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## 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

MUFLEHUN

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

Prefix: Mr. \* First Name: Adnan Middle Name:   
\* Last Name: Ansari Suffix:   
\* Title: Executive Director

\* SIGNATURE: Adnan N Ansari

\* DATE: 06/11/2020

## Application for Federal Assistance SF-424

\* 1. Type of Submission:

- ☐ Preapplication  
☒ Application  
☐ Changed/Corrected Application

\* 2. Type of Application:

- ☒ New  
☐ Continuation  
☐ Revision

\* If Revision, select appropriate letter(s):

\* Other (Specify):

\* 3. Date Received:

06/11/2020

4. Applicant Identifier:

5a. Federal Entity Identifier:

5b. Federal Award Identifier:

State Use Only:

6. Date Received by State:

7. State Application Identifier:

8. APPLICANT INFORMATION:

\* a. Legal Name:

MUFLEHUN

\* b. Employer/Taxpayer Identification Number (EIN/TIN):

(b)(6)

\* c. Organizational DUNS:

0348387370000

d. Address:

\* Street1:

205 E 42nd Street

Street2:

\* City:

New York

County/Parish:

New York (Manhattan)

\* State:

NY: New York

Province:

\* Country:

USA: UNITED STATES

\* Zip / Postal Code:

10017-5706

e. Organizational Unit:

Department Name:

Division Name:

f. Name and contact information of person to be contacted on matters involving this application:

Prefix:

Mr.

\* First Name:

Adnan

Middle Name:

\* Last Name:

Ansari

Suffix:

Title:

Executive Director

Organizational Affiliation:

\* Telephone Number:

(b)(6)

Fax Number:

\* Email:

(b)(6)

## Application for Federal Assistance SF-424

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

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

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

\* Other (specify):

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

Department of Homeland Security - FEMA

### 11. Catalog of Federal Domestic Assistance Number:

97.132

CFDA Title:

Financial Assistance for Targeted Violence and Terrorism Prevention

### \* 12. Funding Opportunity Number:

DHS-20-TTP-132-00-01

\* Title:

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

### 13. Competition Identification Number:

Title:

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

Add Attachment

Delete Attachment

View Attachment

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

Community Upstander Training Program

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="99,400.00"/>
* 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="99,400.00"/>

**\* 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:

## Upstander Training Program

### Program Narrative

Application Track: Replication

Project Type: Bystander Training

Total Funding Requested: \$ 85,133

Proposal submitted to: U.S. Department of Homeland Security, Office for Targeted Violence and Terrorism Prevention (OTVTP)

Funding Opportunity: Fiscal Year 2020 Targeted Violence and Terrorism Prevention Grant Program

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

**Date of Submission:** June 16, 2020

**Submitted by:**

**Muflehun**

205 E 42nd Street

New York, NY 10017

[www.muflehun.org](http://www.muflehun.org)

**Point of Contact:**

Adnan Ansari

Executive Director

(b)(6)

**Subcontractor:**

American Jewish Committee

**Implementation Sites:**

US – all: Online – with participants from several states across USA

### Project Abstract

Muflehun, in partnership with American Jewish Committee (AJC), will develop and pilot an Upstander Training program to raise awareness of the threat of domestic terrorism and to enhance the ability of selected community leaders to identify and respond to individuals at risk of mobilizing to violence. The project team will adapt the DHS Bystander Training and DHS Community Awareness Briefing (CAB) curriculums and add a component for anti-Semitism and anti-Muslim bigotry awareness to develop a customized curriculum. The project team will (1) develop a customized training curriculum, (2) train Master Trainers who will, in turn, (3) train local community leaders and high-impact activists to establish and expand their capacity to prevent terrorism and targeted violence. As a result of the training, local jurisdictions will possess the tools needed to enhance or expand their prevention frameworks. Muflehun and AJC, given their long experience in preventing hate and extremism along with combating anti-Semitism and anti-Muslim bigotry, will enhance the DHS curriculum to address these virulent forms of hatred, in addition to the essential issues outlined in the DHS curriculum. Trainings administered by Muflehun and AJC offer a Muslim-Jewish community partnership, making a unique and indispensable contribution to local prevention frameworks.

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# 1. Needs Assessment

There is no moral ambiguity: racially and ethnically motivated violent extremism are among the most prevalent and abhorrent of anti-American ideologies that can lead to terrorism and targeted violence. The challenges at the local, regional, state and federal levels to counter this menace are complex, compelling each jurisdiction to innovate and adapt proven approaches.

Local community leaders are one of the most powerful assets in violence prevention, and in most cases have the potential to intervene before any violence occurs. This project provides training for State and Local leaders, community partners, educators and interfaith allies with a shared responsibility for protecting their communities; the trainings will empower participants to develop an understanding of domestic violent extremist recruitment tactics, gain the knowledge to identify signs of radicalization to violence and possible responses, including preemptive steps to protect individuals from mobilizing to violence.

By increasing community awareness and participation in the prevention of violent extremism, there will be more “eyes and ears” available to identify individuals perceived to be vulnerable or in the process of radicalizing to violence. Specifically, by reaching “high impact” leaders who are “force multipliers” and who can affect policy and opinion - this approach creates a sustainable community-led model for “upstanders” who can notice, identify and take action to promote healthy communities.

The proposed Upstander Training is an adaptation of and supplementation to the DHS Community Awareness Briefing (CAB) training and the bystander Communities Acting to Refer and Engage (CARE) training programs.

# 2. Program Design

## Problem Statement

In the face of a growing threat from domestic terrorism and targeted violence, State, Local, Tribal and Territorial (SLTT) partners and community force-multipliers are best placed to identify and respond to individuals at risk of mobilizing to violence. Enhancing the ability of SLTT partners and community force-multipliers to identify and respond to individuals at risk of mobilizing to violence and ensuring a broad awareness of the threat of domestic terrorism is essential to keep society safe.

## Program Description

Muflehun, in partnership with the American Jewish Committee (AJC), will implement a three-phased program: (1) customization of curriculum and development of new modules (4 months) (2) a “training-of-trainers” (ToT) component to accredit Master Trainers (2 months) and (3) training sessions for local participants (officials from the offices of mayors and deputies, city council members, educators, religious and community leaders), providing them with the knowledge to protect their communities from terrorism and targeted violence (12 months).

Muflehun will work with AJC headquarters and its network of 22 U.S. regional offices to identify master trainers, regional office facilitators and participants for the project. Half of the AJC regional offices convene a local Muslim-Jewish Advisory Council (MJAC) that builds ties between Jewish and Muslim leaders to work against hate, anti-Semitism and anti-Muslim bigotry. Muflehun and AJC will prioritize conducting sessions for MJAC locations<sup>1</sup> to build a common language and framework across faith

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<sup>1</sup> MJACs are located in Dallas, Detroit, Houston, Kansas City, Los Angeles, Louisville, Miami, New Jersey, New York, Philadelphia and Washington, DC



communities for preventing targeted violence and domestic terrorism. AJC regional offices and MJACs will identify potential participants and coordinate the training events.

The Upstander training will use a customized curriculum using select modules from the DHS Community Awareness Briefing (CAB) focusing on domestic terrorism (60 minutes), the bystander Communities Acting to Refer and Engage (CARE) training (240 minutes) and a new module on anti-Semitism and anti-Muslim bigotry (60 minutes). The ToT will have an additional module of online facilitation methods (120 minutes), and will enable the sustainability of the training beyond the duration of the grant. Muflehun will train up to four individuals from AJC staff and MJAC members as Master Trainers.

