

EMW-2016-CA-APP-00276

Application Information

Application Number: EMW-2016-CA-APP-00276

Funding Opportunity Name: FY 2016 Countering Violent Extremism Grants

Funding Opportunity Number: DHS-16-OCP-132-00-01

Application Status: Pending Review

Applicant Information

Legal Name: National Governors Association Center for Best Practices

Organization ID: 10665

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

Division:

Department:

EIN: (b) (6)

EIN Shared With Organizations:

DUNS: 557103327

DUNS 4:

Congressional District: Congressional District 98, DC

Physical Address

Address Line 1: 444 North Capitol Street NW

Address Line 2: Suite 267

City: Washington

State: District Of Columbia

Province:

Zip: 20001-1512

Country: UNITED STATES

Mailing Address

Address Line 1: 444 North Capitol Street NW

Address Line 2: Suite 267

City: Washington

State: District Of Columbia

Province:

Zip: 20001-1512

Country: UNITED STATES

SF-424 Information

Project Information

Project Title: State Approaches to Violent Extremism (S.A.V.E.) Policy Academy

Program/Project Congressional Districts: Unknown District Code - Default from Grants.Gov

Proposed Start Date: Thu Dec 01 00:00:00 EST 2016

Proposed End Date: Fri Nov 30 00:00:00 EST 2018

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

Estimated Funding

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

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

Is applicant delinquent on any federal debt? false

Contacts

Contact Name	Email	Primary Phone Number	Contact Types
Stan Czerwinski	(b) (6)	(b) (6)	Signatory Authority
Jon Olson	(b) (6)	(b) (6)	Authorized Official Secondary Contact
Alisha Powell	(b) (6)	(b) (6)	Primary Contact

SF-424A

Budget Information for Non-Construction Programs

Grant Program: Countering Violent Extremism Grant Program

CFDA Number: 97.132

Budget Object Class	Amount
Personnel	\$137438
Fringe Benefits	\$32985
Travel	\$123336
Equipment	\$0
Supplies	\$0
Contractual	\$50000
Construction	\$0
Other	\$36946
Indirect Charges	\$119295
Non-Federal Resources	Amount
Applicant	\$0
State	\$0
Other	\$36946
Income	Amount
Program Income	\$0

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

Direct Charges Explanation:

Indirect Charges explanation: Provisional @ 70% total salaries + fringe benefits

Forecasted Cash Needs (Optional)

	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
Federal	\$62500	\$62500	\$62500	\$62500
Non-Federal	\$0	\$0	\$0	\$0

Future Funding Periods (Years) (Optional)

First	Second	Third	Fourth
\$250000	\$0	\$0	\$0

Remarks:

SF-424C

Budget Information for Construction Programs

Assurances for Non-Construction Programs

Form not applicable? false

Signatory Authority Name: Jon Olson

Signed Date: Tue Sep 06 00:00:00 EDT 2016

Signatory Authority Title: Chief Operating Officer

Certification Regarding Lobbying

Form not applicable? false

Signatory Authority Name: Jon Olson

Signed Date: Tue Sep 06 00:00:00 EDT 2016

Signatory Authority Title: Chief Operating Officer

Disclosure of Lobbying Activities

Form not applicable? true

Signatory Authority Name: Stan Czerwinski

Signed Date:

Signatory Authority Title:

ATTACHMENTS FORM

Instructions: On this form, you will attach the various files that make up your grant application. Please consult with the appropriate Agency Guidelines for more information about each needed file. Please remember that any files you attach must be in the document format and named as specified in the Guidelines.

Important: Please attach your files in the proper sequence. See the appropriate Agency Guidelines for details.

1) Please attach Attachment 1	NGA Center SAVE CVE Proposal	Add Attachment	Delete Attachment	View Attachment
2) Please attach Attachment 2		Add Attachment	Delete Attachment	View Attachment
3) Please attach Attachment 3		Add Attachment	Delete Attachment	View Attachment
4) Please attach Attachment 4		Add Attachment	Delete Attachment	View Attachment
5) Please attach Attachment 5		Add Attachment	Delete Attachment	View Attachment
6) Please attach Attachment 6		Add Attachment	Delete Attachment	View Attachment
7) Please attach Attachment 7		Add Attachment	Delete Attachment	View Attachment
8) Please attach Attachment 8		Add Attachment	Delete Attachment	View Attachment
9) Please attach Attachment 9		Add Attachment	Delete Attachment	View Attachment
10) Please attach Attachment 10		Add Attachment	Delete Attachment	View Attachment
11) Please attach Attachment 11		Add Attachment	Delete Attachment	View Attachment
12) Please attach Attachment 12		Add Attachment	Delete Attachment	View Attachment
13) Please attach Attachment 13		Add Attachment	Delete Attachment	View Attachment
14) Please attach Attachment 14		Add Attachment	Delete Attachment	View Attachment
15) Please attach Attachment 15		Add Attachment	Delete Attachment	View Attachment

CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

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

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

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

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

Statement for Loan Guarantees and Loan Insurance

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

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

* APPLICANT'S ORGANIZATION

National Governors Association Center for Best Practices

* PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE

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

* SIGNATURE:

* DATE:

Application for Federal Assistance SF-424*** 1. Type of Submission:**

- ☐ Preapplication
☒ Application
☐ Changed/Corrected Application

*** 2. Type of Application:**

- ☒ New
☐ Continuation
☐ Revision

*** If Revision, select appropriate letter(s):***** Other (Specify):***** 3. Date Received:**

09/02/2016

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:**

National Governors Association Center for Best Practices

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

(b) (6)

