

<b>From:</b>	(b)(6)
<b>To:</b>	(b)(6)
<b>Subject:</b>	FW: Complex, Coordinated Terrorist Attacks (CCTA) Grant
<b>Date:</b>	2016/09/07 10:12:00
<b>Priority:</b>	Normal
<b>Type:</b>	Note

**From:** (b)(6)  
**Sent:** Friday, July 29, 2016 4:08 PM  
**To:** (b)(6)  
**Cc:** (b)(6)  
**Subject:** Complex, Coordinated Terrorist Attacks (CCTA) Grant

Deputy:

As we discussed earlier this week, attached for your review and input is the draft Notice of Funding Opportunity (NOFO) for the \$39 million "Complex, Coordinated Terrorist Attacks (CCTA)" grant.

Heather and I have both reviewed and offered edits and comments that we feel would address the concerns of law enforcement and strengthen this grant overall.

I have attached three documents:

- 1) The NOFO announcement draft including Heather's input and mine.
- 2) The clean NOFO announcement draft from FEMA without our edits (in case you want to start from scratch).
- 3) The relevant legislative text and joint explanatory statement.

I'll be standing by for anything you need on this as you review over the weekend.

On a related note, shall we schedule a follow-up call with Manning and Kamoie on Tuesday (so that they have Monday to go through your edits)?

Thank you, Deputy.

(b)(6)

**Sender** (b)(6)

<b>Recipient:</b>	(b)(6)	
<b>Sent Date:</b>	2016/09/07 10:12:42	
<b>Delivered Date:</b>	2016/09/07 10:12:00	

32 page draft document "DHS Notice of Funding Opportunities"

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<b>From:</b>	(b)(6)
<b>To:</b>	
<b>CC:</b>	
<b>Subject:</b>	FW: Contact info for Focus Area Leads
<b>Date:</b>	2016/04/04 15:53:55
<b>Importance:</b>	High
<b>Priority:</b>	Urgent
<b>Type:</b>	Note

Just resending the email below (re: focus area leads). Please let me know if you need anything else. Thanks,

(b)(6)

**From:** (b)(6)

(b)(6)

**Subject:** Contact info for Focus Area Leads  
**Importance:** High

(b)(6)

Per our conversation yesterday and the reminder email that went out earlier today to subcommittee members, I just wanted to provide you with the contact info for the focus area leads so that you can reach out to them individually to remind of the need for progress in their areas.

Attached is the contact info sheet, and below is the list of focus area leads. Please let me know if you need anything else from my end. Thanks,

(b)(6)

**Focus Area Leads:**

- (b)(6)
- 
- 
- 
- 
- 
-

<b>Sender:</b>	(b)(6)
<b>Recipient:</b>	(b)(6)
<b>Sent Date:</b>	2016/04/04 15:53:53
<b>Delivered Date:</b>	2016/04/04 15:53:55



## COUNTERING VIOLENT EXTREMISM SUBCOMITTE CONTACT SHEET

<u>NAME</u>	<u>CONTACT #</u>	<u>EMAIL</u>
-------------	------------------	--------------

**Farah Pandith (Chair)**

**Adnan Kifayat (Chair)**

**Laila Alawa**

**John Allen**

**Russ Deyo**

**Paul Goldenberg**

**Jane Harman**

**Seamus Hughes**

**Joel Meyer**

**Jeffrey Miller**

**Michael Nutter**

**Matthew Olsen**

**Ali Soufan**

**Juan Zarate**

(b)(6)

<b>From:</b>	(b)(6)
<b>To:</b>	(b)(6)
<b>Subject:</b>	FW: Countering Violent Extremism Efforts at the State Department: Toward a More Strategic Approach
<b>Date:</b>	2016/05/17 12:56:26
<b>Priority:</b>	Normal
<b>Type:</b>	Note

FYI....

(b)(6)

Branch Chief, SPP  
DHS, I&A

Awareness matters: [www.dhs.gov/cveas-portal](http://www.dhs.gov/cveas-portal)

**From:** (b)(6)

(b)(6)

**Sent:** Tuesday, May 17, 2016 11:26 AM

**To:** (b)(6)

**Subject:** Countering Violent Extremism Efforts at the State Department: Toward a More Strategic Approach

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# Countering Violent Extremism Efforts at the State Department: Toward a More Strategic Approach

Wednesday, May 25, 2016  
2:00pm-3:00pm

[Register  
Here](#)

The Program on Extremism at George Washington University would like to invite you to a conversation with [Justin Siberell](#), Acting Coordinator, for the Department of State's Bureau of Counterterrorism and Countering Violent Extremism.

Over the past year, there has been growing international recognition of the importance of countering violent extremism (CVE) as part of the U.S. Government's response to terrorism.

The Department of State is implementing a number of changes to create a more strategic, integrated, and effective approach to CVE. This includes the forthcoming release of the first-ever State and USAID Joint Strategy on Countering Violent Extremism. Mr. Siberell will discuss this strategy; the State Department's work with a range of bilateral, multilateral, and non-governmental partners to prevent radicalization and recruitment efforts of violent terrorist groups; and the critical role of elevating CVE in diplomacy.

The discussion will be moderated by Seamus Hughes, Deputy Director of the Program on Extremism at the GW Center for Cyber & Homeland Security.

State Room | 7th Floor  
Elliott School of International Affairs  
The George Washington University  
1957 E Street NW  
Washington, DC 20052

GW Center for Cyber & Homeland Security,  
2000 Pennsylvania Avenue NW, Washington, DC 20052

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<b>Sender</b>	(b)(6)
<b>Recipient</b>	(b)(6)
<b>Sent Date:</b>	2016/05/17 12:56:24
<b>Delivered Date:</b>	2016/05/17 12:56:26



<b>From:</b>	(b)(6)
<b>To:</b>	
<b>Subject:</b>	FW: Countering Violent Extremism Programs and Initiatives Report - Due COB 2/12/16
<b>Date:</b>	2016/02/09 11:41:35
<b>Importance:</b>	High
<b>Priority:</b>	Urgent
<b>Type:</b>	Note

To all CVE Working Group Members,

Heads-up

This tasker was sent out to all of your CFO's on Monday afternoon. Last week, there was a CVE Working Group conference call, and this tasker was discuss in detail. Please make sure that you are working with your agency CFO to complete this tasker.

VR

(b)(6)

**From:** (b)(6)

**Sent:** Monday, February 08, 2016 5:09 PM

(b)(6)

**Subject:** Countering Violent Extremism Programs and Initiatives Report - Due COB 2/12/16

**Importance:** High

Budget Officers

Below and attached you will find the data call related to personnel costs and funding levels for Countering Violent Extremism Programs and Initiatives in FY 2016 mapped to the recently outlined in the DHS CVE Action Plan.

**Background:** In order to ensure the United States is positioned to counter homegrown violent extremism and prevent domestic radicalization, the House Report directs the Office of Community Partnerships to provide a detailed description of all DHS countering violent extremism (CVE) programs and initiatives, including associated personnel and funding levels, not later than 60 days after the date of enactment of the DHS appropriation.

In the attached file, the CVE Interagency Budget Data is divided into 4 different portions:

- **CVE Program Funding Levels:** Each component should provide a brief summary of the CVE program or exercise that they funded.
- **FY16 Plan Budget:** Each component should provide an estimate of their funding of CVE programs for FY2016.

- **Salaries and Benefits:** Each component should provide the planned amount for FY 16 for salaries and benefits for CVE related work.

Attached is the DHS CVE Action Plan for your information. If you have any questions regarding this data call, please contact (b)(6)

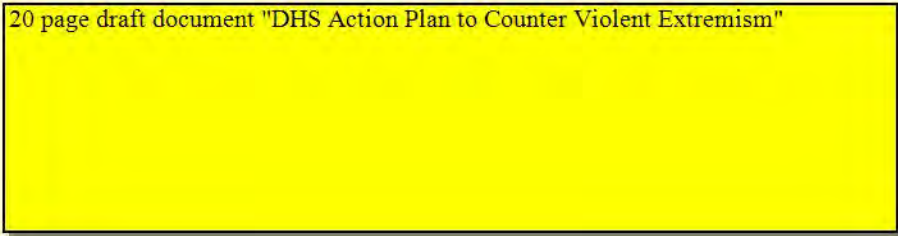
Please provide your completed file to (b)(6) COB, 2/9/16.  
Negative replies are requested.

Thanks,

(b)(6)

<b>Sender:</b>	(b)(6)
<b>Recipient:</b>	(b)(6)
<b>Sent Date:</b>	2016/02/09 11:41:33
<b>Delivered Date:</b>	2016/02/09 11:41:35

20 page draft document "DHS Action Plan to Counter Violent Extremism"



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<b>From:</b>	(b)(6)
<b>To:</b>	
<b>Subject:</b>	FW: CT PAPER FOR REVIEW--COMMENTS DUE COB 9/20: Presidential Transition Office - Strategic Issue Paper Spreadsheet
<b>Date:</b>	2016/09/23 14:44:00
<b>Priority:</b>	Normal
<b>Type:</b>	Note

Wanted to make sure you were looped in on this 😊

**From:** (b)(6)

**Sent:** Friday, September 23, 2016 2:43 PM

(b)(6)

**Subject:** RE: CT PAPER FOR REVIEW--COMMENTS DUE COB 9/20: Presidential Transition Office - Strategic Issue Paper Spreadsheet

Please see S&T inputs cleared by COS Coulter.

(b)(6)

Management and Program Analyst  
 FFRDC Program Management Office  
 Science & Technology  
 Department of Homeland Security

(b)(6)

**From:** (b)(6)

**Sent:** Monday, September 19, 2016 12:36 PM

(b)(6)

**Subject:** CT PAPER FOR REVIEW--COMMENTS DUE COB 9/20: Presidential Transition Office - Strategic

Issue Paper Spreadsheet

**Importance:** High

All:

Please find attached the CT transition issue paper drafted by CT Staff and CBP. Please review and provide your comments/edits back to those on the cc line of this email.

Thank you,

(b)(6)

Branch Chief, Executive Secretariat  
Office of Intelligence and Analysis  
Department of Homeland Security

(b)(6)

---

**From:** (b)(6)

**Sent:** Friday, September 16, 2016 10:21 AM

(b)(6)

**Subject:** Presidential Transition Office - Strategic Issue Paper Spreadsheet

Transition Colleagues,

Updated spreadsheet attached with changes in red. Please note the addition of a paper on the Department's R&D programs lead by S&T and CG. This was a particular point of interest from congressional appropriators, and the PTO concurred with their recommendation to include the paper in the portfolio.

