



## **Executive Summary**

The following application is designed to support Countering Violence Extremism (CVE) Grant Program Goals 1, 2, and 3 by increasing awareness to CVE opportunities, bolstering community led CVE activities, fostering formal community partner connections, and promote counter-narratives against violent extremist. DHSEM seeks \$500,000 to implement Community Cohort Model workshops focused on Countering Targeted Violence Against our Communities.

To elevate awareness of targeted violence and its impact on the community, provide strategies for CVE, and enhancing officer safety, in 2015 the Cook County Department of Homeland Security and Emergency Management (DHSEM) developed three 4-hour workshops focused on Countering Targeted Violence Against our Communities. The Community Leaders course enhances community-level resilience as the course defines CVE, the radicalization process, teaches leaders to recognize potential radicalization indicators, and activities to avoid violence extremism. The law enforcement-focused courses teach agencies CVE basics, benefits of strong partnerships with the community assist in preventing targeted violence acts, barriers and challenges to effective partnerships; tactics for developing partnerships; indicators and precursor for violence extremism, and suspicious activity reporting protocols. The Executive-level course focus on police department's CVE program implementation and the Officer-level course highlights the field CVE tactics. The curriculum and facilitator's guides were submitted for Department of Homeland Security approval in 2015.

DHSEM will use the FY2016 CVE Grant Program to instruct Community Cohorts across Illinois. DHSEM has partnered with two local universities. The University of Illinois – Chicago will use the analysis and models to develop Key Process Indicators (KPI) for homeland security authorities to assess the performance of developed training curricula control objectives relative to internal best practices and standards. Western Illinois University (WIU) will deliver 4 iterations within Cook County (including the City of Chicago) and 9 across Illinois including the 6 northeastern counties represented by the Metro County Coordinators. Each course will directly impact 90-120 students. To expand the potential course reach, Community Cohort Model train-the-trainer courses will also be offered to sustain the program. WIU will deliver 3 iterations within Cook County and an additional 5 courses across Illinois. Each course delivery will include directly impact 30-45 students.



## Technical Approach

The DHSEM implementation strategy of providing joint training opportunities to law enforcement and community leaders experiencing hate or bias motivated crimes will serve to 1) increase awareness to violent extremist behaviors and indicators; and 2) measurably increase trust and confidence between the CVE stakeholders. The Community Cohorts training focuses on three specific target audiences: Law Enforcement Executives, Law Enforcement Officers, and Community Leaders. DHSEM and their university partners will take the following steps to achieve the goals set out in this grant.

I LETSBEI with DHSEM will identify and hone CVE experts to serve as facilitators/trainers for the three programs through enrolment and completion of an instructor development preparation course. Facilitators will be identified and participate in a 2-day instructor preparation course to ensure consistency and familiarity with the Community Cohort Model described below. Instructor development occur in Chicago. I LETSBEI will target a cadre of 30 instructors from within Illinois and beyond to serve as the SME facilitators for the training activities.

Course delivery will occur at 14 regional Mobile Team Unit (MTU) locations and sites within Cook County. The MTUs, as a component of the Illinois Law Enforcement Training and Standards Board, are responsible for delivering in-service training to local and state law enforcement officers as required by state statute. I LETSBEI co-sponsors training with the MTUs and will work closely with them to determine appropriate locations and community areas to hold each of the training sessions. Delivery of courses will include a community cohort approach in two different models:

- *1-Day Community Cohort Model:* Local law enforcement executives, officers, and civic leaders will be enrolled as a cohort for their community. Participants will attend role-specific training activities simultaneously during the morning session and participate in an afternoon-long general activity session to develop an Action Plan and Next Steps for the Community Cohort to take back to their locations and implement. Facilitators and participants will develop a CVE plan specific to their community needs. The action plan will address post-training meetings and actions to implement the learning materials covered throughout the morning training sessions. Sessions will accommodate 120 people from 10-12 communities. Each cohort will include 12 participants representing each of the various tracks (Law Enforcement Executive; Law Enforcement Officer;





Community Leader). Six trainers will provide targeted topical areas and allow for appropriate facilitation and interaction among trainers and participants. It is anticipated that 13 of the 1-Day Community Cohort Models would be scheduled throughout the state – 9 at the MTUs and 4 in Cook County locations. A tentative agenda is shown below.