*** c. Organizational DUNS:**

5571033270000

d. Address:*** Street1:**

444 North Capitol Street NW

Street2:

Suite 267

*** City:**

Washington

County/Parish:*** State:**

DC: District of Columbia

Province:*** Country:**

USA: UNITED STATES

*** Zip / Postal Code:**

20001-1512

e. Organizational Unit:**Department Name:****Division Name:****f. Name and contact information of person to be contacted on matters involving this application:****Prefix:***** First Name:**

Alisha

Middle Name:*** Last Name:**

Powell

Suffix:**Title:**

Program 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 Countering Violent Extremism

* 12. Funding Opportunity Number:

DHS-16-OCP-132-00-01

* Title:

FY 2016 Countering Violent Extremism Grants

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:

State Approaches to Violent Extremism (S.A.V.E.) Policy Academy

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.

17. Proposed Project:* a. Start Date: * b. End Date: **18. Estimated Funding (\$):**

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

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

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

*** 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes," provide explanation in attachment.)**☐ Yes ☒ No

If "Yes", provide explanation and attach

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:



State Approaches to Violent Extremism (S.A.V.E.) Policy Academy

National Governors Association Center for Best Practices

Focus Area: Training and Engagement

Executive Summary

Violent extremism poses a serious threat to the United States and its citizens. Recent high-profile attacks perpetrated by American citizens demonstrate the need to continue to build and improve countering violent extremism (CVE) programs. However, existing programs often are stymied by a lack of coordination between different levels of government and disciplines. Similarly, federally-led programs often lack local context and struggle to provide consistent assistance across localities.

Governors are in a unique position to address the threat of CVE. They can raise awareness and help mobilize communities for action. They can convene critical stakeholders across disciplines and levels of government. They also can mobilize resources necessary to support efforts and ensure they are coordinated through the executive branch. Each of these are key to successfully addressing the threat of violent extremism.

The NGA Center proposes to conduct a policy academy, where five states will adopt and implement an executive-led, statewide roadmap for CVE. The NGA Center will conduct the following activities for a proposed **\$500,000** in grant funding:

- Develop and publish a CVE roadmap for states and track implementation (\$86,205);
- Host a roundtable of national experts to plan for policy academy activities and provide feedback on the roadmap (\$31,798);
- Conduct a policy academy for up to five states committed to adopting the CVE roadmap (\$295,440);
- Host training webinars (\$37,421); and
- Provide ongoing technical assistance for states (\$49,136).

Although the policy academy will work with officials from five states, the NGA Center will disseminate training and educational resources on CVE to all governors across the country. The NGA Center also will identify, develop, and disseminate resources on its website.

Technical Merit

Violent extremism is a multifaceted threat to localities, states, and the nation as a whole. Recent attacks in Colorado Springs, Colorado; San Bernardino, California; and Orlando, Florida underscore that the threat landscape is diverse and a challenge for all levels of government. Further, the many forms of violent extremism from domestic terrorism to homegrown violent extremism¹ make it difficult to develop effective programs capable of meeting different threats. Many existing CVE programs lack consistency, cross-sector collaboration, or the leadership needed to raise awareness and motivate stakeholders towards action. Governors and their key advisors recognize the dynamic nature of violent extremism and have started to explore ways to assist local CVE efforts. However, many states lack consistent, evidence-based approaches to CVE that are adaptable for diverse communities.

Project Overview

As chief executives, governors are responsible for protecting citizens, property, and business from terrorism and other disasters. Governors can play a leading role in CVE efforts by unifying efforts, promoting consistency, convening critical stakeholders, communicating with communities, and fostering trust in government. Through governors' offices, the NGA Center proposes to launch the State Approaches to Violent Extremism (S.A.V.E.) Policy Academy.² The academy will assist up to five competitively selected states with adopting and implementing a sustainable, flexible roadmap to support statewide CVE efforts. The roadmap will provide training, policy, and engagement strategies for states to work with communities in a multidisciplinary, cross-governmental way. This approach will foster strong community partnerships and create a cohesive joint state and local response to CVE. Ultimately, the S.A.V.E. policy academy will achieve the following goals:

- Build and foster communities' resiliency to violent extremist radicalization;

¹ This proposal uses the DHS definition of homegrown violent extremist and domestic terrorist. *See* Department of Homeland Security. "Countering Violent Extremism." DHS.gov <http://web.archive.org/web/20151013051804/http://www.dhs.gov/topic/countering-violent-extremism> (accessed October 13, 2015).

² An NGA Center policy academy is a 12-18 month highly interactive, team-based, multi-state process in which a number of states develop and implement a plan to address a complex public policy issue. Participating states receive guidance and technical assistance from NGA Center staff and faculty experts, as well as consultants from the private sector, federal agencies, research organizations and academia.

State Approaches to Violent Extremism (S.A.V.E) Policy Academy

National Governors Association Center for Best Practices

NOFO-DHS-16-OCP-132-00-01

Focus Area: Training and Engagement

- Ensure a statewide, multidisciplinary, and cross governmental approach to CVE;
- Create a less hospitable environment for violent extremist radicalization;
- Expand prevention planning; and
- Build evidence-based programs that are adaptable to community needs.

