theory)
- Criminology
- Death and Dying
- Senior Seminar on Law and Policy
- Introduction to Gender Studies

### UNIVERSITY OF KENTUCKY, BEHAVIORAL SCIENCE AND SOCIOLOGY

- Medical Interviewing for Future Physicians
- Introduction to Social Research

### UNIVERSITY OF TEXAS AT AUSTIN, SOCIOLOGY

- Introduction to Social Research Methods

## INVITED LECTURES

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1. Validating Classroom Assignments: Matching Assessment to Learning Workshop, Fall 2016
2. Faculty Workshop on WICHE Interstate Passport Project, Co-Led with Kim Black, Fall 2016
3. Graduate Student Teaching Workshop Series, Spring 2014
  - Teaching at a Small Liberal Arts College: Job Application to Tenure
  - Facilitating Class Discussion in 100-Student Classes (5 Quick Tricks)
  - Bringing Theory to Life and Making it Resonate with Students (3 Easy Steps)
  - Developing Great Writing Assignments (Qualitative and Quantitative Methods-Based Examples)
  - Preventing and Addressing Honor Code Violations
4. Parents' Weekend, "Love and Loss," Fall 2011
5. Faculty Retreat on Engaged Learning, "Making the World Your Classroom," Fall 2008
6. Omicron Delta Kappa Life Stories Convocation, "My Life Story," Spring 2007
7. First Year Studies Class on Careers and Education, "A Career in Academia," Winter 2007
8. Career Services, "So, You Want to Go to Graduate School?" Fall 2006
9. Diversity Student Union, "How to Study Smart in College," Fall 2006
10. Whitney C. Young Scholars, "How to Study Smart in College," Summer 2005
11. NAACP, "How to Study Smart at Centre College," Spring 2005 and Fall 2006
12. Centre of Attention, "The Social Construction of Deviance," Fall 2004

## SERVICE

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### UNIVERSITY OF NORTHERN COLORADO ADMINISTRATIVE COMMITTEES

1. Task Force, Transfer Admissions and Enrollment, 2019-2020
2. Academic Portfolios Task Force, Pruning Programs, 2018
3. Faculty Senator, Humanities and Social Sciences, 2017-2020
  - Academic Policies and Procedures, 2018-2020
  - Faculty Welfare, 2017-18
4. WICHE Passport Mapping Co-Specialist, 2016-2017
  - Train-the-Trainer Workshop for Passport Mapping Specialists, Boulder, CO, August 2016
5. Humanities and Social Sciences, Planning and Priorities Committee, 2016-2017
6. Humanities and Social Sciences, College Awards Committee, 2015-2018
7. Humanities and Social Sciences, College Leadership Committee, 2014-2020
8. Department of Criminology and Criminal Justice, Ad hoc Committee on Retention, 2015-2020
9. Department of Criminology and Criminal Justice, Employment Expo, 2014-2019
10. Department of Criminology and Criminal Justice, Curriculum Committee, 2014-2020
11. Department of Criminology and Criminal Justice, Graduate Program Committee, 2014-2020
12. Department of Criminology and Criminal Justice, Search Committees, 2014-2019
13. I@UNC Proposal Preparation for Student Success, 2014
14. Inter-university Consortium for Political and Social Research, Representative, 2014-2020

### UNIVERSITY OF COLORADO BOULDER ADMINISTRATIVE COMMITTEES

1. Graduate Student, Pro-Seminar Series, Coordinator, 2014
2. Diversity Committee, Department of Sociology, 2012-2014
3. Boulder Faculty Assembly, Sociology Representative, 2013-2014
  - Boulder Faculty Assembly, Diversity Committee, 2013-2014
  - Boulder Faculty Assembly, Office of Discrimination and Harassment Review Committee, 2014
4. Faculty-First Year Student Mentor, Boulder Faculty Assembly, 2013-2014
5. Development of Professional Master's Program in Criminology and Criminal Justice, 2013-2014
6. Criminology Buffs, Department of Sociology, Faculty Mentor/Co-Sponsor, 2012-2014

7. Graduate Admissions Committee, Department of Sociology, 2012-2013
8. Strategic Planning Committee, Department of Sociology, 2012-2013
9. Criminology Hiring Proposal Committee, Department of Sociology, 2012-2013

#### CENTRE COLLEGE ADMINISTRATIVE COMMITTEES

1. Committee on Tenure and Promotion, 2011-2012
2. Center for Teaching and Learning Advisory and Search Committee, 2011-2012
3. Committee on Undergraduate Symposium, Chair, 2007-09; Member, 2009-2012
4. Department of Anthropology and Sociology, Chair, 2006-2007, 2009-2010
5. Department of Gender Studies, Chair, 2009-2012
6. Committee on Curriculum and Academic Standards, 2008-2010
7. Ad hoc Committee on Curriculum Review, Chair, 2009-2010; Member, 2010-2011
8. Faculty Development Committee, 2005-2011
9. Planning and Priorities Committee, 2006-2007
10. Ad hoc Committee on Creating a Polling Center, 2007
11. Ad hoc Committee on Teaching Evaluation Reform, 2005-2006
12. Committee on Diversity and Community, 2004-2006
13. College Council, 2004-2007
14. Search Committee for Two Faculty in Psychology and Psychobiology, 2005-2006
15. Search Committee for Faculty in Anthropology, 2003-2010
16. Quality Enhancement Plan Committee, 2004-2005
17. Stodghill "Target of Opportunity," Recruitment of African American Sociologist, 2004-2005
18. John C. Young Scholar Faculty Mentor, 2008-2009, 2011-2012
19. Up 'til Dawn, St. Jude Children's Hospital Fundraiser, Faculty Mentor, 2004-2006
20. NAACP, Faculty Advisor, 2004-2006
21. Catholic Students' Association, Faculty Advisor, 2004-2005

#### OTHER PROFESSIONAL SERVICE

1. Publications Award Committee, Sociology of Law, American Sociological Association, 2013-2014
2. Graduate Student Paper Award Committee, Sociology of Law, American Sociological Association, 2012-2013
3. President and Conference Organizer, Anthropologists and Sociologists of Kentucky, 2005-2006
4. Publications Committee, Medical Sociology Section, American Sociological Association, 2003-2004
5. Membership Committee, Sociology of Law Section, American Sociological Association, 1999-2000
6. Consultant, State Justice Community Evaluation Project, Legal Services Corporation, 2003
7. Assistant Editor, Crime, Law, and Deviance Newsletter, American Sociological Association, 2000-2001
8. Volunteer Crisis Counselor, Austin Police Department Victim Services, 1999-2001
9. Battered Women's Volunteer Intake Counselor, Houston Area Women's Center, 1994-1995

#### REVIEWER

- *Humanity and Society*
- *Social Psychology Quarterly*
- *Justice Quarterly*
- *Social Forces*
- *Sociological Focus*
- *Sociological Forum*
- *Journal of Social, Behavioral, and Health Sciences*

**PROFESSIONAL MEMBERSHIPS**

Academy of Criminal Justice Sciences (ACJS)

American Sociological Association (ASA)

American Society of Criminology (ASC)

**Beverly Kingston, Ph.D.**

May 2021

Center for the Study and Prevention of Violence  
Institute of Behavioral Science, University of Colorado Boulder

(b)(6)

**Education**

- 2005      Doctor of Philosophy in Sociology  
University of Colorado Boulder  
Dissertation Title: *“The Neighborhood Social Context and Adolescent Delinquency and Drug Use”*  
Chair: Dr. Delbert Elliott  
Committee Members: Drs. Delbert Elliott, David Huizinga, Scott Menard, Fred Pampel, Jason Boardman, and Sara Steen
- 1989      Bachelor of Arts “with honor” Social Science  
Michigan State University

**Areas of Interest and Expertise**

- School safety and violence prevention
- Translational research and implementation science
- Neighborhood social processes and youth development
- Comprehensive public health models to prevent problem behavior and promote positive development

**Professional Positions**

- 2017-      *Senior Research Associate, Center for the Study and Prevention of Violence, Institute of Behavioral Science, University of Colorado Boulder*
- 2012-2016      *Research Associate, Center for the Study and Prevention of Violence, Institute of Behavioral Science, University of Colorado Boulder*
- 2012-      *Director, Center for the Study and Prevention of Violence, Institute of Behavioral Science, University of Colorado Boulder*  
Provide leadership, oversight and strategic direction to develop, implement and evaluate comprehensive, feasible and sustainable approaches to prevent problem behaviors and promote positive youth development. This involves collaboration with multidisciplinary research teams and national and state organizations to develop innovative approaches to inform the selection and effective implementation of evidence-based programs, practices and policies in schools and communities.
- 2013      *Conceptual Lead, Bullying Website, EDC, Waltham, Massachusetts*  
Oversee the conceptual direction of the Safe Schools/Healthy Students bullying website launched September 2013.
- 2007-12      *Director, Adams County Youth Initiative, Adams 12 Five Star Schools, Thornton, Colorado*  
Direct all activities of the Adams County Youth Initiative (ACYI), a countywide collaborative aimed at decreasing delinquency and substance use and increasing

high school graduation rates by implementing a cradle to career strategy. This includes overseeing an \$8.4 million Safe Schools/Healthy Students (SS/HS) Federal grant serving children and families in 5 school districts.

- 2005-2007 *Research Associate, Children, Youth and Environments Center for Research and Design, University of Colorado Denver and Health Sciences Center*  
Designed and directed a study measuring the effects of the redevelopment of elementary school playgrounds on children's physical activity levels. Research funded by Active Living Research, Robert Wood Johnson Foundation.
- 2000-2005 *Graduate Research Assistant, Center for the Study and Prevention of Violence, University of Colorado Boulder*  
Supported the implementation of the Safe Communities Safe Schools (SCSS) statewide school violence prevention initiative.
- 2000-2004 *Research Consultant*  
Survey instrument design, evaluation, focus groups of school climate. Clients included school districts in Pasco County, Florida and Mesa County, Colorado, I Have a Dream Foundation, Boulder, CO and the Colorado Division of Criminal Justice could best meet the needs of adjudicated girls.
- 1996-1999 *Director, Gulfton Youth Development Program, Neighborhood Centers Inc., Houston, TX*  
Directed all aspects of the \$2 million dollar Gulfton Youth Development Program, a community based juvenile crime prevention initiative implemented in June 1996.
- 1995-1996 *Regional Field Coordinator, Texans' War on Drugs, Houston, TX*  
Initiated, educated, organized, trained and mobilized groups in a 16 county region to take action to reduce the demand for drugs and alcohol in their community.

### **Contracts and Grants**

Centers for Disease Control and Prevention  
(Arredondo Mattson, PI)

9/30/2020-9/29/23

#### **Evaluation of the Gun Shop Project: Suicide Prevention Led by the Firearms Community (\$1,949,852)**

This project aims to conduct a process (Colorado) and outcome (national) evaluation of Gun Shop Projects, community-driven suicide prevention partnerships between the firearms community (firearm retailers, ranges, and other businesses) and local public or community health agencies.

Role: Co-Investigator

Bureau of Justice Assistance

1/1/21-9/30/23

#### **Training Colorado's Rural Schools and Districts on Threat Assessment and Anonymous Reporting for an Integrated Systems Approach to Violence Prevention (\$2,000,000)**

This project provides training and technical assistance to multidisciplinary threat assessment and intervention teams in 30 rural school districts across Colorado. Tailored training and technical assistance will be given to districts to build, deploy and sustain a gap-free, coordinated system, where tips are thoroughly investigated, where concerning information is shared appropriately, and where students in crisis are compassionately supported.