In addition, based on feedback from OHA, the PTO approved breaking out the Infectious Disease, Biological, and Chemical threats papers into three separate papers.

As always, thank you for the excellent work coordinating and drafting these papers. Please let me know if you have any questions. Looking forward to seeing the drafts next week.

V/R,

(b)(6)

Deputy Presidential Transition Officer  
Department of Homeland Security

(b)(6)

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**Sender:** (b)(6)



<b>Recipient:</b>	(b)(6)	
<b>Sent Date:</b>	2016/09/23 14:44:51	
<b>Delivered Date:</b>	2016/09/23 14:44:00	

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<b>From:</b>	(b)(6)
<b>To:</b>	(b)(6)
<b>CC:</b>	(b)(6)
<b>Subject:</b>	Fw: CVE / CCTA / JCTAWS FY 2016 Appropriation requirements and requests
<b>Date:</b>	2016/03/11 16:24:10
<b>Type:</b>	Note

(b)(6) is fine w the recs.

---

**From:** (b)(6)  
**Sent:** Friday, March 11, 2016 04:22 PM  
**To:** (b)(6)  
**Subject:** Re: CVE / CCTA / JCTAWS FY 2016 Appropriation requirements and requests

Sounds good, (b)(6) I'll turn it around quickly and stay at a high level. I did look at the recs - do you expect those to stay largely the same in tomorrow's version?

---

**From:** (b)(6)  
**Sent:** Friday, March 11, 2016 04:10 PM  
**To:** (b)(6)  
**Subject:** RE: CVE / CCTA / JCTAWS FY 2016 Appropriation requirements and requests

(b)(6) will send you a draft tomorrow for a high level fact check. We will need a very quick turnaround to meet the filing deadline and share it with the HSAC members and public. So a few hours tops sir!:) Assume you saw the recs I sent you last night?

---

**From:** (b)(6)  
**Sent:** Friday, March 11, 2016 12:45 PM  
**To:** (b)(6)  
**Subject:** Re: CVE / CCTA / JCTAWS FY 2016 Appropriation requirements and requests

I know you're working hard and that it is impossible to please everyone. Hang in there.

(b)(6)

---

**From:** (b)(6)  
**Sent:** Friday, March 11, 2016 12:39 PM  
**To:** (b)(6)  
**Subject:** RE: CVE / CCTA / JCTAWS FY 2016 Appropriation requirements and requests

Thanks Brian. We are working hard over here but glad we are able to get it done in time.

---

**From:** (b)(6)  
**Sent:** Friday, March 11, 2016 12:37 PM  
**To:** (b)(6)  
**Subject:** RE: CVE / CCTA / JCTAWS FY 2016 Appropriation requirements and requests

(b)(6)

In case I wasn't clear yesterday – the language below is very good and a much-needed improvement on the CVE para on page 23. So, I'm good with it. Thank you.

Don't worry about the other item I referenced last night – it was a broader issue regarding whether the grant programs have flexibility to address emerging threats. They do, but I will defer to (b)(6) in however she addresses that comment.

So, I don't have any CVE issues any longer. Hope that helps. I am sorry if that wasn't clear.

Best,

(b)(6)

---

**From:** (b)(6)  
**Sent:** Wednesday, March 09, 2016 5:13 PM  
**To:** (b)(6)  
**Subject:** RE: CVE / CCTA / JCTAWS FY 2016 Appropriation requirements and requests

DHS has recently begun exploring innovative mechanisms to encourage participants to be engaged on key issues as well as innovate solutions and strategies. For example, the 2016 Department of Homeland Security Appropriations Act allocated \$50 million to the Secretary of Homeland Security “for emergent threats from violent extremism and from complex, coordinated terrorist attacks.”

---

**From:** (b)(6)  
**Sent:** Wednesday, March 09, 2016 5:10 PM  
**To:** (b)(6)  
**Subject:** RE: CVE / CCTA / JCTAWS FY 2016 Appropriation requirements and requests

(b)(6) yes. Thank you.

Only minor edit I would recommend is a change to the title of the appropriation. It's no longer an “omnibus bill”, it's an enacted law. So, recommend the second sentence read:

For example, the *Department of Homeland Security Appropriations Act, 2016* allocated....

Rest is fine.

---

**From:** (b)(6)  
**Sent:** Wednesday, March 09, 2016 4:49 PM  
**To:** (b)(6)  
**Subject:** RE: CVE / CCTA / JCTAWS FY 2016 Appropriation requirements and requests

I am going to suggest that just the language below is used and the rest of the paragraph is taken out. Ok with you?

DHS has recently begun exploring innovative mechanisms to encourage participants to be engaged on key issues as well as innovate solutions and strategies. For example, the Fiscal Year (FY) 2016 Omnibus Bill allocated \$50 million to the Secretary of Homeland Security “for emergent threats from violent extremism and from complex, coordinated terrorist attacks.”

---

**From:** (b)(6)  
**Sent:** Wednesday, March 09, 2016 3:32 PM  
**To:** (b)(6)  
**Subject:** Re: CVE / CCTA / JCTAWS FY 2016 Appropriation requirements and requests

How is (b)(6) even aware of this issue?

---

**From:** (b)(6)  
**Sent:** Wednesday, March 09, 2016 03:25 PM  
**To:** (b)(6)  
**Subject:** RE: CVE / CCTA / JCTAWS FY 2016 Appropriation requirements and requests

Flagged it for the FO and will let you know if they want to change it.

---

**From:** (b)(6)  
**Sent:** Wednesday, March 09, 2016 3:07 PM  
**To:** (b)(6)  
**Subject:** Re: CVE / CCTA / JCTAWS FY 2016 Appropriation requirements and requests

Yes, that's it

---

**From:** (b)(6)  
**Sent:** Wednesday, March 09, 2016 03:04 PM  
**To:** (b)(6)  
**Subject:** RE: CVE / CCTA / JCTAWS FY 2016 Appropriation requirements and requests

This is the language I see on cve in the version I am working on.

- DHS has recently begun exploring innovative mechanisms to encourage participants to be engaged on key issues as well as innovate solutions and strategies. For example, the Fiscal Year (FY) 2016 Omnibus Bill allocated \$50 million to the Secretary of Homeland Security “for emergent threats from violent extremism and from complex, coordinated terrorist attacks.” The bill further “allows the Secretary to transfer such funds between



appropriations after notifying the Committees 15 days in advance.” Although it sets limited requirements around the amount of funding that can be dedicated to certain priorities, the bill is written such that the Secretary has discretion to allocate the funds where he determines they are most necessary. This increased flexibility allows DHS to use the funds more effectively and can direct funding to those in greatest need.

**From:** (b)(6)  
**Sent:** Wednesday, March 09, 2016 10:42 AM  
**To:** (b)(6)  
**Subject:** FW: CVE / CCTA / JCTAWS FY 2016 Appropriation requirements and requests

Sarah, 2 of 2.

Please read this closely. The language is as clear as I have seen any appropriations language (“not more than \$10m” and “not less than \$39m”).

**From:** (b)(6)  
**Sent:** Monday, February 29, 2016 11:16 AM  
 (b)(6)  
**Subject:** FW: CVE / CCTA / JCTAWS FY 2016 Appropriation requirements and requests

(b)(6) The table below breaks down the intended uses of the \$50 M for CVE, CCTA, and JCTAWS. You may find this useful for your discussions on these programs today and moving forward.  
 Thanks, (b)(6)

-----

Sec. 543 of Pub. L. No. 114-113 appropriates \$50 million for countering violent extremism (CVE), complex coordinated terrorist attacks (CCTA), and additional funding for the Joint Counterterrorism Awareness Workshop Series (JCTAWS). Pub. L. No. 114-113 does not direct how DHS or FEMA must allocate this funding, however, Congress describes its intended uses of this funding in its Joint Explanatory Statement (JES) as described in the table below:

Program / Allocation Category	Amount prescribed by JES	Further Description in JES
CVE	not more than \$10,000,000	<p>“Within these funds, not more than \$10,000,000 is for a countering violent extremism (CVE) initiative to help states and local communities prepare for, prevent, and respond to emergent threats from violent extremism;...</p> <p>“All funds under the CVE initiative shall be provided on a competitive basis directly to states, local governments, tribal governments, non profit organizations, or institutions of higher education. Eligible activities for the CVE initiative shall include, but</p>

		not be limited to, planning, developing, implementing, or expanding educational outreach, community engagement, social service programs, training, and exercises, as well as other activities as the Secretary determines appropriate. Existing programs should be utilized wherever practical.”
CCTA	not less than \$39,000,000	<p>“...not less than \$39,000,000 is for an initiative to help states and local governments prepare for, prevent, and respond to complex, coordinated terrorist attacks with the potential for mass casualties and infrastructure damage...</p> <p>“Eligible activities for the initiative related to complex coordinated terrorist attacks shall include, but not be limited to, planning, training and exercises to support plans, and other activities the Secretary determines appropriate, consistent with this statement.”</p>
JCTAWS	not less than \$1,000,000	“... and not less than \$1,000,000 shall be for expanding or enhancing the Joint Counterterrorism Awareness Workshop Series, which brings together federal, state, and local governments, and the private sector to help regions improve their counterterrorism preparedness posture, including the ability to address the threat of complex terrorist attacks.”

Sec. 543 of Pub. L. No. 114-113 appropriated the \$50M as follows:

- (a) For an additional amount for emergent threats from violent extremism and from complex, coordinated terrorist attacks, \$50,000,000 to remain available until September 30, 2017.
- (b) Funds made available in subsection (a) for emergent threats may be transferred by the Secretary of Homeland Security between appropriations for the same purpose, notwithstanding section 503 of this Act.
- (c) No transfer described in subsection (b) shall occur until 15 days after the Committees on Appropriations of the Senate and the House of Representatives are notified of such transfer.

The JES also included the following briefing request applicable to the entire \$50M appropriation: “Not later than 45 days after the date of enactment of this Act, the Department shall brief the Committees on plans for execution of the initiatives, to include timelines, goals, metrics, and how the Whole of Community will be included.”