All trainings will be conducted online to mitigate the risks and uncertainties caused by the COVID-19 pandemic. Due to the different dynamics for effective online training, the curriculum will need to be segmented so each session is interactive, and no session is longer than 120 minutes. Class size will also be smaller to allow for deeper engagement, not to exceed 15 individuals per session. If the COVID-19 situation changes significantly and circumstances allow, the project will be delivered face-to-face within the budget, with minimal changes to the required performance measures, in consultation with the DHS team.

For maximum effectiveness of online training, the project team will select an online Learning Management System (LMS) as a platform with final approval from DHS. Other than cost, the essential required features of the selected LMS will include branding, active online conversations, Instructor Led Training (ILT) features, integration with online conferencing (WebEx, GoToMeeting, etc.), course customization, learner tracking and reporting, surveys, and certification of course completion. The market has many reliable service providers offering packaged services.

After the ToT, Muflehun will provide follow-up mentoring to the Master Trainers. This will include working with the facilitators from each selected location to identify local resources, select the point of contact and band of services as needed before delivery. Included also will be participant selection and invitations. Over decades of community relations work, AJC has garnered deep relationships among government leaders and civil society leaders, whom it will recruit for the trainings. A minimum of 150 participants (10 cohorts with 15 participants each are anticipated) will be trained over 12 months.

### Program Goals and Objectives

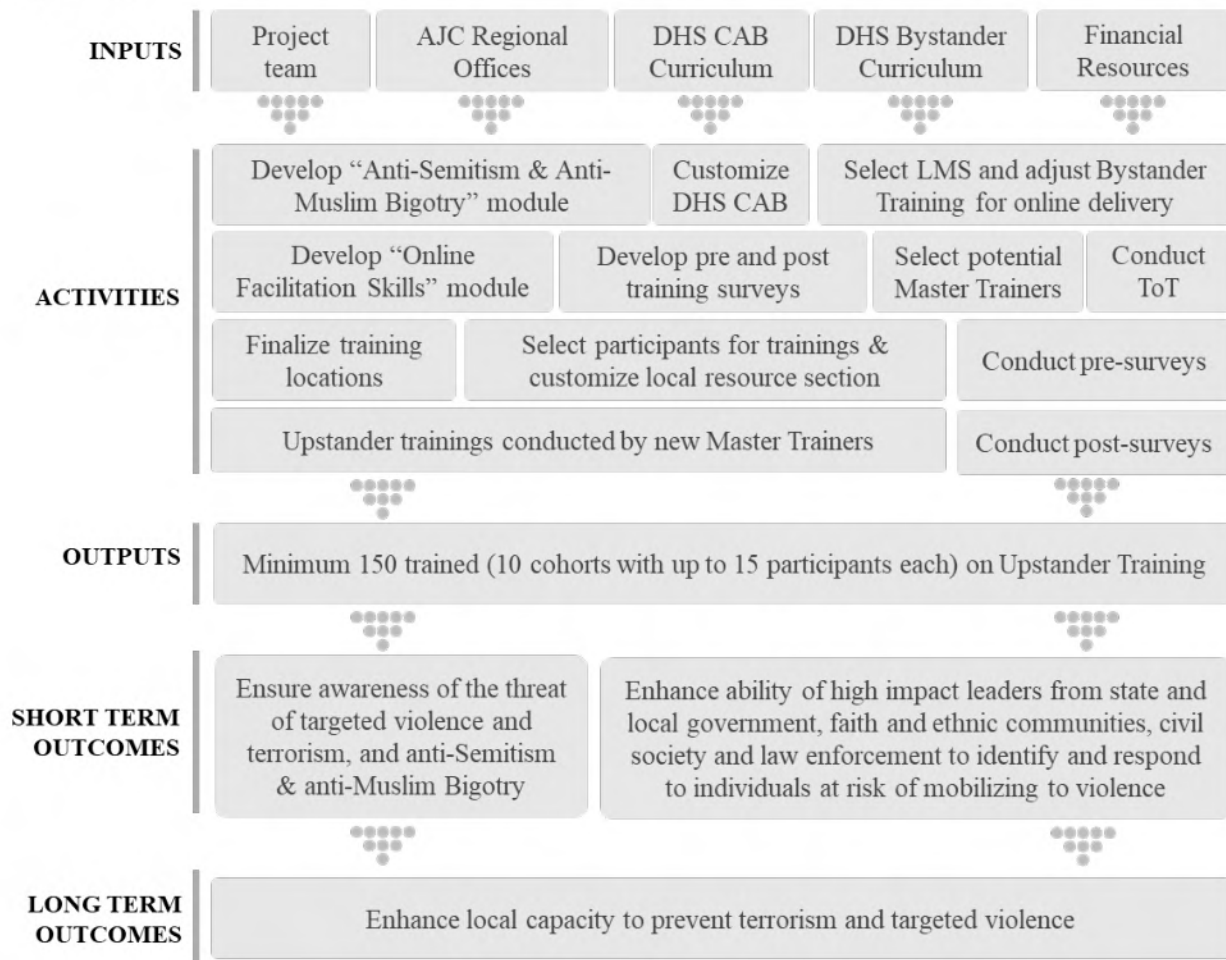
The goal of the program is to enhance local capacity to prevent terrorism and targeted violence by providing Upstander training (1) to ensure broad awareness of the threat of targeted violence and terrorism, and anti-Semitism & anti-Muslim Bigotry and (2) to enhance the ability of high impact leaders from state and local government, faith and ethnic communities, civil society and law enforcement to identify and respond to individuals at risk of mobilizing to violence.

### Theory of Change

**If** the Upstander Training team develops the revised training curriculum and; **trains** Master trainers who train the selected SLTT partners and community leaders to be upstanders; **then** there will be broad awareness of the threat of targeted violence and terrorism, and anti-Semitism & anti-Muslim Bigotry; **and** the high impact leaders from state and local government, faith and ethnic communities, civil society and law enforcement will enhance their ability to identify and respond to individuals at risk of mobilizing to violence.



## Logic Model



## 3. Organization and Key Personnel

### Capabilities of the Applicant Organization and Subcontractor

**Muflehun**, an independent nonprofit [501(c)3] organization at the nexus of society, security and technology, serves as a resource center for preventing and countering hate, extremism and violence. Their research and pilot programs feed into capacity building of individuals, communities, states and independent organizations. Muflehun analyzes current conflict threat trends, identifying root causes and developing relevant solutions; applying the learnings from research to pilot programs to counter the threats faced by society; sharing lessons with partner organizations and providing support in their capacity building for adapting and delivering localized programs; and regularly providing analyses and learning to policy makers for improved macro level decisions. Muflehun works to protect society by dissuading individuals or groups through non-coercive means, from mobilizing toward violence and mitigating recruitment, support or engagement in ideologically motivated violence, by non-state actors for political objectives. Muflehun has been operating since 2010 and has delivered its programs domestically and in ten countries internationally.

The hallmark of the **American Jewish Committee (AJC)** is outreach to key leaders and selected constituencies to advance our goals: standing up to all forms of hatred including anti-Semitism and anti-Muslim bigotry; fighting for civil and human rights; and promoting the well-being of all minorities around the world. This work requires active partnerships and energetic engagement with

change-agents who influence policy decisions. Since its founding in 1906, AJC has demonstrated that fostering dialogue and mutual respect among civic leaders from within religious and ethnic communities can lead to momentous advances in understanding and learning. AJC creates effective coalitions with leaders of other faith and ethnic communities to fight bigotry, counter terrorism and prevent the radicalization of at-risks groups. These coalitions, designed for action, serve as an antidote to isolation because they work to educate and integrate vulnerable populations.