**Agenda 1 – 1 Day Community Cohort Training Model**

|                              |   |
|------------------------------|---|
| 08:00–08:30                  | General Session – All Participants:<br><i>Welcome</i><br><i>Building Community Relationships</i>  |
| 08:30–12:30<br>(with breaks) | Breakout Sessions:<br><i>Countering Targeted Violence Against Our Communities</i><br>Law Enforcement Executives Track – 2 Facilitators<br>Law Enforcement Officers Track – 2 Facilitators<br>Community Leaders Track – 2 Facilitators |
| 12:30–13:30                  | Lunch on Own  |
| 13:30–16:00                  | General Session – All Participants:<br><i>Next Steps – Development of Action Plan and Targeted Activities for the Community Cohort</i><br>Law Enforcement Executives<br>Law Enforcement Officers<br>Community Leaders                 |
| 16:00–16:30                  | Closing Comments  |

- *2-Day Train-the-Trainer Cohort Model:* Teams of law enforcement executives, officers, and community leaders will participate in Train-the-Trainer activities including other sessions such as building community relationships, building trust and transparency, and building collaborative partnerships. The Train-the-Trainer model will allow those cohorts that participated in the 1-day training session to further their action plans and goals by becoming facilitators for the *Countering Targeted Violence Against Our Communities* and building capacity by implementing the training within their communities. Agencies that do not attend the 1-day sessions can still take advantage of the Train-the-Trainer model through participation and implementation within their communities. Upon leaving the Train-the-Trainer session, all participants will have an implementation plan for their communities. It is anticipated that 8 sessions of the Train-the-Trainer will be held with 3 held in Cook County and 5 held in regional areas of Illinois.



**Agenda 2 – 2 Day Community Cohort Train-the-Trainer Model**

| <b>Day 1</b> |  |
|--------------|--|
| 08:00–08:30  | General Session – All Participants<br><i>Welcome Comments</i><br><i>Schedule Review &amp; Format</i>   |
| 08:30–09:00  | General Session – All Participants<br><i>Building Community Relationships</i>  |
| 09:00–11:30  | Breakout Sessions<br><i>a. Law Enforcement Executive Train-the-Trainer</i><br><i>b. Law Enforcement Officer Train-the-Trainer</i><br><i>c. Community Leadership Train-the-Trainer</i>  |
| 11:30– 13:00 | Lunch  |
| 13:00–14:00  | Breakout Sessions Wrap-Up<br><i>a. Law Enforcement Executive Train-the-Trainer</i><br><i>b. Law Enforcement Officer Train-the-Trainer</i><br><i>c. Community Leadership Train-the-Trainer</i>  |
| 14:00–16:00  | General Session – All Participants<br><i>Next Steps – Development of Action Plan and Targeted Training Activities for Communities</i><br><ul style="list-style-type: none"> <li>• Law Enforcement Executives</li> <li>• Law Enforcement Officers</li> <li>• Community Members</li> </ul> |
| <b>Day 2</b> |  |
| 08:00–08:30  | General Session – All Participants<br><i>Day 1 Review</i><br><i>Schedule Review &amp; Format</i>   |
| 08:30–11:30  | Breakout Sessions<br><i>Trainer Practice Sessions &amp; Facilitator Critiques</i><br><i>a. Law Enforcement Executive</i><br><i>b. Law Enforcement Officer</i><br><i>c. Community Leadership</i>  |
| 11:30–12:30  | General Session – All Participants<br><i>Wrap Up</i><br><i>Closing Comments</i>  |

**Sustainability and Capacity Building**

The ILETSBEI maintains a customized online learning management system, the Online Learning Network (OLN). To sustain the training and train-the-trainer modules of the Countering Targeted Violence Against Communities program, online training courses will be developed directly from the curriculum to include all modules, videos, and instructional information from the face-to-face curriculum. The OLN is currently available to all sworn law enforcement officials throughout Illinois. The OLN system has been in place for approximately 10 years and serves more than 4,000 active users at present. Users are vetted to ensure they are currently working for an agency in Illinois then granted system access for the more than 40 online classes currently available. Because the system is already in place, law enforcement



personnel have access for enrollment in these new courses. The community leader courses would be developed in the same manner with access being granted through the use of the ILETSBEI Adobe Connect learning management system. Community users would request approval and be provided the appropriate community leaders training module. Creation of the courses could begin immediately since the curriculum is already developed, videos are already included, and slides would merely need to be transitioned into the ILETSBEI software packages. Upon completion of the grant, training modules would remain in the OLN system, with any ongoing updates that need to be made and web-hosting costs incurred by the ILETSBEI through its own funding sources. The OLN also has users from outside the state of Illinois and will expand the online course availability with approval to users in other states. The vetting process will continue to be followed and will allow for expansion of the program.