Role: Principal Investigator

Bureau of Justice Assistance 1/1/20-9/30/22  
**Training Partnership with North Carolina Center for Safer Schools** (\$122,562)  
This project partners with RTI International and the North Carolina Center for Safer Schools Center to provide subject matter expertise to North Carolina schools and school districts in the areas of anonymous reporting systems and selecting and implementing evidence-based programs, practices and policies to improve school safety and prevent violence.  
Role: Consultant

Bureau of Justice Assistance 10/1/19 – 9/30/22  
**The Colorado Threat Assessment and Management Protocol: A Model for Training and Implementation** (\$633,536)  
This project partners with the Colorado School Safety Resource Center to conduct a process evaluation of the training program for the Colorado Threat Assessment and Management Protocol (CTAMP) with 35 multidisciplinary school teams in Colorado. The evaluation will examine the extent to which the CTAMP training increases participants' threat assessment knowledge, skills, and capacity and the extent to which the training is implemented in schools as intended.  
Role: Co-Investigator

Office of Community Policing, U.S. Department of Justice 10/1/19-9/30/21  
**Building a Standardized Violence Prevention Protocol (SVPP) to Unite Law Enforcement and Schools to Implement Best Practices in School Safety** (total consulting fees for CSPV staff \$92,800)  
This project will develop and disseminate a Standardized Violence Prevention Protocol (SVPP) to law enforcement-school teams across the United States to increase knowledge, improve practice, and institutionalize best practices for the prevention and aversion of violence in schools. The SVPP will translate recommendations for violence prevention into a comprehensive guide, training materials, and presentations intended for dissemination nationwide.  
Role: Consultant

Dignity-Danish Institute Against Torture, Botnar Foundation 1/1/21-9/30/24  
**Addressing the Wellbeing and Security Needs of Urban Children and Adolescents in Indonesia in the Digital Era** (\$688,369)  
This project aims to adapt the Safe Communities Safe Schools model to the Indonesian urban context. Project goals include preventing recruitment of children and adolescents into violent organizations such as organized crime, and/or mobilization for political and/or religious radicalization and extremism, and to help youth see new possibilities for the future, including using the benefits of digital media.  
Role: Co-Investigator

Colorado Department of Public Health and Environment 12/01/16-6/30/21  
**Evaluating Communities That Care in Colorado** (\$4,000,000)  
This project evaluates the Colorado implementation of the Communities That Care (CTC) model, which seeks to identify and implement evidence-based youth substance abuse prevention strategies in communities across the State. This involves developing and collecting process and outcome evaluation data to support CTC program effectiveness.  
Role: Principal Investigator

Centers for Disease Control and Prevention

09/30/16-09/29/21

**National Center of Excellence in Youth Violence Prevention: The Denver Community-Level Collaborative** (\$5,900,000)

This project aims to implement and evaluate a community-level prevention system that delivers community- and policy-level violence prevention strategies matched to local need across two high-burden Denver communities. It builds upon a five-year implementation of Communities That Care in Montbello as part of the Steps to Success project, which focused on evaluating a data-driven multi-faceted approach to youth violence prevention.

Role: Principal Investigator

University of Colorado Boulder Outreach

9/1/12-8/31/21

(\$24,000 per year)

**Shakespeare & Violence Prevention: Using Theatre to Improve School Climate**

This project aims to educate Colorado schoolchildren about the cycle of violence through the works of William Shakespeare. We develop in-depth relationships with Colorado schools to help them understand the cycle of violence not only through performances and workshops, but also through the school climate survey and follow-up.

Role: Principal Investigator

**Completed Research Support**

National Institutes of Justice Comprehensive School Safety Initiative

1/01/16-12/31/20

**A Roadmap to Evidence-Based School Safety: Safe Communities Safe Schools**

(\$6,200,000)

This study evaluates the feasibility and impact of the Safe Communities Safe Schools (SCSS) Model in 46 Colorado middle schools. The SCSS Model offers a comprehensive, coordinated, feasible approach for improving school safety. This project has two primary goals: (1) effectively implement the SCSS Model in middle schools and (2) utilize a staggered-entry randomized control trial to evaluate the SCSS Model. Study results will provide practical and scalable solutions to help educators, lawmakers, and policy makers effectively promote school safety and violence prevention nationwide.

Role: Principal Investigator

Centers for Disease Control and Prevention

9/30/11-09/29/17

**National Center of Excellence in Youth Violence Prevention: Steps to Success**

(\$5,400,000)

In 2011, the Denver Collaborative to Reduce Youth Violence, called "Steps to Success," was established to implement and evaluate a multi-faceted approach to reduce youth violence in the Montbello neighborhood of Denver. Steps to Success is a collaborative of faculty researchers from the University of Colorado Boulder and the CU School of Medicine/Children's Hospital

Role: Principal Investigator

Department of Education

Adams 12 Five Star Schools (fiscal agent)

9/1/07-8/31/12

**Safe Schools/Healthy Students (SS/HS)** (\$8,400,000)

SS/HS is a federal program designed to prevent violence and substance abuse among the nation's youth, schools, and communities by developing real-world knowledge about what works best to promote safe and healthy environments in which children can learn and develop. This project involved building a countywide multi-sector partnership to support the implementation of multiple evidence-based programs across five school districts serving over ten thousand children, young people (ages 0-21) and their families annually.

Role: Project Director



Robert Wood Johnson Foundation Brink (PI) 5/1/05-10/31/07  
Active Living Research

**If They Build It, Will They Come? An Evaluation of the Effects of the Redevelopment of Inner-City School Grounds on the Physical Activity of Children** (\$150,000)

The goal of this research was to evaluate the effects of elementary school playground renovations on children's physical activity levels.

Role: Project Director

Colorado Department of Transportation van Vliet & Kingston (Co-PI's) 1/01/07 – 3/1/08  
**Development of a City-Wide SR2S Model in Denver and Its Application at Munroe Elementary School** (\$29,341)

The project aimed to design, implement, and evaluate a Safe Routes to School program at a Denver elementary school that could be replicated throughout the city of Denver.

Role: Co-Investigator

City of Denver Kingston & van Vliet (Co-PI's) 9/01/06 – 8/31/07

**Denver's Child/Youth Friendly Cities Initiative** (\$15,000)

This project was a partnership between the city and the University to create better environments for children and youth.

Role: Co-Investigator

Caring for Colorado Foundation Brink (PI) 9/01/04 – 9/01/05

**Implementation and Evaluation of a Pilot Site-based Physical Activity and Nutrition Programs at Three Denver Elementary Schools** (\$50,000)

A one-year study at three elementary schools in Denver to foster children's participation and awareness of physical activity and the use of the renovated playgrounds. Collaboration with physical activity specialists from the University of Colorado Health Sciences Center and the physical education teachers at these three schools.

Role: Consultant

**Peer Reviewed Publications**

Dymnicki, Allison, Arredondo, Mattson, Sabrina, Maher, Susanne, Spier, Elizabeth, **Kingston, Beverly** (in-press). Assessing implementation, and effects associated with a comprehensive framework designed to reduce school violence: A randomized controlled trial. *Journal of School Violence*.

**Kingston, Beverly**, Zimmerman, Marc, Wendel, Monica, Gorman-Smith, Deborah, Kelly, Erin, Arredondo-Mattson, Sabrina, & Trudeau, Aimee. (in-press). Developing community-level strategies for preventing youth violence: Lessons learned to guide future research. *The American Journal of Public Health*.

Deborah Gorman-Smith, Deborah, Bechhoefer, David, Cosey Gay, Franklin, **Kingston, Beverly**, Nation, Maury, Vagi, Kevin, Villamar, Juan, Zimmerman, Marc. (in-press). A Model for Effective Community-Academic Partnerships for Youth Violence Prevention. *The American Journal of Public Health*.

Zimmerman, Marc, Bartholow, Brad, Carter, Patrick, Cunningham, Rebecca, Gorman-Smith, Deborah, Heinze, Justin, Hohl, Bernadette, **Kingston, Beverly**, Sigel, Eric, Sullivan, Terri, Vagi, Kevin, Bowen, Daniel, Wendel, Monica (in-press). Youth Firearm Injury Prevention: Applications from the Centers for Disease Control and Prevention–Funded Youth Violence Prevention Centers. *The American Journal of Public Health*.

**Kingston, Beverly**, Smokowski, Paul, MacFarland, Andrew, Robertson, Carey, Fred, Pampel, Mercado-Crespo, Melissa, Vagi, Kevin, Spies, Erica. (2020). Testing the nurturing environments framework on youth violence and prosocial behavior across ethnic and geographically diverse rural and urban samples of adolescents. *Youth & Society*.  
<https://doi.org/10.1177/0044118X19900904>

**Kingston, Beverly** & Wilensky, Rona (2018). Building adult social and emotional capacity: A key ingredient for unleashing the power of prevention. *Journal of the Society for Social Work and Research*, 9(4):783-797. <https://www.journals.uchicago.edu/doi/10.1086/700655>

**Kingston, Beverly**, Arredondo Mattson, Sabrina, Dymnicki, Allison, Spier, Elizabeth, Shipman, Kimberly, Fitzgerald, Monica, Goodrum, Sarah, Woodward, William, Witt, Jody, Hill, Karl, Elliott, Delbert. Building Schools' Readiness to Implement a Comprehensive Approach to School Safety (2018). *Clinical Child and Family Psychology Review*, 21(4):433-449.  
<https://doi.org/10.1007/s10567-018-0264-7>

Mattson, Sabrina A., and **Kingston Beverly**. (2016). Building an evidence-based multi-tiered system of supports for violence prevention in the health care setting. *Adolescent Medicine State Art Review*, 27(2):341-350.

**Kingston, Beverly**, Bacallao, Martica, Smokowski, Paul, Sullivan, Terri and Sutherland, Kevin. (2016). Constructing "Packages" of Evidence-based Programs to Prevent Youth Violence: Processes and Illustrative Examples from the CDC's Youth Violence Prevention Centers. *Journal of Primary Prevention*, 37:141.

**Kingston, Beverly**, Mihalic, Sharon and Sigel, Eric (2016). Building an evidence-based multi-tiered system of supports for high-risk youth and communities: A case study in a high-risk Denver neighborhood. *Journal of Orthopsychiatry*, 86(2):132-43.

**Kingston, Beverly**. (2015). Using implementation science to bring effective social emotional learning to scale in fragile African contexts. Invited Chapter in *Peace Education for Violence Prevention in Fragile African Societies: What's Going to Make a Difference?* eds., Maphosa, S.B. & Keasley, A. Pretoria: Africa Institute of South Africa.

Anthamatten, Peter, Brink, Lois, Lampe, Sarah, Greenwood, Emily, **Kingston, Beverly** and Nigg, Claudio. (2014). An Assessment of Schoolyard Features and Behavior Patterns in Children's Utilization and Physical Activity. *Journal of Physical Activity & Health*, 11:564-573.

Anthamatten, Peter, Brink, Lois, Lampe, Sarah, Greenwood, Emily, **Kingston, Beverly** and Nigg, Claudio. (2011). Assessing Urban Design Strategies to Encourage Schoolyard Use. *International Journal of Behavioral Nutrition and Physical Activity*, 8:27.

**Kingston, Beverly**. (2011). Social Disorganization Theory and Adolescent Development. In *Encyclopedia of Adolescence* ed, Roger Levesque. New York, New York: Springer.

Brink, Lois, Nigg, Claudio, Lampe, Sarah, **Kingston, Beverly**, Mootz, Andrew, and van Vliet, Willem. (2010). Influence of Schoolyard Renovations on Children's Physical Activity: The Learning Landscape Program. *American Journal of Public Health*, 100(9):1672-1678.

**Kingston, Beverly**, Huizinga, Dave, and Elliott, Delbert (2009). A Test of Social Disorganization Theory in High-Risk Urban Neighborhoods. *Youth and Society*, 41:53-79.

**Kingston, Beverly**, Wridt, Pamela, Chawla, Louise, van Vliet, Willem and Brink, Lois. (2007) Creating Child-Friendly Cities: The Case of Denver. *Municipal Engineer*, 160:97-102.

**Kingston, Beverly**, Regoli, Robert and John Hewitt. (2003). The Theory of Differential Oppression: A Developmental-Ecological Explanation of Adolescent Problem Behavior. *Critical Criminology*, 11:237-260.

### **Project Reports and Resource Materials**

Dymnicki, Allison, **Kingston, Beverly**, Arredondo Mattson, Sabrina, Spier, Elizabeth, Argamaso Maher, Susanne, and Witt, Jody. (2020). Assessing readiness, implementation, and effects associated with a comprehensive framework designed to reduce school violence: A randomized controlled trial. National Institute of Justice Summary Overview Report Award No. 2015-CK-BX-K002. Unpublished Report, Center for the Study and Prevention of Violence, Boulder, CO.

Buck-Atkinson, Jessica, Matthews, Amanda, Witt, Jody, **Kingston, Beverly**, Arredondo Mattson, Sabrina (2020). The Safe Communities Safe Schools Manual: A Guide to Implementation. Center for the Study and Prevention of Violence, Boulder, CO.

**Kingston, Beverly**, Huizinga, David, Sigel, Eric, Mattson, Arredondo, Sabrina. (2017). Centers for Disease Control Final Report. Unpublished Report, Center for the Study and Prevention of Violence, Boulder, CO. National Centers of Excellence in Youth Violence Prevention (YVPC) - 1U01/CE001986-03. Unpublished Report, Center for the Study and Prevention of Violence, Boulder, CO.

**Kingston, Beverly**, Grotper, Jennifer, and Ladika, Amanda. (2014). Community Risk Assessment Report. Steps to Success. Center for the Study and Prevention of Violence. Institute of Behavioral Sciences. University of Colorado at Boulder.