Thanks, (b)(6)

(b)(6)

Attorney Advisor  
U.S. Department of Homeland Security  
FEMA Office of Chief Counsel  
800 K Street NW  
Techworld, Room 9112  
Washington, DC 20472-3640

(b)(6)

(b)(6)

<b>Sender:</b>	(b)(6)	
<b>Recipient:</b>		
<b>Sent Date:</b>	2016/03/11 16:24:10	

<b>From:</b>	(b)(6)
<b>To:</b>	(b)(6) =CVE Working Group8d7";
<b>CC:</b>	(b)(6)
<b>Subject:</b>	(U) Counter ISIL Speaker Series 5 May 1330 ET (UNCLASSIFIED)
<b>Date:</b>	2016/05/03 15:32:40
<b>Priority:</b>	Normal
<b>Type:</b>	Note

Forwarded on behalf of the OSD's SMA: the Counter ISIL messaging speaker series will hear from Mr. Kendall Haven, "story consultant & master storyteller", who will discuss "The Neuroscience of Story: Keys to Controlling Narrative Influence".

Please dial into 866-712-(b)(6)

(b)(6)

-----Original Message-----

**From:** (b)(6)  
**Sent:** Tuesday, May 03, 2016 2:57 PM  
**To:** (b)(6)  
**Subject:** Counter ISIL Speaker Series 5 May 1330 ET (UNCLASSIFIED)

CLASSIFICATION: UNCLASSIFIED

All,

Please join us on Thursday 5 May 1330 ET for our Counter ISIL messaging speaker series when we will hear from Mr. Kendall Haven, "story consultant & master storyteller", who will discuss "The Neuroscience of Story: Keys to Controlling Narrative Influence"

Please dial into (b)(6)

Slides and Bio are attached. If your email server stripped them out you can download them here:

<https://drive.google.com/open?id=0Bz3bazlO0zAEdGNVQUFUWWZ6Unc>

v/r

Sam

(b)(6)

CLASSIFICATION: UNCLASSIFIED

<b>Sender:</b>	(b)(6)
<b>Recipient:</b>	(b)(6) CVE Working Group8d7";
<b>Sent Date:</b>	2016/05/03 15:32:38
<b>Delivered Date:</b>	2016/05/03 15:32:40

# The Neuroscience of Story:

## Keys to Controlling Narrative Influence

by  
**Kendall Haven**  
Story Consultant/Author/Master Storyteller

(b)(6)



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# Your Brain on *Story*

*(But especially the brain of every person  
you need to persuade, inspire, influence, or teach)*

*The Science Behind  
the Startling Power of Story*

by

**Kendall Haven**

Story Consultant/Author/Master Storyteller

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Your real job *is*:

have listeners

*accurately* understand, believe, remember,  
and *apply* your information

to affect their *beliefs, attitudes,*  
*values and behavior.*



Your real job:

*make it easy*

for listeners to understand, believe, remember  
and apply your information  
to affect their beliefs, attitudes,  
values and behavior.

*That requires The Elements of Story Structure*

*Your real job:*

## ***INFLUENCE***

**Influence:** *Changing attitudes, beliefs, values, knowledge, and behavior*

## *Your real job:*

### *INFLUENCE*

- requires that you gather *ATTENTION*
- which requires that you first *ENGAGE*
- which requires that you involve an *EMOTIONAL LEVEL*

*Engagement* is the essential *gateway* to *influence*.

### *STORY STRUCTURE*

activates emotional responses, engages,  
gathers and holds attention,  
and thus allows you to influence

1. We are *evolutionarily hardwired* to think story.

For over 150,000 years  
**story** and **storytelling**  
have dominated  
human interaction and communication  
to **communicate** and to **archive**  
learning, wisdom, fact, knowledge,  
values, beliefs, history, etc.

150,000 years of storytelling dominance

have **evolutionarily rewired** the human brain to think in specific story terms.

2. We convert information into *story form*  
*before* it reaches the conscious mind.

2. We convert information into *story form* **before** it reaches the conscious mind.

## Your **Neural Story Net**:

A fixed, connected set of subconscious brain sub-regions that create and process specific story concepts and informational elements

3. We always "*make sense*" in specific story form.



3. We always "*make sense*" in specific story form.

## The **MAKE-SENSE** Mandate

- If the brain can't **MAKE SENSE**, it won't pay **attention**
- Your brain has assigned the **MAKE-SENSE** Mandate to the **Neural Story Net**

In order to make it **make sense**,

Listeners routinely:

- **change (even reverse) factual information,**
- **make assumptions,**
- **create new information,**
- **ignore parts of the source material,**
- **infer connections and information**
- **infer motive, intent, significance**
- **misinterpret**
- **invent to “fill in” gaps and omissions**

STATE OF THE DISUNION...

WHAT WAS SAID:

"WE NEED TO REJECT ANY POLITICS THAT TARGETS PEOPLE BECAUSE OF RACE OR RELIGION. THIS ISN'T A MATTER OF POLITICAL CORRECTNESS, IT'S A MATTER OF UNDERSTANDING WHAT MAKES US STRONG."

WHAT WAS HEARD:

"HE HATES AMERICA AND WANTS THE TERRORISTS TO WIN!"



# The Neural Story Net

- Lies **between** external world and internal mind
- **Distorts** incoming information in order to make it **make sense**
- The story they see & hear ***IS NOT*** the story you said

**\*\*** Applying **effective story structure**  
to your information  
***minimizes*** that distortion

4. We know the **Eight Essential Informational Elements** used by the Neural Story Net to convert incoming information into story structure.

Effective story structure is:

that **character-based story organization** that provides the **informational elements** required by the **neural story net** in order to **understand** and to **make sense**

# The *Eight Essential Elements* of the Story Structure

- 1. Characters:** The characters that populate essential character positions in the story.
- 2. Traits:** Selected elements of character description used to control receiver attitude toward story characters.
- 3. Goal:** What a character needs/wants to do/get in a story.
- 4. Motives:** The drivers that make a goal important to a character.
- 5. Conflicts & Problems:** The sets of obstacles that stand between a character and an established goal.
- 6. Risk & Danger:** The likelihood of failure (risk) and the consequences of failure (danger).
- 7. Struggles:** The sequence of events a character undertakes to reach a goal highlighted by the climax scene (confrontation with the last & greatest obstacle) and the resolution scene.
- 8. Details:** The character, sensory, scenic, and event specific descriptors used to create, direct, and control receivers' story imagery.

# The Core of a Story

(That which drives a character and hooks a reader)





5. We know the *story elements* the exert the greatest control over narrative *influence potential*.

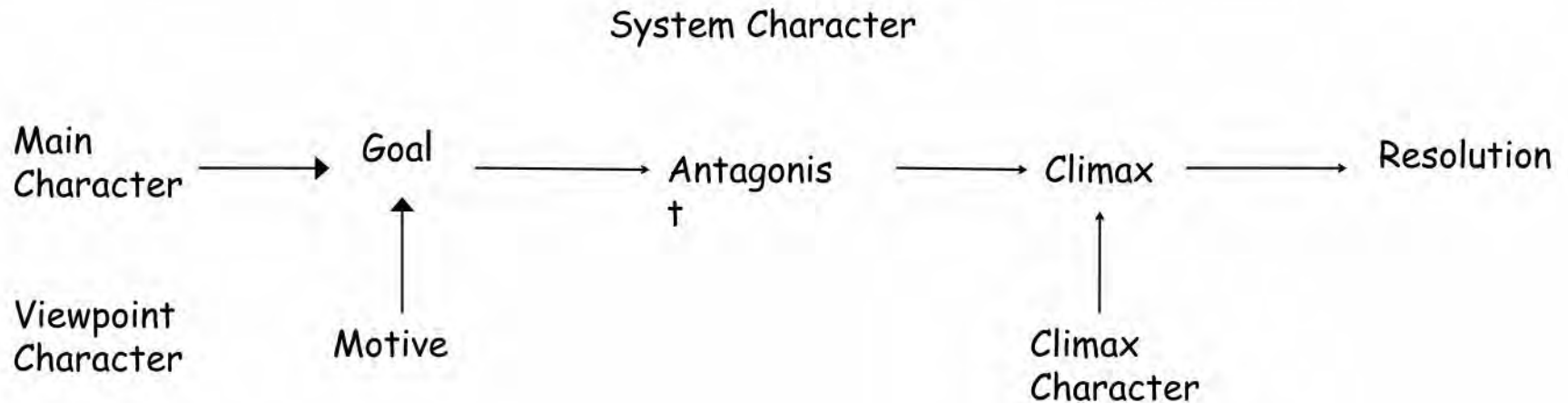
*Engagement* is the essential *gateway* to *influence*.

**Influence**: *Changing attitudes, beliefs, values, knowledge, and behavior*

Influence = ultimate goal of your communications

*Engagement* doesn't guarantee *influence*. It makes it *possible*.

# *The Structural Main Story Line*



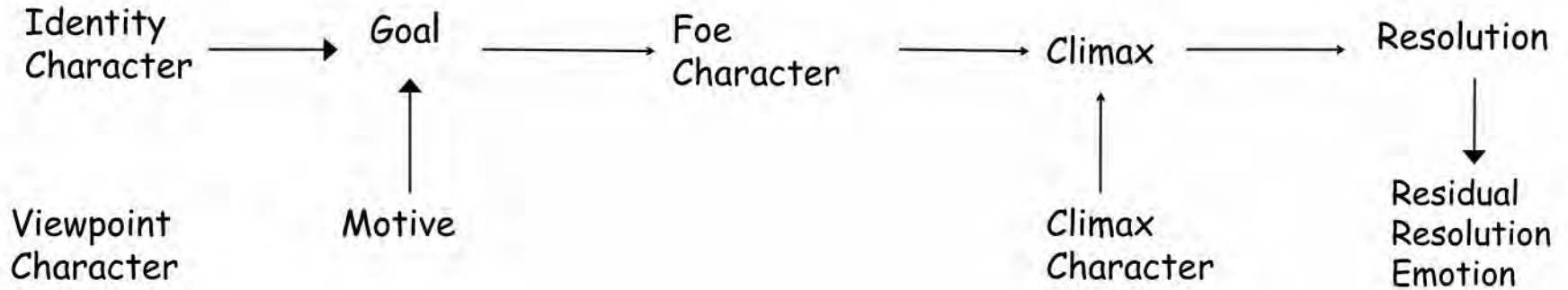
- **3 Characters** (+ 2 supporting characters)
- **2 Events**
- **2 Concepts**

Four key questions define a story's **Influence Potential**

1. Who is this story really about *for me*?
2. How *bad* is the ending of this story for that character?
3. Who can I *blame* for it?
4. Who has the *power to change* the ending if it was bad?  
(or who gets the credit if it was good?)

