
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**

AZ Board of Regents on behalf of Arizona State University

*** 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="05/21/2021"/>	4. Applicant Identifier: <input type="text"/>	
5a. Federal Entity Identifier: <input type="text"/>	5b. Federal Award Identifier: <input type="text"/>	
State Use Only:		
6. Date Received by State: <input type="text"/>	7. State Application Identifier: <input type="text"/>	
8. APPLICANT INFORMATION:		
* a. Legal Name: <input type="text" value="AZ Board of Regents on behalf of Arizona State University"/>		
* b. Employer/Taxpayer Identification Number (EIN/TIN): <input type="text" value="(b)(6)"/>	* c. Organizational DUNS: <input type="text" value="9433604120000"/>	
d. Address:		
* Street1:	<input type="text" value="PO Box 876011"/>	
Street2:	<input type="text"/>	
* City:	<input type="text" value="Tempe"/>	
County/Parish:	<input type="text"/>	
* State:	<input type="text" value="AZ: Arizona"/>	
Province:	<input type="text"/>	
* Country:	<input type="text" value="USA: UNITED STATES"/>	
* Zip / Postal Code:	<input type="text" value="85287-6011"/>	
e. Organizational Unit:		
Department Name: <input type="text" value="ORSPA"/>	Division Name: <input type="text" value="OKED"/>	
f. Name and contact information of person to be contacted on matters involving this application:		
Prefix: <input type="text" value="Ms."/>	* First Name: <input type="text" value="Heather"/>	
Middle Name: <input type="text" value="C."/>		
* Last Name: <input type="text" value="Clark"/>		
Suffix: <input type="text"/>		
Title: <input type="text" value="Executive Director, Research Operations"/>		
Organizational Affiliation: <input type="text" value="AZ Board of Regents on behalf of Arizona State University"/>		
* 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-21-TTP-132-00-01

* Title:

Fiscal Year (FY) 2021 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:**

Local Prevention Resources for Parents Awareness-Raising Campaign

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="710,451.00"/>
* b. Applicant	<input type="text" value="0.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="710,451.00"/>

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

a. This application was made available to the State under the Executive Order 12372 Process for review on

b. Program is subject to E.O. 12372 but has not been selected by the State for review.

c. Program is not covered by E.O. 12372.

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

Yes No

If "Yes", provide explanation and attach

Add Attachment

Delete Attachment

View Attachment

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

** I AGREE

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

Authorized Representative:

Prefix: * First Name:

Middle Name:

* Last Name:

Suffix:

* Title:

* Telephone Number: Fax Number:

* Email:

* Signature of Authorized Representative: * Date Signed:

Applicant Arizona State University

Applicant's Location Centerpoint, Suite 312 660 S. Mill Ave, Tempe, AZ 85281

Location of Activities Online, across the United States

Application Track Innovation Track

Project Type Raising Societal Awareness

Funds Requested \$710,451.00

Project Abstract Youth are at risk of radicalization to violence, so parents must understand the threat of targeted violence and terrorism and know where to turn for help.

The McCain Institute at Arizona State University proposes to:

1. Build a campaign site that (a) educate parents, caregivers, and concerned adults on how the internet can be used to target and recruit youth into extremist movements, and (b) empower parents to protect their children from harmful content.
2. Develop a nation-wide, awareness-raising campaign utilizing targeted ads and influencer content across two platforms.
3. Produce a report of national findings that illustrates regional and national trends related to parents and caregivers seeking resources and identifies gaps in programming to meet local demand signals.

These activities will support the Targeted Violence and Terrorism Prevention Grant Program's *Objectives 1 and 2* by creating an educational platform for concerned adults to learn about targeted violence and terrorism. In addition, the grant activities indirectly contribute to *Objective 4 and 5*, by amplifying access to a directory of vetted service providers, so concerned adults may connect individuals with risk factors to local resources.



Figure 1 - advertising example of proposed campaign

Local Prevention Resources for Parents Awareness-Raising Campaign

1. NEEDS ASSESSMENT

Target population and number of people to use the service

Over the last two decades, extremist use of the internet has rapidly and radically accelerated. The use of social media and other online communication tools for recruitment, propaganda, and exploitation of individuals and groups has come to the forefront of extremist strategies. Plus, the COVID-19 crisis has forced people to spend more time online, leading to record-high reports of mental health crises, such as depression and anxiety, which can serve as indirect contributing risk factors for radicalization.¹ Additionally, the COVID-19 crisis has repeatedly been used by violent extremist movements and organizations as an opportunity to recruit individuals online through mainstream social media platforms, fringe platforms, or gaming platforms.²

Many individuals who initially engage in domestic violent extremism in the United States do so in their youth. Online resources aimed at preventing participation in violent extremism must focus on all demographics, including parents of young adults. In a recent digital intervention, a public safety firm, Moonshot CVE, offered services nearly 50,000 times to users in the United States between the ages of 18 and 24 that had searched for extremist content.³ These users were most likely to have searched for terms associated with anti-Black extremist attitudes, followed by anti-Muslim content and neo-Nazi or White Supremacist content.⁴ These trends varied significantly by state:

- Young adults in Texas were most likely to search for anti-Black content, followed by New York and California.⁵
- Users between the ages of 18 and 24 in Michigan were most likely to search for anti-Muslim content, followed by New York and Texas.⁶
- Users in Connecticut were most likely to search for neo-Nazi and White supremacist content, followed by Arizona and California.⁷

While Moonshot has captured data on user search patterns related to domestic extremism, many individuals use search engines and social media to seek help for themselves and others. This often yields scattered, stand-alone resources rather than a unified platform that provides users with important context and connects them to vetted local resources relevant to their specific concerns. To this end, the McCain Institute—in partnership with marketing firm Ketchum and public safety firm Moonshot CVE—is proposing to launch a new awareness-raising campaign to (a) educate parents, caregivers, and concerned adults on how the internet can be used to target and recruit youth into extremist movements, and (b) empower parents to protect their children from harmful content and recruitment. This campaign will replicate the successful “**R.E.A.L**

¹ Mental Health America, “2021 Spotlight: COVID-19 and Mental Health: A Growing Crisis”, URL: <https://mhanational.org/sites/default/files/Spotlight%202021%20-%20COVID-19%20and%20Mental%20Health.pdf>

² Office of the Director of National Intelligence, “Domestic Violent Extremism Poses Heightened Threat in 2021”, URL: <https://www.dni.gov/files/ODNI/documents/assessments/UnclassSummaryofDVEAssessment-17MAR21.pdf>

³ Moonshot CVE, digital interventions research

⁴ Ibid.

⁵ Ibid.

⁶ Ibid.

⁷ Ibid.

Friends Don't" campaign the McCain Institute launched in the winter of 2020 to combat human trafficking. **R.E.A.L Friends Don't** reached more than two million website users in its first six months.⁸

We will use digital intervention campaigns to reach at a **minimum tens of thousands of online individuals** from all 50 states, with the hope of reaching individuals in all 3,143 US counties, including Washington, D.C. In particular, we will reach individuals who are actively seeking resources with targeted ads and connect them with our newly built centralized campaign of informational resources.

These resources will discuss the signs of radicalization, ways in which the internet can accelerate radicalization, and tips for effective conversations with individuals who are engaging with or consuming violent extremist content online.

Related Programs

There are currently a handful of excellent resources at the national, regional, and community level that can help parents, friends, and caregivers respond to concerns about youth being radicalized online. The challenge is that this content lives in a multitude of locations and people have no easy way to judge the quality of the content or the efficacy of its recommendations. We propose building a single online hub with national, regional, and community-level resources that have been vetted through the Prevention Practitioners Network to make existing content more accessible and actionable. We then propose to promote the online hub through targeted marketing and influencer campaigns to raise awareness among the people who need it most.

This approach would enable us to get the information in the hands of the right people at the right time. For example, the "Parents and Caregivers Guide to Online Radicalization" by American University Polarization and Extremism Research and Innovation Lab (PERIL) and Southern Poverty Law Center (SPLC)⁸ and DHS's cyber security campaign "Stop. Think. Connect."⁹ are all excellent existing resources, but none are found in common online searches for this content. If adults' concern rises to the level where they want to seek additional help, our hub will also include a directory of vetted Prevention Practitioners Network providers willing to accept referrals in their region. This approach provides parents and caregivers with simple and clear guidance on how to protect their children.

To our knowledge, there is currently no program in the United States that provides a unified campaign of resources tailored to concerned adults. In many ways, current search queries result in a dispersed net of content that can cause the reviewer to feel "information overload," fatigue, and confusion. Instead, we aim to actively reach concerned adults—and ultimately youth—with tailored resources that are most urgently needed for personal and public safety.

⁸ *Building Resilience & Confronting Risk in the COVID-19 Era: A Parents & Caregivers Guide to Online Radicalization*. Southern Poverty Law Center (2020, June 30). <https://www.splcenter.org/PERIL>

⁹ *Stop.Think.Connect*. U.S. Department of Homeland Security. <https://www.stophinkconnect.org>

2. PROGRAM DESIGN

Problem Statement

Online radicalization has been a consistent—and growing—threat with the rise in internet usage. One of the many consequences of the COVID-19 pandemic is the sharp increase in the number of hours that youth are spending online, as over 55 million students in the US alone moved to online learning during the past school year. This sharp increase in online time has amplified the opportunities for children’s exposure to online radicalization tactics and narratives. Many parents are unaware of the threat of targeted violence and terrorism and its connection to the online environment; and even parents who are aware often do not know where to turn for help. This is a concerning gap in resources, since lack of parental intervention increases the risk of youth being radicalized online.

Parents struggle with how to (a) identify the signs of online radicalization of their children and the recruitment tactics used by extremist-organizations, (b) navigate platform safety mechanisms, and (c) have meaningful conversations with their children regarding online safety and messaging. With the limited materials that are available being scattered across web platforms, parents struggle with finding relevant resources and knowing which resources to trust.

Parents and caregivers need resources on how to:

- Raise the topic of online safety with their children,
- Educate themselves on the technology and platforms their children are using,
- Act if something makes them or their child uncomfortable, and continue to
- Learn all they can to better identify and help children build resilience against tactics for recruitment and radicalization to violence.

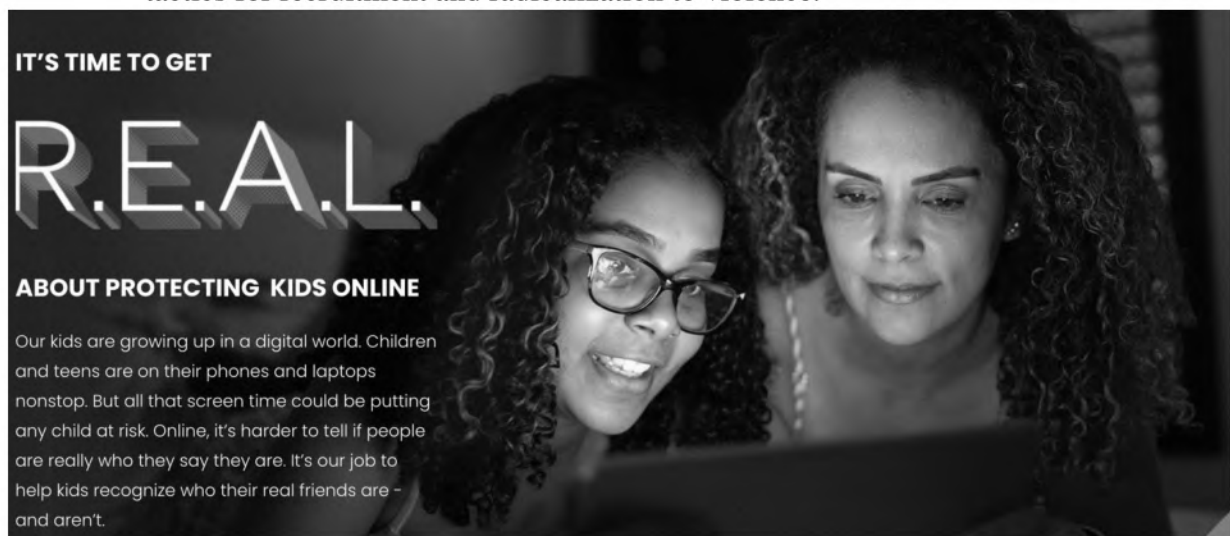


Figure 2 - Banner image for current combatting human trafficking campaign

Parents need practical tools to teach their children that **R.E.A.L Friends Don’t** pretend to be something they are not. **R.E.A.L Friends Don’t** make children feel uncomfortable. **R.E.A.L Friends Don’t** ask children to commit acts of violence.

Program Goals and Objectives

This national awareness-raising campaign will increase parents and concerned adults' skills in identifying and building resilience against recruitment and radicalization to violence. The campaign will also increase concerned adults' ability to act on their awareness and connect youth with local multi-disciplinary intervention resources, as appropriate. The grant activities include:

- (1) Develop TVTP information and resource hub for parents and concerned adults;
- (2) Design and launch national targeted advertising and influencer campaign; and
- (3) Produce report of needs as well as gaps in regional and national prevention and intervention resources.

