
CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Statement for Loan Guarantees and Loan Insurance

The undersigned states, to the best of his or her knowledge and belief, that:

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

*** APPLICANT'S ORGANIZATION**

National Governors Association Center for Best Practices

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

Prefix: * First Name: Middle Name:

* Last Name: Suffix:

* Title:

*** SIGNATURE:**

*** DATE:**

Application for Federal Assistance SF-424		
* 1. Type of Submission: <input type="checkbox"/> Preapplication <input checked="" type="checkbox"/> Application <input type="checkbox"/> Changed/Corrected Application	* 2. Type of Application: <input checked="" type="checkbox"/> New <input type="checkbox"/> Continuation <input type="checkbox"/> Revision	* If Revision, select appropriate letter(s): <input type="text"/> * Other (Specify): <input type="text"/>
* 3. Date Received: 05/22/2020	4. Applicant Identifier: <input type="text"/>	
5a. Federal Entity Identifier: <input type="text"/>	5b. Federal Award Identifier: <input type="text"/>	
State Use Only:		
6. Date Received by State: <input type="text"/>	7. State Application Identifier: <input type="text"/>	
8. APPLICANT INFORMATION:		
* a. Legal Name: National Governors Association Center for Best Practices		
* b. Employer/Taxpayer Identification Number (EIN/TIN): (b)(6)	* c. Organizational DUNS: 5571033270000	
d. Address:		
* Street1: 444 N. Capitol Street N.W.	<input type="text"/>	
Street2: Suite 267	<input type="text"/>	
* City: Washington	<input type="text"/>	
County/Parish: <input type="text"/>		
* State: DC: District of Columbia	<input type="text"/>	
Province: <input type="text"/>		
* Country: USA: UNITED STATES	<input type="text"/>	
* Zip / Postal Code: 20001-1512	<input type="text"/>	
e. Organizational Unit:		
Department Name: <input type="text"/>	Division Name: <input type="text"/>	
f. Name and contact information of person to be contacted on matters involving this application:		
Prefix: Miss	* First Name: Denisa	
Middle Name: <input type="text"/>		
* Last Name: Traboini	<input type="text"/>	
Suffix: <input type="text"/>		
Title: Grants Manager	<input type="text"/>	
Organizational Affiliation: <input type="text"/>		
* Telephone Number: (b)(6)	<input type="text"/>	Fax Number: <input type="text"/>
* Email: (b)(6)	<input type="text"/>	

Application for Federal Assistance SF-424

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

M: Nonprofit with 501C3 IRS Status (Other than Institution of Higher Education)

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

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

Department of Homeland Security - FEMA

11. Catalog of Federal Domestic Assistance Number:

97.132

CFDA Title:

Financial Assistance for Targeted Violence and Terrorism Prevention

*** 12. Funding Opportunity Number:**

DHS-20-TTP-132-00-01

* Title:

Fiscal Year (FY) 2020 Targeted Violence and Terrorism Prevention (TVTP) Program

13. Competition Identification Number:

Title:

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

Add Attachment

Delete Attachment

View Attachment

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

Preventing Targeted Violence: State-based Frameworks for Prevention and Response Collaboration

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

Application for Federal Assistance SF-424

16. Congressional Districts Of:

* a. Applicant

* b. Program/Project

Attach an additional list of Program/Project Congressional Districts if needed.

Add Attachment

Delete Attachment

View Attachment

17. Proposed Project:

* a. Start Date:

* b. End Date:

18. Estimated Funding (\$):

* a. Federal	<input type="text" value="500,000.00"/>
* b. Applicant	<input type="text" value="0.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="500,000.00"/>

*** 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- a. This application was made available to the State under the Executive Order 12372 Process for review on
- b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- c. Program is not covered by E.O. 12372.

*** 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**

- Yes
- No

If "Yes", provide explanation and attach

Add Attachment

Delete Attachment

View Attachment

21. *By signing this application, I certify (1) to the statements contained in the list of certifications and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)**

** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix: * First Name:
Middle Name:
* Last Name:
Suffix:

* Title:

* Telephone Number: Fax Number:

* Email:

* Signature of Authorized Representative: * Date Signed:

**NEGOTIATED INDIRECT COST RATE AGREEMENT
NONPROFIT ORGANIZATION**

EIN: (b)(6)

ORGANIZATION:

National Governors Association
Center for Best Practices
444 North Capitol Street, Suite 267
Washington, D.C. 20001-1572

DATE: May 29, 2020

FILE REFERENCE: This replaces the
Negotiation Agreement dated:
February 12, 2019

The rates approved in this Agreement are for use on grants, contracts, and other agreements with the Federal Government. 2 CFR Part 200, Subpart E, applies, subject to the conditions in Section II, A, below. The rate was negotiated by **National Association of Governors Center for Best Practices** and the **U. S. Department of Labor** in accordance with the authority contained in 2 CFR, Part 200, Appendix IV, C.2.

SECTION I: RATES

<u>TYPE</u>	<u>EFFECTIVE PERIOD</u>		<u>RATE*</u>		<u>LOCATION</u>	<u>APPLICABLE TO</u>
	<u>FROM</u>	<u>TO</u>				
<u>Compensated Absences:</u>						
Final	7/1/2016	6/30/2017	18.05%	(a)	All	All Programs
Final	7/1/2017	6/30/2018	17.81%	(a)	All	All Programs
Final	7/1/2018	6/30/2019	23.01%	(a)	All	All Programs
Provisional	7/1/2019	12/31/2020	23.00%	(a)	All	All Programs
<u>Fringe Benefits:</u>						
Final	7/1/2016	6/30/2017	22.80%	(b)	All	All Programs
Final	7/1/2017	6/30/2018	22.42%	(b)	All	All Programs
Final	7/1/2018	6/30/2019	25.16%	(b)	All	All Programs
Provisional	7/1/2019	12/31/2020	25.00%	(b)	All	All Programs
<u>Indirect Cost Rates:</u>						
Final	7/1/2016	6/30/2017	77.32%	(c)	All	All Programs except DOL/ETA
Final	7/1/2017	6/30/2018	62.88%	(c)	All	All Programs except DOL/ETA
Final	7/1/2018	6/30/2019	73.01%	(c)	All	All Programs except DOL/ETA
Provisional	7/1/2019	12/31/2020	73.00%	(c)	All	All Programs except DOL/ETA
Final	7/1/2016	6/30/2017	74.14%	(c)	All	DOL/ETA Programs
Final	7/1/2017	6/30/2018	60.72%	(c)	All	DOL/ETA Programs
Final	7/1/2018	6/30/2019	71.18%	(c)	All	DOL/ETA Programs
Provisional	7/1/2019	12/31/2020	71.00%	(c)	All	DOL/ETA Programs

SEE SPECIAL REMARKS

***BASE:**

- (a) Total salaries and wages.
- (b) Total salaries and wages including compensated absences.
- (c) Direct salaries and wages including temporary labor plus compensated absences and fringe benefits.

TREATMENT OF COMPENSATED ABSENCES AND FRINGE BENEFITS:

Compensated absences and fringe benefits applicable to direct salaries and wages are treated as direct costs by applying the rates specified above.

SECTION II: GENERAL

- A. LIMITATIONS:** Use of the rate(s) contained in the Agreement is subject to all statutory or administrative limitations and is applicable to a given Federal award or contract only to the extent that funds are available. Acceptance of the rate(s) agreed to herein is predicated upon the following conditions:
- (1) that no costs other than those incurred by the non-Federal entity or contractor were included in its indirect cost pool as finally accepted and that such incurred costs are legal obligations of the non-Federal entity and allowable under the governing cost principles,
 - (2) that the same costs that have been treated as indirect costs have not been claimed as direct costs,
 - (3) that similar types of costs have been accorded consistent treatment, and
 - (4) that the information provided by the non-Federal entity or contractor which was used as a basis for acceptance of the rate(s) agreed to herein is not subsequently found to be materially inaccurate by the Federal government. In such situations, the rate(s) may be subject to renegotiation at the discretion of the Federal government.
 - (5) The rates cited in this Agreement are subject to audit.
- B. ACCOUNTING CHANGES:** This agreement is based on the accounting system purported by the non-Federal entity or contractor to be in effect during the Agreement period. Changes to the method of accounting for costs which affect the amount of reimbursement resulting from the use of this Agreement require prior approval of the Cost & Price Determination Division. Such changes include, but are not limited, changes in the charging of a particular type of cost from indirect to direct. Failure to obtain approval may result in cost disallowances.
- C. NOTIFICATION TO FEDERAL AGENCIES:** A copy of this document is to be provided by the non-Federal entity or contractor to other Federal funding sources as a means of notifying them of the Agreement contained herein.
- D. PROVISIONAL-FINAL RATES AND ADJUSTMENTS:** When seeking initial reimbursement of indirect costs using the provisional/rate methodology, provisional rates must be established within 90 days of receiving a Federal award (financial assistance, grants, cooperative agreements, and cost reimbursable contracts) requiring to account for actual costs

incurred. The non-Federal entity or contractor must submit an indirect cost rate proposal within six (6) months after the end of their fiscal year to establish a final rate.

Once a final rate is negotiated, billings and charges to federal awards must be adjusted if the final rate varies from the provisional rate. If the final rate is greater than the provisional rate and there are no funds available to cover the additional indirect costs, the non-Federal entity or contractor may not recover all indirect costs. Conversely, if the final rate is less than the provisional rate, the non-Federal entity or contractor will be required to reimburse the funding agency for the excess billings.

Non-Federal entities or contractors receiving a Federal cost reimbursable contract(s) - Must adhere with FAR 52.216-7(d)(2)(v), to settle final indirect cost rates typically on annual basis:

“The contractor shall update the billings on all contracts to reflect the final settled rates and update the schedule of cumulative direct and indirect costs claimed and billed, as required in paragraph (d)(2)(iii)(I) of this sections, within 60 days after settlement of final indirect cost rates.”

In addition, the contractor shall provide to the Contracting Officer the noted cumulative costs schedule within 60 days of the execution of this agreement.

If the non-Federal entity or contractor has completed performance under any of the contracts covered by this Agreement, a final invoice or voucher must be submitted no later than 120 days from the date on which this Agreement is executed, following guidance from FAR 52.216-7(d)(5) and FAR 52.216-7(h).

Non-Federal entities receiving Federal awards (financial assistance, grants, and cooperative agreements) – Note that even if Federal awards are administratively closed prior to the settlement of final indirect cost rates, non-Federal entities still must comply with the following 2 CFR Part 200 clauses stating, in part:

§200.344 Post-closeout adjustments and continuing responsibilities

(a) The closeout of a Federal award does not affect any of the following:

- (1) The right of the Federal awarding agency or pass-through entity to disallow costs and recover funds on the basis of a later audit or other review. The Federal awarding agency or pass-through entity must make any cost disallowance determination and notify the non-Federal entity within the record retention period.
- (2) The obligation of the non-Federal entity to return any funds due as a result of later refunds, corrections, or other transactions including final indirect cost rate adjustments.

§200.345 Collection of amounts due

(a) Any funds paid to the non-Federal entity in excess of the amount to which the non-Federal entity is finally determined to be entitled under the terms of the Federal award constitute a debt to the Federal Government.

(b) Except where otherwise provided by statutes or regulations, the Federal awarding agency will charge interest on an overdue debt in accordance with the Federal Claims Collection Standards (31 CFR parts 900 through 999). The date from which interest is computed is not extended by litigation or the filing of any form of appeal.

1. Contracts/grants providing for ceilings as to the indirect cost rate(s) or amount(s) which are indicated in Section I above, will be subject to the ceilings stipulated in the contract or grant agreements. The ceiling rate or the rate(s) cited in this Agreement, whichever is lower, will be used to determine the maximum allowable indirect cost on the contract or grant agreement.

2. Administrative costs consist of all Direct and Indirect costs associated with the management of an organization's programs. Organizations should refer to their contracts/grants terms and specific program legislation for the applicable definition of "Administrative Costs" and any related limitations.

E. SPECIAL REMARKS:

1. The indirect cost pool includes overhead costs incurred by the National Governors Association, net of administration fees charged to affiliates of the National Governors Association.

2. Fringe benefits include payroll taxes, group health/life insurance, pension plan contributions, workers' compensation and tuition grants.

3. The final rates established in this Agreement comply with the applicable ETA salary cap and Technical Employment Guidance Letter (TEGL) 5-06.

