
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**

University of Maryland

*** 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: <input type="text" value="05/10/2022"/>	4. Applicant Identifier: <input type="text" value="67939_68163"/>	
5a. Federal Entity Identifier: <input type="text"/>	5b. Federal Award Identifier: <input type="text"/>	
State Use Only:		
6. Date Received by State: <input type="text"/>	7. State Application Identifier: <input type="text"/>	
8. APPLICANT INFORMATION:		
* a. Legal Name: <input type="text" value="University of Maryland"/>		
* b. Employer/Taxpayer Identification Number (EIN/TIN): <input type="text" value="(b)(6)"/>	* c. UEI: <input type="text" value="NPU8ULVAAS23"/>	
d. Address:		
* Street1: <input type="text" value="Office of Research Administration"/>	Street2: <input type="text" value="3112 Lee Building 7809 Regents Drive"/>	
* City: <input type="text" value="College Park"/>	County/Parish: <input type="text"/>	
* State: <input type="text" value="MD: Maryland"/>	Province: <input type="text"/>	
* Country: <input type="text" value="USA: UNITED STATES"/>	* Zip / Postal Code: <input type="text" value="20742-5141"/>	
e. Organizational Unit:		
Department Name: <input type="text" value="START"/>	Division Name: <input type="text" value="BSOS"/>	
f. Name and contact information of person to be contacted on matters involving this application:		
Prefix: <input type="text"/>	* First Name: <input type="text" value="Monique"/>	
Middle Name: <input type="text"/>	* Last Name: <input type="text" value="Anderson"/>	
Suffix: <input type="text"/>	Title: <input type="text"/>	
Organizational Affiliation: <input type="text"/>		
* Telephone Number: <input type="text" value="(b)(6)"/>	Fax Number: <input type="text"/>	
* Email: <input type="text" value="(b)(6)"/>		

Application for Federal Assistance SF-424

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

H: Public/State Controlled Institution of Higher Education

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

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

Department of Homeland Security - FEMA

11. Catalog of Federal Domestic Assistance Number:

97.132

CFDA Title:

Financial Assistance for Targeted Violence and Terrorism Prevention

*** 12. Funding Opportunity Number:**

DHS-22-TTP-132-00-01

* Title:

Fiscal Year (FY) 2022 Targeted Violence and Terrorism Prevention (TVTP)

13. Competition Identification Number:

Title:

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

Add Attachment

Delete Attachment

View Attachment

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

We the Veterans: Establishing an Innovative Prevention Ecosystem

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="749,503.97"/>
* 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="749,503.97"/>

*** 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:

EMW-2022-GR-APP-00021

Application Information

Application Number: EMW-2022-GR-APP-00021

Funding Opportunity Name: Fiscal Year (FY) 2022 Targeted Violence and Terrorism Prevention (TVTP)

Funding Opportunity Number: DHS-22-TTP-132-00-01

Application Status: Pending Review

Applicant Information

Legal Name: University of Maryland

Organization ID: 8422

Type: Public and State Controlled institutions of higher education

Division:

Department:

EIN: (b)(6)

EIN Shared With Organizations: State of Maryland

DUNS: 790934285

DUNS 4: 0000

Congressional District: Congressional District 05, MD

Physical Address

Address Line 1: 3112 Lee Building

Address Line 2: [Grantee Organization > Physical Address > Address 2]

City: College Park

State: Maryland

Province:

Zip: 20742-5141

Country: UNITED STATES

Mailing Address

Address Line 1: 3112 Lee Building

Address Line 2: [Grantee Organization > Mailing Address > Address 2]

City: College Park

State: Maryland

Province:

Zip: 20742-5141

Country: UNITED STATES

SF-424 Information

Project Information

Project Title: We the Veterans: Establishing an Innovative Prevention Ecosystem

Program/Project Congressional Districts: Congressional District 05, MD

Proposed Start Date: Sat Oct 01 00:00:00 GMT 2022

Proposed End Date: Mon Sep 30 00:00:00 GMT 2024

Areas Affected by Project (Cities, Counties, States, etc.): US-all

Estimated Funding

Funding Source	Estimated Funding (\$)
Federal Funding	\$749503.97
Applicant Funding	\$0
State Funding	\$0
Local Funding	\$0
Other Funding	\$0
Program Income Funding	\$0
Total Funding	\$749503.97

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
Monique Anderson	(b)(6)		Secondary Contact
Cassie Moore			Signatory Authority Primary Contact Authorized Official

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	\$189736
Fringe Benefits	\$59101
Travel	\$0
Equipment	\$0
Supplies	\$1583
Contractual	\$389550
Construction	\$0
Other	\$33518
Indirect Charges	\$76016
Non-Federal Resources	Amount
Applicant	\$0
State	\$0
Other	\$33518
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: Cassie Moore

Signed Date: Wed May 18 00:00:00 GMT 2022

Signatory Authority Title: Senior Contract Administrator

Certification Regarding Lobbying

Form not applicable? false

Signatory Authority Name: Cassie Moore

Signed Date: Wed May 18 00:00:00 GMT 2022

Signatory Authority Title: Senior Contract Administrator

Disclosure of Lobbying Activities

Form not applicable? false

Signatory Authority Name: Cassie Moore

Signed Date: Wed May 18 00:00:00 GMT 2022

Signatory Authority Title: Senior Contract Administrator



This form has been updated on March 4, 2022. It supersedes ALL previous versions.

Office of Research Administration
SUBRECIPIENT COMMITMENT FORM
www.ora.umd.edu

We the Veterans Foundation supports and endorses this application to the University of Maryland College Park (UMD).

1. Project Title We The Veterans: Establishing an Innovative Prevention Ecosystem

2. UMD Principal Investigator

Name William Braniff

Email

(b)(6)

3. Subrecipient Principal Investigator

Name Ellen Gustafson

Email

4. Subrecipient Administrative Contact

Name Ben Keiser

Email

Title Director of Operations

Phone

5. Subrecipient UEI

6. Proposed Project Start Date 10/1/2022 End Date 9/30/2024

7. Total Amount Requested (for all project periods) \$ 388,500.00 (USD)

8. Cost Sharing/Matching/In-Kind included in the proposal (if applicable)

Cost sharing, matching, and/or in-kind commitments should be included in the subrecipient's budget and budget justification. Third-Party in-kind cost share should be supported by a letter of support signed by an authorized representative of the third part.

Yes Cash Amount \$ + In-Kind Amount \$ = Total Cost Share \$ 0.00
N/A

9. Primary Funding Source (select one) US Federal sponsor Other

Prime Sponsor Name Department of Homeland Security

10. The following documents are included in our subaward proposal submission (attached) and were prepared in compliance with the prime sponsor's solicitation guidelines:

- Statement of Work, Detailed Budget, Budget Justification, Other (please describe), Approved F&A Rate Agreement

11. For the attached Statement of Work, please indicate if the project will include any of the following:

- a. Human Subjects Research Yes No
b. Vertebrate Animal Research Yes No
c. Hazardous Materials Yes No

12. Is the Subrecipient participating in the FDP Expanded Clearinghouse? (<https://fdpclearinghouse.org/organizations>)
 Yes No
If Yes, skip to item 16 - Signature Box. If No, complete items 13-15 below.

13. Federal ID No. (TIN) (US entity Only) 87-1144807
Type of Entity Commercial/For Profit Non-profit/educational/government
Is Subrecipient registered in SAM.gov? Yes No

14. Facilities & Administrative (F&A) Rates included in this proposal are based on:
 Subrecipient has applied its federally-negotiated F&A rate for this type of work
 A rate lower than Subrecipient's federally negotiated F&A rate, as required by the sponsor/program requirements
 10% MTDC (de minimis rate) in accordance with 2 CFR 200 (Subrecipient has never had a federally-negotiated rate)
 Other rate of ___% select one Base (dependent on specific award requirements)
 Not applicable (no F&A costs are requested by Subrecipient)

15. Conflict of Interest (applicable to PHS & NSF funded projects or agencies that have adopted the federal financial disclosure requirements)
 Not applicable because this project is not being funded by PHS, NSF, USDA, or any other sponsor that has adopted the federal financial disclosure requirements. Check with UMD ORA or your Office of Sponsored Projects to determine if a sponsor has adopted the federal financial disclosure requirements.
 Subrecipient hereby certifies that it has an active and enforced conflict of interest policy that is consistent with the provisions of 42 CFR Part 50, Subpart F "Responsibility of Applicants for Promoting Objectivity in Research" and 45 CFR Part 94 "Responsible Prospective Contractors." Subrecipient also certifies that, to the best of their knowledge, all financial disclosures have been made related to the activities that may be funded by or will have been satisfactorily managed, reduced or eliminated in accordance with subrecipient's conflict of interest policy prior to the expenditures of any funds under any resultant agreement
 Subrecipient does not have an active and/or enforced conflict of interest policy and agrees to adopt the University of Maryland's policy (<http://www.president.umd.edu/policies/ii310c.html>). Subrecipient will comply with all applicable Conflict of Interest regulations with funding from PHS, NSF, USDA, or any other sponsor that has adopted the federal disclosure requirements. For all PHS funded projects, Subrecipient will complete and sign the UMD FCOI form found here: <http://www.ora.umd.edu/sites/default/files/documents/forms/FCOIFormExtended.pdf>

16. Signature Box.

The appropriate programmatic and administrative personnel involved in this application are aware of applicable sponsor guidelines and policies and are prepared to enter into a Subrecipient Agreement consistent with the applicable flow-down requirements.

I hereby certify that neither We the Veterans Foundation nor its principals are presently disbarred, suspended, proposed for disbarment, declared ineligible, or voluntarily excluded from participation in this transaction by any U.S. Federal department or agency. To the best of my knowledge, the enclosed represents a true, complete, and accurate representation of work to be performed and costs to be incurred in the performance of the proposed project.

Authorized Organ (b)(6) e Signature Date 5-9-22

Print AOR Name: Ben Keiser
AOR Title: Director of Operations

Key Personnel	Annualized Salary Level of Effort	# Years	Total Costs
Gustafson, Ellen	(b)(4)		\$16,666.67
Plenzler, Joe			\$13,888.89
Personnel			
Junior Researcher, Ecosystem Mapping			\$11,526.09
Program Coordinator, Steering Committee & Working Gr			\$81,730.46
Project Coordinator, MDM			\$33,530.45
Content Development Coordinator, Civic Engagement			\$16,597.57
Total Personnel Costs			\$173,940.13
Fringe			
Total Fringe Costs at 8%		8%	\$13,915.21
Contractual			
Marketing vendor (TBD)			\$129,008.39
Video production vendor (TBD)			\$27,159.66
IT/Communications Tools/SaaS (TBD)			\$4,526.61
Psych Armor (content creation)			\$40,000.00
Total Contractual Costs			\$200,694.66
Total Direct Costs			\$388,550.00
Modified Total Direct Costs			\$388,550.00
Indirect costs (de minimus)		10%	\$0.00
Total Costs			\$388,550.00

1. Budget Detail and Narrative

Budget Category	Federal Request
Personnel	\$173,940.13
Fringe Benefits	\$13,915.21
Contractual	\$200,694.66
<i>Total Direct Costs</i>	\$388,550.00
Indirect Costs	\$0
TOTAL PROJECT COSTS	\$388,550.00

Personnel: \$173,940.13

Ellen Gustafson will liaise with START and steering committee and working group members' leadership, will oversee all program activities and will have overall responsibility for We the Veteran's scope, devoting an average of (b)(4) of LOE over the PoP.

Joe Plenzler will oversee VSO/MSO outreach and liaise with the steering committee and working group members' leadership, devoting an average of (b)(4) of LOE over the PoP.

Junior Researcher will conduct outreach, develop and manage the ecosystem database, and manage development of marketing and communications to and from ecosystem participants and START and WtV leadership, devoting an average of (b)(4) of LOE over a six-month period during the PoP.

Program Coordinator will coordinate day-to-day steering committee and working groups working activities, work with the START program coordinator to organize the steering committee meetings, including handling logistics, take minutes, write reports, send and field communications, and otherwise ensure that the steering committee is effectively and efficiently functioning under the leadership of WtV's and START's key personnel, devoting at (b)(4) of LOE over the PoP.

Project Coordinator will manage the MDM Project, liaise and co-develop content with Psych Armor, work with Community partners to distribute content (e.g., social media, earned media, email), devoting (b)(4) of LOE over the PoP.