#### Qualifications of Key Personnel

**Humera Khan** is a subject matter expert in preventing, countering and mitigating extremist violence. Her two decades of global experience in policy advisory and security strategy is utilized by multi-national organizations, governments and law enforcement agencies in several countries. Humera is the co-founder of Muflehun, and a co-investigator for a DOD MINERVA project on the use of “Mobilizing Media” by terrorist organizations. Her services are sought for preventing and countering violent extremism related capacity-building of governments, organizations, youth, communities and religious leaders by multiple agencies and organizations including UN Security Council Counter-Terrorism Committee Executive Directorate, US Dept. of State, USAID, DOD and the Organization for Security and Cooperation in Europe (OSCE). Humera was adjunct faculty at the George Washington University. She has testified before Congress and received the FBI Director’s Community Leadership Award for her work.

**Bonita McGee** is a renown trainer with over 20 years’ experience developing and implementing training programs, workshops, and initiatives to raise awareness nationally of the impact of family violence, with an emphasis in Muslim communities as well as outreach to secular and other faith communities. She has over 10 years’ experience developing and implementing public health training programs and workshops locally and nationally.

**Dr. Ari Gordon** is AJC’s Director of U.S. Muslim-Jewish Relations, where he facilitates partnerships between American Jews and Muslims, enabling leaders of both communities to work together on issues of common concern, and foster civil engagement on issues of difference. Gordon is a master teacher who lectures regularly in academic, Jewish and multi-faith settings.

**Natalia Mahmud** is AJC’s Assistant Director of U.S. Muslim-Jewish Relations, credited for launching the national Muslim-Jewish Advisory Council and supporting AJC’s regional offices as they establish local Councils. She guides the policy agendas of the MJACs and advocates for important legislation and policy changes. Mahmud previously worked for the U.S. Government.

#### 4. Sustainability

Muflehun and AJC have structured the Upstander Training to be self-sustainable beyond the DHS funded project period. A primary purpose of selecting the Master Trainers from AJC staff and MJAC councils is to develop the capacity of the organization to deliver Upstander training without future federal support, and to develop more trainers if needed. AJC plans to locate additional sources of funding from individuals and foundation donors to cover the cost of future Upstander trainings. Muflehun will continue to remain a partner of AJC to provide technical support as needed.

## 5. Budget Detail and Narrative

### Budget Worksheet

Budget Category	Federal Request
Personnel	\$ 68,333
Fringe benefits	\$ 0
Travel	\$ 4,940
Supplies	\$ 0
Contractual	\$ 7,860
Other	\$ 4,000
Total Direct Costs	\$ 85,133
Indirect Costs	\$ 0
<b>TOTAL PROJECT COSTS</b>	<b>\$ 85,133</b>

### Budget Narrative

<b>Personnel:</b> (Note: All key staff costs are listed here, including staff of the prime applicant, Muflehun and the sub-contractor, AJC)	
Humera Khan (35 days LOE) - Humera will be responsible for the curriculum design of the Upstander training and leading all violent extremism awareness related curriculum components in all the trainings.	(b)(4)
Bonita McGee (35 days LOE) – Bonita will support the curriculum design and will lead the ToT efforts of the program. She will be the primary person mentoring the Trainers and supporting them throughout the project.	
Ari Gordon (20 days of LOE) – Ari will be a primary trainer to lead the AJC/MJAC trainings of the community leaders	
Natalia Mahmoud (20 days of LOE) - Natalia will be a primary trainer to lead the AJC/MJAC trainings of the community leaders	
<b>Fringe Benefits:</b> No fringe benefit costs will be requested from the Federal grant. The prime and subcontractors will cover these costs of the staff allocated to the project from alternate sources.	
<b>Travel Expenses:</b> A very conservative estimate of the travel costs is budgeted for the Master Trainers to collect at one site to receive training after curriculum has been designed.	
Transportation cost to selected sites (Est. 6 trips X \$240 average per trip)	(b)(4)
Lodging, M&IE per night (Est. 12 nights X \$250 per unit)	
Local travel expenses (Lump sum estimate)	
<b>Supplies:</b> No supplies costs will be requested from the Federal grant. The project team will cover the supplies costs for the project from alternate sources.	
<b>Contractual:</b> The contractual costs consist of the subscription costs of (1) an online Learning management System which will host the curriculum and relevant videos, and (2) online web conferencing service. The cost for the web conferencing is estimated for 18 months and for the LMS for 15 months - the subscription is not expected during the initial project design phase.	
Web conferencing service (\$20 per month X 18 months)	(b)(4)
Learning Management System (\$500 per month X 15 months)	
<b>Other Expenses:</b> The M&A cost is allocated for expenses to ensure the quality of accounting and reporting of the project.	
M & A Expenses (\$4,000 for the full project)	(b)(4)

# Appendices

## **Appendix A**

### **Implementation and Measurement Plan**

## 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 outcome indicator 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.***

<b>Organization Name</b>	MUFLEHUN
<b>Project Title</b>	Upstander Training
<b>Grant Number</b>	DHS-20-TTP-132-00-01
<b>Grant Implementation Period:</b>	10/01/2020 – 03/31/2022
<b>Reporting Period:</b>	10/01/2020 – 03/31/2022



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### Project Goal Statement

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Aligned with Goal 3 of the DHS Strategic Framework for Countering Terrorism and Targeted Violence, the goal of this program is to enhance local capacity to prevent terrorism and targeted violence,

by providing Upstander training,

- (1) to ensure broad awareness of the threat of targeted violence and terrorism, and anti-Semitism & anti-Muslim Bigotry
- (2) to enhance the ability of high impact leaders from state and local government, faith and ethnic communities, civil society and law enforcement to identify and respond to individuals at risk of mobilizing to violence

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### Target Population

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Local communities are one of the most powerful assets in violence prevention and have the potential to intervene early on when radicalization to domestic terrorism is initially observed or reported. This training will enhance the awareness and build the capability of 150 high impact leaders from state and local government, faith and ethnic communities, civil society and law enforcement to identify and respond to individuals at risk of mobilizing to violence.

These leaders will be invited primarily from locations where AJC has established local Muslim-Jewish Advisory Councils (MJACs) that builds ties between Jewish and Muslim leaders to work against hate, anti-Semitism and anti-Muslim bigotry. The cities include but are not limited to Dallas, Detroit, Houston, Kansas City, Los Angeles, Louisville, Miami, New Jersey, New York, Philadelphia and Washington, DC.

In addition, up to 4 individuals, selected from AJC staff and local MJACs, will be trained as Master Trainers through the Training of Trainers (ToT) phase.

**OUTCOME 1: Enhance local capacity to prevent terrorism and targeted violence**

Mid-Term Outcome 1.1: Ensure broad awareness of the threat of targeted violence and terrorism, and anti-Semitism & anti-Muslim Bigotry.

Mid-Term Outcome 1.2: Enhance the ability of high impact leaders from state and local government, faith and ethnic communities, civil society and law enforcement to identify and respond to individuals at risk of mobilizing to violence.