These activities will support the Targeted Violence and Terrorism Prevention Grant Program's goal "to establish and enhance locally based prevention frameworks and programs" by generating an easily accessible educational resource for concerned adults to learn how to help youth build resilience against radicalization and mobilization to violence.

- The campaign will contribute to *Objective 1* by raising societal awareness of targeted violence, terrorism, and the process of radicalization to violence. The campaign will raise awareness of targeted violence and terrorism through targeted advertising and influencer campaigns across two different platforms that will drive concerned adults to our website. Once on our website, concerned adults will learn about recruitment and radicalization to violence and concrete steps that they can take to prevent it.
- The campaign will also contribute to *Objective 2* through the digital awareness raising campaigns that will drive concerned adults to our website. Our website will include curated resources on both the risk factors for and the protective factors against radicalization to violence. By building a unified platform for all resources vetted by the Prevention Practitioners' Network, concerned adults will be able to find everything they need to know about public health approaches to targeted violence and terrorism prevention in one place.



Figure 3 - logo for current combatting human trafficking campaign

Along with directly supporting *Objectives 1 and 2*, the grant activities indirectly contribute to *Objectives 4 and 5*, by promoting, and enhancing usability of, existing mechanisms for local citizens to refer and connect individuals with risk factors to vetted multi-disciplinary teams in their region:

- The campaign will contribute to *Objective 4* by giving concerned adults the ability to act on their awareness training and help members of their community. In addition to information on risk factors and protective factors for radicalization to violence, our website will house the Prevention Practitioners Network directory of providers willing to accept referrals.¹⁰ If adults remain concerned after taking the initial steps recommended on our website, they can reach out to local providers in our network and arrange a referral.

¹⁰ The McCain Institute is establishing the Prevention Practitioners' Network and the directory of providers through the FY20 DHS TVTP grant program.

- With respect to *Objective 5*, this campaign will improve access to multi-disciplinary teams by using targeted advertising and influencer campaigns to drive traffic to the directory of providers willing to accept referrals.¹¹ The directory will make it easier for parents to find providers to help their children, which will enhance access to the multi-disciplinary teams included in the directory.

1. Develop TVTP information and resource hub for parents, caregivers, and concerned adults

The McCain Institute and Ketchum will produce a new website, modeled after the **R.E.A.L Friends Don't** campaign, to educate concerned adults on how the internet can be used to target and recruit youth into extremist movements, provide access to existing materials and resources, and connect them to local prevention practitioners and programs willing to accept referrals. The content on this website will discuss recruitment and radicalization to violence; risk factors and protective factors for targeted violence and terrorism; public health approaches to terrorism prevention; and how to have effective conversations with youth who are engaging with or consuming extremist rhetoric. Additionally, the website will serve as an easy to use platform for existing resources, such as PERIL and SPLC's Parents and Caregivers Guide to Online Radicalization,¹² Stop. Think. Connect.¹³ and the Prevention Practitioner's Network national directory of practitioners. The McCain Institute will conduct strategic outreach to the creators and owners of these existing resources, to take inventory of and seek permission to integrate, the resources already available to parents. Finally, this hub will serve as a platform to promote the national directory of practitioners willing to accept referrals. This directory will identify all Prevention Practitioners Network members who will accept referrals by region, specialty, and cultural competency, so that TVTP personnel and network members can meet more specialized referral needs.



Figure 4 - graphic to educate parents on messaging platforms

The creation of this information and resource hub for parents directly fulfills *Objectives 1 and 2*. By building the infrastructure to house vetted resources and creating original content that directly educates concerned adults, there will be an increase in awareness of the radicalization to violence process. This hub of information will also increase awareness of the risk factors for – and protective factors against, radicalizing to violence. Additionally, the promotion of the national directory supports *Objective 5* as it will enhance the access to local prevention and intervention practitioners and programs.

¹¹ The McCain Institute is establishing the Prevention Practitioners' Network and the directory of providers through the FY20 DHS TVTP grant program.

¹² *Building Resilience & Confronting Risk in the COVID-19 Era: A Parents & Caregivers Guide to Online Radicalization*. Southern Poverty Law Center. (2020, June 30). <https://www.splcenter.org/PERIL>

¹³ *Stop.Think.Connect*. U.S. Department of Homeland Security. <https://www.stopthinkconnect.org>

- *Objective:* Produce descriptions and explanations for the top ten (10) social media and gaming platforms utilized for extremist recruiting by the end of Quarter 2.
- *Objective:* Create five (5) to ten (10) conversation starter prompts by the end of Quarter 2.
- *Objective:* Conduct outreach across the DHS grantee community to take inventory of, and seek permission to use, existing resources, guides, and materials by the end of Quarter 2.
- *Objective:* Build out and finalize the resource curation subpage from campaign landing page by end the of Quarter 3.
- *Objective:* Integrate national directory of practitioners in Quarter 3.
- *Objective:* Finalize and launch the website by end of Quarter 3.



Figure 5 - promotion image used for Safer Internet Day 2021

2. Design and launch national targeted advertising and influencer campaign

The McCain Institute will replicate the ‘R.E.A.L Friends Don’t’ campaign that we successfully implemented as part of an anti-human trafficking program.¹⁴ The McCain Institute will work with Moonshot CVE and Ketchum to analyze search history, keywords, and broader digital footprints to identify the target audience of individuals who are actively seeking resources. We will then develop a strategy using digital intervention campaigns across the two platforms most relevant to our target audience to reach a minimum of tens of thousands of online individuals from all 50 states. Specifically, we will reach individuals who are actively seeking resources with targeted ads, and connect those individuals with our newly built platform of informational resources. Additionally, the McCain Institute and Ketchum will work to recruit good-faith influencers to amplify the message of the campaign to audience members who may not have otherwise been reached through the primary campaign tactic of targeted ads. Finally, Moonshot will routinely conduct A/B testing¹⁵ to evaluate campaign content and platforms. We will then adjust outreach tactics accordingly to optimize redirection of parents and caregivers to campaign resources and the directory of practitioners.

- *Objective:* Build out keyword database in Quarters 2 through 3.
- *Objective:* Develop at least 15 versions of ad content by the end of Quarter 3.
- *Objective:* Secure 3-5 good-faith influencers to amplify messages from the campaign in Quarters 4 through 8.
- *Objective:* Launch targeted ads across all 50 states including Washington, DC in Quarter 4 through 8.
- *Objective:* Conduct A/B testing on targeted ads and campaign content in Quarters 3 through 8.
- *Objective:* Conduct campaign platform efficacy assessments throughout the United States and adjust paid ad strategy as needed in Quarters 4 through 8.

¹⁴ *The McCain Institute Grant Report to Tides—REAL Friends Don’t (May 2021).*

¹⁵ A/B Testing refers to experiments where two or more variants of a page are shown to users at random, and statistical analysis is used to determine which variation performs better for a given conversion goal.

3. Produce report of trends as well as gaps in regional and national prevention and intervention resources

Following the launch of the campaign, the McCain Institute will work with Moonshot to conduct a campaign efficacy assessment, utilizing the results of the A/B testing and overall campaign engagement. The findings in this assessment will be analyzed to produce a report that identifies regional and national trends in parents and caregivers seeking resources, the messages that resonate most in different regions, and gaps in programming to meet local demand signals. This information will then be translated to produce regional infographics detailing trends in search history and content interactions across the country on a national, regional, and county level. This report will support *Objective 4* of the TVTP Grant Program. The results of the report will inform national and regional teams of gaps in resources, which will ultimately allow for the enhancement of referral mechanisms for local citizens.

- *Objective:* Analyze results of campaign efficacy assessment distinguishing campaign successes and failures throughout the DHS identified ten (10) regions throughout Quarter 7.
- *Objective:* Publish report identifying both broader national findings and regional findings at the end of Quarter 8.
- *Objective:* Create and publish regional infographics detailing needs across the nation at the end of Quarter 8.

Table 1: Local Prevention Resources for Parents Awareness-Raising Campaign Program Schedule

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
<i>Develop TVTP information and resource hub for parents, caregivers, and concerned adults</i>								
Produce descriptions for top 10 social media and gaming platforms.								
Create 5-10 conversation starter prompts								
Conduct resource outreach								
Build out curated resource subpage								
Integrate national directory of practitioners								
Finalize and launch website								
<i>Design and launch national targeted advertising and influencer campaign</i>								
Build out keyword database								
Develop 15 ads								
Secure influencers								
Deploy targeted ads across 50 states								
Conduct A/B testing on targeted ads								
Conduct campaign efficacy assessment								
<i>Produce report of national findings</i>								
Analyze efficacy assessment results								
Publish national report								
Create and publish regional infographics								

Logic Model

The theory of change for this proposal is: “if we build a digital awareness-raising campaign, then we will see: (1) increased skills amongst parents in identifying tactics of recruitment and radicalization to violence; (2) increased efforts to build youth resilience against these threats; and (3) an increase in parents’ ability to act on their awareness and connect youth with local multi-disciplinary intervention resources, as appropriate.

The inputs include the McCain Institute subject matter expertise and staff time, Moonshot CVE contract support, Ketchum contract support, a directory of practitioners willing to accept referrals,¹⁶ resources from practitioners and DHS grantees, and the example of the **R.E.A.L Friends Don’t** campaign for anti-human trafficking awareness.

The McCain Institute will work with Ketchum to replicate the McCain Institute’s existing **R.E.A.L Friends Don’t** online safety awareness campaign, which reached over two million users in its first six-months.¹⁷ **R.E.A.L Friends Don’t** also garnered support from 18 civil and private sector partners, including Snap Inc., The United Way, and the Arizona Governor’s Office. Currently aimed at preventing online grooming of human trafficking victims, the new line of effort will create a parallel campaign aimed at preventing youth from engaging with or consuming extremist content online. In addition to producing a new website to educate concerned adults on how the internet can be used to target and recruit youth into extremist movements, the McCain Institute will work with the prevention and intervention practitioners and DHS grantees to take inventory of, and receive approval in curating, existing educational resources addressing online radicalization of youth. The McCain Institute will also incorporate the national directory of practitioners into the website. The McCain Institute and Ketchum will design the campaign website to operate as a hub capable of providing users important context and connect them to vetted experts and programs in their community who can address their specific concerns. Creating a centralized website for parents to turn to when seeking help will increase parental access to educational materials about the threat of radicalization to violence, increase parental skills to identify recruitment and mobilization, and improve their ability to bolster resilience by talking to youth about the threat. Incorporating the directory of practitioners will streamline mechanisms to connect at risk youth to online and offline intervention capabilities.

Similarly, the McCain Institute will work with Moonshot CVE to create a database of key words by analyzing search history and digital footprints to identify the target audience of concerned adults who will benefit from, and most likely act upon, the content created in this campaign. The McCain Institute, Moonshot, and Ketchum will work together to develop a campaign strategy which will determine the media platforms used to increase online engagement with concerned adults. Ketchum will work to recruit good-faith influencers and deploy their content to magnify the reach the campaign. This collaborative online campaign will be evaluated routinely by utilizing A/B testing of campaign content and platforms, while adjusting tactics accordingly to optimize redirection of parents and caregivers to campaign resources and the directory of

¹⁶ The McCain Institute is establishing the Prevention Practitioners’ Network and the directory of providers through the FY20 DHS TVTP grant program.

¹⁷ *The McCain Institute Grant Report to Tides—REAL Friends Don’t (May 2021).*

practitioners developed by the Prevention Practitioners’ Network. The resulting campaign will fundamentally increase online engagement with parents of youth at risk of mobilization to violence. The combination of the targeted advertising and influencer campaigns with the curated resources on the campaign website will lead to increased awareness of targeted violence and terrorism prevention resources.

Finally, the McCain Institute and Moonshot CVE will conduct a campaign efficacy assessment, utilizing the results of A/B testing and overall campaign engagement. The data collected from this assessment will be used to identify which platforms and targeted ads are optimizing reach to the target audience. Additionally, it will assess which campaign content and website materials garner the most use from consumers. This information will be used to produce a report of national findings, identifying search trends and resource interactions from a national, regional, and county-level, along with regional infographics providing visualization of these findings. With the identification of trends in searches and resource consumption, we will be able to identify gaps in regional and national prevention and intervention resources for adults concerned about youth in their lives.