Content Development Coordinator will manage content capture and production including identifying and liaising with participants who served as poll workers, devoting (b)(4) of LOE over a four-month period during the PoP.

Fringe: \$13,915.21

We the Veterans charges 8% of personnel costs for fringe.

Contractual: \$200,694.66

Marketing Vendor – Ecosystem Mapping. To effectively conduct mapping and communicate the mapped ecosystem, key personnel, capabilities, and resources to the ecosystem participants

in a manner that advances the TVTP framework, a marketing vendor will be retained for \$20,370 to, without limitation, undertake graphic design, PR, web development, CRM maintenance, and email campaigns.

Psych Armor will be retained for \$40,000 to develop content for the MDM Project.

A Video Production Vendor will be retained for \$27,160 to capture interviews with poll workers and so-called “B Roll”, edit, and produce full content series and clips for distribution.

1. Budget Detail and Narrative

Budget Category	Federal Request
Personnel	\$173,940.13
Fringe Benefits	\$13,915.21
Contractual	\$200,694.66
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Indirect Costs	\$0
TOTAL PROJECT COSTS	\$388,550.00

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Psych Armor will be retained for \$40,000 to develop content for the MDM Project.

A Video Production Vendor will be retained for \$27,160 to capture interviews with poll workers and so-called “B Roll”, edit, and produce full content series and clips for distribution.

We the Veterans: Statement of Work

We the Veterans will undertake the following in supporting the project “We the Veterans: Innovating a Prevention Ecosystem”:

- Coordinate with START on overall program design and implementation;
- Facilitate connections with and outreach to veteran service and military family service organizations (VSOs/MSOs);
- Lead ecosystem mapping exercise to better understand the capabilities and resources within the community of interest, including leading dissemination of the results of the ecosystem mapping;
- Co-lead the Veteran and Military Family Coalition, the consultative coalition that will enable START and WtV to implement the TVTP framework;
- Convene and lead facilitation of a Countering MDM working group;
- Convene and lead facilitation of a Civic Engagement working group;
- Develop content with Psych Armor to counter mis/dis/mal-information (MDM); and
- Produce and coordinate dissemination of civic engagement materials featuring Vet the Vote.

COLLEGES AND UNIVERSITIES RATE AGREEMENT

EIN: (b)(6)

DATE: 05/25/2021

ORGANIZATION:

FILING REF.: The preceding agreement was dated 05/29/2019

University of Maryland - College Park
1132 Main Administration Building
College Park, MD 20742-5035

The rates approved in this agreement are for use on grants, contracts and other agreements with the Federal Government, subject to the conditions in Section III.

SECTION I: INDIRECT COST RATES

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

EFFECTIVE PERIOD

<u>TYPE</u>	<u>FROM</u>	<u>TO</u>	<u>RATE (%)</u>	<u>LOCATION</u>	<u>APPLICABLE TO</u>
PRED.	07/01/2016	06/30/2018	52.00	On-Campus	Organized Research
PRED.	07/01/2018	06/30/2021	54.50	On-Campus	Organized Research
PRED.	07/01/2016	06/30/2021	56.00	On-Campus	Instruction
PRED.	07/01/2016	06/30/2018	38.50	On-Campus	Other Sponsored Activities
PRED.	07/01/2018	06/30/2021	39.50	On-Campus	Other Sponsored Activities
PRED.	07/01/2016	06/30/2021	26.00	Off-Campus (A)	All Programs
PRED.	07/01/2016	06/30/2021	27.50	Off-Campus (B)	All Programs
PRED.	07/01/2016	06/30/2021	10.00	Off-Campus (A) & (B)	IPA*
PROV.	07/01/2021	Until Amended			Use same rates and conditions as those cited for fiscal year ending June 30, 2021.

ORGANIZATION: University of Maryland - College Park

AGREEMENT DATE: 5/25/2021

*BASE

Modified total direct costs, consisting of all direct salaries and wages, applicable fringe benefits, materials and supplies, services, travel and up to the first \$25,000 of each subaward (regardless of the period of performance of the subawards under the award). Modified total direct costs shall exclude equipment, capital expenditures, charges for patient care, rental costs, tuition remission, scholarships and fellowships, participant support costs and the portion of each subaward in excess of \$25,000. Other items may only be excluded when necessary to avoid a serious inequity in the distribution of indirect costs, and with the approval of the cognizant agency for indirect costs.

ORGANIZATION: University of Maryland - College Park

AGREEMENT DATE: 5/25/2021

SECTION I: FRINGE BENEFIT RATES**

<u>TYPE</u>	<u>FROM</u>	<u>TO</u>	<u>RATE (%)</u>	<u>LOCATION</u>	<u>APPLICABLE TO</u>
FIXED	7/1/2021	6/30/2022	29.70	All	Faculty
FIXED	7/1/2021	6/30/2022	36.00	All	Staff
FIXED	7/1/2021	6/30/2022	27.80	All	Limited Benefits
FIXED	7/1/2021	6/30/2022	7.70	All	Legislated Benefits
PROV.	7/1/2022	Until amended			Use same rates and conditions as those cited for fiscal year ending June 30, 2022.

** DESCRIPTION OF FRINGE BENEFITS RATE BASE:

Salaries and wages.

ORGANIZATION: University of Maryland - College Park

AGREEMENT DATE: 5/25/2021

SECTION II: SPECIAL REMARKS

TREATMENT OF FRINGE BENEFITS:

For all awards issued up until 06/30/2019, fringe benefits are specifically identified to each employee and are charged individually as direct costs. The directly claimed fringe benefits are listed below.

Effective 07/01/2019, fringe benefits are charged using the rates listed in the Fringe Benefits Section of this Agreement. The fringe benefits included in the rates are listed below.

Fringe Benefits include: FICA, Unemployment, Workers Compensation, Health Insurance, Retirement, Retirement Health, Terminal Leave, and the Employee Assistance Program.

TREATMENT OF PAID ABSENCES

Vacation, holiday, sick leave pay and other paid absences are included in salaries and wages and are claimed on grants, contracts and other agreements as part of the normal cost for salaries and wages. Separate claims are not made for the cost of these paid absences.

OFF-SITE DEFINITION: For all activities performed in facilities not owned by the organization and to which rent is directly allocated to the project(s), the off-site rate will apply. Projects partially performed off-site are apportioned between their on-site/off-site components when projects activity is conducted off-site for at least three consecutive months.

ORGANIZATION: University of Maryland - College Park

AGREEMENT DATE: 5/25/2021

Equipment means an article of nonexpendable tangible personal property having a useful life of more than one year, and an acquisition cost of \$5,000 or more per unit.

The RESEARCH base includes University expenditures related to grants and contracts conducted at the following facilities: Agricultural Experiment Station, Cooperative Extension Service.

Effective 07/01/10, the RESEARCH base no longer includes grants and contracts conducted by the University of Maryland Biotechnology Institute (UMBI). The Center for Advanced Research in Biotechnology (CARB) is now the Institute for Bioscience and Biotechnology Research (IBBR) and is a department of the University of Maryland - College Park.

APPLICATION OF INDIRECT COST RATES TO DOD CONTRACTS/SUBCONTRACTS:

In accordance with DFARS 2231.303, no limitation (unless waived by the institution) may be placed on the reimbursement of otherwise allowable indirect cost rates incurred by an institution of higher education under a DOD contract awarded on or after November 30, 1993, unless the same limitation is applied uniformly to all other organizations performing similar work. It has been determined by the department of Defense that such limitation is not being uniformly applied. Accordingly, the following rates do not reflect the application of the 26% limitation on administrative indirect costs imposed by 2 CFR 200.

PRED. 07/01/18 to 06/30/21 57.0% On-Campus Organized Research
PRED. 07/01/18 to 06/30/21 28.5% Off-Campus Orgn. Research (A)
PRED. 07/01/18 to 06/30/21 30.0% Off-Campus Orgn. Research (B)
PROV. 07/01/21 Until Amended Use Same rates and conditions as those cited for fiscal year ending June 30, 2021.

(A) Off-Campus, Remote - Activities performed outside commuting area of College Park, Maryland.

(B) Off-Campus, Adjacent - Activities performed within commuting area of College Park, Maryland.

This agreement updates the Fringe Benefits Rates and Treatment of Fringe Benefits sections only.

SECTION III: GENERAL

A. LIMITATIONS:

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

B. ACCOUNTING CHANGES:

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

C. FIXED RATES:

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

D. USE BY OTHER FEDERAL AGENCIES:

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

E. OTHER:

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

BY THE INSTITUTION:

University of Maryland - College Park

(b)(6)

(SIGNATURE)

Denise J. Clark

(NAME)

Associate Vice President for Research Administration

(TITLE)

June 1, 2021

(DATE)

ON BEHALF OF THE FEDERAL GOVERNMENT:

DEPARTMENT OF HEALTH AND HUMAN SERVICES

(b)(6)

(SIGNATURE)

Darryl W. Mayes

(NAME)

Deputy Director, Cost Allocation Services

(TITLE)

5/25/2021

(DATE) 7060

HHS REPRESENTATIVE: Steven Zuraf

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(b)(6)

We the Veterans: Innovating a Prevention Ecosystem

University of Maryland

National Consortium for the Study of Terrorism and Responses to Terrorism (START)

College Park, (Prince George's County) Maryland

Innovation Track: Multiple Project Track

\$749,504

ND Grants EMW-2022-GR-APP-00021

Abstract:

The overall goal of this program is to build on the strengths and capabilities of the veteran and military family community to sustainably reduce targeted violence and terrorism risk among this population. The program takes a public health approach to establishing a national targeted violence and terrorism prevention framework across the veteran and military family community supported by an innovative multi-sectoral, and multidisciplinary ecosystem. The National Consortium for the Study of Terrorism and Responses to Terrorism (START) at the University of Maryland, College Park and We the Veterans (WtV) will coalesce relevant entities within this ecosystem into a steering group comprised of representatives from the veteran and military family community, and three multisectoral working groups on Civic Engagement, Mitigating Mis/Dis/Malinformation (MDM), and Extremist Violence Prevention (EVP). We focus on primary prevention initially to establish trust, build awareness, and increase lines of communication among assets within this ecosystem through three projects that are generally aligned with the TVTP "Promising Practices" track. These primary prevention initiatives will pave the way for secondary and tertiary prevention program proposals generated collaboratively with working group participants. Once established, the program objective will be to continuously enhance and expand on this framework through research-informed initiatives.

1. Needs Assessment

We are taking a multi-level (individual, family, community) public health approach to prevention, with an initial focus on primary prevention. Therefore, the target population for this program includes veterans, their families, the families of service members, veteran service organizations (VSOs) and military family service organizations (MSOs), collectively referred to as the “Community.” The veteran population alone is estimated at 18-20M people, according to U.S. Census Bureau Data¹ and Department of Veterans Affairs (VA) projections. The Department of Defense (DOD) reports just over 2.1M active and reserve service members as of March 31, 2022.² Assuming an average of three close family members per veteran and active service member (a spouse and/or a parent and/or an adult child), our Community is therefore comprised of approximately 78-86M individuals. It is a highly diverse community by all measures, including but not limited to age, race, religion, sexual identity and orientation, and ability status.³ As a result of this size and diversity, marginalized communities are present among our target population. There are over 100 VA-recognized VSOs⁴ and tens of thousands of VSOs and MSOs beyond that.⁵ VSOs and MSOs are therefore equally diverse in their missions and constituencies. Importantly, these organizations and other charities create over \$3.5B per annum in revenue to support the Community.⁶

Our Community has the potential to access significant benefits and services from the VA and the Department of Defense (DoD). For example, the DoD Transition Assistance Program is intended to help service members transition to civilian life, in theory reducing risk factors associated with job insecurity and the loss of community found in military life. The VA offers educational benefits that should enhance protective factors (e.g., educational attainment, positive social relationships) and mental health services that should reduce risk factors related to violent outcomes among extremists (e.g., mental illness, trauma, addiction).

While these and other non-governmental programs serve our Community, there are no VSOs or MSOs other than We the Veterans (WtV) specifically dedicated to building on the individual-, family- and community-level protective factors available to veterans and military families with the specific intent to increase positive civic engagement and to crowd out risk factors related to violent extremism and related mis/dis/malinformation (MDM). Neither the VA nor the overwhelming majority of VSOs/MSOs feel prepared to take the issues of extremism and MDM head-on for fear of alienating their constituencies. However, the two dozen VSOs/MSOs we have engaged with recognize the issue and are willing to follow our lead.