**OUTCOME 1 IMPLEMENTATION PLAN**

Activity	Inputs/Resources	Time Frame	Anticipated Outputs	Progress Reporting (Complete for Progress Report Only)
Customize DHS Community Awareness Briefing (CAB) and Communities Acting to Refer and Engage (CARE) training for project, with a focus on domestic terrorism and targeted violence	DHS CAB, DHS CARE Training Curricula, Muflehun team	Months 1-3	Upstander Training module	Quarterly Report 1
Develop “Anti-Semitism and Anti-Muslim Bigotry” awareness curriculum	Project team	Months 1-3	Upstander Training module	Quarterly Report 1
Develop pre and post training surveys	Muflehun team, RAND PCVE Evaluation toolkit	Months 1-3	Training evaluation	Quarterly Report 1
Develop online training content on the selected online Learning Management System (LMS)	Project team, financial resources, Upstander Training	Months 3-4	Upstander Training module	Quarterly Report 2
Develop “Online Facilitation Skills” training for ToT	Muflehun team	Months 3-4	ToT module	Quarterly Report 2
Finalize Upstander Training curriculum with DHS OTVTP	Project team, DHS OTVTP, Upstander Training & ToT Curricula	Month 4	Finalized Upstander Training and ToT curriculum	Quarterly Report 2
Select potential master trainers from AJC staff and MJAC members	AJC, Project team	Months 1-4	Selection of potential master trainers	Quarterly Report 2

<b>Activity</b>	<b>Inputs/Resources</b>	<b>Time Frame</b>	<b>Anticipated Outputs</b>	<b>Progress Reporting (Complete for Progress Report Only)</b>
Conduct Training-of-Trainers	Muflehun team, LMS, Upstander ToT curriculum, AJC	Months 5-6	Up to 4 Master trainers	Quarterly Report 2
Finalize MJAC and AJC offices responsible for registering local leaders for training & finalize training schedule	AJC, Master Trainers, Project team	Months 7-9	Training preparation	Quarterly Report 3
Promote Upstander Training program, select and register participants	AJC, Master Trainers, Project team	Month 7-9	Training preparation	Quarterly Report 3
Set-up trainings and conduct pre-surveys	AJC, Master Trainers, Project team	Months 7-18	Training preparation Pre-training survey results	Quarterly Reports 4 & 5 and Final Report
Conduct trainings	Master Trainers, Project team, Upstander curriculum	Months 7-18	10 cohorts trained with total 150 participants	Quarterly Reports 4 & 5 and Final Report
Conduct post-surveys	AJC, Master Trainers, Project team	Month 7-18	Post-training survey results	Final report

#### **OUTCOME 1 MEASUREMENT PLAN**

<b>Outcome Indicator(s)</b>	<b>Data Collection Method and Timeframe</b>	<b>Results (Complete for Progress Report Only)</b>
Upstander Training curriculum master document (based on DHS CAB, DHS CARE and additional modules for anti-Semitism and anti-Muslim Bigotry)	Document reviewed by project team and approved by DHS	Quarterly Report 1
Pre and post training survey templates	Document reviewed by project team and approved by DHS	Quarterly Report 1

<b>Outcome Indicator(s)</b>	<b>Data Collection Method and Timeframe</b>	<b>Results</b> <i>(Complete for Progress Report Only)</i>
Upstander Training curriculum setup finalized	Training material reviewed by project team and approved by DHS	Quarterly Report 2
Online training content setup and tested on LMS	Training material tested by project team and approved by DHS	Quarterly Report 2
ToT curriculum finalized	Training material reviewed by project team and approved by DHS	Quarterly Report 2
4 Master Trainers selected and trained	Master Trainers deliver mock training and are approved by Muflehun Trainers and DHS	Quarterly Report 2
Confirmation letters from AJC offices committed to involvement in promoting Upstander Training	Confirmation shared with DHS	Quarterly Report 3
Registration list of trainees	Monthly updated list as per schedule of training presented to DHS	Quarterly Reports 3, 4 & 5 and Final Report
150 Trainees trained to become Upstanders	Completed pre and post training surveys conducted with every training cohort	Quarterly Reports 3, 4 & 5 and Final Report
Analysis of pre and post training surveys	Compilation of survey results presented to DHS	Final Report

## 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.

<b>Risk Identified</b>	<b>Likelihood of Risk Occurring</b> (low/medium/high)	<b>Risk Analysis</b> (brief assessment of the impact the identified risk could/would have on the project)	<b>Risk Management Plan</b> (plan to minimize the impact that the risk presents to the project and adjustments to be made if the risk transpires)
Online trainings are not as compelling as in-person training	low	Participating in a day long online training will not be effective in attention retention and learning.	<p>The curriculum will be adapted and divided into 3 modules, no more than 120 minutes each.</p> <p>The training will have built in flexibility to adjust duration and number of training sessions based on trainee feedback</p> <p>If travel and gatherings are safely possible despite COVID19, some of the trainings might be conducted in person.</p>
Participant drop-off when training is spread over 3 days	low	Not completing training will result in not meeting training numbers	<p>The first session (the DHS CAB and the anti-Semitism/anti-Muslim bigotry) training is covered during the first 2 hour session to increase the interest in the rest of the training.</p> <p>Interactive sessions will be structured and will have exercises/use breakout sessions to ensure people are actively engaged with co-trainees and the content.</p>
Technical difficulties with online training delivery	low	<p>A technical or system failure will require shifting of LMS for program delivery</p> <p>Human error in using the online system will reflect poorly on the training</p>	<p>The project will utilize an existing stable online training platform to reduce any risk of technological failures.</p> <p>The master trainers will be trained to do basic trouble shooting and will be able to assist individuals before/during the training</p>

## **Appendix B**

### **Resume' / CV of Key Personnel**

1. Project Team
  - a. Humera Khan
  - b. Bonita McGee
  - c. Dr. Ari Gordon
  - d. Natalia Mahmud



# HUMERA KHAN

(b)(6)

New York, NY

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## SUMMARY

Experienced executive with 20+ years' global experience in policy advisory and strategy planning for multi-national organizations, government agencies and private sector. Subject matter expert in preventing, countering and mitigating extremist violence and terrorism.

- Policy Analysis - Government Relations - Strategy - Leadership - Public Speaking
- Research - Design Thinking - Program Design - Capacity Building - Scenario Planning
- System Dynamics - Agent Based Modeling - Cross Impact/Morphological Analysis

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## EMPLOYMENT HISTORY

### **UN Security Council Counter-Terrorism Committee Executive Directorate, New York, NY**

*Strategic Communications Officer- CVE and Countering Terrorist Narratives (April 2020- present)*

*Senior Consultant- CVE and Narratives, (March 2017-Dec 2017)*

- Manage CVE & Countering Terrorist Narrative (S/RES/2354) deliverable portfolio (including outreach and awareness activities) to develop consensually approved guidelines for implementation
- Research and analyse member-state CVE and counter-narrative portfolios for good practices, alignment with international human rights standards (including freedoms of expression and religion)
- Cultivate and expand multi-stakeholder partnerships for the CVE/Human Rights team
- Advise UN Office of Counter Terrorism Global Compact Working groups on CVE and strategic communications

### **Muflehun (2010– 2020)**

*President, New York, NY (2017-2020)*

*Executive Director, Washington, DC (2010-2017)*

- Co-founded resource center to counter hate, violent extremism and terrorism
- Built brand reputation as global thought leader in preventing hate and extremism
- Deepened multi-stakeholder engagement between civil society, private sector and governments
- Advocated for human-rights informed policy guidelines and good practices
- Managed teams designing and piloting prevention and intervention programs
- Developed response strategies to undermine abuse of online platforms by extremists and terrorists, based on emerging threat trends
- Introduced research-based approaches to build knowledge and capacity of key stakeholders to prevent online radicalization to violence, build resilience and improve digital literacy
- Developed and piloted multiple curricula to train youth influencers, community leaders and municipal governments on policy analysis, community engagement and strategic communication
- Testified before US House Committee on Foreign Affairs on the role of "Women's Education: Promoting Development & Countering Radicalism"
- Awarded FBI Director's Community Leadership Award

### **Georgia State University, Atlanta, GA (2015- present)**

*Co-investigator, DOD Minerva project*

- Analysed ideology and significance narratives in terrorist propaganda
- Derived policy recommendations for countering terrorism based on research insights from the *Mobilizing Media: A Deep and Comparative Analysis of Magazines, Music, and Videos in the Context of Terrorism* project

# HUMERA KHAN

(b)(6)

New York, NY

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## **Organization for Security and Cooperation Europe (OSCE), Vienna, Austria (March 2018 - Dec 2018)**

*Lead Consultant- Leaders Against Intolerance and Violence Extremism (LIVE) project*