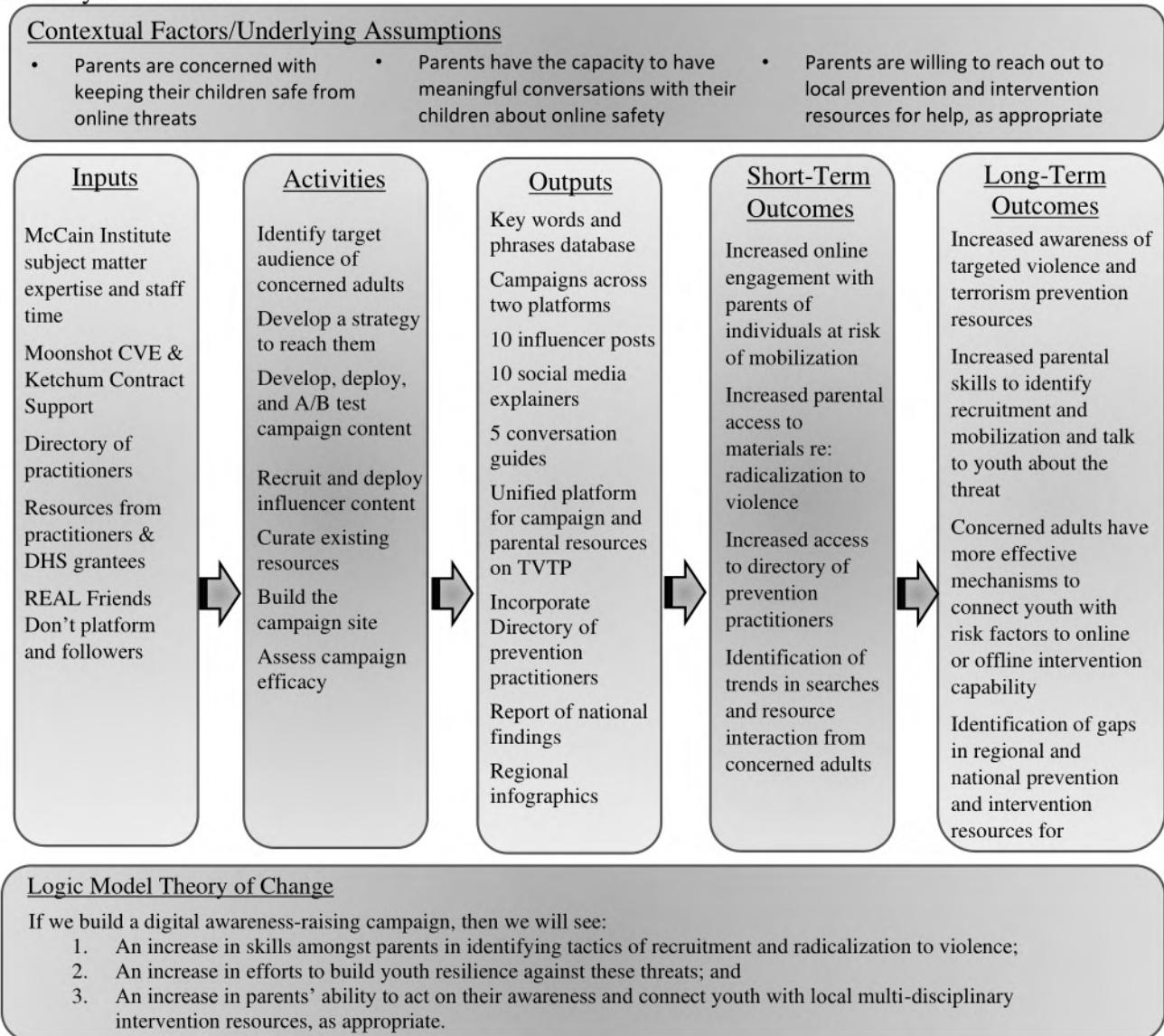


Figure 6: Local Prevention Resources for Parents Awareness-Raising Campaign Program Logic Model

3. ORGANIZATION AND KEY PERSONNEL

The **McCain Institute for International Leadership** was created in 2012 and sits organizationally within Arizona State University (ASU). The McCain Institute is an agile, action-oriented organization with a proven track record of producing impactful programming to address particularly challenging national and international problems. The Preventing Targeted Violence program at the McCain Institute is **preventing targeted violence and terrorism through fostering innovative solutions, connecting practitioners, and facilitating knowledge sharing**. Through the DHS TVTP FY20 Grant, the Preventing Targeted Violence program is currently developing the Prevention Practitioners' Network: a national network of interdisciplinary professionals dedicated to preventing targeted violence, terrorism, and their impacts, within the United States. Additionally, via a contract with DHS's Center for Prevention Programs and Partnerships, the McCain Institute has successfully designed and launched Invent2Prevent: a nation-wide competition challenging students to create their own dynamic products, tools, or initiatives to prevent targeted violence and terrorism. The Institute's other areas of programmatic focus include development and training of next-generation leaders, combating human trafficking, promoting human rights and democracy, and advancing rule of law around the world. The Institute has a staff of approximately 30 professionals, and an annual budget of approximately \$10,000,000.¹⁸

The McCain Institute receives funding through a combination of personal, organizational, and corporate philanthropy, as well as foundation and government grants and resources provided by ASU. The McCain Institute's link to ASU creates opportunities to partner with and leverage the vast resources and capabilities of a premier research and teaching university. US News and World Report (2020) has repeatedly recognized ASU as the #1 US University for Innovation.¹⁹

- **Brette Steele** leads this project on behalf of the McCain Institute. Brette serves as the Senior Director for Preventing Targeted Violence at the McCain Institute for International Leadership. In this capacity, she manages global student innovation challenges, an emerging national Prevention Practitioners Network, and a National Policy Blueprint to End Violent White Supremacy. With her extensive experience in terrorism prevention, Steele advises locally based prevention frameworks and state and local governments on targeted violence prevention initiatives. Additionally, Steele serves as the Chair for the Board of Life After Hate.

Previously, Brette served as Regional Director of the DHS Office of Terrorism Prevention Partnerships, established and served as Deputy Director for the U.S. Countering Violent Extremism Task Force, and coordinated all terrorism prevention initiatives across the US Department of Justice. In those capacities, she developed subject matter expertise and strong relationships with prevention and intervention practitioners around the country. Brette holds a BA from the University of California, Berkeley, and a JD from University of California Los Angeles.

¹⁸ McCain Institute for International Leadership. <https://www.mccaininstitute.org/>.

¹⁹ *Most Innovative Schools: National Universities*, U.S. News & World Report (2020). <https://www.usnews.com/best-colleges/rankings/national-universities/innovative>.

- **Director of Preventing Targeted Violence Programs (to be hired)** will oversee the day-to-day implementation of this project on behalf of the McCain Institute. The Preventing Targeted Violence Director will have extensive knowledge of the principles and practices of preventing targeted violence, as well as skills in violence prevention program design and development. They will work to supervise the McCain Institute staff and the subcontracted partners on the project. They will also oversee routine evaluations of the project to ensure strong efficacy of the campaign.
- **Addie Fairley** serves as the Program Coordinator and will work collaboratively with the stakeholders to manage the development and implementation of this project on behalf of the McCain Institute. Addie serves as the Preventing Targeted Violence Programs Coordinator at the McCain Institute for International Leadership. In this capacity, she oversees the development and implementation of the Prevention Practitioners Network, which is funded through a DHS Targeted Violence and Terrorism Prevention Grant. Addie creates marketing materials to promote both the network and the broader Preventing Targeted Violence line of effort at the McCain Institute. She also analyzes all metrics for programmatic evaluation and reporting requirements.

Prior to joining the Preventing Targeted Violence team, Addie served as the Leadership Development Programs Coordinator in which she oversaw all monitoring, evaluation, and supported the implementation of international development plans proposed and implemented by fellows across 52 countries. Additionally, she analyzed case study examples and conducted research pertaining to the development of creative concepts for various leadership development, training, and educational modalities. Addie holds a BA in Business Law from Arizona State University.

Moonshot CVE is a global social enterprise working to end online harms, applying evidence, ethics and human rights. They design new methodologies and technologies to respond effectively to harms that threaten public safety, including violent extremism, gender-based violence, disinformation, and serious organized crime. They deliver programs in more than 30 countries to reduce violence and reach people engaging in or affected by online harms.

Moonshot's staff includes a number of technical experts who will contribute to various stages of the project's delivery. Key personnel CVs are enclosed and include:

- **Micah Clark** is Principal and Director of Product at Moonshot, overseeing all aspects of Moonshot's methodological and technological development programs. Micah is a recognized expert in conducting responsible social media analysis and has comprehensive knowledge of how to interpret and use statistical estimates to inform diverse policy areas such as extremism, disinformation, and online harms policy. Micah has a breadth of experience in applied research and intelligence methodologies, product development, training and development, and organizational leadership. Prior to joining Moonshot, Micah managed a US Department of Defense training program on Open-Source Intelligence. Earlier work included government-funded research on online terrorist exploitation and a range of operational and advisory roles with the US, Canadian and UK governments. Micah holds a BA in History and Philosophy from Seattle University, and

an MA in International Affairs from the Norman Paterson School at Carleton University.

- **Andrew Pel** is manager at Moonshot, overseeing all projects in North America, including far-right extremism, incel-related threats, and violence prevention work in Canada and the US. Andrew carries nearly a decade of experience in strategic communications. Andrew works alongside Moonshot's internal tech and research & development teams to develop methodologies and product concepts that address terrorism and online social harms, such as domestic violence, the sale of right-wing extremist merchandise, and influential jihadist groups. Prior to joining Moonshot, Andrew worked on strategic communications initiatives in the MENA region focused on combating violent extremist mis- and disinformation and providing cybersecurity training to local CSOs. Andrew holds a BA in English and History from Western University, and an MPhil in Screen Media and Culture from Cambridge University.
- **Danielle Soskin** is an analyst leading Moonshot's incel research and interventions programming. Danielle is currently delivering a multi-platform research study mapping the online incel ecosystem and developing recommendations for Canadian specific interventions, funded by Public Safety Canada. Danielle has provided expertise on violent misogyny and the incel ecosystem to governments, law enforcement, international companies, and journalists. Danielle has presented on incels and violent misogyny at several conferences, including a Gender-Based Analysis (GBA+) in National Security Symposium, 'Understanding Violent Misogyny' conference hosted by Public Safety Canada and Women and Gender Equality (WAGE), and an invite only small-scale meeting on the topic of 'violent sides of the incel movement' hosted by the Radicalization Awareness Network. Danielle is a member of Moonshot's internal Ethics Review Committee reviewing research and development project proposals and developing Moonshot's ethical processes and frameworks.
- **Katie Passey** is an analyst leading Moonshot's work on far-right extremism and jihadism in North America, Europe, and Asia. Katie has delivered multiple counter-messaging and interventions projects aimed at challenging hate and offering psycho-social support to at-risk individuals. Katie has several years of experience in curating content for counter narratives campaigns and programmatic campaign design. Katie is a trained M&E expert and was responsible for the creation of Moonshot's M&E documentation and frameworks. Prior to joining Moonshot, Katie worked on the future of work through the lens of artificial intelligence, public discourse on refugees, and primary research in the CVE field. Katie holds a BA in History and an MSc in International Security and Risk from Southampton University.
- **Joost Stekelenburg** is an analyst leading Moonshot's work on far-right extremism in North America and Europe. Joost has delivered several counter-messaging and interventions projects in the US and Canada, in particular aimed at reaching at-risk individuals and connecting them with a crisis counseling service. Joost has also investigated global influence operations and its diversity of techniques from a data analytics perspective. Joost is currently a member of the Communications and Narratives Working Group of the EU's Radicalization Awareness Network (RAN) and founding

member of the Extremism and Gaming Research Network (EGRN). Prior to joining Moonshot, Joost worked in EU-related diplomatic and foreign affairs. Joost holds a BA in European Studies from The Hague University of Applied Sciences and an MA in Intelligence and International Security from King's College London. Joost is currently finishing his MBA at Quantic School of Business and Technology.

Ketchum Inc. is a global public relations firm, offering marketing, branding, and corporate communications services in the corporate, healthcare, food and beverage, and technology industries. Founded in 1923, it is now a part of the larger Omnicom network. The firm is headquartered in New York City and has more than 130 offices and affiliates in over 70 countries. Ketchum has a specialty group that focuses on producing award-winning content, influencer and strategy work for clients of all types, sizes and industries. Ketchum's staff includes a number of technical experts who will contribute to various stages of the project's delivery.