Boeke, Kaye, McGuire, Sarah, Seeley, Ken and **Kingston, Beverly**. (2011). Adams County Student Survey – County Report. Adams County Youth Initiative.

Boeke, Kaye, Seeley, Ken and **Kingston, Beverly**. (2010). Adams County Student Survey – County Report. Adams County Youth Initiative.

Boeke, Kaye, Seeley, Ken and **Kingston, Beverly**. (2009). Adams County Student Survey – County Report. Adams County Youth Initiative.

**Kingston, Beverly**, Everett, Bethany, and Elliott, Del. (2006). Student Bullying Report for Whittier Elementary School. Center for the Study and Prevention of Violence. Institute of Behavioral Sciences. University of Colorado Boulder.

**Kingston, Beverly**. (2005). A Pilot Study of the Effects of the Learning Landscapes on Children's Physical Activity Levels. Report submitted to the Caring for Colorado Foundation.

**Kingston, Beverly** and Wilson, Dorian. (2004). Pasco County Safe Schools Report. Report submitted to Pasco County School District, Florida.

**Kingston, Beverly** and Wilson, Dorian. (2003). Mesa County Safe Schools Report. Report submitted to Mesa County School District, Colorado.

Elliott, Delbert, Taylor, Grace, **Kingston, Beverly** et al. (2001-2004). Safe Communities ~ Safe Schools Reports for 16 Colorado Schools. Center for the Study and Prevention of Violence. Institute of Behavioral Sciences. University of Colorado Boulder.

### **Book Review**

**Kingston, Beverly**. 2004. Review of Neighborhood Poverty Volumes 1 and 2. Edited by Brooks-Gunn, J., Duncan, G. and J. L. Aber. *Children, Youth and Environments*, 14(1).

### **Articles Under Review or In Progress**

Goodrum, Sarah, Slepicka, Jessica, **Kingston, Beverly**, Woodward, William (Under Review). School structure as an obstacle to violence prevention: A tragic lesson in organizational deviance. *Journal of Criminal Law and Criminology*.

### **Select Presentations, Interviews and Documentaries**

**Kingston, Beverly** and Dymnicki, Allison (2021). Assessing a Comprehensive Framework to Reduce School Violence. Invited presentation at NIJ School Safety Virtual conference: Bridging Research to Practice to Safeguard Our Schools. Virtual, February 17, 2021.

**Kingston, Beverly**, Kelly, Erin, Little, Jani, Wilderman, Dorian, Arredondo Mattson, Sabrina. (2020). Staying safe in the neighborhood: Examining the Relationships Between Neighborhood Social Processes and Residents' Perceptions of Safety. American Public Health Association Annual Meeting. Virtual, October 27, 2020.

**Kingston, Beverly**. (2020). Developing Community-Level Strategies for Preventing Youth Violence: Lessons Learned to Guide Future Research. Centers for Disease Control and Prevention Panel Engaging Communities in Youth Violence Prevention. American Public Health Association Annual Meeting. Virtual, October 27, 2020.

Arredondo Mattson, Sabrina, Kelly, Erin, **Kingston, Beverly**, MacFarland, Andrew, Bechoefer, David. (2020). Effective Coalitions Catalyze Community-Based Action to Prevent Violence: Findings & Lessons from the Youth Violence Prevention Center. American Public Health Association Annual Meeting. Virtual, October 27, 2020.

**Kingston, Beverly**. (2020). Safe Schools Safe Communities Indonesia. Invited presentation at Syiah Kuala University. Banda Aceh, Indonesia, January 13, 2020

**Kingston, Beverly** and Wilensky, Rona (2019). Building Adult Social and Emotional Capacity: A Key Ingredient for Unleashing the Power of Prevention. Invited webinar for Communities that Care facilitator network. November 6, 2019

**Kingston, Beverly**. (2019) Using What Works to Create Safe Schools. Boulder Valley Rotary Club, Boulder, CO. November 5, 2019

**Kingston, Beverly**. (2019) Using What Works to Create Safe Schools: A Comprehensive Approach to School Safety. Invited Presentation 2nd Annual Summit of State Tip Lines: Intersection of Law Enforcement, Education, and Mental Health. Reno, Nevada. October 23, 2019

**Kingston, Beverly.** (2019). Using What Works to Create Safe Schools. Invited Closing Plenary 2019 Fall Delegate Assembly Conference, Colorado Association of School Boards. Breckenridge, CO. October 18, 2019

**Kingston, Beverly.** (Online and print newspaper article). <https://www.dailycamera.com/2019/08/07/cu-boulder-center-knows-how-to-prevent-violence-but-its-not-simple/>. August 12, 2019

**Kingston, Beverly.** (2019). Using What Works to Create Safe Schools. Invited Presentation to the Douglas County School Board, Larkspur, CO. July 20, 2019

**Kingston, Beverly.** (2019). Creating Safe Schools: Lessons Learned, What Works and Next Steps, Invited Keynote Presentation, The Briefings, Thornton, CO. July 8, 2019.

**Kingston, Beverly.** (Online and print newspaper article). <https://www.nytimes.com/2019/05/09/us/school-shooting-student-safety.html>. May 9, 2019.

**Kingston, Beverly.** (The Denver Channel Interview). <https://www.thedenverchannel.com/news/national/how-school-security-has-changed-20-years-after-columbine-shooting>. April 20, 2019.

**Kingston, Beverly (2019).** Using What Works to Create Safe Schools and Communities. Invited Presentation, Uniting to Prevent School Violence, Columbine Twenty Year Anniversary. Anschutz Medical Campus, Aurora, CO. April 16, 2019.

**Kingston, Beverly.** (Online newspaper article). <https://www.colorado.edu/today/2019/04/09/20-years-later-experts-share-school-safety-lessons-post-columbine>. April 9, 2019.

**Kingston, Beverly,** Mattson, Sabrina, Bechhoefer, Dave, Kelly, Erin, Harris, Analise, Grove, Heidi, Towers-Fulcher, Sharikia, Washington, Dane, Grimes, Troy, Sigel, Eric, Wilderman, Dorian. (2019). Youth Violence Prevention Center – Denver, Louisville, KY. April 10, 2019.

**Kingston, Beverly (2019).** Using What Works to Create Safe Schools and Communities. Invited Keynote, Winter Night Club. Colorado Springs, CO. March 20, 2019.

**Kingston, Beverly** and Goodrum, Sarah (2019). Invited presentation to Joint Education Committee, Colorado State Legislature, Denver, CO. February 27, 2019

**Kingston, Beverly.** (Online newspaper article). <https://www.the74million.org/article/as-schools-comb-social-media-for-potential-threats-has-mass-shooting-anxiety-turned-administrators-into-the-internet-police/>. December 5, 2018.

Dymnicki, Allison; Arredondo Mattson, Sabrina.; Spier, Elizabeth; **Kingston, Beverly;** & Miller, Frances. (2018). *The Role of Readiness in Promoting the Adoption and Effectiveness of Evidence-Based Prevention Practices*. Presentation presented at the 11th Annual Conference on the Science of Dissemination and Implementation in Health, Washington DC. December, 2018.

**Kingston, Beverly,** Arredondo, Mattson, Sabrina, & Kelly, Erin. (2018). Implementation of Communities That Care in Colorado. Invited speaker at the Cannabis Legalizations and Youth Symposium, Boulder, CO. November 15, 2018.

Arredondo Mattson, Sabrina., **Kingston, Beverly**, Argamaso Maher, Susanne, Witt, Jody, Scaccia, Jonathan. (2018). *Lessons learned from assessing and supporting readiness in 21 schools implementing a comprehensive approach to school safety: The Safe Communities Safe Schools model*. Presentation at the American Evaluation Association Conference, Cleveland. November 2018.

**Kingston, Beverly**. (2018). Interview after Santa Fe Shooting. KOA News Radio. May 21, 2018.

**Kingston, Beverly**. (2018). Interview KHOU Houston. How effective are school metal detectors? KHOU Houston. June 7, 2018.  
<https://www.khou.com/article/news/investigations/how-effective-are-school-metal-detectors/285-562357792>.

**Kingston, Beverly** and Mattson, Sabrina. (2017). Implementing and evaluating the Safe Communities Safe Schools model in 46 middle schools in Colorado. Program for Injury Prevention Education & Research. Colorado School of Public Health. Anschutz Medical Campus, Denver, Colorado. December 7, 2017.

**Kingston, Beverly**. (2017). Youth Violence Prevention Center – Denver: An Overview. Oral presentation at: Centers for Disease Control and Prevention Reverse Site Visit; Atlanta, GA. November 29, 2017.

**Kingston, Beverly**. (2017). Oral response to keynote speaker David Hawkins at: Unleashing the Power of Prevention Conference, Graduate School of Social Work, University of Denver; Denver, CO. October 31, 2017.

**Kingston, Beverly**. (2017). Mass Shootings and Violence Prevention.  
<http://www.9news.com/news/health/mass-shootings-and-violence-prevention/481284276>.  
October 6, 2017.

**Kingston, Beverly**. (2017). Preventing Violence Starts at the Community Level.  
<http://www.9news.com/news/community/colorado-researchers-say-preventing-violence-starts-at-the-community-level/480611934>. October 3, 2017.

**Kingston, Beverly**. (2017). Safe Communities Safe Schools: Key Malleable Risk and Protective Factors. Safe Communities Safe Schools Summit, September 26, 2017.

**Kingston, Beverly**. (2017). Courageous Prevention Keynote Talk. Oral Presentation: for the Safe States Alliance Annual Conference. Aurora, Colorado. September 12, 2017.

Mattson, Sabrina and **Kingston, Beverly**. (2017). Implementing and evaluating the Safe Communities Safe Schools model in 46 middle schools in Colorado. Boulder, Colorado. June 29, 2017

**Kingston, Beverly** and Wilensky, Rona. (2017). Colorado Network for Social Emotional Learning and Development. Colorado Social Emotional Learning Forum. June 8, 2017.

**Kingston, Beverly**, Arredondo-Mattson, Sabrina, Dymnicki, Allison, and Bumbarger Brian. (2017). Actionable Logic Models to Guide Large Scale. Implementation and Evaluation Efforts:

An Obvious Idea but What Does It Look like in Practice? Society for Prevention Research 25<sup>th</sup> Annual Meeting. Washington, D.C. June 1, 2017.

**Kingston, Beverly**, Arredondo Mattson, Sabrina, and Dymnicki, Allison, and **Kingston, Beverly**. (2017). Roadmap to evidence-based school safety: Safe Communities Safe Schools. National Institute of Justice. Washington, D.C. May 8, 2017.

**Kingston, Beverly**, Milhem, Jihad, Davidson, Anastasia, Marquez, Gustavo, Franz, Wendy (2017). Shakespeare & Violence Prevention Panel. Boulder, CO. February 28, 2017.

**Kingston, Beverly** and Brown, Shelli (2017). An introduction to the Youth Violence Prevention Center – Denver: Community Kick-Off. February 9 and 23, 2017.

**Kingston, Beverly**. (2016). Building an infrastructure to select and implement evidence-based programs in partnership with the community. Washington State University, Prevention Science graduate seminar, Implementation and Dissemination in the Real World. December 7, 2016

**Kingston, Beverly**. (2016). Denver Youth Violence Prevention Center. Centers for Disease Control and Prevention. Atlanta, GA. November 30, 2016.

Goodrum, Sarah, **Kingston, Beverly**, Elliott, Delbert, and Woodward, William. (2016). A new direction for integrated theory. Roundtable Discussion, American Society of Criminology. November 17, 2016.

Dymnicki, Allison, Spier, Elizabeth, Arredondo Mattson, Sabrina, and **Kingston, Beverly**, (2016). Roadmap to evidence-based school safety: Safe Communities Safe Schools. American Public Health Association. October 31, 2016.

**Kingston, Beverly** and Wilding, Mark. (2016). A roadmap to evidence-based school safety. Colorado Safe Schools Summit. October 12, 2016.

**Kingston, Beverly**, Payne, Susan, Zimmerman, Chris, Englert, James, Savage, Mark and Krause, Brian. (2016). Safe2Tell: A multi-disciplinary approach to school safety. Colorado Safe Schools Summit. October 13, 2016.

**Kingston, Beverly**, Woodward, William, Shipman, Kimberly, Fitzgerald, Monica, and McCluskey, John. (2016). Safe Communities Safe Schools Theory of Change. Year One Safe Communities Safe Schools Cohort, September 29, 2016.

**Kingston, Beverly** and Arredondo Mattson, Sabrina (2016). Social emotional learning: The what and the why. Boulder Valley School District Board of Education Planning Session, August 16, 2016.