The ILETSBEI evaluates all of its CORE courses at the time of the sessions and at a 3- to 6-month follow-up period. These evaluations provide immediate reactions to the satisfaction with the course and its content and provide feedback at timed intervals to determine the impact on actual implementation of information gathered during the course activities, including what areas have been a focus for the community cohort since the time of the training, activities and goals the community cohorts have achieved, barriers they have encountered, and recommendations for technical assistance with follow-up from the facilitators and the ILETSBEI.

#### Analytics

The University of Illinois at Chicago (UIC), serving as a non-partial academic institution, will provide analytical skills and capabilities to discern factors which have significant influence on radicalization outcomes, and will provide capabilities to develop models to characterize the relationships between these factors. UIC will employ big data analytics, predictive analytics, cloud computing, and social vulnerability analysis techniques (e.g. ArcGIS, Tableau, SAS, IBM SPSS Modeler, and Business Intelligence) to investigate possible statistical and spatial relationships to help policy makers discern patterns, detect anomalies, understand trends, and pinpoint opportunities and risk throughout the mission set.

Leveraging UIC existing accredited programs from the School of Public Health, the College of Business Administration, and the Emergency Management and Continuity Planning Program, leading academic subject matter experts will be able to generate descriptive and predictive analytical models that will aid in the evaluation of training for and engagement with community





members in order to address radicalization or recruitment to violent extremism. These models can be used to evaluate tradeoffs between possible courses of action and to prescribe potential implementation strategies and policies. The visual representation and interaction through geographical visualization of spatial data and spatial autocorrelation and associative analysis will be used to facilitate a wide array of problem-solving techniques and methods. These methods will help to improve decision-making and efficiency for national security researchers, governmental administrators, mental/behavioral health service providers and community-based professionals.

Additionally, UIC will use the analysis and models to develop Key Process Indicators (KPI) for homeland security authorities to assess the performance of developed training curricula control objectives relative to internal best practices and standards in this field. UIC will establish measurable control objectives based on methods recommended by best practices (e.g. BS/ISO, FEMA, DRII, INFRAGARD, ANSII, NIST, etc.). UIC's approach will be based on Six Sigma methods, which have been successfully adapted in government agencies, educational institutions and in private industry.

UIC and DHSEM will disseminate study findings locally and nationally, and encourage integration into regional planning strategies. An overarching strategic approach will be shared for transitioning this research and education results to end user organizations to improve processes (e.g., operations, policies, decision-making), as well as impact homeland security (e.g., protect lives, property, and economies). UIC will produce one manuscript for publication in a peer-reviewed journal.



**Project Administration**

DHSEM will use its extensive experience with grant administration to serve in that capacity for this project. DHSEM manages over \$35,000,000 in annual grant funding and is equipped and prepared to manage this grant funding for Cook County and its partners. DHSEM currently administers the Cook County and Chicago Urban Area Security Initiative (UASI) grant program for the region which is the 2<sup>nd</sup> largest tier 1 UASI region in the country.





## Needs Analysis

This needs analysis was developed by the Illinois Criminal Justice Information Authority<sup>1</sup> (ICJIA). ICJIA researchers conducted four community focus groups in July 2016 to gain an understanding of the risk and to determine how communities are addressing ideologically inspired targeted violence. The government group included local and state law enforcement, public health, human services, and municipal administrators. A second group included religious (Muslim, Jewish, and interfaith communities), legal, and nonprofit organizations. The final two groups involved community members from the metropolitan Chicago region and central Illinois. Each groups determined the needs, resources, and gaps that exist related to prevention and intervention programs specifically on addressing ideologically inspired targeted violence.