ACCEPTANCE

BY THE ORGANIZATION:

**BY THE COGNIZANT AGENCY
ON BEHALF OF THE FEDERAL
GOVERNMENT:**

National Governors Association
Center for Best Practices
444 North Capitol Street, Suite 267
Washington, DC 20001-1512

U.S. DEPARTMENT OF LABOR
Cost & Price Determination Division
200 Constitution Ave., N.W., S-1510
Washington, DC 20210

(Grantee/Contractor)

(Government Agency)

(b)(6)

(b)(6)

(Signature)

(Signature)

Steven Polk

Victor M. López

(Name)

(Name)

Chief Financial Officer

Chief, Cost & Price Determination Division

(Title)

(Title)

6/8/2020

(Date)

May 29, 2020

(Date)

DOL Representative: Stephen Hobday
Telephone No: (202) 693-4110



Organization: The National Governors Association’s Center for Best Practices

Location: Washington, D.C.

Application Track: Innovation

Project Type: Preventing Targeted Violence

Funds Requested: \$500,000

Abstract: Governors are uniquely positioned to close gaps in state and local leadership efforts to prevent targeted violence. In a recent survey of state homeland security advisors, the majority reported their prevention frameworks would be better supported if more state-specific technical assistance was made available. The National Governors Association Center for Best Practices (NGA Center) will invite states to participate in a policy academy and provide technical assistance to help them develop strategies for implementing a violence prevention framework. To ensure that these frameworks are informed by evidence, the NGA Center will develop a library of performance metrics and key indicators to help states validate prevention activities. In addition, a prototype data dashboard will be developed for each state participating in the policy academy as an additional decision-making tool to guide development and implementation of their violence prevention frameworks. Additionally, to assist governors with securing community engagement and public support for prevention programming writ large, a communications toolkit will be developed with decision-making criteria, messaging strategies, sample templates, and other tools to assist states with communicating about their prevention activities. The best practices and lessons learned from the policy academy and the supporting activities will be incorporated into the NGA Center’s *Governors’ Guide to Preventing Targeted Violence* to assist governors and their key advisors in setting targeted violence prevention strategies for their states.

Needs Assessment

Targeted violence continues to pose a serious threat to the United States and its citizens. Learning from events such as the 2019 Virginia Beach Shooting, the 2018 Stoneman Douglas High School Shooting, the 2017 Las Vegas Attack, among others, state and local leaders are called to meet the increasingly complex and evolving threat of violent extremism with new tools and techniques to protect our communities, schools, places of worship, and other public gatherings.¹ As explored in the NGA Center's *Governors' Guide to Preventing Targeted Violence*, governors play an important role in setting the prevention strategy for their state. Given their chief role in ensuring the safety of their citizens and communities, they have the mandate to leverage their convening power to bring together policymakers, experts, and key stakeholders to strengthen frameworks for prevention activities. Through funding from DHS's FY 2016 Countering Violent Extremism Grant Program, the NGA Center conducted additional research and consultation that underscored the importance of state-led approaches for targeted-violence prevention. Governors and their states can champion, scale, and spread promising practices across the state, local, tribal, and territorial (SLTT) enterprise by facilitating resource sharing, fostering relationships across jurisdictions, and bringing training and technical assistance to partners that need it. States have greater access to resources than their local counterparts, can broker coordination between local and national efforts, and develop unity of effort among all stakeholders. Governors Dewine, Northam, Wolf, Hogan, Cuomo, Murphy, Abbott, and Newsom have all taken action to strengthen targeted violence prevention efforts in their states: from standing up task forces and behavioral threat assessment teams, to ensuring tip lines are established for their residents and providing protection grants to religious institutions. Targeted violence is a universal threat and a bipartisan issue that all governors are taking care to thoughtfully and urgently address.

As states mature their approaches to preventing targeted violence, their needs for information, technical assistance, and support change. In December of 2019, the NGA Center surveyed members of the Governors Homeland Security Advisors Council (GHSAC)—the association of the governors' homeland security advisors from each of the states and territories that NGA Center supports—to develop a better understanding of these changes, as well as to gather comprehensive data on the current state of targeted violence prevention efforts across the nation. This survey provided the NGA Center with information about the needs of states, particularly around the topics of developing, implementing, and evaluating state prevention programs. Over the course of one month, 45 states and territories completed a 39-question survey, giving the NGA Center a very rich data set about the state of governance, administration, and operation of targeted violence prevention programs. Analysis of the survey data revealed three major deficits:

- 1. Lack of resources for developing a prevention strategy:** In harmony with federal priorities, an overwhelming majority of states believe that developing

¹ Targeted violence includes attacks otherwise lacking a clearly discernible political, ideological, or religious motivation, but that are of such severity and magnitude as to suggest an intent to inflict a degree of mass injury, destruction, or death commensurate with known terrorist tactic (U.S. Department of Homeland Security, Strategic Framework for Countering Terrorism and Targeted Violence).

SLTT prevention frameworks is a priority. They also identified that state-level targeted violence prevention programs would be better supported if more state-specific technical assistance was made available. States must incorporate best practices and baseline capabilities in their prevention programs so that any member of a society has options for accessing intervention capacity to prevent terrorism and targeted violence.

2. **Absence of evidence-based programming:** States often lack the tools and techniques necessary to identify risk factors and the mechanisms to prevent violence before it occurs. When surveyed, nearly half of homeland security advisors indicated their state's approach to preventing targeted violence was not data-driven despite the consensus that evidence-based practices are necessary to execute effective and efficient violence prevention strategies.
3. **Difficulty communicating on prevention efforts:** One key finding from the GHSAC survey was that 44 percent of states do not have an active public messaging campaign about how they are addressing issues of targeted violence. The sensitivities surrounding violence creates difficulty for state and local leaders to raise awareness about the issue, serve as a credible source of information, and promote counternarratives against violent extremist messaging. States lack the tools necessary to identify and halt the spread of information operations, and they need support developing communication protocols that amplify their violence-prevention efforts to a broad network of stakeholders.

The needs identified by the survey reflect the needs of state executives. The work the NGA Center is proposing would target this group: governors from all 55 states and territories as well as key staff involved in strategy development including homeland security advisors, public safety cabinet executives, health policy advisors, education policy advisors, and legal counsel. Roughly 1,100 people would receive the direct benefits of this work; however, the number of beneficiaries of this work would be much larger, and all residents in every state would receive the indirect benefits of improved prevention programming.

While some grant programs target state leaders, very few exist with respect to violence prevention and fewer with a focus on terrorism and targeted violence. Both the U.S. Department of Justice and Centers for Disease Control and Prevention offer technical assistance programs for state leaders around violence prevention more generally, but neither specifically addresses the unique challenges associated with preventing ideological extremism, targeted violence, or mass attacks. The Homeland Security Preparedness Technical Assistance Program, provided by DHS's Federal Emergency Management Agency, gives some limited technical assistance to states on the prevention of terrorism through the GHSAC; however, given the broad scope of the program, it does not provide for adequate depth or focus on one of the most salient and urgent threats facing states today.

Program Design

Problem Statement: The development of robust SLTT prevention frameworks is impaired by the lack of consistent, evidence-based strategies for prevention at the state level.

Program Goals: The NGA Center will build on its work under DHS’s FY 2016 grant program by assisting more states and territories in adopting comprehensive, data-driven approaches to prevention, thereby strengthening the unity of effort across all levels of government. By doing so, the NGA Center will improve state and local governance of prevention activities and enhance SLTT capabilities to identify and respond to individuals mobilizing to violence. Further, this program will aim to increase community resilience and assist vulnerable individuals, which requires open channels of trusted communication between government, community organizations, civic leaders, and other members of the public in any state or locality.²

Program Objectives: To accomplish these goals, the NGA Center proposes a two-year project that will aid governors in developing and implementing prevention frameworks in coordination with local leadership, informed by evidence, and supported by their communities. To do this, the NGA Center will provide tailored technical assistance to governors and their key advisors on the development and implementation of prevention strategies, ensure that these strategies are informed by data-driven practices and evidence-based approaches, and assist states with securing public support for their efforts to maximize community engagement. The project will include the following objectives and deliverables:

- **Policy Academy:** The NGA Center will conduct a policy academy for up to five states, led by governors and in coordination with state and local leadership, to develop and implement statewide strategies for preventing targeted violence. A NGA Center policy academy is a 12- to 18-month, highly interactive, and interdisciplinary process in which governor-designated teams develop and implement statewide strategic plans for addressing complex public policy issues. Participating states are selected competitively and receive guidance and technical assistance from NGA Center staff and faculty experts, as well as consultants from the private sector, federal agencies, research organizations, and academia. The policy academy includes a two-day multi state learning lab, two in-state meetings for strategic planning sessions for each participating state, and a closeout meeting to share lessons learned and promising practices.
- **Lessons Learned Report:** The NGA Center will create a written document that provides governors with additional guidance for developing and implementing prevention frameworks from the policy academy. The report will be added as an addendum to the *Governor’s Guide to Preventing Targeted Violence* and will capture newly validated best practices and recently acquired lessons learned. The report and outcomes of the Policy Academy will be shared with all 55 states and territories and archived on the NGA Center’s website.
- **Library of Performance Metrics and Key Indicators:** To assist states with identifying evidence-based prevention strategies, the NGA Center will develop a library of 30 to 50 performance metrics and key indicators that provide validated feedback on prevention activities within the first six months of the project period.

² U.S. Department of Homeland Security. *Strategic Framework for Countering Terrorism and Targeted Violence’s Objective 3, Subjective 1*.
https://www.dhs.gov/sites/default/files/publications/19_0920_plcy_strategic-framework-countering-terrorism-targeted-violence.pdf

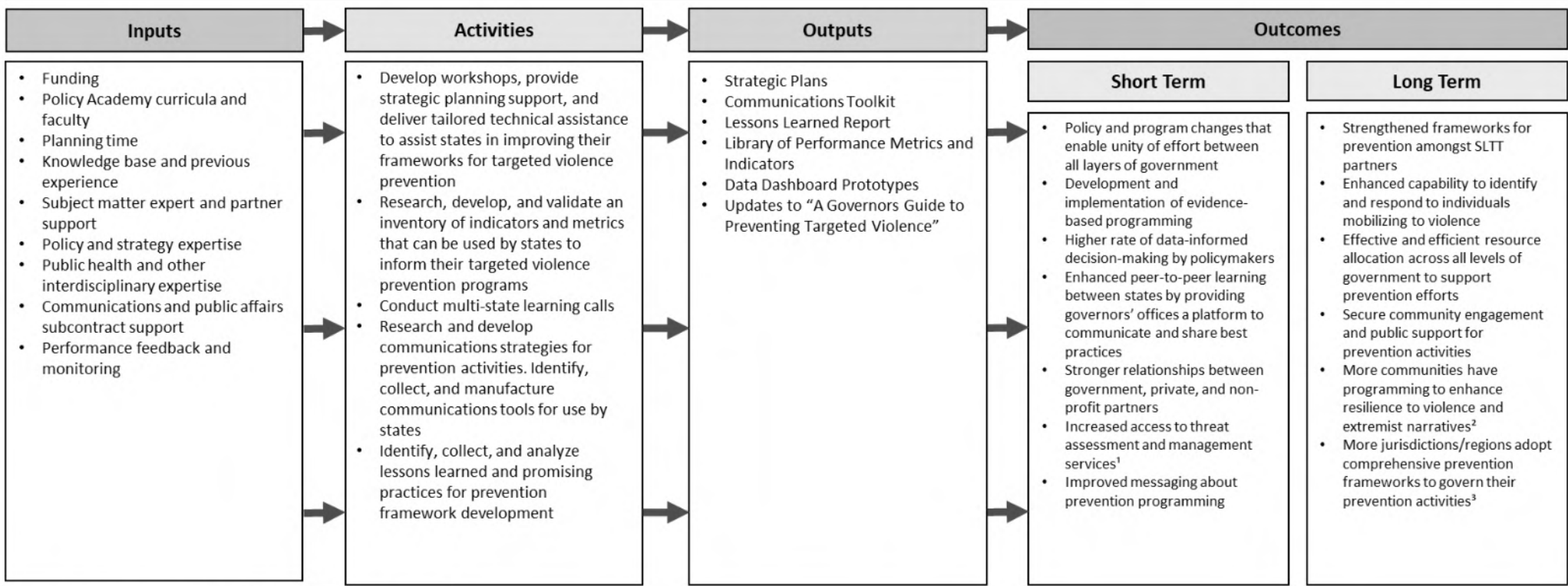
This library will provide states a resource to index and track the performance of their prevention activities and inform the iterative development of their prevention frameworks. The NGA Center will develop a prototype data dashboard for each state participating in the policy academy as an additional decision-making tool to guide the implementation of their strategy. A final list of metrics and indicators will be added as an addendum to the *Governor's Guide to Preventing Targeted Violence*.