¹ “2018 1-Year American Community Survey,” U.S. Census Bureau, September 26, 2019, <https://www.census.gov/newsroom/press-kits/2019/acs-1year.html>.

² <https://dwp.dmdc.osd.mil/dwp/app/dod-data-reports/workforce-reports>

³ See, e.g., <https://www.militaryonesource.mil/data-research-and-statistics/military-community-demographics/2020-demographics-profile/>;

⁴ “2019 Directory,” Veterans and Military Service Organizations, accessed May 4, 2022, <https://www.va.gov/vso/VSO-Directory.pdf>.

⁵ “Organizations Doing Good for Veterans and Their Families,” Trusted Military and Veteran Service Organizations, accessed May 4, 2022, <https://www.veteransadvantage.com/giving-back/trusted-military-organizations-and-nonprofits>.

⁶ Jennifer Steinhauer, “Veterans’ Groups Compete With Each Other, and Struggle With the V.A.,” *New York Times*, January 4, 2019, <https://www.nytimes.com/2019/01/04/us/politics/veterans-service-organizations.html>.

Despite the prevalence of protective factors and resources that could be brought to bear, the lack of a targeted violence and terrorist prevention (TVTP) framework for this Community creates significant programmatic gaps in the U.S. For example: (1) The DoD's Transition Assistance Program (TAP) and the VA do not provide awareness or bystander training (components of primary prevention) to our Community. (2) VA clinicians, poised to contribute to both primary and secondary prevention, do not have access to professional development training on these topics despite veterans and military families being targeted for recruitment and manipulation,⁷ and that mental health concerns are a significant risk factor for violent extremist outcomes among veterans.⁸ (3) While the DoD's insider threat programs are starting to focus on identifying service members engaging with extremist activities, "wrap-around" secondary prevention programs do not exist, meaning those identified as potential extremists are typically discharged but not rehabilitated or reintegrated in a way that reduces risk.⁹ (4) We are not aware of any tertiary prevention programs tailored to help members of this Community rehabilitate and reintegrate after involvement in violent extremism. (5) Finally, as organizations like the Oath Keepers recruit veterans and win media coverage that amplifies their narratives, there are no alternative narrative programs specifically designed to highlight the strengths of our Community, and by extension, undermine the appeal of the false patriotism offered by violent extremists.

There is an obvious need for an organization to engage in primary prevention, establishing trust with this Community, building lines of communication, and then raising awareness among stakeholders. Primary prevention efforts help inventory, connect, and amplify the public sector, private sector and civil society-related protective factors available to the community, laying the foundation for secondary and tertiary prevention efforts. While primary prevention is the focus of this proposal, secondary and tertiary programs will emerge from the working groups described below. START data will inform those working groups with accurate information about the characteristics of the at-risk population within the Community for secondary prevention and of the size and characteristics of the population within the Community for tertiary prevention.

2. Program Design

Problem Statement: The United States has recently concluded the two longest wars in U.S. history in manners unsatisfactory to many veterans. As Kathleen Belew describes in her historical study, *Bring the War Home*,¹⁰ small numbers of veterans have played an outsized role in militarizing the threat posed by violent extremist movements at the conclusion of wars throughout American history. In fact, START data demonstrates that the number of individuals with military service backgrounds engaging in extremist crime has quadrupled this decade compared with

⁷ Kristofer Goldsmith, "An Investigation Into Foreign Entities Who Are Targeting Servicemembers and Veterans Online," Vietnam Veterans of America, September 17, 2019, <https://vva.org/trollreport/>; Yates, Elizabeth, Sheehan Kane, Michael A. Jensen, *Recruiting from the Ranks: A Typology of Recruitment Narratives Targeting the U.S. Military Community*, START: College Park, MD, January 31, 2022.

⁸Michael Jensen, Elizabeth Yates, and Sheehan Kane. 2022. "Radicalization in the Ranks," START: College Park, MD (April). https://www.start.umd.edu/pubs/Radicalization%20in%20the%20Ranks_April%202022.pdf, 23.

⁹ Jensen Yates Kane, *Radicalization in the Ranks*, 41.

¹⁰ Kathleen Belew "Bring the War Home: The White Power Movement and Paramilitary America" (Cambridge: Harvard Press, 2018)

decades past.¹¹ Individuals with military service backgrounds comprise 16% of those arrested for the events of 6 January 2021, despite comprising approximately 8% of the U.S. population. Even if the arrests associated with 6 January are excluded, the number of criminal extremists with military backgrounds doubled this past decade when compared to the prior decade. Furthermore, approximately 84% of criminal extremists with military service records were veterans at the time of their radicalization and criminal mobilization. The risk factors most frequently associated with violence for those veterans include age-related risk factors like job insecurity, failed relationships, and mental health concerns related to their military service, as well as substance abuse concerns. START data evidences that, on average, those vulnerabilities do not germinate into acts of criminal extremism until fifteen years post separation.

While the DoD and VA can and must contribute to addressing this impending risk, neither institution has demonstrated the desire to take the lead on the issue of extremism among veterans,¹² and neither has better access to the veteran community than the veteran and military family community itself. Simply put, it is critical that WtV establish a veteran and military family-led targeted violence and terrorism prevention framework within this community *now* based on a public health model, as this does not exist in the United States.

Program Goals and Objectives We are pursuing an innovation track grant for two reasons. First, we are addressing a unique but increasingly critical target population. Second, we seek to establish a broader, research-informed TVTP framework for this population enabled by an innovative, multi-sectoral *modus operandi* that we believe will generate sustainable public health solutions over time. In addition, we are proposing three proof-of-concept primary prevention initiatives that are generally consistent with the Promising Practices track. Overall, we believe that this innovative multisectoral working group approach may serve as a model for bringing the TVTP framework to other unique communities.

Goal 1: Increase the capacity and capabilities of the Community to sustainably reduce targeted violence and terrorism risk among this population by establishing a national TVTP framework across the Community supported by a multi-sectoral, and multidisciplinary ecosystem. To establish a TVTP framework across the Community, several objectives must be achieved:

Objective 1.1: Map the ecosystem of the most relevant VSO/MSOs, employee resource groups, support organizations, and leaders (“Community Assets”) as well as the supporting public, private, nonprofit, and academic organizations and practitioners (“Ecosystem Assets”) in year 1.

Objective 1.2: Establish the “Veterans and Military Family Coalition,” a consultative steering committee that will help WtV establish and gain Community “buy-in” for a TVTP framework. In

¹¹ Jensen, Yates, Kane, 9

¹² “How to Address Extremism Among Veterans,” Brookings Institution, December 3, 2021, <https://www.brookings.edu/events/how-to-address-extremism-among-veterans/>; “Report on Countering Extremist Activity Within the Department of Defense,” U.S. Department of Defense, December 20, 2021, <https://media.defense.gov/2021/Dec/20/2002912573/-1/-1/0/REPORT-ON-COUNTERING-EXTREMIST-ACTIVITY-WITHIN-THE-DEPARTMENT-OF-DEFENSE.PDF>.

Q3 2023, the steering committee will produce a charter that articulates how we will establish the TVTP framework according to our theory of change.

Objective 1.3: In Q2 2023, coalesce select organizations and individuals from our broader Community and Ecosystem Assets (CEA) to establish and facilitate three (3) working groups as solution incubators according to an agreed upon Concept of Operations. WtV has already launched a Countering MDM Working Group and is in the process of launching two others: Public Health Approaches to Extremist Violence Prevention (EVP) and Civic Engagement. These working groups are intended to (a) ideate, resource, pilot, and evaluate novel, multifaceted primary, secondary and tertiary prevention solutions for our Community, and (b) redomain and tailor extant public health programs that enable the TVTP objectives to be achieved within our Community.

Logic Model for Goal 1 (see Table 1 below):

Theory of Change: By convening multisectoral steering and working groups and challenging those groups to take a civic-minded, research-informed, public health approach to prevention, we can introduce the TVTP framework to our Community more quickly, sustainably, and with less pushback. This overarching theory of change is based on subordinate theories. (1) If we bring together the most influential VSOs/MSOs under a steering committee and working group structure, then these organizations will benefit from strength in numbers and WtV “top-cover” to address what are often perceived as important but politically sensitive topics that have proven difficult for many to confront alone. (2) If we frame WtV initiatives in a positive, strength-based manner (e.g., promoting civics, public service, national security) instead of focusing on stigmatizing risk factors, then we will build sufficient trust with our Community to win participation. (3) If we take a multisectoral approach, then WtV can optimize nongovernmental efforts with federal, state, and local government efforts, increasing impact while mitigating political pushback by only involving the appropriate stakeholders for a given initiative.

Contextual Factors and Underlying Assumptions: (1) These multi-faceted challenges require multi-sectoral solutions. (2) There is a wealth of dedicated individuals, resources, talents, capabilities, and connectivity within and across the veteran and military family community, along with a broad spectrum of support available from public, private, nonprofit, and academic sectors that can be brought to bear on this effort. (3) The desire to support American civic culture exists within these sectors and our Community.

Likelihood of Success START and WtV are deeply embedded in the prevention and veteran and military family communities, respectively, and our call to action has been received almost universally favorably. WtV has constituted an MDM Working Group composed of 62 participants from 13 nonprofits, 7 academic and research institutions, 7 technology firms, 3 government agencies, and 3 think tanks.

Goal 2: Implement proof-of-concept projects consistent with TVTP Promising Practices by putting working group participants and resources into action.

Objective 2.1: In line with TVTP Objectives 1, 2, 3, and 4, and with Promising Practices 1 (Raising Societal Awareness) and 6 (Bystander Training), WtV's Extremist Violence Prevention (EVP) Working Group will develop and deliver awareness and bystander training content for the Community via 10 online micro-learnings and other easily accessible multi-media knowledge products by Q1 2024. To inform these products, START will produce three (3) research briefs based on PIRUS data relevant to our Community by the end of Q2 2023.

Logic Model for Objective 2.1 (See Table 2 below)

Theory of Change: By undertaking awareness and bystander training within the community, our Community will take responsibility at the individual and community level to participate in the TVTP programming and be empowered with the knowledge, trust and confidence to take the TVTP actions.

Contextual Factors and Underlying Assumptions: (1) Community Members are more likely to consume, share and absorb short multimedia content than more formal training programs. (2) Since our Community is large and geographically distributed, primary prevention efforts with the greatest ability for wide dissemination are most appropriate.

Likelihood of Success: More comprehensive PIRUS data than have been analyzed to date are already available for use in these products. The START training team specializes in instructional design and online content creation and has been working with the START SMEs and this portfolio of data and analyses for over five years. START has a multimedia production expert. Further, WtV has demonstrated the ability to build a multisectoral working group already that will help amplify and target content as it is produced.

Objective 2.2: In line with Promising Practices Project 2, WtV will work in partnership with PsychArmor, an organization that specializes in creating educational content for our Community, to create microlearning and educational multimedia content focused on strengthening American national security against hostile MDM to inject into the media environment in Q1 2024.

Logic Model for Objective 2.2 (See Table 3 below)

Theory of Change: If we deliver engaging online educational content that emphasizes how hostile foreign powers manipulate our Community to weaken U.S. national security, then we will increase the ability of our Community to recognize, resist, and recover from exposure to MDM of all kinds, including those related to extremist violence. Those who receive the training will improve their critical thinking skills and their ability/motivation to identify and share trustworthy news sources to others in our Community.

Contextual Factors and Underlying Assumptions: (1) Our status as Community members will enhance receptivity to the message. (2) Community members do not intentionally spread misinformation; awareness will change their propensity to do so.

Likelihood of Success: START and WtV are already engaged in three research projects or research-informed pilot projects focused on MDM, including two projects on attitudinal inoculation to misinformation targeting the veteran and military family community in partnership with MITRE and Jigsaw. These projects will generate content and insight for this effort. Our MDM working group members will help amplify these learning modules and content. WtV is already poised to disseminate misinformation-related educational

content through, for example, One World Strong's Mobile Resilience Application. PsychArmor is a Community leader in educational content creation and an active participant in the MDM working group.