Collectively the groups identified the following themes:

- Need for Education, Training, and Awareness
- Lack of Engagement Opportunities
- Lack of Trust in Government
- Lack of Coordinated Effort

CVE has many obstacles as there are known and unknown risks. Illinois has a documented population of radicalized individuals. According to the Southern Law Poverty Center, Illinois is home to 23 unique hate groups. Illinois ranks tenth nationally and second amongst Midwestern states in terms of the number of hate groups. Hate groups are located statewide but tend to cluster in the densely populated areas of Chicago, Rockford, Peoria, Bloomington, East Saint Louis, and Springfield. Three hate groups (National Socialist Moment, Blood and Honour Social Club, and Militant Knights Ku Klux Klan.<sup>2</sup>) are identified as having statewide membership

The Illinois State Police (ISP) annually collects the number of hate crimes reported as part of the state's Uniform Crime Reports program. The numbers reflect those incidents reported to police *and* there was enough evidence to determine a hate crime occurred. It is generally recognized these numbers underestimate the total hate crime occurrence. Based on estimates derived from national victimization surveys, it is estimated about one-third of hate crimes will be

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<sup>1</sup> Illinois Criminal Justice Information Authority (2016). Understanding and addressing ideologically inspired targeted violence: Preliminary findings from an analysis of administrative data and focus groups. Chicago, IL.

<sup>2</sup> <https://www.splcenter.org/hate-map#s=IL>



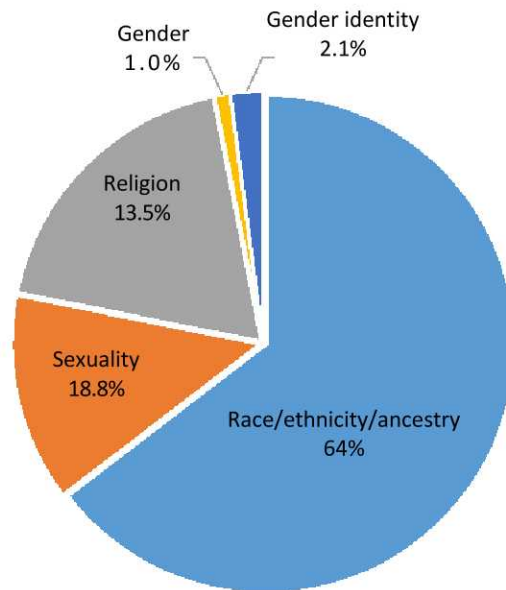
reported to police<sup>3</sup>. In 2015, there were 96 hate crimes reported to Illinois police departments; 65% of incidents involved racial/ethnic bias, 19% were motivated by sexuality bias, and 14% were motivated by religion bias (Figure 1). Anti-Black crimes (69%) accounted for the largest percentage of racial bias motivated crimes, followed by anti-White (10%), anti-Hispanic/Latino (8%) and anti-Arab (7%).

For religious bias motivated crimes, anti-Jewish accounted for nearly half of all reported incidents (46%), while anti-Islamic (15%) and anti-other religions (15%) accounted for another combined 30% of the religious bias motivated crimes. 67% of sexuality bias motivated crimes were anti-gay, while 22% were anti-lesbian. A majority (63%) of the hate crimes involved some type of assault; 43% involved simple battery or assault, 19% involved aggravated battery or assault, and 1% involved criminal sexual assault. The remaining cases involved property crimes (38%). Most occurred either in or around someone's residence (30%) or on the highway, road or alley (24%).

Over one-half of the hate crimes reported (54%) occurred in Cook County. The Chicago Police Department documented 60 hate crimes in 2015, most of which were motivated by racial/ethnic (n=24) or religious (n=17) bias. Most of the racial/ethnic bias crimes were anti-black, while most of the religious bias was anti-Jewish<sup>4</sup>.

Since 2006 there have been 41 Illinois-affiliated terrorism incidents. In 2015, eight incidents were documented. ISIS inspired or other middle-eastern inspired terrorism accounted for 44% of the incidents. All but one incident in 2015 was either ISIS or Al-Qaeda (Arabian Peninsula inspired), and most of the 2015 incidents involved individuals attempting to provide

**Figure 1: Hate crime reported to Illinois police agencies by type, 2015**



<sup>3</sup> <http://www.bjs.gov/content/pub/press/hcv0311pr.cfm>

<sup>4</sup> Data provided by the Chicago Police Department and analyzed by Illinois Criminal Justice Information Authority researchers





material support to or traveling to join terrorist groups<sup>5</sup>. The remainder of this section is dedicated to each focus groups identified needs for CVE education, training, and awareness to address the known Illinois risk.

A common theme was the perception that there was an overall lack of community and practitioner understanding of what violence extremism is and the factors that increase risk for radicalization toward engaging in targeted violence. All focus groups discussed the need for education and training of community members, criminal justice practitioners, and other service providers (medical staff, social workers, teachers, university staff, park district staff, etc.) about ideologically inspired targeted violence and the associated risk factors. As one participant noted, *“...Apart from somebody being very obvious in a social gathering, they come out and say something that would be very threatening and say they want to carry out some action of violence, apart from something like that, I don’t think I would be able to recognize or know at what point do I need to call the authorities.”* Participants noted that friends and family members may only realize after the fact that the behaviors identified meant something and that different people may see different things depending on their relationships, so it was important that multiple groups are trained. There was also the belief that there was a general lack of community and practitioner knowledge of programming available to assist vulnerable individuals. Participants in three groups mentioned a lack of awareness as to what services were available should someone be identified as at-risk for or already down the path of radicalization. A few participants noted available service providers are not trained to provide services in a culturally informed manner. One participant noted many of those providing services do not reside in the communities they serve: *“If you take someone African American into counseling and they’re being radicalized towards violence and somehow in your language, in your approach, you’re discriminating, you’re going to exacerbate that problem. So the cultural competence training is very important because there is counseling that exists; but especially here in the Midwest, we’re so isolated that we don’t cross one another’s communities and we don’t understand one another’s communities well enough to provide counseling that helps or aids without hurting at the same time.”*

When asked about the availability, scope, capacity, and coverage of existing programs to assist someone identified as displaying concerning behaviors or who is moving down the path of

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<sup>5</sup> Data provided by the Illinois Fusion Center and analyzed by Illinois Criminal Justice Information Authority researchers.





radicalization toward violence, participants in the focus groups identified efforts aimed at increasing community member awareness and education on the topic. Participants indicated training programs for law enforcement and/or community members were either under development or in piloting phases. All four focus groups felt existing efforts were not sufficient, often ad hoc, uncoordinated, reactionary, and/or one-time events. One law enforcement participant noted that although they were recently successful patching together social services for an individual on the pathway toward radicalization, the process used was informal and more formalized processes would be beneficial. A few participants felt that social media represented one opportunity where community leaders and others could do a better job of engaging youth, and that a more vocal CVE counter narrative was needed.

In the three metro Chicago area focus groups, participants identified existing barriers and challenges to implementing awareness, education, and training programs. Some participants felt that the general belief within communities that this is not a problem or the problem is secondary to other more prevalent issues (e.g., general gun violence) making it difficult to engage members. Group members talked about ideologically inspired targeted violence as a low frequency, high impact event and the need to help communities understand that while it may be rare, the collateral consequences are high. Some suggested that any effort required taking a public health approach that should be based on the social-ecological model of violence prevention, whereby one considers and addresses the interaction between individual, relational, community, and societal factors<sup>6</sup>. However, one participant noted that care needed to be taken when using a public health frame to engage communities in prevention and intervention strategies. This participant felt that in some communities, talking about the need for mental health services may impede community or individual engagement because of existing attitudes and beliefs about seeking mental health services. The Central Illinois focus group participants described efforts to build awareness, education, and training programs to increase resilience among community members against hate and extremist ideologies, but expressed an eagerness to have formal training that could help identify individuals who may be at risk of radicalizing towards violence or contemplating the commission of an ideologically inspired act of targeted violence.

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<sup>6</sup> The Social-Ecological Model: A Framework for Prevention.  
<http://www.cdc.gov/violenceprevention/overview/social-ecologicalmodel.html>



Several participants felt communities may not engage in prevention or intervention programs for fear of being further labeled as a community that supports terrorism. Community members fear the over-identification of at-risk individuals could ruin lives. Many participants felt that addressing ideologically inspired targeted violence would be taxing given existing resources both at the community and government levels. Involved stakeholders have limited resources and these resources are often devoted to more high profile issues and concerns. Access to quality content prompted DHSEM to seek funding support to provide 4-hour workshops focused on Countering Targeted Violence Against our Communities for community leaders, law enforcement executives, and law enforcement officers.



## **Expertise/Capabilities**

DHSEM oversees the second largest jurisdiction of its kind in the nation, encompassing 945 square miles, a major urban center (including the City of Chicago) and a large suburban area (including 133 municipalities of varying size). Our high-threat, high-density Urban Area, as defined by the Department of Homeland Security, requires a comprehensive yet scalable countywide strategy to engage both our diverse population and law enforcement agencies in the issues of countering violent extremism. Statistics from the FBI indicate that 56% of active threat incidents within the US occur in locations with a population of less than 100,000 residents. As terrorist tactics have changed from highly organized attacks with multiple attackers to lone wolves, and as organized sleeper cells are being replaced by individuals radicalized via social media, the threat has become more pervasive and more difficult to prevent.

Toward that end, the DHSEM excels in research and collaboration in the area of CVE. Our community-based program and training initiative first took shape at the Countering Targeted Violence Against Our Communities (CTVAC) Summit. This think tank of academics, healthcare professionals, law enforcement and community leaders created an after action report that paved the way for a new curriculum designed to train first responders, executives and residents. The CTVAC program engages law enforcement and community leaders in a collaborative and cooperative approach to countering the messages, and messengers, of violent extremist ideologies and seeks to prevent and protect against the recruitment of vulnerable or susceptible individuals.

The DHSEM has expanded its CVE scope with local-level priorities such as If You See Something, Say Something, a suspicious behavior campaign that educates the public on the types of behaviors they should be observing and reporting, and those that will avoid racial, social or cultural profiling. Partnering with local institutions of higher learning like the UIC and WIU as well as meeting with our state and federal partners, we are also developing a CVE training model based on behavioral threat assessments for school and campus safety. Based upon these initiatives, we believe the DHSEM team of 60 personnel with combined law enforcement experience totally more than 200 years possesses the requisite background and expertise to expand CVE strategies within our expansive community.





## Budget Detail and Narrative

| Budget Category          | Federal Request | Non-Federal Amounts | Total         |
|--------------------------|-----------------|---------------------|---------------|
| A. Personnel             | \$ 65,924.08    | \$ -                | \$ 65,924.08  |
| B. Fringe Benefits       | \$ 17,236.27    | \$ -                | \$ 17,236.27  |
| C. Travel                | \$ 113,820.00   | \$ -                | \$ 113,820.00 |
| D. Equipment             | \$ -            | \$ -                | \$ -          |
| E. Supplies              | \$ 300.00       | \$ -                | \$ 300.00     |
| F. Construction          | \$ -            | \$ -                | \$ -          |
| F. Consultants/Contracts | \$ 95,700.00    | \$ -                | \$ 95,700.00  |
| H. Other                 | \$ 65,226.00    | \$ -                | \$ 65,226.00  |
| Total Direct Cost        | \$ 358,206.35   | \$ -                | \$ 358,206.35 |
| I. Indirect Cost         | \$ 126,208.02   | \$ -                | \$ 126,208.02 |

### Labor Costs:

Project administration encompasses an initial meeting CCDHSEM, developing final work plans, submitting progress reports and ensuring all work remains coordinated, effective, and compliant with all contracting requirements.

| Employee        | Role                              | Annual Salary    | Percentage for Program | Time Frame (Years)/Level of Effort<br>AY=Academic Yr.<br>SM=Summer | Total Cost  |
|-----------------|-----------------------------------|------------------|------------------------|--|-------------|
| Eric Arnold     | Program Manager                   | \$ 62,000.00     | 10%                    | 2  | \$12,400.00 |
| Cindi Bricker   | Fiscal Officer                    | \$ 31,272.00     | 5%                     | 2  | \$ 3,127.20 |
| Emilie Payne    | Registrar                         | \$ 26,472.00     | 4%                     | 2  | \$ 1,058.88 |
| David Ibrahim   | Consortium Principal Investigator | \$156,045/year 1 | 5%                     | 5%   | \$ 7,802.00 |
| Matthew Liotine | Co-Investigator                   | \$87,981/year 1  | 5%                     | 5% AY/5% SM  | \$ 5,377.00 |
| Kristin Osiecki | Co-Investigator                   | \$59,500/year 1  | 3%                     | 3%AY/3% SM   | \$ 2,182.00 |
| To be named     | Research Assistant -Doctoral      | \$35,423/year 1  | 25%                    | 25%AY/25% AY   | \$ 8,856.00 |
| David Ibrahim   | Consortium Principal Investigator | \$156,045/year 2 | 5%                     | 5%   | \$ 8,036.00 |
| Matthew Liotine | Co-Investigator                   | \$87,981/year 2  | 5%                     | 5% AY/5% SM  | \$ 5,538.00 |
| Kristin Osiecki | Co-Investigator                   | \$59,500/year 2  | 3%                     | 3%AY/3% SM   | \$ 2,248.00 |
| To be named     | Research Assistant -Doctoral      | \$35,423/year 2  | 25%                    | 25%AY/25% AY   | \$ 9,299.00 |
|                 |                                   |                  |                        |  | \$65,924.08 |

| Fringe Benefits    | Role                              | Base         | Rate | Time Frame | Total Cost  |
|--------------------|-----------------------------------|--------------|------|------------|-------------|
| Eric Arnold        | Program Manager                   | \$ 12,400.00 | 14%  | NA         | \$ 1,736.00 |
| Cindi Bricker      | Fiscal Officer                    | \$ 3,127.20  | 55%  | NA         | \$ 1,719.96 |
| Emilie Payne       | Registrar                         | \$ 1,059.00  | 55%  | NA         | \$ 582.45   |
| Faculty & Staff    | Consortium Principal Investigator | \$ 7,802.00  | 40%  | NA         | \$ 3,095.05 |
| Faculty & Staff    | Co-Investigator                   | \$ 5,377.00  | 40%  | NA         | \$ 2,133.06 |
| Faculty & Staff    | Co-Investigator                   | \$ 2,182.00  | 40%  | NA         | \$ 865.60   |
| Research Assistant | Research Assistant -Doctoral      | \$ 8,856.00  | 3%   | NA         | \$ 307.30   |
| Faculty & Staff    | Consortium Principal Investigator | \$ 8,036.00  | 41%  | NA         | \$ 3,283.51 |
| Faculty & Staff    | Co-Investigator                   | \$ 5,538.00  | 41%  | NA         | \$ 2,262.83 |
| Faculty & Staff    | Co-Investigator                   | \$ 2,248.00  | 41%  | NA         | \$ 918.53   |
| Research Assistant | Research Assistant -Doctoral      | \$ 9,299.00  | 4%   | NA         | \$ 331.97   |
|                    |                                   |              |      |            | \$17,236.27 |



Travel:

Travel to support this project is a significant expense. Throughout the 1-Day Community Cohort Trainings and the 2-Day Train-the-Trainer, we anticipate supporting a total of 25 sessions (It is anticipated that 13 of the 1-Day Community Cohort Models would be scheduled throughout the state – 10 at the Mobile Team Unit (MTU) and 5 in Cook County locations and 10 sessions of the Train-the-Trainer will be held with 5 in Cook County and 5 held in regional areas of Illinois). Estimating the costs of these trips is based on the State of Illinois Travel Regulations Cost Rate. CCDHSEM estimated travel to not exceed the following: The estimates assume federal limits on hotel and per diem costs are observed, although we have added taxes to the hotel estimates since these are substantial. The current budget does not assume any increases in travel costs over the life of the project, so managing costs for travel will be exceptionally important for us. Trip expenses are itemized below.