The NGA Center policy academy is a cost-effective approach that will provide violent extremism training to all states. In addition to the states directly involved in the policy academy, the NGA Center will create a webpage dedicated to the policy academy that will feature all resources provided or produced. The NGA Center will provide opportunities for other states to learn about the project. Those opportunities include access to webinars, dissemination of written products, and status updates during other NGA engagements. Those efforts will maximize federal funds and expand the work of the policy academy to all 56 states, territories, and commonwealths.

Project Approach

The NGA Center will conduct the following activities:

- Develop and publish a CVE roadmap for states and track implementation;
- Host a roundtable of national experts to plan for policy academy activities and provide feedback on the roadmap;
- Conduct a policy academy for up to five states committed to adopting the CVE roadmap;
- Host training webinars; and
- Provide ongoing technical assistance for states.

CVE Roadmap and Implementation

The NGA Center will develop a roadmap for governors that provides guidance on CVE. That roadmap will identify specific topic areas and partnership engagement strategies for states and communities to adopt. The roadmap will focus on approach, training, building cross-disciplinary partnerships, civil rights and civil liberties protection, and information sharing. The NGA Center will conduct data calls with experts from various fields, including charitable organizations, faith-based organizations, volunteer groups, local officials, and governors policy advisors. The NGA Center has an extensive network of partners it will leverage to conduct this effort. Partner

State Approaches to Violent Extremism (S.A.V.E) Policy Academy

National Governors Association Center for Best Practices

NOFO-DHS-16-OCP-132-00-01

Focus Area: Training and Engagement

organizations include the Big Seven,³ National Association of City and County Health Officials, University of Maryland, American Red Cross, and Business Executives for National Security.

The NGA Center will develop an interim draft of the roadmap as part of an experts roundtable. Following that, the NGA Center will use the roadmap with the selected policy academy states to evaluate its applicability and ability to be implemented. The NGA Center will revise the roadmap using lessons learned from the academy.

Once selected states have adopted the CVE roadmap, the NGA Center will work with those states to implement them. The NGA Center will develop a process for states to identify implementation activities and provide feedback on that process. The NGA Center will identify the criteria for reporting and areas of improvement in coordination with the U.S. Department of Homeland Security (DHS). The NGA Center will publish the final CVE roadmap and disseminate it to all governors' offices.

Experts Roundtable

The NGA Center will host a roundtable of national experts (experts roundtable) of up to 25 subject-matter experts and practitioners for a one-day planning meeting in the winter of 2017. Experts will provide feedback on the roadmap and help the NGA Center plan for policy academy activities. Participants may include representatives from federal agencies, National Parent Teacher Association, American Public Human Services Association, National League of Cities, U.S. Chamber of Commerce, and U.S. Conference of Mayors. These experts will serve in an advisory role throughout the project. The NGA Center will work with DHS to identify participants and develop the roundtable agenda.

Policy Academy

Through the policy academy, selected states will receive training on different aspects of CVE from subject-matter experts and the NGA Center will work with selected states to adopt and implement the CVE roadmap. The NGA Center will issue a solicitation to governors inviting their states to participate in the policy academy and up to five states will be selected to participate through a competitive process. The solicitation will be open to all states and U.S.

³ The Big Seven are seven non-profit organizations that represent state and local government officials. The Big Seven are: Council of State Governments, National Governors Association, National Conference of State Legislatures, National League of Cities, U.S. Conference of Mayors, National Association of Counties, and International City/County Management Association

State Approaches to Violent Extremism (S.A.V.E) Policy Academy

National Governors Association Center for Best Practices

NOFO-DHS-16-OCP-132-00-01

Focus Area: Training and Engagement

territories with full NGA membership benefits. Selection criteria may include a commitment to project goals; cross-disciplinary, cross-governmental team make-up; demonstrated commitment to protecting civil rights and civil liberties; and the capacity to adopt, implement, and sustain a resilient CVE roadmap. Additional eligibility requirements will be determined by the NGA Center and DHS. Interested states must submit a letter of commitment from the governor to project goals and an application that responds to all portions of the selection criteria.

The selected states will assemble cross-disciplinary “core” teams designated by the governor and “home” teams of senior-level state and local stakeholders. The core team will serve as the chief liaison to the NGA Center and be responsible for completing all policy academy activities. Potential team members could include the governors’ policy advisors from homeland security, health and human services, education, economic development, local officials, faith-based leaders, private sector representatives, and other key stakeholders. The home team will advise the core team and help them implement strategies identified in the policy academy. Similar to the core team, the home team should reflect a wide array of stakeholders and disciplines.

The NGA Center will host two policy academy meetings. The kickoff policy academy meeting will occur in summer 2017 and its purpose is to provide senior state and local officials access to a national faculty of experts, the opportunity to learn from peers, and provide each team support to develop a strategy for adopting key elements of their CVE roadmap. Potential topics the meeting will cover include: recognizing violent extremist behaviors and indicators; identifying ways to engage non-law enforcement support; understanding existing gaps; protecting civil rights and civil liberties; and increasing trust and confidence between government, law enforcement, and communities.

The closing policy academy meeting will occur in winter 2018 and will allow participating states to discuss lessons learned during the policy academy and receive further guidance on implementing their plans. Participating states are required to attend the kickoff and closing meetings of the policy academy. In addition to both meetings, selected states will host an in-state workshop that will allow the NGA Center and faculty members to assist states with refining their plans, securing stakeholder feedback and buy-in, and strategize around implementation.