Giguere, Amanda and **Kingston, Beverly**. (2016). Shakespeare & Violence Prevention in Colorado Schools, Outreach and Engagement Professionals Network, University of Colorado Boulder.

**Kingston, Beverly**. (2016). Featured on documentary - A Sentenced Life. Rocky Mountain PBS Documentary. <http://www.rmpbs.org/blogs/news/race-in-colorado-justice-a-sentenced-life/>

**Kingston, Beverly**, Arredondo Mattson, Sabrina, Dymnicki, Allison. (2016). Safe Communities Safe Schools Overview. Comprehensive Framework Grantee Meeting. April 2016

**Kingston, Beverly**, Brown, Shelli, and Maher, Susanne. (2016). Implementing a “Package” of Evidence-based Programs in Partnership with the Community: Strategies, Tools and Lessons Learned from Steps to Success. Blueprints Conference Presentation April 12, 2016.

**Kingston, Beverly** and Payne, Susan. (2016). Preventing youth violence: Putting what works into action. Combatting Trafficking in Persons, International Visitor Leadership Program, Bureau of Educational and Cultural Affairs February 3, 2016.

**Kingston, Beverly**. (2015). Steps to Success Implementation Results. Centers for Disease Control and Prevention National Centers of Excellence in Youth Violence Prevention, October, 30, 2015.

**Kingston, Beverly**. (2015). Preventing Acts of Violence Against the Public. <http://news.kgnu.org/2015/10/preventing-acts-of-violence-against-the-public/>, October 3, 2015.

**Kingston, Beverly**. (2015). Reducing Youth Violence in a Denver Neighborhood <http://news.kgnu.org/2015/05/reducing-violence-in-a-denver-neighborhood/> May 6, 2015.

**Kingston, Beverly**, Brown, Shelli, and Sigel, Eric. (2015). Steps to Success: An Integrated Community-based Model to Prevent and Address Violence and Other Problem Behaviors in Children and Youth – April 14, 2015 at the Colorado Child and Adolescent Mental Health Conference Fort Collins, CO.

**Kingston, Beverly** and Sigel, Eric. (2015). Steps to Success: An Example of Interdisciplinary Translational Research to Reduce Youth Violence and Promote Positive Youth Development, Institute of Behavioral Science, University of Colorado Boulder January 23, 2015

**Kingston, Beverly**. (2014). Steps to Success: Putting What Works into Practice to Prevent Violence at the Community Level, Human Development and Family Studies, Colorado State University, November 14, 2014 .

**Kingston, Beverly**. (2014). Evidence-Based Programs and Community Partnerships, Colorado Juvenile Defenders Coalition, October 17, 2014

**Kingston, Beverly**. (2014). Constructing and Implementing Evidence-Based Program Packages to Reduce Youth Violence and Promote Positive Youth Development, Department of Psychology, Colorado State University, October 3, 2014.

**Kingston, Beverly**, Woodward, William, and Brown, Shelli. (2014). Putting together “packages” of evidence-based strategies for violence prevention – Blueprints Conference Presentation April 2014.

**Kingston, Beverly**. (2013). Preventing Violence in Schools: Putting What Works into Action. Colorado School of Public Health Preventive Medicine Grand Rounds. April 1, 2013.

**Kingston, Beverly**. (2012). A Research Based Delinquency and Crime Strategy for Youth. Thornton Police Department, May 30, 2012.



### **Invited Grant Reviewer**

April 2017 Robert Wood Johnson Interdisciplinary Research Leaders

### **Teaching Experience**

#### **Instructor, “Analyzing Society” (SOCY 1001)**

(June 2004)

University of Colorado at Boulder

#### **Graduate Teaching Assistant, “Social Problems” (SOCY 2031)**

(August 2003-December 2003)

University of Colorado at Boulder

#### **Graduate Teaching Assistant, “Analyzing Society” (SOCY 1001)**

(August 1999-May 2000)

University of Colorado at Boulder

### **Fellowships and Honors**

2014 Boulder Faculty Assembly Faculty Recognition Award

2012 Adams County Youth Initiative – Vision and Leadership Award

2011 Adams County Children’s Champion – Early Childhood Partnership of Adams County

2004 Excellence in Doctoral Research, Children, Youth and Environments Center for Research and Design, University of Colorado

2002 Catherine and Milton Becker Fellowship

2002 Summer Institute on Youth Violence Prevention, co-sponsored by the Southern California Center of Excellence on Youth Violence Prevention and the National Consortium on Violence Research

2002 University Fellowship – Graduate School, University of Colorado

2001 Single Parent Fellowship

2000 Enrollment Enhancement Fellowship – Graduate School, University of Colorado

1999 Enrollment Enhancement Fellowship – Graduate School, University of Colorado

1999 Community Leadership Award – Gulfton Area Neighborhood Organization and Bellaire Exchange Club

1989 Selected for membership in Phi Kappa Phi

1988 Honored by Mortar Board, 1988

1986-1989 Dean’s List, Michigan State University

**Select Professional Service**

2020	Injury Prevention Center Member, Colorado School of Public Health
2019	Center for Mass Violence Response Studies, National Police Foundation
2019	National Center for School Safety Advisory Board, University of Michigan
2019	ARPAC Strategic Planning Committee
2019	Standardized Violence Prevention Protocol Planning
2018-19	Columbine Twenty Year Anniversary, Steering Committee Member
2016	National Behavioral Health Innovation Center: Thought Leaders' Convening
2015-16	Colorado Social Emotional Learning Forum organizer and moderator
2015-	Colorado Prevention Network, Steering Committee Member
2015-16	Board Chair, Safe2Tell
2013-15	Co-Chair, Colorado Implementation Collaborative
2012-16	Board Member, Safe2Tell Board of Directors
2010-12	Advisory Board Member, Colorado Center for Community Development, College of Architecture and Planning, University of Colorado Denver
2009-10	Co-Organizer, Adams County and Colorado Association of School Resource Officers - School Safety Conference
2009-12	Board Member, Early Childhood Partnership of Adams County
2009-12	Board Member, Adams County 1451 Interagency Collaborative

# SABRINA S. ARREDONDO MATTSON

University of Colorado, Boulder  
Center for the Study & Prevention of Violence  
Institute of Behavioral Science

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## EDUCATION

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**Doctor of Philosophy**, Sociology, emphasis in Criminology, University of Colorado, Boulder, Boulder, CO, August 2003.

**Bachelor of Arts in Sociology**, California State University of Fresno, Fresno, CA, 1994

## SPECIALIZATIONS

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### Theory

Juvenile Delinquency  
Criminology  
Positive Youth Development  
Deviance and Social Control  
Social Development Model

### Prevention

Youth Handgun Violence  
Delinquency  
Youth Violence  
School Safety  
Suicide Prevention

### Methods

Quantitative  
Qualitative  
Program Evaluation  
Needs Assessment

## PROFESSIONAL POSITIONS

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**Senior Research Associate**, Center for the Study & Prevention of Violence, University of Colorado, Boulder September 2020 to present

Dr. Arredondo Mattson has served on a variety of projects focusing on school safety, threat assessment, delinquency and violence prevention, youth gun violence prevention, suicide prevention and program evaluation. Dr. Arredondo Mattson has over 25 years of experience partnering with schools, community-based organizations, grant making foundations, justice systems, and programs on a variety of evaluation projects, technical assistance deliveries, and multicultural focused projects. Currently, she serves as the Principal Investigator or Co-Principal Investigator on a variety of federally and state funded projects aimed at reducing problem behaviors such as violence and suicide and promoting positive youth development in schools and communities. In two of these projects, she serves as the PI and lead evaluator.

Most recently, Dr. Arredondo Mattson serves as the Principal Investigator of the Evaluation of the Gun Shop Project: Suicide Prevention Led by the Firearms Community funded by the Centers for Disease Control and Prevention. This project aims to conduct a process (Colorado) and outcome (national) evaluation of Gun Shop Projects, community-driven suicide prevention partnerships between the firearms community (firearm retailers, ranges, and other businesses) and local public or community health agencies.

She also serves as the Principal Investigator of The Colorado Threat Assessment and Management Protocol: A Model for Training and Implementation funded by the Bureau of Justice Assistance. This project partners with the Colorado School Safety Resource Center to conduct a quality improvement evaluation of the Colorado Threat Assessment and Management Protocol (CTAMP) with 35 multidisciplinary school teams in Colorado. The evaluation will examine the extent to which the CTAMP training increases participant's threat assessment knowledge, skills and capacity and the extent to which the training is implemented in schools as intended.

Dr. Arredondo Mattson also serves as the Co-Principal Investigator of the National Center of Excellence in Youth Violence Prevention: The Denver Community-Level Collaborative. This project is grant funded by the Centers for Disease Control. This project focuses on reducing violence among 10–24-year-old youth in two high-burden Denver communities using a Communities That Care (CTC) approach. The project partners with four communities (two treatment and two comparison) to implement and evaluate a community-level prevention system that delivers community and policy-level youth violence prevention strategies matched to local needs.

She also serves as the Co-Principal Investigator of a project funded by the Colorado Department of Public Health and Environment focused on evaluating a statewide effort to implement Communities that Care in local public health agencies. The local public health agencies use the Communities that Care framework to reduce youth substance abuse.

Dr. Arredondo Mattson also served as a Co-Principal Investigator of the Safe Communities Safe Schools Initiative (SCSS) funded by the National Institute of Justice. The focus of SCSS is working in close partnership with schools and communities to deliver the most effective programs and strategies known to impact school safety and promote a positive school climate in ways that are feasible and tailored to their unique needs. We use a comprehensive, data driven approach to violence prevention planning and evidence-based programming.

Prior to the SCSS project, she developed and administered an online survey to a national sample of school administrators focused on their level of preparedness for an emergency/crisis including violent attacks.

Finally, Dr. Arredondo Mattson also served as the Co-Principal Investigator and Research Director of the Reducing Youth Access to Firearms through the Health Care Setting project. This project examined the extent to which the primary health care setting may be used to decrease youth access to guns in their homes.

**Research Associate**, Center for the Study & Prevention of Violence, University of Colorado, Boulder  
May 2006 to 2020

Served on served on a variety of projects in a variety of roles (Project Director, Research Director, Co-PI, PI) focusing on school safety, delinquency and violence prevention, youth gun violence prevention, threat assessments and program evaluation. In her role, she was responsible for the evaluation design, instrument development, data collection, data analysis, report writing, presentation of findings, and team and budget management. She utilized HLM and SPSS statistical programs. Additional responsibilities included providing evaluation technical assistance, conducting evaluation trainings, serving on the Leadership Team, and

grant writing.

**Senior Research Associate**, National Research Center, Inc., Boulder

May 2003 to May 2006

Managed a variety of projects including an initiative wide evaluation of after-school programs in Colorado, an evaluation of an alcohol awareness program on college campuses, and an older adult needs assessment in Walnut Creek, CA. Project management involved evaluation design, instrument development, data collection, data analysis, report writing, presentation of findings, and team and budget management. Utilized HLM and SPSS statistical programs. Additional responsibilities included providing evaluation technical assistance, conducting evaluation trainings, conducting focus groups and key informant interviews, and grant writing.

**Project Manager**, Center for the Study & Prevention of Violence, University of Colorado, Boulder

August 1999 to September 2003.

Managed the Youth Handgun Violence Prevention Project including program implementation and evaluation. Program evaluation involved evaluation design, instrument development, data collection, data analysis, report writing, and presentation of findings. Provided evaluation technical assistance to grantees. Utilized SPSS statistical programs.

**Research Assistant**, Center for the Study & Prevention of Violence, University of Colorado, Boulder

January 1995 to July 1999.

Assisted in a study of youth handgun violence: conducted a program review of youth handgun violence prevention efforts; conducted focus groups with community members including youth and adults; synthesized results into a report. Utilized SPSS statistical programs.

**Research Assistant**, Latino/Latina Research & Policy Center, University of Colorado, Denver

January 1998 to May 1998.

Assisted the director on various projects including a cancer study among the Latino population administering instruments, data management, and data analysis. Utilized SPSS statistical programs.

**Research Assistant**, Pearl Project, Dr. Kenneth W. Wanberg,

March 1996 to November 1996

Located youth engaging in delinquent behavior to administer follow-up surveys for the evaluation of the Pearl Project in Colorado.

**Research Assistant**, Ethnic Studies Department, University of Colorado, Boulder

October 1995 to May 1996

Reviewed studies, administered surveys, managed data, and analyzed data.

**Research Assistant**, California State University, Fresno

December 1993 to August 1994

Administered surveys to youth engaging in delinquent behavior, entered, cleaned, and analyzed data.