| Travel   | Cost      | Days | Total Sessions | Total               |
|--|-----------|------|----------------|---------------------|
| <b>1-Day Community Cohort Training: 13 Targeted Sessions</b> |           |      |                |                     |
| Travel - 6 Trainers per Training                             | \$ 450.00 |      | 13             | \$ 35,100.00        |
| Per Diem - 6 Trainers  | \$ 28.00  | 2    | 13             | \$ 4,368.00         |
| Lodging - Cook County Area; 6 Trainers for 5 Trainings       | \$ 187.00 | 1    | 5              | \$ 4,488.00         |
| Lodging - Other Illinois Areas; 6 Trainers for 10 Trainings  | \$ 90.00  |      | 10             | \$ 4,860.00         |
| <b>2 – Day Instructor Development:</b>                       |           |      |                |                     |
| Participant Travel - Targeted 30 Individual                  | \$ 450.00 |      |                | \$ 13,500.00        |
| Per Diem - 30 Participants                                   | \$ 28.00  | 3    |                | \$ 2,520.00         |
| Lodging - 30 Participants                                    | \$ 187.00 | 2    |                | \$ 11,220.00        |
| <b>2-Day Train-the-Trainer:</b>                              |           |      |                |                     |
| Travel - 6 Trainers per Training                             | \$ 450.00 |      | 10             | \$ 21,600.00        |
| Per Diem - 6 Trainers  | \$ 28.00  | 3    | 10             | \$ 4,032.00         |
| Lodging - Cook County Area; 6 Trainers for 5 Trainings       | \$ 187.00 | 2    | 10             | \$ 6,732.00         |
| Lodging - Other Illinois Areas; 6 Trainers for 15 Trainings  | \$ 90.00  | 2    | 5              | \$ 5,400.00         |
|  |           |      |                | <b>\$113,820.00</b> |

Supplies

Cost for office supplies including paper, envelopes, labels, binders, file folders, pens, pencils, computer supplies and other materials is based on \$12.50 per month for the duration of the study.

Consultant:

One key to the spread of this initiative is the delivery of courses will include a community cohort approach in two different models: *1-Day Community Cohort Model* which will be a total of 13 sessions throughout the project and the *2-Day Train-the-Trainer Cohort Model* which will be a total of 10 session throughout the project.



| Consultants   | Cost     | Days | Total Sessions Target | Total              |
|---|----------|------|-----------------------|--------------------|
| <b>1-Day Community Cohort Training: 15 Targeted Sessions</b>    |          |      |                       |                    |
| Trainers - 6 Trainers per Training (\$68.72 per hour x 8 hours) | \$550.00 |      | 13                    | \$42,900.00        |
| <b>2-Day Train-the-Trainer:</b>                                 |          |      |                       |                    |
| Trainers - 6 Trainers per Training (\$68.72 per hour x 8 hours) | \$550.00 | 2    | 8                     | \$52,800.00        |
|   |          |      |                       | <b>\$95,700.00</b> |

Other

The other cost category includes an estimated cost for onsite meeting rooms at various locations and online course development for various topics. Printing and photocopying will be required for preparation of documents/handouts and for designing, reference, information, and presentation. Tuition remission is a direct cost of grants. The rate of 42% has been applied and is calculated based on a research assistant’s salary and wages. This is a negotiated rate with the Office of Naval Research (ONR). No facilities and administrative costs are requested for tuition remission.

| Other  | Cost                               | Days | Total Sessions Target | Total              |
|--|------------------------------------|------|-----------------------|--------------------|
| <b>1-Day Community Cohort Training: 15 Targeted Sessions</b> |                                    |      |                       |                    |
| Meeting Rooms - 1 General Session Room/3 Breakout Rooms      | \$1000 each/\$300 each             |      | 13                    | \$24,700.00        |
| <b>2 – Day Instructor Development:</b>                       |                                    |      |                       |                    |
| Meeting Rooms - 1 General Session Room                       | \$1000 each                        | 2    |                       | \$ 2,000.00        |
| <b>2-Day Train-the-Trainer:</b>                              |                                    |      |                       |                    |
| Meeting Rooms - 1 General Session Room/3 Breakout Rooms      | \$1000 each/\$300 each             | 2    | 10                    | \$30,400.00        |
| Printing and Photocopying                                    |                                    |      |                       | \$ 500.00          |
| Tuition Remission  | 42% of Research Assistant Salaries |      |                       | \$ 7,626.00        |
|  |                                    |      |                       | <b>\$65,226.00</b> |

Indirect costs

The negotiated facilities and administration costs for the University of Illinois at Chicago are 36.0% of modified total direct costs for on-campus research activities as agreed with the Office of Naval Research dated June 6, 2014.