- **Prevention Messaging Toolkit:** To assist governors and their key advisors in securing community engagement and public support for prevention activities, the NGA Center will develop a toolkit with decision-making criteria, information, sample messages, and other tools they can use. The toolkit will be developed with the assistance of a professional public affairs firm with experience in government communications. Guidance will be provided by the GHSAC as well as states participating in the policy academy. The toolkit will be hosted digitally as an addendum to the *Governor's Guide to Preventing Targeted Violence* and will be completed during the second year of the project.

National Governors Association Center for Best Practices' Logic Model

Preventing Targeted Violence: State-based Frameworks for Prevention and Response Collaboration

Theory of Change: Targeted violence continues to pose a serious threat to the United States and its citizens. If Governors are given tailored resources and support, they will be able develop stronger prevention frameworks with multidisciplinary, intergovernmental stakeholders and enhance the ability of all partners to identify and respond to individuals at risk of mobilizing to violence.



Contextual Factors and Underlying Assumptions

- Distrust of government and law enforcement
- Low levels of engagements of certain communities
- Underutilized relationships with religious, cultural, and philanthropic organizations
- Lack of data or metrics to validate current programs
- Marginalized groups are susceptible to extremist ideology
- Tensions exist between federal, state, local, and private partners
- Lack of participation by relevant actors due to low perceived efficacy
- Disconnect between programs and strategy

^{1,2,3} U.S. Department of Homeland Security, Strategic Framework for Countering Terrorism and Targeted Violence, Goal #3, Objective #3 Outcomes

Organization and Key Personnel

Founded in 1908, the National Governors Association (NGA) is the collective voice of the nation's governors and one of Washington, D.C.'s, most respected public policy organizations. Its members are the governors of the 55 states, territories and commonwealths. The National Governors Association Center for Best Practices (NGA Center) is the only policy research and development firm that directly serves the nation's governors by supporting their efforts to develop and implement innovative solutions to public policy challenges.

Governors rely on the NGA Center to provide tailored technical assistance for challenges facing their states, identify and share best practices from across the country and host meetings of leading policymakers, program officials and scholars. Through research reports, policy analyses, cross-state learning labs, state grants and other unique services, the NGA Center quickly informs governors what works, what does not and what lessons can be learned from others grappling with similar issues. To capture the breadth of public policy challenges states face in the 21st century, the NGA Center is organized into five divisions: Economic, Human Services & Workforce; Education; Environment, Infrastructure & Energy; Health; and Homeland Security & Public Safety. Each division is staffed by experienced policy and research professionals who provide states cutting edge analysis, creative solutions and practical policy recommendations. As the NGA Center division responsible for this proposal, the Homeland Security and Public Safety division has been at the forefront of pioneering policies in this field and seeks to continue this tradition through this proposal.

The NGA Center Homeland Security & Public Safety (HSPS) Division has a long history of success helping governors address policy challenges. Examples of that success include:

- *Governors Homeland Security Advisors Council (GHSAC)*: The GHSAC is a formal association within NGA that represents the collective interests of governors' homeland security advisors and helps inform governors about critical homeland security issues such as preventing targeted violence. The GHSAC holds monthly calls, meets biannually, publishes resources for states, and helps inform Congress and the Administration about governors' homeland security priorities. The GHSAC has been at the forefront of responding to targeted violence and violent extremism since its inception in 2006 under former Governor Janet Napolitano. The GHSAC will play a leading role in helping to shape the policy academy activities and the development of the Evidence Inventory and Communications Toolkit.
- *Reducing Prescription Drug Abuse Policy Academy*: The NGA Center conducted two, year-long policy academies focused on helping governors respond to the opioid crisis. Through the academies, states developed public awareness campaigns, launched cross-agency initiatives, formed partnerships with universities and the private sector, and passed legislation. Additionally, those academies laid the groundwork for the governors' compact to fight

opioid addiction and an opioid roadmap that helps states identify and implement evidence-based strategies.

- *Emergency Communications Interoperability Policy Academy*: The NGA Center worked with five states to develop strategies that strengthened current statewide interoperability plans and standard operating procedures. This is the second policy academy the NGA Center has led on this issue. The first policy academy provided governors with strategies to address governance challenges.
- *Policy Academy on State Cybersecurity*: The NGA Center worked with five states to develop and implement comprehensive cybersecurity strategies. The academy was a component of former Virginia Governor Terry McAuliffe's cybersecurity initiative as NGA Chair.

In addition to GHSAC, the HSPS Division supports various networks of governors' advisors, including the Governors' Criminal Justice Policy Advisors and the Consortium of Public Safety Executives. HSPS provides resources to these networks and expert analysis on public safety and criminal justice issues affecting states. These successes show that the NGA Center is well-equipped to address targeted violence prevention issues across the nation.

The proposed project will be led by a six-member team of NGA Center staff. Lauren Stienstra, program director for the HSPS Division, will serve as the project director for all proposed activities with oversight by HSPS Division Director Jeff McLeod. Additional team members from across the organization will be utilized for their subject matter expertise and overall project administration.

Lauren Stienstra, Program Director, Homeland Security & Public Safety

Lauren Stienstra serves as a program director for the NGA Center Homeland Security & Public Safety Division, where she manages a portfolio of projects centered on homeland security, emergency response, and disaster resilience.

Prior to joining NGA Center, Stienstra worked as a local emergency manager for Arlington, VA, where she acquired front-line experience managing homeland security and terrorism prevention programs, community engagement activities, and emergency response systems. During this time, she completed executive development programs at Harvard University and also served as a visiting scholar at Virginia Tech. Based on her expertise as a practitioner, Stienstra has given featured remarks at conferences hosted by the International Association of Emergency Managers, the Brookings Institution, and the Federal Emergency Management Agency. In 2018, she was selected as a finalist for the Route 50 Navigator Next Generation Awards, identifying her as "one to watch" for innovation in state and local government.

Ms. Stienstra holds a master's degree in crisis, emergency, and risk management from George Washington University and is completing a second master's in Public Leadership from the Washington University in St. Louis. She completed her undergraduate education at UCLA and holds the Certified Emergency Manager designation from the International Association of Emergency Managers.

Jeff McLeod, Division Director, Homeland Security & Public Safety

Jeff McLeod directs the NGA Center's Homeland Security & Public Safety Division, which supports governors and their staff in developing data-driven, evidence-based solutions to states' most critical public safety challenges. Areas of focus for the division include homeland security, cybersecurity, criminal justice and public safety, public health preparedness, and crisis communications. Through policy academies, learning labs, and other initiatives, Mr. McLeod and his team support governors' senior advisors—including cabinet secretaries, homeland security advisors, legal counsel, and policy staff—with strategic planning and policy implementation.

Mr. McLeod serves on the boards of the U.S. Election Assistance Commission, the U.S. Department of Justice Global Advisory Committee, and Cure Violence. He has testified before the United States Congress and state legislative bodies, and his writing has been published in the University of Virginia Journal of Social Policy and the Law, the University of Pittsburgh Law Review, as well as The Hill, Government Technology, and other media outlets. Currently, he teaches a course on federalism, law, and public policy at Georgetown Law, where he serves as Adjunct Professor of Law.

Mr. McLeod graduated with highest distinction from Carnegie Mellon's Heinz College and holds a law degree from the University of Pittsburgh where served as Lead Executive Editor of the University of Pittsburgh Law Review. He completed his undergraduate education at the University of Michigan.

Sandra Wilkniss, Program Director, Health Division

Sandra Wilkniss serves as program director for the NGA Center's Health Division. Ms. Wilkniss focuses on issues related to behavioral health, social determinants of health, and the innovative integration of these into health system transformation efforts. Prior to joining the NGA Center, Ms. Wilkniss served as senior legislative advisor for health care to Senator Martin Heinrich, senior legislative assistant for health care to Senator Jeff Bingaman and director of Thresholds Institute at Thresholds Psychiatric Rehabilitation Centers. She also served as adjunct assistant professor at Dartmouth Medical School and assistant clinical professor at the Chief Psychologist Inpatient Unit at the University of Illinois.

Ms. Wilkniss holds a Ph.D in clinical psychology from the University of Virginia and a bachelor's degree in psychology from Princeton University.

Carl Amritt, Senior Policy Analyst

Carl Amritt serves as a senior policy analyst for NGA Center's Homeland Security & Public Safety Division. Before joining NGA Center, Mr. Amritt worked at American University as the assistant director of global safety, charged with overseeing the emergency response planning efforts for three campuses abroad and protecting the health and security for more than 1,500 community members each year. Mr. Amritt brings tactical experience when responding to critical events and strategic from

advising senior university leadership and his service on the U.S. Department of State's Overseas Security Advisory Council (OSAC).

Mr. Amritt holds a master's degree in public administration, a bachelor's in political science, and a certificate in analytics and management from American University. He holds certifications from FEMA's Emergency Management Institute and the International Organization of Standards.

Reza Zomorrodian, Policy Analyst

Reza Zomorrodian serves as a policy analyst for the NGA Center's Homeland Security & Public Safety Division. Prior to joining NGA Center, he worked in policy management consulting for partners in the Department of Homeland Security. Mr. Zomorrodian has also previously worked in the White House for Vice President Biden's Domestic and Economic Policy team, on the policy team for the House of Representatives Committee on Homeland Security, and at the Center for Strategic and International Studies (CSIS) studying defense acquisition networks.

Mr. Zomorrodian holds a master's of public policy from Georgetown University's McCourt School of Public Policy and a bachelor of arts in political science and sociology from the University of California, Irvine.

Kate Schoemer, Program Assistant

Kate Schoemer serves as a program assistant for NGA Center's Homeland Security & Public Safety Division. Prior to joining NGA Center, Ms. Schoemer was an associate at Hathaway Strategies, a public affairs consulting firm based in Indianapolis.

Ms. Schoemer graduated from Purdue University in 2017, where she received her bachelor's degree in political science. As an undergraduate, Kate served as an intern in the communications and policy departments for the Indiana House Republicans and as a campaign intern and campus coordinator for Todd Young's 2016 congressional campaign. She also served the Potomac Institute's International Center for Terrorism Studies and the University of Sydney's Alliance 21 as a research intern.

Bob Masciarelli, Director, Office of Meeting Management

Mr. Masciarelli will procure a hotel, meeting space, and lodging for all meetings, as well as ensure the implementation of logistical and administrative support related to those convenings.

Sustainability

The capabilities developed through this project will be preserved and perpetuated in several ways. With regards to the Policy Academy, states will be coached to implement prevention framework development strategies that consider sustainability and durability. This will ensure that the policy achievements gained through the academy are not lost upon its conclusion. Second, the lessons learned from the academy will be captured in the Lessons Learned Report, which will be added to

the *Governors' Guide to Preventing Targeted Violence*, which is hosted on the NGA website. Incorporating these documents in this format will allow states across the nation to access the newly captured knowledge freely and easily. Similarly, the Performance Metrics Inventory and the Prevention Messaging Toolkit will be added to the Guide and hosted for free public access.

In addition to these passive knowledge sharing activities, the NGA Center will also ensure that these tools are “pushed” to the appropriate audiences. It will actively circulate the addendums to the *Governors' Guide to Preventing Targeted Violence* through its advisor networks, including the Governors Homeland Security Advisors, the Consortium of Public Safety Executives, and the Health Policy Advisors. NGA Center will also hold conference calls and webinars, as appropriate, to provide an active learning environment for advisors to discuss the new recommendations. These more active means of distribution enhance the uptake of information and improve the sustainability of the outcomes of the work.

Budget Detail and Narrative

Through the “Preventing Targeted Violence: State-based Frameworks for Prevention and Response Collaboration” project, the NGA Center proposes to host a two-year project that will aid governors in developing and implementing prevention frameworks in coordination with local leadership, informed by evidence, and supported by their communities. To do this, the NGA Center will provide tailored technical assistance to governors and their key advisors on the development and implementation of prevention strategies; ensure that these strategies are informed by data-driven practices and evidence-based approaches; and assist states with securing public support for their efforts to maximize community engagement.