- **Maury Postal** is the Creative lead at Ketchum and will lead the look/feel for all work under this scope. He has led the development of recent work for the McCain Institute dealing with combating online human trafficking. His background includes 13+ years in the PR/Advertising/Media space with a focus in the automotive industry. He was previously the lead of the blend line™ at Hearst Magazines, leading the development of the seminal film *AUTONOMY* on the topic of autonomous vehicles that debuted at SXSW in 2019. Prior to that he was the creative social lead for Ford Motor Company and Lincoln Motor Company. His expertise focuses on activating and captivating audiences in the social media space and beyond. Maury holds a BFA in Graphic Design and a BS in Marketing from Rochester Institute of Technology.
- **Rachna Scott** is a Creative Director at Ketchum focusing on design and non-profit work. She is a creative professional with award winning work in marketing and branding for leading global companies. She adds value through strategic ideation, creative direction, and the execution of strategy that produce impact and results. She is an expert at crafting cross-medium campaigns that effectively engage relevant audiences and has been a critical part of our Washington D.C. Creative Team. Rachna holds a BFA in Graphic Design from The Ringling School of Art & Design.
- **Courtney Nally** is the head of Sports, Entertainment and Influencer at Ketchum focused on activating sponsorships and partnerships and executing celebrity and influencer strategies for the agency's clients. Courtney has spent the last 15+ years working in this space across multiple client verticals including CPG, Financial Services and Technology. Courtney's experience lies squarely in the influencer space, identifying and engaging influencers from nano to celebrities and everything in between. She holds a B.A. in Print Journalism from the University of Southern California.

4. SUSTAINABILITY

The McCain Institute has designed the national campaign proposed in this grant with longevity at the front of our minds. While the initial stages of the campaign and website development are

staff-intensive, the McCain Institute can easily absorb the cost of modest staff time to update the website periodically. Similarly, the application front-loads the costs of identifying influencers during the grant period. The influencer campaign will recruit influencers willing to donate their time and generate their own content, consistent with brand guidelines. This approach will make it cost-effective to sustain the website and the influencer campaign beyond the grant period.

The McCain Institute will work with Moonshot CVE and Ketchum analyze the data collected during the period of performance to identify the most effective platforms and tactics to continue in perpetuity. The McCain Institute will then pursue options for sustaining targeted advertising on those platforms through donated advertising credits.

Finally, the two-year period of performance gives us sufficient time to demonstrate proof of concept to foundations and philanthropic donors. This runway—in combination with the above strategies for cost management—gives us the opportunity to make a strong case to the many donors who already give to the McCain Institute and new donors identified by our development team.

5. BUDGET DETAIL AND NARRATIVE

Table 2: Budget Categories

<i>Budget Category</i>	<i>Federal Request</i>
Personnel	\$159,267.00
Fringe Benefits	\$54,754.00
Travel	\$0.00
Supplies	\$0.00
Contractual	\$427,784.00
Other	\$0.00
<i>Total Direct Costs</i>	\$641,805.00
Indirect Costs	\$68,646.00
TOTAL PROJECT COSTS	\$710,451.00

PERSONNEL:

Brette Steele will serve as Principal Investigator and commit to the project 1.8 calendar months in year one and 1.2 calendar months in year two. Brette is primarily responsible for overseeing the design, implementation, evaluation, partnership development, and staff management throughout the duration of this grant. She will provide strategic vision and subject matter expertise during strategic planning and grant activities.

Addie Fairley will serve as the Program Coordinator and commit to the project 6.0 calendar months in year one and 3.0 calendar months in year two. Addie is primarily responsible for collaboratively working with the stakeholders to manage the development and implementation of this project. She will schedule grant activities and run daily operations, ensuring grant program stays compliant with the implementation measurement plan and will coordinate all program reporting.

TBD Program Director will commit to the project 3.0 calendar months in year one and 1.8 calendar months in year two. The Program Director is primarily responsible directing the design and evaluation of the grant program. They will supervise the McCain Institute staff as well as the products from the subcontracted partners and lead the program evaluation.

An estimated cost escalation has been included in the out years, consistent with ASU policy.

FRINGE BENEFITS:

Arizona State University defines fringe benefits as direct costs, estimates benefits as a standard percent of salary applied uniformly to all types sponsored activities, and charges benefits to sponsors in accordance with the Federally-negotiated rates in effect at the time salaries are incurred. The rates used are based on the current Federally-negotiated Rate Agreement rate plus annual escalation for out years. The applicable rates are Staff: FY2022 - 33.99%; FY2023 – 35.01%.

CONTRACTUAL:

Funds in the amount of \$248,404 will be provided to Moonshot CVE over the project period. Moonshot CVE will co-design the campaign and will lead the implementation of the nation-wide digital campaign, while actively monitoring and evaluating the campaign efficacy to optimize success. Moonshot will also conduct a campaign efficacy assessment and produce a nation-wide report and regional infographics detailing the needs across the United States.

Funds in the amount of \$179,380 will be provided to Ketchum over the project period. Ketchum will design the campaign landing page and subpages the campaign directs users to. Ketchum will manage the influencer recruitment and design all campaign graphics, website visuals, and all other creative content produced for the campaign.

INDIRECT COSTS:

Indirect costs are calculated on Modified Total Direct Costs (MTDC) using rates approved by US Department of Health and Human Services. The University's Rate Agreement was approved on June 15, 2020 at 26% of MTDC for off-campus research projects. MTDC includes salaries and wages, fringe benefits, materials and supplies, services, travel, and first \$25,000 of each subaward.

OTVTP Implementation & Measurement Plan

You should modify the Implementation & Measurement Plan (IMP) template to the number of outcomes your specific project requires. For *each* outcome in the IMP, create an Implementation Plan table *and* a Measurement Plan table. Please use the definitions provided in the IMP guidance document when crafting your plan. Draft, in the box below, the overarching goal statement for the project. Following completion of the IMP, each grantee is expected to complete the Risk Assessment & Mitigation Plan in Appendix A.

In the Implementation Plan table:

- Type each activity in a separate row; add as many rows as needed.
- Arrange activity rows chronologically by the start date of the activity.
- This IMP should span both years of performance under this grant program.

In the Measurement Plan table:

- Type each performance measures/indicators in a separate row.
- Include indicators that will help measure the results of the project; it is not necessary to have more than one indicator if that indicator sufficiently measures results.
- Identify and/or design data collection methods to be used to obtain the data that will be reported on quarterly.
- Ensure attention to collection of data that can be broken down by sex and age of project participants or beneficiaries.

NOTE: Data collection methods should be specific and timebound. Any expenses incurred from the collection of data must come from the grant already awarded. No additional funds will be made available by DHS for this purpose.

Organization Name	AZ Board of Regents on behalf of Arizona State University
Project Title	TVTP parent awareness-raising campaign
Grant Number	DHS-21-TTP-132-00-01
Grant Implementation Period	October 1, 2021 – September 30, 2023
Reporting Period	October 1, 2021 – September 30, 2023

Project Goal Statement

This nation-wide campaign will increase concerned adults' awareness of recruitment to violent extremism and propose concrete strategies for addressing the threat. The program will accomplish this goal through targeted marketing, providing resources on targeted violence and terrorism prevention, and connecting parents with local prevention programs.

Target Population

The target population includes concerned adults in all 3,143 counties, including Washington, DC, who are seeking information on how the internet is used to target and recruit youth into extremist movements. A secondary target audience is ultimately youth who are at risk. As a consequence of COVID-19, over 55 million school-aged children moved to online-learning in a matter of weeks in the Spring of 2020. This sharp increase in online time has led to record-high reports of mental-health crises, such as depression and anxiety, which can indirectly serve as contributing factors to radicalization. In a recent digital intervention, Moonshot CVE offered services nearly 50,000 times to users in the United States between the ages of 18 and 24 who had searched for extremist content. These at-risk individuals are our secondary target audience, with the core primary target audience being the adults in their lives who are concerned about them. This digital-awareness campaign will reach a minimum of thousands of individuals online across the country.

Goal 1: Increase awareness of targeted violence and terrorism among concerned adults

Objective 1.1: Design and run digital awareness raising campaigns addressing targeted violence and terrorism

Objective 1.2: Run A/B testing to assess the strength of different messages in engaging the target audience of concerned adults

Goal 1 IMPLEMENTATION PLAN

Objectives	Activity	Inputs/Resources	Time Frame	Anticipated Outputs
<i>Objective 1.1:</i>	<i>Activity 1.1.1 Identify target audience of concerned adults and develop strategy to reach them</i>	<i>*McCain Institute staff time *Moonshot CVE</i>	<i>Q1-Q3</i>	<i>*Keyword database</i>
	<i>Activity 1.1.2 Develop and deploy targeted ads to reach target audience</i>	<i>*McCain Institute staff time *Moonshot CVE</i>	<i>Q2-Q7</i>	<i>*15 targeted ads *Targeted ad campaigns across 2 platforms *Number of impressions</i>
	<i>Activity 1.1.3. Recruit good-faith influencers to reach target audience</i>	<i>*McCain Institute staff time *Ketchum</i>	<i>Q4-Q7</i>	<i>*10 influencer posts across priority platforms *Number of impressions</i>
<i>Objective 1.2:</i>	<i>Activity 1.2.1 Run A/B testing of campaign content</i>	<i>*McCain Institute staff time *Moonshot CVE *Ketchum</i>	<i>Q4-Q7</i>	<i>*A/B test results across 2 platforms *Report of national findings *Regional infographics</i>

Goal 1 MEASUREMENT PLAN

Performance Measures	Data Collection Method and Timeframe
<p>Increased societal awareness of targeted violence, terrorism, and the process of radicalization to violence <i>Target: 50,000 impressions across all campaign platforms</i></p>	<p>*Count the number of impressions the targeted ads receive each month throughout Q4-Q7 *Count the number of impressions each influencer post receives in Q4 - Q7</p>
<p>Concerned adults see campaign ads and click through to campaign website <i>Target: Click through rate exceeds the national average</i></p>	<p>*Track the click through rate for targeted ads each month throughout Q4 - Q7 *Track website metrics Q4 - Q7</p>
<p>Increase in organic campaign message amplification <i>Target: 10 good-faith influencer posts featuring TVTP content</i></p>	<p>*Count the number of good-faith influencer posts in Q4 - Q7 *Count the number of impressions each influencer post receives in Q4 - Q7 *Track the click through rate for influencer content in Q4 - Q7</p>
<p>Optimization of ad content to most effectively reach target audience <i>Target: Improve ad performance by 50% through A/B testing</i></p>	<p>*Track results of A/B testing based on identified trends at the national, regional, and county level in Q4 - Q7 *Compare the number of impressions and click-through rates each month</p>

Goal 2: Increase concerned adults’ awareness of both the risk factors for—and the protective factors against—radicalization to violence, and foster skills to talk to youth about the threat

Objective 2.1: Design website to enhance parental awareness of risk and protective factors for targeted violence and terrorism

Objective 2.2: Recommend concrete steps concerned adults can take to mitigate threat and speak with youth about targeted violence

Goal 2 IMPLEMENTATION PLAN

Objectives	Activity	Inputs/Resources	Time Frame	Anticipated Outputs
<i>Objective 2.1:</i>	<i>Activity 2.1.1 Build and launch the campaign site</i>	<i>*McCain Institute staff time *Ketchum</i>	<i>Q1 – Q3</i>	<i>*Unified platform for campaign and parental resources on TVTP</i>
	<i>Activity 2.1.2 Curate existing resources</i>	<i>*McCain Institute staff time *DHS Grantee’s services and programs</i>	<i>Q1 – Q3</i>	<i>*Feature at least 5 existing resources on the campaign page</i>
<i>Objective 2.2</i>	<i>Activity 2.2.1 Develop explainers on the top platforms used for extremist recruiting</i>	<i>*McCain Institute staff time</i>	<i>Q1 – Q2</i>	<i>*Explainers of top 10 social media and gaming platforms and steps parents and teachers can take to manage controls</i>
	<i>Activity 2.2.2 Create conversation starters for concerned adults</i>	<i>*McCain Institute staff time</i>	<i>Q1 – Q2</i>	<i>*5 to 10 conversation guides for concerned adults to speak with youth about targeted violence and terrorism</i>

Goal 2 MEASUREMENT PLAN

Performance Measures	Data Collection Method and Timeframe
Practitioners and DHS grantees agree to feature their content on the unified platform <i>Target: 5 existing national/international resources agree to be featured on unified platform</i>	*Count number of resources listed on the “resources” section of the website in Q1 - Q3
More concerned adults have tools to address risk factors and protective factors for targeted violence and terrorism <i>Target: 5,000 website views</i>	*Count the number of visitors to the website Q3 – Q8 *Track the average time people spend on the site Q3 – Q8 *Track the number of page views on the website Q3 – Q8

Goal 3: Provide concerned adults with more effective mechanisms to connect youth with risk factors to online or offline intervention capability

Objective 3.1: Develop a more effective mechanism for local citizens to access intervention practitioners and programs

Goal 3 IMPLEMENTATION PLAN

Objectives	Activity	Inputs/Resources	Time Frame	Anticipated Outputs
<i>Objective 3.1:</i>	<i>Activity 3.1.1 Incorporate the directory of prevention practitioners into the website</i>	<i>*McCain Institute staff time *Ketchum *National Prevention Practitioners Network Directory</i>	<i>Q1-Q4</i>	<i>*National Prevention Practitioners Network Directory integrated into the unified platform for campaign and parental resources on TVTP</i>