Objective 2.3: In line with TVTP Objective 2 and Promising Practices Project 3, WtV will create an alternative narrative campaign to expand civic engagement among our Community while building protective factors against radicalization to violence. Specifically, in Q2 2023 we will package testimonials and other data captured during the 2022 iteration of the WtV program, Vet the Vote, and disseminate them in the lead up to the 2024 U.S. elections. Vet the Vote is a program to mobilize 100,000 veterans and military families to serve as poll workers, staving off a democratic crisis in the short term¹³ and creating an empowering civic norm among our Community over the long term. Vet the Vote poll workers will serve as a “walking, talking” alternative narrative to antigovernment domestic violent extremist narratives and MDM regarding the integrity of U.S. democracy. This narrative campaign will help recruit poll workers, leverage the veteran and military family brand to bolster trust in U.S. elections, crowd out misinformation, and increase the reputational costs for violent extremists who threaten or malign poll workers. Further, by serving as poll workers, individual Community members will enhance protective factors associated with community connection, a sense of public service, and empowerment.

Logic Model for Objective 2.3:

Theory of change: By amplifying the testimonials of Community members serving as poll workers, we will create a virtuous cycle that inspires increased positive civic engagement among our target population while lending greater credibility to U.S. elections for the broader population. The civic engagement enhances individual-level protective factors associated with misinformation and violent extremist narratives in 2024 and beyond.

Contextual Factors and Underlying Assumptions: Our Community is service-oriented and will respond to a call to action in the face of a crisis, such as a shortage of poll workers. Serving as a poll worker is seen as non-partisan civic participation and public service, integral to the peaceful transfer of power in American democracy.

Likelihood of success: We have received incredibly positive feedback on Vet the Vote. We currently have over ten VSO/MSOs that have formally signed up to be part of our coalition, and by-name support from five retired Flag Officers, three retired Secretaries of the Army, Navy and Air Force, in addition to support from private sector companies, including professional sports leagues and creative content producers from the entertainment industry.

¹³ Miles Parks, “1 in 5 Local Election Officials Say They’re Likely to Quit Before 2024,” NPR, March 10, 2022, <https://www.npr.org/2022/03/10/1085425464/1-in-5-local-election-officials-say-theyre-likely-to-quit-before-2024>

Table 1 Logic Model for Goal 1

Input	Activities	Output	Short-term Outcomes	Long-term Outcomes
<ul style="list-style-type: none"> - CEA Websites - Virtual meeting space (e.g., Zoom) - START office space - CEA participants from across sectors and disciplines - Ecosystem mapping tool (such as Vizio or Miro) - Working group facilitators 	<ul style="list-style-type: none"> - Conduct desk research to identify potential CEA - Conduct informational interviews with CEA organizational leadership - Create CEA knowledge tool including conceptual map - Invite relevant CEA organizations into the WtV Slack environment - Create Steering Group Charter and invite relevant CEA members to join steering group - Invite relevant CEA to join respective working groups - Create working group ConOps including meeting cadence, modus operandi, and goals. - Facilitate working groups 	<ul style="list-style-type: none"> - Knowledge product cataloguing relevant CEA relative to the TVTP Objectives. - Steering Committee Charter signed by 10 VSO/MSOs - One (1) Concept of Operations (ConOps) document per working group - Three (3) proposals for prevention programs including theories of change and logic models per working group. - Substantive working group meeting notes for each meeting 	<ul style="list-style-type: none"> - Greater Community awareness of the issue and prevention solutions - Greater awareness of our Community among prevention practitioners - More highly networked CEA - Growth in number of engaged CEA 	<ul style="list-style-type: none"> - Sustained prevention programs informed by rigorous measurement and evaluation (M&E) - Habitual launch of new research-informed pilot programs - Increased civic engagement by the Community - Increased sense of personal responsibility to address extremism and MDM among Community

Table 2 Logic Model for Objective 2.1

Input	Activities	Output	Short-term Outcomes	Long-term Outcomes
<ul style="list-style-type: none"> - Extant PIRUS data - Subject matter expertise on violent extremism, instructional design, and M&E - Software for creating training content - Veteran and Military Family Coalition members - CEA communication channels 	<ul style="list-style-type: none"> - Conduct in depth analysis of risk/protective factors, mobilization pathways and radicalization using updated PIRUS data and other research - Develop awareness and bystander training content and measurement and evaluation mechanisms based on data analysis - Solicit input on draft content from Veteran and Military Family Coalition - Disseminate content through CEA social media and other channels - Measure and evaluate 	<ul style="list-style-type: none"> - 3 Written research briefs tailored to the veteran and military family community - 10 Microlearnings and accessible multi-media knowledge products tailored to the veteran and military family community - Measures and Evaluation report 	<ul style="list-style-type: none"> - Increased awareness of extremism as it relates to the Community - Increased knowledge, trust and confidence regarding when and how to respond if one sees a Community member at risk of involvement in violent extremism - The Community actively supports strength-based activities that build protective factors and crowds out vulnerabilities to violent extremism 	<ul style="list-style-type: none"> - Community members feel a personal responsibility to address the issue of violent extremism and do so as when necessary - These awareness and bystander programs are harmonized with the WtV-prevention ecosystem established according to the TVTP framework - Community members' behaviors serve as an alternative narrative to those espoused by extremists with military service backgrounds

Table 3 Logic Model for Objective 2.2

Input	Activities	Output	Short-term Outcomes	Long-term Outcomes
<ul style="list-style-type: none"> - Research findings on hostile MDM targeting our Community - Instructional design and content creation expertise from PsychArmor - START and PsychArmor M&E expertise - CEA communication channels 	<ul style="list-style-type: none"> - Distill existing research from START and other CEA partners into insight for MDM training content - Work with PsychArmor to develop training content - Solicit input on draft content from Veteran and Military Family Coalition - Disseminate content through CEA social media and other channels - Measurement and Evaluation 	<ul style="list-style-type: none"> - Tailored microlearning and educational multimedia content - Measures and Evaluation report 	<ul style="list-style-type: none"> - Increased awareness of educational content regarding MDM - Increased understanding of the connection between MDM and domestic and foreign threats to U.S. national security - Increased sense of Community responsibility for information creation, consumption, dissemination and amplification as a way to bolster U.S. national security - Increased practice of critical thinking in the context of the information environment 	<ul style="list-style-type: none"> - The Community is vigilant to and hostile towards influence campaigns intended to manipulate them and undermine U.S. national security - The Community becomes a trusted source of high-quality information for other Americans

Table 4 Logic Map for Objective 2.3

Input	Activities	Output	Short-term Outcomes	Long-term Outcomes
<ul style="list-style-type: none"> - Vet the Vote testimonials from 2022 participants - News media coverage about Vet the Vote in 2022 - Open-source information about the poll worker shortage - Extant research on hostile narratives targeting elections and poll workers - CEA expertise on election security from More in Common 	<ul style="list-style-type: none"> - Analyze testimonials and other data from Vet the Vote 2022 - Organize thematic contact into narrative campaigns - Package narrative campaigns in compelling multimedia products - Create social media guidance for 2024 Vet the Vote Participants to amplify narratives - Disseminate products in the lead up to the 2024 U.S. elections 	<ul style="list-style-type: none"> - A multi-media narrative campaign - Trained and motivated poll workers - Social media guidance for 2024 Vet the Vote participants to reinforce this WTV narrative campaign based on 2022 participants 	<ul style="list-style-type: none"> - Vet the Vote poll workers will increase trust in U.S. elections in local communities, and through this WtV narrative campaign, nationally - Participants will find significance and community connection through public service as a poll worker at a time of potential democratic crisis 	<ul style="list-style-type: none"> - Serving as a poll worker becomes a new civic norm for our Community, creating a wellspring of poll workers for future elections and crowding out opportunities for hostile narratives to take aim at the peaceful transfer of power

3. Organization and Key Personnel

START: Founded in 2005 as a DHS Center of Excellence, START has managed more than \$120 million in federal funds for research on questions related to terrorism and will serve as the prime for this grant. START is dedicated to fostering interdisciplinary collaboration between top researchers in order to produce and disseminate the highest quality empirical data, analysis, education and training to policy makers, practitioners, academia and the public. START is experienced with the facilitation of meaningful exchanges of ideas in multisectoral environments, as well as applying research to practice. START's capabilities include client-focused research and the development of terrorism prevention programs intended for professionals. START successfully executed two large FEMA training program grants on terrorism prevention, creating both online and in-person training for civil society audiences based on a public health approach to terrorism prevention, a paradigm that START research helped to advance. START data and analyses have been a centerpiece in the national conversation regarding violent extremism, domestic terrorism, and especially regarding perpetrators with military service backgrounds.

We the Veterans: We the Veterans is a nonpartisan, [501(c)(19)] nonprofit organization created by veterans and military family members. Its mission is to empower the Community to strengthen American democracy by arming them with the best information possible about the challenges facing our democracy and empowering members to be part of the solutions. Recognizing that no single institution or organization can solve these problems alone, WtV convenes and connects stakeholders that are contributing or are needed to contribute to this mission. Our priorities are increasing positive civic engagement, reducing the impact of misinformation, preventing violent extremism, and representing our community. Some examples of WtV programs across those priorities: Civic Engagement: *Vet the Vote* - a national campaign to recruit 100,000 veterans and military family members to become the next generation of poll workers; *Prebunking Misinformation Narratives* - working with Google Jigsaw to address misinformation narratives targeting the veteran community using inoculation theory, a technique to identify and rebut unwanted persuasive appeals; *Eradicate Hate Summit - Military and Veterans* - WtV will lead a Military and Veterans track at the Eradicate Hate Global Summit; *Digital Forum on Prevention: Enlisting Veteran Leadership* - WtV is collaborating with DHS CP3 to co-host the forum, which will convene experts and leaders from organizations serving military, veterans, and families of armed forces; and *Representing our Community* - On March 31, William Braniff, testified before the House Committee on Veterans Affairs on behalf of VSOs regarding this issue.

PsychArmor: PsychArmor is a national nonprofit organization that provides education and training to improve the health and life outcomes of military-connected individuals. PsychArmor creates data-driven and evidence-based virtual training courses that help to enhance the level of connection between civilians and military-connected people.

William Braniff, the Director of START and a founding board member of WtV, is the primary investigator for this award. Braniff has been involved in terrorism prevention research, education and training for fifteen years. He has been the PI or Co-PI on eight research and training projects related to public health approaches to terrorism prevention and/or domestic extremism, including the FEMA-funded national training program, "Coalition Building for CVE and Community Resilience," as well as "Evaluating the Safe Spaces Community-led CVE Program," "Integrating Mental Health and Education Fields into Countering Violence Extremism," and "Rehabilitation and Reintegration for CVE Programs." He has successfully navigated this politicized field across

three Presidential administrations, demonstrating considerable political acumen. He also has a track record of sustaining initiatives; he tripled the size of the West Point Combating Terrorism Center's practitioner education program and has tripled the size of START over ten years, including leading the organization through the "valley of death" which plagues many soft-funded centers after their initial period of performance ends.

Ellen Gustafson is a Co-Founder and Co-Executive Director of We the Veterans, a proven social entrepreneur and a military spouse to an Active Duty Naval Officer. Gustafson is also the Co-Founder of a non-profit Military Support Organization - the Military Family Building Coalition, which supports military members with family building challenges. As an entrepreneur and thought leader in the food system space, Gustafson co-founded FEED, the FEED Foundation, and Food Tank, all aimed at addressing global hunger and obesity challenges. Gustafson built another successful non-profit, the Summit Institute, connecting social impact leaders with entrepreneurs and government leaders to solve complex social challenges. She previously worked at the Council on Foreign Relations and ABC News as a military and terrorism researcher. Her knowledge of the military spouse community, impact-centered convening experience, along with being an entrepreneur recognized by Inc Magazine, Fortune Most Powerful Women and Diplomatic Courier, make her the right leader to execute We the Veterans' important mission.

Joe Plenzler is a combat decorated Marine Corps veteran. He served 20 years on active duty as an infantry officer and as a public affairs officer. During his time in uniform, Joe planned and executed the largest media embed program in Marine Corps history during the invasion of Iraq, served as the senior U.S. military spokesperson in Indonesia during the international disaster relief mission in the wake of the Boxing Day tsunami, and served in the Pentagon as the spokesman, press secretary, and staff group director for the 34th, 35th, and 36th Commandants of the Marine Corps. Retiring in 2015, he has served as an EVP of marketing and membership, a national director of media relations, and a director of communication for large nationally recognized veteran service organizations. Today, he is a co-founder of Cassandra Helenus Partners, a leadership coaching and human communication firm.

4. Sustainability

WtV was created with the express purpose of implementing a TVTP framework within the veteran and military family community. There can be no greater alignment between the mission of the organization and the work proposed. For its part, START's mission is to generate data and analyses that inform real-world responses to terrorism and other asymmetric threats. Informing WtV programs is entirely consistent with START's mission.