- Developed and piloted LIVE curriculum to train community and religious leaders on policy analysis, community engagement and strategic communication (countering terrorist narratives) for Preventing and Countering Violent Extremism and Radicalization Leading to Terrorism
- Reviewed and updated LIVE youth curriculum

## **George Washington University, Washington DC (2017)**

*Adjunct Faculty, Elliott School of International Affairs Security Policy Studies Program*

- Developed and taught graduate course on *Identity and Countering Violent Extremism*

## **Abacus Strategy, Washington, DC (2007– 2010)**

*Director*

- Conducted systems-based scenario and strategy planning for corporate, government and non-profit organizations; tested new methods for wildcard identification and mitigation of extreme event impacts

## **The Arlington Institute, Arlington, VA (2002 – 2007)**

*Principal (2004-2007)*

*Senior Consultant (2002-2004)*

- Managed multi-stakeholder Theory & Operations team designing new methodologies for threat anticipation and risk mitigation for government client's "Risk Assessment and Horizon Scanning" program.
- Developed collaboration and networking guidelines for inter-agency threat assessments; translated new methods into functional requirements for software development; designed curriculum and managed training of intelligence analysts
- Led simulation-based scenario planning and strategy development for technology forecasting and geopolitical analysis for government and corporate clients

## **Powersim Corporation, Reston, VA (1999 – 2002)**

*Senior Consultant*

- Conducted simulation-based strategy planning, process analysis and training exercises for Fortune 500 and government clients

## **Graduate Teaching Assistant, MIT, Cambridge, MA (Spring 1997)**

- Nuclear Engineering Department: "Probability, Quality Control, Risk Assessment and Management"

## **Researcher, MIT, Cambridge MA (1993-1997)**

- MIT Energy Lab: Built simulation models of knowledge transfer, labor allocation & maintenance scheduling at nuclear power plants
- MIT Nuclear Engineering Department: Investigated commercial Computational Fluid Dynamics software to model fission product transport, and plate-out distribution in Vented Low Pressure Containments, for Modular High-Temperature Gas-Cooled Reactors. Designed and ran proof-of-principle experiments for passive cooling of reactor containments for the Electric Power Research Institute.
- MIT Plasma Fusion Center: Refined optimization programs for super-conducting magnet dimensions.

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## **EDUCATION**

- MA, Islamic Studies, 2004; Graduate School of Islamic and Social Sciences, Leesburg, VA
- SM, Technology and Policy, 1998; Massachusetts Institute of Technology, Cambridge, MA
- SM, Nuclear Engineering, 1998; Massachusetts Institute of Technology, Cambridge, MA
- SB, Art and Design, 1996; Massachusetts Institute of Technology, Cambridge, MA
- SB, Nuclear Engineering, 1995; Massachusetts Institute of Technology, Cambridge, MA

## HUMERA KHAN

(b)(6)

New York, NY

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### BOARDS AND MEMBERSHIPS

- Member, National Muslim-Jewish Advisory Council, 2017- present
- Chair, GCERF Independent Review Panel, 2015- present
- Board Member, Life After Hate, 2017-2020
- Member, USIP Working Group on Terrorism After the Caliphate, Task Force on Extremism in Fragile States, 2018
- Board Member, FBI WFO Citizens Academy Alumni Association 2012-2017
- Member, Atlantic Council Middle East Strategy Taskforce 2015-2016

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### PUBLICATIONS

- Khan, H. and Ansari, A., Countering Violent Extremism Framework (book chapter in “Ecology of Violent Extremism”), Rowman & Littlefield 2018
- Khan, H, Countering Violent Extremism and the Role of Meta-narratives, Terrorismo e Comunicazione Journal n.2/2017
- Khan, H, Why Countering Extremism Fails, Foreign Affairs, Feb 18, 2015
- Khan, H, “Women’s Education: Promoting Development and Countering Radicalism,” Testimony submitted to the House Committee on Foreign Affairs, 2014
- Khan, H, Using “Violent Jihad” as a Synonym for Terrorism Undermines US CVE Policy, Muflehun Policy Brief, 2013
- Khan, H and Magid, M, The Muslim-Majority and Muslim-Minority Communities in a Global Context, Brookings Institute 2011
- Khan, H, “The RAHS System: Current and Future Capabilities” Singapore, 2008
- Petersen, J, Khan, H, Erickson, D, A Strategy: Moving America Away From Oil, Arlington, VA, 2003
- Khan, H, Impact of the Institute of Nuclear Power Operations on Plant Performance & Operations, Cambridge, MA, 1998
- Khan, H, The Feasibility of a Distributed Molybdenum-99 Supply System for USA, Cambridge, MA, 1995
- Driscoll, M, Khan, H, An Evaluation of Passive Spray Cooling for Nuclear Reactor Containments, Cambridge, MA 1993

# BONITA R. McGEE

HERNDON, VA 20170

(b)(6)

## QUALIFICATIONS SUMMARY

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- Over 20 years of developing and implementing trainings, workshops, and initiatives to raise awareness nationally of the impact of family violence with emphasis in Muslim communities and outreach to secular and other faith communities.
- Over 10 years of developing and implementing public health trainings and workshops locally and nationally.
- Certified Public Manager, George Washington University, Washington, DC (September 2016)
- Lean Six Sigma Green Belt, George Washington University, Washington, DC (September 2016)
- Skills Summary: Training and Development, Program Management, Project Management, Process Improvement, Facilitation, Strategic Planning, Grant Management

## EXPERIENCE

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### *Facilitator*

#### **Immigrant Relief Center**

**January 2020 - Present**

- Co-facilitate Office of Smoking and Health Leadership and Sustainability School (OSH LSS) Virtual Summit.
- Develop workbook, presentation deck, and case study for OSH LSS summit workshop.
- Support the development of OSH LSS Curriculum and agenda.

### *Program Manager, Tobacco Control Program*

#### **District of Columbia Department of Health, Community Health Administration July 2005 – July 2019**

- Provided fiscal and administrative oversight and guidance for program outcomes and activities.
- Lead in federal grant annual plan development and progress reporting, including budgets, additional evaluation, and monitoring reports as required by the funding agency.
- Provided technical assistance and training to community and peers, locally and nationally
- Recruit, train, mentor, and manage team ensuring high quality of work product, individual growth, and increase to overall program capacity to achieve program outcomes.

### *Program Coordinator, Community Transformation Grant & Bureau of Cancer and Chronic Disease*

#### **District of Columbia (DC) Department of Health, Community Health Administration October 2012 – June 2015**

- Provided fiscal and administrative oversight support for the local allocation of monies in aid of Cancer and Chronic Disease and the Community Transformation Grant Program (CTG)
- Provided oversight and technical assistance to CTG grantees
- Provided training and technical assistance to the community and grantees.

### *Public Health Analyst, Tobacco Control Program, Bureau of Cancer and Chronic Disease*

#### **DC Department of Health, Community Health Administration July 2005 – September 2012**

- Developed and coordinated policy, research, and analysis collaborations with other District organizations and agencies.
- Provided technical assistance and support to District coalitions, grantees, and constituents.
- Developed briefing documents and policy analysis to address existing and emerging trends, challenges, recommendations, and opportunities in tobacco control in the District.

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## VOLUNTEER EXPERIENCE

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*Volunteer, Facilitator, Coach, and Trainer*

**Soliya – Connect Program** – New York, NY

**2008- Present**

- Provides training and expertise in core facilitation, conflict management, and dialogue building skills.
- Supports facilitators and provide professional development support in skill-building.
- Evaluates dialogue/training session and student performance and participation.

*Co-Founder, Board Member, Vice-Chair, Chair Advisory Board*

**Islamic Seminary Foundation/The Islamic Seminary of America**

**2011 - Present**

- Serves as facilitator and faculty for educational and leadership training for community leaders, advocates, and Imams.
- Serves as Research and Strategic Planning Dean for annual national in-service and training conference for chaplains and Imams.
- Facilitated executive committee strategic planning sessions and board retreats.