Goal 3 MEASUREMENT PLAN

Performance Measures	Data Collection Method and Timeframe
Concerned adults access the national Prevention Practitioners Network Directory through the campaign webpage <i>Target: 500 visits to the national directory sub-page</i>	<i>*Count number of visits to subpage each quarter Q3 – Q8 *Survey directory members to gauge whether they experience an increase in referrals during campaign period</i>

Goal 4: Identify gaps in regional and national prevention and intervention resources for concerned adults

Objective 4.1: Identify campaign trends and highlight gaps in programing to enhance resilience against radicalization to mobilization

Goal 4 IMPLEMENTATION PLAN

Objectives	Activity	Inputs/Resources	Time Frame	Anticipated Outputs
<i>Objective 4.1:</i>	<i>Activity 4.1.1 Analyze campaign efficacy</i>	<i>*Keyword database *A/B testing results *Moonshot *McCain Institute staff time</i>	<i>Q4 – Q8</i>	<i>*Report of national findings *Regional infographics</i>
	<i>Activity 4.1.2 Develop and publish national report</i>	<i>*Keyword database *A/B testing results *Moonshot *McCain Institute staff time</i>	<i>Q7-Q8</i>	<i>*Report of national findings</i>
	<i>Activity 4.1.3 Create and publish regional infographics</i>	<i>*Keyword database *A/B testing results *Moonshot *McCain Institute staff time</i>	<i>Q7-Q8</i>	<i>*10 regional infographics produced</i>

Goal 4 MEASUREMENT PLAN

Performance Measures	Data Collection Method and Timeframe
Increase in understanding of parent search trends and gaps in resources <i>Target: Report and infographics accessed 500 times</i>	<i>*Online analytics for report page views and downloads during Q8. *Online analytics for infographic page views and downloads during Q8.</i>
Increase in localities developing programs and services to fill gaps identified <i>Target: 5 new localities develop programs or services</i>	<i>*Survey practitioners and regional officials of their intentions after consuming the final report and infographics in Q8</i>

APPENDIX A: RISK MANAGEMENT PLAN

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

Risk Identified	Risk Analysis (brief assessment of the impact the identified risk could/would have on the project)	Risk Management Plan (plan to minimize the impact that the risk presents to the project and adjustments to be made if the risk transpires)
Creators of existing resources are competitive and unwilling to collaborate and share tools with the campaign	If resource creators are unwilling to collaborate and share tools with the campaign, then we will not have as robust of a unified resource platform.	The McCain Institute will set the tone of collaboration in partnering with the creators of these existing resources by ensuring to give them credit for the original resources and providing links to their original content. By providing easy access to their platforms via the campaign website, creators may see an increase in their own web traffic.
Inability to secure good-faith influencers	Influencers may not be willing to provide good-faith marketing for the campaign, resulting in low organic amplification of the campaign.	The McCain Institute’s Preventing Targeted Violence team will utilize the extensive network of organizational relationships with high profile figures to secure good-faith influencers by explaining the importance of the campaign goal to them.
Practitioners are unwilling to include their programs in the national directory produced under the PPN grant	Advocacy organizations will seek to politicize the TVTP grant program and all awarded projects. If this occurs, politicization may discourage some practitioners from joining the national directory, therefore a more limited national directory of practitioners would be listed on the website.	The McCain Institute will demonstrate to the members of the Prevention Practitioners Network the merits and mutual benefits of being included in a national directory.
Sub-grantees do not perform as agreed upon	If either sub-grantee does not perform as agreed upon then the outcomes of the program will be negatively impacted.	The McCain Institute will work closely with each sub-grantee to align expectations at every stage of the grant term and reallocate work as necessary to accomplish program outcomes.

BRETTE STEELE

(b)(6)

PROFESSIONAL EXPERIENCE

McCain Institute for International Leadership

2019–Present

Senior Director of Prevention and National Security

- Managed national competitions that empower university students to counter hate and targeted violence through the development and deployment of dynamic campaigns at 41 universities in the US and 4 universities in France
- Designed a network to share promising practices, develop evidence-based guidelines, and incubate innovative strategies for preventing targeted violence throughout the country
- Hosted capacity-building workshops for hundreds of interdisciplinary terrorism prevention practitioners
- Developed and launched an actionable policy blueprint to end white supremacist violence
- Advised federal, state, and local governments on hate and targeted violence prevention initiatives

Department of Homeland Security, Office of Terrorism Prevention Partnerships 2017–2019

Regional Director of Strategic Engagement

- Advised the State of California in the development of the first statewide Preventing Violent Extremism Strategy
- Built capacity of 15 nonprofits through advice on grant strategy, program design, and research and evaluation
- Partnered with cities and counties to develop and implement Preventing Violent Extremism frameworks
- Developed evidence-based practices through collaboration with researchers and independent program evaluators
- Hosted Digital Forums on Terrorism Prevention to develop technical solutions to prevent and counter terrorism

Countering Violent Extremism Task Force (on assignment)

2016–2017

Deputy Director

- Coordinated Countering Violent Extremism initiatives across Departments of Defense, Education, Health and Human Services, Homeland Security, Justice, Labor, and State
- Managed revision and implementation of Strategic Implementation Plan for Empowering Local Partners to Prevent Violent Extremism, including development of novel approaches to multidisciplinary intervention and rehabilitation
- Supervised development of the first Community Awareness Briefing to address all forms of violent extremism
- Created guide to developing local violence prevention frameworks and promoted it at conferences around country
- Provided technical assistance, consultation, and research for locally-driven intervention programs

U.S. Department of Justice, Office of the Deputy Attorney General (on detail) 2013–2016

Senior Counsel

- Coordinated Department of Justice efforts to build resilience against violent extremism

- Implemented a Resource Guide on Training Addressing Racial, Ethnic, Religious, or Cultural Issues and Groups
- Designed and built the Countering Violent Extremism Task Force in partnership with the National Security Council
- Coordinated the National Commission on Forensic Science and oversaw related Department-wide initiatives

United States Department of Justice, Office of Legal Policy

2011–2013

Senior Counsel

- Negotiated strategic plan for the Office of Dispute Resolution
- Managed interagency partnerships and collaborated on strategies to counter violent extremism
- Designed and negotiated interagency development of the National Commission on Forensic Science
- Coordinated departmental review of Americans with Disabilities Act regulations
- Drafted rule-making documents concerning disability accommodations, criminal justice, and regulatory review
- Coordinated an office-wide internship program and supervised 17 interns

Mayer Brown, L.L.P.

2008–2011

Associate

- Researched and drafted briefs filed with the U.S. Supreme Court and federal and state appellate courts
- Served as an appellate consultant with primary briefing responsibilities for four trials

United States Court of Appeals for the Ninth Circuit

2007–2008

Law Clerk for the Honorable Dorothy W. Nelson

Western Justice Center Foundation

2005–2006

Program Coordinator (8/05–8/06); Summer Fellow (Summer 2005)

- Designed and implemented three-day advanced training on public policy facilitation
- Consulted on design and implementation of police-community mediation programs
- Researched ADR Resource Program Guide for Ninth Circuit District Conferences

EDUCATION

University of California, Los Angeles, School of Law

J.D. May 2007

- (b)(6) Order of the Coif
- UCLA Law Review: Vol. 53 Staff; Vol. 54 Symposium Editor

University of California, Berkeley

B.A. May 2004, Highest Honors in Ethnic Studies, Minor in Peace and Conflict Studies

- (b)(6) High Distinction in General Scholarship, Phi Beta Kappa, and Dean's List

PUBLICATION

Enforcing Mediation Agreements as Arbitral Awards, 54 UCLA L. REV. 1385 (2007)

EDUCATION

ARIZONA STATE UNIVERSITY | W.P. CAREY SCHOOL OF BUSINESS

B.A BUSINESS LAW | SUSTAINABILITY MINOR | MAY 2019

FLORENCE UNIVERSITY OF THE ARTS

INTERNATIONAL BUSINESS CERTIFICATE | MAY 2017

PROFESSIONAL EXPERIENCE

PREVENTING TARGETED VIOLENCE PROGRAMS COORDINATOR

MCCAIN INSTITUTE FOR INTERNATIONAL LEADERSHIP | SEP 2020 - PRESENT

- Leading the development and expansion efforts of a nationwide network for hate-based violence prevention practitioners, ensuring relevant stakeholders' equities are represented and balanced with organization leadership strategy and direction.
- Providing strategic vision and guidance over execution of director priorities, managing requirements, and leveraging relationships between key multidisciplinary leaders from state and federal agencies, local law enforcement partners, health experts, and non-governmental organizations to secure buy-in, obtain commitments, and design strategy.
- Directly engaging industry leaders to act on proposed recommendations based on identified objectives, and develop reporting capabilities/tools to both enable implementation and evaluate resulting effects.
- Creating marketing materials to shape the branding efforts promoting the network, industry culture shift, and overall audience awareness, including composing soundbites and talking points for media engagements.
- Coordinating across multiple authorities to communicate single integrated messages while maintaining high awareness of changing priorities, managing conflicting objectives, and adhering to tight deadlines.
- Managing business development and reporting across teams for government and private sector grants and contracts while ensuring projects are on track to meeting all Key Performance Indicators.
- Leading internal strategic planning process to align team strategy and direction across programs, including the development of team Mission, Vision, and Values, OKRs, SWAT Analysis, Balanced Scorecards, etc.

LEADERSHIP DEVELOPMENT PROGRAMS COORDINATOR

MCCAIN INSTITUTE FOR INTERNATIONAL LEADERSHIP | MAY 2019 - APRIL 2021

- Monitoring, evaluating, and supporting the implementation of Leadership Action Plans (LAPs) for 67+ Next Generation Leaders (NGLs) across 52+ countries, after completion of their fellowship program year.
- Providing business case analysis and research for proposed initiatives to senior leaders to include; collaboration in strategic planning sessions to develop creative concepts for the development and implementation of various educational modalities.
- Effectively changed the culture around our 'lifetime commitment' by forming personalized relationships with members ultimately increasing participation in bi-annual reporting from 65% to 95%.
- Identifying risk and opportunities for NGLs to learn new skills through workshops on topics such as applying to USAID's Development Innovation Ventures, Budget Creation, Impact Reporting, etc.
- Providing administrative support for retired Ambassador and 3-Star General across various timezones.

COMPLIANCE ASSISTANT

STATE PROCUREMENT OFFICE | MAY 2018-MAY 2019

- Participated on statewide multimillion-dollar bid evaluation committees to secure exceptional quality contracts while contributing to the \$20 million savings goal for FY19.
- Accelerated the evolution of 30% of streamlined training materials by utilizing the Arizona Management System to ensure the greatest efficiency and usage of taxpayer dollars.
- Revitalized and oversaw the operations of the State Set-Aside Committee to ensure 1% of all purchases come from vendors contributing to the meaningful employment of individuals with severe disabilities.
- Reduced backlog of help-desk tickets by 78% after new procurement portal implementation by utilizing Cherwell and identifying common issues to target training opportunities and system enhancements.

OFFICE AIDE

OFFICE OF EXECUTIVE VICE PRESIDENT | KNOWLEDGE ENTERPRISE

ARIZONA STATE UNIVERSITY | AUG 2015 - MAY 2019

- Enabled executive team supervising total research portfolio expenditures exceeding \$617 million.
- Assisted in constituent outreach by targeting high grant-receiving principal investigators.
- Utilized WorkDay, Hootsuite, and Wordpress systems to manage social media and financial reconciliations.

LEADERSHIP EXPERIENCE

DIRECTOR OF STRATEGIC INITIATIVES & SUSTAINABILITY

TEDXASU | AUG 2018- MAY 2019

- Expanded audience attendance from 100 audience members to 1,800 over a 4-year timeline.
- Collaborated across 5 teams to turn big ideas to identify solutions and turn big ideas into actionable plans.
- Developed engaging partnerships with community organizations resulting in \$18,000 of unrestricted funds.

OPERATIONS COORDINATOR | MAKE THE MAGIC GALA CHAIR

CAMP KESEM | JAN 2016 - AUG 2018

- Utilized a budget exceeding \$150,000 and managed 127 volunteers to develop and execute 2 weeks of free summer camp for 257 campers affected by a parent's cancer.

DIRECTOR OF CAMPUS ACTIVITIES | EXTERNAL RELATIONS CHAIR

CHI OMEGA WOMEN'S FRATERNITY | AUG 2017- JAN 2019

- Increased philanthropic development by 170%, raising over \$93,000 for Make-A-Wish foundation.
- Outstanding Senior award recipient for creating a national innovative philanthropic initiative.

SUN DEVIL SPIRIT AWARD

ASU GREEK LEADERSHIP AWARDS | APR 2018

ENDORSED SKILLS & CERTIFICATIONS

- Business Development Certification
- Adobe Photoshop
- American Sign Language
- Project Management
- Adobe PremierePro
- Python (beginner)
- Relationship Management
- Canva Graphic Designing
- Microsoft suite proficiency



ADDIE
FAIRLEY

CONTACT

(b)(6)

EXPERIENCE

EVP, Executive Group Creative Director

Ketchum, New York, NY

July 2019 • Present

Leader of North American + Hong Kong creative team, collaborating across global account functions to develop all content within Ketchum.