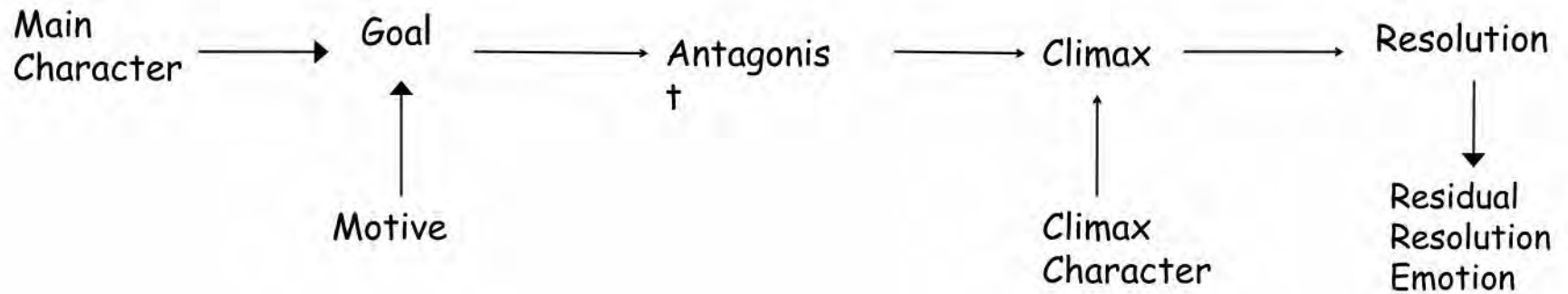
# *The Story Influence Line*

System Character



- **3 Key Characters** (+ 2 Supporting Characters)
- **2 Events**
- **2 Concepts**
- **1 Lingering Emotion**

# *The Practical Story Influence Line*



- 3 Key Characters
- 2 Events
- 2 Concepts
- 1 Lingering Emotion

$$IP = RRE ( D_i - D_f )$$

Where:

IP = Influence Potential ( -60 to +60 )

RRE = Audience's Residual Resolution Emotion  
(-4 to +4)

$D_i$  = Score for the Identity Character  
( 0 to +5 )

$D_f$  = Score for the Foe Character  
( 0 to -10 )

# Thoughts to Leave You With



# Thoughts to Leave You With

## 1. **Effective Story Structure Creates:**

Context

Relevance

Engagement

Understanding

Empathy

Meaning

Memory & Recall

# Thoughts to Leave You With

## 1. **Effective Story Structure Creates:**

Context

Relevance

Engagement

Understanding

Empathy

Meaning

Memory & Recall

***Influence***

# Thoughts to Leave You With

1. Effective Story Structure Creates...

**2. Our Brains & Minds are Hardwired for Story**

# Thoughts to Leave You With

1. Effective Story Structure Creates...

**2. Our Brains & Minds are Hardwired for Story**

Story ***IS*** how we learn

# Thoughts to Leave You With

1. Effective Story Structure Creates...

2. **Our Brains & Minds are Hardwired for Story**

Story ***IS*** how we learn, because...

- Story is how our brains are wired,
- Story is how our minds are pre-programmed

# Thoughts to Leave You With

1. Effective Story Structure Creates...
2. Our Brains & minds are Hardwired for Story

## **3. The Make Sense Mandate**

# Thoughts to Leave You With

1. Effective Story Structure Creates...
2. Our Brains & minds are Hardwired for Story
3. The Make Sense Mandate

## 4. The Neural Story Prism

# Thoughts to Leave You With

1. Effective Story Structure Creates...
2. Our Brains & minds are Hardwired for Story
3. The Make Sense Mandate
4. The Neural Story Prism
- 5. We know the informational elements of effective story structure.**



# Thoughts to Leave You With

1. Effective Story Structure Creates...
2. Our Brains & minds are Hardwired for Story
3. The Make Sense Mandate
4. The Neural Story Prism
- 5. We know the informational elements of effective story structure (the informational elements your neural story net requires).**

# Thoughts to Leave You With

1. Effective Story Structure Creates...
2. Our Brains & minds are Hardwired for Story
3. The Make Sense Mandate
4. The Neural Story Prism
5. We know the informational elements of effective stories.
6. **We know the elements that exert the greatest control over *narrative influence*.**

# Thoughts to Leave You With

1. Effective Story Structure Creates...
2. Our Brains & minds are Hardwired for Story
3. The Make Sense Mandate
4. The Neural Story Prism
5. We know the informational elements of effective stories.
6. We know the elements that control *narrative influence*.

**7. These elements and models are powerful tools**

# Thoughts to Leave You With

1. Effective Story Structure Creates...
  2. Our Brains & minds are Hardwired for Story
  3. The Make Sense Mandate
  4. The Neural Story Prism
  5. We know the informational elements of effective stories.
  6. We know the elements that control *narrative influence*.
- 7. These elements and models are powerful tools**
- that control the effectiveness of your communications

# Thoughts to Leave You With

1. Effective Story Structure Creates...
2. Our Brains & minds are Hardwired for Story
3. The Make Sense Mandate
4. The Neural Story Prism
5. We know the informational elements of effective stories.
6. We know the elements that control *narrative influence*.

- 7. These elements and models are powerful tools**
  - that control the effectiveness of your communications
  - that you each can design and control

# Thoughts to Leave You With

1. Effective Story Structure Creates...
2. Our Brains & minds are Hardwired for Story
3. The Make Sense Mandate
4. The Neural Story Prism
5. We know the informational elements of effective stories.
6. We know the elements that control *narrative influence*.

- 7. These elements and models are powerful tools**
- that control the effectiveness of your communications
  - that you each can design and control
  - ***THAT GET RESULTS!***



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**U.S. Department of Homeland Security**

**Homeland Security Advisory Council**

January 21, 2016 Public Meeting  
Meeting Minutes

The meeting of the Homeland Security Advisory Council (HSAC) was convened from 1:23 p.m. to 3:00 p.m. in the Woodrow Wilson International Center for Scholars, Washington, D.C. The meeting was open to members of the public under the provisions of the Federal Advisory Committee Act (FACA), P.L. 92-463 and 5 U.S.C. § 552b.

The following individuals were in attendance:

**HSAC Members**

William Webster, *Chair*  
Bill Bratton, *Vice-Chair*  
Art Acevedo  
Stephen Adegbite  
Thad Allen  
Ron Barber  
Richard Danzig  
Elaine C. Duke  
Paul Goldenberg (via telephone)  
Elizabeth "Liz" Holtzman  
Juliette Kayyem  
Gary Kelly  
Carie Lemack  
Wilson "Bill" Livingood

John Magaw  
Christian Marrone  
David A. Martin  
Jeffrey "Jeff" Miller  
Jeff Moss  
Ned Norris, Jr.  
Michael Nutter  
Farah Pandith  
John Pistole  
Robert Rose  
Paul Stockton  
Lydia Thomas (via telephone)  
John Chaussee (proxy for Gary Kelly)

**Also Present**

Jeh C. Johnson, Secretary, DHS  
Adnan Kifayat, German Marshall Fund  
Sarah Morgenthau, Executive Director, Homeland Security Advisory Council, DHS  
Michael G. Masters, Executive Director of Homeland Security and Emergency Management,  
Cook County, Illinois  
Karen Tandy, Senior Vice President, Public Affairs and Communications, Motorola

## **Welcome by HSAC Leadership and Swearing In of New Members**

William Webster, Chair of the Homeland Security Advisory Council, called the open session of the meeting to order at 1:47 p.m. The members present introduced themselves. Chair Webster thanked Sarah Morgenthau, HSAC Executive Director, for her efforts in support of the Council.

Secretary of Homeland Security Jeh Johnson administered the oath of service to the new HSAC members Michael Nutter and Christian Marrone.

## **Remarks by Secretary Jeh Johnson**

Secretary Johnson thanked Executive Director Morgenthau for bringing this exemplary group of citizens together as part of this important Advisory Council. Secretary Johnson thanked HSAC Vice Chair Bill Bratton, NYPD Chief of Police, for inviting him to speak at the recent NYPD Police Academy graduation in late December.

Secretary Johnson will be delivering the State of the Department remarks on February 11<sup>th</sup>. There is much left to accomplish in this final year of the Obama Administration, and Secretary Johnson expressed his intention to follow through on his remaining objectives for the Department. The principal priority for senior management is to leave the Department in better shape than when the team arrived, so that it functions better, more efficiently, and more effectively in delivering its homeland security services for the American people. As part of this process, DHS leadership continues to institutionalize the principles of the “Unity of Effort” initiative. DHS is working to reform the hiring, acquisition and budget-marking processes, with the ultimate goal of raising the level of employee satisfaction.

Counterterrorism remains a cornerstone mission of the department. There is a new environment when it comes to the global terrorism threat, which includes not only terrorist-directed attacks, but terrorist-inspired attacks. These threats call for a whole-of-government response, including military, law enforcement, and robust intelligence gathering and sharing efforts. These efforts extend to the private sector, as well, and DHS is very active in this arena. In recent months, DHS has enhanced the Federal Protective Service presence at federal offices around the country. In addition, DHS is currently reforming and strengthening the Visa Waiver Program security processes.

Last month, DHS established the Office for Community Partnerships as part of its efforts in countering violent extremism (CVE). The White House announced this month the creation an interagency CVE Task Force, in which DHS plans to be deeply involved. DHS is very active in community outreach to complement these efforts. Last week Secretary Johnson visited Dearborn, Michigan to meet with the community there.

Secretary Johnson also discussed recent efforts related to aviation security, including enhancing overseas pre-clearance reviews. DHS recently revised its National Terrorism Advisory System to include a new intermediate level to better inform the public about the threat environment. DHS is also focused on cybersecurity threats and expanding and enhancing information-sharing efforts.

both within the federal government and with private sector entities. The EINSTEIN 3-Accelerated (E3A) monitoring and intrusion prevention program is now live and available for use by all federal agencies. Currently about half of the federal government is covered by E3A and DHS will continue to work to expand coverage.

On the immigration and border security front, DHS awaits the Supreme Court ruling on the *Texas v. United States* case, which bears heavily on DHS' Deferred Action for Childhood Arrivals program. DHS has reframed and focused its priorities for removal more sharply on convicted criminals and those apprehended at the border. DHS has taken the view that the ongoing problem in Central America is a refugee problem and must be handled like one. The Secretary of State has called for a regional solution and a regional approach to the problem. Meanwhile, DHS is obligated to enforce U.S. law consistent with U.S. priorities, not least of which is border security.