*Volunteer, Trainer*

**Muslim Advocacy Network Against Domestic Violence**

**2012 - 2016**

- Develop MANADV Presentation Guide to support train-the-trainers for advocates

*Volunteer, Board Member & Family Violence Awareness Advocate*

**Islamic Social Service Association of USA** – Tempe, AZ

**2003 - 2017**

- Aided in developing policies and strategies that further the mission.
- Provided training and technical assistance to communities and organizations concerning program development, evaluation, strategic planning, and cultural competency.
- Provided training, collaboration, and technical assistance concerning family violence.

*Volunteer, Co-Founder, Board Member, & Former President*

**Muslim Family Services of Ohio** - Columbus, OH

**1999- 2011**

- Established & implemented policies that uphold the mission of empowerment and service.
- Facilitated strategic planning sessions
- Provided training & in-services to organizations and agencies

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## EDUCATION

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- Masters of Arts in Islamic Studies, Graduate School of Islamic & Social Sciences 2004
- Non-degree Graduate courses: Economics, The Ohio State University 2000 – 2001
- Bachelor of Science in Business Administration, The Ohio State University 1996

# Ari M. Gordon

Director of U.S. Muslim-Jewish Relations  
American Jewish Committee  
165 E 56th Street ♦ New York, NY 10022

(b)(6)

## EDUCATION

### University of Pennsylvania, Philadelphia, PA

PhD, Near Eastern Languages and Civilizations, November 2018

- Dissertation title: "Sacred Orientation: the *Qibla* as Ritual, Metaphor and Identity Marker in Early Islam"
- Fields: Medieval Muslim-Jewish Relations (Mark Cohen); History and Geography in the Formative Period of Islam (Paul Cobb); Islamic Ritual (Joseph Lowry)
- Falk Fellowship in Jewish Studies (2011-2016)
- Benjamin Franklin Fellowship (2016-18)

### Harvard Divinity School, Cambridge, MA,

Master of Theological Studies, May 2010

- Concentration: History of Interreligious Encounter
- Merit-based full tuition scholarship, 2008-2010

### Yeshiva College, Yeshiva University, New York, NY

B.A., Philosophy, *Summa Cum Laude*, May 2005

Jesselson Scholarship for Academic Excellence, (2002-2005)

Fisch Award for Excellence in Philosophy

Siegal Foundation Award for Excellence in Talmud

Mirsky Award to Student Best Exemplifying the University's Ideal of Torah U'madda,

## Additional Fellowships and Education

Fellow, Kogod Research Center of Shalom Hartman Institute (2015-16)

Student, Qasid Arabic Institute, Amman, Jordan (Summer 2012)

Graduate Fellow, Wexner Foundation (2008-2012)

Student, Middlebury Arabic Language School, Oakland, CA (Summer 2010)

Student, Arabic Language Institute in Fez, Morocco (Summer 2009)

Fellow, Communities Engaging with Difference & Religion (CEDAR), Istanbul (2007)

Student, Yeshivat Sha'alvim: Intensive Judaic Studies Program, Israel (2000-2001)

## LANGUAGES

High proficiency: Arabic (Classical and MSA), Hebrew (Biblical, Rabbinic & Modern), Judeo-Arabic, and Rabbinic Aramaic (Babylonian and Palestinian); Reading ability: German, French



## TEACHING EXPERIENCE

Instructor and Course Coordinator, "Modern Middle Eastern Literatures in Translation," University of Pennsylvania. Co-instructors: Roger Alan (Arabic), Nili Gold (Hebrew), Mahyar Entezari (Persian), Sylvia Onder (Turkish); Spring 2014.

Teaching Assistant and Lecturer, "Introduction to Islamic Law," University of Pennsylvania. Instructor: Joseph E. Lowry, Fall 2014.

Teaching Assistant and Lecturer, "Modern Middle Eastern Literatures in Translation," University of Pennsylvania. Instructors: Raha Rafii (coordinating instructor), Roger Alan (Arabic), Nili Gold (Hebrew), Blake Atwood (Persian), Sylvia Onder (Turkish); Spring 2013.

Teaching Assistant, "Modern Hebrew Literature and Culture: Literary and Cinematic Autobiographies," University of Pennsylvania. Instructor: Nili Gold, Fall 2012.

## PUBLICATIONS:

Gordon, A. "Sharing the Narrative: How Muslims and Jews Can Remember the Holocaust Together." *Moment*. 21 Apr. 2020. <https://momentmag.com/sharing-the-narrative-how-muslims-and-jews-can-remember-the-holocaust-together/>.

Editorial Assistant. Jonalu Johnstone. *People of the Books: A Unitarian Universalist Guide to Scripture*. Boston: Skinner House Books, 2020.

**Gordon, A.** and Wecker, M. "Religious Pilgrimage and Sacred Relics as Empathy Builders," in *Designing for Empathy: Perspectives on the Museum Experience*. Ed. E.M. Gocigdem. Lanham, MD: Rowman and Littlefield, 2019.

Gordon, A. "U.S. Modern Orthodox Jews and Muslims Find Common Ground." *The Jewish Week*. 19 Dec. 2019. <https://jewishweek.timesofisrael.com/u-s-modern-orthodox-jews-and-muslims-find-common-ground/>.

Gordon, A. "To Defend Jewish Interests, Engage Across Difference." *Jewish News Service*. 18 June 2019. <https://www.jns.org/opinion/to-defend-jewish-interests-engage-across-differences/>.

Bronstein, M. and **Gordon, A.** "Circle of Friends Repairs Relationship Damage." *Jewish Exponent*. 23 May 2019. <https://www.jewishexponent.com/2019/05/23/circle-of-friends-ajc/>

Gordon, A. "Why the Attempted Attack on Islamberg should Alarm Jews, too." *Jewish Telegraphic Agency*. 6 Feb. 2019. <https://www.jta.org/2019/02/06/opinion/why-the-attempted-attack-on-islamberg-should-alarm-jews-too>

Editorial Assistant. Alan Brill (Seton Hall University). *Judaism and Other Religions: Models of Understanding*. New York: Palgrave Macmillan, 2010.



Editorial Assistant. Francis X. Clooney (Harvard Divinity School). *Comparative Theology: Deep Learning Across Religious Borders*. Malden, MA: Wiley-Blackwell, 2010.

Editorial Assistant. C. Schippe and C. Stetson. *The Bible and Its Influence: Teacher's Edition*. Fairfax: Bible Literacy Project, 2006.

## **LECTURES AND PRESENTATIONS: ACADEMIC**

"Muslim-Jewish Relations in American Public Life," Harvard University, Kennedy School of Government, Wexner Senior Fellows, March 2020.

"Introduction to Judaism: History, Religion, Culture, and Society," Temple University, Dialogue Institute, various international Middle Eastern/South Asian student groups, 2013-2019. [Invited Speaker]

"Place and Performance in Early Islamic Ritual and Architecture: The *Qibla* as Identity Marker," American Academy of Religion (AAR), Study of Islam Unit, Denver, November 2018

"Authority, Identity, and Law in Islam and Judaism," Fordham University, New York, February 2018. [Invited Speaker]

"Wherever You Turn, the Face of God is There: Liturgical Direction in the Qur'ān and Religions of Late Antiquity," International Qur'ānic Studies Association (IQSA), Boston, November 2017

"Sacred Orientation: The *Qibla* as Ritual, Metaphor and Identity Marker in Early Islam," American Academy of Religion (AAR), Study of Islam Unit, Boston, November 2017

"Sacred Direction in Spatial Thought and Practice in Early Islam," Poster presentation at 'Spatial Thought in Islamicate Societies 1000-1600: The Politics of Genre, Image and Text,' University of Tübingen, Germany, March 2017.