State Approaches to Violent Extremism (S.A.V.E) Policy Academy

National Governors Association Center for Best Practices

NOFO-DHS-16-OCP-132-00-01

Focus Area: Training and Engagement

Webinars

The NGA Center will host a series of monthly webinars that examine specific topics related to countering violent extremism that will increase education to states and locals. These webinars will provide training and educational resources on violent extremism as well as highlight the progress of the policy academy states for interested non-participating states. The NGA Center will identify topics and speakers for the webinar series with DHS.

Technical Assistance

Throughout the policy academy, the NGA Center will provide selected states with ongoing technical assistance. That assistance can include written responses, telephone or email consultations, and additional in-state support from faculty members and/or NGA Center staff.

PROJECT ESTIMATED TIMELINE

Activity	Projected Timeframe
Develop a CVE roadmap <ul style="list-style-type: none">• Develop initial draft with stakeholders• Finalize interim roadmap	December – March 2017 April 2017
Host experts roundtable	April 2017
Conduct policy academy <ul style="list-style-type: none">• Issue solicitation to governors• Receive state applications• Select states for policy academy• Host opening academy meeting• Conduct four in-state workshops• Host final policy academy meeting• States submit report on adoption efforts	May 2017 June 2017 June 2017 August 2017 September 2017-December 2017 February 2018 April 2018
Tracking implementation of CVE roadmap and revise roadmap, if necessary	April 2018-October 2018
Publish final roadmap	November 2018
Training webinars	Monthly
Provide technical assistance	Ongoing

Needs Analysis

The current CVE enterprise is a top-heavy approach, wherein the federal government leads almost all community engagements as a “facilitator, convener, and source of information.”⁴

However, that approach is problematic and has struggled to produce meaningful results in many communities, who remain susceptible to radicalization to violent extremism.⁵

Much of the federal government’s outreach has not leveraged state and local community leaders as full partners in addressing CVE. Direct federal intervention can exacerbate tensions both among vulnerable groups and among state and local officials.⁶ It also can blur jurisdictional authority. Lastly, federal techniques and intelligence gathering can undermine the legitimacy of federal outreach.⁷ As the DHS Homeland Security Advisory Council (HSAC) CVE subcommittee stresses, the government should *not*... act as the messenger” but instead “*empower* ‘credible messengers’ or ‘influencers’.”⁸

These challenges are rooted in a lack of harmonious effort among different levels of government and disciplines. Outside specific federal programs, officials remain insufficiently motivated or unable to apply practices used by other fields.⁹ Although current CVE programs offer basic tools to prevent violent radicalization, they have yet to lead to the development of a comprehensive strategy that empowers state leaders and local communities for an interdisciplinary, intergovernmental approach. Specifically, current CVE efforts struggle to:

- Focus on all forms of violent extremism;
- Create trust within communities;
- Engage and communicate effectively with intended audiences; and

⁴ “Empowering Local Partners to Prevent Violent Extremism in the United States,” August 2011. 3. https://www.whitehouse.gov/sites/default/files/empowering_local_partners.pdf.

⁵ Chuck Goudie, “ISIS Present in all 50 States, FBI Director Says” *ABC7* (February 25, 2015). <http://abc7chicago.com/news/isis-present-in-all-50-states-fbi-director-says/534732/>.

⁶ Carmine Scavo, Kearney Richard C., and Richard J. Kilroy, Jr. “Challenges to Federalism: Homeland Security and Disaster Response.” *Publius* 38, no. 1 (2008): 81-110. <http://publius.oxfordjournals.org/content/38/1/81>.
Bjelopera, Jerome P. “American Jihadist Terrorism: Combating a Complex Threat, 55-60. *Congressional Research Service*. <http://fpc.state.gov/documents/organization/178218.pdf>.

⁷ “American Jihadist Terrorism: Combating a Complex Threat,” 63.

⁸ Homeland Security Advisory Council Countering Violent Extremism Subcommittee, “Interim Reports and Recommendations,” 5. Washington, DC. 2016. <https://www.dhs.gov/sites/default/files/publications/HSAC/HSAC%20CVE%20Final%20Interim%20Report%20June%202016%20508%20compliant.pdf>.

⁹ Ibid, 15.

- Empower governmental and nongovernmental officials to act.

Experts agree that the most effective way to counter violent extremism is by engaging with state local communities.¹⁰ Existing CVE efforts are necessary but not sufficient to meet the dynamic threat environment. There is a need for a new approach to motivate vulnerable communities towards action and address both the underlying causes and symptoms. Community involvement gives programs a local context and improves public confidence in CVE efforts. However, existing CVE programs struggle to obtain the community involvement necessary to achieve meaningful results. Localities do not feel empowered to act and assume leadership to prevent radicalization and recruitment to violent extremism. Additionally, many communities do not have access or the resources to test and maintain promising CVE practices.

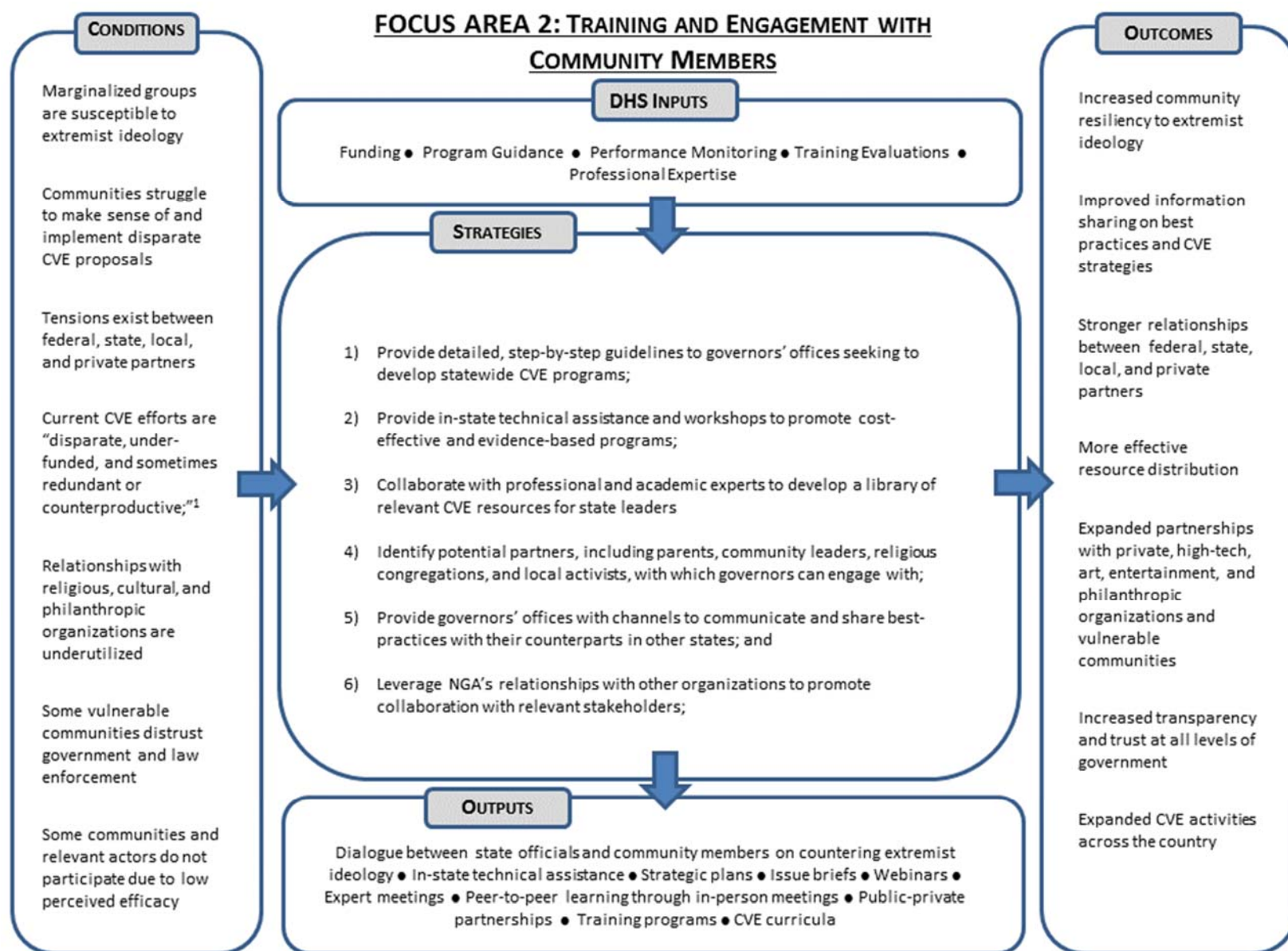
The federal government should work with other levels of government to improve program success. State and local officials are best positioned to lead collaborative, targeted efforts to address violent extremism.¹¹ Governors, especially, are uniquely positioned to lead and conduct community engagement, especially in CVE efforts. As a 2016 HSAC report found, “empowering local mayors and governors by giving them the insights, ideas, and information they need, along with linkages to best in class experts and organizations will be a game changer.”¹² The HSAC report also recommended that DHS work with the National Governors Association to develop training and toolkits on CVE.¹³ The below logic model illustrates how governors can contribute.

¹⁰ Peter Neumann, “Preventing Violent Radicalization in America,” June 2011. *Bipartisan Policy Center*, 36 <http://bipartisanpolicy.org/library/preventing-violent-radicalization-america-680/>.

¹¹ “American Jihadist Terrorism: Combating a Complex Threat,” 44.

¹² “Interim Report and Recommendations,” 16.

¹³ “Interim Report and Recommendations,” 17.



¹ See Homeland Security Advisory Council Countering Violent Extremism Subcommittee, “Interim Reports and Recommendations,” 15. Washington, DC. 2016. <https://www.dhs.gov/sites/default/files/publications/HSAC/HSAC%20CVE%20Final%20Interim%20Report%20June%2009%202016%20508%20compliant.pdf>.

As chief executives, governors have an enterprise-wide view of policy issues across the state. They can convene and motivate experts across diverse sectors. They also can host conversations with various levels of government, the private sector, and non-governmental actors such as faith-based and charitable organizations. They also own and operate assets such as the fusion centers. These resources can receive, analyze, and identify potentially suspicious activity while protecting civil rights and civil liberties.

Further, governors have a unique understanding of the culture, geography, and values of the communities across their state. All too often, federal and national programs lack the flexibility to tailor CVE efforts to specific communities.¹⁴ Worse, these programs may identify different priorities than state officials or overlook important state-specific information. Although federal leaders can provide high-level engagement and messaging, states can often better communicate with key stakeholders¹⁵ because local governments and community leaders already have existing relationships and are more receptive to state officials. This is particularly important as threats shift from large-scale attacks to smaller attacks against soft targets.¹⁶

Measuring Success

The S.A.V.E. policy academy will work with governors and their key advisors by training them through in-person and virtual engagements. The academy will educate officials about existing CVE research to help them adopt and implement a statewide CVE roadmap. This project will focus on all forms of violent extremism in a way that engages, communicates, and empowers localities. The NGA Center will communicate regularly with the selected states to track progress and ensure they meet project goals. Additionally, the NGA Center will regularly interact with selected states through phone consultations, webinars, and written reports. Through these engagements, states will identify completed activities, challenges, and successes. The NGA Center also will use these meetings to identify potential roadblocks and measure state progress. Criteria may include community engagements, creation of bodies such as a task force or council, evidence-based trainings to communities, development of a single reporting mechanism, and/or awareness campaigns. The NGA Center may use additional criteria to measure success. The

¹⁴ “Preventing Violent Radicalization in America,” 22.

¹⁵ “Challenges to Federalism: Homeland Security and Disaster Response,” 38.

¹⁶ Siberell, Justin. “Statement Before the House Foreign Affairs Subcommittee: Terrorism, Nonproliferation & Trade,” *U.S. Department of State*, Washington, DC, May 17, 2016. <http://www.state.gov/j/ct/rls/rm/257307.htm>.

NGA Center will highlight the policy academy success in national forums, as it has extensive relationships with associations, educational institutions, and the federal government.

Past Successful Performance

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

- ***Governors Homeland Security Advisors Council (GHSAC):*** The GHSAC is a formal body under NGA that represents the collective interest of the nation's homeland security advisors and informs governors about critical homeland security issues such as CVE. The GHSAC holds monthly calls, meets biannually, testifies on the Hill, and issues papers. The GHSAC has been at the forefront of responding to CVE issues since its inception in 2006. The GHSAC will play a leading role in helping to shape the policy academy activities and the CVE roadmap.
- ***Reducing Prescription Drug Abuse Policy Academy:*** The NGA Center conducted two, yearlong policy academies focused on helping governors respond to the opioid crisis. Through the academies, states developed public awareness campaigns, launched cross-agency initiatives, formed partnerships with universities and the private sector, and passed legislation. Additionally, those academies laid the groundwork for the governors compact to fight opioid addiction and an opioid roadmap that helps states identify and implement evidence-based strategies.
- ***Emergency Communications Interoperability Policy Academy:*** The NGA Center is working with five states to develop strategies designed to strengthen current statewide interoperability plans and standard operating plans. This is the second policy academy on this issue. The previous academy provided governors with strategies to address governance challenges.
- ***Policy Academy on State Cybersecurity:*** The NGA Center is working with five states to develop and implement comprehensive cybersecurity strategies. The academy is a component of Virginia Gov. Terry McAuliffe's cybersecurity initiative as NGA Chair .

In addition to GHSAC, the HSPS division runs the Governors' Criminal Justice Policy Advisors, and the Consortium of Public Safety Executives. HSPS provides resources to these networks and expert feedback on public safety and criminal justice issues affecting states. These successes show that the NGA Center is well-equipped to address CVE issues across the nation.

Expertise

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

Governors rely on the NGA Center to provide tailored technical assistance for challenges facing their states, identify and share best practices from across the country and host meetings of leading policymakers, program officials and scholars. Through research reports, policy analyses, cross-state learning labs, state grants and other unique services, the NGA Center quickly informs governors what works, what does not and what lessons can be learned from others grappling with similar issues.

To capture the breadth of public policy challenges states face in the 21st century, the NGA Center is organized into five divisions: Economic, Human Services and Workforce; Education; Environment, Energy and Transportation; Health; and Homeland Security and Public Safety. Each division is staffed by experienced policy and research professionals who provide states cutting-edge analysis, creative solutions and practical policy recommendations. As the NGA Center division responsible for this proposal, the Homeland Security and Public Safety division has been at the forefront of pioneering policies in this field and seeks to continue this tradition through this proposal.

Budget Narrative

The NGA Center has prepared the proposed budget in a manner that will allow the completion of all tasks and objectives proposed in the narrative and work plan to meet the high standard of quality required by both the U.S. Department of Homeland Security (DHS) Office of Community Partnerships and the NGA Center. **The estimated total cost of the project is \$500,000.** A line item description of the expenses is as follows:

Salaries and Wages

Staff	Position	Year 1			Year 2			TOTAL
		Avg Salary	Effort	Cost	Avg Salary	Effort	Cost	
McLeod, J	Division Director	\$ (b) (6)	9%	\$ 10,998	\$ (b) (6)	9%	\$ 11,218	\$ (b) (6)
Powell, A	Program Director	\$ (b) (6)	18%	\$ 16,497	\$ (b) (6)	16%	\$ 14,958	\$ (b) (6)
Weiss, L	Policy Analyst	\$ (b) (6)	30%	\$ 16,803	\$ (b) (6)	29%	\$ 16,568	\$ (b) (6)
Shone, T.M.	Policy Analyst	\$ (b) (6)	22%	\$ 10,530	\$ (b) (6)	22%	\$ 10,740	\$ (b) (6)
TBD-SPA2	Senior Policy Analyst	\$ (b) (6)	5%	\$ 3,564	\$ (b) (6)	5%	\$ 3,636	\$ (b) (6)
Kaye, J	Program Assistant	\$ (b) (6)	12%	\$ 5,499	\$ (b) (6)	9%	\$ 4,207	\$ (b) (6)
Masciarelli, B	Director, Conference Mgt.	\$ (b) (6)	10%	\$ 12,220	\$ (b) (6)	0%	\$ -	\$ (b) (6)
								\$ 137,438

Fringe Benefits are estimated at \$32,985. Fringe benefits include employer FICA and pension contributions; medical, dental, and short- and long-term disability expenses; life and accidental death and dismemberment insurance premiums; employee assistance program costs; and administrative costs of certain benefits and tuition grants. The NGA Center has approval from the U.S. Department of Labor to use 24 percent as a provisional fringe benefit rate for fiscal year 2016. The rate agreement for FY17 is in negotiation at the time of this proposal.

Travel and meeting expenses are estimated at \$123,336. Out of town travel cost is based on assumptions for round-trip airfare at \$600/traveler, lodging at \$225/night, per diem at \$58/day, and ground transportation at \$100/trip. Travel expense breaks down as follows:

- Experts Roundtable (\$5,013) – 1 day; 25 attendees (4 travelers: 3 state representatives and 1 speakers and faculty) The meeting will help the NGA Center plan for policy academy activities and provide feedback on the roadmap. The meeting will take place in Washington, D.C.

- Policy Academy Kick-Off meeting (\$44,310) – 2 days; 40 attendees (35 travelers: 25 state representatives, 5 NGA staff, and 5 speakers and faculty). The purpose of this meeting is to provide selected states access to experts, learn from peers, and the opportunity to meet individually. The location of the meeting is to be determined in coordination with DHS.
- Site visits (\$25,320) – Five states for 2-days each. 4 travelers (2 NGA Center staff and 2 faculty) The purpose of these visits is to assist with the adoption and implementation of the CVE roadmap, review progress, and provide recommendations.
- Policy Academy Closing meeting (\$44,310); 2 days; 40 attendees (35 travelers: 25 state representatives, 5 NGA staff, and 5 speakers and faculty). The purpose of this meeting is to discuss lessons learned during the policy academy and receive further guidance on implementing their plans. The location of the meeting is to be determined in coordination with DHS.
- Homeland Security policy conference TBD (\$2,532); 2-Days. 2 travelers (1 NGA Center staff and 1 faculty). The purpose is to share the policy academy results at a conference.
- Homeland Security policy conference TBD (\$2,532); 2-Days. 2 travelers (1 NGA Center staff and 1 faculty). The purpose is to share the policy academy results at a conference.
- Local DC travel to cover mileage, taxicabs, and parking to attend related meetings in the Washington, DC metro region (\$400)

Contractual expenses are estimated at \$50,000. The NGA Center will provide state sub-grants to five competitively selected states. Each state will receive \$10,000 and be required to participate fully in all policy academy activities.

Other Costs are estimated at \$36,946 and break down as follows:

- Roadmap (\$7,960) This includes design, editing and printing costs for the proposed CVE roadmap for states and locals.
- Meeting Expenses (\$24,181) This includes room rental and A/V service expenses for the two large policy academy meetings and room rental costs for the roundtable meeting.
- OMB-A133 Audit Costs (\$2,488) A-133 costs are calculated at 0.5 percent of the total project costs. All NGA Center federally funded projects receive an annual share of this audit expense.

- Shipping/Postage (\$1,407) This includes costs of preparing and mailing meeting materials, and any physical technical assistance products generated by the project.
- Photocopying/Printing (\$910) This includes replication of all meeting materials and other materials needed to complete project tasks.

Total Direct Costs included in this budget total \$380,705.

Indirect Costs

The NGA Center has approval from the U.S. Department of Labor to use 70 percent (base of salary plus fringe benefits) as a provisional indirect cost rate for fiscal year 2016. The rate agreement for FY17 is in negotiation at the time of this proposal. A copy of the new rate agreement applicable to the proposed project period will be provided as soon as the agreement is executed. **Total estimated Indirect Costs are \$119,295.**

Budget Worksheet

Budget Category	Federal Request	Non-Federal	Total
A. Personnel	\$137,438	\$0	\$137,438
B. Fringe Benefits	\$32,985	\$0	\$32,985
C. Travel	\$123,336	\$0	\$123,336
D. Equipment	\$0	\$0	\$0
E. Supplies	\$0	\$0	\$0
F. Construction	\$0	\$0	\$0
G. Consultants/Contracts	\$50,000	\$0	\$50,000
H. Other	\$36,946	\$0	\$36,946
Total Direct Costs	\$380,705	\$0	\$380,705
I. Indirect Costs	\$119,295	\$0	\$119,295
TOTAL PROJECT	\$500,000	\$0	\$500,000

**NEGOTIATED INDIRECT COST RATE AGREEMENT
NONPROFIT ORGANIZATION**

ORGANIZATION:

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

EIN# (b) (6)

DATE: June 10, 2015

FILE REFERENCE: This replaces the
Negotiation Agreement dated:
February 12, 2015

The indirect cost rate(s) contained herein are for use on grants and contracts with the Federal Government to which OMB Circular No. A-122 applies, subject to limitations contained in the Circular and in Section II-A, below. The rate(s) were negotiated by the **National Governors Association Center for Best Practices (NGAC) Best Practices** and the **U. S. Department of Labor** in accordance with the authority contained in Attachment A, Section E, of the Circular. Indirect rates for fiscal years that begin on or after 12/26/14 are subject to 2 CFR Part 200, Subpart E, in accordance with the authority contained in 2 CFR, Part 200, Appendix IV, C.2.

SECTION I: RATES

EFFECTIVE PERIOD

<u>TYPE</u>	<u>FROM</u>	<u>TO</u>	<u>RATE*</u>	<u>LOCATION</u>	<u>APPLICABLE TO</u>
<u>Compensated Absences:</u>					
Final	07/01/13	06/30/14	19.36% (a)	All	All Programs
Provisional	07/01/14	06/30/16	18.00% (a)	All	All Programs
<u>Fringe Benefits:</u>					
Final	07/01/13	06/30/14	23.07% (b)	All	All Programs
Provisional	07/01/14	06/30/16	24.00% (b)	All	All Programs
<u>Indirect Cost Rates:</u>					
Final	07/01/13	06/30/14	72.20% (c)	All	All Programs except DOL/ETA
Provisional	07/01/14	06/30/16	70.00% (c)	All	All Programs except DOL/ETA
Final	07/01/13	06/30/14	68.31% (c)	All	DOL/ETA Programs
Provisional	07/01/14	06/30/16	66.00% (c)	All	DOL/ETA Programs

SEE SPECIAL REMARKS

***BASE:**

(a) Total salaries and wages.

(b) Total salaries and wages including compensated absences.

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

TREATMENT OF COMPENSATED ABSENCES AND FRINGE BENEFITS:

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

SECTION II: GENERAL

A. LIMITATIONS: Use of the rate(s) contained in the Agreement is subject to all statutory or administrative limitations and is applicable to a given grant or contract only to the extent that funds are available. Acceptance of the rate(s) agreed to herein is predicated upon the following conditions:

- (1) that no costs other than those incurred by the grantee/contractor or allocated to the grantee/contractor via an approved central service cost allocation plan were included in its indirect cost pool as finally accepted and that such incurred costs are legal obligations of the grantee/contractor and allowable under the governing cost principles.
- (2) that the same costs that have been treated as indirect costs have not been claimed as direct costs,
- (3) that similar types of costs have been accorded consistent treatment, and
- (4) that the information provided by the grantee/contractor which was used as a basis for acceptance of the rate(s) agreed to herein is not subsequently found to be materially inaccurate.

The elements of indirect cost and the type of distribution base(s) used in computing provisional rates are subject to revision when final rates are negotiated. Also, the rates cited in this Agreement are subject to audit.

B. CHANGES: The grantee/contractor is required to provide written notification to the regional cost negotiator prior to implementing any changes which could affect the applicability of the approved rates. Changes in the indirect cost recovery plan, which may result from changes such as the method of accounting or organizational structure, require the prior written approval of the Division of Cost Determination (DCD). Failure to obtain such prior written approval may result in cost disallowance.

C. NOTIFICATION TO FEDERAL AGENCIES: A copy of this document is to be provided by this organization to other Federal funding sources as a means of notifying them of the Agreement contained herein.

D. PROVISIONAL-FINAL RATES: The grantee/contractor must submit a proposal to establish a final rate within six months after their fiscal year end. Billings and charges to Federal awards must be adjusted if the final rate varies from the provisional rate. If the final rate is greater than the provisional rate and there are no funds available to cover the additional indirect costs, the organization may not recover all indirect costs. Conversely, if the final rate is less than the provisional rate, the organization will be required to pay back the difference to the funding agency.

Indirect costs allocable to a particular award or other cost objective may not be shifted to other Federal awards to overcome funding deficiencies, or to avoid restrictions imposed by law or by terms of the award.

E. SPECIAL REMARKS:

1. Indirect costs charged to Federal grants/contracts by means other than the rate(s) cited in this Agreement should be adjusted to the applicable rate cited herein and be applied to the appropriate base to identify the proper amount of indirect costs allocable to the program.
2. Contracts/grants providing for ceilings as to the indirect cost rate(s) or amount(s) which are indicated in Section I above, will be subject to the ceilings stipulated in the contract or grant agreements. The ceiling rate or the rate(s) cited in this Agreement, whichever is lower, will be used to determine the maximum allowable indirect cost on the contract or grant agreement.
3. The indirect cost pool includes overhead costs incurred by the National Governors Association, net of administration fees charged to affiliates of the National Governors Association.
4. Administrative costs consist of all **DIRECT** and **INDIRECT** costs associated with the management of an organization's programs. Organizations should refer to their contracts/grant terms and specific program legislation for the applicable definition of "Administrative Costs" and any related limitations.
5. Fringe benefits include payroll taxes, group health/life insurance, pension plan contributions, workers' compensation and tuition grants.

ACCEPTANCE

BY THE ORGANIZATION:

National Governors Association
Center for Best Practices
444 North Capital Street, Suite 267
Washington, D.C. 20001-1512

(Agency)

(b) (6)

(Signature)

Stanley Czerwinski

(Name)

Chief Financial and Administrative Officer

(Title)

Date: 6/19/15

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

U.S. Department of Labor
Division of Cost Determination
200 Constitution Ave., N.W. Rm S-1510
Washington, D.C. 20210

(Agency)

(b) (6)

(Signature)

Victor M. Lopez

(Name)

Chief, Division of Cost Determination

(Title)

Date: June 10, 2015

Negotiated By: Cara Radosevich

Telephone: (b) (6)