## **GRANTS, CONTRACTS, AND PAID CONSULTING**

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Role: Principal Investigator

Agency: Centers for Disease Control and Prevention

Dates of Project: 9/30/20 – 09/29/2023

(\$1,949,852)

Title: Evaluation of the Gun Shop Project: Suicide Prevention Led by the Firearms Community

Role: Principal Investigator

Agency: National Institute of Justice

Dates of Project: 10/1/19 – 09/30/2022

(\$999,987) Total (\$633,536) Sub-award to CU

Title: Colorado 2019 STOP School Violence Technology and Threat Assessment Solutions for Safer Schools Program: The Colorado Threat Assessment and Management Protocol: A Model for Training and Implementation

Role: Co-Principal Investigator

Agency: Dignity-Danish Institute Against Torture, Botnar Foundation

Dates of Project: 10/01/19 – 09/30/22

(\$688,369)

Title: Addressing the Wellbeing and Security Needs of Urban Children and Adolescents in Indonesia in the Digital Era

Role: Co-Principal Investigator

Agency: Colorado Department of Public Health and Environment

Dates of Project: 12/01/16 – 06/30/20

(\$1,423,812)

Title: Evaluating Communities that Care in Colorado

Role: Co-Principal Investigator

Agency: Centers for Disease Control

Dates of Project: 09/30/16 – 09/30/21

(\$5,983,487)

Title: National Center of Excellence in Youth Violence Prevention: The Denver Community-Level Collaborative

Role: Co-Principal Investigator

Agency: National Institute of Justice

Dates of Project: 01/01/16 – 12/31/2019

(\$6,200,000)

Title: A Roadmap to Evidence-Based School Safety: Safe Communities Safe Schools

Role: Co-Principal Investigator

Agency: National Institute of Justice

Dates of Project: 10/1/13 – 09/30/2018

(\$1,025,560) Total (\$400,611) Sub-award to CU

Title: Reducing Youth Access to Firearms through the Health Care Setting

Role: Principal Investigator  
Agency: Mental Health Center of Boulder County, Inc.  
Dates of Project: 2/1/12 – 3/1/13  
Title: Evidence-Based Services Continuum Fidelity Project  
(\$9,126)

**Technical Assistance**, Pilot Project, Colorado Department of Public Safety, July 2008 to June 2012, \$139,885 (four individual grants of \$65,000; \$25,000; \$25,000; \$24,885.04).

**Technical Assistance**, Homicide Report Update, United States Attorney's Office, District of Colorado, August 2002 to September 2003, \$ 26,000.

**Synthesis** of Research Symposium on "Violence and Crime in California", Public Health Institute, Consultant, April 2002 to May 2003, \$7,500.

**Technical Assistance & Evaluation**, ECCOS Family Center, Consultant, Colorado Trust August 2001 to May 2003, \$5,000.

**Evaluation Contractor**, "Youth in the Juvenile Justice System", Denver District Attorney Diversion Program, July 1999 to March 2002, \$33,000.

**Technical Assistance**, Puerto Rico Corrections Administration, Consultant, National Institute of Corrections, February 2000, \$6,500.

**Evaluation Contractor**, Data Analysis & Follow-up Report, City of Aurora Judicial Performance Commission, December 2000, \$1,000, and August 1998 \$1,000.

**Co-Principal Investigator** (Kirk R. Williams, Principal Investigator) "Pilot Evaluation: Pathways to Tolerance Program", Anti-Defamation League, May 1999, \$10,000.

**Technical Assistance**, Puerto Rico Corrections Administration, Consultant, National Institute of Corrections, January 1999, \$4,000.

## **PUBLICATIONS**

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Dymnicki, A., **Arredondo Mattson, S.**, Maher, S., Spier, E., Kingston, B. (in-press). Assessing implementation, and effects associated with a comprehensive framework designed to reduce school violence: A randomized controlled trial. *Journal of School Violence*.

Kingston, B., Zimmerman, M., Wendel, M., Gorman-Smith, D., Kelly, E., **Arredondo Mattson, S.**, & Trudeau, A. (in-press). Developing community-level strategies for preventing youth violence: Lessons learned to guide future research. *The American Journal of Public Health*.

**Arredondo Mattson S.**, Sigel E.J., Mercado, M.C. (2020) Risk and Protective Factors Associated with Youth Firearm Access, Possession or Carrying. *American Journal of Criminal Justice*. <https://doi.org/10.1007/s12103-020-09521-9>

Sigel E.J., **Arredondo Mattson S.**, Mercado, M.C. (2019) Increased Violence Involvement and Other Behavioral and Mental Health Factors Among Youth with Firearm Access. *Journal of*

*Adolescent Health*. <https://doi.org/10.1016/j.jadohealth.2019.01.028>

Kingston, B., **Arredondo Mattson, S.**, Dymnicki, A., Spier, E., Fitzgerald, M., Shipman, K., Goodrum, S., Woodward, W., Witt, J., Hill, K., Elliott, D. (2018) Building schools' readiness to implement a comprehensive approach to school safety, *Clinical Child and Family Psychology Review*. <https://doi.org/10.1007/s10567-018-0264-7>

**Arredondo Mattson S.**, Kingston B. Building an evidence-based multi-tiered system of supports for violence prevention in the health care setting. *Adolesc Med State Art Rev*. 2016;27(2): 341-350.

Hosseinmardi, H., **Arredondo Mattson, S.**, Ibn Rafiq, R., Han, R., Lv, Q., Mishra, S. (2015). Analyzing Labeled Cyberbullying Incidents on the Instagram Social Network. In Zhu (Eds.) *Social Informatics*, 9471, 49-66. Beijing, China.

Hosseinmardi, H., Ibn Rafiq, R., **Arredondo Mattson, S.**, R., Han, R., Lv, Q., Mishra, S. (2015). Analyzing Factors Impacting Reviving on the Vine Social Network. In Zhu (Eds.) *Social Informatics*, 9471, 17-32. Beijing, China.

Rahat, R. Hosseinmardi, H., **Arredondo Mattson, S.**, R., Han, R., Lv, Q., Mishra, S. (2015). Careful What You Share in Six Seconds: Detecting Cyberbullying instances in Vine". *ASONAM*. Pp. 617-622.

Williams, Kirk R. & Sabrina Arredondo Mattson. (2006). "Qualitative lessons from a community-based violence prevention project with null findings. *New Directions for Evaluation*, 110, 5-17.

#### Research Reports

Brennan, T., Dieterich, W., Ehret, B., Breitenbach, M., **Arredondo Mattson, S.**, Mattson, B., California Department of Corrections and Rehabilitation (CDCR) Pilot Study Report: Female Offender Programs and Services (FOPS). Risk and Needs Assessment of Women Offenders in California Prisons: An Evaluation of COMPAS Reentry and NIC's Gender Responsive Approach (2008). Golden, CO: Northpointe Institute for Public Management.

**Arredondo Mattson, S.** (2005). After-School Initiative Evaluation. The Colorado Trust, Denver, CO.

**Arredondo, S.**, Aultman-Bettridge, T., Johnson, T.P., Williams, K.R., Ninneman, L., & Torp, K. 1999. *Preventing Youth Handgun Violence: A National Study with Trends and Patterns for the State of Colorado*. Boulder, CO: Center for the Study and Prevention of Violence.

#### **OTHER PUBLICATIONS**

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Hosseinmardi, H., **Arredondo Mattson, S.**, Ibn Rafiq, R., Han, R., Lv, Q., Mishra, S. (2015). Detection of Cyberbullying Incidents on the Instagram Social Network. <http://arxiv.org/abs/1503.03909>

Elliott, D., Grady, J., Irwin, K., **Arredondo, S.** "How Could this Happen? Examining Roots of Violence." *Denver Post*, April 25, 1999.



## PAPERS PRESENTED AT PROFESSIONAL CONFERENCES

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- Arredondo Mattson, S., Kelly, E., Kingston, B., MacFarland, A., Bechhoefer, D. October 2020. Effective Coalitions Catalyze Community-Based Action to Prevent Violence: Findings & Lessons from the Youth Violence Prevention Center-Denver. Paper presented at American Public Health Association Annual Meeting, Virtual.
- Kingston, B., Zimmerman, M., Wendel, M., Gorman-Smith, D., Kelly, E., Arredondo Mattson, S., Trudeau, A., (October 2020). Developing Community-level Strategies Preventing Youth Violence: Lessons Learned to Guide Future Research. Paper presented at American Public Health Association Annual Meeting, Virtual.
- Kingston, B., Kelly, E., Little, J. Wilderman, D., Arredondo Mattson, S. October 2020. Staying Safe in the Neighborhood: Examining the Relationship Between Neighborhood Social Processes and Residents' Perceptions of Safety. Paper presented at American Public Health Association Annual Meeting, Virtual.
- Arredondo Mattson, S., Kingston, B., Dymnicki, A., Spier, E., & Scaccia, J. May 2019. Understanding School Team's Readiness to Inform the Implementation and Evaluation of the Safe Communities Safe Schools Model Aimed at Reducing School Violence. Paper presented at the Society for Prevention Research Annual Meeting, San Francisco, CA.
- Kingston, B., Kelly, E. & Arredondo Mattson, S., (May 2019). Using Administrative Data to Identify Risk and Protective Factors of Adverse Youth Outcomes: Lessons Learning in the Statewide Implementation of the Communities That Care Prevention System in Colorado. Paper presented at the Society for Prevention Research Annual Meeting, San Francisco, CA.
- Spier, E., Dymnicki, A., Miller, F., Arredondo Mattson, S., & Kingston, B., 2019. The role of readiness in promoting effective adoption of evidence-based practices in comprehensive prevention models. Poster presented at the Society for Research in Child Development conference, Baltimore, MD.
- Dymnicki, A., Arredondo Mattson, S., Spier, E.; Kingston, B., & Miller, F., 2018. *The Role of Readiness in Promoting the Adoption and Effectiveness of Evidence-Based Prevention Practices*. Science of Dissemination and Implementation in Health.
- Kingston, B., Arredondo Mattson, S., Brown, S., 2018. *Using Communities That Care to Set Priorities and Select Community-Level Prevention Strategies in High-Risk Denver Communities*. Society for Prevention Research.
- Arredondo Mattson, S., Kingston, B., Argamaso Maher, S., Witt, J., Scaccia, J., 2018. *Lessons learned from assessing and supporting readiness in 21 schools implementing a comprehensive approach to school safety: The Safe Communities Safe Schools model*. American Evaluation Association.
- Arredondo Mattson, S., Kingston, B. Scaccia, J., 2018. *Comprehensive School-Based Framework to Develop School-Researcher-Community Partnerships*. (Poster) Society for Prevention Research.
- Dymnicki, A., Kingston, B., Arredondo Mattson, S., Spier, E., & Miller, F., 2017. *A comprehensive framework to promote adoption, implementation, and sustainability of evidence-based behavioral and mental*

*health practices in schools.* (Poster) Science of Dissemination and Implementation in Health.

Arredondo Mattson, S., & Maher, S., 2017. *Using school survey data to assess, inform and direct school safety planning and evaluation efforts.* Colorado Safe School Summit. Colorado School Safety Resource Center.

Kingston, Beverly and Arredondo Mattson, Sabrina, 2017. *Implementing and evaluating the Safe Communities Safe Schools model in 46 middle schools in Colorado.* Program for Injury Prevention Education & Research. Colorado School of Public Health. Anschutz Medical Campus, Denver, Colorado.

Dymnicki, A. B., Kingston, B. Arredondo Mattson, S., Thorngren, M., Bumbarger, B., Wandersman, B., & Blitz, C., 2017. *Actionable Logic Models to Guide Large-Scale Implementation and Evaluation Efforts: An Obvious Idea but What Does It Look like in Practice?* Society for Prevention Research.

Kingston, B., Arredondo Mattson, S., & Dymnicki, A., 2017. *A Roadmap to Evidence-based School Safety: Safe Communities Safe Schools.* National Institute of Justice, Comprehensive School Safety Initiative Conference.

Dymnicki, A. B., Spier, E., Arredondo Mattson, S., & Kingston, B., 2016. *Roadmap to Evidence-Based School Safety: Safe Communities, Safe Schools.* In X. Young (Chair). *Preventing youth violence from a developmental lifespan perspective: Strategies for public health organizations and communities.* Symposium. American Public Health Association.

Thornberry, T., Arredondo Mattson, S., 2010. *School Safety Study.* Department of Homeland Security Summit.

Williams, K.R., Arredondo Mattson, S., 2002. *Determinants of Attitudes and Behaviors involving Youth Handgun Violence.* American Society of Criminology.