"Does God's Mind Change: The *Qibla* in 10<sup>th</sup> c. Jewish Polemics with Islam," Society of Biblical Literature (SBL), Qur'ān and Biblical Literature Unit, San Antonio, November 2016. [Panel Organizer and Presenter]

"Liturgical Direction in Late Antique Jewish-Christian-Muslim Relations," International Conference of Christians and Jews (ICCJ) Research Group, San Antonio, November 2016.

"Jerusalem and Holy Cities in Early Islam: Sacred Geography and Religious Identity," Fordham University, New York, March 2016. [Invited Speaker]

"Turning or Returning: The Figure of Job in Biblical and Qur'ānic Literature," IQSA, Qur'ān and Biblical Literature Unit, Atlanta, November 2015.

"Following a Blind Companion: The Ethical and Legal Biography of Ibn Umm Maktūm," American Academy of Religion (AAR), Religion and Disability Studies Group, San Diego, November 2014.

"Judaism and the Other in Tradition and the 21<sup>st</sup> Century," Temple University Dialogue Institute, faculty delegation from Ibn Sa'ud Islamic University, Philadelphia, March 2014 [Invited Speaker]

"Medieval Muslim-Jewish Encounters: Lenses for Understanding History," Drexel College, Philadelphia, May 2013. [Invited Speaker]

"Introduction to Islam and Muslim-Jewish Relations," Reconstructionist Rabbinical College, Philadelphia, two lectures, February and April 2013 [Invited Speaker]

## **LECTURES AND PRESENTATIONS: GENERAL EDUCATION**

"Communities Under Quarantine: The Impact of Coronavirus on Muslim and Jewish Life in America," online panel discussion as part of AJC Remote ACCESS, May 2020.

"Ramadan and Muslim-Jewish Relations in the Age of Coronavirus," online panel discussion online as part of AJC Advocacy Anywhere, April 2020.

"Muslim-Jewish Relations in Contemporary America," presented to various adult education groups, New York, 2007-2020.

"Space, Ritual, and the 'Other' in the Formation of Islam," Columbia University/ Barnard College Hillel student group, New York, March 2018.

"Bound by Abraham: Narrative and Religious Identity in early Muslim-Jewish Relations," various adult education and campus groups 2012-2017.

"Muḥammad and Midrash: Muslim-Jewish Relations and Early Islam," various adult education and campus groups, 2009-2017.

"The Patience of Job: Reception of Biblical Narrative in the Qur'ān," Columbia University/ Barnard College Hillel student group, New York, October 2014.

"Canons and Consequences: Religion and the Core Curriculum," Columbia University/ Barnard College Hillel student group, New York, March 2014.

"Jihād: Lenses for Engaging Religion and Ethics," Columbia University/ Barnard College interfaith student group, New York, December 2013

"Esther and Jesus: A Window into Early Christian-Jewish Relations," Johns Hopkins University, Jewish-Catholic study group, Baltimore, February 2012.

"Ethics and Economic Development: A Jewish Perspective," Fordham University (video conference with Angelicum seminarians), New York, March 2011. [Invited Speaker]

"Introduction to Islam for Jewish Leadership: Religion, Culture and Society," American Jewish Committee (AJC), Women's Leadership Group, New York, 2011.

Panelist, "Islam and American Politics: Deepening the Dialogue," co-sponsored by the World Economic Forum and Georgetown University, Washington, DC, April 2008.

“Jewish Life in America: Culture and Religion,” presented to International Visiting Leadership delegation from the Ministry of Justice and Islamic Affairs of the Kingdom of Bahrain, sponsored by the US State Department, New York, July 2008.

“Two Jews, Three Opinions: Pluralism and Legitimacy in Jewish Tradition,” Limmud: Jewish Learning Conference, New York, January 2007.

“Traditional Jewish Study Methods: a Primer for Latino/a Catholics,” presented at “Comunidades y Convivencia,” Catholic Theological Union, Chicago, June 2007.

“The Diverse Landscape of American Christianities,” presented to AJC training seminar for Interreligious professionals, New York, June 2007.

## **PROFESSIONAL EXPERIENCE**

### **American Jewish Committee (AJC)**

**Director, U.S. Muslim-Jewish Relations** (Fall 2018-Present)

**Special Advisor, Interreligious and Intergroup Relations** (Fall 2010– Summer 2011)

**Assistant Director, Interreligious Relations**, (Fall 2006 – Summer 2008)

**Program Associate, Intergroup Relations**, (Fall 2005 - Fall 2006)

- Develop national and international interreligious seminars and conferences
- Teach and created resource materials on contemporary interreligious relations
- Served as director of the Muslim-Jewish Advisory Council (MJAC), a civil society coalition focused on U.S.-based Muslim-Jewish advocacy.
- Provide content expertise in extensive interreligious engagement with the Arab world.

### **Conferences and Seminars**

Organizer and Facilitator, “African-American Methodist Holy Land Seminar,” sponsored by Project Interchange, Jerusalem, June 2006.

Organizer and Facilitator, “Living as a Minority in a Democracy: The American Experience of Muslims and Jews” co-sponsored by American Jewish Committee (AJC) and al-Qasemī Islamic Teachers College; New York, Washington, DC, Boston; September 2006.

Coordinator, “Religious Liberty and the Idea of Freedom in Religion: The Sixth Academic Consultation between Judaism and Orthodox Christianity,” co-sponsored by IJCIC and the Orthodox Ecumenical Patriarchate, Jerusalem, March 2007.

Organizer and Instructor, “Comunidades y Convivencia: A Seminar in Catholic-Jewish Relations for Latino/a Catholics in Ministry,” co-sponsored by AJC and Catholic Theological Union, Chicago, June 2007.

Facilitator, “Protestant-Jewish Seminar on Israel and the Palestinian Territories,” co-sponsored by AJC and Auburn Theological Seminary, Jerusalem, June 2009.

Delegate, “Catholic-Jewish Emerging Leadership Conference,” Co-sponsored by IJCIC and the Holy See’s Commission for Religious Relations with the Jews, Castel Gandolfo, 2009; Berlin, 2014; and Jerusalem, 2016.

Organizer, “Beyond Belief: God, Beliefs and North American Jewry,” sponsored by the Wexner Foundation Graduate Fellowship, Stowe, VT, August 2009.

Coordinator, “Christians in the Holy Land: An Interreligious Diplomatic Mission,” sponsored by AJC, July 2011.

Facilitator, “Christian Leadership Initiative,” co-sponsored by AJC and Shalom Hartman Institute (SHI), Jerusalem, July 2008, 2013 and 2014.

Organizer and Facilitator, “Christian Leadership Initiative Alumni Symposium,” co-sponsored by AJC and SHI, Los Angeles, February 2013 and Tampa, FL, January 2015.

Facilitator, “Muslim Leadership Initiative,” SHI, January, 2016.

Organizer and Facilitator, “Sacred Spaces Workshop: Baltimore Hebrew Congregation Vision Planning Project,” Mahan Raykiel & Spatial Practice, Baltimore, MD, October 2016.

Organizer and Facilitator, “Overcoming Hate: What’s Working and What’s Next?” Muslim-Jewish Advisory Council, New York, NY, February 2019.

## PROFESSIONAL AFFILIATIONS

American Academy of Religion (AAR)  
Association for Jewish Studies (AJS)  
International Qur’anic Studies Association (IQSA)

## REFERENCES

(b)(6)

# NATALIA MAHMUD

(b)(6)

U.S. Citizen

A public policy manager with over ten years of experience in International, Federal, and local governments. Recognized leader in developing and overseeing policy, strategic planning, project management, and non-profit organizations. Language Skills: Native Proficiency in Urdu and Spoken Hindi. Conversational in Punjabi.

