



DC HOMELAND SECURITY AND EMERGENCY MANAGEMENT AGENCY

January 30, 2024

FY21 TVTP Closeout Report

Project Overview

The District of Columbia (“DC”) is the heart of the nation, with the seat of government and numerous symbolic monuments that make it an attractive target for targeted violence. The threat of domestic violent extremism, terrorism, school safety issues, political violence, identity-based violence, and others requires enhanced decision-making and situational awareness for executive leadership, first responders, and the public. To meet these threats, the District of Columbia Homeland Security and Emergency Management Agency (DC HSEMA) launched the Threat Assessment Center (TAC), a threat assessment and management program within the District of Columbia Fusion Center (DCFC) to proactively engage communities as trusted partners and increase communications addressing mobilization to violence by educating community members on risks and protective factors of violence. The TAC unified targeted violence prevention efforts and convened stakeholders engaged in threat assessments to automate reporting between different agencies and optimize case management and record-keeping.

The TAC expanded its Fundamentals of Behavioral Threat Assessment and Management (BTAM)¹ to local law enforcement, faith-based institutions, schools, higher education institutions, and other partners to enhance their ability to recognize and report concerning behavior before it escalates to violence. The TAC launched Protect DC, a prevention program that utilizes a public health approach to identify and assess a person’s risk of violence or serious harm, share information, and coordinate resources and services. Protect DC accepts anonymous referrals from community members and with its multidisciplinary team of behavioral health, human services, law enforcement, and legal professionals, works to identify, assess, and coordinate intervention strategies to prevent the risk of violence or serious harm.

¹ Formerly called the Mobilization to Violence and Understanding Targeted Violence and Terrorism Prevention.

FY21 TVTP Closeout Report

- **Empowering and enabling communities to identify and share concerning behavior and communication** of individuals who may pose a risk of violence or serious harm with appropriate officials.
- **Engaging in trauma-informed prevention practices** to understand the historical impacts of violence on individuals and implement tailored intervention strategies and management strategies and management plans.
- **Improve coordination across District agencies** to prevent violence.

Key Accomplishments and Outcomes

The project had many key accomplishments and outcomes initially set within the grant.

Listed below are key accomplishments:

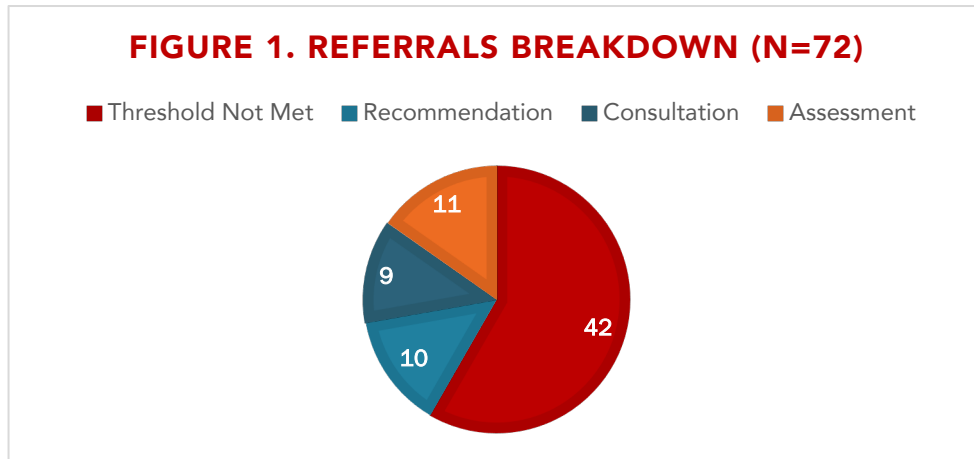
- Launched a multidisciplinary threat assessment and management team (TAMT), including members from behavioral health, law enforcement, education, legal, human services, community-based organizations, and other stakeholders. Between October 2022 and September 2023, the team received 72 referrals.
 - Referrals from community members are evaluated if they meet the threshold before advancing in the threat assessment and management program.² Referrals may be classified as:
 - 1) **Consultation:** Technical support is provided to the person(s) of concern and/or location(s) affected by the threat/threatening behavior;
 - 2) **Recommendation:** Referrals are either out of the jurisdiction or do not meet the threshold or should be passed to another agency;
 - 3) **Assessment:** Referrals meet the threshold and will continue through the threat assessment and management process; and