The WtV model is sustainable. Our multi-sectoral working groups convene large VSO/MSOs with philanthropists, foundations, and private sector corporations (along with federal government participants and observers) that have self-selected to participate because WtV helps them ideate solutions in partnership with organizations that have resources and capabilities to bring to bear. By workshopping ideas along with prospective funders, we drastically increase the level of buy-in from sponsors, reduce principal-agent miscommunication, and accelerate co-creation. WtV working groups will enable programs that run entirely absent additional WtV financial resources.

Specific to this proposal, Vet the Vote will leverage in-kind support from Power to the Polls, expertise from the Election Assistance Commission, publicity from professional sports teams such as the Detroit Pistons, and the support of over ten MSOs/VSOs who will mobilize their

constituents. This program will be run by only one full-time WtV employee with support from our volunteer board members. Furthermore, Vet the Vote will grow naturally with each election cycle once established, creating a self-sustaining civic norm among the Community. Our EVP and MDM awareness and bystander training efforts will result in online, multimedia content that can be shared and consumed in perpetuity, absent additional resources.

WtV is already recognized as an important organization in this field by the philanthropic community. We are included in the Democracy Funders Network donor guide and have received over \$100,000 in charitable donations from 140+ donors (including other non-profits, high-dollar donations from individuals, and small-dollar donations) in just the last 9 months. We are also creating new channels and methods to generate a larger, small-dollar donor pool, including joining a non-profit digital co-op, AdvantageAI. We have also assembled an influential group of senior advisors to help us expand our network and connect with more sponsors as we grow. This list includes: Admiral Steven Abbott, Ret., Secretary Louis Caldera, General George Casey, Ret., Shawn Turner, and Jeremy Butler.

5. Budget Detail and Narrative

Budget Category	Federal Request
Personnel	\$189,736
Fringe Benefits	\$59,101
Supplies	\$1,583
Contractual	\$389,550
Other Direct Costs	\$33,518
<i>Total Direct Costs</i>	\$673,488
Indirect Costs	\$76,016
TOTAL PROJECT COSTS	\$749,504

Personnel: \$189,736. *William Braniff* (PI) will oversee the entire project, including working with subawardee, liaising with stakeholders, leading project strategy, and leading the development of bystander training and awareness content. He will devote an average of 15% effort over the PoP. *Liberty Day* will lead development of training and other multimedia materials in Year 1 and oversee collection and analysis of metrics in Year 2, allotting an average of 9% effort over the PoP. *Michael Jensen* will lead analytic efforts, devoting 6% effort in Year 1. *Sheehan Kane* will support analytic efforts, devoting 8% effort in Year 1. *Erin Copland* will develop multimedia content and assist with the collection of metrics, devoting an average of 15% effort over the PoP. *Brandi Goff* will assist in training design and assist with M&E, allotting an average of 12% effort over the PoP. *Megan Rutter* will serve as a working group facilitator and collect metrics data, devoting an average 18% effort over the PoP. *Amy Pate* will provide internal quality control, allotting 1% effort over the PoP. *A TBD Communications & Transition Manager* will lead communications strategy, with an average of 1% LOE over the PoP. *Alia Nasier* will provide graphic design services, allotting 102 hours in Year 1. *Julie Callis* will be responsible for managing contractual and financial aspects of the project. This administrative cost is justified as the service is integral to and identifiable with the project and these costs are not also recovered as indirect costs. Callis will allot an average of 3.3% effort over the PoP. *Princess White* will oversee resource allocations and assist with post-award financial reporting, devoting an average 4.6% effort over the PoP.

Fringe: \$59,101. The University charges negotiated fringe rates of 29.7% for faculty, 36% for staff, and 27.8% for hourlies. Braniff, Jensen, Kane, Copland, Goff, and Rutter are faculty; Day, Pate, the TBD Communications Manager, Callis, and White are staff; Nasier is an hourly.

Supplies: \$1,583. START requests funds for a *stock video and images, review software, a Captivate licensure, and a Synthesia subscription* to produce training and multimedia materials.

Contractual: \$388,550. START intends to award \$388,550 to We the Veterans (WtV) to undertake Ecosystem Mapping, the MDM training effort, and Vet the Vote content capture and production, and co-lead the Steering Committee and Working Groups. *Ellen Gustafson and Joe Plenzler* will manage all WtV program activities, supported by junior staff to assist with research and coordination efforts. WtV also requests funding for marketing, video production, and training vendors. See attached subaward packet for details. START will contract a *professional narrator* for microlearnings.

Other Direct Costs: \$33,518. START is located off-campus (adjacent), therefore proportionate facilities costs are charged directly to projects. START charges \$22,964 for single offices and \$16,481 per person for shared offices. These charges include rent, telecommunications and all standard computer equipment and maintenance costs and are apportioned according to occupancy of the space and the occupant's project level of effort. Braniff, Day, Jensen, Pate, TBD Communications Manager, Callis, and White have single offices; Kane, Copland, Goff, Rutter and Nasier have shared offices.

Indirect Costs: \$76,016. The off-campus indirect cost rate (F&A) for the University of Maryland is 27.5% of the Modified Total Direct Costs (MTDC) base, which excludes tuition remission, equipment over \$5,000, rental costs of off-campus facilities, and the portion of individual subawards over \$25,000. Please see the attached Indirect Rate Agreement.

UMD, START							
Project PI: William Braniff							
Sponsor: Department of Homeland Security (DHS)							
Title: We The Veterans: Establishing an Innovative Prevention Ecosystem							
Budget Period: October 1, 2022-September 30, 2024							
BUDGET - Summary							
Salaries		Year 1		Year 2		Total	
Senior/Key Personnel - START	Months	12	10/01/22-09/30/23	12	10/01/23-09/30/24	10/01/22-09/30/24	
Name	Role	Y1 LOE		Y2 LOE		Ave LOE	
Braniff, William	Principal Investigator	16%	\$36,149.41	14%	\$32,895.96	15%	\$69,045.38
Other Personnel - START							
Day, Liberty	Training lead	14.0%	\$16,154.22	3.0%	\$3,600.08	9%	\$19,754.30
Jensen, Michael	Senior researcher	6.0%	\$8,203.25	0.0%	\$0.00	3%	\$8,203.25
Kane, Sheehan	Researcher	8.0%	\$6,621.64	0.0%	\$0.00	4%	\$6,621.64
Copland, Erin	Communications and training	15.0%	\$9,085.87	15.0%	\$9,449.30	15%	\$18,535.17
Goff, Brandi	Instructional designer	14.0%	\$10,631.72	10.0%	\$7,897.85	12%	\$18,529.57
Rutter, Megan	Working group facilitator	15.0%	\$9,035.02	20.0%	\$12,528.56	18%	\$21,563.59
Pate, Amy	Quality control	1.0%	\$1,802.48	1.0%	\$1,874.58	1%	\$3,677.06
TBD Communication & Transition Manager		1.0%	\$884.26	1.0%	\$919.63	1%	\$1,803.88
Nasier, Ala (graphic design)		4.9%	\$2,754.00	0.0%	\$0.00	2%	\$2,754.00
Management & Administrative Personnel - START							
Callis, Julie	Contract management	3.6%	\$4,835.98	2.9%	\$4,044.45	3.3%	\$8,880.43
White, Princess	Program management	5.8%	\$6,348.47	3.5%	\$4,018.86	4.6%	\$10,367.32
Total Salaries			\$112,506.32		\$77,229.28		\$189,735.60
Fringe Benefits							
Senior/Key Personnel							
Name		Rate		Rate			
Braniff, William		29.7%	\$10,736.38	29.7%	\$9,770.10		\$20,506.48
Other Personnel							
Day, Liberty		36.0%	\$5,815.52	36.0%	\$1,296.03		\$7,111.55
Jensen, Michael		29.7%	\$2,436.37	29.7%	\$0.00		\$2,436.37
Kane, Sheehan		29.7%	\$1,966.63	29.7%	\$0.00		\$1,966.63
Copland, Erin		29.7%	\$2,698.50	29.7%	\$2,806.44		\$5,504.95
Goff, Brandi		29.7%	\$3,157.62	29.7%	\$2,345.66		\$5,503.28
Rutter, Megan		29.7%	\$2,683.40	29.7%	\$3,720.98		\$6,404.38
Pate, Amy		36.0%	\$648.89	36.0%	\$674.85		\$1,323.74
TBD Communication & Transition Manager		36.0%	\$318.33	36.0%	\$331.07		\$649.40
Nasier, Ala (graphic design)		27.8%	\$765.61	27.8%	\$0.00		\$765.61
Management & Administrative Personnel							
Callis, Julie		36.0%	\$1,740.95	36.0%	\$1,456.00		\$3,196.96
White, Princess		36.0%	\$2,285.45	36.0%	\$1,446.79		\$3,732.24
Total Fringe			\$35,253.65		\$23,847.92		\$59,101.58
Materials & Supplies							
Stock video and images			\$1,028.00				\$1,028.00
Review software			\$90.00				\$90.00
Captive licensure			\$105.00				\$105.00
Synthesis subscription			\$360.00				\$360.00
Total Materials & Supplies			\$1,583.00		\$0.00		\$1,583.00
Subawards							
We the Veterans			\$252,557.50		\$135,992.50		\$388,550.00
Total Subawards			\$252,557.50		\$135,992.50		\$388,550.00
Vendors and Consultants							
Professional narrator			\$1,000.00				\$1,000.00
Total Vendors and Consultants			\$1,000.00		\$0.00		\$1,000.00
Facilities							
Braniff, William	Annual Rate	\$22,964	\$3,674.23		\$3,214.96		\$6,889.19
Day, Liberty		\$22,964	\$3,214.96		\$688.92		\$3,903.87
Jensen, Michael		\$22,964	\$1,377.84		\$0.00		\$1,377.84
Kane, Sheehan		\$16,481	\$1,318.50		\$0.00		\$1,318.50
Copland, Erin		\$16,481	\$2,472.19		\$2,472.19		\$4,944.38
Goff, Brandi		\$16,481	\$2,307.38		\$1,648.13		\$3,955.51
Rutter, Megan		\$16,481	\$2,472.19		\$3,296.26		\$5,768.45
Pate, Amy		\$22,964	\$229.64		\$229.64		\$459.28
TBD Communication & Transition Manager		\$22,964	\$229.64		\$229.64		\$459.28
Nasier, Ala (graphic design)		\$16,481	\$808.22		\$0.00		\$808.22
Callis, Julie		\$22,964	\$836.71		\$672.84		\$1,509.55
White, Princess		\$22,964	\$1,320.43		\$803.74		\$2,124.17
Total Facilities			\$20,261.92		\$13,256.31		\$33,518.24
Total Direct Costs			\$423,162.40		\$250,326.02		\$673,488.42
Modified Total Direct Costs (MTDC)			\$175,342.97		\$101,077.20		\$276,420.18
Indirect Costs			\$48,219.32		\$27,796.23		\$76,015.55
TOTAL COSTS			\$471,381.72		\$278,122.25		\$749,503.97

APPENDIX A: IMPLEMENTATION AND MEASUREMENT PLAN

Organization Name	University of Maryland START
Project Title	We the Veterans: Innovating a Prevention Ecosystem
Grant Number	DHS-22-TTP-132-00-01
Grant Implementation Period	10/01/2022 – 9/30/2024

Project Goal Statement

The overall goal of this program is to build on the strengths and capabilities of the veteran and military family community to sustainably reduce targeted violence and terrorism risk among this population. The program takes a public health approach to establishing a national targeted violence and terrorism prevention framework across the veteran and military family community supported by an innovative multi-sectoral, and multidisciplinary ecosystem. The National Consortium for the Study of Terrorism and Responses to Terrorism (START) at the University of Maryland, College Park and We the Veterans (WtV) will coalesce relevant entities within this ecosystem into a steering group comprised of representatives from the veteran and military family community, and three multisectoral working groups on Civic Engagement, Mitigating Mis/Dis/Malinformation (MDM), and Extremist Violence Prevention (EVP). We focus on primary prevention initially to establish trust, build awareness, and increase lines of communication among assets within this ecosystem through three projects that are generally aligned with the TVTP “Promising Practices” track. These primary prevention initiatives will pave the way for secondary and tertiary prevention program proposals generated collaboratively with working group participants. Once established, the program objective will be to continuously enhance and expand on this framework through research-informed initiatives.

Target Population

We are taking a multi-level (individual, family, community) public health approach to prevention, with an initial focus on primary prevention. Therefore, the target population for this program includes veterans, their families, the families of service members, veteran service organizations (VSOs) and military family service organizations (MSOs), collectively referred to as the “Community.” The veteran population alone is estimated at 18-20M people, according to U.S. Census Bureau Data¹ and Department of Veterans Affairs (VA) projections. The Department of Defense (DOD) reports just over 2.1M active and reserve service members as of March 31, 2022². Assuming an average of three close family members per veteran and active service member (a spouse and/or a parent and/or an adult child), our Community is therefore comprised of approximately 78-86M individuals. It is a highly diverse community by all measures, including but not limited to age, race, religion, sexual identity and orientation, and ability status³. As a result of this size and diversity, marginalized communities are present among our target population. There are over 100 VA-recognized VSOs⁴ and tens of thousands of VSOs and MSOs beyond that.⁵ VSOs and MSOs are therefore equally diverse in their missions and constituencies. While primary prevention is the focus of this proposal, secondary and tertiary programs will emerge from the working groups described below. START’s PIRUS data will inform those working groups with accurate information about the characteristics of the at-risk population within the Community for secondary prevention and of the size and characteristics of the population within the Community for tertiary prevention.

Goal 1: Increase the capacity and capabilities of the Community to sustainably reduce targeted violence and terrorism risk among this population by establishing a national TVTP framework across the Community supported by a multi-sectoral, and multidisciplinary ecosystem.

Objective 1.1: Map the ecosystem of the most relevant VSO/MSOs, employee resource groups, support organizations, and leaders (“Community Assets”) as well as the supporting public, private, nonprofit, and academic organizations and practitioners (“Ecosystem Assets”) in year 1.

Objective 1.2: Establish the “Veterans and Military Family Coalition”, a consultative steering committee that will help WtV establish and gain Community “buy-in” for a TVTP framework. In Q3 2023, the steering committee will produce a charter that articulates the how we will establish the TVTP framework according to our theory of change.

Objective 1.3: In Q2 2023, coalesce select organizations and individuals from our broader Community and Ecosystem Assets (CEA) to establish and facilitate three (3) working groups as solution incubators according to an agreed upon Concept of Operations. WtV has already launched a Countering MDM Working Group and is in the process of launching two others: Public Health Approaches to Extremist Violence Prevention (EVP) and Civic Engagement. These working groups are intended to (a) ideate, resource, pilot, and evaluate novel, multifaceted primary, secondary and tertiary prevention solutions for our Community, and (b) redomain and tailor extant public health programs that enable the TVTP objectives to be achieved within our Community.

¹ “2018 1-Year American Community Survey,” U.S. Census Bureau, September 26, 2019, <https://www.census.gov/newsroom/press-kits/2019/acs-1year.html>.

² <https://dwp.dmdc.osd.mil/dwp/app/dod-data-reports/workforce-reports>

³ See, e.g., <https://www.militaryonesource.mil/data-research-and-statistics/military-community-demographics/2020-demographics-profile/>;

⁴ “2019 Directory,” Veterans and Military Service Organizations, accessed May 4, 2022, <https://www.va.gov/vso/VSO-Directory.pdf>.

⁵ “Organizations Doing Good for Veterans and Their Families,” Trusted Military and Veteran Service Organizations, accessed May 4, 2022, <https://www.veteransadvantage.com/giving-back/trusted-military-organizations-and-nonprofits>.

APPENDIX A: IMPLEMENTATION AND MEASUREMENT PLAN

Goal 1 IMPLEMENTATION PLAN

Objectives	Activity	Inputs/Resources	Time Frame	Anticipated Outputs
<i>Objective 1.1:</i>	<i>Activity 1.1.1 Conduct desk research to identify potential CEA</i>	<i>CEA websites, inputs from existing partners, START office space</i>	<i>Q1 2023</i>	<i>List of potential CEA</i>
	<i>Activity 1.1.2 Conduct informational interviews with CEA organizational leadership* *START will submit a Human Subjects Research determination to UMD IRB, but expects an IRB waiver as interviews would be regarding work done in professional capacity. However, if deemed HSR, will submit IRB packet for approval</i>	<i>Virtual meetings, leaders from ecosystem assets, START office space</i>	<i>Q3 2023</i>	<i>More robust understanding of each ecosystem asset's capabilities relative to the TVTP objective and their willingness to work with us.</i>
	<i>Activity 1.1.3 Create CEA knowledge tool, including conceptual map</i>	<i>Inputs from CEA assets, ecosystem mapping tool (such as Vizio or Miro), START office space</i>	<i>Q4 2023</i>	<i>Knowledge product cataloguing relevant CEA relative to the TVTP Objectives.</i>
<i>Objective 1.2:</i>	<i>Activity 1.2.1 Invite relevant CEA organizations into the WtV Slack environment to enable collaboration</i>	<i>Participants from across sectors and disciplines, Slack, START office space</i>	<i>Q1 2023</i>	<i>Multisectoral, multi-disciplinary collaborative environment.</i>
	<i>Activity 1.2.2 Create Steering Group Charter and invite relevant CEA to join Steering Group</i>	<i>WtV Board and Advisory Committee expertise, Inputs from key CEA organizations</i>	<i>Q2 2023</i>	<i>Steering committee charter signed by 10 VSO/MSOs.</i>
<i>Objective 1.3:</i>	<i>Activity 1.3.1 Invite Assets to join respective working groups</i>	<i>CEA participants from across disciplines, Email, working group facilitators, Slack, START office space</i>	<i>Q1 2023</i>	<i>Three (3) multidisciplinary, multisectoral working groups.</i>

APPENDIX A: IMPLEMENTATION AND MEASUREMENT PLAN

Objectives	Activity	Inputs/Resources	Time Frame	Anticipated Outputs
	<i>Activity 1.3.2 Create working group ConOps including meeting cadence, modus operandi, and goals.</i>	<i>CEA participants from across disciplines, Email, working group facilitators, Slack, START office space</i>	<i>Q2 2023</i>	<i>One (1) Concept of Operations (ConOps) document per working group</i>
	<i>Activity 1.3.3 Facilitate working groups</i>	<i>CEA participants from across disciplines, Email, working group facilitators, Slack, START office space, Virtual Meeting Space</i>	<i>Q2 2024</i>	<i>Three (3) proposals for prevention programs including theories of change and logic models per working group. Substantive working group meeting notes for each meeting</i>

APPENDIX A: IMPLEMENTATION AND MEASUREMENT PLAN

Goal 1 MEASUREMENT PLAN

Activity #	Performance Measures & Targets	Data Collection Method and Timeframe
1.1.1	<p><i>Performance Measure: List of CEA</i></p> <p><i>Target: 30 CEA from across industries, sectors and disciplines</i></p>	<p><i>Documented list of potential CEA; Q1 2023</i></p>
1.1.2	<p><i>Performance Measure: Number of informational interviews completed</i></p> <p><i>Target: 30 informational interviews</i></p>	<p><i>Documented date, time of meeting and name of CEA; Q3 2023</i></p>
1.1.3	<p><i>Performance Measure: Number of CEA included within knowledge tool and conceptional map</i></p> <p><i>Target: 30 CEA</i></p>	<p><i>Number of CEA included within knowledge tool and conceptual map; Q4 2023</i></p>
1.2.1	<p><i>Performance Measure: Number of CEA organizations within Slack environment</i></p> <p><i>Target: 30 CEA organizations</i></p>	<p><i>Number of CEA organizations included within Slack environment; Q1 2023</i></p>
1.2.2	<p><i>Performance Measure: Number of VSO/MSO who sign charter</i></p> <p><i>Target: 10 VSO/MSOs</i></p>	<p><i>Documented VSO/MSO signatories on charter; Q2 2023</i></p>
1.3.1	<p><i>Performance Measure: Number and diversity of CEA who join each working group</i></p> <p><i>Target: 10 members per working group, including at least one from Tech, Academia, Government, NGO/VSO/MSO</i></p>	<p><i>Documented list of working group participants, their CEA, and working group alignment; Q2 2023</i></p>
1.3.2	<p><i>Performance Measure: ConOps created for each working group</i></p> <p><i>Target: one per working group</i></p>	<p><i>ConOps delivered; Q2 2023</i></p>
1.3.3	<p><i>Performance Measure: Number of proposals for prevention programs created</i></p> <p><i>Target: 3 per working group</i></p>	<p><i>Proposals delivered by working groups; Q2 2024</i></p>

Goal 2: Implement proof-of-concept projects consistent with TVTP Promising Practices by putting working group participants and resources into action.

Objective 2.1: In line with TVTP Objectives 1, 2, 3, and 4, and with Promising Practices 1 (Raising Societal Awareness) and 6 (Bystander Training), WtV's Extremist Violence Prevention (EVP) Working Group will develop and deliver awareness and bystander training content for the Community via 10 online micro-learnings and other easily accessible multi-media knowledge products by Q1 2024. To inform these products, START will produce three (3) research briefs based on PIRUS data relevant to our Community by the end of Q2 2023.

Objective 2.2: In line with Promising Practices Project 2, WtV will work in partnership with PsychArmor, an organization that specializes in creating educational content for our Community, to create microlearning and educational multimedia content focused on strengthening American national security against hostile MDM to inject into the media environment in Q1 2024.

Objective 2.3: In line with TVTP Objective 2 and Promising Practices Project 3, WtV will create an alternative narrative campaign to expand civic engagement among our Community while building protective factors against radicalization to violence. Specifically, in Q2 2023 we will package testimonials and other data captured during the 2022 iteration of the WtV program, Vet the Vote, and disseminate them in the lead up to the 2024 U.S. elections. Vet the Vote is a program to mobilize 100,000 veterans and military families to serve as poll workers, staving off a democratic crisis in the short term⁶, creating an empowering civic norm among our Community over the long term. Vet the Vote poll workers will serve as a “walking, talking” alternative narrative to antigovernment domestic violent extremist narratives and MDM regarding the integrity of U.S. democracy. This narrative campaign will help recruit poll workers, leverage the veteran and military family brand to bolster trust in U.S. elections, crowd out misinformation, and increase the reputational costs for violent extremists who threaten or malign poll workers. Further, by serving as poll workers, individual Community members will enhance protective factors associated with community connection, a sense of public service and empowerment.

⁶ Miles Parks, “1 in 5 Local Election Officials Say They’re Likely to Quit Before 2024,” NPR, March 10, 2022, <https://www.npr.org/2022/03/10/1085425464/1-in-5-local-election-officials-say-theyre-likely-to-quit-before-2024>

APPENDIX A: IMPLEMENTATION AND MEASUREMENT PLAN

Goal 2 IMPLEMENTATION PLAN

Objectives	Activity	Inputs/Resources	Time Frame	Anticipated Outputs
<i>Objective 2.1:</i>	<i>Activity 2.1.1 Conduct in depth analysis of risk/protective factors, mobilization pathways and radicalization using updated PIRUS data and other research</i>	<i>PIRUS data and other research; SMEs on violent extremism, START Office Space</i>	<i>Q2 2023</i>	<i>Data analysis that will inform bystander awareness and training content</i>
	<i>Activity 2.1.2 Develop awareness and bystander training content and measurement and evaluation mechanisms based on data analysis</i>	<i>Data analysis, SMES on violent extremism, instructional design and measurement and evaluation, software for creating training and awareness content</i>	<i>Q3 2023</i>	<i>10 microlearnings and multi-media knowledge products tailored to the Community</i>
	<i>Activity 2.1.3 Solicit input on draft content from Veteran and Military Family Coalition</i>	<i>Veteran and Military Family Coalition, Email, Virtual Meeting Space</i>	<i>Q4 2023</i>	<i>10 microlearnings and multi-media knowledge products tailored to the Community</i>
	<i>Activity 2.1.4 Disseminate content through CEA social media and other channels</i>	<i>CEA to disseminate content, social media, email, training hosting platform</i>	<i>Q2 2024</i>	<i>Content disseminated through social media and other channels</i>
	<i>Activity 2.1.5 Measure and Evaluate</i>	<i>Social media, training platform and email metrics</i>	<i>Q4 2024</i>	<i>Measurement & Evaluation Report</i>
<i>Objective 2.2:</i>	<i>Activity 2.2.1 Distill existing research from START and other CEA partners into insight for MDM training content</i>	<i>Research findings on hostile MDM targeting our community, Subject Matter Experts on MDM</i>	<i>Q2 2023</i>	<i>Insights that will inform MDM training content</i>
	<i>Activity 2.2.2 Work with PsychArmor to develop training content</i>	<i>MDM Working Group for subject matter expertise, Research insights, PsychArmor for instruction design and content creation</i>	<i>Q4 2023</i>	<i>10 microlearnings and multimedia educational content products tailored to the Community</i>

APPENDIX A: IMPLEMENTATION AND MEASUREMENT PLAN

Objectives	Activity	Inputs/Resources	Time Frame	Anticipated Outputs
	<i>Activity 2.2.3 Solicit input on draft content from Veteran and Military Family Coalition</i>	<i>Veteran and Military Family Coalition, Email, Virtual Meeting Space</i>	<i>Q4 2023</i>	<i>10 microlearnings and multimedia educational content products tailored to the Community</i>
	<i>Activity 2.2.4 Disseminate content through CEA social media and other channels</i>	<i>CEA to disseminate content, social media, email, training hosting platform</i>	<i>Q1 2024</i>	<i>Content disseminated through social media channels</i>
	<i>Activity 2.2.5 Measure and Evaluate</i>	<i>Social media, training platform and email metrics</i>	<i>Q4 2024</i>	<i>Measurement & Evaluation Report</i>
<i>Objective 2.3:</i>	<i>Activity 2.3.1 Analyze testimonials and other data from Vet the Vote 2022</i>	<i>Vet the Vote testimonials from 2022 participants, News media coverage about Vet the Vote, Open-source information about the poll worker shortage, extant research on hostile narratives targeting election and poll workers</i>	<i>Q1 2023</i>	<i>Insights to inform narratives/campaigns</i>
	<i>Activity 2.3.2 Organize thematic content into narrative campaigns</i>	<i>Insights from analysis, Communications and Marketing SMEs</i>	<i>Q2 2023</i>	<i>Narrative campaigns organized by theme</i>
	<i>Activity 2.3.3 Package narrative campaigns in compelling multimedia products</i>	<i>Narrative campaigns, Communications and Marketing SMEs</i>	<i>Q4 2023</i>	<i>Multimedia products</i>

Goal 2 MEASUREMENT PLAN

APPENDIX A: IMPLEMENTATION AND MEASUREMENT PLAN

Activity #	Performance Measures & Targets	Data Collection Method and Timeframe
2.1.1	Performance Measure: Delivery of robust insights and findings that have both empirical and statistical significance and can inform campaigns Target: 1 report	Documented of robust insights and findings; Q2 2023
2.1.2	Performance Measure: Number of content artifacts created Target: 10 content artifacts	Content artifacts delivered; Q3 2023
2.1.3	Performance Measure: Number of coalition members who provide feedback Target: Feedback from 5 coalition members	Documented feedback from coalition members; Q4 2023
2.1.4	Performance Measure: Sharing of awareness and training content through CEA channels Target: Content shared 30 times via CEA email and CEA social media	Documentation of dates and channels through which content is initially, shared self-reported by CEAs; Q2 2024
2.1.5	Performance Measure: Content engagement Target: Engagement score at or above benchmark	Documented views, likes, shares, comments, email open rates; Q2-4 2024
2.2.1	Performance Measure: Delivery of insights for use in creating content Target: 1 report	Insights from data analysis documented in report; Q2 2023
2.2.2	Performance Measure: Number of content artifacts created Target: 10 content artifacts	Content artifacts delivered; Q3 2023
2.2.3	Performance Measure: Number of coalition members who provide feedback Target: Feedback from 5 coalition members	Documented feedback from coalition members; Q4 2023

APPENDIX A: IMPLEMENTATION AND MEASUREMENT PLAN

Activity #	Performance Measures & Targets	Data Collection Method and Timeframe
2.2.4	Performance Measure: Sharing of content through CEA channels Target: Content shared 30 times via CEA email and CEA social media	Documentation of dates and channels through which content is initially shared self-reported by CEAs; Q2 2024
2.2.5	Performance Measure: Content engagement Target: Engagement score at or above benchmark	Documented views, likes, shares, comments, email open rates; Q2-4 2024
2.3.1	Performance Measure: Delivery of insights for use in creating content Target: 1 report	Insights from data analysis documented in report; Q1 2023
2.3.2	Performance Measure: Delivery of narrative campaigns organized by theme Target: One product with multiple narrative campaigns	Documented narrative campaigns organized by theme, Q2 2023
2.3.3	Performance Measure: Number of multimedia products created Target: 10 multimedia products	Files of multimedia products produced; Q4 2023
2.3.4	Performance Measure: Content engagement Target: Engagement score at or above benchmark	Documented views, likes, shares, comments, email open rates; Q4 2024

APPENDIX A: IMPLEMENTATION AND MEASUREMENT PLAN

RISK MANAGEMENT PLAN

<p>Risk Identified</p>	<p>Risk Analysis (brief assessment of the impact the identified risk could/would have on the project)</p>	<p>Risk Management Plan (plan to minimize the impact that the risk presents to the project and adjustments to be made if the risk transpires)</p>
<p><i>A large number of Community and Ecosystem Assets could refuse to join the Coalition</i></p>	<p><i>Fewer Community partnerships would increase the difficulty in reaching the Community with our content and message.</i></p>	<p><i>We have already confirmed over a dozen key Community partners with expansive reach</i></p>
<p><i>WtV or those working with our program could be specifically targeted by extremist group/individual</i></p>	<p><i>Disruption in work and/or morale of team could slow progress against objectives</i></p>	<p><i>The risk of not taking a public health approach to address this problem is far greater and we will be using best practices to train organizations and individuals on how to spot and respond to threats and extremist targeting/outreach.</i></p>
<p><i>Hesitation by VSOs/MSOs due to highly politicized nature of certain misinformation and extremism threats</i></p>	<p><i>Fewer partnerships would increase difficulty in reaching Community</i></p>	<p><i>Trust in our work is being built through Vet the Vote, which is positive, strengths-based, nonpartisan program that supports the basic tenants of democracy. We will continue to focus on non-partisan, strengths-based, pro-democracy messaging and programming.</i></p>
<p><i>Working Group participants don't stay engaged</i></p>	<p><i>Disengagement could result in slower progress against objectives</i></p>	<p><i>Participants will benefit from funders and new relationships that we bring in, which will ensure value of engagement and working group members have self-selected to join us due to the complementary nature of their work.</i></p>

Human Subjects Research Compliance Determination Form

5/6/2022

1. Project Title:

We the Veterans: Innovating a Prevention Ecosystem

2. Program and/or project under which this effort is performed:

Center for Prevention Programs and Partnerships FY22 TVTP Grant

3. Point of Contact:

First and Last Name:	William Braniff
Email Address:	(b)(6)
Title and Division/Office:	Director, START, UMD
Phone Number:	(b)(6)

4. This a request for a:

Research Determination Exemption Determination

5. Are any elements of the project classified?

Yes No

Click or tap here to enter text.

6. Is the project being conducted solely in support of functions/components within DHS (i.e., validation of technology for which DHS components are the sole end user):

Yes No

Please list the entities this effort will support:

Click or tap here to enter text.

7. What is the purpose/objective of this effort?

To establish a targeted violence and terrorism prevention framework in the veteran and military family community.

8. Summary of planned activities (e.g., description of the activities, when and where activities will be conducted, and individuals who will host the activities.):

Analysis of already collected open-source data to inform awareness level training products, and dissemination of training content via social media. Also, informational interviews with individuals in their professional capacity who work for organizations that

support veterans and military families about their organizations' capabilities to contribute to a terrorism and targeted violence framework. Finally, working group facilitation to ideate novel prevention program ideas.

9. Will members of the public (any individuals outside of DHS or the Federal government) be engaged in the proposed activities?

Yes No

10. Will any participants from vulnerable populations or populations requiring special consideration(s) (e.g., prisoners, pregnant women/neonates, children, socially or financially disadvantaged persons, or persons with physical or mental disabilities) be the focus for involvement in the effort?

***Please note that DHS affords detainees the same additional provisions and considerations as a prisoner population when involved in research.*

Yes No

11. Description of participants and recruitment procedures:

Example Description: 250 voluntary participants will be recruited from a population of college students and local first responders. Participants will range in age from 18-35 and will consist of both males and females in good physical health.

Desk research will lead to email or phone contact with representatives of relevant organizations that could potentially support a terrorism prevention ecosystem among the veteran and military family population. We will recruit up to 75 representatives for informational interviews. All participants will be over the age of 18, including both males and females and from a variety of professional backgrounds.

12. Will participants be compensated for their involvement in the project?

Yes No

If yes, please provide the type of compensation and when participants will receive it:

Click or tap here to enter text.

13. Is data being collected or accessed?

Yes No

If so, what type(s) of data will be collected or accessed, will identifiers be provided/recorded with the data, how will the data be stored (i.e., on DHS or non-DHS servers/property), and how data will be used/analyzed (to include individuals who will have access to the analyzed data/final report); i.e., internal review only, publication, presentation of results at a professional meeting, etc.

*If data will be procured from a commercially available source, please provide the name

of the source and the type of data-sharing agreement in place:

The project will collect data about organizations and their capabilities to contribute to a terrorism prevention framework. No PII would be collected in this portion of the project. Data collected would be shared to serve as a resource or other organizations in the terrorism prevention sector. Data will be stored on non-DHS servers.

The project will also entail secondary research of a pre-existing collection of open-source data that contains identifiable private information that is publicly available. The analysis would be anonymized, and no PII would be published for this project. Anonymized analysis would be used for publications and training content. All data will be stored on non-DHS servers.

14. Will Personally Identifiable Information (PII) be collected?

Yes No

If so, please list the types of PII that will be collected (i.e., names, date of birth, phone numbers, addresses, etc.):

Click or tap here to enter text.

Appendix B

Resumes/CVs of Key Personnel

WILLIAM BRANIFF

Education

Masters Degree (MA), Johns Hopkins School of Advanced International Studies, 2006

Major: Strategic Studies, Minor: International Economics

Bachelors Degree (BS), United States Military Academy, 1999

Major: Arts, Philosophy and Literature, Minor: Computer Science

Professional History

National Consortium For the Study of Terrorism and Responses to Terrorism (START)

Director, Professor of Practice

2012-Present

Leads world's largest university-based terrorism research, education, and training center with 70 full-time staff, 40 hourly employees, and 100 student interns to provide online and in person training, courses, and support to partners around the world. Provides specialized and collaborative support to US federal partners within the Departments of Homeland Security, Defense, Justice and State, in addition to hundreds of tribal, state and local agencies.

Combating Terrorism Center (CTC) West Point

Director of Practitioner Education

September 2007-February 2012

Led CTC's development and execution of counterterrorism curriculum. Led the FBI-CTC Collaborative, a multi-million-dollar educational initiative delivering 23 semesters of counterterrorism education per fiscal year (900 hours of instruction for over 3000 students at 64 events across the nation) to the FBI.

National Nuclear Security Administration

Foreign Affairs Specialist

June 2006- September 2007

Foreign Affairs Specialist for the Office of International Nuclear Material Protection and Cooperation. Responsible for strategic planning and sustainability issues regarding nuclear counter-terrorism programs at nuclear facilities within the Former Soviet Union.

United States Army

Armor Officer

May 1999 – May 2004

Awards and Service

Department of the Army Superior Civilian Service Award

Selected to facilitate the first and second *National Summit on Empowering Communities to Prevent Violent Extremism* by the Department of Justice and the Federal Emergency Management Agency, 2014 and 2015.

Selected to serve as the Rapporteur to the United Nations Security Council at the UN Counterterrorism Executive Directorate Research Network launch event, February 2015.

Selected to speak at the White House Summit on Countering Violent Extremism, February 2015.

Member of the Editorial Board of the International Centre for Counter-Terrorism-The Hague (ICCT).

Member of the Research Advisory Board of the RESOLVE Network.

Member of the Advisory Board of the Prosecution Project.

Member of the Independent Advisory Committee of the Global Internet Forum to Counterterrorism (GIFCT).

Member of the International Advisory Board of the Hedayah Center.

Non-voting Advisor to the Board of CHC Global.

Founding Board Member of *We the Veterans*.

Member of the Maryland Domestic Terrorism Task Force

Selected Publications

William Braniff, "Communities Must Work Together to Combat Extremism," Room for Debate, The New York Times, June 2015.

William Braniff, "Apple, the FBI, Extremists and Strategic Soft Targeting," War on the Rocks, March 30, 2016.

Stevan Weine and William Braniff, "Empowering Communities to Prevent Violent Extremism: A Report on the August 2014 National Summit," The Handbook of the Criminology of Terrorism, Wiley Press, November 2016.

William Braniff, "Recasting and Repositioning CVE as a Grand Strategic Response to Terrorism," START Discussion Point, November 2017.

Audrey Alexander and William Braniff, "Marginalizing Violent Extremism Online," Lawfare, January 2018.

William Braniff and Alex Gallo, "New Defense Strategy Requires Paradigm Shift in US Counterterrorism," The Hill, January 2018.

Steve Weine, Chloe Polutnik Smith, William Braniff, Max Erdenmandi, and Liberty Day, "How Can a Public Health Framework be Applied to Preventing Violent Extremism," START, June 2019.

Chris Holt, William Braniff and Jerry Smith, "100 Days Later: Covid-19: Implications for Managing Terrorism and Asymmetric Threats," CHC Global and START, June 2020.

Chris Holt, William Braniff and Jerry Smith, "In the Eye of the Storm: Managing Terrorism and Asymmetric Threats during Covid-19," CHC Global and START, October 2020.

Madeline Romm, William Braniff and Barnett Koven., "A Tragedy in Three Acts: COVID-19 and Compounding Crises," October 2020.

William Braniff, "Hate Crime is a National Security Issue," START Discussion Point, November 2020.

William Braniff, et al., "A Practical Taxonomy for Online Terrorist Content," in Broadening the GIFCT Hash-Sharing Database Taxonomy: An Assessment and Recommended Next Steps, Global Internet Forum to Counter Terrorism, July 2021.

William Braniff, Ellen Gustafson and Joe Plenzler, "Fighting falsehood: Veteran coalition aims to battle extremism with truth," Military Times, December 2021.

William Braniff, Joe Plenzler and Anil Nathan, "Six Things Veterans Can do to Strengthen Our Democracy," DefenseOne, January 2022.

JOE PLENZLER

Education

Masters Degree (MA), San Diego State University, 2010
Mass Communication and Media Studies
Bachelors Degree (BA), The Ohio State University, 1994
Architecture

Certificate in Executive Coaching, Georgetown University, 2022
Certificate in Facilitation, Georgetown University, 2021
Certificate in Organizational Consulting and Change Leadership, Georgetown University, 2020
Seminar XXI Fellowship (Foreign Policy and Strategy), Massachusetts Institute of Technology,
2013

Professional History

Cassandra-Helenus Partners, LLC

Co-Founder, Partner
2018 – Present

Cassandra-Helenus Partners, LLC is an executive coaching, change leadership, and communication consulting firm helping clients increase individual and group self-awareness and solve tough people problems. We marry our deep knowledge of brain science, emotional intelligence, and persuasion with our clients' leadership strengths, skills, and organizational needs to create lasting change.

College of Southern Maryland

Adjunct Instructor
2020 – Present

Professor of Communication Theory and Practice, and Public Speaking

Wounded Warrior Project (WWP)

Director of Communications
2018-2020

Developed and executed communication strategies in support of enterprise, federal, legislative and policy goals. Administered partnership grants program in excess of \$13.6M.

The American Legion

National Director of Media Relations
2017 - 2018

U.S. Naval Institute

Executive VP of Membership and Marketing
2015-2017

United States Marine Corps

Staff Director for the Commandant (CEO)
2013-2015

Strategic Advisor and Speechwriter to the Commandant of the International Security Assistance Force
2013

Press Secretary and Public Relations Strategist to the Commandant of the Marine Corps
2010-2013

Infantry and Public Affairs Officer
1995-2015

Awards and Service

Board Member, We the Veterans

Advisor to Data Valuation Ventures

Advisor to Marjorie K. Eastman for Senate (R-NC), 2021-2022

Advisor to Scott Cooper for Congress (D-NC), 2019-2020

Member, National Press Club

ELLEN GUSTAFSON

Education

Bachelor Degree (BA) Columbia University in the City of New York

Professional and Leadership History

We the Veterans

2021 - Present

Co-Founder/Co-Executive Director of non-profit organization created by and for veterans and military family members to strengthen democracy. WtV is the creator of the Vet the Vote campaign, hosts mis- and dis-information and political extremist and violence prevention working groups.

Military Family Building Coalition

2020 - Present

Co-Founder of the first non-profit military support organization to help active duty military members build families. MFBC offers donated cutting edge fertility programs for service members and educates about the need for expanded infertility coverage for the military.

Summit Institute

2014 – 2020

Co-created the Summit Institute from idea to non-profit partner of Summit Series and Powder Mountain. Led a dozen Lab events on important social innovation topics from Blockchain for Social Good to Expanding Global Access to Surgery and working with partners from Brookings Education team to Ashoka America.

Summit Series

2014 – 2020

Senior consultant who co-created the event anti-harassment policy and procedures and created the Impact vertical at Summit events. Has also run event partnerships, content, public relations, and diversity & inclusion.

Food Tank: The Food Think Tank

2013- 2014

Co-Founded influential food and agriculture think tank that now reaches over 100,000 people with important content about the global food system. Food Tank grew out of the 30 Project (below).

30 Project

2010- 2013

Founded a non-profit to organize and coalesce major anti-hunger, anti-obesity and agriculture organizations and focus efforts on strategic, long-term food system change. Ran events in 10 cities with diverse groups of local food system leaders.

FEED Projects, LLC and the FEED Foundation

2007- 2011

Co-Founded an early social enterprise business and partner non-profit that creates good products that help feed the world. Developed partnerships with retailers from Bergdorf-Goodman to Whole Foods Markets and negotiated distribution in 8 countries. Oversaw non-profit which provided funds for 100 million school meals globally.

United Nations World Food Program

2006-2007

Public Information Officer and Acting Spokesperson for the world's largest humanitarian organization.

ABC News**2005-2006**

Research Associate, Investigative Unit. Covered terrorism and national security.

Council on Foreign Relations**Term Member****2011 – 2016****Research Associate, Military Fellows****2002-2004**

Researcher for four senior active-duty military officers at foreign policy think tank, ran high-level events, trips.

Publications

Book: "We the Eaters: If We Change Dinner, We Can Change the World." Rodale Press. 2014

Awards & Recognition

2011-2016 Term Member, Council on Foreign Relations

2012 Columbia University John Jay Award for Distinguished Graduate

2011 Featured as an AOL/PBS MAKER, Women Who Make America

2011 Diplomatic Courier Magazine Top 99 under 33 in Foreign Policy

2010 Inc. Magazine 30 Under 30

2009 Fortune Magazine Top Ten Most Powerful Women Entrepreneurs

Advisory Board Member: Barilla Center for Food & Nutrition (2013-2018), Board Member:

Run2Play (2022-Present), Foodstand (2015-2018), Community Health Improvement Partners (2014-2017).



May 6, 2022

Dear We the Veterans Colleagues:

As you may know, Iraq and Afghanistan Veterans of America's (IAVA) mission is to connect, unite, and empower post-9/11 veterans. We are a community of more than 425,000 members and growing. We are excited to partner with We the Veterans on the Vet the Vote initiative to mobilize poll workers in support of American democracy.

As a Coalition member, we see the need for positive, civic-minded programs that reduce threats to the nation from antidemocratic actors at home and abroad. Furthermore, we look forward to partnering on other strengths-based We the Veterans' initiatives.

Please let me know how we can further our joint efforts moving forward.

Sincerely,

(b)(6)

Jeremy Butler
IAVA CEO



**ONE
WORLD
STRONG™**

Dear Colleagues,

I'm delighted to provide this letter of support to We the Veterans and START. I met Bill Braniff and the We the Veterans team through Tony Sgro at EdVenture Partners, and it was clear that we are all on the same team. I have since joined the We the Veterans working group on mis/dis/malinformation. The caliber and passion of the working group members has been on full display, and through the working group discussions, we have initiated a more formal collaboration.

I have asked We the Veterans to serve as a content provider for the Mobile Resilience App that the DHS CP3 Office is supporting. I realize that through the working group, and through START's research consortium, this partnership will help educate my application subscribers to MDM related awareness and other educational content.

As alternative narrative content is generated by We the Veterans and programs like Vet the Vote, the Mobile Resilience Application can serve as a communication channel for that content, as well.

I look forward to the continued relationship with We the Veterans and START. As you may know, my experience with the veteran community has been very important to my personal journey in the aftermath of the Boston Marathon bombing. Their mission statement and strengths-based approach, to build on the strengths of the veteran and military family community, speaks to me. I believe it will speak to many others, as well.

Sincerely,

(b)(6)

Dave Fortier
One World Strong Foundation

(b)(6)

4 May 2022



Dear Sir / Madam,

RE: Letter of Support for START & We the Veterans – Grant Proposal DHS CP3 TVTP

As an Army veteran and the CEO and Co-Founder of Pyrra Technologies, a company focused on the identification of malicious social media use (such as disinformation, violent threats and hate speech), I'm happy to provide this letter of support to START and We the Veterans.

Pyrra is currently a member of the mis-dis-mal-information (MDM) working group of We the Veterans and will continue to attend working group sessions alongside others in this multi-sectoral group. As an individual, and as a company, we are intrinsically motivated to address this issue and see value for our organization in the networking, information-sharing and collaboration opportunities provided by We the Veterans working groups.

With regards to substantive contributions, we are deeply familiar with the issue of extremism and MDM targeting the military and veteran community. As an organization, Pyrra has strong links to Human Rights First (HRF), where the seed of our technology was first developed by myself and my co-founder Eric Curwin (also an Army Veteran) for the express purpose of identifying extremism and disinformation targeting vulnerable communities – including Veterans. During this time, we collaborated openly with organizations such as We the Veterans (and many others), to put the technology into action and drive change where feasible.

Since the company's launch in December last year, we have continued to work on this issue collaborating with both active duty and Veteran communities. Indeed, for the past semester, we have provided pro-bono support to a team of Master's Degree students working under the mentorship of We the Veterans, providing them access to the Pyrra platform, and providing them and We the Veterans, real-time insights into current narratives targeting this population.

We are excited to be a part of this prevention ecosystem, and to continue to lend our energy towards building on the strengths of the veteran and military family population to minimize risk factors associated with violent extremism and MDM.

Sincerely,

(b)(6)

Welton Chang
CEO & Co-Founder
Pyrra Technologies Inc.

May 4, 2022

Christa Sperling
Co-Founder and Board Member
We the Veterans

Project Title: "We the Veterans: Innovating a Prevention Ecosystem"

To Whom It May Concern:

On behalf of PsychArmor, I strongly support this Department of Homeland Security grant entitled: "We the Veterans: Innovating a Prevention Ecosystem".

PsychArmor is a national non-profit organization that provides education and training to improve the health and life outcomes of military-connected individuals. We create data driven and evidence based training and education materials and our team has the skills, approach, and experience to partner with WtV to develop, implement, and manage impactful training for the Veteran and military family community

- ***Our team is led by certified instructional design experts who specialize in training content.*** Our team includes instructional designers who are partnered with licensed mental health practitioners. We will speed development and effectively collaborate with WtV Subject Matter Experts (SMEs) as we understand techniques that increase the effectiveness of training.
- ***Veteran and Military cultural competency is baked into our processes.*** Our learning design team specializes in Veteran and military connected content and the diversity within these populations. We create content that is evidence-based, trauma informed, and culturally appropriate.
- ***Accessibility-focused.*** We are a content development team that understands the importance of 508 compliant content with text written at a universal comprehension level. We also recognize the broader accessibility challenges specifically within the Veteran community. Accessibility barriers can include negative beliefs and we work to address perceptions that can impede access to information.
- ***An agile, collaborative and cross-cutting team.*** We use agile methods to deliver products collaboratively and iteratively, which allows feedback to be collected and incorporated quickly. We are on top of emerging scientific information, new trends, urgent issues (e.g. COVID pandemic) and changes in

regulations/institutional practices and continually update our content to stay relevant. We design for multi-modal use, and have Human Centered Design (HCD) expertise.

We are very confident that we are well positioned to develop the needed educational materials to make this project successful. PsychArmor has produced over 230 courses using a detailed and sound design and development process. Founded on both the ADDIE (Analyze, Design, Develop, Implement, and Evaluate) and successive approximation model (SAM) instructional design methodologies, our years of experience working in this manner allows PsychArmor to produce educational products quickly and effectively while ensuring successful performance outcomes for the learner.

We at PsychArmor are honored to partner on this “We the Veterans: Innovating a Prevention Ecosystem” grant application.

(b)(6)



Carie Rodgers, PhD, ABPP
Chief Program Officer
PsychArmor