Williams, K.R., Arredondo Mattson, S., 2001. *Preliminary Findings from Youth Handgun Violence Prevention Programs in Colorado.* American Society of Criminology.

Arredondo, S., Aultman-Bettridge, T., 1998. *Using Theory to Inform Practice: Youth Gun Violence Prevention Strategies.* American Society of Criminology.

Aultman-Bettridge, T., Arredondo, S., 1997. *Promising Approaches in Prevention and Intervention of Youth Gun Violence.* American Society of Criminology.

## **FELLOWSHIPS/AWARDS**

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University Enhancement Fellowship, The Graduate School, University of Colorado Boulder, 1997

Institute of Behavioral Science Graduate Research Assistant, Minority Scholarship, University of Colorado at Boulder, 1996

University Fellowship, The Graduate School, University of Colorado at Boulder, 1994

Minority Summer Enrichment Program Fellowship, California State University Fresno, 1994

## **COMPUTER APPLICATIONS**

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**SPSS**-Statistical software for analyzing quantitative data.

**HLM**-Hierarchical Linear Modeling

## **ADDITIONAL LANGUAGES**

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Spanish

## **COURSES TAUGHT**

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### **Undergraduate:**

**Deviance**, Graduate Student Part-time Instructor, University of Colorado, Boulder, Spring 1997

**Juvenile Delinquency**, Teaching Assistant, University of Colorado, Boulder, Fall 1996

## **UNIVERSITY, PROFESSIONAL, AND COMMUNITY SERVICE**

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### **University Service**

Member of the Campus Climate Advisory Committee, University of Colorado, Boulder, September 2015-May 2018.

Member of the Sociology Diversity Committee, Department of Sociology, University of Colorado, Boulder, August 1997- May 1999.

Social Director, Graduate Student Association, Department of Sociology, University of Colorado, Boulder, August 1996- May 1997.

### **Reviewer for Professional Journals**

*Youth Violence and Juvenile Justice*

*American Journal of Preventive Medicine*

## **REFERENCES**

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**Furnished upon request.**

# Amanda Matthews

(b)(6)

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## Professional Experience

**Professional Research Assistant.** *Center for the Study and Prevention of Violence at the University of Colorado Boulder, Boulder, CO, October 2016 to Present*

Rural School Safety Project, January 2021 to Present

- Provide training and technical assistance to multidisciplinary threat assessment teams at 30 rural schools across Colorado in order to build, deploy and sustain a gap-free system for violence prevention and intervention
- Create and facilitate processes for school and district teams to review and reflect on data to determine training and technical assistance needs
- Collaborate with state and local agencies to coordinate training and support
- Facilitate the collection and analysis of a school safety assessment and readiness assessment

Safe Communities Safe Schools, October 2016 to December 2020

- Create and improve implementation tools and strategies to enable to use the Safe Communities Safe Schools (SCSS) model with 42 schools across the front range, which supports violence prevention efforts through culture and climate, threat assessment, bystander response and reporting, and mental/behavioral health
- Create and facilitate processes for data reviews, meetings, and trainings with school teams
- Collaborate with school leadership teams to build comprehensive systems for school safety and violence prevention
- Map the resources and supports at schools that relate to student safety, mental/behavioral health, and climate
- Facilitate the selection of an evidence based program to meet the needs and capacity of participating middle schools
- Monitor and support implementation fidelity of an evidence based program in schools
- Collaborate with consulting teams (e.g., threat assessment specialists) on the strategic integration of various elements of school safety into the SCSS model and implementation process
- Identify initial and ongoing training, technical assistance, and coaching needs for schools
- Facilitate the collection and analysis of a school climate survey, readiness assessment, and systems assessment
- Provide coaching and support for Implementation Managers

**Community School Director (CSD)**, *United Way of Salt Lake, Salt Lake City, UT, June 2013 to September 2016*

- Collaborate with school leadership at Lincoln Elementary to partner with community agencies and implement strategies for the success of Lincoln students in the areas of physical, social and mental health, academics, and income under the framework of collective impact
- Align school work with community partners to identify outcome data and measures of program successes leading to more targeted interventions and continuous improvement conversations
- Facilitate school Positive Behavior Interventions and Supports team, to implement multi-tiered behavior prevention and intervention strategies and develop strengths based school culture
- Analyze school level data to develop strategies for targeted student success; i.e. identifying trends in sub-populations to showcase need for ELL student interventions resulting in pilot of inclusive co-teaching strategies in 25% of classrooms
- Engage in school leadership meetings, including those facilitated by Granite District systems coaches and Utah Education Policy Center

**Program Development and Evaluation Intern, *The Conflict Center*, Denver, CO, September 2012-May 2013**

- Co-facilitate 2 Emotional Intelligence and Critical Decision Making courses (8 sessions) with at risk/court mandated youth and their parents on topics such as anger/conflict management, active listening, and consequences
- Facilitate the distribution, collection, and analysis of surveys for programming and evaluation in 15 classrooms
- Conduct quantitative evaluation research study through the EICDM course to determine effect size on empathy levels of participants
- Facilitate presentations in the community on topics related to parenting and bullying

**Research Assistant, *University of Denver Project SAFE*, Denver, CO, September 2012-June 2013**

- Conduct pre and post interviews for an intervention study with homeless youth, emphasizing the skill to quickly build strong relationships; Conduct 6 week and 3 month follow-up phone interviews

**Relief Advocate, *SafeHouse Denver*, Denver, CO, June 2012-June 2013**

- Manage crisis line and conduct intake/exit interviews; Intervene in crisis situations with residents

**Children's Advocate Intern, *SafeHouse Denver*, Denver, CO, September 2011-June 2012**

- Participate in weekly case management meetings
- Manage crisis line including completing phone assessments, resource referrals, crisis intervention
- Conduct intake/exit interviews for new residents
- Facilitate and develop children's group twice a week and supervise up to 4 volunteers weekly
- Maintain 4 individual family caseloads including resource referrals and conducting individual sessions with kids

**Program Assistant, *Gender Violence Education and Support Services*, Denver, CO September 2011-June 2012**

- Assist in trainings related to Bystander Interventions and Sexual Assault Hotline
- Assist in developing programming to promote awareness around gender violence issues

**Health Education in Schools and Communities, *Peace Corps*, Gordinesti, Moldova, June 2009-July 2011**

- Prepared for and taught 8 Health Education classes weekly with Teacher Partner
- Presented seminar on Feedback and Conflict Resolution to NGO in the capital Chişinău, Moldova

**Student Assistant, *UNT Study Abroad Center*, Denton, TX, September 2005-July 2007**

- Prepare incoming and outgoing students for cultural exchange programs; Executed administrative office functions

### **Education**

- Masters of Social Work, University of Denver, Denver, CO, 2013
- Bachelor of Arts Degree in Anthropology, University of North Texas, Denton, TX, 2007
- Bachelor of Science Degree in Applied Behavior Analysis, University of North Texas, Denton, TX, 2007

### **Additional Trainings**

Change Leadership Certification (eCornell), Transformational Leadership, Liberating Structures, Leading for Equity in Complex Systems, Facilitation, Continuous Improvement Science, Parent Engagement with Schools, Restorative Justice, Social Norming, Program Implementation and Fidelity, Domestic Violence

# WILLIAM WOODWARD

AUGUST 2020

CENTER FOR THE STUDY AND PREVENTION OF VIOLENCE  
INSTITUTE OF BEHAVIORAL SCIENCE, UNIVERSITY OF COLORADO BOULDER

(b)(6)

Campus Box 483  
University of Colorado  
Boulder, Colorado, 80309

## EDUCATION

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- 1979 ABD, Public Administration  
Coursework and comprehensive exams completed  
University of Colorado Boulder
- 1977 Master of Public Administration  
University of Colorado Boulder
- 1973 Bachelor of Arts in Psychology  
University of Colorado Boulder

## AREAS OF INTEREST AND EXPERTISE

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- School safety and violence prevention
- Prevention of school shootings
- Threat Assessments
- Adaptive Leadership
- Organization Development

## PROFESSIONAL EXPERIENCE

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- 2001 - 2020 *Director of Training and Technical Assistance, Center for the Study and Prevention of Violence, Institute of Behavioral Science, University of Colorado Boulder*
- Trained and provided technical assistance to 30 schools in Strategic Planning to reduce violence subsequent to Columbine
  - Trained 25 Colorado School Districts in Liability limitation strategies for the Colorado School Districts Self Insurance Pool
  - Trained 30 counties in Homeland Security Data collection and strategic planning. Then provided technical assistance on a district by district basis.
  - Trained Montbello and Park Hill in Communities That Care public health violence reduction model.
  - Trained schools, school districts, Colorado Association of School Executives in the lessons learned from the Arapahoe High School shooting
  - Subsequent to Arapahoe High School shooting, trained Safe Communities Safe Schools in Threat Assessment and risk reduction strategies.

- Assisted Harrison School District to develop internal policies to implement Threat Assessment policies and practices
- Developed MOOC material on threat assessment with Dr. Goodrum for use in Canvas training curriculum. Current users include enrollment from a geographically diverse group of learners, with the following countries represented thus far: USA, Morocco, Philippines, Bangladesh, Canada, Brazil, India, Spain, Nigeria, Egypt, Hong Kong, Ecuador, Azerbaijan, South Africa, Saudi Arabia, India, Myanmar, Sudan, Uzbekistan, Mexico, Chile, United Arab Emirates, El Salvador, Belize.

1984 -1999 *Director, Colorado Division of Criminal Justice*

- Developed a Parole Release risk assessment tool, currently used by the Department of Corrections and the Parole Board to predict probability of reoffending both nonviolently and violently.
- Developed both a construction and validation samples of offenders to validate the tool. Supervised statewide survey of prosecutor's offices to determine level of systemic racism in the charging and prosecution of juveniles.
- *Staff Director, Colorado Criminal Justice Commission 1993-1997*  
As Director of DCJ, funded and staffed this legislatively mandated commission comprised of state legislators and criminal justice system leaders. Researched priorities of the commission including: Sex Offender treatment, Victim Compensation, Victim Assistance, and development of prison population projections.
- Oversaw development of prison population projection methodology and helped formulate new projection process which was later proven to be 95% accurate. Legislative and Executive decisions about prison construction were made based on these projections.
- Researched causes and correlates of sex offending. Developed legislation to better supervise sex offenders in the community, require polygraph as part of a treatment plan, and require evidence-based treatment by board approved treatment providers. Developed a board, appointed by the governor, to oversee standards for sex offender treatment and management. Held public hearings on the standards. Published standards and approved providers. Collected and analyzed data on success of this legislation.
- Researched effectiveness of Community Corrections in Colorado. Developed standards for Community Corrections, Audited community corrections across state, researched extent to which a community corrections bed did in fact avoid the building of a prison bed.(PI) Approximately 25m/year
- 1996-2018 Organizational Development consultant, William Woodward Associates LLC

## CONTRACTS AND GRANTS

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Colorado Attorney General's Office 2018-2019

**Attorney General's Safe School Guide** (\$75,000)

This project included researching programs, policies, and practices for inclusion in the Attorney General's Safe School Guide.

Role: Principal Investigator

Colorado Governor's Office of Homeland Security 2004-2009

**Homeland Security State Data Collection and Planning** (Approximately \$150,000 per year)

This project worked in coordination with the Colorado Governor's Office of Homeland Security to facilitate the collection of county data for compliance with the federal requirements of Homeland Security grant funds to improve statewide preparedness and capacity. This included local strategic planning and data-based decision making for grant application purposes.

Role: Principal Investigator

Various Federal Funding Awards to DCJ 1984-1999

**Office of Justice Programs: Office of Justice Assistance, Edward Byrne Memorial, and Office of Juvenile Justice and Delinquency Prevention, Colorado Statistical Analysis Center, Victim Compensation funding, Victim Assistance funding and National Institute of Justice funding.** (Approximately \$25,000,000 per year)

These project grants to the state were then provided as individual grants to local cities, counties and other state agencies. They were reviewed by a governor appointed advisory board assigned to our office.

Role: Principal Investigator

## PUBLICATIONS

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Goodrum, S, **Woodward W**, Attorney General's Guide To Safe Schools, 2018 and 2019. Published by Succeeding attorney generals. Guide emphasized evidence-based practices, protocols and strategies for K-12 schools. Provided check lists and best practices for school safety.