The NGA Center will invite states to participate in a policy academy, building on its work with five states under the U.S. Department of Homeland Security’s (DHS) FY 2016 Countering Violent Extremism Grant Program, and provide technical assistance for implementation of prevention framework development strategies. To ensure that these frameworks are informed by evidence, the NGA Center will develop a library of performance metrics and key indicators to provide validated feedback on prevention activities. In addition, a prototype data dashboard will be developed for each state participating in the policy academy as an additional decision-making tool to guide the implementation of their framework development strategy. Additionally, to assist governors with securing community engagement and public support for prevention programming writ large, a messaging toolkit will be developed with decision-making criteria, information, sample messages, and other tools to assist states with communicating about their prevention activities. The best practices and lessons learned from the policy academy and the supporting activities will be incorporated into the NGA Center’s *Governors' Guide to Preventing Targeted Violence* to assist governors and their key advisors in setting targeted violence prevention strategies for their states and identify and deter individuals from mobilizing to violence.

The following proposed budget will allow for the completion of all project tasks and objectives to the high standard of quality required by both DHS and the NGA Center. The NGA Center is requesting a 24-month project period from October 1, 2020, through September 30, 2022, to complete project deliverables. A line item description of the expenses is as follows:

A. Salary and Wages

The personnel listed reflect the number and type of staff needed to complete the objectives to the satisfaction of the NGA Center and CDC. **Total salaries and wages are budgeted at \$150,026.**

B. Fringe Benefits

Total fringe benefits budgeted for this project are \$37,506. Fringe benefits include employer FICA and pension contributions; medical, dental, and short- and long-term disability expenses; life and accidental death and dismemberment insurance premiums; employee assistance program costs; and administrative costs of certain benefits and tuition grants. The NGA Center has approval from the U.S. Department of Labor to use 25% percent as a provisional fringe benefit rate for fiscal year 2020.

C. Consultant Costs

Total Contractual Costs budgeted for this project are \$30,000.

To assist governors and their key advisors in securing community engagement and public support for prevention activities, the NGA Center will develop a toolkit with decision-making criteria, information, sample messages, and other tools. The toolkit will be developed with the assistance of a professional public affairs firm TBD with experience in government communications. Strategic guidance will be provided by the Governors Homeland Security Advisors Council as well as states participating in the policy academy.

D. Equipment

There are no equipment expenses budgeted for this project.

E. Supplies

There are no supplies budgeted for this project.

F. Travel

Total staff travel expenses are budgeted at \$28,920. Out of town travel is based on the following cost assumptions:

- Airfare = \$600/traveler
- Lodging = \$225/night
- Per Diem = \$58/ day
- Ground Transportation = \$100/trip

The following travel is anticipated in the execution of this project:

Multi State Learning Lab includes travel for six NGA Center staff to attend a one, two-day meeting. Costs for staff travel include airfare, lodging, ground transportation, and per diem. The dates and location of the travel are TBD. Total NGA staff travel to the Multi State Learning Lab is budgeted at \$7,920.

In-State Meetings includes travel for 2 NGA Center staff to attend ten, one-day meetings. Costs for staff travel include airfare, lodging, ground transportation, and per diem. The dates and location of the travel are TBD. Total NGA staff travel to the In-State Meetings is budgeted at \$20,700.

Local Travel is budgeted at \$300.

Total participant travel expenses are budgeted at \$79,995.

Multi State Learning Lab includes travel for 41 state participants, speakers, and contractors to attend a one, two-day meeting. Costs for participant travel include airfare, lodging, ground transportation, and per diem. The dates and locations of the travel are TBD. Total participant travel to the Multi-State Learning Lab is budgeted at \$54,120.

Closeout Meeting includes travel for 25 state participants to attend one, one-day meeting. Costs for participant travel include airfare, lodging, ground transportation, and per diem. The dates and locations of the travel are TBD. Total participant travel to the Closeout Meeting is budgeted at \$25,875

Total Travel Costs expenses are budgeted at \$108,915.

G. Other

Total other direct costs are budgeted at \$36,654. Those costs are itemized below:

- Meeting Expenses: Total meeting expenses are budgeted at \$32,470. These expenses include room rental fees, A/V service costs for all meetings.
- Communication Costs: Communication costs are budgeted at \$4,000 and include costs associated with copyediting content and designing the layout of a Lessons Learned Report consistent with NGA's style guide and publication formats.
- Printing Costs: Total Printing Costs are budgeted at \$184.

Total Direct Costs: The total direct cost of items described above is \$363,101.

H. Total Indirect Costs

The NGA Center has approval from the U.S. Department of Labor to use 73% percent of total salaries and fringe benefits as a provisional indirect cost rate for fiscal year 2020. Indirect costs for this project are budgeted at **\$136,899.**

BUDGET SUMMARY

Expense category	Funds Requested
Personnel Salaries	\$ 150,026
Fringe Benefits	\$ 37,506
Total Personnel	\$ 187,532
Contractuals	\$ 30,000
Travel	\$ 108,915
Other Direct Costs	\$ 36,654
Total Directs	\$ 363,101
Indirect Costs	\$ 136,899
Total Project Costs	\$ 500,000

APPENDICES

Appendix A: OTVTP Implementation & Measurement Plan (IMP)

Organization Name	National Governors Association (NGA Center for Best Practices)
Project Title	Preventing Targeted Violence: State-based Frameworks for Prevention and Response Collaboration
Grant Number	DHS-20-TTP-132-00-01
Grant Implementation Period:	Fiscal Year 2020-2022 (FY20-22)
Reporting Period:	

Project Goal Statement

The NGA Center will assist states and territories in adopting comprehensive, data-driven approaches to prevention, thereby strengthening the unity of effort across all levels of government. By doing so, the NGA Center will improve state and local governance of prevention activities and enhance SLTT capabilities to identify and respond to individuals mobilizing to violence. Further, this program will increase community resilience and assist vulnerable individuals, which requires open channels of trusted communication between government, community organizations, civic leaders, and other members of the public in any state or locality.

Target Population

The target population is governors from all 55 states and territories as well as key staff involved in strategy development, including homeland security advisors, public safety cabinet executives, health policy advisors, education policy advisors, and legal counsel. Roughly 1,100 people would receive the direct benefits of this work; however, the number of beneficiaries of this work would be much larger, and all residents in every state would receive the indirect benefits of improved prevention programming.

OUTCOME 1: States strengthen their frameworks for prevention and enhance their capabilities to identify and respond to individuals mobilizing to violence

- **Mid-Term Outcome 1.1:** Policy and program changes that enable unity of effort between all layers of government
- **Mid-Term Outcome 1.2:** Increased access to threat assessment and management services³
- **Mid-Term Outcome 1.3:** Enhanced peer-to-peer learning between states with a platform to communicate and share best practices

OUTCOME 1 IMPLEMENTATION PLAN

Activity	Inputs/Resources	Time Frame	Anticipated Outputs	Progress Reporting <i>(Complete for Progress Report Only)</i>
Identify SMEs for project activities	- Staff - Subject matter experts	Ongoing	Advisory experts' group available for states and NGA Center	
NGA Center will host in-state strategic planning sessions	- Staff - Meeting facility - Conference line capabilities	Ongoing	Two in-person meetings; State team conference calls	
Develop curriculum for policy academy in-person and virtual engagements	- Staff - Supplies - Meeting facility	October 2020 – October 2022	One two-day workshop, five state-specific prevention plans, and state team conference calls	
Use roadmap developed by NGA Center to provide strategies and guide state activities	- Staff - Subject matter experts - Roadmap	Ongoing	Several in-person meetings, monthly and conference calls	
Tailored technical assistance	- Staff - Subject matter experts	Ongoing	Expert calls, webinars, and research memos	
Host a final cohort convening	- Staff - Supplies - Meeting facility	August 2022	One project summary on implementation challenges and successes with frameworks	

³ U.S. Department of Homeland Security, Strategic Framework for Countering Terrorism and Targeted Violence (CTTV), Goal #3 Prevent Terrorism and Targeted Violence, Objective #3.

OUTCOME 1 MEASUREMENT PLAN

Outcome Indicator(s)	Data Collection Method and Timeframe	Results <i>(Complete for Progress Report Only)</i>
Mid-Term Outcome 1.1: A compositional breakdown of the members of the multidisciplinary team	Data Collection Method: A survey will be conducted at the start and end of the project. The age, sex, and states will be recorded of academy participants. Timeframe: At the end of the project	
Mid-Term Outcome 1.2 and 1.3: Technical assistance provided throughout the project	Data Collection Method: A survey will be conducted to determine the type and amount of technical assistance completed Timeframe: At the end of the project	

OUTCOME 2: Effective and efficient resource allocation across all levels of government to support prevention efforts

- **Mid-Term Outcome 2.1:** More states and localities develop and implement evidence-based programming to govern prevention activities⁴
- **Mid-Term Outcome 2.2:** Higher rate of data-informed decision-making by policymakers

OUTCOME 2 IMPLEMENTATION PLAN

Activity	Inputs/Resources	Time Frame	Anticipated Outputs	Progress Reporting <i>(Complete for Progress Report Only)</i>
Creation of a library of Performance Metrics and Key Indicators	-Staff - Subject matter experts	October 2020 – October 2021	30 to 50 performance metrics and key indicators	
Assist policy academy states in selecting and implementing metrics to evaluate their prevention programs	- Staff - Subject matter experts	October 2020 – October 2021	Monthly conference calls with state teams	
Development of a data dashboard specific to state performance metrics and key indicators	- Staff - Subject matter experts	October 2021 – June 2021	Five sample data dashboards	
Updating of the Governors’ Guide to Preventing Targeted Violence	- Staff - Subject matter experts	June 2022 – October 2022	Creation of a lessons learned report	

OUTCOME 2 MEASUREMENT PLAN

Outcome Indicator(s)	Data Collection Method and Timeframe	Results <i>(Complete for Progress Report Only)</i>
Mid-Term Outcome 2.1: # of users who access the metrics library	Data Collection Method: Number of visits, clicks, and locations of the users accessing the metrics library Timeframe: At the end of the project	
Mid-Term Outcome 2.2: # of states who plan to implement the dashboard as a part of their prevention framework	Data Collection Method: A survey will be conducted to determine which states have implemented the dashboard Timeframe: At the end of the project	

⁴ U.S. Department of Homeland Security, Strategic Framework for Countering Terrorism and Targeted Violence (CTTV), Goal #3 Prevent Terrorism and Targeted Violence, Objective #3.

OUTCOME 3: Assist governors and their key advisors in securing community engagement and public support for prevention activities, so communities have programming to enhance resilience to violence and extremist narratives.⁵

- **Mid-Term Outcome 3.1:** Stronger relationships between government, private, and non-profit partners.
- **Mid-Term Outcome 3.2:** Improved messaging about prevention programming.

OUTCOME 3 IMPLEMENTATION PLAN

Activity	Inputs/Resources	Time Frame	Anticipated Outputs	Progress Reporting <i>(Complete for Progress Report Only)</i>
Creation of a Prevention Messaging Toolkit	- Staff - Subject matter expert - Consultants - Focus groups	October 2020 – October 2021	Decision-making criteria, digital assets, sample messages, and other tools	

OUTCOME 3 MEASUREMENT PLAN

Outcome Indicator(s)	Data Collection Method and Timeframe	Results <i>(Complete for Progress Report Only)</i>
Mid-Term Outcome 3.1: # of non-government, private, and non-profit partners engaged in messaging strategy	Data Collection Method: A survey will be conducted to determine the number of partners engaged Timeframe: At the end of the project	
Mid-Term Outcome 3.2: # of states who have adopted the toolkit into their prevention strategy	Data Collection Method: A survey will be conducted to determine which states adopted the toolkit into their prevention strategy Timeframe: At the end of the project	

⁵ U.S. Department of Homeland Security, Strategic Framework for Countering Terrorism and Targeted Violence (CTTV), Goal #3 Prevent Terrorism and Targeted Violence, Objective #1.

Risk Management Plan

The following risk assessment chart is designed to assist in the identification of potential occurrences that would impact achieving project objectives, primarily those originating externally and that are outside of the organization’s control. Risks could include, but are not limited to: economic, social, or political changes; changes to planned partnerships; legal or compliance changes; or other risks unique to this project. Use the chart below to identify these risks; add additional rows if necessary.

Risk Identified	Likelihood of Risk Occurring (low/medium/high)	Risk Analysis (brief assessment of the impact the identified risk could/would have on the project)	Risk Management Plan (plan to minimize the impact that the risk presents to the project and adjustments to be made if the risk transpires)
Gubernatorial Elections	High	In 2020, 11 governors will be either be up for reelection or term-limited from office. A change in a policy academy state’s gubernatorial administration could shift priorities and de-emphasize the goals of the project; replace executive stakeholders and core team members, and may require re-education of the issue to new stakeholders.	States may be required to create a transition plan that can be implemented if there is a new administration.
Changing Threat Landscape (e.g., COVID-19)	High	The threat priorities of selected states may change throughout the project period, resulting in a deterioration of commitment to the project.	The project’s request for applications will detail the objectives to which states must commit, and NGA Center staff will select states based on their ability to commit to the project through its duration
Loss of gubernatorial support due to public outcry on the use of the DHS preventing targeted violence approach	Low	Certain groups have claimed the DHS preventing targeted violence approach is a veiled effort to target certain communities. The public outcry may cause a governor to no longer to implement their framework and shutter their program.	To minimize the risk of public disapproval, NGA Center will assist governors in communicating their frameworks with the creation of the Prevention Messaging Toolkit. Governors will be provided with the decision-making criteria, digital assets, sample messages, and other tools to raise awareness and combat counter-messaging effectively.
Change in core state team membership	Low	A core state team member may, for various reasons, resign from the core group, resulting in the potential diminishing of expertise and hindrance in implementing the state’s strategic action plan.	States will have to create strategic action plans that explicitly detail each core team member’s roles and responsibilities in implementing their plan. If a team member leaves, the core team will know that member’s role and responsibilities and what has been accomplished.

Appendix B: Resumes/CVs of Key Personnel

Lauren R. Stienstra, M.S., CEM

Executive Master's of Science, Public Leadership | Certified Emergency Manager

(b)(6)

PROFILE

- Executive with nearly fifteen years of experience in emergency management and homeland security policy, research, and operations at the local and state levels. Keen knowledge of intergovernmental affairs and government relations related to preparedness, response, and recovery programs.
- Skilled manager, facilitator, public speaker, writer, and communicator with subject matter expertise on public policy development and implementation, federalism, emergency management, cybersecurity, disaster resilience, targeted violence, and public health preparedness.
- Creative, collaborative, and results-oriented with a record of accomplishments driving strategic growth within programs. Manage a budget of upwards of \$1 million, completing deliverables on time and under budget.
- Enjoys cultivating talent and leading for impact. Lead teams of 3-15 personnel from diverse backgrounds.
- Energized by new challenges and growth opportunities; at ease with high profile officials and professional work environments. Committed to nonpartisanship and “going where the evidence leads.”
- Security Clearance: Department of Homeland Security; Secret.

PROFESSIONAL EXPERIENCE

NATIONAL GOVERNORS ASSOCIATION – Washington DC

Jan 2019-Present

Program Director, Homeland Security, Emergency Management, and Resilience

- Direct research, policy analysis, technical assistance, and resource development for the Homeland Security, Emergency Management, and Resilience Program, which provides consultative support to governors and their senior advisors in developing objective, evidence-based solutions to states most critical public policy challenges.
- Provide analyses on state and federal legislation, statutes, regulations, policy strategies, and executive orders to governors' Washington representatives, cabinet officials and senior policy staff. Ensures that all work performed by the program is responsive, balanced, timely, and objective. Effected changes to the Homeland Security Grant Program, federal counter-UAS strategy, and terrorism and targeted violence prevention program.
- Lead efforts to help governors and state agencies develop nonpartisan solutions to emergency management and homeland security challenges by managing the membership association of governors' homeland security advisors—the Governors Homeland Security Advisors Council (GHSAC). Assist councilmembers in establishing and maintaining relationships with governors, congressional delegations, and relevant committees of jurisdiction.
- In addition to consultative support, direct the production of and author reports, white papers, webinars, and other resources that address the informational needs of stakeholders, including emergency powers and authorities, emergency communications, the federal Homeland Security Grant Program, and disaster resilience, among others.
- Lead the interdivisional work-group for the COVID-19 outbreak, providing crisis leadership support to governors in the form of technical assistance, intergovernmental relations, and federal representation.
- Responsible for program development and project execution: develop multi-year and annual strategic plans, develop project concepts, write proposals, develop budgets, and conduct outreach to federal, foundation, and corporate partners. Ensure appropriate integration and cohesion with other division and NGA Center efforts. Organize, supervise, and coordinate workflow for secured work.
- Manage, supervise, and develop a team of three policy analysts and program assistants. Develop performance standards and secure buy-in from staff, provide feedback, and assess performance. Engage staff in developing and achieving personal and professional development goals.
- Collaborate with NGA's Government Relations team to develop a comprehensive understand of congressional decision making, the federal budget process, committees of jurisdiction, policy options, and the impact of federal decisions on state and local stakeholders.
- Build long-term, durable relationships with state stakeholders and proactively develop relationships with federal, industry, academic, and association partners to support the needs of the states.
- Serve as speaker, discussant, and presenter at numerous meetings of key stakeholders, industry officials, trade associations and other national organizations

UCLA EXTENSION – Remote

Advisory Board Member and Adjunct Faculty Instructor

June 2012-Present

- Teach courses on comprehensive emergency management through exploration of key steps of the preparedness cycle, including risk assessment, plan development, and quality improvement through training and exercise.
- Have taught over thirty courses and 175 students' with an average student review rating exceeding 9/10.
- Develop means and methods for growing enrollment and providing superior student service. Provide career mentoring and post-course support as needed.

ARLINGTON COUNTY DEPARTMENT OF PUBLIC SAFETY COMMUNICATIONS
& EMERGENCY MANAGEMENT – Arlington, VA

Senior Manager, Policy and Research,

Dec 2016-Jan 2019

Deputy Coordinator, Training & Exercise

June 2008-Dec 2009 & Dec 2012-Nov 2016

- Developed, coordinated, and documented all aspects of emergency management policy for Arlington County Government. Developed, analyzed, and evaluated programs, policies, and procedures, including revisions to the County Emergency Operations Plan.
- Reviewed existing programs, mutual aid agreements, memorandums of understanding and legislation to identify and close capability gaps.
- Liaised with state, federal, and military officials, including National Guard Bureau and the Pentagon Force Protection Agency, to identify areas for partnership and coordination.
- Directed the creation of the County's Emergency Management Innovation Team. Facilitated the development of novel solutions to long-standing organization problems, including public engagement, EOC staffing, performance metrics, and regionalism.
- Led the development of DPSCEM's 3-Year Strategic Plan through appreciative inquiry and organizational review. Worked collaboratively with staff to develop and implement projects to advance objectives and achieve the organizational mission.
- Directed primary and secondary research efforts on operational data, both internally and with external partners. As a visiting collaborator, served as Principle Investigator on multiple studies with Virginia Tech's Social and Decision Analytics Laboratory.
- Designed, piloted, and formalized the award-winning HERricane Arlington program, a community outreach program focused on building a culture of preparedness for teenage girls.
- Led large, multidisciplinary teams to plan, conduct, and evaluate the full range of HSEEP exercises, including full-scale exercises in excess of 500 people with budgets in excess of \$150k. Developed award-winning training programs, including the community-oriented Active Threat Response Program.
- Secured and managed grants ranging from \$10k-\$125k.
- Led interagency workgroups and committees, including the Metropolitan Washington Council of Governments Training and Exercise Subcommittee, to coordinate regional efforts and resolve legislative and regulatory issues.

UCLA OFFICE OF EMERGENCY MANAGEMENT – Los Angeles, CA

May 2010-Nov 2012

Emergency Management Specialist

- Developed, coordinated and documented all aspects of emergency management planning for UCLA including the Campus Emergency Management Plan and Continuity of Operations Plan.
- Developed, analyzed, and evaluated programs, policies, and procedures. Analyzed and evaluated program development and execution. Provided recommendations for program improvement.
- Activated, staffed, and coordinated the Campus Emergency Operations Center during events, incidents, and exercises.

THE GEORGE WASHINGTON UNIVERSITY – Washington, DC

Aug 2007-Dec 2009

Adjunct Faculty, Emergency Health Services Program

- Administered Emergency Medical Technician- Basic curriculum in accordance with National Registry standards.
- Developed lectures, provided didactic training, and evaluated student performance.
- Managed classroom dynamics and provided career mentorship.

PUBLICATIONS

L Stienstra et al., *Governors Guide to Preventing Targeted Violence*, National Governors Association (exp. 2020)

L Stienstra et al., *Governors Guide to Public Health Preparedness*, National Governors Association (2020)

L Stienstra, *States Prepare to Meet Crisis with Creativity*, National Governors Association (2019)

L Stienstra, *Flexibility and Decisiveness in Local Government Decision Making: A Case Study*, the Brookings Institution, Executive Education Program (2017)

L Stienstra, *Alert + Data =? Leveraging Academic Partnerships to Improve Mass Notification*, IAEM Bulletin (2016)

SELECT PRESENTATIONS

Guest Lecturer, “Federalism in Practice: The Role of Governors in Advancing Public Policy,” The Georgetown University Law Center (Washington, DC: October, 2019)

Guest Lecturer & Panel Moderator, “Disability Issues in Emergency Management,” The George Washington School of Law (Washington, DC: October, 2019)

Guest Lecturer, “Building Community Capacity for Risk Ownership,” FEMA Emergency Management Institute: Executive Academy (Emmitsburg, MD: September, 2019)

Guest Lecturer, “Leading from Seam: Modern Emergency Management,” The George Mason University Schar School of Policy and Government (Arlington, VA: April, 2019)

Plenary Speaker, “Level Up! Improving Emergency Management Training through Game-based Learning,” Maryland Homeland Security and Emergency Management Symposium (Ocean City, MD: June 2018)

AWARDS & HONORS:

Route Fifty: “Next Generation” Navigator Award Finalist, 2018

Virginia Association of Counties: Achievement Award, 2016 & 2018

Arlington County Commission on the Status of Women: Women of Vision Award, 2018

Virginia Emergency Management Association: Emergency Management Professional of the Year, 2018

American Association of University Women: Community Action Grant Recipient, 2018

International Women in Emergency Management (INWEM): Hall of Fame Inductee, 2017

EDUCATION

The Washington University in St. Louis Olin School of Business, remote
M.S., Leadership, expected 2021

The Brookings Institution, Executive Education Program, Washington, DC
Certificate, Public Leadership, 2017

Harvard Kennedy School of Government, Executive Education Program, Cambridge, MA
Certificate, Leadership in Crisis, 2015

UCLA Extension, remote
Certificate, Business Studies; Concentration: Human Resource Management, 2014

The George Washington University School of Engineering and Applied Science, Washington, DC
M.S., Crisis, Emergency, & Risk Management, 2009
Phi Delta Gamma Graduate Fellowship

University of California, Los Angeles, Los Angeles, CA
B.S., Physiological Science, 2007

ADVISORY BOARDS

Alliance for Community and National Resilience, Board Member, 2019- Present

ResCon International, Executive Advisory Committee, 2019-Present

UCLA Extension Homeland Security and Emergency Management Program, Advisory Boards, 2012-Present

CERTIFICATIONS AND TRAINING

Certified Emergency Manager, International Association of Emergency Managers, 2009-Present

Professional Continuity Practitioner, FEMA Emergency Management Institute, 2014

Master Exercise Practitioner, FEMA Emergency Management Institute, 2009

Jeffrey Smith McLeod, J.D., M.S.

(b)(6)

PROFESSIONAL PROFILE

- Executive with nearly a decade of experience working with governors and their senior staff, private industry, and the federal government to develop solutions to states' most critical public policy challenges.
- Skilled manager, fundraiser, public speaker, writer, and communicator with subject matter expertise on public policy development and implementation, federalism, cybersecurity, emergency management, criminal justice, and opioid and substance use disorder.
- Creative, collaborative, and results-oriented with record of accomplishment driving strategic growth of division: tripled size of division from 5 to 15 FTEs and grew budget from approximately \$1.5 million to over \$6 million. Enjoys cultivating talent and leading for impact.
- Energized by new challenges and growth opportunities: also serve as director of membership association of governors' homeland security advisors, and teach course on federalism at Georgetown Law School.
- Committed to bipartisanship and "going where the evidence leads."

PROFESSIONAL EXPERIENCE

NATIONAL GOVERNORS ASSOCIATION • Washington, DC

2010 – Present

Director, Homeland Security & Public Safety Division, NGA Center for Best Practices (2015 – Present)

- Direct research, policy analysis, technical assistance, and resource development for the division, which provides consultative support to governors and their senior advisors in developing data-driven, evidence-based solutions to states most critical public policy challenges. Oversee three programs: Homeland Security, Emergency Response & Resilience Program; Cybersecurity, Technology & Communications Program; and Criminal Justice & Public Safety Program.
- Direct the membership association of governors' homeland security advisors—the Governors Homeland Security Advisors Council (GHSAC). The GHSAC provides a forum for governors' advisors from each state, territory, and the District of Columbia to 1) provide a unified voice for states on national homeland security policy; 2) keep governors abreast of the current threat environment and the impacts of federal homeland security legislation, regulations, and policies on states; and 3) inform the work of the NGA Center for Best Practices by identifying governors' priorities, sharing lessons learned, and anticipating emerging security issues. The Council is led by an eight-member bipartisan executive committee.
- Direct activities of The Consortium of State Public Safety Executives, a support network for state cabinet secretaries; the Network of Governors Criminal Justice Policy Advisors, a support network of governors' policy advisors and legal counsel; and NGA's Resource Center for State Cybersecurity, co-chaired by Louisiana Gov. John Bel Edwards and Arkansas Gov. Asa Hutchinson.
- In addition to consultative support, the division produces reports, white papers, webinars, and other resources providing guidance to states and the broader field on best practices and state innovations in public policy.
- Current focus areas for division include homeland security and emergency management, cybersecurity, "smart states" and technological innovation, criminal justice, opioids and substance use disorder, traffic safety, and election security.

Highlights

- As director, tripled size of division from 5 to 15 FTEs; grew budget from approximately \$1.5 million to \$6 million.
- Directed 2016-2017 NGA Chair Virginia Gov. Terry McAuliffe's Initiative, *Meet the Threat: States Confront the Cyber Challenge*. Initiative helped states develop strategies for strengthening cybersecurity practices as they relate to state IT networks, health care, education, public safety, energy, transportation, critical infrastructure, economic development and workforce. Developed compact signed by 38 governors agreeing to set of principles for strengthening state cybersecurity.
- Testified before Congress (Senate Subcommittee on Communications, Technology, Innovation and the Internet) on implementation of the nationwide public safety broadband network. (June 21, 2016) Available at <https://www.c-span.org/video/?411520-1/hearing-focuses-public-safety-broadband-network>
- Led half-day session for governors elected in 2015/16 on emergency response at NGA's 2016 Seminar for New Governors (Chantilly, VA). Featured panelists included FEMA Administrator Craig Fugate; National Guard Bureau Chief General

Joseph Lengyl; General Lori Robinson, Commander, NORAD and United States Northern Command; and Louisiana Governor John Bel Edwards. Also briefed governors elected in 2017/18 at NGA's 2018 Seminar for New Governors on emergency response priorities and transitioning from campaigning to governing (Colorado Springs, CO).

- Support the Council of Governors in collaboration with NGA's Office of Government Relations. The Council, created by Congress and formally established by Executive Order in 2010, serves as a mechanism for governors and key federal officials to address matters pertaining to the National Guard, homeland defense, and defense support to civil authorities. The Council consists of 10 governors appointed by the President—five from each party—with two governors serving as co-chairs. Federal participants include the Secretaries of Defense and Homeland Security, the President's Homeland Security and Counterterrorism Advisor, the Commander of U.S. Northern Command, and the Chief of the National Guard Bureau.
- In collaboration with the NGA Center's Health Division, assisted executive-level teams from 13 states in developing comprehensive action plans for reducing prescription drug abuse. Governors John Hickenlooper (CO) and Robert Bentley (AL) co-chaired the first policy academy, and Governors Peter Shumlin (VT) and Brian Sandoval (NV) co-chaired the second effort. The policy academies received national attention and positioned NGA as a leading voice on state strategies for addressing the public health crisis. Through the policy academies, states passed legislation, developed public awareness campaigns, launched cross-agency and regional initiatives, and established critical relationships with universities and the private sector. In 2016, 46 governors signed NGA's Compact to Fight Opioid Addiction. Received NGA's *Outstanding Performance Team Award* for contributions.
- Oversaw in-depth technical assistance efforts in Montana and Wyoming. Worked with governors' offices and directors of corrections to assess drivers of the states' prison populations and identify options for improving public safety while reducing corrections costs. Testified before the Wyoming legislature's Joint Judiciary Committee, presenting recommendations of final report.
- In 2018, traveled to U.S. Virgin Islands for series of meetings with governor, cabinet officials, NGOs, and the business community to identify lessons learned from the territory's response to and recovery from Hurricanes Irma and Maria. Produced after-action report for the governor's office and launched "Emergency Management Forward," a new initiative designed to provide guidance to governors and state executives on leading effective disaster response and recovery.
- In 2018, traveled to Israel with Louisiana Gov. John Bel Edwards and delegation to share Louisiana's and NGA's work on cybersecurity and learn about Israeli efforts to spur innovation and support an ecosystem of cyber startups. Met with Israel Prime Minister Benjamin Netanyahu and cabinet officials to discuss shared priorities and opportunities for partnership. Through connections made on trip, secured commitment from outside organization to fully fund trip to Israel for NGA-led delegation of four governors and staff in 2019/20.
- Serve as NGA representative to Electricity Subsector Coordinating Council, which serves as the principal liaison between the federal government and the electric power industry in preparing for and responding to national-level disasters that threaten critical infrastructure. Work closely with American Electric Power CEO Nick Akins, a supporter of NGA's Resource Center for State Cybersecurity, in promoting public-private partnerships to address threats to grid security.

Program Director, Homeland Security & Public Safety Division, NGA Center for Best Practices (2014 – 2015)

Senior Policy Analyst, Homeland Security & Public Safety Division, NGA Center for Best Practices (2012 – 2013)

Policy Analyst, Homeland Security & Public Safety Division, NGA Center for Best Practices (2010 – 2012)

- Led division's work on criminal justice and public safety, including sentencing and corrections, juvenile justice, cybercrime, forensic science, justice information sharing, and prescription drug abuse. Managed and directed all program operations and activities. Oversaw 7 project areas and supervised and managed program staff and interns in developing and implementing project activities.
- Managed network of governors' criminal justice policy advisors, including cabinet secretaries, legal counsel, and policy staff from the 55 states, territories, and commonwealths. Provided expert consultation on best practices and technical assistance with the goal of improving public safety and ensuring a fair and cost-effective criminal justice system.
- Responsible for project development and fundraising: developed project concepts, wrote proposals, developed budgets, and conducted outreach to federal, foundation, and corporate partners.
- Presented before national audiences and led conferences, workshops, and strategic planning sessions for senior state officials. Organized and led 7 policy institutes for between 50 to 100 participants at each, as well as 18 stakeholder workshops, engaging over 1,000 state policymakers. Facilitated 26 panel discussions and 11 webcasts/webinars. Delivered presentations at 4 national conferences and was invited to speak or participate in panel discussions at 5 events.

Adjunct Professor of Law

- Teach practicum on the constitutional underpinnings of federalism, the legal and practical dimensions of policymaking, and the role of governors as policy leaders (LAWJ 1514-05: *Federalism in Practice: The Role of Governors in Advancing Public Policy*). In Fall 2018, students rated professor as 4.9/5.0 and course content as 4.8/5.0.

STEMBER FEINSTEIN DOYLE PAYNE & KRAVEC, LLC • Pittsburgh, PA

2009 – 2010

Attorney

- Advised clients and drafted legal briefs, motions, demand letters, and memoranda.
- Practice areas included employment law, civil rights law, retiree benefits (ERISA), and class action litigation.

BRIGHT IDEAS CHARTER SCHOOL • Phoenix, AZ

2003 – 2005

Teacher, grades 7-8

PUBLICATIONS

J. McLeod et al., *Governors Guide to Homeland Security* (Rev. ed.), NATIONAL GOVERNORS ASSOCIATION (2019)

J. McLeod et al., *State Strategies to Reduce Highway and Traffic Fatalities and Injuries: A Road Map for States*, NATIONAL GOVERNORS ASSOCIATION (2018)

J. McLeod and R. Hewitt, op-ed, “How we can prevent 911 calls going unanswered,” *The Hill* (June 13, 2017)

J. McLeod and C. Essid, “NGA Policy Academy Addresses Governance for New Technologies,” *MissionCritical Communications* (November-December 2016)

J. McLeod et al., *Finding Solutions to the Prescription Opioid and Heroin Crisis: A Roadmap for States*, NATIONAL GOVERNORS ASSOCIATION (2016)

J. McLeod et al., *A Governors Guide to Criminal Justice*, NATIONAL GOVERNORS ASSOCIATION (2016)

McLeod, Jeffrey S., *Strategies for Improving Outcomes for Justice-Involved Youth*, NATIONAL GOVERNORS ASSOCIATION (2015)

McLeod, Jeffrey S. & Murphy, Kelly L., *Reducing Prescription Drug Abuse: Lessons Learned from an NGA Policy Academy*, NATIONAL GOVERNORS ASSOCIATION (2014)

McLeod, Jeffrey S., *Six Strategies for Reducing Prescription Drug Abuse*, NATIONAL GOVERNORS ASSOCIATION (2012)

McLeod, Jeffrey S., *State Efforts in Sentencing and Corrections Reform*, NATIONAL GOVERNORS ASSOCIATION (2011)

McLeod, Jeffrey S., “Anxiety, Despair, and the Maddening Isolation of Solitary Confinement: Invoking the First Amendment’s Protection Against State Action that Invades the Sphere of the Intellect and Spirit,” *UNIVERSITY OF PITTSBURGH LAW REVIEW* (2009)

McLeod, Jeffrey S., “Unmasking the Processes and Justifications that Lead to Environmental Racism: A Critique of Judicial Decision-Making, Political and Public Ambivalence, and the Disproportionate Placement of Environmental and Land Use Burdens in Communities of Color,” *UNIVERSITY OF VIRGINIA JOURNAL OF SOCIAL POLICY AND THE LAW* (2008)

PRESENTATIONS

Moderator, “Who is Minding the Ballot Box?,” roundtable discussion on security vulnerabilities in election systems, National Governors Association 2019 Winter Meeting (Washington, DC: February 2019)

Panelist Presenter, “Emergency Preparedness and Response Training: Being Prepared for Day One,” 2018 Seminar for New Governors, National Governors Association (Colorado Springs, CO: November 2018)

Panelist, 7th Atlanta Summit: Global Health: Health, Resilience & Natural Disasters, Center for Strategic & International Studies and World Affairs Council of Atlanta (Atlanta, GA: September 2018)

Host, cybersecurity podcast series (4 episodes) featuring former Virginia Gov. Terry McAuliffe, Richard A. Clarke, and leading government and industry experts (Washington, DC: December 2017 – June 2018)

Keynote Speaker, Annual Conference, National Initiative for Cybersecurity Education (NICE), National Institute of Standards and Technology (NIST), U.S. Department of Commerce (Dayton, OH: November 2017)

Keynote Speaker, Annual Meeting, Governors Highway Safety Association (Louisville, KY: September 2017)

Witness, Hearing before the Senate Subcommittee on Communications, Technology, Innovation and the Internet on implementation of the nationwide public safety broadband network (Washington, DC: June 2016)

Panelist, “Leveraging the Power of the Executive Branch and State Advisory Group Leadership for Juvenile Justice Reform,” Annual Conference of the Coalition for Juvenile Justice (Washington, DC: April 2016)

Speaker/Moderator, “Cyber 911,” 2015 North American International Cyber Summit, Hosted by Michigan Gov. Rick Snyder (Detroit, MI: October 2015)

Presenter, “Engaging State Leadership to Reduce Prescription Drug Abuse,” National Rx Drug Abuse Summit (Atlanta, GA: April 2015)

Panelist, “Film Screening and Panel Discussion: The Mind of Mark DeFriest,” The Brennan Center for Justice (Washington, DC: March 2015)

Presenter, “Strategies for Improving Outcomes for Justice-Involved Youth,” Michigan Juvenile Justice Stakeholders Meeting (Lansing, MI: January 2015)

Witness, “Policy Options for Improving Public Safety, Holding Offenders Accountable, and Containing Corrections Costs in Wyoming,” Presentation to the Joint Judiciary Interim Committee of the Wyoming Legislature (Cheyenne, WY: September 2014)

Presenter, “State Efforts to Reduce Prescription Drug Abuse: Challenges and Lessons Learned,” 29th Annual Conference of the National Association of State Controlled Substances Authorities (Kansas City, MO: October 2013) / 2013 Harold Rogers PDMP National Meeting (Washington, DC: September 2013) / American Medical Association State Advocacy Roundtable Conference (Chicago, IL: August 2013)

Presenter, “Redesigning Corrections,” NGA National Summit on Government Redesign: Solutions for Making Tough Budget Choices (Washington, DC: December 2011)

ADVISORY BOARDS

U.S. Election Assistance Commission, Washington, D.C.	2017 – Present
Justice Research and Statistics Association study, “Estimating the Financial Costs of Crime Victimization,” funded by the National Institute of Justice, Washington, D.C.	2017 – 2018
U.S. Department of Justice Global Advisory Committee, Washington, D.C.	2017 - Present
Cure Violence, Chicago, IL (Ranked #10 in NGO Advisor’s 2018 report of Top 500 NGOs in the world)	2015 - Present

EDUCATION

CARNEGIE MELLON UNIVERSITY, H. John Heinz III College, School of Public Policy and Management • Pittsburgh, PA
Master of Science in Public Policy and Management, May 2009

- Graduated with Highest Distinction

UNIVERSITY OF PITTSBURGH SCHOOL OF LAW • Pittsburgh, PA

Juris Doctor, May 2009

- *Lead Executive Editor*, UNIVERSITY OF PITTSBURGH LAW REVIEW
- *President*, NATIONAL LAWYERS GUILD (Pitt Chapter)
- 2008 recipient of William H. Eckert Prize for superior paper in upper division J.D. Program

UNIVERSITY OF MICHIGAN, College of Literature, Science & the Arts • Ann Arbor, MI

Bachelor of Arts in English, December 2002

Bachelor of Arts in Psychology, December 2002

- Honors Program

OTHER

Bar Admissions: Pennsylvania (Oct. 2009); United States District Court for Western District of Pennsylvania (Dec. 2009)

Activities/Interests: Naui Certified Scuba Diver, *May 2003*; Musician/songwriter

EDUCATION

University of Virginia, Doctor of Philosophy in Clinical Psychology 2000
Princeton University, Bachelor of Arts in Psychology 1989
Northwestern University Kellogg School of Management, Certificate in Non-profit Management 2010

EXPERIENCE

National Governors Association 2014 – Present
Program Director in Behavioral Health and Social Determinants of Health

- Provide strategic direction and oversee technical assistance projects in behavioral health and lead cross-division projects on social determinants of health
- Serve governors’ senior health policy advisors in developing policy and program implementation strategies in these domains

United States Senator Martin Heinrich (NM) 2013 – 2014
Senior Legislative Advisor

- Advised the Senator on legislative and policy matters related to health, behavioral health, veteran’s health, social security, child welfare, and poverty

United States Senator Jeff Bingaman (NM) 2011 – 2013
Senior Legislative Assistant in Health Care

- Advised the Senator on legislative and policy matters related to health and behavioral health and staffed the Senator at committee hearings in both the Senate Finance and Health, Education, Labor and Pensions committees

United States Department of Health and Human Services Assistant Secretary for Preparedness and Response, International Health Security Division 2011
American Association for the Advancement of Science (AAAS) Health, Education and Human Services Fellow

- Brief fellowship: conducted projects on international infectious disease control

United States Senator Jeff Bingaman (NM) 2010 – 2011
American Psychological Association/American Association for the Advancement of Science (APA/AAAS) Congressional Fellow

- Advised the Senator on legislative and policy matters related to health and behavioral health and staffed the Senator at committee hearings in both the Senate Finance and Health, Education, Labor and Pensions committees

Thresholds Psychiatric Rehabilitation Centers, Chicago, IL 2006-2010
Director of Thresholds Institute

- Directed the research and training arm of Thresholds, the largest community psychiatric rehabilitation provider in Chicago
- Member of Thresholds Senior Executive Committee
- Supervised 17 staff in executing multiple services and basic research projects

- Responsible for obtaining grants, cultivating relationships with donors, producing peer-reviewed journal articles, hosting and presenting at conferences

Dartmouth Medical School 2007-2011

Adjunct Assistant Professor, Department of Community and Family Medicine

- Conducted research, training, and supervised post-doctoral students at Thresholds in collaboration with Dartmouth Medical School faculty pioneering best practices

University of Illinois, Chicago 2004 – 2011

Assistant Clinical Professor (Visiting), Department of Psychiatry

- Conducted research on cognitive interventions for people with schizophrenia
- Obtained grant funding and produced peer reviewed articles
- Developed an internship track and trained psychology interns and psychiatry residents in inpatient and outpatient treatment for people with serious mental illness

University of Illinois, Chicago 2004 – 2006

Chief Psychologist Inpatient Unit & Director of Research Program Development, Department of Psychiatry

- Developed and managed the psychosocial interventions program for the psychiatric inpatient unit
- Trained psychology interns, psychiatric residents, occupational therapists and nurses on psychosocial interventions

Weill Medical College of Cornell University & New York Presbyterian Hospital/ Payne Whitney Psychosis Clinic 2001 – 2004

Chief Psychologist, The Second Chance Program & Instructor of Psychology

- Refined and managed the unit's evidence-based, social rehabilitation treatment program
- Trained and supervised staff and post-doctoral interns
- Conducted basic and cognitive treatment research in schizophrenia

Weill Medical College of Cornell University & New York Presbyterian Hospital/Payne Whitney Psychosis Clinic 2000 – 2001

Postdoctoral Fellow

- Conducted research on cognition in schizophrenia, treatment models and brain imaging of psychotic symptoms
- Provided individual outpatient therapy for people with serious mental illness

San Francisco Veterans Affairs Medical Center 1999 – 2000

Psychology Intern

National Institute of Mental Health, Laboratory of Psychology & Psychopathology 1989 – 1993

Research Assistant

Carl Alexander Amritt

(b)(6)

Core Competencies

- Data Analysis
- Emergency Management
- Personnel Management
- Process Improvement
- Project Management
- Policy Analysis
- Stakeholder Management
- Strategic Planning
- Training & Development

Education

American University – Washington, District of Columbia

- Master of Public Administration '19
Focus: Public Policy
- Bachelor of Science, Political Science '17
Focus: Policy Analysis

Experience

Senior Policy Analyst, National Governors Association

July 2019 – Present

- Provide policy analysis, information, and technical assistance for networks of governors' policy advisors and homeland security executives on a range of homeland security and emergency management issues.
- Develop and help manage multiple projects related to advancing promising state policy and practice by writing proposals, developing project budgets, working with partner organizations, and ensuring the timely production of deliverables.
- Organize, participate in, and conduct workshops, seminars, and conferences for governors' senior staff and other key stakeholders on state and national homeland security policy issues.

Assistant Director, Global Safety, American University

January 2019 – July 2019

- Established the Global Safety program to monitor and manage international travel for more than 500 faculty, staff, and students every year. Integrating functional components between the Office of the Provost and Finance and Treasurer into a customer-facing program.
- Created a comprehensive corporate travel policy to govern international travel processes, identify department workflow approvals, and procedures to enroll in insurance policies. Meet and maintain compliance standards with federal laws such as the U.S. Export Control Regulations and the EU General Data Protection Regulation.
- Conducted country-wide risk assessments and threat analysis for international travel requests for medium-to-high risk destinations. Coordinate with the U.S. Department of State's Bureau of Consular Affairs and Overseas Security Advisory Council (OSAC) for intelligence sharing and emergency response planning.

Special Projects Coordinator, Safety & Security Services, American University

January 2017 – January 2019

- Managed the University Metro Pass (U·Pass), a multimillion-dollar program providing unlimited metro bus and train rides to more than 10,000 university students. The program was a strategic initiative a part of the university transportation-demand management program to reduce vehicular traffic to campus.
- Provided end-to-end project management on the rebrand of websites, marketing materials, and social media platforms across seven departments in alignment with the University Safety & Security Services division strategic plan. Directed a design team to establish a department marketing framework compliant with the Section 508 Accessibility requirement of the Americans with Disabilities Act (ADA).
- Implemented scheduling and communications database for a law enforcement agency with more than 100 personnel. Oversee the database migration, including the training and onboarding of staff, creation of internal policies reflective of university human resources policies, and improved the processes for inter-departmental communication support systems.

- Formulated the first Democratic Access policy center specializing in electoral politics, public finance reform, and civic engagement. Chaired a working group of researchers and organizers to develop resources and instructional materials on policy development, coalition building, and lobbying on the local- and state-level shared with more than 100 colleges and universities.
- Served as a policy editor for the Big 10 Ideas publication, an annual policy journal dedicated to showcasing policy proposals in national security, economics, education, healthcare, and other areas. Guided policy research design and data analysis for policy proposals disseminated to hundreds of readers.
- Developed the millennial voter engagement strategy for the Florida Rights Restoration Coalition on a state-ballot initiative campaign. Identified and managed stakeholders across the state university system and local communities to leverage resources and networks to support the campaign.

Deputy Director, Florida Coordinated Campaign, Terra Strategies

Aug. 2016 – Nov. 2016

- Executed a voter engagement strategy for the client, Service Employees International Union (SEIU), targeting working families in the service industry. Assisted in the fabrication of state-wide canvassing maps utilizing Geographic Information System (GIS) and publicly available voter file data.
- Managed the recruitment, onboarding, and training of more than 100 Canvassers and four Field Organizers in a county-wide campaign operation. Maintained personnel records and privacy protection standards in a workplace with high employee turnover and transition.
- Supported the execution of a state-wide campaign strategy for federal, state, and local offices. Successfully achieved the election of the majority of down-ballot candidates, including the passage of a county-wide ballot initiative.

Programs Intern, City of West Palm Beach Mayor's Office

May 2014 – August 2014

- Executed a component of the Mayor's Village Initiative by organizing a day-long workforce development fair for city residents. Demonstrated high levels of organization and follow-through by successfully connecting more than 100 residents to apprenticeships, employment opportunities, and enrollment in a General Equivalency Diploma program.
- Assisted in the creation of a public-private partnership between the City, Palm Beach County School District, and a Fortune 500 company to provide professional development opportunities and educational resources to the lowest-performing elementary school in the city. Maximized funding partner capability, valued in more than \$120,000 in grants and in-kind donations over five years.
- Created a redevelopment proposal centered on economic growth and arts revitalization for the most blighted and low-income area of the city. Effectively communicated the project scope to the local community and city council to achieve understanding and acceptance within the city's community redevelopment agenda.

Additional Skills

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- | | | |
|--------------------------------|------------------------------|----------------------------|
| ▪ Adobe Creative Suite | ▪ Enterprise Risk Management | ▪ Solutions Engineering |
| ▪ Business Continuity Planning | ▪ Emotional Intelligence | ▪ Systems Thinking |
| ▪ Crisis Management | ▪ Microsoft Office Suite | ▪ Strategic Communications |
| ▪ Detailed-Orientated | ▪ Program Management | ▪ Web Development |

Certifications

-
- Project Management Professional (PMP) Certification – In Progress
Project Management Institute (PMI)
 - Analytics & Management Certification
School of Public Affairs Analytics and Management Institute (SAMI), American University
 - International Standards of Organization (ISO) 31000: Risk Management
Public Risk Management Association (PRIMA)
 - Incident Command System (ICS) 100/700
Federal Emergency Management Agency (FEMA)
 - Gatekeeper Crisis Management
Syracuse University

Professional Memberships

-
- Roosevelt Institute | Campus Network, Alumni Committee Member – March 2019 – Present
 - U.S. State Department's Overseas Security Advisory Council, Member – January 2019 – July 2019
 - City of West Palm Beach Education Advisory Committee, Member – August 2011 – May 2013
 - National League of Cities, Institute of Youth, Education, and Families, Member – August 2011 – Jan. 2013

REZA ZOMORRODIAN

(b)(6)

Education

Georgetown University

McCourt School of Public Policy

- Master of Public Policy. Thesis: *Boots on the Ground and Defense Spending: The Impacts of U.S. Troop Deployments on Defense Sector Spending of Host Nations*

Washington, D.C.

May 2017

University of California, Irvine

- Double Major; Bachelor of Arts, Political Science & Sociology; Undergraduate Student Body President

Irvine, CA

June 2015

Experience

The National Governors Association (NGA)

July 2018 – Present

Homeland Security Policy Analyst

Washington, D.C.

- Write and research policy memos and identify best practices for 56 governor-appointed and state cabinet level Homeland Security Advisors (HSAs) on emerging homeland security issues including critical infrastructure security, cybersecurity, public health preparedness, transportation security, unmanned aerial vehicles, emergency management response and recovery, and other policy areas.
- Chief policy liaison to the Governors Homeland Security Advisors Council (GHSAC) comprised of HSAs. Leading policy advising and development for council members and communicating policy priorities to senior federal partners in the Departments of Homeland Security, Defense, Justice, the intelligence community, and the White House.
- Lead monthly policy briefings on current homeland security issues for state cabinet secretaries and governors' policy advisors to prepare official policy correspondences on behalf of the GHSAC for external policy stakeholders and association interest groups.
- Policy advisor and analyst in Homeland Security Division on issues pertaining to energy assurance, REAL ID, critical infrastructure protection, civil-defense postures, border security, pandemic/public health response, election security, counter UAS, and counterterrorism related issues.
- Advisor to the GHSAC Executive Committee on scoping policy priorities for federal coordination and strategic advisor on navigating emerging policy issues in federal departments.

Eagle Hill Consulting

April 2017 – July 2018

Associate Management Consultant

Washington, D.C.

- Implemented project management, change management and process improvement programs for clients in the public and private sector; client industries included security, finance, and defense logistics.
- Developed a process improvement and program management system to streamline logistical support, customer engagement, strategic business plan initiatives, and long-term forward planning capabilities for a \$13 billion public sector security and law enforcement agency.
- Provided public policy research and analysis capabilities to clients in the form of conducting policy briefs, budget impact analysis, industry and legislative environmental scans, and authoring policy memos to inform and consult on client's policy objectives.
- Led and supported strategic planning efforts for an internal marketing team at a major multi-billion-dollar financial institution; Trained, facilitated workshops, and developed a strategic plan for our clients to be effective marketers for financial products developed for 6 different "Systematically Important Financial Institutions" (SIFI) in the U.S. mortgage industry.

Center for Strategic and International Studies (CSIS)

June - August 2016/January - April 2017

International Security Program (ISP): Defense-Industrial Initiatives Group (DIIG) Researcher

Washington, D.C.

- Authored a 22-page mission area report exploring Canadian and U.S. military posture and cooperation and its future expansion in developing defense contracts related to: Heavy Icebreaker ships, the F-35 lightning aircraft program, Unmanned Aerial Vehicles, Canadian and American space policy, Arctic defense policy, and other areas of shared defense interest.
- Coordinated with various senior military and civilian offices from the Departments of Defense and State, foreign embassies, and defense industry representatives to attend and collaborate in 2 workshops to support CSIS research from experts in the defense and security field.
- Analyzed Google analytics and trends to help streamline the reach of CSIS reports to maximize their reach to a broader audience and created various charts, graphs, and data analytics on Google to support findings for proposals to streamline.

The White House, Office of the Vice President Joseph Biden

September - December 2016

Domestic and Economic Policy Intern

Washington, D.C.

- Conducted background research on various domestic policy items that are priorities for the Vice President's policy agenda and domestic policy goals. Policy issues include: Shorttermism, Alternative Energy, Policing Reform, Higher Education, and others.
- Compiled and copyedited the Vice President's daily briefing book for the whole office in collaboration with policy staff members by organizing 10 to 15 daily policy memos, event briefs, and schedules for the Vice President's daily movements.
- Drafted and contributed to VIP biographies, policy, briefing, and event memos to provide concise and accurate information to the Vice President and other principle senior staff; totaling 15 to 25 copyedited memos a week for the domestic policy team.
- Authored and sent to the Chief of Staff's office Weekly Reports regarding the activities and events related to domestic policy the Vice President would be engaging in for that week to help compile the contributions of the Domestic and Economic policy team.

United States House of Representatives Committee on Homeland Security

January - June 2016

Policy Intern

Washington, D.C.

- Drafted policy memos and supplemental research for Committee National Security Investigators regarding fusion centers, agency information sharing, and general national security strategies employed by DHS, DNI, FBI, and other government agencies.
- Prepared memos and research projects for topics pertaining to the JCPOA (Iran) Deal, Syrian Civil War, ISIS, domestic intelligence, terror groups by region, countering violent extremism, and other topics as projects began to develop.

Language Skills

Farsi – Native Speaker

EDUCATION

The George Washington University Elliott School of International Affairs Washington, D.C. Pursuing an M.A., Security Policy Studies	08/2019 – Present
Marine Corps Officer Candidate School Quantico, VA Officer Candidate Class 229	Graduated November 2018
Purdue University West Lafayette, IN B.A., Political Science	Graduated May 2017

PROFESSIONAL EXPERIENCE

Program Assistant <i>Homeland Security & Public Safety Division, National Governors Association Washington, D.C.</i>	06/2019 – Present
<ul style="list-style-type: none"> • Provide logistical support for the Governors Homeland Security Advisors Council • Conduct research and information compilation for Governors’ offices and state advisors 	
Associate <i>Hathaway Strategies Indianapolis, IN</i>	05/2018 – 05/2019
<ul style="list-style-type: none"> • Manage the Richard G. Lugar Excellence in Public Service Series • Assist in event planning and coordination 	
Policy Intern <i>Indiana House of Representatives Indianapolis, IN</i>	12/2017 – 04/2018
<ul style="list-style-type: none"> • Track bills and amendments; analyze policy language • Serve as the Bill Reader on the House Floor 	
Campus Coordinator <i>Todd Young for U.S. Senate West Lafayette, IN</i>	08/2016 – 11/2016
<ul style="list-style-type: none"> • Coordinate Purdue interns for phone-banking and door-to-door campaigning 	
Research Intern <i>Potomac Institute for Policy Studies, International Center for Terrorism Studies Arlington, VA</i>	05/2016 – 08/2016
<ul style="list-style-type: none"> • Track and brief on news concerning terrorism and international security incidents • Provide research on a variety of subjects to ICTS Director, General Al Gray, USMC (Ret.) 	
Campaign Intern <i>Todd Young for U.S. Senate Indianapolis, IN</i>	03/2016 – 05/2016
<ul style="list-style-type: none"> • Phone-bank and door-to-door outreach to voters; communicate platform priorities 	
Research Intern <i>Alliance 21 Program Sydney, Australia</i>	05/2015 – 11/2015
<ul style="list-style-type: none"> • Track current events with a focus on the Asia-Pacific and Middle East Regions • Provide research briefs to Alliance 21 director for panels and conferences 	
Communications Intern <i>Indiana House of Representatives Indianapolis, IN</i>	12/2014 – 05/2015
<ul style="list-style-type: none"> • Assist with management of media and publicity for eight State Representatives • Write and coordinate press releases, columns and statements for caseload 	

SKILLS

<ul style="list-style-type: none"> • Experience with Stata data analysis program • Intermediate Photoshop and InDesign abilities 	
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CERTIFICATIONS

Terrorism Studies Inter-University Center for Terrorism Studies and the International Law Institute	August 2016
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PUBLICATIONS

The Role of the Military in Combatting Terrorism , Potomac Institute for Policy Studies Research Contributor	August 2016
Combatting Terrorism: The Role of Intelligence , Potomac Institute for Policy Studies Research Contributor	July 2016
The Refugee Crisis: Humanitarian and Security Implications , Potomac Institute for Policy Studies Research Contributor	May 2017
Foreign Policies of the 2016 U.S. Presidential Candidates , Alliance 21 Research Contributor	September 2015

Appendix C: Documentation of Commitment/Support



GOVERNORS HOMELAND SECURITY ADVISORS COUNCIL

May 21, 2020

The Honorable Chad Wolf, Acting Secretary
U.S. Department of Homeland Security
2707 Martin Luther King Ave. SE
Washington, D.C. 20528-0445

RE: Letter of Support – National Governors Association’s Center for Best Practices

Dear Acting Secretary Wolf:

It is our privilege as the Chairs of the Governors Homeland Security Advisors Council (GHSAC) to submit a letter of support on behalf of the National Governors Association’s Center for Best Practices (NGA Center) for the U.S. Department of Homeland Security’s (DHS) Fiscal Year 2020 Targeted Violence and Terrorism Prevention (TVTP) Grant Program.

The GHSAC serves as the forum for homeland security advisors to improve interstate and regional communication, facilitate coordination between state and federal agencies, and stay apprised of new and emerging threats to the homeland. We serve as a unified state and territorial voice to inform governors and the National Governors Association of the impacts that federal homeland security legislation and policies have on states and territories.

For the last two years, the GHSAC has been focused on developing state capabilities to prevent targeted violence in our communities by deploying mitigation strategies and best practices from across the country. In collaboration with the NGA Center, we conducted a nationwide survey to understand the administration, maturity, and obstacles of different state prevention programs. The survey had several key findings:

- Federal resources should be invested in developing SLTT prevention frameworks;
- Prevention programs would be better supported if more funding and technical assistance was made available;
- Less than half of states are using data to drive the development of targeted violence prevention programs; and
- Nearly half of states do not have an active public messaging campaign about how they are addressing the issue.

The results of the survey underscore the importance of federal support to states in developing and implementing prevention programs to advance the DHS Strategic Framework for Countering Terrorism and Targeted Violence (CTTV). To that end, on behalf of the GHSAC, we support the NGA Center’s TVTP grant application to help states close these operational gaps and help advance the nation’s homeland security goals.

Sincerely,

(b)(6)

A.J. Gary
GHSAC Chair
Director
Arkansas Division of Emergency Management

(b)(6)

Chris Kelenske
GHSAC Vice Chair
Lieutenant Colonel
Michigan State Police

EMW-2020-GR-APP-00034

Application Information

Application Number: EMW-2020-GR-APP-00034

Funding Opportunity Name: Fiscal Year (FY) 2020 Targeted Violence and Terrorism Prevention (TVTP) Program

Funding Opportunity Number: DHS-20-TTP-132-00-01

Application Status: Pending Review

Applicant Information

Legal Name: National Governors Association Center for Best Practices

Organization ID: 2064

Type: Nonprofit having 501(c)(3) status with IRS, other than institutions of higher education

Division:

Department:

EIN: (b)(6)

EIN Shared With Organizations:

DUNS: 557103327

DUNS 4: 0000

Congressional District: Congressional District 98, DC

Physical Address

Address Line 1: 444 North Capitol St., NW

Address Line 2: Suite 267

City: Washington

State: District Of Columbia

Province:

Zip: 20001-1512

Country: UNITED STATES

Mailing Address

Address Line 1: 444 North Capitol St., NW

Address Line 2: Suite 267

City: Washington

State: District Of Columbia

Province:

Zip: 20001-1512

Country: UNITED STATES

SF-424 Information

Project Information

Project Title: Preventing Targeted Violence: State-based Frameworks for Prevention and Response Collaboration

Program/Project Congressional Districts: Congressional District 98, DC

Proposed Start Date: Thu Oct 01 00:00:00 GMT 2020

Proposed End Date: Fri Sep 30 00:00:00 GMT 2022

Areas Affected by Project (Cities, Counties, States, etc.): All of the United States.

Estimated Funding

Funding Source	Estimated Funding (\$)
Federal Funding	\$500000
Applicant Funding	\$0
State Funding	\$0
Local Funding	\$0
Other Funding	\$0
Program Income Funding	\$0
Total Funding	\$500000

Is application subject to review by state under the Executive Order 12373 process? Program is not covered by E.O. 12372.

Is applicant delinquent on any federal debt? false

Contacts

Contact Name	Email	Primary Phone Number	Contact Types
Denisa Traboini	(b)(6)		Authorized Official Primary Contact
Denisa Traboini			Secondary Contact Signatory Authority

SF-424A

Budget Information for Non-Construction Programs

Grant Program: Targeted Violence and Terrorism Prevention Grant Program

CFDA Number: 97.132

Budget Object Class	Amount
Personnel	\$150026
Fringe Benefits	\$37506
Travel	\$108915
Equipment	\$0
Supplies	\$0
Contractual	\$30000
Construction	\$0
Other	\$36654
Indirect Charges	\$136899
Non-Federal Resources	Amount
Applicant	\$0
State	\$0
Other	\$36654
Income	Amount
Program Income	\$0

How are you requesting to use this Program Income? [\$budget.programIncomeType]

Direct Charges Explanation:

Indirect Charges explanation:

Forecasted Cash Needs (Optional)

	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
Federal	\$	\$	\$	\$
Non-Federal	\$	\$	\$	\$

Future Funding Periods (Years) (Optional)

First	Second	Third	Fourth
\$	\$	\$	\$

Remarks:

SF-424C

Budget Information for Construction Programs

Assurances for Non-Construction Programs

Form not applicable? false

Signatory Authority Name: Denisa Traboini

Signed Date: Fri Jun 12 00:00:00 GMT 2020

Signatory Authority Title: Grants Manager

Certification Regarding Lobbying

Form not applicable? false

Signatory Authority Name: Denisa Traboini

Signed Date: Fri Jun 12 00:00:00 GMT 2020

Signatory Authority Title: Grants Manager

Disclosure of Lobbying Activities

Form not applicable? false

Signatory Authority Name: Denisa Traboini

Signed Date: Fri Jun 12 00:00:00 GMT 2020

Signatory Authority Title: Grants Manager