Secretary Johnson closed his remarks by lauding the quiet, day-to-day efforts of DHS employees in ensuring the safety of the American people. Executive Director Morgenthau thanked Secretary Johnson for his remarks and opened the floor for HSAC subcommittee updates.

#### **CBP Integrity Advisory Panel Update**

Karen Tandy, Co-Chair of the CBP Integrity Advisory Panel, provided the update. The Advisory Panel issued its interim report in June 2015 and will deliver its final report to the Secretary via teleconference in March of this year. Since its inception, the Panel has focused on several key areas: transparency, stakeholder and public outreach, and use of force issues. Since the issuance of the interim report, the Panel has met with representatives from Congress to discuss the report's initial findings and recommendations related to internal affairs staffing at CBP. In drafting its report, the Panel met with numerous stakeholders, Inspector General representatives, employee unions, and visited several sites along the border. This subject will remain a focus of the Panel's final report, as the Secretary has highlighted the proactive prevention of corruption as area of particular importance. The Panel expects to make recommendations on data analytics, intelligence gathering, the identification of red flags related to potential corruption, and partnering with the FBI's Border Corruption Task Forces.

#### **DHS Grant Review Task Force Update**

Bill Livingood, Chair of the Grant Review Task Force, thanked Ms. Morgenthau for her and her staff's commitment and dedication to the HSAC and its members. Mr. Livingood also thanked FEMA representatives for their support and assistance to the Task Force.

Michael Masters, Vice Chair of the Task Force, briefed the Secretary and the Advisory Council on the Task Force's preliminary findings. The Task Force examined how to ensure that DHS is enhancing homeland security and emergency management as efficiently and effectively as possible. The Task Force reviewed existing programs, conducted data collection and analysis, and engaged in outreach to key stakeholders. The Task Force reviewed the entire suite of non-disaster preparedness grant programs and has conducted over six months of stakeholder

engagement. The Task Force's initial assessment is that while significant progress was achieved in ensuring that preparedness grants are better meeting their objectives, particularly in respect to guidance, metrics, and follow-up from FEMA, there remains significant opportunities for the programs to better meet their objectives. Those opportunities are especially evident at the local level, where competencies, consistency and communication remain very unequal among different stakeholders.

Mr. Masters highlighted some of the progress that has been achieved over the last several years. FEMA's Grant Program Directorate (GPD) has made considerable progress in addressing historic issues and providing much clearer guidance and stronger support to those who work at the state and local level. FEMA has implemented risk-based monitoring of grant recipients, but work can be done on improving coordinating these auditing procedures. The period of performance has been lengthened to three years, which has received universal praise from stakeholders. In addition, GPD has also greatly improved its communications efforts with stakeholders.

Going forward, the Task Force will focus its recommendations on improving competency and grant execution, enhancing consistency in understanding and application, and communication by and between stakeholders.

Elaine Duke, Task Force Vice Chair, briefed the HSAC on the details of these findings and recommendations. The Task Force's scope was to review the grants programs' outcomes, mechanism, and whole community approach. The Task Force identified a pattern in the responses from the stakeholders, primarily directed towards consistency, communication, and unequal application and understanding of the grants process. In particular, the Task Force noted a lack of clarity on whether grants possess a terrorism-specific or an all-hazards approach. The Threat Hazard Identification and Risk Assessment (THIRA) process was another area where unequal application was noted by stakeholders. A number of the Task Force's recommendations will be focused on improving clarity in grant guidance. The final report will be presented in February.

### **Cybersecurity Subcommittee Report Update**

Jeff Moss, Co-Chair of the Subcommittee, updated the HSAC on the committee's recent activities. The Subcommittee was created in August 2015 and was issued its first two taskings: providing recommendations on a national cyber incident response framework and reviewing state, tribal and territorial cybersecurity matters.

Regarding the national cyber incident response framework (NCIRF), the Subcommittee was charged with strengthening U.S. plans, capabilities, and coordination mechanisms to restore services if defenses fail in response to a catastrophic cyberattack. In addition, the Subcommittee was asked to assess the readiness of lifeline sectors to meet emergent cyber threats and provide recommendations for building cross-sector capabilities to rapidly restore critical services in the event of an attack.

For the second tasking, the Subcommittee has been asked to explore how the Department provide a more unified approach to include components responsible for the allocations of funds, providing threat briefings, and building resilience in support of state, local, tribal, and territorial (SLTT) governments in the field of cybersecurity.

Task forces have been established for each of these taskings and their interim reports are due in June 2016 for the NCIRF task force, and October 2016 for the SLTT task force.

Paul Stockton and Juliette Kayyem, Vice Chairs of the Subcommittee, also provided comments. Mr. Stockton expressed the hope that the Subcommittee will provide robust recommendations on the establishment of a National Cyber Incident Response Plan. Ms. Kayyem identified several themes that have risen to the surface in the preliminary stages of the Subcommittee's SLTT review: the lack of a national plan for SLTT governments, importance of recognizing the cultural challenges in changing emergency response strategies, and the crucial role DHS can play in assisting and educating SLTT agencies.

### **Countering Violent Extremism (CVE) Subcommittee Update**

Farah Pandith, Co-Chair of the Subcommittee, reviewed the components of the Subcommittee's tasking:

- What opportunities or platforms can be used to facilitate public-private partnerships between technological and philanthropic sectors?
- How can the Department develop new networks and frameworks for sustained dialogue and engagement with technology companies and philanthropic organizations?
- What other non-governmental sectors should be leveraged for CVE and how should those sectors be engaged?
- How can DHS work with education and mental health professionals to help parents and schools understand how to counter youth radicalization?
- How can the Department inspire peer-to-peer attempts to challenge violent extremism through public-private partnerships?

The Subcommittee will be working very closely with the new Office of Community Partnerships, and Ms. Pandith thanked the Secretary for spearheading and encouraging efforts in this arena. The Subcommittee plans on focusing on six sectors in particular: engagement with millennials and pop culture, communication and messaging, social media, funding sources, education, and mental health.

Adnan Kifayat, Subcommittee Co-Chair, emphasized that the report will be respectful of the communities it seeks to engage with, and will take into account those communities specific needs.

### **Public Comment**

Executive Director Morgenthau opened the floor for public comments. There were no comments

from members of the public.

Member Nutter thanked the Secretary for his efforts in engaging with local communities throughout his tenure, and particularly thanked the Department for their help in Philadelphia, where Member Nutter just finished his term as Mayor, during the visit of Pope Francis.

Member Acevedo reminded the Council that the threat from right wing extremists domestically is just as real as the threat from Islamic extremism. Secretary Johnson agreed and noted that CVE, by definition, is not solely focused on one religion. Member Goldenberg seconded Member Acevedo's remarks and noted the importance of online sites in right wing extremist communities, not only in America but worldwide.

Member Norris thanked the HSAC and DHS for acknowledging the unique government-to-government obligations and relationships between the federal government and tribal governments.

### **Public Session Concludes**

Executive Director Morgenthau adjourned the open session of the meeting at 3:07 p.m., and the Council returned to closed session.

3 page draft document "Remarks: Aspen Institute DHS Winter Meeting"

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3 page draft "Remarks: Aspen Institute DSH Winter Meeting"

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**Department of Homeland Security**  
*Weekly Engagement Report*  
*Private Sector Office*  
*Office of Partnership and Engagement*  
April – August 2016

**This Week's Outreach/Stakeholder Meetings**

- On **April 25**, Business Liaison (b)(6) will lead the first Illicit Trade Council working group at the US Chamber of Commerce.
- On **April 25** the Loaned Executive Program will welcome (b)(6) of USAA and (b)(6) of Brown & Brown Insurance to advise FEMA's National Flood Insurance Program on customer service best practices. The loaned executives will serve FEMA full-time for six months.
- On **April 25**, Senior Advisor (b)(6) met with the vice president of UPS global customs policy to discuss special treatment of postal services and a perceived competitive advantage over express carriers.
- On **April 26**, Business Liaison (b)(6) held a call with Startup Policy Lab to discuss planning an event with them and the City of San Francisco for the Chief Information Officer and Chief Procurement Officer when they are in San Francisco in June. The event will center around how DHS is working to make procurement a clearer and easier process for non-traditional companies, like startups.
- On **April 26**, Business Liaison (b)(6) participated in a conference call with the USCIS Public Engagement Division regarding the identification and targeting of appropriate stakeholders for an upcoming meeting with organized labor and other interested stakeholders. The subject of the meeting will concern consultation requirements for O in P nonimmigrant visa classifications.
- On **April 27**, Chief of Staff **Dinneen** attended the Commercial Customs Operations Advisory Committee Meeting with CBP Commissioner Kerlikowske, PLCY DAS Brzozowski, ICE Deputy Director Ragsdale where the COAC provided recommendations on several topics including trade modernization and trade enforcement efforts.
- On **April 27**, Deputy Assistant Secretary **Morgenthau** will receive a brief from the TSA Risk Office on their efforts to grow TSA Pre-Check Enrollment.
- On **April 27**, Business Liaison **Furst** held a call with Andreesen Horowitz, a leading Silicon Valley Venture Capital firm, to discuss a leadership meeting on investment strategy and DHS cyber policy.

- On **April 28**, Business Liaison (b)(6) attended an event on *Religious Extremism: Perspectives from Indonesia* hosted by the CSIC Southeast Asia program.
- On **April 28**, Business Liaison (b)(6) and External Affairs Specialist **Washington** participated in a conference call regarding substantive and logistical issues concerning the upcoming sixth annual public-private partnership conference in Colorado Springs, Colorado August 30-31, 2016.
- On **April 28**, Senior Advisor **Wollenhaupt** presented remarks, focused on the Department's missions and capabilities, to the Metro Bethesda Rotary Club.
- On **April 28**, Deputy Secretary **Mayorkas** and Deputy Assistant Secretary **Morgenthau** met with a delegation from the Los Angeles Area Chamber of Commerce to discuss security-related issues as they bid for the summer 2024 Olympic Games.
- On **April 28**, the Private Sector Office and HSAC staffs met with (b)(6) of Dataminr to discuss CVE efforts, public-private partnerships, and private sector engagements.
- On **April 29**, Senior Advisor **Wollenhaupt** participated in a DHS employee focus group to consider the Department's proposed new mission statement.
- On **April 29**, Deputy Assistant Secretary **Morgenthau** and COS **Dinneen** will hold a phone call with HSAC Member and Southwest Airlines CEO (b)(6)
- On **April 29**, Deputy Assistant Secretary **Morgenthau**, Deputy Chief of Staff **Higgins**, and Chief of Staff **Dinneen** will meet with (b)(6) of American Airlines.