Goodrum S, Evans, M, Thompson AJ, **Woodward W**. (2019) Learning from a failure in threat assessment: 11 questions and not enough answers. *Behavior Science Law*. 1-19, <https://WileyonlineLibrary.com/journal/bsl>

Goodrum, S., Thompson A.J., Ward K., **Woodward W**. (2019) A Case Study on Threat Assessment: Learning Critical Lessons to Prevent School Violence, *Journal of Threat Assessment Management*. Vol. 5, No 3, 121-136

Kingston, B., Arredondo Mattson, S., Dymnicki, A., Spier, E., Fitzgerald, M., Shipman, K. Goodrum, S., **Woodward, W.**, Witt, J., Hill, K., Elliott, D. (2018) Building schools'



readiness to implement a comprehensive approach to school safety, *Clinical Child and Family Psychology Review*. <https://doi.org/10.1007/s10567-018-0264-7>

Goodrum S, **Woodward W**, Thompson A. (2017) Sharing Information to Promote a Culture of Safety, *National Association of Secondary School Principals*,. 101(3), 215-240.

## **PROJECT REPORTS**

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**Woodward, W.** Programs and Evidence-Based Corrections Practice in Washtenaw County, Michigan. Sheriff's Office, Justice System Partners. Report for the Washtenaw County Sheriff. October 2017

**Woodward W**, Goodrum S. Report on the Arapahoe High School Shooting, the Denver Foundation, Report to the Colorado Legislature. January 2016.

Campbell N, **Woodward W.** et al. Jail Overcrowding in Boulder County, A Comprehensive Assessment and Recommendations for Change, Evidence based practices. Justice System Partners. Report for the Boulder County Commissioners. January 2016.

**Woodward, W.** Efficiency and Effectiveness Review of the Southern Regional Community Corrections Center (SRCCC), Arizona Department of Corrections. Report for National Institute of Corrections. September 2013.

**Woodward W**, Kaiser, G. Nueces County (Corpus Christi, Texas) Community Corrections: Evidence Based Practice Recommendations for increasing Efficiency and Effectiveness. August 2013

**Woodward, W.** Report of Efficiencies and Effectiveness of the sex offender management in the State of Hawai'i. February 2010.

## **PRESENTATIONS AND INVITED LECTURES**

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Woodward, William. (2019). Threat Assessment. Invited presentation to Colorado Association of School Executives Annual Meeting. October 2019.

Woodward, William. (2019). Threat Assessment. Invited presentation to Colorado Association of School Boards Annual Meeting. December 2019

Woodward, William. (2018). Preventing School Shootings. TEDx Talk. <https://www.youtube.com/watch?v=89XeX4eeulw>. June 16, 2018.

## **TEACHING/TRAINING EXPERIENCE**

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### **Trainer, Threat Assessment**

(2020)

University of Colorado Boulder Massive Open Online Curriculum (MOOC)

### **Trainer, Safe Communities Safe Schools**

(2003-2018)

Denver Foundation

### **Teaching Faculty, National Leadership Training for Newly Elected Sheriffs**

2005-2019

National Institute of Corrections, US Justice Department, Office of the Attorney General.

## **PROFESSIONAL TRAINING**

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2009 Motivational Interviewing Training New Trainers

2011 “Communities That Care” Professional Training. Three day certification training

## **PROFESSIONAL AFFILIATIONS**

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2016-2020 Member, American Society Criminology

2005-2020 Member, National Sheriff's Association

# DOREEN JOKERST

(b)(6)

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## CORE COMPETENCIES

- Problem Solving
  - Community Orientation
  - Organizational Change
  - Leadership Skills
  - Professional Ethics
  - Coaching and Mentoring
  - Encouraging Creativity and Innovation
  - Forward Thinking
  - Conflict Management
  - Assuring Accountability
  - Team Building
- 

## PROFESSIONAL EXPERIENCE

### University of Colorado-Boulder Police Department (September 2018-Present)

#### **Chief of Police, University of Colorado-Boulder Police Department**

- ❖ Oversee and lead the University of Colorado-Boulder Police Department
- ❖ Approximately 100 employees, both commissioned and professional staff working in all operational components
- ❖ Continuing to build partnerships with external and internal stakeholders through collaboration while maintaining positive relationships
- ❖ Moving the Department towards National Police Accreditation to ensure best practices
- ❖ Co-created the annual budget for the police department
- ❖ Improved staff moral and lowered employee turnover
- ❖ Develop on-going business plans and projection analysis
- ❖ Participate in numerous work teams and multi-organizational work committees

### Colorado Technical University (CTU) (2018-2019)

- ❖ Adjunct instructor for CTU in the Security Studies section teaching both undergraduate and graduate level courses.
  - CJUS 201 Law Enforcement Operations and Report Writing
  - CJUS 448 Criminal Investigations
  - CJUS 630 Law Enforcement Management

### Parker Police Department (Progressive Roles-September 2018)

#### **Commander, Support Services Division (Jan. 2017-Sept. 2018)**

This was a new Division created by the organization for 2017. My roles and responsibilities:

- ❖ Recently acquired the neighborhood services division from the Town's Community Development Department and transitioned it to the Police Department. This role includes oversight of the neighborhood services officers focusing on both code enforcement and animal services
- ❖ Oversight of both the Property and Evidence Section and the Crime Scene Investigation. There is a current IGA in place for a neighboring jurisdiction for both storage of property and evidence and crime scene management.
- ❖ Ensuring successful accreditation through the International Association of Property and Evidence
- ❖ Creating and implementing new Standard Operating Procedures, policies and training guidelines for the Neighborhood Services Division.
- ❖ Worked with the Community Development Division for a smooth transition of the code enforcement responsibilities
- ❖ Work with the Town Attorney to draft an ordinance for nuisances addressing chronic drug houses
- ❖ Continue to oversee the Communications Division (total of 19 employees to include 2 lead communication technicians and 1 communications supervisor)
- ❖ Continue as the Town of Parker Emergency Manager. In 2015 the Town of Parker entered into an IGA with a neighboring City to support an Emergency Preparedness Coordinator. This part-time employee works directly for me and is tasked to conduct EM related tasks and community outreach

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### **Lieutenant/Commander, Patrol Division (2015-2016)**

Oversaw the Patrol Division (Wednesday-Saturday) which included three to four sergeants and twenty officers. While managing this Division, my duties I continued to oversee the Communication Division and remained the Town of Parker Emergency Manager.

- ❖ Oversaw all supervisory and operational components of the Patrol Division (B-Side) for the Parker Police Department
- ❖ Developed and implemented annual budget recommendations for the division on a yearly basis
- ❖ Ensured Department outlined goals and objectives were met on an annual basis with quarterly accountability reporting
- ❖ Created and fostered a team environment ensuring transparency, collaboration and partnerships with the public and private sector stake holders
- ❖ Oversaw numerous operational calls that were dynamic and time critical
- ❖ Participated in a number of community programs to include Coffee with a Cop, Cram the Cruiser, Thanksgiving with the Task Force and National Night Out to assist with building and fostering community relationships.

### **Lieutenant, Communications Division (2014-2016)**

Oversaw the Communications Division and fifteen employees within that Division. This position includes managing the national accreditation process (CALEA), ensuring staff and organizational needs are met.

- ❖ Assigned to oversee all supervisory and operational components of the Communications Center for the Parker Police Department
- ❖ Continue to lead the accreditation process for the Division, ensuring a successful onsite in 2014 with 100% compliance.
- ❖ Rewriting existing SOP's and developing new procedures to meet CALEA standards to include Recruiting Plan and Evacuation Plan.
- ❖ Completing a workload assessment for the Division to ensure adequate staffing numbers
- ❖ Ensuring the needs of the Client Agency were met through a successful IGA
- ❖ Developed and implemented budget recommendations for the division on a yearly basis
- ❖ Ensured Department goals and objectives were met on an annual basis while implementing quarterly accountability reporting

### **Lieutenant, Office of Professional Standards (2013-2014)**

Assisted in creating, implementing and developing the Office of Professional Standards. This position includes conducting internal affairs investigations, managing the national accreditation process (CALEA), serving as the Town of Parker Emergency Manager and overseeing the department's training division and Public Information Officers.

- ❖ Supervise six staff members that serve in various support roles within the department
- ❖ Continue to lead the accreditation process for the agency working with various divisions to ensure a successful reaccreditation and on-site evaluation
- ❖ Revised and amended the Town of Parker Emergency Operations Plan and position specific checklist
- ❖ Awarded \$50,000 in grant funds related to the Town of Parker Emergency Management program.
- ❖ Transitioned a new position (Public Relations Coordinator) into the Office of Professional Standards to assist with social media and web site coordination
- ❖ Researched, developed and implemented a discipline matrix to reduce the ambiguity and subjectivity that employees may feel are associated with a non-structured discipline system
- ❖ Researched and implemented the Silent Partner Program that originated from the Border Patrol and was later adopted by several surrounding police agencies.

### **Sergeant, Office of Professional Standards (2011-2013)**

Lead the Office of Professional Standards with four staff members assigned working various tasks while continuing and completing several projects while serving as the lead. Tasks included internal affairs, managing the accreditation process and serving as the Town of Parker Emergency Manager.

- ❖ Lead the accreditation process by overseeing the complete revision and rewrite of all policies and procedures within the department since September 2009
  - Rewrote existing policies and developed new policies to meet CALEA standards (74 prior and 95 current)
  - Created and implemented a new organizational structure and format for the policy manual
  - Developed and implemented eight new Standard Operating Procedures for every division and section within the police department
  - No significant changes were made to the Policy and Procedures or Standard Operating Procedures after review by outside counsel
  - Undertook the role as Vice-Chair for the Rocky Mountain Accreditation Network from 2010-2011
- ❖ Lead and conducted all departmental internal affairs investigations since 2009
- ❖ Appointed as the first Town of Parker Emergency Manager in 2009
  - Developed and implemented the Town of Parker Emergency Operations Plan
  - Created a checklist for emergency management ICS positions for Town staff that has been implemented by other municipalities
  - Wrote and was awarded over \$70,000 for four separate grants to assist in building the Town of Parker Emergency Operations Center to include additional computers and telephonic equipment, pandemic flu protection and salary matches
  - Initiated and oversaw the Town's first Citizen Emergency Response Team (CERT) class training over 90 citizens since 2011.
  - Significant collaborations with multiple internal and external stakeholders across the emergency management field facilitating interagency cooperation
  - A member of both the Douglas County and Arapahoe County Incident Management Teams
  - Was awarded over \$25,000 in grant funds related to training of commissioned officers
- ❖ Selected by the Town Administrator to be the Public Information Officer for the department
  - Developed training protocol to bring on four additional police department Public Information Officers
  - Enhanced the department's ability to notify citizens with timely and accurate information during emergencies through Twitter and Facebook
- ❖ Served as a member on the Parker Police Department Safety Committee, both the Town of Parker and Parker Police Department Awards Committee and Town of Parker Evaluation Committee

### **Sergeant, Investigations Division (2007-2010)**

Oversaw the Investigations Division supervising six detectives on major cases ranging from fraud, sexual assault and crimes of violence. This included organizing an on-call schedule for the detectives, ensuring the cases met appropriate standards prior to being filed with the District Attorney's Office and being an on-call Sergeant for the division.

- ❖ Implemented the Internet Crimes Against Children Taskforce that has led to the arrest of several online predators and is still an active taskforce within the division
- ❖ Wrote and was awarded a \$750 grant to secure additional equipment needed for the Investigations Division
- ❖ Wrote several proposals that have all been implemented across the organization to include: An official awards ceremony for the police department and an ATM machine at the police department to reduce the target of opportunity for people withdrawing money at night
- ❖ Member of the Douglas County Emergency Operations Committee

### **Sergeant, Patrol Division (2002-2007)**

Oversaw a team of five officers assigned to patrol and supervised major calls ranging from bank robberies, sex assaults, unknown troubles and a homicide. I was primarily assigned to swing shift averaging the highest volume of calls in patrol on a weekly basis.