- Group leader of all creative work from agile to print, developed within the larger Ketchum organization.
- Led development of content for accounts including: Japan Airlines, McCain Institute and Target
- Crafted and implemented restructure that streamlined and focused production of all creative work within the company.
- Led creation of creative focus areas, improving consistency and depth of produced work.
- Guided creative organization to realize record revenue during the challenges of 2020, ending 15%+ YoY. Grew P&L to third largest in the global organization with 32%+ MoM growth during the first half of 2021.

Creative Director

social@Ogilvy, New York, NY

March 2014 • April 2015

Creative Lead for social group at Ogilvy New York, charged with building an agile content creation group.

- Founded and grew a team of art directors dedicated to supporting the American Express AOR relationship.
- Led creative initiatives for internal multidisciplinary integration.
- Led development and launch of S@O visual identity system for the New York group—eventually expanded to planned global implementation.
- Led creation of the Lincoln-branded short film “Alethea,”—produced for Tribeca Film Festival—which inspired the highly visible Matthew McConaughey television spots.
- Developed agile production methods for creating expressive and robust artist content.

Executive Creative Director

theblendline, Hearst Autos, New York, NY

May 2016 • June 2019

Center-Of-Excellence automotive creative lead collaborating with OEM C-Suite and media decision-makers to develop groundbreaking content.

- Creative and day-to-day lead of the in-house ad agency representing Hearst automotive interests.
- Concepted, sold and lead the execution of SXSW Film 2019 World Debut Documentary Feature AUTONOMY underwritten by Audi, co-produced with Malcolm Gladwell and directed by Alex Horwitz.
- Concepted, sold and lead execution of editorial-inspired high-visibility scalable tentpoles sold to high-profile, high-value clients.
- Led and maintained client relationships with Audi, Genesis, Mazda, Mercedes-Benz, Nissan & Porsche. Produced three
- years of \$5MM+ annual revenue at 52%+ profit margin with a two person staff.

Associate Creative Director

social@Ogilvy, Los Angeles, CA

June 2012 • March 2014

Creative Lead, Ford Motor Company Social; Artist co-creation lead, Lincoln Motor Company

- Developed and operationalized agile content practice within OgilvyWest—for Ford, LG, Plastics Make It Possible, VMware and Qualcomm.
- Curated and operationalized emerging artist group for Lincoln Motor Company—setting a new standard for brand–artist content co-creation.
- Elevated creative output for Lincoln Motor Company—reappropriating concepts like the Cinemagraph™ from fashion and fine arts for the automotive category.
- Established Ford–Warby Parker partnership.
- Creative lead for development of VMware Erdős, a highly visual B2B content hub—borrowing from B2C conventions.
- New Business creative lead for VMware social AOR.

Group Creative Director

social@Ogilvy, New York, NY

April 2015 • May 2016

Leading a global team of in-house creatives and collaborating with emerging artists to create functional art.

- Built and operationalized a group of designers and copywriters in New York and Johannesburg, who produced social imagery for Bristol-Myers Squibb—growing the account revenue by \$6MM in five months. Tripled team size and expanded in-house creative capabilities over a five-month period— working with clients such as Chemours, American Express, Nationwide and Synchrony Financial to increase FY2015 revenue by 35%. Deepened relationships with emerging artists through a range of projects for Lincoln Motor Company—setting a new precedent for co-creation between brand and artist while driving an increase in favorable share of voice.

Director, Digital Experience

social@Ogilvy, Chicago, IL

June 2011 • June 2012

Creative Lead & Account Director focusing on Ford Motor Company social channels

Integrated Young & Rubicam, Chicago, IL
Platform Specialist
November 2010 • June 2011

Emerging technology integration lead

Director of Strategy/Brand Manager

Carrot Creative, Brooklyn, NY

June 2008 • October 2010

Creative lead, project manager and art director; Enabled blue chip organizations to find their voices during the nascent phase of of branded social media

EDUCATION

Rochester Institute of Technology

Bachelor of Fine Arts, Graphic Design
Bachelor of Science, Marketing

BROOKLYN, NY

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RACHNA SCOTT

Creative Director

Creative professional with award winning work in marketing and branding for leading global companies. Adds value in strategic ideation, creative direction, and the execution of strategy that produce impact and results. Extremely detail-oriented and possesses excellent client presentation and project management skills.

Skills

Creative Direction
Storytelling
Branding
Information Design
UX & Website Development
Campaign Creation
Video Production

Software Proficiencies

InDesign
Photoshop
Illustrator
AfterEffects
Premiere Pro
Audition
Microsoft Office

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2021

2020

2019

2018

2017

2016

2015

2014

2013

2012

2011

2010

2009

2008

2007

2006

2005

KETCHUM

■ Creative Director • 10/2018 - Present Associate

■ Creative Director • 3/2017 - 10/2018 Senior Art

■ Director • 3/2015 - 3/2017

- Responsible for growing and leading the Washington, DC design and production team
- Develop effective and impactful creative strategies and design solutions for diverse clients such as MasterCard, 3M, AARP Member Services, FDA Office of Women's Health, Hershey's, Clorox, Medifast, CMS, STSCI, Seneca Foods, General Mills, Harpoon/UFO Beer, Ascension Health, Anthem BCBS and GMO Answers
- Lead 360 campaigns from start to finish, which include brand development, user experience, web builds, social graphics, animated videos, infographics, publications and presentations
- ★ 2017 Bronze Cannes Lion, PR Week, InSabre Awards: Reese's Cupfusion

NATIONAL BREAST CANCER COALITION

■ Creative Director • 2/2014 - 3/2015

■ Art Director • 7/2009 - 2/2014

- Modernized and strengthened organizational rebranding efforts
- Conceptualized, scripted and produced state of the art multimedia videos using motion graphics and existing on-camera interviews
- Managed individual and cross-departmental projects to ensure cost effectiveness and logistical planning
- Conceived and executed dozens of comprehensive marketing campaigns from ideation to execution using print, direct mail, email, video, web advertising and social media
- ★ 2011 Excel Award: Redesign of BreastCancerDeadline2020.org

BET NETWORK

■ Consulting Designer • 1/2009 - 7/2009

- Designed digital and printed branding, advertisements and assets for BET Network's TV shows and the 2009 BET Awards

DISCOVERY COMMUNICATIONS, INC.

■ Associate Art Director • 10/2007 - 1/2009

■ Graphic Designer • 6/2005 - 10/2007

- Created and led all marketing materials/ads for the network launch of Planet Green— Crafted concepts and designs for Discovery Corporate, Discovery Channel, Travel Channel, Animal Planet and Military Channel
- Conceptualized and executed multi-million dollar marketing campaigns for Shark Week, Dirty Jobs, I Shouldn't Be Alive, Anthony Bourdain's No Reservations, Samantha Brown's Passport to Latin America and Andrew Zimmern's Bizarre Foods that were featured in *People*, *Fast Company*, *Rolling Stone*, *Conde Nast*, *TIME*, *The New Yorker*
- ★ 2008 Promax Award: Travel Channel HD Trade Ad Campaign
- ★ 2007 Promax Awards: Travel Channel Rebranding & 5 Takes
- ★ 2007 BDA Awards: Anthony Bourdain Menu Ad & Travel Channel Traveler Archetypes

RINGLING SCHOOL OF ART & DESIGN

■ Bachelor of Fine Arts • 9/2001 - 5/2005

- ★ 2001-2005 Ringling Presidential Scholarship in Graphic Interactive Communications

MARKETING & COMMUNICATIONS EXECUTIVE

Award-winning marketing and communications executive with 18 years of highly visible success in sports and entertainment marketing. Offer expertise managing teams, conceptualizing campaign elements, negotiating and executing partnerships, and securing influencer relationships on behalf of premier consumer brands. Recognized and respected as a fierce negotiator, relentless connector of people and ideas, and steward of valued relationships.

Key skills and abilities include:

Influencer Marketing	Talent Management & Procurement	Key Account Management
Executive Leadership	Talent Development & Retention	Campaign Management
Sports & Entertainment	Interdisciplinary Agency	Relationship Building
Sponsorships	Collaboration	Employee Development &
Strategic Planning & Tactical	Product Launch	Mentoring
Execution		

CAREER HIGHLIGHTS

- 15-year track record of success finding, negotiating, and managing relationships with Influencers and Talent for Advertising and Public Relations campaigns - managed more than 1,000 deals to date with athletes, actors, musicians, artists, chefs, and subject matter experts
- Created Ketchum’s first celebrity talent offering more than 10 years ago that has evolved into a top five revenue driver for the Agency
- Named to PR Week’s 2019 Class of “40 Under 40” and selected as *Sports Business Journal’s 2015 Game Changer* in response to building out the influencer marketing function at Ketchum

PRESENT EMPLOYMENT

Ketchum Public Relations - New York

2005 to Present

Executive Vice President, North America Director of Entertainment, Sports & Influencer Marketing (2020 to Present)

Lead team of 40 specialists and account managers in setting long term strategy, directing day-to-day activity, and managing client base across Entertainment, Sports, Influencer, and Nutrition verticals representing more than \$11M in annual revenue. Collaborate with new business and growth teams on all new business pitches involving Entertainment, Sports, and Influencer Marketing. Evaluate team’s performance and make adjustment as needed.

- Presently achieving ~10% growth in influencer marketing revenue and substantially growing blue-chip client roster to include Mastercard, Whirlpool, Clorox, and Frito-Lay
- Averaging 85% win-rate on new business pitches by understanding clients’ needs and anticipating future opportunities
- Identified and secured participation of 50+ influencers as part of two event experiences supporting successful launch of Porsche Cayenne Hybrid and Macan Hybrid SUVs
- Actively working on two \$1M documentary projects involving A-list talent and international film festival partnerships
- Representing clients including P&G Gillette, Kimberly Clark, GSK, Jack Links, 3M, WWE, Citibank, and Samsung

Senior Vice President & Director, Entertainment (2015 to 2020)

Led entertainment division comprised of 15 specialists engaged in branded content, entertainment partnerships, talent negotiations, and influencer marketing. Sold in and executed campaigns to secure new clients and drive new business revenue.

- Co-launched Influencer Marketing Team which presently represents 40% of Ketchum's current talent procurement business
- Won new business with key clients including Aflac, Sketchers, and PointsBet
- Executed a documentary film on behalf of OrangeTheory client including negotiation with film production partner, securing distribution rights, and coordinating red-carpet premiere
- Exclusively managed all Pernod Ricard talent deals as Entertainment Agency of Record
 - Increased brand awareness of Absolut Juice by 25% within three months of launching campaign with Lizzo
 - Coordinated 10 in-market appearances by and numerous PR opportunities for Gary Clark, Jr. in Jameson Irish Whiskey's neighborhood bar launch; lifted sales 10% based on secondary artist Anderson .Paak's participation in key markets
 - Drove acceptance of LGBTQ community by partnering with Rita Ora on Absolut's "Open Mic" campaign
 - Secured streetwear designer Don C to create custom The Glenlivet sweatshirt to support the brand's overall marketing efforts and seeded to more than 50 influencers within fashion, sports and lifestyle verticals
 - Collaborated with fashion designer Prabal Gurung on a limited-edition The Glenlivet bag seeded to a variety of influencers

Vice President, Talent & Entertainment (2013 to 2015)

Set strategy for, prioritized work of, and led eight people across multiple disciplines to manage entertainment, talent, and influencer marketing - driving annual revenue of more than \$5M.

- Managed client relationship and directed talent portion of Kellogg's 2012 London Olympic Games campaign - secured, contracted, and serviced year-long relationship with 16 athletes (including six from USA Gymnastics) for "Team Kellogg's"
- Identified celebrity partners Eva Longoria and Chef Michael Symon, executed partnerships, and serviced relationships during course of two-year Frito-Lay's "Lay's Do Us a Flavor" campaign
- Directed talent sourcing for Pfizer Consumer Healthcare corporate engagements - identified and secured personalities including comedian/actor Aziz Ansari, Virginia Madsen, Regis Philbin, and Josh Duhamel
- Led multiple Kimberly Clark product-licensing and on-pack partnerships with noted designers and personalities including Betsey Johnson, Jonathan Adler, and Isaac Mizrahi
- Awarded Ketchum's most prestigious Catalyst Award in 2014 as "most valuable player" of top performing team

Managing Account Supervisor (2010 to 2012)

Managed client relationships and account activity with five sports and entertainment clients including Bank of America, Lenovo, and IBM. Supervised and supported career development of five direct reports.

- Increased overall volume of talent deals for agency by 65%
- Launched Ketchum's first talent procurement offering - which has grown into one of agency's most valuable profit centers
- Directed talent relations for Bank of America's 2008 and 2010 US Olympic Team campaigns - secured 15 high profile athletes to serve as exclusive brand ambassadors and worked closely with client's marketing division to manage digital content capture used to create hero TV spot
- Negotiated Jon Bon Jovi's appearance in Pfizer's Advil campaign consisting of TV spot, PR, and social media - marking the first time in 20 years the musician agreed to appear commercially

Senior Account Executive & Account Supervisor (2005 to 2010)

Supervised three direct reports and served as client lead for all golf and tennis sponsorships in addition to serving as on-site lead for Frito-Lay ground support activation, talent negotiations, and public relations.

- Directed talent relations on behalf of IBM for multiple sports properties including US Open (golf), US Open (tennis), Australian Open, French Open, Wimbledon, and NFL
- Managed talent portion of 2011 Tostitos Fiesta Bowl Halftime Show - managed participation of 20 college football coaching legends in surprise event reuniting military families
- Negotiated and secured Betty White's appearance in Doritos' fifth-consecutive installment of popular crowdsourced "Crash the Super Bowl" campaign
- Orchestrated online fundraising auction of Lenovo computers as key component of selection process for global 2008 Beijing Olympic Torch Relay

PAST EXPERIENCE

AVP Pro Beach Volleyball Tour - Los Angeles	Director of Public Relations	2004 to 2005
Alan Taylor Communications - New York	Account Executive	2002 to 2004

EDUCATION

Bachelor of Arts in Print Journalism - University of Southern California



Andrew Pel Manager

Profile

- Andrew has a diverse background in strategic communications, human rights, and advertising technology. His experience spans both small and mid-sized startups to the world's largest news and information provider. He designs and delivers online campaigns for public, private, and third sector organisations, and specializes in challenging violent narratives and disrupting extremist use of the internet.

Career

07/2019 - Present: Moonshot CVE, Manager, London

- Currently manage a project on incel extremism, mapping and analysing the online incel ecosystem, creating resources for frontline practitioners to conduct enhanced interventions work, and exploring the viability of online programming to support disengagement from incel ideology.
- Previously led Canada Redirect, a research project that collected and analysed violent far-right and jihadist search data across Canada, and connected vulnerable individuals with highly targeted counter-narrative content.
- Lead medium-sized project teams, overseeing the analysis of data including social media metrics, search engine data, polling, interviews, surveys, violent extremist content, and data gathered by Moonshot's in-house specialist software
- Work with our tech and research & development teams to develop methodologies and product concepts that address terrorism and online social harms, such as domestic violence, the sale of right-wing extremist merchandise, and influential jihadist groups.

09/2017 -07/2019: The Thomson Reuters Foundation, Digital Strategy Manager, London

- Managed communications policy, audience engagement and digital campaigns for the philanthropic arm of Thomson Reuters
- Developed organisational priorities and policy; managed communications crises and built relationships with the media and strategic partners
- Used a combination of press outreach, partnerships and paid social to make Openly, a global platform focused on LGBT+ rights, the fastest-growing Reuters news brand on Facebook and Twitter, and with the highest engagement rate on each platform

09/2015 -09/2017: Strategic Communications Consultancy, Project Communications Manager, London

- Identified and analysed misinformation campaigns of violent extremist organisations on social media platforms
- Planned and executed communications campaigns in support of civil society CVE initiatives



- Collaborated with a diverse international team to deliver policy and content briefings, geopolitical risk assessments, and CVE and cybersecurity training to local partners in MENA

05/2014 -06/2015: Unruly, Campaign & Digital Marketing Executive, London

- Created and delivered marketing campaigns for a global ad tech startup specialising in using emotional targeting in video advertising for FTSE100 Brands
- Conducted and presented industry-leading research, social and video content, and reports and presentations for clients

●● **Qualifications**

The University of Cambridge, MPhil in Screen Media and Cultures, Distinction, 2013-14

The University of St. Andrews, Exchange, Robert. T. Jones Jr. Scholar, 2011-12

Western University, BA in English and History, (Hons), 2008-12

Curriculum Vitae: Danielle Soskin

Employment

Senior Analyst – *Moonshot CVE, London UK*
present

Sept 2018 –

- **Project Lead and Subject Matter Expert**
 - Delivering 14-month multi-platform research study mapping the online incel ecosystem and developing recommendations for Canadian specific incel interventions. Funded by Public Safety Canada and in collaboration with Canada Centre for Community Engagement and Prevention of Violence.
 - Interviewed over 35 global cross-sector experts to develop recommendations for interventions with incels
 - Delivered three workshops to Canadian front line service workers and practitioners on risks of incel ideology and provided recommendations for interventions.
 - Delivered multiple workshops to governments, law enforcement and NGOs on incel ideology and ecosystem
 - Provided incel expertise to Canadian law enforcement
 - Provided incel expertise to Jigsaw to inform YouTube policy discussions
 - Provided incel expertise to Public Safety Canada senior analyst for G7 trip
- **Analyst**
 - Quantitative and Qualitative analysis of Jihadist search data in Canada

Head of Youth Co-creation – *Project Billion, Res Publica UK*
Jul 2018

Dec 2017-

- Developed organisations internal governance policy and youth co-creation policy
- Relationship management with key stakeholders
- Quantitative and qualitative analysis of focus group results

Conferences

- **Identifying and preventing incel-related violence in Canada** *Understanding Violent Misogyny: The current context and its impact on mental health conference (April 2021)*
- **The Incel Ecosystem** *ECHO Autism and Extremism (April 2021)*
- **RAN small-scale meeting on the topic of ‘Violent sides of the incel movement’** *Radicalisation Awareness Network (February 2021)*
- **Incels: Three Myths** *CSIS Academic Outreach Conference – Virtual (May 2020)*
- **Incels: Race, Religion and Sexuality** *GBA+ in National Security Symposium - Ottawa, Canada (March 2020)*
- **Human factors and human impacts in online CVE: Incels** *Public Safety Canada Conference - Ottawa, Canada (March 2019)*

Publications

Curriculum Vitae: Danielle Soskin

- **Incels: A guide to symbols and terminology** – *Danielle Soskin, May 2020*
<http://moonshotcve.com/incels-symbols-and-terminology/>
- **Violent misogyny, mass murder and suicide: it's time to save incels from themselves**
– *Danielle Soskin, October 2019*
<https://www.voxpol.eu/violent-misogyny-mass-murder-and-suicide-its-time-to-save-incels-from-themselves/>

Professional Licenses

- **Bar Admission: New York State**
June 2019

Education

- **Master's in Middle Eastern Studies** – *Lund University, Sweden* **Sept 15**
– **Jun 17**
- **Bachelor of Laws (LLB)** – *University of Bristol, UK* **Oct 11 – Jul 14**

JOOST STEKELBURG

E-MAIL

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INTERESTS:

International security, languages, strategic communications, travelling, research and digital interventions.

LANGUAGES:

DUTCH: Native tongue (C2)
ENGLISH: Fluent (C1/C2)
FRENCH: Semi- Professional (B1)
SPANISH: Semi-Professional (B1)
GERMAN: Basic (A1/A2)

OTHER WORK EXPERIENCES:

- Erasmus Exchange at Palacký University in the Czech Republic, focusing on foreign policy and Russian government;
- Winner of the National Model United Nations Award (December 2015);
- Intern at the Embassy of Guatemala to the Netherlands (Politics, Security and Development Department); and
- World Class The Hague Honorary Participant 2013-2017

Joost has worked on counter-extremist intervention projects across the US, Canada, and mainland Europe. He helps with campaign design, implementation and execution, and has previously analyzed global influence operations. He is currently a RAN C&N Working Group participant and founding member of the Extremism & Gaming Research Network (EGRN).

PROFESSIONAL EXPERIENCE

2018 -
Present

Moonshot CVE - London, the United Kingdom Analyst

- Managed short-term and long-term projects focusing on online harms, leading project members and writing reports;
- Designed and executed deradicalization projects focused on far-right extremism and jihadism, using OSINT, data analysis and digital interventions;
- Risk, threat and operational assessments on topics such as influence operations, CSEA, gaming platforms and conspiracy narratives.

2016 - 2017

European Union Delegation to the USA - Intern at the Press & Public Diplomacy Section

- Policy and research reporting (EU policy, Brexit, cyber security, Trump Administration);
- Digital media strategy and communications focused on public diplomacy efforts, and event and project management.

2016
January
- July

Hague Talks - The Hague, The Netherlands Intern Communications & Event Management

- Responsible for leading the communications team in social media strategy, data analysis and outreach;
- Organising and managing events and M&E processes.

EDUCATION

July 2020 -
Present

Quantic School of Business & Technology Master of Business Administration (MBA)

Currently pursuing an MBA with a focus on economics, operations, technological innovation, and entrepreneurship.

2017 - 2018

King's College London - MA in Intelligence & International Security

Focus on intelligence studies, (counter)-radicalization, terrorism, extremism, and authoritarian states.

Thesis: *A comparative analysis of US far-right groups and their ideologies.*

2013 - 2017

The Hague University of Applied Sciences - BA European Studies

Specialization: European public policy, EU law, security studies, Spanish and French, and international communications.

Thesis: *Lessons to be learned from NATO-UN co-operation in the Libya mission and its aftermath (militarily, politically and humanitarian).*



Katie Passey

Analyst

 **Profile**

- A self-motivated, approachable, and dedicated analyst with research skills gained across a range sectors including parliament, think tanks and consultancies.
- Her specialism is in the design and delivery of digital counter-messaging and intervention projects across a range of extremisms and geographical regions.
- She is currently also specialising in monitoring, measuring and evaluating the results of CVE programs and projects, including project impact, through M&E training.

 **Career**

03/2019 - Present: Moonshot CVE, Analyst, London

- Works on the design and delivery of digital counter-messaging and intervention projects focusing on both the violent far-right and jihadism across a wide range of geographical regions, including the US, Canada, Europe and Asia.
- Experienced in the curation and targeting of counter-narrative content, social media advertising and monitoring and analysis of at-risk user activity online.
- Completed NCVO Monitoring and Evaluation training in February 2020. Due to take intermediate training with intrac in 2020.

07/2018 - 10/2018: Oxford Insights, Research Associate, Oxford

- Managed production of an internal R&D report for Oxford Insights on the role of Artificial Intelligence and technology in non-state terrorism: “The Double-Edged Domain”.
- Assisted in the research writing and administration of Oxford Insights’ AI Strategy for the city of Stockton, California: “AI and the Future of Work in Stockton”. Duties involved liaising with AI start-ups/venture capitalists and representatives of city and county government, educational institutions and civil society organisations in CA to arrange meetings and travel for consultants to Stockton.

08/2016 - 02/2017: Quilliam International, Junior Researcher, London

- Assisted in the research, writing and publication of a UNICEF- accredited report: ‘Refuge: Pathways Of Youth Fleeing Extremism’ published with Quilliam International, and an op-ed with Left Foot Forward.
- Independently conducted research interviews with leading CVE specialists and parliamentarians.
- Created a database on how far right organisations in Europe shaped public discourse on refugees.



●● Qualifications

The University of Southampton, MSc International Security and Risk, Distinction. Awarded Frankel Prize and two Dean's list awards for academic excellence and best overall performance.

The University of Southampton, BA History, First Class (Hons)



Micah Clark

Principal and Director of Product

Profile

- Micah directs Moonshot CVE's product development and technical development efforts, which works to collect and analyze hard to find data to inform strategic messaging and intervention programs
- Micah also oversees Moonshot's programming in Canada, including a Canada-wide strategic messaging project (Canada Redirect) and government-funded research on the incel movement.
- He is a recognized international expert and practitioner on violent extremist use of the internet and methods for countering and preventing it
- He holds eight years of progressively responsible experience in the defence, intelligence and research sectors, including program management, research, monitoring and evaluation, and curriculum development
- Micah has delivered numerous capacity building and training workshops across North America and Europe, focused primarily on using the internet as a source of information and leverage to disrupt extremist messages and organizations

Career

10/2018-Present, Moonshot CVE, Principal and Director of Product, Ottawa, Canada

- Micah directs Moonshot CVE's Canadian practice, focused on nationwide strategic messaging, open source data collection and analysis and local capacity building to confront multiple forms of violent extremism
- Leads the development of new technologies and products, based on new data sources and changing extremist behaviors online
- Leads company-wide initiatives, advises the wider Moonshot CVE team, and provides internal training on analytical skills, data literacy and technology

10/2016 - 10/2018: ECS Federal, Program Manager, Washington DC

- Managed policy, innovation and user support for a large US Department of Defence technical system that hosted analytical tools used for defence operations, including strategic messaging against non-state actors
- Developed, executed and directed a 10-day training curriculum on the use of open source information and technology to confront and disrupt extremist messages and organizations. The 10-day training has been run more than 50 times over the last three years in locations around North America and Europe

09/2015 - 10/2016: The Conference Board of Canada, Senior Research Associate, Ottawa, Canada

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- Lead researcher and outreach coordinator for the Cyber Security Center and the Center for National Security and the Council on Emergency Management
- Conducted research on a range of topics, including research on human rights, counter-terrorism and countering violent extremism, national and international privacy regimes and internet governance
- Developed and delivered workshops and trainings on national security policy, open source intelligence and emergency management

01/2013 - 09/2015: SecDev, Mission Manager, Ottawa, Canada

- Managed a team of world-class analysts and practitioners in the field to answer critical questions for international security and diplomatic clients
- Led SecDev's research on detecting and addressing radicalization to violence on the internet, funded by the Government of Canada
- Developed and delivered training on extremist use of the internet, digital literacy and open source tradecraft

●● **Qualifications**

MA International Affairs, Intelligence and National Security, Carleton University, Ottawa, Canada

BA History and Philosophy, Seattle University, Seattle, WA, USA



Micah@moonshotcve.com





18 St. Cross Street, Moonshot Cve Ltd, 4th Floor,, London, England, EC1N 8UN

24 May 2021

**Department of Homeland Security
Center for Prevention Programs and Partnerships
Targeted Violence and Terrorism Prevention Grant Program**

Dear Targeted Violence and Terrorism Prevention Proposal Review Committee,

I am writing to express my strong support for the McCain Institute’s grant application entitled “Local Prevention Resources for Parents Awareness-Raising Campaign” by Ms. Brette Steele. If the proposal is selected for funding by the DHS TVTP grant program, it is our intent to commit to the proposed project as described in the project narrative and the implementation plan.

Moonshot CVE is a global social enterprise working to end online harms, applying evidence, ethics, and human rights. We design new methodologies and technologies to respond effectively to harms that threaten public safety, including violent extremism, gender-based violence, disinformation, and serious organized crime. We deliver programs in more than 30 countries to reduce violence and reach people engaging in or affected by online harms.

Moonshot will help in the co-design of a new online campaign, as well as grow awareness of this campaign by running US-wide digital interventions. The first activity will be to co-design a new awareness raising campaign focused on radicalization and related themes. Moonshot will leverage its experience and expertise in design, ethics, and thematic topics around radicalization to help build out a user-friendly campaign with the end-user at the center. The second activity will be to run county-level digital interventions campaigns across the US on multiple advertising platforms. Following the two-month design period, Moonshot will run 2 months of initial A/B testing and optimization followed by a 10 month-long digital interventions campaign focusing on each county across the US. Moonshot will start with the Google Search campaigns and potentially A/B test content on other platforms, such as Google Display, YouTube, and/or Twitter.



18 St. Cross Street, Moonshot Cve Ltd, 4th Floor,, London, England, EC1N 8UN

Initiatives such as the one Ms. Steele is proposing are critical to reaching vulnerable audiences and educating individuals about the pervasive threats both they and their loved ones are facing. We are very enthusiastic about the work at the McCain Institute and look forward to supporting this endeavor.

(b)(6)

Ross Frenett
Founder

5/24/21

Department of Homeland Security
Center for Prevention Programs and Partnerships
Targeted Violence and Terrorism Prevention Grant Program

Dear Targeted Violence and Terrorism Prevention Proposal Review Committee,

I am writing in support of the McCain Institute's grant application entitled "Local Prevention Resources for Parents Awareness-Raising Campaign" by Ms. Brette Steele. If the proposal is selected for funding by the DHS TVTP grant program, it is our intent to support to the proposed project as described in the project narrative and the implementation plan.

Ketchum Inc. is a global public relations firm, offering marketing, branding, and corporate communications services in the corporate, healthcare, food and beverage, and technology industries. Founded in 1923, it is now a part of the larger Omnicom network. The firm is headquartered in New York City and has more than 130 offices and affiliates in over 70 countries. Ketchum has a specialty group that focuses on producing award-winning content, influencer & strategy work for clients of all types, sizes, and industries.

Ketchum Inc. will support the development of messaging, creative content, site design and influencer strategy in partnership with the McCain Institute.

Initiatives such as the one Ms. Steele is proposing are critical to reaching vulnerable audiences and educating individuals about the pervasive threats both they and their loved ones are facing. We are very enthusiastic about the work at the McCain Institute and look forward to supporting this endeavor.

Sincerely,

(b)(6)

Shlomi Helali
Ketchum SVP, Finance

COLLEGES AND UNIVERSITIES RATE AGREEMENT

EIN:	DATE:06/15/2020
ORGANIZATION:	FILING REF.: The preceding
Arizona State University	agreement was dated
Fulton Center 410, Rm. 4478	06/28/2019
P.O. Box 87705	
Tempe, AZ 85287-7605	

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	06/30/2017	54.50	On-Campus	Organized Research
PRED.	07/01/2017	06/30/2018	56.00	On-Campus	Organized Research
PRED.	07/01/2018	06/30/2019	56.50	On-Campus	Organized Research
PRED.	07/01/2019	06/30/2020	57.00	On-Campus	Organized Research
PRED.	07/01/2016	06/30/2020	26.00	Off-Campus	Organized Research
PRED.	07/01/2016	06/30/2017	51.60	On-Campus	Instruction
PRED.	07/01/2017	06/30/2020	48.00	On-Campus	Instruction
PRED.	07/01/2016	06/30/2020	26.00	Off-Campus	Instruction
PRED.	07/01/2016	06/30/2017	37.50	On-Campus	Other Sponsored Activities
PRED.	07/01/2017	06/30/2020	44.40	On-Campus	Other Sponsored Activities
PRED.	07/01/2016	06/30/2020	26.00	Off-Campus	Other Sponsored Activities

ORGANIZATION: Arizona State University

AGREEMENT DATE: 6/15/2020

<u>TYPE</u>	<u>FROM</u>	<u>TO</u>	<u>RATE (%)</u>	<u>LOCATION</u>	<u>APPLICABLE TO</u>
PROV.	07/01/2020	Until Amended		(1)	

*BASE

Modified total direct costs, consisting of all salaries and wages, fringe benefits, materials, supplies, services, travel and subgrants and subcontracts up to the first \$25,000 of each subgrant or subcontract (regardless of the period covered by the subgrant or subcontract). Modified total direct costs shall exclude equipment, capital expenditures, charges for patient care, participant support costs, student tuition remission, rental costs of off-site facilities, scholarships, and fellowships as well as the portion of each subgrant and subcontract in excess of \$25,000.

(1) Use same rates and conditions as those cited for fiscal year ending June 30, 2020.

ORGANIZATION: Arizona State University

AGREEMENT DATE: 6/15/2020

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	7/1/2020	6/30/2021	26.30	All (A)	Faculty
FIXED	7/1/2020	6/30/2021	33.00	All (A)	Staff
FIXED	7/1/2020	6/30/2021	9.40	All (A)	Part Time
FIXED	7/1/2020	6/30/2021	1.50	All (A)	Student
FIXED	7/1/2020	6/30/2021	10.00	All (A)	RA/TA
FIXED	7/1/2020	6/30/2021	21.00	All (A)	Post Doc
PROV.	7/1/2021	Until amended		(B)	

** DESCRIPTION OF FRINGE BENEFITS RATE BASE:

(A) Salaries and wages including vacation, holiday, sick leave pay and other paid absences.

(B) Use same rates and conditions as those cited for fiscal year ending June 30, 2021.

ORGANIZATION: Arizona State University

AGREEMENT DATE: 6/15/2020

SECTION II: SPECIAL REMARKS

TREATMENT OF FRINGE BENEFITS:

The fringe benefits are charged using the rate(s) listed in the Fringe Benefits Section of this Agreement. The fringe benefits included in the rate(s) are listed below.

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 costs for salaries and wages. Separate claims for the costs of these paid absences are not made except for paid absences that have been earned but not taken when an individual separates from the university prior to the completion of the grant, contract or other agreement.

OFF-CAMPUS DEFINITION

An off-campus rate is applicable to those projects conducted in facilities not owned or operated by the University, which include charges for facility rental as a direct expenditure, and for which more than 50% of the project salaries and wages are for effort conducted in the rental facility.

DEFINITION OF EQUIPMENT

Equipment means tangible personal property (including information technology systems) having a useful life of more than one year and a per-unit acquisition cost which equals or exceeds \$5,000.

The following fringe benefits are included in the fringe benefit rate(s):

FICA, WORKERS COMPENSATION, HEALTH/DENTAL/LIFE INSURANCE, UNEMPLOYMENT INSURANCE, DISABILITY INSURANCE, ACCIDENTAL DEATH, RETIREMENT PLANS (STATE RETIREMENT PROGRAMS AND TIAA/CREF), FLEXIBLE SPENDING PLAN, RETIREE ACCUMULATIVE SICK LEAVE, AND EMPLOYEE TUITION REMISSION, EMPLOYEE WELLNESS, SABBATICAL PAYMENTS, EMPLOYEE ASSISTANCE, AND TERMINAL LEAVE.

NEXT PROPOSAL DUE DATE

Your next fringe benefit rate proposal based on actual costs for fiscal year ended 06/30/20, will be due no later than 12/31/20.

This rate agreement updates the fringe benefits 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:

Arizona State University

ON BEHALF OF THE FEDERAL GOVERNMENT:

DEPARTMENT OF HEALTH AND HUMAN SERVICES

(INSTITUTION)

DocuSigned by:

(b)(6)

(SIGNATURE)
D7AE35726443471...

Matthew J. Smith

(NAME)

Vice President for Budget Planning and Management

(TITLE)

June 18, 2020

(DATE)

(b)(6)

(SIGNATURE)

Arif Karim

(NAME)

Director, Cost Allocation Services

(TITLE)

6/15/2020

(DATE) 1353

HHS REPRESENTATIVE: **Jeanette Lu**

Telephone:

(b)(6)

EMW-2021-GR-APP-00092

Application Information

Application Number: EMW-2021-GR-APP-00092

Funding Opportunity Name: Fiscal Year (FY) 2021 Targeted Violence and Terrorism Prevention (TVTP)

Funding Opportunity Number: DHS-21-TTP-132-00-01

Application Status: Pending Review

Applicant Information

Legal Name: Arizona State University

Organization ID: 18009

Type: Public and State Controlled institutions of higher education

Division:

Department:

EIN: (b)(6)

EIN Shared With Organizations:

DUNS: 943360412

DUNS 4: 0000

Congressional District: Congressional District 09, AZ

Physical Address

Address Line 1: Centerpoint, Suite 312

Address Line 2: 660 S. Mill Ave

City: Tempe

State: Arizona

Province:

Zip: 85281-3670

Country: UNITED STATES

Mailing Address

Address Line 1: P.O. Box 876011

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

City: Tempe

State: Arizona

Province:

Zip: 85287-6011

Country: UNITED STATES

SF-424 Information

Project Information

Project Title: Local Prevention Resources for Parents Awareness-Raising Campaign

Program/Project Congressional Districts: Congressional District 09, AZ

Proposed Start Date: Fri Oct 01 00:00:00 GMT 2021

Proposed End Date: Sat Sep 30 00:00:00 GMT 2023

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

Estimated Funding

Funding Source	Estimated Funding (\$)
Federal Funding	\$710451
Applicant Funding	\$0
State Funding	\$0
Local Funding	\$0
Other Funding	\$0
Program Income Funding	\$0
Total Funding	\$710451

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
Heather Clark	(b)(6)		Authorized Official Primary Contact Signatory Authority
Heather Clark			Secondary Contact

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	\$159267
Fringe Benefits	\$54754
Travel	\$0
Equipment	\$0
Supplies	\$0
Contractual	\$427784
Construction	\$0
Other	\$0
Indirect Charges	\$68646
Non-Federal Resources	Amount
Applicant	\$0
State	\$0
Other	\$0
Income	Amount
Program Income	\$0

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

Direct Charges Explanation: See Budget Justification in Narrative

Indirect Charges explanation: 26% MTDC

Forecasted Cash Needs (Optional)

	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
Federal	\$97402	\$97402	\$97402	\$97402
Non-Federal	\$	\$	\$	\$

Future Funding Periods (Years) (Optional)

First	Second	Third	Fourth
\$320843	\$	\$	\$

Remarks:

SF-424C

Budget Information for Construction Programs

Assurances for Non-Construction Programs

Form not applicable? false

Signatory Authority Name: Heather Clark

Signed Date: Tue May 25 00:00:00 GMT 2021

Signatory Authority Title: Executive Director, Research Operations

Certification Regarding Lobbying

Form not applicable? false

Signatory Authority Name: Heather Clark

Signed Date: Tue May 25 00:00:00 GMT 2021

Signatory Authority Title: Executive Director, Research Operations

Disclosure of Lobbying Activities

Form not applicable? false

Signatory Authority Name: Heather Clark

Signed Date: Tue May 25 00:00:00 GMT 2021

Signatory Authority Title: Executive Director, Research Operations