#### Upcoming Outreach/Events/Meetings/Travel

- On **May 3**, Business Liaison (b)(6) will participate in the George Washington University Cyber and Homeland Security Policy event, featuring cyber experts from both the public and private sectors.
- On **May 3**, Senior Advisor **Wollenhaupt** will meet with the Director of Business Outreach, Bureau of Economic & Business Affairs, State Department, to discuss possible new joint lines of effort.
- On **May 6**, Business Liaison (b)(6) will meet with the Director for Public Affairs & Consumer Education at the USDA to discuss potential areas for collaboration.

- On **May 10**, Senior Advisor **Wollenhaupt** will meet with FedEx representatives to review the SenseAware database/tracking system FedEx created related to border-crossings and joint efforts to reduce crossing times.
- On **May 10-12**, Business Liaison (b)(6) will be participating in the Internet of Things World Conference in Santa Clara to support S&T Silicon Valley Office recruitment and technology developments efforts.
- On **May 18**, Senior Advisor **Wollenhaupt** will attend the annual U.S. Chamber of Commerce Global Supply Chain Summit in Washington, DC.
- On **May 24**, Senior Advisor **Wollenhaupt** is arranging meetings for the new United Parcel Service CIO with various DHS officials related to IT, cyber, and security initiatives.
- On **June 2**, Business Liaison (b)(6) will co-host a webinar on illicit trade with the Department of Commerce. The goal is to expand reach and raise awareness about illicit trade, private sector and government counter initiatives and solicit stakeholder input.
- On **June 3**, Business Liaison (b)(6) will co-host a webinar on illicit finance with the Department of Commerce. The goal is to raise awareness about illicit finance, private and government sector counter initiatives and solicit stakeholder input.
- On **June 21**, Deputy Assistant Secretary **Morgenthau** or COS **Dinneen** will speak on a panel at Select USA's Annual Foreign Direct Investment Conference in Washington, DC.

### **Proposed Travel/Events/Meetings**

- On **May 5 and 6**, Brand USA will promote their work on Market the Welcome in Minneapolis, MN and Miami, FL.
- On **May 26-27**, Business Liaison (b)(6) will travel to New Orleans to meet with the Silicon Bayou Startup community and discuss innovative technologies applicable to Homeland Security Missions. While there she will also provide a Cybersecurity briefing for local CEOs, and one for Small and Medium-Sized Businesses as part of the SMB Cybersecurity Roadshow.
- On **June 13**, Business Liaison (b)(6) may travel to Liverpool, UK to speak about cybersecurity and public-private partnerships at the International Festival for Business
- On **July 27**, PSO may attend the COAC meeting in Boston, MA.
- On **July 30-August 1**, PSO, along with NPPD and other Components, may participate in the annual Black Hat Convention in Las Vegas. Black Hat is considered to be the largest series of "hacker" conferences in the world, although security and IT professionals of all



types attend. The Department would intend to build on the very well-received keynote given by Deputy Secretary Mayorkas at last year's event.

**Major Events**

- On **April 27-28**, ASIS International will hold its annual meeting in New York, NY.
- During the week of **May 16**, NPPD will highlight Infrastructure Week.
- On **May 18**, the U.S. Chamber of Commerce will host its annual Global Supply Chain Summit in Washington, DC.
- On **June 13-15**, the Smart Cities Conference will take place in Austin, TX.

<b>From:</b>	(b)(6)	
<b>SentVia:</b>		
<b>To:</b>		
<b>Subject:</b>	10AM: CONFERENCE CALL ONLY: CVE WORKING GROUP MEETING	
<b>Date:</b>	2013/05/15 08:50:14	
<b>Start Date:</b>	2013/05/15 10:00:00	
<b>End Date:</b>	2013/05/15 11:00:00	
<b>Priority:</b>	Normal	
<b>Type:</b>	Appointment	
<b>Location:</b>	Conference Call	

**Dial: 1-800-320-** (b)(6)

**Conference Pin:** (b)(6)

**If you have any questions, please contact Nate Snyder:** (b)(6)

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<b>Sent Date:</b>	2013/05/15 08:50:14

<b>From:</b>	(b)(6)
<b>To:</b>	
<b>Subject:</b>	2:00pm ET DHS OCP Webinar on CVE Grant Funding
<b>Date:</b>	2016/07/25 11:38:29
<b>Start Date:</b>	2016/07/25 14:00:00
<b>End Date:</b>	2016/07/25 15:00:00
<b>Type:</b>	Appointment
<b>Location:</b>	Desk
<b>Attendees:</b>	Tierney, Alysha; Miron, Mike

## **Invitation to a Webinar on the Department of Homeland Security FY 2016 Countering Violent Extremism Grant Program**

**July 15, 2016**

The Federal Emergency Management Agency (FEMA) invites you to an upcoming webinar on the Department of Homeland Security (DHS) FY 2016 Countering Violent Extremism (CVE) Grant Program. Last year, Secretary Johnson and the DHS Office for Community Partnerships identified the need to make direct awards to non-governmental organizations for community-based countering violent extremism programs. Congress has also been supportive of this effort by appropriating \$10 million specifically to support local CVE efforts.

On July 6, 2016, DHS announced the FY 2016 CVE Grant Program. For the first time, non-governmental organizations will be eligible for DHS funding to promote community resilience against the threat of violent extremism.

A series of webinars have been scheduled to assist non-governmental organizations and institutions of higher education to understand the grant program's goals, core elements, review process, and timeline and have an opportunity to ask questions about the information presented. For your convenience, we are offering the same webinar on two different dates.

The FY 2016 CVE Grant Program is funded by DHS and administered by FEMA.

**WHAT:      Webinar on the DHS FY 2016 CVE Grant Program**

**WHO:      The DHS Office for Community Partnerships and FEMA Grant Program**

**Directorate**

**WHEN:** Wed., July 20, 2016 – 2 to 3 p.m. (EST) Mon., July 25, 2015 – 2 to 3 p.m. (EST)

**WHERE:** Via Adobe Connect Web Link for July 20 webinar:

<https://icpd.adobeconnect.com/grantsiga1/event/registration.html>

The link will prompt you to register. Register by completing the following fields and clicking “submit.”

- Email Address
- First Name
- Last Name
- Password

**Web Link for July 25 webinar:**

<https://icpd.adobeconnect.com/grantsiga21/event/registration.html>

The link will prompt you to register. Register by completing the following fields and clicking “submit”

- Email Address
- First Name
- Last Name
- Password

*(It is highly recommended that you turn up the volume on your computer speakers to listen through your computer. Also be sure to test your Adobe Connect prior to the webinar by clicking [here](#).)*

**Via Phone – 800-320-**(b)(6)*both webinars) (If you choose to call in, please know that you’ll hear audio only and will have no visibility to the Adobe Connect slide deck presentation.)*

For more information on the CVE Grant Program go to: <https://www.dhs.gov/cvegrants>.

###

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<b>Sent Date:</b>	2016/07/25 11:38:29	

2 page draft document "Aspen Institute DHS Winter Meeting"

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**Aspen Homeland Security Group Winter Meeting**

Woodrow Wilson International Center for Scholars

Washington, DC

February 11, 2016 | 11 AM – 1 PM

Agenda

**Welcome**

Jane Harman & Michael Chertoff  
*Co-Chairs*  
*Aspen Institute Homeland Security Group*

Clark K. Ervin  
*Executive Director*  
*Aspen Institute Homeland Security Group*

**Opening Comments**

The Honorable Jeh Johnson  
*Secretary*  
*Department of Homeland Security*

**Review & Discussion**

Aspen Institute Homeland Security Group

**Counterterrorism Update (to include  
Refugee Screening, Visa Waiver Program,  
Immigration Services  
and Social Media)**

Leon Rodriguez  
*Director, U.S. Citizenship and*

Francis Taylor  
*Under Secretary, Intelligence and Analysis*

**Countering Violent Extremism (to include  
Office for Community Partnerships and new  
CVE Task Force)**

George Selim  
*Director, Office for Community Partnerships*

**Cybersecurity (to include implementation  
of new cyber legislation)**

Suzanne Spaulding  
*Under Secretary, National Protection and  
Programs*  
*Directorate*

**Texas v United States**

Lucas Guttentag  
*Senior Counselor, U.S. Citizenship and  
Immigration Services*

**Next Steps**

Clark K. Ervin

**Concluding Remarks**

The Honorable Jeh Johnson  
Jane Harman & Michael Chertoff  
Clark K. Ervin

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<b>CC:</b>	
<b>Subject:</b>	2014 CVE Training Grants
<b>Date:</b>	2014/06/23 17:11:27
<b>Priority:</b>	Normal
<b>Type:</b>	Note

All,

FEMA announced their 2014 Continuing Training Grant (CTG) Funding Opportunity Announcement (FOA) via grants.gov and it will be open for 30 days and close on July 16th. This year's FOA includes Countering Violent Extremism (CVE) as a training focus area for 2014. This is the same funding opportunity from which IACP was awarded \$700K in 2013 (which is currently being used to develop training for front line and executive law enforcement officers).

Here is the link (fact sheet also attached), please advertise this to your relevant local stakeholders. Eligible applicants include: State governments; Public and State controlled institutions of higher education; County governments; Private institutions of higher education; Nonprofits having a 501(c)(3) status with the IRS, other than institutions of higher education; City or township governments; Native American tribal governments (Federally recognized).

<http://www.grants.gov/web/grants/search-grants.html?keywords=cve>

Thanks,

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# Homeland Security

## FY 2014 Homeland Security National Training Program (HSNTP) Continuing Training Grants (CTG) Program

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### Overview

As appropriated by the *Department of Homeland Security Appropriations Act, 2014* (Public Law 113-76); and authorized by the Implementing Recommendations of the 9/11 Commission Act of 2007 (Public Law 110-53) (hereafter “9/11 Act”) and the *Homeland Security Act of 2002* (6 U.S.C. § 101 et seq.); the Fiscal Year (FY) 2014 Homeland Security National Training Program Continuing Training Grants (CTG) program provides funding via cooperative agreements to training partners to develop and deliver training to prepare whole communities to prevent, protect against, mitigate, respond to, and recover from acts of terrorism, and natural, man-made, and technological hazards.

*In Fiscal Year 2013, DHS awarded \$7,811,256 through the CTG to enhance the ability of whole communities and responders to prevent, protect against, mitigate, respond to, and recover from potential terrorist acts and other hazards*

The FY 2014 CTG plays an important role in the implementation of the National Preparedness System by supporting the building, sustainment, and delivery of core capabilities essential to achieving the National Preparedness Goal of a secure and resilient Nation. FY 2014 CTG focus areas support Presidential, Legislative, and Departmental priorities for improving security and resilience.

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### Funding

For FY 2014, the total amount of HSNTP funds available under the CTG program is \$11,000,000, to be used for training in the following focus areas:

- Hazardous Materials (HazMat)/Weapons of Mass Destruction (WMD)
  - Cybersecurity
  - Countering Violent Extremism (CVE)
  - Maturing the Role of Private-Public Partnerships
  - Medical Readiness/Immediate Victim Care
  - Rural Training
- 

### Eligibility

The FY 2014 CTG is an open and competitive funding opportunity, available to entities with existing programs or demonstrable expertise relevant to the focus areas in the funding opportunity announcement to include: State, local, tribal, and territorial entities, nonprofit national associations

and organizations; non-profit higher education institutions; and non-profits, including community and faith-based organizations. Multi-State/multi-jurisdictional applicants are strongly encouraged to apply.

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## **Funding Guidelines**

DHS grant funds may only be used for the purpose set forth in the grant and must be consistent with the statutory authority for the award. Grant funds may not be used for matching funds for other Federal grants/cooperative agreements, lobbying, or intervention in Federal regulatory or adjudicatory proceedings. In addition, Federal funds may not be used to sue the Federal government or any other government entity.

Federal employees are prohibited from serving in any capacity (paid or unpaid) on any proposal submitted under this program. Federal employees may not receive funds under this award.

---

## **Key Changes**

The FY 2013 FOA contained the following focus areas:

- Hazardous Materials/Weapons of Mass Destruction
- Cybersecurity
- Rural Training
- Medical Readiness/Immediate Victim Care at Mass Casualty Events
- Countering Violent Extremism
- Emergency Management Leadership

The FY 2014 FOA contains the following focus areas:

- Hazardous Materials/Weapons of Mass Destruction
- Cybersecurity
- Rural Training
- Medical Readiness/Immediate Victim Care at Mass Casualty Events
- Countering Violent Extremism
- Maturing the Role of Public-Private Partnerships

The key change between FY 2013 and FY 2014 is the addition of *Maturing the Role of Public-Private Partnerships* and moving *Emergency Management Leadership* off the 2014 CTG focus area list. Emergency Management Leadership was determined to be a relative priority but analysis concluded that T&E requirements for this focus area are satisfied through other FEMA training programs at the Naval Postgraduate School Center for Homeland Defense and Security and through FEMA's Emergency Management Institute.

The key changes regarding the topic of *Rural Training* are as follows:

In FY 2013 rural training topics included:

- Isolation and Quarantine
- Environmental Health

The FY 2014 rural training topics include:

- Hazardous Materials
  - Mass Fatality Planning and Response
  - Crisis Management for School Based Incidents
  - Development of Emergency Operations Plans
  - Bioterrorism Awareness
  - Media Engagement Strategies for First Responders
- 

## Application Process and Evaluation Criteria

Applicants are restricted to one application per focus area but may apply for more than one focus area. Applications are evaluated in the following three areas:

**Eligibility check:** Applications will be evaluated based on the Eligibility Criteria in the FOA. Applicants that do not meet eligibility requirements will be removed from consideration.

**Subject Matter Expert (SME) Review and Scoring:** Applications will be scored by SMEs from Federal, State, Local, Tribal, and Territorial sectors using requirements contained in the FOA. Results of this process will be used to inform a Federal Review.

**Federal Review.** Federal program offices with responsibility for each focus areas, along with FEMA, will review, evaluate, and score all applications.

Complete applications must clearly demonstrate the applicant's ability to design, develop, and deliver training programs of national scope which provides tailored, specialized training to whole communities with appropriate emphasis on first responders where suitable. The CTG funds must enhance the nation's capability to prevent, protect against, mitigate, respond to, or recover from risks posed by incidents of national significance, including acts of terrorism and/or catastrophic events in accordance with program guidelines, and guidance from DHS/FEMA.

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## HSNTP CTG Resources

There are a variety of resources available to address programmatic, technical, and financial questions which can assist with CTG.

- The FY 2014 CTG FOA is located online at: <http://www.fema.gov/grants> as well as on <http://www.grants.gov>. CFDA 97.005
- For additional program-specific information, please contact the Centralized Scheduling and Information Desk (CSID) help line at (800) 368-6498 or [AskCSID@dhs.gov](mailto:AskCSID@dhs.gov). CSID hours of operation are from 9:00 a.m. to 5:30 p.m. EST, Monday through Friday.
- For financial-related questions, including pre-and post-award administration and technical assistance, applicants may contact the FEMA Grant Programs Directorate Call Center at (866) 927-5646 or via e-mail to [ASK-GMD@dhs.gov](mailto:ASK-GMD@dhs.gov).



34 page draft "2016 Update to the United States National Action Plan on Women, Peace, and Security"

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<b>From:</b>	(b)(6)
<b>To:</b>	
<b>CC:</b>	
<b>Subject:</b>	3:00pm CVE Subcommittee Weekly Call Today
<b>Date:</b>	2016/05/23 10:34:03
<b>Priority:</b>	Normal
<b>Type:</b>	Note

Dear (b)(6)

Hope you had a great weekend! We wanted to make sure you were available to hop on the CVE weekly call today at 3:00pm (below are the call-in details).

Today at 3:00pm: HSAC CVE Subcommittee Weekly Leadership call

(b)(6)

The agenda for today's call is the status of the report writing, the Michael Masters graphs/questions, and what DHS can be helpful with. Would you like to cover anything else?

Thank you!

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<b>Sent Date:</b>	2016/05/23 10:34:02
<b>Delivered Date:</b>	2016/05/23 10:34:03

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<b>To:</b>	(b)(6) -CVE Working Group8d7"
<b>Subject:</b>	5 Cities Paper Feedback
<b>Date:</b>	2013/03/28 14:32:00
<b>Type:</b>	Note.EnterpriseVault.Shortcut

Good afternoon everyone,

I hope your week is going well. This is just a friendly reminder that your feedback on the 5 Cities Paper is requested by close of business tomorrow, March 29th.

Respectfully,

(b)(6)

Intern, US Department of Homeland Security

Office of the Secretary

Counterterrorism Working Group

CVE Working Group

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**HSAC CVE Subcommittee Weekly Leadership Call**  
**23 May 2016** (b)(6) **Personal Notes**

**Details**

Date: 23 May 2016

Time: 3:00-3:30pm EST

**Action Items/Follow-Up**

**Notes**

Attendance:

<b>From:</b>	(b)(6)
<b>To:</b>	(b)(6)
<b>Subject:</b>	SCM 2-16-16 CVE SESSION - BM (3)
<b>Date:</b>	2016/02/05 09:51:24
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<b>From:</b>	(b)(6)
<b>To:</b>	(b)(6)
<b>Subject:</b>	SCM 2-16-16 CVE SESSION - BM (3)
<b>Date:</b>	2016/02/05 09:51:00
<b>Priority:</b>	Normal
<b>Type:</b>	Note

<b>Sender:</b>	(b)(6)
<b>Recipient:</b>	(b)(6)
<b>Sent Date:</b>	2016/02/05 09:51:23
<b>Delivered Date:</b>	2016/02/05 09:51:00

<b>From:</b>	(b)(6)
<b>To:</b>	(b)(6) "CVE Working Group8d7"
<b>Subject:</b>	SCM CVE Proposed Outcomes
<b>Date:</b>	2013/08/01 18:12:46
<b>Type:</b>	Note.EnterpriseVault.Shortcut

All – please see the attached proposed outcomes from the Five Country Ministerial Session on CVE that I briefed on the last CVEWG call.

Please keep in mind that these outcomes reflect the language and views of all the 5 countries and does not fully adhere to the terminology and exact framing that we use.

These issues are being addressed and will be clarified further as we determine how best to contribute to this effort and the SCM CVE pilot working group.

I will be sure to share more information with the CVEWG as it becomes available.

Thanks,

(b)(6)

<b>Sender:</b>	(b)(6)
<b>Recipient:</b>	(b)(6)
<b>Sent Date:</b>	2013/08/01 18:12:44
<b>Delivered Date:</b>	2013/08/01 18:12:46
<b>Message Flags:</b>	Unread

<b>From:</b>	(b)(6)
<b>To:</b>	(b)(6)
<b>Subject:</b>	5CM Documents
<b>Date:</b>	2013/11/22 12:35:42
<b>Priority:</b>	Normal
<b>Type:</b>	Note

All – as mentioned at the CVEWG meeting today, please see the full 5CM package of materials. For our purposes please see the 5CM Execution Plan.

As John, had mentioned we will need to do a refresher on FF aspect, ensure that we can assemble a package that is releasable, and provide as an initial contribution to the 5CM CVE effort.

Thanks,

(b)(6)

Office of the Secretary  
*Liaison for Community Partnership & Strategic Engagement*  
 Counterterrorism Working Group

Email: (b)(6)  
 JWICS  
 Office  
 Cell: 2

<b>Sender:</b>	(b)(6)
<b>Recipient:</b>	(b)(6)
<b>Sent Date:</b>	2013/11/22 12:35:39
<b>Delivered Date:</b>	2013/11/22 12:35:42

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15 page document referred to Office of Internal Affairs.

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<b>From:</b>	(b)(6)	
<b>To:</b>		
<b>Subject:</b>	A couple of edits to the CVE paper that IGA put together	
<b>Date:</b>	2010/10/21 08:30:00	
<b>Priority:</b>	Normal	
<b>Type:</b>	Note	

(b)(6)

I had a couple of edits. Perhaps we should include the link to the recommendations in the paper.

I tried to be mindful that a governor and their team would be reading this. I am sure this important document will get their attention!

(b)(6)

<b>Sender:</b>	(b)(6)
<b>Recipient:</b>	
<b>Sent Date:</b>	2010/10/21 08:30:43
<b>Delivered Date:</b>	2010/10/21 08:30:00

3 page draft "CVE paper"

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<b>From:</b>	(b)(6)
<b>To:</b>	
<b>Subject:</b>	A favor
<b>Date:</b>	2012/02/23 19:48:09
<b>Type:</b>	Note.EnterpriseVault.Shortcut

Does anyone have shared drive access in the next 30 minutes who can send me tomorrows cve materials?

<b>Sender:</b>	(b)(6)
<b>Recipient:</b>	
<b>Sent Date:</b>	2012/02/23 19:48:09

<b>From:</b>	(b)(6)
<b>To:</b>	
<b>CC:</b>	
<b>Subject:</b>	A few follow up questions regarding CVE graphs
<b>Date:</b>	2016/05/19 15:27:45
<b>Priority:</b>	Normal
<b>Type:</b>	Note

Hi (b)(6)

We wanted to follow up on a few questions that arose regarding the CVE graphs.

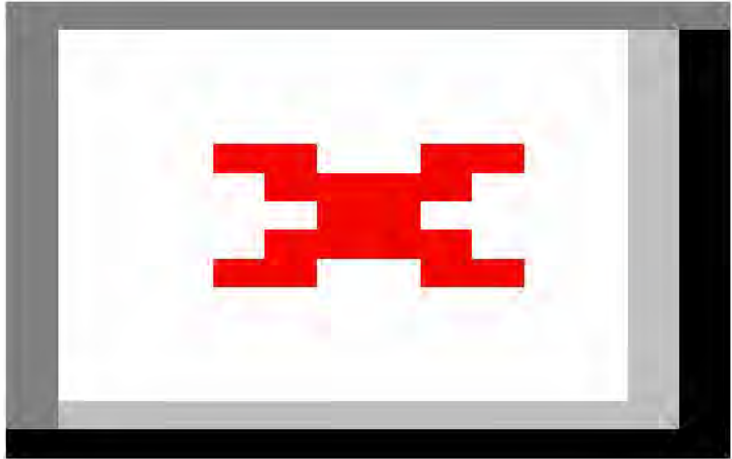
- *Graph 1: Millennials by State and Graph 3: Male Millennials and Males under 30*
  - What do we want to map – just the number of Millennials and then males by state? Is this best in a map (see below) or chart?
- *Graph 2: CVE Cities*
  - What we want to map – just a map of the DHS CVE pilot cities (see below)?
- *Graph 5: Community-based (non-USG) CVE programs:*
  - What is the criteria that would qualify a program as a community based CVE program?
- *Graph 6: Foreign Fighter Arrests/Charges*
  - Are we relegating the issue of CVE to only ISIL related matters for the purpose of this report?

See below for some of the preliminary graphs that we received from the Soufan Group.

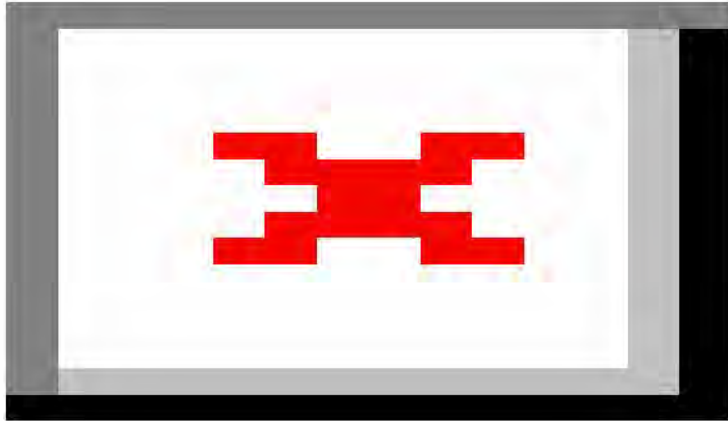
Let us know what you think.

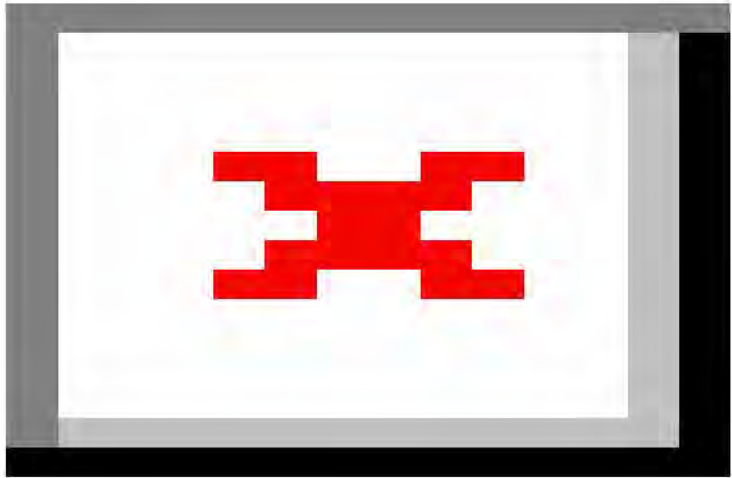
Thanks!

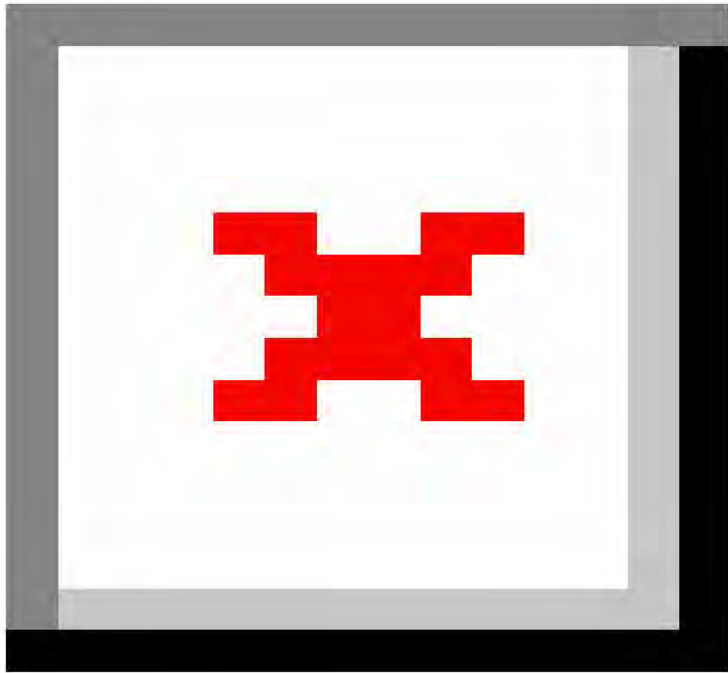
(b)(6)











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<b>Recipient:</b>	
<b>Sent Date:</b>	2016/05/19 15:27:44

<b>Delivered Date:</b> 2016/05/19 15:27:45
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<b>From:</b>	(b)(6)
<b>To:</b>	(b)(6)
<b>Subject:</b>	Accepted: *to be rescheduled* DMAG: Southern Border Planning Guidance (outcomes); CVE
<b>Date:</b>	2014/06/18 09:02:00
<b>Start Date:</b>	2014/06/20 00:00:00
<b>End Date:</b>	2014/06/21 00:00:00
<b>Priority:</b>	Normal
<b>Type:</b>	Schedule.Meeting.Resp.Pos
<b>Location:</b>	NAC 5, 5107

<b>Sender:</b>	(b)(6)
<b>Recipient:</b>	(b)(6)
<b>Sent Date:</b>	2014/06/18 09:02:34
<b>Delivered Date:</b>	2014/06/18 09:02:00

<b>From:</b>	(b)(6)
<b>To:</b>	(b)(6)
<b>Subject:</b>	Accepted: Broadcasting Board of Governors Briefing for HSAC CVE Subcommittee Members
<b>Date:</b>	2016/05/03 13:29:55
<b>Start Date:</b>	2016/05/06 16:00:00
<b>End Date:</b>	2016/05/06 17:00:00
<b>Type:</b>	Schedule.Meeting.Resp.Pos
<b>Location:</b>	1331 Pennsylvania Ave NW, Suite 901 conference room (OCP Office)

<b>Sender:</b>	(b)(6)
<b>Recipient:</b>	(b)(6)
<b>Sent Date:</b>	2016/05/03 13:29:54
<b>Delivered Date:</b>	2016/05/03 13:29:55

<b>From:</b>	(b)(6)
<b>To:</b>	(b)(6)
<b>Subject:</b>	Accepted: Broadcasting Board of Governors Briefing for HSAC CVE Subcommittee Members
<b>Date:</b>	2016/05/05 16:07:21
<b>Start Date:</b>	2016/05/06 16:00:00
<b>End Date:</b>	2016/05/06 17:00:00
<b>Type:</b>	Schedule.Meeting.Resp.Pos
<b>Location:</b>	1331 Pennsylvania Ave NW, Suite 901 conference room (OCP Office)

<b>Sender:</b>	(b)(6)
<b>Recipient:</b>	(b)(6)
<b>Sent Date:</b>	2016/05/05 16:07:21

<b>From:</b>	(b)(6)	
<b>To:</b>		
<b>Subject:</b>	Accepted: CVE Deputies Breakfast (DHS, DOJ, FBI, NCTC)	
<b>Date:</b>	2012/05/04 18:16:00	
<b>Start Date:</b>	2012/06/08 08:00:00	
<b>End Date:</b>	2012/06/08 09:00:00	
<b>Priority:</b>	Normal	
<b>Type:</b>	Schedule.Meeting.Resp.Pos	
<b>Location:</b>	TBD	

<b>Sender:</b>	(b)(6)	
<b>Recipient:</b>		
<b>Sent Date:</b>	2012/05/04 18:16:54	
<b>Delivered Date:</b>	2012/05/04 18:16:00	



<b>From:</b>	(b)(6)
<b>To:</b>	
<b>Subject:</b>	Accepted: CVE Follow Up TS Brief - with (b)(6)
<b>Date:</b>	2016/04/18 14:55:43
<b>Start Date:</b>	2016/04/19 10:00:00
<b>End Date:</b>	2016/04/19 11:00:00
<b>Type:</b>	Schedule.Meeting.Resp.Pos
<b>Location:</b>	NAC-19-G-001-F (The IOS War Room)

<b>Sender:</b>	(b)(6)
<b>Recipient:</b>	
<b>Sent Date:</b>	2016/04/18 14:55:43