- ❖ Organized the patrol training calendar, ensuring all training was met for commissioned officers
- ❖ Assigned to transition the department from the Field Training Officer (FTO) program to the Police Training Officer (PTO) program. As a result, I created and developed PTO training guides and notebooks that are now being used nationwide
- ❖ Assisted the Town of Parker Human Resources Department with hiring of all new police applicants (100)

- ❖ Conducted background investigation on police applicants, resulting in thirteen new officers
  - ❖ Developed the Parker Police Department Citizen's Academy (2005), ultimately receiving the Town of Parker Innovation Award
  - ❖ Commended for holding officers accountable for their actions in an appropriate and expedient manner
  - ❖ Wrote several proposals that have all been implemented to include: an email blast to HOA presidents opening lines of communication on what may be impacting their neighborhoods and a tracking system for runaways and missing persons
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### **AWARDS AND RECOGNITION**

- ❖ Honorary Conch-Recognized by the Mayor of Monroe County, FL for assistance during Hurricane Irma 2017
  - ❖ Parker Impact Award (Nominee) 2013
  - ❖ Colorado Emergency Management Association-Certified Emergency Manager-Gold (2013)
  - ❖ Town of Parker Star of Excellence (2008)
  - ❖ Town of Parker Innovation Award (2007)
  - ❖ Law Enforcement Police Advisor of the Year for the Region (2002)
  - ❖ Law Enforcement Police Officer of the Year, Optimist Club (2002)
  - ❖ Town of Parker Employee of the Year (2002)
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### **EDUCATIONAL BACKGROUND**

- **Master of Arts, Psychology** • Regis University, Denver, CO • (b)(6)
    - Elected to Alpha Sigma Nu Honor Society during senior year at Regis University (Based upon Scholarship, Loyalty and Service)
  - **Bachelor of Science, Criminal Justice** • Metropolitan State College of Denver, Denver, CO • GPA (b)(6)
  - **FBI National Academy Class 261** • Quantico, VA
  - **Senior Management Institute for Police** • Police Executive Research Forum (PERF) • Boston, MA
  - **Northwestern University School of Police Staff and Command (SPSC)** • Arapahoe, CO
  - **Leadership in Police Organization (LPO)** • Loveland, CO
  - **Law Enforcement Police Academy** • Arapahoe Community College, Littleton, CO
- 

### **PUBLICATIONS**

- **Jokerst, D.** & Pettolina, M. (2019). NIBIN policy and procedure. *Evidence Technology Magazine.*, Fall 2019 Issue. Retrieved from [https://read.nxtbook.com/wordsmith/evidence\\_technology/fall\\_2019/index.html](https://read.nxtbook.com/wordsmith/evidence_technology/fall_2019/index.html)
- **Jokerst, D.** & Pettolina, M. (2019). NIBIN policy and procedure. *International Association for Property and Evidence, Inc.*, (2), 52-53. Retrieved from [http://iape.org/evidencelog/current/evidencelog\\_2019no2.pdf](http://iape.org/evidencelog/current/evidencelog_2019no2.pdf)
- **Jokerst, D.** & Pettolina, M. (2018). Property and evidence warehouse: Ensuring victim's rights from the back room. *End the back log*. Retrieved from <http://www.endthebacklog.org/blog/property-and-evidence-warehouses-ensuring-victims-rights-back-room>
- Means, R. & **Jokerst, D.** (2012) Early Warning Systems Part One. *Law and Order Magazine.*, December 2012 issue. Retrieved from <https://hendonpub.com/article-detail/?ArticleId=4476>
- Means, R. & **Jokerst, D.** (2012) Early Warning Systems Part Two. *Law and Order Magazine.*, February 2013 issue. Retrieved from <https://hendonpub.com/article-detail/?ArticleId=4567>

- Means, R & **Jokerst, D.** (2014) Social Media: Risk and Liability Issues. *Law and Order Magazine.*, August 2014 issue. Retrieved from <https://hendonpub.com/article-detail/?ArticleId=5119>
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#### **SPEAKING ENGAGEMENTS**

- **Jokerst, D.**, Cauley, J., Monroe, J. (October 2020) *Reinventing Your Organization: Practical Steps that Foster Positive Change*. Webinar presented at the International Association of Chiefs of Police (IACP) Annual Conference
- Miller, K. A., D., Cantrell, D., **Jokerst, D.** & Buena, T. (July 2020). *In Search of Excellence: Lessons on Leadership, Life & How to Empower Female Leaders to Rise*. Webinar presented with the National Sheriffs' Association
- **Jokerst, D.**, James, A., Cooper, J., & Williams, D. (June 2020) *A Panel Discussion on the Future of Criminal Justice Reform*. Webinar presented with the Reentry Initiative
- Miller, K. A., **Jokerst, D.**, Cauley, J., Buena, T., Hoebeke, J., Smith, J., & Beck, W. (April 2020) *Leadership on the Frontlines: Navigating the COVID-19 Pandemic*. Webinar presented with the Justice Clearing House
- Miller, K. A., Cantrell, D., Tejada, J., **Jokerst, D.** & Bletran, A. (October 2019). *In Search of Excellence: Lessons on Leadership, Life & How to Empower Female Leaders to Rise*. Panel Presentation delivered at the International Association of Chiefs of Police (IACP) Annual Conference, Chicago, IL.
- **Jokerst, D.**, Patton, P., Burba, R., Barbarie, P., Kilfoyle, R. (June 2019) *Marijuana Legalization and the Effects on a College Campus*. Panel Presentation delivered at the International Association of Campus Law Enforcement Administrators

## Mark C. Heyart

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(b)(6)

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### Professional Experience:

#### University of Colorado Boulder Police Department Commissioned Police Officer (1998 – Present)

- Colorado POST Certified Peace Officer holding various ranks, trainer roles and specialty assignments for the police department over a successful 23+ year career.
- **Commander, Police Operations (2019- Present)**
  - Provide oversight and leadership for nightshift police teams working shifts spanning the week plus partial commissioned service officers assigned to patrol residence halls and housing areas.
  - Developed and implemented unique crisis response tools using an on-call licensed clinician and Telehealth secure video system to reduce impacts to persons experiencing mental health crisis and provide support to police officers.
  - Provide support to Behavioral Intervention Team and Student of Concern Teams to triage possible threats and intervene early.
  - Ensured that department and university goals were met and engaged with other community stakeholders for effective communications by actively sharing information.
  - Maintained compliance with timely reporting and activation of emergency systems and mandates such as Clery reporting.
  - Provided oversight to high risk calls for service and engaged as the on-scene commander with other agencies including investigations, federal and local partners, special operations units.
  - Developed and implemented a new police radio system with a great deal of complexity. Evaluated equipment and problem solved solutions to best suite our unique environment.
- **Sergeant** (2016-2019 Community Safety; 2014-2016 Events & Emergency Management)



- 2016 – 2019. Oversight for Residential Community Safety Unit. Provide safety and liaison services to Housing Areas including detection and enforcement of drug and alcohol violations, community outreach, and security services
  - Member of multi-disciplinary Threat Assessment Team for behavioral health
  - Liaison with the Division of Student Affairs for day-to-day case management and problem solving community issues
  - Oversight for numerous investigations, personnel actions, special projects along with management of planned and unplanned incidents
  - 2014-2016. Oversight for the Special Events & Emergency Management Operations. Daily supervision of personnel assigned to the Unit. Created new Community Safety Unit for Special Event Coverage, Academic Facilities, and specialty contract services at CU
  - Developed and implemented operational action plans for numerous major events such as Vice Presidential Visit, Dalai Lama visit, Presidential GOP Debates, numerous sitting US Supreme Court Justice visits, other dignitaries
  - Developed hundreds of CU Athletic Game Day and Concert Operational plans for protection and emergency management for large stadium operations
  - Developed and implemented a new Bolder Boulder 10K Race Day Operational Plans for the safety of thousands of participants
- **Commander, Police Services & Support Services (2007 [interim]; 2008-2014 full time)**
    - Commander of Police Services and Commander of Support Services Oversight for all functions of police patrol, security, training, special events, investigations, community services and crime prevention
    - Oversight and leadership for upwards of 30 full-time commissioned police officers, security personnel and civilian support staff
    - Created systems of delivery, streamlined processes, and data in support of providing reliable service to a daily University population of approximately 40,446 members. The Police Services Division annually responded to over 20,000 calls for service on a continuous basis
    - Developed and implemented new Special Events Unit. Planned and implemented 3 U.S. Presidential Visits
    - Note: Commander position transitioned back to the rank of Sergeant during a reorganization in which the rank of commander was eliminated
- **Sergeant, Patrol & Training (2002-2007)**
    - Sergeant in Patrol Operations and Training Unit
    - Developed and implemented a transition from a traditional police Field Training Officer (FTO) model to (PTO) Reno Model. This included creating and writing a new PTO Manual. Awarded the Citation of Excellence for implementation at a critical time for the agency
    - Developed and implemented the Boulder County Crisis Intervention Training (CIT) with BCSO. Active role as Course Director for several years
    - IPMBA Mountain Bike Instructor. Hosted many police cyclist courses including international instructor trainer course at CU-Boulder

- **Police Officer, Patrol (1998-2002)**
  - Assigned to various patrol shifts and trainer roles providing police services to an active and progressive community
  - Mountain Bike Officer riding 40 hours per week conducting enforcement and community outreach and partnerships
  - Responded to a wide variety of calls for service, unique university assignments in special events, supporting and providing community engagement and educational courses.

Additional experience, positions and assignments available upon request

## **Education:**

### **Bachelor of Science in Community Health & Prevention Programs**

University of Northern Colorado – Greeley, Graduated December 1995

### **POST Police Academy- 9 month session**

Aims Community College – Greeley, Graduated June 1994

Leadership in Police Organizations (LPO) – Parker, CO

FBI- Law Enforcement Executive Command Institute- Longmont, CO

CACP & CSOC Supervisory Institute Leadership Course- Ft. Collins, CO

Prosci Change Management & Maximization, Boulder CO

State of Colorado Successful Supervision – Denver, CO

State of Colorado ADA for Supervisors – Denver, CO

Police Leadership & Management – Longmont, CO

## **Additional Relevant Skills:**

- Crisis Intervention Teams (CIT) Course Director & Facilitator
- WVR-21 Trained for Threat Assessment and behavioral health
- NABITA Model Trained for threat assessment and behavioral health
- Incident Command System Certifications (ICS) 100,200,300,400,404,440,700,800
- International Mountain Bike Association (IPMBA) - Instructor
- Investigations & Crime Scene Investigator (CSI) Certification
- TRU Hospice Non-Profit Board of Directors & Chairperson from 2011-2016

# EMW-2021-GR-APP-00055

## Application Information

**Application Number:** EMW-2021-GR-APP-00055

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

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

**Application Status:** Pending Review

## Applicant Information

**Legal Name:** Regents of the University of Colorado, The

**Organization ID:** 22807

**Type:** Public and State Controlled institutions of higher education

**Division:** Research and Innovation Office

**Department:** Contracts and Grants

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

**EIN Shared With Organizations:**

**DUNS:** 007431505

**DUNS 4:**

**Congressional District:** Congressional District 02, CO

## Physical Address

**Address Line 1:** 3100 Marine Street, Room 481

**Address Line 2:** 572 UCB

**City:** Boulder

**State:** Colorado

**Province:**

**Zip:** 80303-[Grantee Organization > Physical Address > Zip 4]

**Country:** UNITED STATES

## Mailing Address

**Address Line 1:** 3100 Marine Street, Room 481

**Address Line 2:** 572 UCB

**City:** Boulder

**State:** Colorado

**Province:**

**Zip:** 80303-1058

**Country:** UNITED STATES

## SF-424 Information

### Project Information

**Project Title:** Building an Integrated System for the Prevention of Violence

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

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

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

**Areas Affected by Project (Cities, Counties, States, etc.):** Boulder, Boulder County, Colorado

## Estimated Funding

Funding Source	Estimated Funding (\$)
Federal Funding	\$1491411
Applicant Funding	\$0
State Funding	\$0
Local Funding	\$0
Other Funding	\$0
Program Income Funding	\$0
<b>Total Funding</b>	<b>\$1491411</b>

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
Ron Matteson	(b)(6)		Signatory Authority Secondary Contact
Karen Roberts			Authorized Official Primary 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	\$370116
Fringe Benefits	\$130803
Travel	\$0
Equipment	\$0
Supplies	\$18200
Contractual	\$360000
Construction	\$0
Other	\$89330
Indirect Charges	\$522962
<b>Non-Federal Resources</b>	<b>Amount</b>
Applicant	\$0
State	\$0
Other	\$89330
<b>Income</b>	<b>Amount</b>
Program Income	\$0

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

**Direct Charges Explanation:**

**Indirect Charges explanation:** On-campus MTDC per DHHS agreement dated 6/24/2020

## Forecasted Cash Needs (Optional)

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

## Future Funding Periods (Years) (Optional)

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

Remarks:

# SF-424C

## Budget Information for Construction Programs

## Assurances for Non-Construction Programs

Form not applicable? false

Signatory Authority Name: Karen Roberts

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

Signatory Authority Title: Assistant Director, Grant Administration

## Certification Regarding Lobbying

Form not applicable? false

Signatory Authority Name: Karen Roberts

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

Signatory Authority Title: Assistant Director, Grant Administration

## Disclosure of Lobbying Activities

Form not applicable? false

Signatory Authority Name: Karen Roberts

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

Signatory Authority Title: Assistant Director, Grant Administration