² The TAC utilizes a four-step threat assessment and management process: 1) Identification; 2) Information Gathering; 3) Assessment; and 4) Management



FY21 TVTP Closeout Report

- 4) **Threshold Not Met:** Referrals that do not meet the threshold or require any of the above.



- From October 2021 to September 2023, 522 DC residents and workers from various backgrounds were trained in Behavioral Threat and Assessment Management. The program measured a 10% knowledge gain of participants, demonstrating an increased awareness of the risk factors and warning signs of violence. Listed below are several training outcomes:³⁴
 - 327 law enforcement personnel completed the training representing nine law enforcement entities during 25 training sessions throughout the grant period. Of these participants, the project measured a 3.3% increase in their knowledge gained as a result of the training.
 - 165 other community members representing six entities during twelve training sessions throughout the grant period. Of these participants, the project measured an 8.23% increase in their knowledge gained as a result of the training.
 - 69 K-12 partners completed the training representing five entities during five training sessions throughout the grant period. Of these participants, the project measured a 1.75% increase in their knowledge gained as a result of the training.

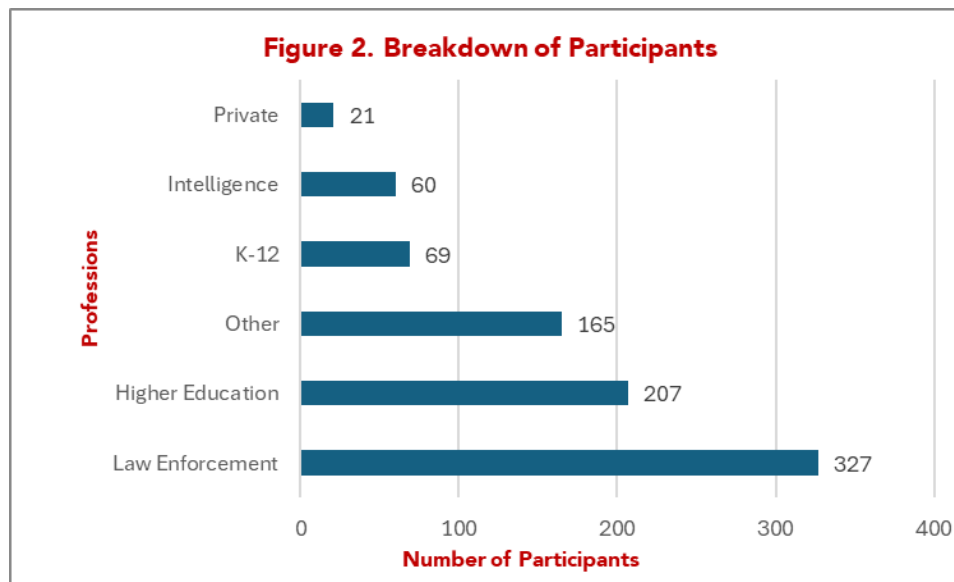
³ Audience types are double-coded if a participant represents two professions. For example: Serving as a special police officer for an institution of higher education.

⁴ In Figure 2, knowledge gained was not measured in the "Higher Education" or "Fire & Emergency Medical Services" audience types.



FY21 TVTP Closeout Report

- 60 intelligence professionals completed the training representing two entities during six training sessions throughout the grant period. Of these participants, the project measured an 8.23% increase in their knowledge gained as a result of the training.
- 21 staff members completed the training representing two private sector organizations during two sessions throughout the grant period. Of these participants, the project measured a 16.1% increase in their knowledge gained as a result of the training.



- In January 2024, in collaboration with the US DHS Office of Intelligence & Analysis' National Threat Evaluation and Reporting Program Office, released a co-sealed BTAM training course, *the Fundamentals of Behavioral Threat Assessment and Management*. The US DHS and DC HSEMA's collaboration is a national training model of BTAM integration between the federal and local government and demonstrates the strong partnership between the agencies to develop, identify, mitigate, and respond to threats to communities.
- In October 2023, Business Improvement Districts⁵ and Main Streets⁶ received a special briefing on trends in workplace violence and an overview of Protect DC. The briefing identified occupations and

⁵ Business Improvement Districts are self-taxing districts established by property owners to enhance the economic vitality of a specific commercial area.

⁶ Main Streets are citywide coordinating programs that provide services and funding for the 28 Main Streets found in the District of Columbia.



FY21 TVTP Closeout Report

demographics experiencing the highest rates of violence and included a predictive outlook on future workplace violence rates to enhance stakeholder situational awareness.

- 83% of exit-survey participants agreed to strongly agree the briefing empowered them to identify concerning behavior or communication of individuals who may pose a risk of violence or serious harm.
- 100% of exit-survey participants agreed the briefing enabled them to understand how to submit an anonymous referral via Protect DC.
- In July 2023, a Campus Safety Summit was organized with the DC Deputy Mayor for Education. The summit brought together 450 school leaders and operations staff to share information and training and to discuss safety and security requirements, including an overview of the Fundamentals of Behavioral Threat Assessment and Management course. The summit represents the success of our efforts and our work to create a safe and supportive learning environment.
 - 90% of exit-survey participants indicated that the District-wide Campus Safety Summit provided them with the knowledge and skills to apply to their work.
 - 88% of exit-survey participants agreed that the Citywide Safety Summit met their needs and expectations.
 - 50% of exit-survey participants felt “very much equipped to recognize the risk factors and warning signs of violence,” an increase of 13% from pre-survey respondents.
 - 50% of exit-survey participants felt the “Fundamentals of Behavioral Threat Assessment and Management” session was Useful to Absolutely Useful.
- In April 2023, hosted three community preparedness events in partnership with the DC Mayor’s Office of Community Affairs and DC Public Charter School Board for LGBTQIA+ community-based organizations, public charter schools, and faith-based organizations. The events included a community awareness briefing on emerging threats and trends, an overview of the Fundamentals of Behavioral Threat Assessment and Management course, and information on how to apply to the Non-Profit Security Grant Program. The LGBTQIA+ event was covered in the Washington Blade online [magazine](#).



FY21 TVTP Closeout Report

- In February 2023, DC HSEMA and US DHS officially launched the Protect DC with DC Mayor Muriel Bowser and Secretary of Homeland Security Alejandro N. Mayorkas at the DC Emergency Operations Center, bringing together local, regional, and federal stakeholders. The event press release [here](#).⁷
- In February 2023, in partnership with the Counter Terrorism Preparedness Network, conducted a study on threat assessment of threat assessment and management practices. The study utilized a quantitative survey, expert interviews, and case studies from city-level programs worldwide. The [report](#) was published in the Domestic Preparedness Journal.

Protect DC Marketing Campaign

Data analytics is an integral part of the Protect DC campaign. It allows for creating evidence-based strategy, a better understanding of residents to target marketing initiatives, and increasing overall productivity. It allows for faster changes that help spur innovation. In today's digital world, the ability to make data-driven decisions and create strategy informed by analysis is central to the campaign's success.

Campaign Performance Metrics: ⁸

Table 1: Overview	
Start Date	10/17/2022
End Date	11/13/2022
Booked Imps	837,498
Total Clicks	1,685
Delivery	100.05%
Click Through Rate	0.20%

The first set of analytics provides a snapshot of engagement by the eight Wards within DC. The Click-Through Rate (CTR) is an important metric as it helps understand customers and shows what works (and does not) when trying to reach a target audience. A low CTR may indicate that the campaign may be potentially

⁷ The TAC became operational and started accepting referrals in October 2022.

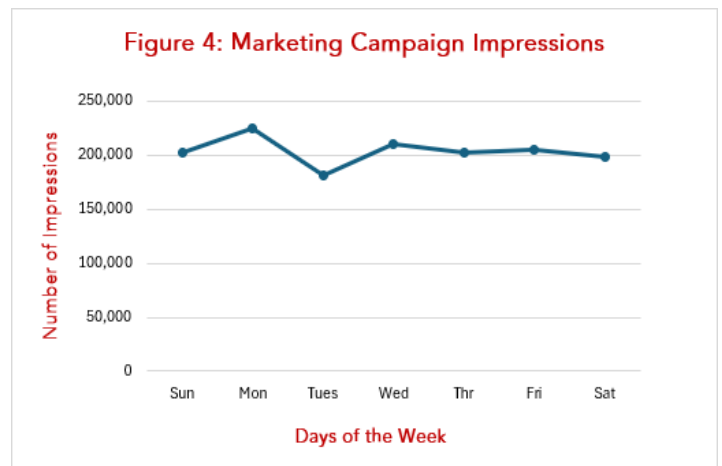
⁸Performance Metrics for the first 28 days of the campaign. Booked impressions reflect the number of user views paid for when setting up the campaign. Total clicks indicate the number of clicks/views. Delivery (impressions per report period) indicates the number of user views the campaign had per the indicated report date range.



FY21 TVTP Closeout Report

targeting the wrong audience or not “speaking their language” persuasively enough to convince them to click.

The Protect DC Campaign utilized analytical and downloadable crime data throughout all Wards and the CDC/ATSDR Social Vulnerability Index (SVI) to determine potential adverse effects on communities caused by external stresses on human health. The variables used in the analysis include socioeconomic status, household characteristics, racial and ethnic minority status, and house type and transportation. The most recent SVI for the District of Columbia shows that Wards 7 and 8 score “High” on the Social Vulnerability Index. Based on the overall crime rate in the District of Columbia, the Protect DC Campaign focused marketing on Ward 7 and Ward 8.



The Protect DC Marketing Campaign data indicates that Ward 2 had the highest click-through rates (1.41%), and Mondays had the highest rate of impressions (or views) – approximately 225,000. We conclude that the increased impressions are attributed to Ward 2’s Central Business District and the Federal Triangle, encompassing the District's highest retail space and business concentration.



FY21 TVTP Closeout Report

Campaign Visuals:

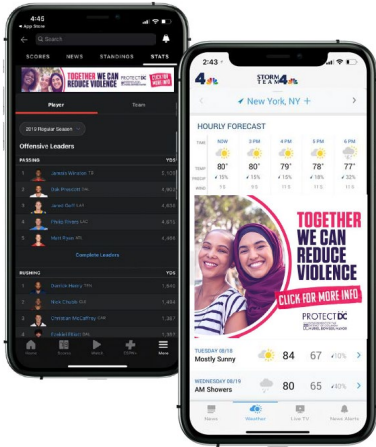


Image 1: Mobile Ad Messaging



Image 2: WMATA Bus Banner

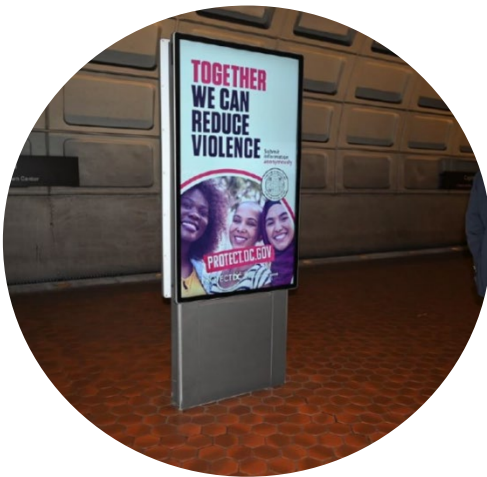


Image 3: WMATA Train Station Digital Board Ads



Image 4: WMATA Interior Train Card



Image 5: WMATA Interior Bus Card



FY21 TVTP Closeout Report

Deliverables

#	Name	Description	Submitted to U.S. DHS	Status	Permission to Share
1	Protect DC One-Pager	One-page document containing information on the Protect DC program and BTAM process.	Yes Final Form	Completed	Yes
2	Protect DC Tri-Fold Brochure	Tri-fold brochure containing information on the Protect DC program and referral process.	Yes Final Form	Completed	Yes
3	Pathway to Violence and Reporting Palm Card	A resource card with the Pathway to Violence and examples concerning behavior and communication. This document is used as an instructional resource.	Yes Final Form	Completed	Yes
4	The Fundamentals of Behavioral Threat Assessment and Management Course Flyer	Course flyer describing the learning objectives of the course and how to enroll.	Yes Final Form	Completed	Yes
5	Protect DC Website	Website containing information on the Protect DC's program and how to submit an anonymous referral.	Yes Final Form	Completed	Yes
6	Community Bulletins	A community bulletin covering emerging threats, trends, training, and grant opportunities. Examples of bulletins: <ul style="list-style-type: none"> • School Safety Preparedness • Interfaith Religious Communities • Protection of Workplace and Workers • Recognizing Warning Signs and Behavioral Indicators 	No Final Form	Completed	No
7	Protect DC Marketing Social Campaign	A citywide multimedia campaign that raised awareness about targeted violence and terrorism prevention and encouraged community members to make anonymous referrals.	No	Completed	Yes



Challenges and Lessons Learned

The project experienced some challenges that impacted delivery efficiency during the performance period and have provided lessons learned. These experiences are listed below:

- 1. Information Sharing.** In the information-gathering phase of receiving a referral or managing a case, the TAMT experienced difficulties in receiving or sharing information about the person(s) of concern and/or location(s), particularly regarding juvenile and health-protected information. The limitations of federal and local laws delayed the overall threat assessment and management process and reduced the TAMT's ability to have a holistic view of the situation. Professionals wishing to do similar work should understand federal statutes, local ordinances, and their authorities governing privacy and information protection. Training should include in-depth training related to HIPAA and FERPA, specifically what information can be received and when it is appropriate to share.
- 2. Staffing Turnover.** The TAC experienced several staff changes throughout the grant period, affecting almost all program areas (i.e., program management, investigations, and outreach/training). This required program staff to pivot and, in many cases, take on projects that were not completed and/or not specifically in their scope of duties. Professionals who wish to do similar work should develop a plan to manage knowledge and systems (e.g., online shared drive) to avoid the loss of critical information and cross-train staff as they can.
- 3. Engagement.** The TAMT comprises representatives from various agencies who have met periodically to discuss referrals and cases. A few participating agencies had a Memorandum of Agreement with DC HSEMA while others were informally designated by their agency leadership—in both cases, some TAMT members were not as engaged as others. Professionals who wish to do similar work should incorporate multiple forms of team engagement, such as holding one-on-one meetings or working with agency leadership to designate new representatives if an individual team member's bandwidth has changed.



Sustainability

Components of the project, such as community engagement and education, will continue after the performance period of the grant as a deliverable within the FY2022 Targeted Violence and Terrorism Prevention Grant Program Opportunity EMW-2022-GR-00044. DC HSEMA has continued its commitment to this program by committing a full-time position within the DCFC to manage the TAMT and BTAM. The sustainability of the BTAM is codified within the agency's training catalog, which is available by request for community members to access, and the TAMT will become a permanent group within the DCFC liaison program.

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