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## EXPERIENCE

**Muslim-Jewish Advisory Council, New York, NY**

Jul. 2017 – Present

### Assistant Director

- Established a U.S. Council of prominent political, business and civil society leaders to combat the rising trend of hate crimes. Regularly meet with Members of Congress, International organizations, Department of Justice officials, mayors, and local law enforcement officials to develop strategies on how to combat the rise in hate crime incidents across the country.
- Successfully the initiative to eleven cities in three years around the U.S. to support stronger hate crimes legislation. Set-up core systems and processes for the coalition.
- Develop strategic objectives and advocacy goals for the councils and monitor progress against milestones. Monitor the budget and ensure proper allocation of resources.

**Independent Consultant, New York, NY**

Mar. 2016 – Jun. 2017

### Multiple Clients

- Assessed U.S. Federal regulations and provisions of the Affordable Care Act (ACA) for private healthcare companies.
- Formulated five-year strategic plans for three new healthcare companies offering transition care services.
- Analyzed international government practices for non-profit organizations regarding country pledges to achieve UN goals.

**The White House Office of Management and Budget (OMB), Washington, DC**

Aug. 2010 - Feb. 2016

### Senior Program Examiner, Top Secret Clearance

Awards: Special Achievement (2012, 2014, 2015) and Professional Achievement (2013) for policy proposals, teamwork, and leadership. Selected for Leadership Development Program (2013-2016); Diversity Council (2013-2016) and Recruiting Panel (2010-2016).

- Policy advisor to White House officials and formulated the Fiscal Years 2011-2017 President's Budget policies for the Internal Revenue Service (IRS), Office of Foreign Assets Control, and the District of Columbia (DC).
- Collaborated with White House staff on Administration policies and program implementation for domestic and international tax policy, U.S. technology practices, ACA, financial literacy, and school voucher issues.
- Designed tax enforcement initiatives presented in President Obama's budgets aimed to reduce the Federal deficit by \$37 billion over 10 years.

**Graduate Student Assistant, 25-30 hours/week**

Jun. 2009 – Aug 2010

- Coordinated with White House offices to release OMB guidance to over 250 agencies covering over 2 million employees.
- Advised clients of government shared services on identifying project requirements and align technologies with business needs.
- Assisted three federal agencies in setting up collaboration space for First Lady Michelle Obama's childhood obesity project.

**U.S. Mission to the United Nations, U.S. Department of State, New York, NY**

Apr. 2015- Sept. 2015

### Adviser on UN Management and Reform (Special Assignment)

- Drafted several UN resolutions, delivered remarks in various UN forums, and engaged with senior UN officials and special procedures mandate holders.
- Effectively reduced the cost of UN's peacekeeping budget by 3% for 2015-2016 through high-level diplomacy at the UN.
- Built collaborative relationships with the UN and other delegates on Syrian refugee and migration issues for peacekeeping operations in the Middle East.

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## EDUCATION

**The George Washington University, Washington, DC**

May 2010

**Master's in Public Policy, Concentration in Conflict Resolution Policy**

**Fordham University, Bronx, NY**

May 2006

**Bachelor of Arts in Political Science (Honors) and Middle East Studies**

## **Appendix C**

### **Documentation of Commitment / Support**

1. Letter of Commitment from American Jewish Committee



May 21, 2020

Mr. Adnan Ansari  
Executive Director  
Muflehun  
205 East 42nd Street  
New York, NY 10017

Re: Funding Opportunity #: DHS-20-TTP-132-00-01 - Fiscal Year 2020 Targeted Violence and Terrorism Prevention Grant Program

Dear Mr. Ansari,

On behalf of American Jewish Committee (AJC), I am delighted to present this letter as documentation of AJC's commitment of support for the proposal submitted by Muflehun to the federal Department of Homeland Security, Fiscal Year 2020 Targeted Violence and Terrorism Prevention (TVTP) Grant Program.

American Jewish Committee will serve as a subcontractor to Muflehun. AJC agrees to undertake the activities presented in the proposal including the following: conducting bystander training sessions for its staff and community leaders across the country using the curriculum developed by the DHS and customized by Muflehun and AJC (with permission from DHS); identifying and inviting community leaders to attend the training sessions; and conducting follow up activities with trainees to evaluate the training provided and to ascertain whether steps were taken at the community level to build local capacity to prevent targeted violence and all forms of terrorism.

American Jewish Committee looks forward to working with Muflehun to counter violence and terrorist activity, and to make a difference at the local level.

With best regards,

(b)(6)

David Harris  
Chief Executive Officer



# EMW-2020-GR-APP-00093

## Application Information

**Application Number:** EMW-2020-GR-APP-00093

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

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

**Application Status:** Pending Review

## Applicant Information

**Legal Name:** MUFLEHUN

**Organization ID:** 21902

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

**Division:**

**Department:**

**EIN:** (b)(6)

**EIN Shared With Organizations:**

**DUNS:** 034838737

**DUNS 4:** 0000

**Congressional District:** Congressional District 12, NY

## Physical Address

**Address Line 1:** 205 E 42nd Street

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

**City:** New York

**State:** New York

**Province:**

**Zip:** 10017-5706

**Country:** UNITED STATES

## Mailing Address

**Address Line 1:** 205 E 42nd Street

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

**City:** New York

**State:** New York

**Province:**

**Zip:** 10017-5706

**Country:** UNITED STATES

## SF-424 Information

### Project Information

**Project Title:** Upstander Training Program

**Program/Project Congressional Districts:** Congressional District 12, NY

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

**Proposed End Date:** Thu Mar 31 00:00:00 GMT 2022

**Areas Affected by Project (Cities, Counties, States, etc.):** US-all Training will be delivered online allowing trainees from across all US states

## Estimated Funding

Funding Source	Estimated Funding (\$)
Federal Funding	\$85133
Applicant Funding	\$0
State Funding	\$0
Local Funding	\$0
Other Funding	\$0
Program Income Funding	\$0
<b>Total Funding</b>	<b>\$85133</b>

**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
Adnan Ansari	(b)(6)		Authorized Official Signatory Authority Primary Contact
Humera Khan			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	\$68333
Fringe Benefits	\$0
Travel	\$4940
Equipment	\$0
Supplies	\$0
Contractual	\$7860
Construction	\$0
Other	\$4000
Indirect Charges	\$0
<b>Non-Federal Resources</b>	<b>Amount</b>
Applicant	\$0
State	\$0
Other	\$4000
<b>Income</b>	<b>Amount</b>
Program Income	\$0

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

**Direct Charges Explanation:** For details, see Project Narrative attachment

**Indirect Charges explanation:**

## Forecasted Cash Needs (Optional)

	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
Federal	\$14189	\$14189	\$14189	\$14189
Non-Federal	\$0	\$0	\$0	\$0

## Future Funding Periods (Years) (Optional)

First	Second	Third	Fourth
\$56756	\$28377	\$	\$

**Remarks:** For simplicity, total costs are evenly distributed across the duration of the project. Total direct charges vary slightly from the value mentioned in grants.gov due to revised estimation of costs.

## SF-424C

### Budget Information for Construction Programs

### Assurances for Non-Construction Programs

Form not applicable? false

Signatory Authority Name: Adnan Ansari

Signed Date: Mon Jun 15 00:00:00 GMT 2020

Signatory Authority Title: Executive Director

### Certification Regarding Lobbying

Form not applicable? false

Signatory Authority Name: Adnan Ansari

Signed Date: Mon Jun 15 00:00:00 GMT 2020

Signatory Authority Title: Executive Director

### Disclosure of Lobbying Activities

Form not applicable? true

Signatory Authority Name: Adnan Ansari

Signed Date:

Signatory Authority Title: