



Homeland Security

BRIEFING MEMORANDUM FOR THE ACTING SECRETARY/SENIOR OFFICIAL PERFORMING THE DUTIES OF DEPUTY SECRETARY

EVENT: Domestic Terrorism Threat & Actions to Combat

DATE: August 25, 2020

LOC: U.S. Department of Homeland Security, St. Elizabeths West Campus,
Suite 2500
2707 Martin L. King Jr. Ave SE
Washington, DC 20528

PRESS: Closed

APPROVED: James W. McCament, Deputy Under Secretary, Office of Strategy, Policy, and Plans

BOTTOM LINE UP FRONT

This memo provides an overview of: (1) the challenges to accurately draw distinction between domestic terrorism and other criminal behavior; (2) characterization of the current domestic threat environment; and (3) the necessary structure for discussing DHS's efforts to combat terrorism, aligned with the terminology drawn from the National Preparedness Goal, with examples.

(b)(7)(E)

BACKGROUND OF THREAT AND EXISTING AUTHORITIES

A. The United States faces an increased threat from domestic terrorists seeking to exploit the COVID-19 pandemic and the recent civil unrest, to carry out violent attacks or recruit and radicalize others to violence. Intelligence and open-source reporting also indicate hostile nation states are also conducting disinformation campaigns to take advantage of the recent crises to commit or attempt to incite others to violence in the United States. Confronting this internal and external threat requires an ability to distinguish between those U.S. persons peacefully expressing their rights under the First Amendment versus persons engaging in or facilitating domestic terrorism.

B. DHS possesses broad terrorism prevention and protection authorities that apply equally to the prevention of international or domestic terrorism, without limitation to specific types or origins of potential terrorist threats or activities. The Homeland Security Act of 2002, as amended, assigns DHS a number of "primary missions," including: "[to] prevent terrorist attacks within the United States;" "[to] reduce the vulnerability of the United States to

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terrorism;” and “[to] minimize the damage, and assist in the recovery, from terrorist attacks that do occur within the United States.” DHS also has unique authorities related to the protection of critical infrastructure, to include providing “assessments of the vulnerabilities of the key resources and critical infrastructure to determine the risks posed by particular types of terrorist attacks within the United States.”

KEY POINTS AND PRIORITIES

A. Accurately characterizing domestic terrorism can be challenging.

1. **Legal distinctions**: There are legal definitions that distinguish domestic terrorism from other criminal behavior. That distinction usually comes down to an individual’s ideology that motivates an attack. That can be exceptionally difficult to determine, particularly as we navigate first amendment protections.
2. **Preserving First Amendment protections**: The government does not and should not investigate individuals based solely on their ideology, because an individual’s beliefs are Constitutionally-protected. This protection is also part of why Federal law doesn’t include a domestic terrorism charge. Even when an attack meets the legal definition, domestic terrorism cases are prosecuted under other criminal statutes.
3. **Data Limitations**: The Intelligence Community is mostly prohibited from collecting or otherwise observing and reporting on First Amendment protected activities and is further restricted within the United States and with US Persons. This makes collection, retention and sharing information much more complex for DT threats and threat actors.
4. **Legal definition versus perceived threat**: 2020 has been unprecedented. It will take time to complete investigations into the violence and destruction we’ve seen in many American cities to determine if, by law, those actions fall within the legal definition of domestic terrorism. *Whether or not an individual act of violence or destruction is considered **terrorism** by law – it is **terrorizing** to the people who experience it.*

B. Characterizing the Threat: Today, the most acute terrorist threat inside the United States stems from Domestic Violent Extremism (DVEs) carried out by lone offenders and small cells of individuals.

1. **The most persistent and lethal threat**: Among DVEs, white supremacist extremists (WSE) are the most persistent and lethal threat.
 - In 2018 & 2019, WSEs conducted half of all lethal attacks (8 of 16) and caused about 81% of deaths from those lethal attacks. The most lethal of those attacks involved active shooter incidents in public locations or houses of worship using semiautomatic weapons.
 - We expect WSEs to continue to target racial and religious minorities as well as other vulnerable communities.

2. **Other significant threat actors:** Black supremacist, sovereign citizen, anarchist, and antigovernment violent extremists, along with violent offenders who displayed multiple or unknown motives, perpetrated the remaining half of the lethal attacks in 2018 & 2019.
3. **Intersection of threat actors & recent events:** For most of 2020, we've seen violent opportunists exploit nationwide tensions to incite violence and advance their ideological agendas. Months of civil unrest—coupled with discontent with government over COVID-19 restrictions and increased rhetoric surrounding the upcoming 2020 election—has provided violent actors further opportunities to co-opt lawful protests with violence or criminal activity.
 - **Protest-related violence:** Perpetrated by a range of ideological actors—including violent anti-government extremists, anarchist extremists, militia extremists, and WSEs—these activities have included looting, property damage, and clashes with ideologically-opposed individuals.
 - In Portland, violent opportunists, —some of whom have self-identified as anarchist extremists —are likely responsible for a significant amount of the violence in the region.
 - In Las Vegas, three individuals were arrested in late May for attempting to utilize protests against COVID-19 restrictions and the death of George Floyd to attempt to target critical infrastructure with aspirations to launch a wider conflict.
 - In late May two individuals espousing the “boogaloo” concept attacked FPS contract officers in Oakland, CA, killing one.
 - **Pandemic Impacts:** It's also highly likely that DVEs will continue efforts to exploit public fears associated with COVID-19 to incite violence, intimidate targets, and promote their violent extremist ideologies. Violent extremists from across the spectrum have seized on government restrictions imposed by the pandemic as evidence of government overreach and have used protests against these restrictions in attempts to foment violence. WSEs have called for infected individuals to intentionally spread COVID-19 in diverse neighborhoods and in houses of worship.

C. DHS Efforts to Combat DT: PLCY has built a “slick sheet” that provides a high-level overview of DHS’s efforts to prevent, protect against, mitigate, respond to and recover from acts of DT.

1. **Prevention:** DHS *prevents* acts of domestic terrorism by proactively working to reduce the likelihood of individuals radicalizing or mobilizing to violence. Examples of prevention include:
 - **Information and intelligence-sharing with partners:** Since the start of the pandemic and civil unrest, DHS has produced over 30 analytic intelligence products on homegrown violent extremism and domestic terrorism.
 - **TVTP Grant Program:** The \$10M FY20 Targeted Violence and Terrorism Prevention Grant Program spotlights combatting domestic terrorism as a funding priority that bolsters local efforts to build prevention frameworks.

- **Training:** We train partners to identify indicators of radicalization to violence and to assess threats.
 - In FY20 To Date, the USSS National Threat Assessment Center has provided 61 threat assessment trainings to a combined 11,688 stakeholders (law enforcement, mental health, school, workplace, other public safety officials).
 - **Leveraging Partners:** We convene Digital Forums with tech sector partners who provide toolkits and best practices to community-based organizations to address the relationship between online space and radicalization to violence.
2. **Protect:** DHS *protects* people, infrastructure, and systems against acts of DT while preserving individual rights and liberties. Examples of protection include:
- **Providing security advice:** CISA has performed hundreds of site visits and conducted tabletop exercises with critical infrastructure owner/operators and the faith-based community, providing advice on protective security measures.
 - **Safeguard federal personnel, buildings/infrastructure from DT Actors:** FPS has trained an estimated 300,000 members of the federal workforce on how to respond to an Active Threat in the building where they work (since 2015).
3. **Mitigate:** DHS *mitigates* acts DT to reduce the impact of potential incidents. Examples of mitigation include:
- **Community collaboration:** DHS collaborates with communities, through training and advance planning support, to build capacity to speed recovery and the impact felt on the ground.
 - Following the tragic attack at the Pittsburgh Tree of Life synagogue in 2018, the community and synagogue credited CISA for conducting local preparedness trainings, in partnership with community stakeholders, which saved lives.
4. **Respond:** DHS components *respond* by surging support to save lives and protect property in the aftermath of an attack. Examples of response include:
- **On the Ground Support:** DHS routinely deploys federal resources to support emergency response efforts.
 - Minutes after the El Paso, Walmart Shooting in August, Border Patrol agents were on the scene providing medical support, perimeter security, and other support to local law enforcement to secure the scene and ensure public safety.
 - CBP Air and Marine Operations Huey helicopter crews provided an eye-in-the-sky over operations at the scene. The air branch's agents also coordinated communications between various law enforcement aircraft.
 - **Supporting Vulnerable Populations:** Convene Incident Community Coordination Teams (ICCTs) to share information and support impacted communities.

- The ICCTs have been convened in response to multiple domestic terrorism incidents – most recently after the 2019 shootings in El Paso, Texas and Poway, California to provide avenues to report allegations of hate crimes and backlash against vulnerable communities in the aftermath of the attacks.
- **Bolstering Community Response:** We strengthen law enforcement and private sector response capability through active shooter and tactical medical response trainings, reaching millions of people and thousands of organizations.
- **Recover:** DHS supports *recovery* from acts of DT to restore, strengthen, and revitalize communities affected by domestic terrorism. Examples of recovery include:
 - **Provide resources to support state and local recovery efforts:** In certain emergency circumstances, FEMA provides direct assistance impacted state and local, non-profit entities as well as impacted individuals.
 - **Maintain open lines of communication:** Our Office of Partnership and Engagement maintains close contact with state, local, tribal, territorial, private sector, academic, faith and NGO stakeholders to enable constant communication flow, providing valuable information to speed community recovery.
 - **Leverage partnerships to enhance recovery:** Partner with non-governmental organizations to provide relief to impacted communities
 - FEMA coordinates with networks like the National Voluntary Organizations Active in Disasters to harness the power of the whole community to support recovery efforts.

ATTACHMENT(S)

A. DT Slick Sheet

Briefing Memorandum Clearance Sheet

Subject: Domestic Terrorism Informational Slick Sheet

Drafted: Office of Counter Terrorism and Threat Prevention – (b)(6)

Approved: PLCY – James W. McCament

Cleared: OGC – Name (date of clearance)
I&A -
Counselor – Name (date of clearance)
ESEC – Name (date of clearance)

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DHS OTVTP Choose Your Own Adventure Outline

- We propose creating 5 story branches, each with 3 video scenes that advance the story, for a total of 15 filmed scenes.
- Bystanders are presented with 3 difficult choices that approximate real-life decisions at the end of each scene.
- At the end of each branch, after viewers have made three choices impacting the potential radicalization of others, a DHS employee reviews the path they have chosen and highlights key learnings in an interview that expands on how radicalization and potential violence may occur in the scenarios.

Bystanders: high-school teammate, mother of teammate, girlfriend; friend, neighbor, bartender; younger sister (19 years old), college chemistry professor, roommate; preacher, bakery employee, hairdresser; old high school friend, mother, boyfriend

Branch 1: Racial/Ethnic Racialization Student Story

Radicalization Suspect: High-school student

Bystanders: Teammate, parent of teammate, girlfriend

PROFILE SETUP:

(Visually we see a portrait of our protagonist, Jamie, along with stock footage that you would associate with a teenage boy, sports equipment, game console, etc. Sound FX help build Jamie's environment.)



AVO: This is Jamie, he grew up in suburban climate with a diverse group of friends, but now as he's moved into senior year of high school, he's not hanging out with the same friends anymore. He's gaming online late at night constantly and his grades have tumbled. His parents got divorced sophomore year and he doesn't talk to them anymore. After another disappointing report card, his mother noticed he was playing online war games more and more alone in his room and could overhear some of the mean and degrading language he and the other players were using.

Scene 1A: Boy's locker room

You're in the locker room at school, and your teammate, Jamie, a white freshman, gets bumped by Asif, an ethnic minority teammate. They have angry words in front of you and their other teammates, and Jamie ends up shoving Asif into a locker.

Teammate Bystander Choices:

- Choice 1A1 – Talk to the coach about Jamie's change in behavior
- Choice 1A2 – Ask Jamie about his aggressive behavior toward minorities
- Choice 1A3 – Walk away

Viewer is then presented with an individualized narrative slide based on his/her choice...

1A1 Narrative: By talking to the coach you could be helping, but you can't always know what the results of your actions may be.

After the locker room incident, tensions among the team continue to escalate. Next week at practice...

1A2 Narrative: Approaching Jamie directly might reveal important insights into his behavior change.

After the locker room incident, tensions among the team continue to escalate. Next week at practice...

1A3 Narrative: By walking away you made an active decision not to help Asif and also to allow Jamie to engage in aggressive behavior. This choice could lead to further incidents, with Jamie feeling empowered and Asif feeling isolated and threatened.

After the locker room incident, tensions among the team continue to escalate. Next week at practice...

Scene 1B: Soccer field

You're a parent of one of the players on Jamie's team watching the team do practice drills when Jamie and Asif have a verbal argument. Then Jamie goes into a profanity laced tirade for several minutes, hurling racial epithets. As the parent of a teammate who's seen Jamie play for over five years, you're struck by the thought that the Jamie you knew would not say those things.

Parent of Teammate Bystander Choices:

- Choice 1B1 – Talk to coach to see if he's also noticed any behavioral changes
- Choice 1B2 – Call Jamie's parents to check in to see how he's been doing
- Choice 1B3 – Contact the school counselor to find out about Jamie's background and report incident

Viewer is then presented with an individualized narrative slide based on his/her choice...

1B1 Narrative: By reaching out to the coach you may encourage him think harder about Jamie's outburst.

1B2 Narrative: Calling Jamie's parents might help you collectively identify the reason for Jamie's behavior change.

1B3 Narrative: Contacting the school counselor will put Jamie's behavior on the school's radar, so they can monitor the situation.

Scene 1C: Jamie's Car

You are Jamie's girlfriend and Jamie has become more aggressive and verbally abusive in your relationship. You get into an argument and as Jamie is yelling at you, he flashes a gun that he

borrowed from one of his new friends. You are startled and uncomfortable, so you ask Jamie to drop you back off at home.

Girlfriend Bystander Choices:

- Choice 1C1 – Ask him what’s behind the need to have a gun
- Choice 1C2 – Ask a mutual, long-term friend if he’s noticed any behavior changes
- Choice 1C3 – Call authorities to share your concerns

Viewer is then presented with an individualized narrative slide based on his/her choice...

1C1 Narrative: Asking Jamie about his motives may make him more confrontational.

1C2 Narrative: Calling Jamie’s old friends should give you greater insight into Jamie’s behavior changes.

1C3 Narrative: Contacting the authorities would be appropriate if you’re aware he has a gun that was not bought legally. In any event, they may have advice about how to address your concerns.

DHS OVERVIEW: Based on the choices that were made we have an interview style video with a DHS employee that discusses the path taken and what you could have done to make the situation better.

Branch 2: Anti-gov/authority Abusive Parent/Stepdad

Radicalization Suspect: Pete, Late-30s, white man

Bystanders: Friend, neighbor, bartender

PROFILE SETUP:

(Visually we see a portrait of our protagonist, Pete, along with stock footage that you would associate with a suburban dad, lawn mower, lazy boy, etc. Sound FX help build Pete's environment.)



AVO: This is Pete, a married guy with two small children. He's been in the neighborhood for five years but hasn't really gotten to know any of the neighbors. He works nine to five and he's often seen hanging out at the local bar afterwards. He seems like a quiet guy and mostly keeps to himself.

Scene 2A: Chris' home

You are Pete's friend, Chris, sitting in front of your computer looking at Pete's social media posts. You've been friends online for a couple of years, and Pete has always seemed like a decent guy, but recently you've noticed changes in his behavior online that alarm you. You've even seen him post on some radical sites with violent tendencies.

Friend Bystander Choices:

- Choice 2A1 – Contact Pete's wife and ask if she's noticed any new activities
- Choice 2A2 – Wait until you see Pete at softball next week to ask if he's really interested in these new groups
- Choice 2A3 – Keep closer tabs on Pete's online activity

Viewer is then presented with an individualized narrative slide based on his/her choice...

Scene 2B: Inside home / in the backyard

You are Pete's neighbor. You hear loud noises coming from the house next door, so you step outside to look over the hedge. You see Pete yelling at his wife in the kitchen and making threatening gestures and then he storms out of the house into the backyard, all of which you've never seen him do before.

Neighbor Bystander Choices:

- Choice 2B1 – Reach out to Pete's wife to ask her what's going on
- Choice 2B2 – Walk over and ask Pete what's up
- Choice 2B3 – Be more attentive to the activities next door

Viewer is then presented with an individualized narrative slide based on his/her choice...

Scene 2C: In a bar

You are a bartender and Pete is a regular patron at your bar, but tonight he's come in with a group of strangers. You're never seen him be violent, but as you serve drinks to him, you notice his new group of friends talking about their plans to head to a political rally. Then you overhear them talking about "messing with" counter protesters.

Bartender Bystander Choices:

- Choice 2C1 – Discreetly pull Pete aside and ask, "How did you meet these new friends?"
- Choice 2C2 – Call Pete's old drinking buddy and ask him about Pete's behavior change
- Choice 2C3 – Ask the other bartenders and your manager if they've noticed any changes in his behavior lately

Viewer is then presented with an individualized narrative slide based on his/her choice...

DHS OVERVIEW: Based on the choices that were made we have video that discusses the path taken and what you could have done to make the situation better.

Branch 3: Younger Animal Rights/Environmental Advocate

Radicalization Suspect: Jane, 21 years old, moved out of the house recently

Bystanders: younger sister (19 years old), college chemistry professor, roommate

PROFILE SETUP:

(Visually we see a portrait of our protagonist, Jane, along with stock footage that you would associate with a young woman, schoolbooks and computer, etc. Sound FX help build Jamie's environment.)



AVO: This is Jane, a young woman in her 20's living on campus at the college she attends nearby. She's always been an animal lover and a vegetarian, but she's recently adopted a vegan lifestyle after reading about the meat processing industry. She also saw a movie highlighting animal cruelty in the agricultural business and has become militant about food and animal rights, and other issues like testing.

Scene 3A: Jane's parent's home

You are Jane's sister and you're stunned as she angrily accuses your mom of animal cruelty for serving the family burgers. Your big sister has always seemed composed and level-headed, but you notice how her voice now escalates wildly. She seems like a different person. Jane mentions recently joining a group that you know has a reputation for holding controversial protests. Jane storms out of the room in a huff.

Sibling Bystander Choices:

- Choice 3A1 – Ask your parents what they think about Jane's behavior
- Choice 3A2 – Ask your sister quietly what has prompted the change
- Choice 3A3 – Look into the group that Jane talked about in order to understand her behavior change

Viewer is then presented with an individualized narrative slide based on his/her choice...

Scene 3B: College classroom

You are Jane's professor. For the last several weeks, you've noticed Jane take an increased interest in your class, which is unusual because she didn't have an interest in chemistry before

this quarter's series on incendiary materials. She's also been staying after class to research incendiary devices. You notice a strange patch on Jane's jacket and look up the group online, taking note of its dramatic practices.

College Professor Bystander Choices:

- Choice 3B1 – Ask Jane's student advisor if she's noticed any change in behavior
- Choice 3B2 – Schedule a casual meeting with Jane to see how things are going
- Choice 3B3 - Contact campus security and ask them what to do

Viewer is then presented with an individualized narrative slide based on his/her choice...

Scene 3C: Dorm room

As Jamie's roommate, you notice that she's been hanging out with a new group of friends and that they often talk about animal cruelty and how to fight back with protests and things like explosives. You've also observed Jane's new interest in her chemistry class and know that she's conducted combustible experiments in her room. You are increasingly worried about her potential radicalization to violence. Could she be considering taking action? You've never thought of Jane as a violent person before, but now you have questions.

Roommate Bystander Choices:

- Choice 3C1 – Contact your RA to ask what you should do
- Choice 3C2 – Keep a closer eye on her movements and her online activity
- Choice 3C3 - Reach out to older friends to see if they have noticed any changes in behavior

Viewer is then presented with an individualized narrative slide based on his/her choice...

DHS OVERVIEW: Based on the choices that were made we have video that discusses the path taken and what you could have done to make the situation better.

Branch 4: Middle-Aged Pro-Life Advocate

Radicalization Suspect: Ann, mid-40s woman

Bystanders: Preacher, bakery employee, primary care doctor

PROFILE SETUP:

(Visually we see a portrait of our protagonist, Ann, along with stock footage that you would associate with a suburban Mom, laundry, minivan, etc. Sound FX help build Jamie's environment.)



AVO: This is Ann, a resident of Elkville in rural America. Ann has always been religious but since the death of her mother, she's become increasingly devout. She's a regular in the small-town community, active in several church groups. While she has always been protective of her four kids, she has become increasingly more concerned about the welfare of other children including the unborn.

Scene 4A: Prayer group discussion

You're the preacher at Elkville's only church. You notice that one of your members, Ann, has become increasingly more fervent about her pro-life stance. You see her and another parishioner in a heated discussion during a prayer group. Ann asks you directly if the bible justifies violence in defense of life.

Preacher Bystander Choices:

- Choice 4A1 - Schedule counseling with Ann on church teachings and violence prevention
- Choice 4A2 - Talk with Ann's husband about whether or not he's noticed any changes in behavior
- Choice 4A3 – Reach out to talk to a member of her church group to ask about her recent interests

Viewer is then presented with an individualized narrative slide based on his/her choice...

Scene 4B: Ribbon-cutting

You are an employee at a new bakery about to open in Elkville. As the mayor walks up to the ribbon at the bakery entrance, you hear another attendee yell, "baby killer" towards them. You

turn to find the shouter and are shocked to see that it's Ann, a woman who you've always known to be empathetic in the past. Once at home you...

Employee Bystander Choices:

- Choice 4B1 – Call Ann's husband to discuss what you just witnessed and check to see if everything has been okay lately
- Choice 4B2 - Contact Ann's preacher and ask about her behavior
- Choice 4B3 – Stop by Ann's house to chat and see how she's doing

Viewer is then presented with an individualized narrative slide based on his/her choice...

Scene 4C: Hair Salon

You've been Ann's hairdresser for years. During one of Ann's visits, she brings up pro-life arguments and begins ranting, saying that something should be done to put a stop to the planned parenthood office in the next county. She shares videos of violent protests on her phone and you notice increasingly more militant language from Ann. After you wrap up the appointment, you...

Hairdresser Bystander Choices:

- Choice 4C1 – Call the sheriff to ask him about when you should be concerned about radicalization
- Choice 4C2 – Talk to your coworkers and staff about the conversation and ask if they've noticed anything different lately
- Choice 4C3 – Go online to research the groups that Ann was talking about

Viewer is then presented with an individualized narrative slide based on his/her choice...

DHS OVERVIEW: Based on the choices that were made we have video that discusses the path taken and what you could have done to make the situation better.

Branch 5: Old High School Friend and Budding Conspiracy Theorist

Radicalization Suspect: Courtney, mid-30s, divorced

Bystanders: Old high school friend, mother, boyfriend

PROFILE SETUP:

(Visually we see a portrait of our protagonist, Courtney, along with stock footage that you would associate with a suburban Mom, laundry, minivan, etc. Sound FX help build Courtney's environment.)



AVO: This is Courtney. She is a divorced mother of two, in her late 30s. Her children have always been her world, but after moving to a new city she has made a new group of friends and has joined volunteer groups for underprivileged youth. She has become fixated on conspiracy theories regarding government connections to child abuse and trafficking.

Scene 3A: High school friend's home

You're Courtney's high school friend and as you scroll through your social media feed, you start to notice increasingly strange posts from Courtney. She is beginning to spread conspiracy theories, and the level of anger in her posts is rising more and more.

Old Friend Bystander Choices:

- Choice 5A1 – Monitor Courtney's posts and other conversations
- Choice 5A2 – Check in with her ex-husband to see if he's noticed any changes in behavior
- Choice 5A3 – Send Courtney a private message to ask how things are going in the new city

Viewer is then presented with an individualized narrative slide based on his/her choice...

Scene 5B: Courtney's dining room

You're Courtney's mother, and you're spending the weekend with your daughter. You notice that she is increasingly angry at several specific public figures, accusing them of what appears to you as wild conspiracies, including hurting children. You notice her long-time boyfriend, who has always been accessible and supportive, seems frustrated with the talk and leaves the room each time she brings it up.

Mother Bystander Choices:

- Choice 5B1 – Ask Courtney what’s been going on and why she seems to be more angry lately
- Choice 5B2 – Pull her long-time boyfriend aside later to discuss where these theories may be coming from, and how they may be able to productively discuss them
- Choice 5B3 – Call a crisis hotline to learn more about what you could do to help

Viewer is then presented with an individualized narrative slide based on his/her choice...

Scene 5C: Courtney’s kitchen

As Courtney’s boyfriend, you often share her laptop to update your fantasy football lineup or check in on your favorite sites. This time, though, you happen upon a series of other open browser windows—each one seems to get more bizarre and frightening about conspiracies involving political figures. Courtney’s searches seem to indicate a path towards violence.

Boyfriend Bystander Choices:

- Choice 5C1 – Open a dialogue about what she is reading about, try to find out more about her concerns
- Choice 5C2 – Call her parents to see if they’ve noticed any change in behavior
- Choice 5C3 – Resolve to follow Courtney’s online behavior more closely

Viewer is then presented with an individualized narrative slide based on his/her choice...

DHS OVERVIEW: Based on the choices that were made we have video that discusses the path taken and what you could have done to make the situation better.



Office for Targeted Violence and Terrorism Prevention

THINK: About the consequences of online actions.

CONNECT: And enjoy the internet.

For Teachers and Parents:

There are several **webinars** that teachers and parents can participate in that walk through some of the impacts of the COVID-19 pandemics:

- **YouthPower2** has an expansive website on “Fighting the Unseen Impacts of COVID-19.” This webinar was co-sponsored by USAID.– <https://www.youthpower.org/resources/webinar-resources-and-recording-fighting-unseen-impacts-covid-19>
- **The Substance Abuse and Mental Health Service Administration (SAMHSA)** offers a webinar on YouTube titled “Finding Help, Finding Hope: A Forum with SAMHSA and NBC4 Washington.”
<https://www.youtube.com/watch?v=PRlxmmdsH8Y&%3Bfeature=youtu.be>

VetoViolence

- VetoViolence is a **free** service from the CDC that provides free prevention information, trainings, and tools designed to empower communities to prevent violence and implement evidence-based prevention strategies. The program is designed to increase protective factors and reduce risk factors for any type of violence.
<https://vetoviolenecdc.gov/apps/main/home>

Youth.gov

- Youth.gov is composed of representatives from 21 federal agencies that support programs and services focused on youth. This site promotes the goals of positive, health outcomes for youth by identifying evidence-based strategies, resources, and tools. This includes information on violence prevention.
<https://youth.gov/youth-topics/violence-prevention>

National Suicide Prevention Hotline

- This is a confidential, free, 24-hour-a-day, 365-day-a-year, hotline and web-based support, in English and Spanish: ss
1-800-273-8255 (English)
1-888-628-9454 (Spanish)
Lifeline Chat (web-based chat): <https://suicidepreventionlifeline.org/chat/>
- **Active Minds** - This is a suicide prevention resource specifically for youth and has developed specific resources for mental health and COVID-19.
<https://www.activeminds.org/>

KnowBullying Mobile App

- The Substance Abuse and Mental Health Services Administration (SAMHSA) has developed an app that helps parents, educators, and other caregivers discuss bullying and helps children recognize bullying. The app is based on research that shows that talking with a child for just 15 minutes a day can help children boost their confidence, resilience, and build effective strategies against bullying.
<https://store.samhsa.gov/product/knowbullying>

Substance Abuse and Mental Health Services Administration (SAMHSA)

- This is a confidential, free, 24-hour-a-day, 365-day-a-year, information service, in English and Spanish, for individuals and family members facing mental and/or substance use disorders. This service provides referrals



to local treatment facilities, support groups, and community-based organizations. Callers can also order free publications and other information. **Violence and Terrorism Prevention**

Helpline: 1-800-662-4357

TTY: 1-800-487-4889

Treatment Services Locator Website: <https://findtreatment.samhsa.gov/>

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The Office for Targeted Violence and Terrorism Prevention Talking Points/Key Messages for Attacks in Georgia, Colorado, and California

Overview

- In recent weeks, Americans have experienced a wave of targeted attacks across the country. Among these are the recent shootings in Georgia, Colorado, and California.
- In separate attacks—on March 16 in the Atlanta, Georgia metro area, on March 22 in Boulder, Colorado, and on March 31 in Orange, California —three individuals shot and killed 22 people in heinous acts of violence.
 - Law enforcement and prosecutors are conducting ongoing investigations that will determine the motivations behind these attacks, including whether these attacks were acts of targeted violence or terrorism.
 - “Targeted Violence” is defined as an activity that involves acts dangerous to human life that are in violation of the criminal laws of the United States or of any State and that involve a degree of planning and involve a pre-identified target. Acts of targeted violence appear to intimidate, coerce, or otherwise impact a broader population beyond the target(s) of the immediate act, or generate publicity for the perpetrator or his or her grievances.
- The Department of Homeland Security’s (DHS) Office for Terrorism and Targeted Violence Prevention (OTVTP) condemns the use of violence in all forms, against any individual or group of people.
- OTVTP works to prevent acts of targeted violence and terrorism before they occur by working with local stakeholders to establish local prevention frameworks.
 - A local prevention framework is a flexible model whose goal is to reach all segments of the local society to increase awareness, encourage communities to think about creating—or linking—prevention and intervention programs, and develop programs and processes that can fill in “gaps” within the prevention framework.
- Following an act of targeted violence or terrorism, OTVTP works with law enforcement partners to learn where gaps existed in prevention and how a new or expanded local prevention framework could prevent future attacks.
 - For example, if the perpetrator had exhibited concerning behavioral indicators to bystanders, OTVTP might work with partners to expand awareness amongst a broad set of stakeholders and to increase access to multi-disciplinary teams that could help intervene with individuals exhibiting concerning behaviors.
- While OTVTP does not investigate attacks or prosecute perpetrators, after an attack, OTVTP partners with the Department of Justice and the FBI, among other law enforcement and society partners, to address prevention gaps, address concerns about community backlash, and strengthen local prevention frameworks.

- Although there has been speculation, it will be some time before we have a full understanding of the motivations and grievances of the attackers. OTVTP uses information from our federal partners to refine our work as needed. This is true following every targeted violence or terrorism attack and is true of these attacks, as well.

What is OTVTP Doing?

What is happening in Georgia?

- Following the attack, OTVTP is partnering with the Department of Justice's Community Relations Service to provide resource offerings and engage with Asian American Pacific Islander stakeholders in Georgia and Florida. OTVTP is collaborating with Office for Civil Rights and Civil Liberties (CRCL) to hear concerns and to support the Department's message of support for AAPI communities.
- OTVTP participated in CRCL's Incident Community Coordination Team (ICCT) national conference call concerning the Atlanta attack and the rise of hate crimes and targeted violence against the Asian American and Pacific Islander community nationally.
 - The ICCT is the only tool of its kind available for rapid two-way communication between the federal government and affected communities in the aftermath of a homeland security incident or emergency. The ICCT national call provides timely information to communities and allows them to provide feedback to senior government officials.
- OTVTP will continue to collaborate with the local FBI, U.S. Attorney's Office, and local law enforcement to learn about any gaps in prevention that could prevent future attacks.

What is happening in Colorado?

- Colorado has a local prevention framework that has resulted in over 1100 interventions over the past five years to stop possible acts of targeted violence and terrorism. However, the recent attack in Boulder (on King Soopers) shows a need to look for possible gaps in prevention.
- As the investigation unfolds, OTVTP will work to identify potential prevention gaps that could be filled and will evaluate how to address those gaps with society partners.
- OTVTP is also working with the U.S. Attorney's Office for Colorado and other government and society partners to help address concerns over backlash towards Muslim American and Arab American communities and to support local law enforcement and community wellness.

What is happening in California?

- OTVTP has been in contact with locally based DHS and county officials to learn more about the recent incident in Orange, California.
- In addition to ongoing engagement with local U.S. Attorney's Offices and FBI, OTVTP is strengthening relationships in Los Angeles, Orange, and San Diego counties to support the development of local prevention frameworks with law enforcement, human relations, civil rights, and mental health agencies.

- OTVTP has also conducted outreach with four TVTP Grant Program grantees across the state, seven university programs, and various social service, non-governmental organizations to cultivate a whole-of-society approach to local prevention.

What is happening across the country?

- OTVTP is working with local stakeholders to establish and expand local prevention frameworks that inform bystanders, prompt them to act, and provide the counseling and other services that form threat management plans.
 - Stakeholders include members and organizations in the public and private sectors.
 - IF ASKED: Stakeholders can include, for example, state and local government officials, mental health and social service professionals, schools, law enforcement, faith-based organizations, and other community-based organizations.
 - NOTE: Be prepared to answer questions on what a local prevention framework is. (See OTVTP TPs/Key Messages on Building Local Prevention Frameworks.)
- OTVTP supports these local efforts through technical, financial, and educational assistance.
 - Currently, OTVTP has 11 personnel located throughout the United States to work with communities by providing that support in addition to staff at Headquarters.
 - Through the Fiscal Year (FY) 2020 Targeted Violence and Terrorism Prevention (TVTP) Grants Program, OTVTP awarded grants to 29 local programs across the United States to assist in building local prevention frameworks.
 - In the FY2021 Budget, OTVTP received additional money to add more staff in the field and to increase the number of grants awarded to local communities.
 - On March 24, DHS announced the availability of \$20 million—double the amount Congress appropriated in FY20—through the FY 2021 TVTP Grants Program. These grants help communities across the country develop innovative capabilities to counter terrorism and targeted violence. (See [Notice of Funding Opportunity](#).)
 - DHS has established four priorities for the FY21 TVTP Grant Program: (1) preventing domestic violent extremism; (2) enhancing local threat assessment and management capabilities; (3) implementing innovative solutions for preventing targeted violence and terrorism; and (4) challenging online violence mobilization narratives for the first time through this program.
 - State, local, tribal, territorial governments; non-profit organizations; and institutions of higher education are eligible to apply for funds to establish capabilities or fill gaps in their prevention capabilities.

Resources for Communities

- OTVTP offers a Community Awareness Briefing (CAB) that provides local communities with information on the threat and local resources that are available (NOTE: Due to COVID this may not be available in all areas, but we are working on digitizing it.)
- Field staff are located throughout the United States and serve as both a resource – and a resource node – to help link local programs.
- OTVTP is working directly with communities to build threat assessment and threat management teams that can intervene with individuals who are—or have—radicalized to

violence. These teams work to not just prevent violence like we saw in the recent attacks discussed above, but to help individuals get the help they need so they can re-engage society in healthy, pro-social ways.

- We are developing new resources as well, such as bystander training.

Recent Trends

- Over the past several years, the United States has experienced an increasing number of targeted attacks by angry and disaffected individuals motivated by a combination of extremist ideologies and personal grievances.
 - This includes individuals motivated by racial or ethnic tensions, as well as those motivated by gender biases.
 - DHS analysis indicates that targeted attacks are often inspired by extreme rhetoric, racist views, conspiracy theories, and other disinformation.
 - In some cases, narratives are spread by foreign adversaries, terrorist groups or domestic violent extremists through leaders using social media or other online platforms – all do it for purposes of inciting or inspiring violence.
 - The rapid pace of communication and ongoing spate of attacks is also contributing to a normalization of violence which may inspire or incite more violence.

Q&A

Why is this not being investigated as a hate crime?

Through the investigation process, law enforcement partners and prosecutors collect evidence to determine whether a crime is a hate crime, terrorism, or other type of violent crime. OTVTP does not inform the investigation or prosecution of defendants.

What is a hate crime?

The Shepard Byrd Act makes it a federal crime to willfully cause bodily injury, or attempt to do so using a dangerous weapon, because of the victim's actual or perceived race, color, religion, or national origin. The Act also extends federal hate crime prohibitions to crimes committed because of the actual or perceived religion, national origin, gender, sexual orientation, gender identity, or disability of any person, only where the crime affected interstate or foreign commerce or occurred within federal special maritime and territorial jurisdiction. The Shepard-Byrd Act is the first statute allowing federal criminal prosecution of hate crimes motivated by the victim's actual or perceived sexual orientation or gender identity.

Most states have enacted hate crime laws, but these vary.

Do we need a domestic terrorism law?

DHS always faithfully executes the laws of this country according to our statutory authorities and budget resources and would continue to do so with any laws this Congress passes to address domestic terrorism.

Foreign terrorist organizations and domestic violent extremists use similar tactics. However, current laws and authorities used to combat domestic violent extremism differ.

We know DOJ has a number of statutes at their disposal to combat the threat of domestic violent extremism.

The Department is reviewing what additional tools we need to prevent, deter, and respond to domestic terrorism.

- **If pressed** defer to DOJ and FBI on whether domestic terrorism should be a Federal crime. They are the Federal agencies that have lead for investigating and prosecuting domestic terrorists.

Does the United States need gun control, including expanded background checks for gun sales?

While we understand that opinions and discussions surrounding the Second Amendment and gun control may be impassioned and recognize that guns were used in these killings, OTVTP does not work (or comment) on initiatives to address gun violence/gun control. Our colleagues at DOJ and our partners in the violence prevention space work on these issues and have a variety of perspectives on the topic.

A local prevention framework could include partners who work on this issue, but it would not specifically address the use of guns in violence.

DEPARTMENT OF HOMELAND SECURITY
Targeted Violence and Terrorism Prevention
Executive Steering Committee Meeting
Friday, January 15, 2021
11:00 AM – 12:00 PM

Virtual—via Microsoft Teams: [Click here to join the meeting](#)

Call-In (audio only): (b)(6)

AGENDA

I. Roll Call

- John Picarelli led call.

II. FY21 Budget Implications for DHS TVTP Mission

- Significant plus up for DHS prevention mission that hits multiple offices and components; see fact sheet from DOJ/DHS last year
- \$80M to support prevention efforts
 - Does not all go to OTVTP. Others receiving funding include CRCL, PRIV, OGC, FLETC, I&A, CISA, and S&T.
 - Includes \$20M (up from \$10M in FY20) for OTVTP grant program and field staff.
- John Picarelli has an interim budget “waterfall” from CFO, but wants further budget briefing from CFO; then will follow up with offices to understand how we’ll use money to further prevention mission
- Expect need for congressional briefings on use of funds
- Budget will be a standing agenda item for ESC

III. CTTV Implementation Status for Prevention

- PLCY FO has current responsibility for tracking progress under the I-Plan
- OTVTP coordinating on Goal 3 (138 milestones)
 - OTVTP is assigned 62 milestones and co-lead on 20 others
- Most milestones require multi-office coordination
 - OTVTP finalizing an analysis of when offices need to work with others
 - Encourage use of standing working groups under ESC; may propose groups in addition to the current two WGs
 - Topics of mutual interest:
 - Harmonizing engagement posture
 - Metrics
 - Grant making and assistance (a possible third)

IV. Charter Status Update

- Close to being done
- CRCL cleared without comment via Exec Sec on Dec 19th

- ESC will be a consensus driven body

V. Office and Component Items of Note

- OTVTP
 - Grown to 40+ employees; will be over 50 soon, but more to come in FY21
 - Definition on targeted violence is with DHS lexicon team; to go through Exec Sec for clearance
 - Expanded field operations team to 22 Feds around country (indicated there is a working group collaborating with I&A and CISA on field work?)
 - Began drafting baseline capabilities document (core minimum requirements for SLTT to have a local prevention framework), plus operational guidelines to implement capabilities. Out for comment.
 - Awarded 29 grants totaling \$10M in FY 2020
 - Finalizing NOFO for FY 2021 grants (\$20M pot)
 - Working with new contractor to standup nationwide public awareness campaign regarding prevention; highlight how localities can participate; early stages of crafting campaign, but will seek input from other offices
 - Sector engagement plans to meet with national associations and private sector entities to obtain their feedback on how to do prevention and explain our efforts
 - Continuing interagency and international engagements
 - DOJ/FBI
 - NCTC
 - State/CVE Bureau, GEC (?) on digital engagement
 - Next Digital Forum in a few months – plan to move from region approach to sector approach. Gaming sector is likely next.
- No updates from other offices.

VI. Future ESC and Working Group Meetings

- John wants quarterly meetings of ESC; next will be March/April
- John wants to meet individually with members before the next meeting to develop better agendas and items.

VII. Adjourn

- Ended at 11:31.

DEPARTMENT OF HOMELAND SECURITY
Targeted Violence and Terrorism Prevention Executive Steering Committee
Meeting – Wednesday, August 26, 2020, 3:30-4:30 PM
Via Microsoft Teams

Minutes

I. Roll Call

Component	Name	Title, Office
Management	Mark Carmel	Acting Deputy Chief of Staff, Office of the Under Secretary for Management
	Chris Grazzini	Assistant Director for Operations DHS, Federal Protective Service
Intelligence and Analysis	Jim Dunlap	Acting Mission Manager, I&A
Strategy, Policy, and Plans	David Gersten	Acting Director, Office for Targeted Violence and Terrorism Prevention, Counterterrorism and Threat Prevention (CTP)
	John Picarelli	Acting Deputy Director, Office for Targeted Violence and Terrorism Prevention, CTP
	Michael Brown	Acting Associate Director for Field Operations, OTVTP
	(b)(6)	Policy Coordinator, OTVTP
U.S. Customs and Border Protection	James Mandryck	Executive Director (A)
U.S. Citizenship and Immigration Services	Christina Hamilton	Special Assistant, Office of Policy and Strategy, USCIS
Cybersecurity and Infrastructure Security Agency	Scott Breor	Acting Deputy Assistant Secretary/Associate Director, Infrastructure Security Division
	Daniel Abreu	Deputy Associate Director
Federal Emergency Management Agency	Jeff Afman	Director, Office of Counterterrorism & Security Preparedness
	Mark Silveria	Senior Advisor, FEMA GPD Office of Grant Administration
Federal Law Enforcement Training Centers	Barry Lane (Back-Up)	Deputy Assistant Director, FLETC NCR
U.S. Immigration and Customs Enforcement	Louis Rodi	Deputy Assistant Director, HSI, National Security Investigations Division
Countering Weapons of Mass Destruction	William "Bill" Clift	Senior Deputy Assistant Secretary
Office of General Counsel	John Havranek	Associate General Counsel, Operations and Enforcement
Office of Legislative Affairs	Emily Hymowitz	Director
Privacy Office	James Holzer	(A) Deputy Chief Privacy Officer, Deputy Chief FOIA Officer
Civil Rights and Civil Liberties	Victoria Porto	Director of Programs

II. TVTP-ESC/WG Charter

- (David Gersten) The ESC Charter reflects inputs received from review by the WG, ESC, and OGC. Following approval by the ESC, the charter will be circulated for clearance via exec sec process – a formality before it is submitted for the Acting Secretary’s signature. We anticipate the exec sec process will be brief, given it will

have been approved by the ESC.

- (b)(6); (b)(5)
- **Action Item:** David Gersten and (b)(6) will coordinate with (b)(6) and OGC re: OGC's current concerns. The charter clearance will be paused until these issues are resolved.

III. DHS Strategic Framework for Countering Terrorism and Targeted Violence – Implementation Plan – Updates

- **CTTV SIP Update:** Although the SIP is not yet final, the Acting Secretary expects us all to be working actively—right now—to implement the activities outlined in the draft SIP. We do not anticipate any *major* changes to the priority action items.
 - A DRAFT CTTV Work Breakdown Structure was attached to the meeting invitation. This lays out the priority action items contained in Goal 3 of the SIP, as well as lead and coordinating components (and is subject to change).
 - The ESC and WG will be leveraged as a coordination mechanism for many—but not all—of the Goal 3 tasks. Some work under the auspices of the CTTV SIP is already well underway outside of ESC/WG channels.
- **“Crafting a New Definition of Targeted Violence”** (CTTV Priority Action 1.1.2)
 - (John Picarelli) Thanks to all for constructive feedback, which has greatly improved the paper. Looking to develop a better definition rooted in deliberation and science. OTVTP is nearly finished adjudicating comments. Before routing to lexicographers and exec sec, OTVTP will engage OGC and I&A (after Labor Day) to work through authority questions that have arisen. Need to consider the impact of various component authorities. Once complete, OTVTP may return to the ESC with questions.
- **Sub-Working Group Update:** Two have been kicked off to lead action items within the CTTV SIP: Prevention Education Sub-Working Group and Field Operations Sub-Working Group. We anticipate standing up other sub-WGs in the future, e.g., for ‘Strategic Engagement’ and ‘Communications and Messaging’.
 - **Field Operations Sub-WG Update:** The Sub-WG is creating an inventory of field-deployed DHS personnel who might be leveraged to support engagement of key partners and stakeholders for prospective TVTP activities. (See CTTV Action 3.1.1.1.) OTVTP anticipates synchronizing our field operations with these existing field elements to help build broad-based partnerships and more efficiently extend prevention programs to local communities. OTVTP onboarded 5 new Regional Prevention Coordinators (RPCs) this past week (Atlanta, Boston, Chicago, Omaha, Newark). In coming weeks, we will be reviewing the catalog of existing DHS field resources and connecting RPCs with existing field offices to understand where and how to engage.
 - **Prevention Education Sub-WG Update:** The Sub-WG is cataloging current DHS trainings, or training under development, for DHS employees and external partners that address behavioral indicators of terrorism and targeted violence, prevention, and threat assessment and management. (See CTTV Action 3.1.2.4.) A recent data call captured training titles, descriptions, learning objectives, and managing personnel. This is a crucial first step in the

development of a TVTP prevention education curriculum that will encompass existing trainings, propose new training, and avoid duplication of efforts moving forward.

IV. (b)(5); (b)(7)(E)



V. **Other Business**

- (David Gersten) OTVTP grants program (co-managed by FEMA GPD and OTVTP) is in its final decision-making stages on awards, signature expected 8/26. There are 29 proposed grantees, and once the decision is finalized, we will make a briefing slide deck available to the ESC and WG.
 - (Emily Hymowitz) OLA – Are grant recipients publicly posted?
 - (David Gersten) Yes. We are looking to do a careful roll-out, ensuring we do not share any details prematurely. We also expect this to be a topic in the Senate confirmation process. On target to make announcements in the next week or two. Will loop in Jeff Afman (FEMA) to ensure FEMA colleagues are informed.
- (b)(6) The Chair anticipates holding a WG meeting in September, exact date TBD. We will advise ESC when ready to move forward with Charter.

Power2Prevent – DHS Prevention Campaign Communications Overview

Overview: This document provides an overview of the audiences, messages, and primary communication channels and tactics (i.e. “content”) for the DHS Prevention Campaign titled Power2Prevent.

Campaign Objectives: The Campaign will:

- Increase the public’s understanding of targeted violence and terrorism using the most recent and reliable data on the threats facing communities;
- Ensure that individual privacy and constitutional rights are not infringed upon by remaining focused on actions and behaviors;
- Take into account civil rights and civil liberties equities to avoid unintended consequences from reliance on past assumptions and over securitization of communities that perpetuate discrimination;
- Empower individuals, including those under threat, to take action to prevent targeted violence and terrorism;
- Increase individuals’ comfort level with reaching out to get help for individuals progressing to targeted violence and terrorism;
- Demonstrate the power of local prevention efforts, including seeking help from trusted community members and experts;
- Build a network of local prevention ecosystems (i.e. community specific resources including key local prevention stakeholders, local CP3 Regional Prevention Coordinators, etc.) and make useful information easily accessible to the public;
- Increase individuals’ ability to recognize potential conduct and signs that could be associated with radicalization and mobilization to violence; and
- Provide a network of resources to protect communities most likely to be harmed by targeted violence and terrorism.

Audience Communication Approaches: DHS will identify specific, primary audiences and will generate tailored content for those communities in addition to content that is tailored to specific audiences. As we build content, we will be engaging with key stakeholders to ensure we are meeting the mark particularly when it comes to ensuring that underserved (and too often at increased risk) communities find this Campaign both accessible and useful. Consulting with communities experiencing targeted violence and terrorism is critical to building a Campaign that resonates with the entire public and informs the resources DHS makes available through the Campaign.

We will rely on various distribution mechanisms for this content to include a dedicated website; social media; out of home media, stakeholder engagement and more. This Campaign will be successful if we ensure that we have trusted voices in key communities amplifying/ distributing it as well.

Primary Audiences	Key Messages & Tag Lines	Primary Communication Channels/ Tactics
<p>General Public and Bystanders</p> <p>Note: Bystander audiences can be focused on demographics (e.g., adults and youth) or specific communities (e.g. underserved)</p>	<ul style="list-style-type: none"> • You have the Power 2 Prevent targeted violence and terrorism. • You have the power to help stop targeted violence. • Targeted violence and terrorism can impact our communities at any time – you have the power to help prevent it. • Anyone can play a role in preventing targeted violence and terrorism. • Preventing targeted violence and terrorism necessitates each of us getting involved. • Keeping our communities safe involves all of us. • You can help ensure your community stays safe from targeted violence and terrorism. • You can help get help to those who need it. 	<ul style="list-style-type: none"> • Website- The Campaign website will have information on what prevention means and local prevention frameworks. The website will contain fact sheets, infographics, videos, studies, and research all tailored for stakeholders such as educators, mental health practitioners, law enforcement, faith-based organizations and leaders. The website will also include an interactive map with local resources in communities nationwide and information about CP3 Regional Prevention Coordinators that are assisting communities to build local prevention frameworks across the country. • Social Media (<i>Twitter, Instagram, Facebook, LinkedIn, YouTube</i>) Content will educate the public about prevention and encourage them to learn more by linking back to the website. • Out-of-Home Media- Creative content placed on billboards, buses, train stations, and stakeholder locations (e.g., libraries, universities, malls, community centers, etc.) nationwide to increase the reach of the campaign and direct individuals to the website to learn more. • Mat Article- Article on prevention, what it means, and how individuals can come together to build a resilient community, including how to protect those most vulnerable to targeted violence and terrorism,

Primary Audiences	Key Messages & Tag Lines	Primary Communication Channels/ Tactics
<p>Communities Under Threat</p>	<ul style="list-style-type: none"> • [Messaging from the General Public and Bystanders audience is still applicable.] • Your voice is powerful and can help. • Prevention partners are ready to listen and help. • Help ensure your community is prepared to prevent targeted violence and terrorism. • No one should be targeted based on their race, ethnicity, national origin, religion, gender, sexual orientation, gender identity, or political views. • We are working with state and local partners to help make communities safe. 	<p>will be developed and shared with news outlets nationwide.</p> <ul style="list-style-type: none"> • [Same Channels and Tactics as the General Public and Bystanders Audience but reflecting the key messages found to the left]
<p>Prevention Practitioners (e.g., Behavioral Practitioners, Public Health officials, Service Providers, inter alia)</p>	<ul style="list-style-type: none"> • We want to empower, inform and equip you to prevent targeted violence and terrorism. • Preventing targeted violence and terrorism requires a coordinated and collaborative approach with communities. • When behavioral indicators are 	<ul style="list-style-type: none"> • Website – The Campaign website will have a section dedicated to Prevention Practitioners containing tailored resources including fact sheets, research and policies in the prevention space, best practices, and case studies gathered from DHS grantees, local prevention frameworks and international prevention efforts. • Practitioner stakeholder toolkits – Tailored toolkits with

Primary Audiences	Key Messages & Tag Lines	Primary Communication Channels/ Tactics
	<p>identified, you can help individuals connect with the support they need.</p> <ul style="list-style-type: none"> You are a critical trusted voice in your community – you are key to ensuring that those who need help feel comfortable asking for it. 	<p>talking points, social media messaging, newsletter articles, fact sheets, infographics and resource guides to allow national stakeholder organizations to engage their membership at the local level.</p>
<p>DHS Internal and Federal Partners</p>	<ul style="list-style-type: none"> You can partner with CP3/DHS to help prevent targeted violence and terrorism. (Federal partners only) 	<ul style="list-style-type: none"> Federal Stakeholder Toolkits – Stakeholder toolkits are designed for Federal agencies to share with their partners in the prevention space. Toolkits will include talking points, proposed social media messaging, newsletter articles, and instructions on how to amplify DHS’s Campaign moving forward. Toolkits will also provide resources that DHS and Federal partners can provide to assist targeted communities.
<p>Prevention Stakeholder Verticals (e.g., Faith-based organizations, Civic and Community-Based Organizations, Education/Schools/Counselors, inter alia)</p>	<ul style="list-style-type: none"> As a/an [blank], you are critical to helping identify and address individual risk factors as you experience an individual’s change in behavior signaling potential radicalization to violence. Preventing targeted violence and terrorism requires a holistic response from all elements of society. Individuals, families, communities, schools, government, and non- 	<ul style="list-style-type: none"> Nongovernmental stakeholder toolkits – These tailored toolkits will go to national and local partners willing to amplify the messaging of the campaign with members. The toolkits are designed with talking points, social media messaging, newsletter articles, messages and instructions on how to use these and amplify DHS’s Campaign moving forward. Website- The website will contain specific materials and resources designed for faith-based organizations, schools and educators, the technology sector

Primary Audiences	Key Messages & Tag Lines	Primary Communication Channels/ Tactics
	<p>government organizations can all provide the support needed to help prevent targeted violence and terrorism.</p> <ul style="list-style-type: none"> • Help ensure your community has the prevention mechanisms in place to get help to individuals radicalizing to violence. 	<p>and other key partners. The website materials will include fact sheets, research and policies speaking to their specific industry vertical.</p>

Campaign Objectives Communication Approaches: Each objective of the prevention campaign will generate its own communication approach utilizing tailored content. The text below discusses the efforts to communicate these objectives. It is important to keep in mind that the call to action for the Campaign is to drive individuals and organizations to the campaign website to learn more about prevention and their role in local prevention efforts.

Increase the public’s understanding of targeted violence and terrorism.

- Messaging is the primary method that will be leveraged to increase the public’s understanding of targeted violence and terrorism, and includes social and digital marketing efforts, out of home media, paid media and other mechanisms.
- Messaging content and targeting should follow relevant and reliable data about targeted violence and terrorism activity, including associated actions like hate crimes and hate incidents.
- In addition to marketing efforts the Campaign website will contain fact sheets, infographics, 101 explainer-style videos that define targeted violence and terrorism and provide tips on how to distinguish signs and actions that may be indicative of violent extremism from protected speech and activity; and stakeholder toolkits for federal and non-federal partners will contain talking points, newsletter articles, and instructions for how to amplify and leverage the Campaign’s prevention message.

Empower individuals to take action to prevent targeted violence and terrorism.

- Closely related to the prior objective, here the Campaign will use creative content such as media advertisements, social media posts, the Campaign website, infographics, posters, and fact sheets to equip, empower and inform local communities about the ability to prevent targeted violence and terrorism at the local level.

- Messaging will focus on two key themes:
 - Prompting all communities to ensure local prevention efforts are appropriate for local needs and ready to provide help when needed; and
 - Understanding that since prevention hinges on seeking and receiving help, community members are a key part of local prevention efforts.
- The creative content will draw on photos, videos, animations, and infographics that will prompt community members to know how to engage existing prevention programs or establish them where they do not exist. These images will be representative of genders, ethnicities, ages, and socioeconomic statuses to ensure the Campaign content resonates with all communities and prompts them to learn more at the Campaign website.
- The interactive map on the Campaign website will direct individuals to local resources that work in the prevention space, where resources will be organized within categories (e.g. faith based, school/education, mental health) to help show the breadth of individuals and organizations that work within the prevention space, but also the community members who individuals can reach out to for more information and support.
- The Campaign website will also contain information on how to access the technical, educational and financial assistance that the Department offers through CP3.

Increase individuals' comfort level with reaching out for help for individuals progressing to targeted violence and prevention. Demonstrate the power of local prevention efforts, including seeking help from trusted community members and experts.

- Messaging will show the breadth of individuals that work within the prevention space and the community members who individuals can reach out to for more information and support.
- Campaign messaging will draw on creative content that highlights connections between trusted community members, their peers, or other individuals to help illustrate that individuals need to reach out and talk, if they or someone they know, needs help.
- This content will be closely tied to the previous content but will drive home the message that prevention is about getting help and working to reduce stigmas that might preclude engaging with prevention efforts.

Build a network of local prevention ecosystems and make that information easily accessible to the public.

- Messaging will focus on increasing the comfort of individuals to ask for help and directing them to the information they need to know where to get help.
- Much of this objective will rely on the Campaign website. Information on local prevention frameworks will be provided on the website to illustrate how local communities work together to identify their unique needs and build a resilient community.
- The website will feature an interactive map with local resources so individuals can see how communities are involved, the various kinds of existing support that is available, and

will provide information on trainings that are available to learn more and support a resilient community.

Increase individuals' ability to recognize potential behaviors and indicators that could be associated with radicalization and mobilization to violence.

- This objective will also largely rely on the campaign website, which will contain information and resources on the risk factors, resilience factors, and behavioral indicators associated with increased risk of radicalization to violence.
 - Using the website will ensure the proper content and sourcing of these items are appropriately communicated, reducing the opportunity for misperceptions.
 - Utmost care will be taken to ensure this information is provided in a way that is mindful of civil rights, civil liberties, and privacy considerations. There is no profile of a person who radicalizes to violence. Messaging must not and will not perpetuate discriminatory tropes, stifle protected speech activity, or conflate those with limited access to resources (e.g., mental healthcare) with threat actors. While CRCL, PRIV and OGC will coordinate on all content, special care will be taken to work with these offices as well as be informed by I&A intelligence in the production of this content.
- Additional tools and resources on the Campaign website, such as case studies and promising practices, will speak to specific stakeholders such as prevention practitioners to assist them and connect them with other practitioners in the space.
- This portion of the Campaign will coordinate with the “If You See Something Say Something” campaign and other efforts such as the National Threat Evaluation and Reporting Program.

Reaching Underserved Communities

A key component of this Campaign is to equip, inform and empower underserved communities. This Campaign will utilize multiple channels and tactics to reach communities. For example, many communities might lack high speed Internet to access social media, and so the Campaign will focus out of home media or direct mail to reach these communities. In addition, the Campaign will translate selected Campaign materials into target languages to reach communities. Finally, the Campaign will use its nongovernmental stakeholder engagement approaches to reach underserved communities. In the future, like S4 and Blue Campaign, the Campaign will use focus groups and stakeholder engagements to understand key requirements of these communities and work with them to identify the best mechanism for future Campaign development.

Empowering Communities Under Threat

A key component of this Campaign is to understand and empower communities under threat, especially those who viewed the previous tactics of countering violent extremism with skepticism and concern. Past practices disproportionately targeted communities of color, particularly the Black and Muslim communities. This Campaign will be designed to avoid the same and instead contribute to the Department's overall work to combat domestic violent extremism and xenophobia that impacts our communities; recalibrating based on lessons learned

from prior CVE efforts, building trust in prevention efforts, and establishing the local partnerships that are central to prevention success. Consulting with communities experiencing targeted violence and terrorism is critical to building a Campaign that resonates with the entire public and informs the resources DHS makes available through the Campaign.

OBTAINED BY AMERICA FIRST LEGAL FOUNDATION

Power 2 Prevent



Purpose/Mission

As the threat and reality of domestic violent extremism has grown, OTVTP has looked to amplify DHS's prevention efforts through a coordinated, nationwide campaign: **Power 2 Prevent**.

The **Power 2 Prevent** name signifies that prevention is the key to stopping radicalization to violence and that all Americans can help friends, families and loved ones who might be considering committing an act of violence.

Goals

- Increase knowledge of domestic violent extremism.
- Demonstrate that domestic violent extremism has the capability to impact every American.
- Emphasize that every American has a role to play in prevention.
- Increase awareness of domestic violent extremism risk factors and behavioral indicators (e.g., that a person might be looking to radicalize to violence and commit violent acts).
- Emphasize that prevention is critical in stopping terrorism and targeted violence before harm occurs.
- Build trust between the public and DHS.

Main Messages

- Targeted violence and terrorism is a growing problem—and can impact all Americans at any time.
- We all have a role to play in preventing targeted violence and terrorism.
- You can help prevent targeted violence and terrorism by identifying the signs of radicalization within your circle and connecting at-risk people with the help they need.
- Regardless of your politics or ideology, violence is never the answer.
- This effort is about preventing targeted violence and terrorism in America, not policing.

Main Audiences

- General Public/Friends and Family
- Those Afraid To Help
Sub audiences include: children/youth and parents
- Prevention/Mental Health Practitioners

Secondary Audiences

- Federal partners; Vertical industries that are closest to those prone to radicalization and those who can help prevent radicalization to violence: educators/teachers; clergy/faith-based; colleagues/co-workers; state and local government(s); hobby associations; law enforcement agencies

Power 2 Prevent

Brand Presentation

ICF **nex+**

DHS CP3

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**POWER TO
PREVENT**

STOPPING VIOLENT EXTREMISM BEFORE IT HAPPENS

option 1a

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***POWER2
PREVENT***

STOPPING VIOLENT EXTREMISM BEFORE IT HAPPENS

option 1b

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POWER PREVENT

Stopping violent extremism before it happens

option 2

OBTAINED BY AMERICA FIRST LEGAL FOUNDATION



**POWER 2
PREVENT**

Stopping violent extremism
before it happens

option 3

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1 Stopping violent extremism
before it happens

2 You can help prevent targeted violence and terrorism

3 Working together to prevent targeted
violence and terrorism

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STOPPING VIOLENT EXTREMISM BEFORE IT HAPPENS

Type

Colors



Photo Treatment



Illustration Style



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Sample Social Post

Empowering everyone in prevention



Stopping violent extremism before it happens means anyone of us can make the difference in prevention.



POWER2PREVENT.GOV
power2prevent.gov

LEARN MORE

Like

Comment

Share

Type

Stopping violent extremism before it happens

Colors



Photo Treatment



Illustration Style



OBTAINED BY AMERICAN JUST LEGAL FOUNDATION

Sample Social Post

Empowering everyone in prevention



Stopping violent extremism before it happens means anyone of us can make the difference in prevention.

A black and white photograph of a young woman with curly hair and glasses, wearing a floral t-shirt, sitting down. The text 'stopping violent extremism BEFORE it happens' is overlaid on the image. The word 'BEFORE' is in a larger, bold font with a white background.

stopping violent extremism
BEFORE
it happens

POWER2PREVENT.GOV
power2prevent.gov

LEARN MORE

Like Comment Share

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Stopping violent extremism before it happens

Type

Colors



Photo Treatment



Illustration Style



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Sample Social Post

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Creative Strategy Brief – Power2Prevent Photoshoots

This collaborative document between the U.S. Department Homeland Security’s (DHS)’s Center for Prevention Programs and Partnerships (CP3) and ICF Next determines the product strategy for CP3’s Power2Prevent (P2P) visual campaign needs. ICF Next proposes the following product strategy aligned with the P2P campaign objectives. This document includes estimated project budgets and timelines based on initial discussions and recommendations.

Project Name: Power2Prevent Campaign Photo Shoot “Family First”

Office: Department of Homeland Security Center for Prevention Programs and Partnerships

SME/POC at DHS: (b)(6)

Date Requested: 08/23/2021

Estimated Project Dates: Due to the heightened timeline, ICF Next will continue to move forward with this concept – including securing a photographer, casting talent, location, etc. but would request written approval to ensure all parties aligned with the vision. The estimated timeline is below. ICF will alert DHS of any major changes as they happen.

Vendor Selection	ICF to select vendor 8/25/2021
General Direction (Creative Brief) + Concept	ICF to send 8/26/2021
Mood Board/Visual Treatment	ICF to send by 8/27/2021
Shot Sheet	Live review 9/13/2021 or 9/20/2021
Casting	Ongoing; live review 9/13/2021 or 9/20/2021
Photo Shoot	Week of Sept. 13 or 20
Photos (proofs)/products	Products to be designed at night after shoot

Estimated Project Budget: \$75,000 per day (ODCs) + \$25,000 (labor)

Client Approval:

What do we need to achieve and why?

One of the consistent themes our team has heard is family/community will be the people that will recognize the signs of radicalization. To that extent, our photo shoot will be “Family First” and show every day people doing every day tasks (e.g., sitting around a table on their phones, having dinner) – to emphasize the point that domestic terrorism can happen to anyone, but that anyone can also help prevent it. These photos will inform the development of the P2P advertising campaign launch under the concept of family photos encouraging people to talk to each other, “We’re still family, let’s talk.” Some examples of shot ideas include:

- A family sitting around a dining room table
- Child on a phone with a parent looking over at him/her concerned

- Neighbors gathered around at a community bar-b-que

Who do we need to reach/who is the target audience?

- General public and bystanders

How will we reach them?

We anticipate a series of photos to be used in various formats:

- Website
- Social media
- Paid media (out-of-home, digital, social, etc.)
- Earned media (matte articles)
- Stakeholder outreach

What is the tone?

Positive, vibrant, and encouraging – allow the audience to see themselves within the images, while showing that prevention is possible; anyone can to reach out to loved ones who may be showing signs of potentially committing an act of violence and get them the help they need, or a community leaders can see themselves in images helping put together a local prevention framework.

Anything else unique to this project?

When casting, we would like to share diverse race, gender, cultural individuals that align to the same distribution of the United States based on the breakdown of the most recent Census. We will do our best to align casting with the Census, while still staying within “realistic” scenarios.

Female persons, percent	50.80%
White alone, percent	76.30%
Black or African American alone, percent	13.40%
American Indian and Alaska Native alone, percent	1.30%
Asian alone, percent	5.90%
Native Hawaiian and Other Pacific Islander alone, percent	0.20%
Two or More Races, percent	2.80%
Hispanic or Latino, percent	18.50%
White alone, not Hispanic or Latino, percent	60.10%

Is there anything else that ICF Next needs from DHS or internal partners?

N/A

Please identify who should be included in reviewing the brief and/or product. What will be the review process? Who will have final approval?

Anna Kuntz, Wayne McMillian, John Picarelli, OPA (Erin Waters)

Power 2 Prevent – DHS Prevention Campaign Governance Board Overview

Background: A Governance Board will provide oversight and guidance for the DHS Power 2 Prevent Campaign, hereafter referred to as the “Campaign”. This Campaign is designed to educate and empower the public to prevent targeted violence and terrorism. The campaign’s strategy and content will be consistent with the community-based prevention approach of the Center for Prevention Programs and Partnerships (CP3) and Goal 3 of the DHS Strategic Framework for Countering Terrorism and Targeted Violence.

Purpose: The Board will oversee the Campaign’s main messages, objectives and milestones. The Board will set strategic vision for the Campaign, oversee the approval process for content and messaging, and review metrics to ensure alignment with Campaign objectives. The lead office for management of the campaign, including the development of content, is CP3.

Participants: Building upon best practices learned from other successful DHS Campaigns, the Board for *Power 2 Prevent* is composed of Office Heads or their designees of offices with substantive and oversight responsibilities. The Office of Public Affairs (OPA) and the Office of Strategy, Policy, and Plans (PLCY) will serve as the co-chairs of the Board. Initial members will include representatives from:

- Office of Strategy, Policy, and Plans (PLCY), co-chair
- Office of Public Affairs (OPA), co-chair
- Office of General Counsel (OGC)
- Office of Privacy (PRIV)
- Office of Partnership and Engagement (OPE)
- Office of Intelligence and Analysis (I&A)
- Office of Civil Rights and Civil Liberties (CRCL)

The Governance Board should consider regular or ad hoc participation of other offices and components with potential equities in the campaign such as the Cybersecurity and Infrastructure Security Agency (CISA) and the United States Secret Service National Threat Assessment Center (USSS NTAC).

Structure and Process: The Board will establish three thematic lines of effort and will meet on a weekly basis to develop all Campaign related content and materials. CP3 will convene and run each of these groups with support from other SMEs and OPA experts as warranted:

1. **Project Management:** Focus on timelines, budget, approvals, and overall Campaign development to ensure milestones are met. This group will include CP3 and OPA leadership.
2. **Web Development:** Focus on website construction and development, including design, functionality, development constraints and new ideas for the Power2Prevent landing page. The landing page is central to the “Call-to-Action” for the Campaign. This group will include CP3 and OPA.

3. **Content Creation:** Focus on content creation to include photos, videos, creatives, messaging, advertising and marketing for the Campaign. This group will include CP3, OPA, and other prevention SMEs as needed.

The information and updates from the three working groups will be consolidated and reported out at Board meetings that will begin the week of August 30 and meet weekly through the launch of the Campaign.

During the weekly Board meetings, CP3 will provide readouts of progress on each thematic effort and raise risks for discussion and resolution. Additionally, the first several Board meetings to determine the short- and long-term strategy for the Campaign that will further guide the work of the thematic efforts. Once the Campaign launches, the meeting cadence will be reviewed to determine the appropriate cadence moving forward.

OPA will have final approval over public awareness and external materials.

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Power 2 Prevent – DHS Prevention Campaign Launch Plan and Short-Term Strategy

Overview: This document outlines the Power2Prevent campaign, as well as audiences, messaging, launch, and campaign lifecycle for short term planning purposes.

Name, Logo, and Tagline: The DHS Center for Prevention Programs and Partnerships' targeted violence and terrorism prevention campaign name and tagline have been identified as *Power2Prevent, Stopping Violent Extremism Before It Happens*.

For usage, the tagline will ideally be always used in conjunction with the logo as it describes what is being prevented. However, in some instances, like social media, it could be challenging to read the tagline due to spacing. Please see deck, Appendix A, for logo and design mock-ups.

Goals:

- Increasing the public's understanding of targeted violence and terrorism;
- Demonstrating that targeted violence and terrorism have the capability to impact every American;
- Emphasizing that each of us has a role to play in preventing targeted violence and terrorism;
- Increasing individuals' ability to recognize behaviors and indicators associated with radicalization and mobilization to violence; and
- Increasing individuals' comfort level with respect to asking for help and reporting targeted violence and prevention from trusted community members.

Messaging: The message platform provides the main message and supporting message proof points for the campaign. The main message is the unifying idea or main point (i.e., "what it's all about"), and the supporting messages add detail and address audience concerns or proof points to the main message.

Main Message: You can help prevent Targeted Violence and Terrorism by knowing the indicators of violence and connecting people with the help they need.

Supporting Messages:

- This effort isn't about policing, it's about preventing Targeted Violence and Terrorism in America.
- Regardless of your politics or ideology, violence isn't the answer.
- Targeted Violence and Terrorism is a growing problem—and can impact Americans at any time.
- We all have a role to play in preventing targeted violence and terrorism.

Messaging by Audience: Audiences will be exposed to and enter the campaign at different points of their journey:

- What is/is not domestic terrorism

- What is targeted violence
- Is seeking information about domestic terrorism/indicators
- Is looking for help on how to prevent domestic terrorism/thinks a loved one might be radicalizing

Therefore, it is essential to maintain the messaging life cycle throughout the longevity of the campaign and critical to educate audiences on the signs of domestic terrorism and which actions can possibly prevent an act of violence, if a person thinks a loved one might be radicalizing. Evergreen content that can be repurposed throughout the campaign, as well as content that can be used across multiple channels for consistent messaging, will be used to maintain the drumbeat.

Primary Audiences and Messages	
General Public and Bystanders*	<ul style="list-style-type: none"> • Targeted violence and terrorism are a growing problem—and can impact all Americans at any time. • We all have a role to play in preventing targeted violence and terrorism. • You can help prevent targeted violence and terrorism by identifying the signs of radicalization within your circle and connecting at-risk people with the help they need. • Regardless of your politics or ideology, violence is never the answer. • This effort is about preventing targeted violence and getting help to those who need it.
Prevention Practitioners (e.g., Mental Health and Public Health officials; healthcare professionals)	<ul style="list-style-type: none"> • Preventing domestic terrorism requires a holistic response from all layers of society including individuals, families, communities, schools, government, and non-government services and supports. • While an individual may have one or more risk factors, it does not necessarily mean s/he will engage in violence or domestic terrorism. That’s why the role of prevention practitioners in helping individuals, families, and communities identify and address individual risk factors is so important. • Help recognize individuals who might be at risk, and connect those at risk with family, social, and community support to address these risks.
Secondary Audiences and Messages	
DHS Internal and Federal Partners	<ul style="list-style-type: none"> • Targeted violence and terrorism are a growing problem—and can impact all Americans at any time. • We all have a role to play in preventing targeted violence and terrorism. • DHS has launched the Power 2 Prevent campaign, which helps provide resources to prevent targeted violence and terrorism. • How can your office/agency work together with DHS to help prevent targeted violence and terrorism? (Federal partners only)

	<ul style="list-style-type: none"> • Leverage Department and Agency stakeholder toolkits to share Campaign resources, talking points, social media posts, and contact information via online or in-person forums.
<p>Industry Verticals (e.g., Faith-based, Technology/Social, and Education/Schools/Counselors)</p>	<ul style="list-style-type: none"> • As a/an [blank], you are critical to helping identify and address individual risk factors as you know the individuals best who could potentially radicalize to violence. • Preventing domestic terrorism requires a holistic response from all layers of society including individuals, families, communities, schools, government, and non-government services and supports. • Help recognize individuals who might be at risk, and connect those at risk with family, social, and community support to address these risks.

**Bystander audiences could further be subset into adults/youth and messaging can be refined.*

Call-to-Action: The call-to-action for Power 2 Prevent will be to visit the website – where the individual can:

- Learn more about domestic terrorism and targeted violence prevention
- Learn what resources are available in their community
- Identify what a local prevention framework is and how to get involved with implementing one in their local community

This call-to-action is similar to other successful DHS campaigns like Blue Campaign (visit the website to learn more) or See Something/Say Something (either visit the website to learn more or call 9-1-1), but slightly different as this is a prevention and not a reporting–focused call-to-action (i.e., call 911).

Campaign Launch: To launch a successful campaign, there are various tactics that should be designed and utilized to ensure the right audiences receive messages, through the right channels and at the right time. While there are varying launch levels within this framework, high end to basic, DHS can choose which tactics are released at launch, depending on how robust of a rollout DHS envisions. The more tactics generated and used during the launch of the Campaign, the more robust the Campaign will be from day one. To illustrate the three levels of launch and tactics included in each, below please the chart with all launch activities for Power 2 Prevent.

Tactic	High End	Middle	Basic
<i>Branding</i>			
Campaign name/logo/tagline and colors			
Campaign style guide			
<i>Campaign Assets: Guiding Documents</i>			
Call-to-action			
Marketing plan			
Campaign lifecycle (1-, 3-, and 5-year plan)			
Editorial Calendar (which influences all content)			

<i>Messaging Matrix/Audiences</i>			
Approved audiences/messaging matrix for prime and sub audiences			
<i>Materials Development</i>			
Mat article			
Fact sheet/one pager			
Infographic (CP3 brand)			
Biographies and head shots of media relations representatives/ spokesperson			
Social media assets			
Paid media assets			
CP3 Newsletter Announcement/ Special Edition			
<i>Social Media</i>			
Paid social media channels and content			
Paid social media content for launch/post launch for DHS channels			
Evergreen content post launch			
<i>Website</i>			
Website Development			
Website content for externally facing pages (e.g., dhs.gov; CP3.gov)			
Website content for DHS intranet			
<i>Paid Media - Out of Home</i>			
Paid out of home strategy			
Paid out of home content			
<i>Paid Media - Digital</i>			
Paid digital strategy/plan			
Paid digital content			
<i>Paid Media - Social</i>			
Paid social media plan/strategy (Includes metrics/reporting templates)			
Paid social media assets			
<i>Earned Media/Media Relations</i>			

SMT/RMT - Satellite Media Tour and Radio Tour			
Press Release/Statement			
Press Conference/Launch Event or availability to answer press questions			
<i>Stakeholder Engagement</i>			
Stakeholder toolkit/assets (e.g., social media, blurb for e-newsletter) for external stakeholders			
Stakeholder assets for Federal partners			
<i>Secretary and Senior Official Participation</i>			
Development of speaking/talking points			
Video for social media -for DHS wide distribution and campaign channels			
Statement for social media coordinated with existing DHS campaigns			

Prior to the Campaign launching, strategy and launch plans will be finalized and approved, and from there the development of creatives and products will begin. Furthermore, guidelines and governance documents will be developed and approved, allowing the team to develop and finalize assets prior to launch. A timeline with milestones to launch has been identified below, to ensure all components of the launch are on schedule.

8/30	9/13	9/17	9/30	10/1	10/18
Approval for branding, creative strategy, and marketing strategy received	Photo Shoot and website design finalized	Begin AD purchasing and finalize launch materials	Finalize S1 involvement/materials and Stakeholder toolkits	Test Website and finalize post-launch content	Campaign Launch

Campaign Lifecycle: Following the launch of the Campaign, we have pulled together a short-term strategy with several phases outlined for the Campaign. These will be reviewed and approved by the Governance Board prior to content being developed in support of these. Once finalized, a long-term strategy, one-, three-, and five-year, will be developed. Having this “at a glance” view allows for the entire team to proactively plan and gives our collective team a runway to plan, instead of being reactive.

Evergreen content will be woven in throughout the longevity and initial lifecycle of the campaign – for those who “enter” the campaign without subject matter knowledge. The assumption is that not every person going to the website “enters” the campaign with the same intelligence level and/or need as others.

Phase 1: Campaign Launch

- Timing: October 2021

- Materials: Paid Media, Earned Media, Website, S1 Announcement, Radio Tour, Mat article, Posters, Out of Home Marketing

Phase 2: Faces/Voices of Prevention – Real Life Stories of People who Made a Difference

- Timing: January/ February 2022
- Materials: Video campaign

Phase 3: Verticals – Specific Industry Materials and Outreach

- Timing: April/May 2022
- Materials: Trainings, posters, toolkits, community meeting kits

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