

The Department of Homeland Security
Notice of Funding Opportunity

Fiscal Year 2015 Non-Profit Security Grant Program

NOTE: If you are going to apply for this funding opportunity and have not obtained a Data Universal Numbering System (DUNS) number and/or are not currently registered in the System for Award Management (SAM), please take immediate action to obtain a DUNS Number, if applicable, and then to register immediately in SAM. It may take four (4) weeks or more after you submit your SAM registration before your registration is active in SAM, then an additional 24 hours for [Grants.gov](http://www.grants.gov) to recognize your information. Information on obtaining a DUNS number and registering in SAM is available from [Grants.gov](http://www.grants.gov) at: <http://www.grants.gov/web/grants/applicants/applicant-resources.html>.

A. Notice of Funding Opportunity (NOFO) Description

Issued By

U.S. Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), Grant Programs Directorate

Catalog of Federal Domestic Assistance (CFDA) Number

97.008

CFDA Title

Non-Profit Security Grant Program (NSGP)

Notice of Funding Opportunity Title

Non-Profit Security Grant Program

NOFO Number

DHS-15-GPD--008-000-01

Authorizing Authority for Program

Section 2003 of the *Homeland Security Act of 2002*, as amended (Pub. L. No. 107-296), (6 U.S.C. § 604)

Appropriation Authority for Program

Department of Homeland Security Appropriations Act, 2015 (Pub. L. No. 114-4)

Program Type

New

Program Overview, Objectives, and Priorities

Overview

The Non-Profit Security Grant Program (NSGP) provides funding support for target hardening and other physical security enhancements to non-profit organizations that are at high risk of a terrorist attack and located within one of the FY 2015 Urban Area Security Initiative (UASI)-designated Urban Areas. The program seeks to integrate the preparedness activities of non-profit organizations that are at high risk of a terrorist attack with broader state and local preparedness efforts. The NSGP also serves to promote emergency preparedness coordination and collaboration activities between public and private community representatives as well as state and local government agencies.

Objectives

The FY 2015 NSGP objectives are to support efforts that:

- Build and sustain core capabilities
- Strengthen governance integration
- Encourage a whole community approach to security and emergency management

For additional details on priorities for this program, please refer to [Appendix B – NSGP Priorities](#).

Priorities

The FY 2015 NSGP plays an important role in the implementation of the National Preparedness System by supporting the development and sustainment of core capabilities. Core capabilities are the distinct critical activities essential for the execution of each of the five mission areas outlined in the National Preparedness Goal (the Goal). Building and sustaining core capabilities requires the combined effort of the whole community, rather than the exclusive effort of any single organization or level of government. The FY 2015 NSGP’s allowable costs support efforts to build and sustain core capabilities across the Prevention, Protection, Mitigation, Response, and Recovery mission areas.

B. Federal Award Information

Award Amounts, Important Dates, and Extensions

Available Funding for the FY 2015 NSGP NOFO: \$13,000,000

Each non-profit organization may apply for up to \$75,000 and must apply through their respective State Administrative Agency (SAA).

Period of Performance: Thirty Six (36) months

Extensions to the period of performance are allowed. For additional information on period of performance extensions, refer to Section H of this NOFO, Additional Information (Extensions).

Projected Period of Performance Start Date(s): September 1, 2015

Projected Period of Performance End Date(s): August 31, 2018

Funding Instrument:

Grant

C. Eligibility Information

Eligible Applicants

The SAA is the only entity eligible to apply for FY 2015 NSGP funds on behalf of eligible non-profit organizations. Non-profit organizations must apply to their SAA; non-profit organizations **may not** apply directly to DHS/FEMA for FY 2015 NSGP funds.

SAAs, in coordination with the Urban Area Working Groups (UAWG), are encouraged to notify and actively inform eligible non-profit organizations of the availability of the FY 2015 NSGP.

Eligibility Criteria

SAAs are the only entity eligible to apply for FY 2015 NSGP funds on behalf of eligible non-profit organizations. A list of SAA points of contact can be found at <http://www.fema.gov/media-library/assets/documents/28689?id=6363>.

Eligible non-profit organizations are those organizations described under section 501(c)(3) of the Internal Revenue Code of 1986 and exempt from tax under section 501(a) of such code and which have been determined by the Secretary of Homeland Security to be at high risk of terrorist attack. Eligible non-profits must be located within one of the FY 2015 UASI- designated high risk Urban Areas, listed in [Appendix A- FY 2015 NSGP UASI- Designated Urban Areas](#).

Criteria for determining that an eligible applicant is at high risk of a terrorist attack:

- Verification that applicant is located within one of the FY 2015 UASI - designated Urban Areas;
The FY 2015 UASI program addresses the unique needs of high-threat, high-density Urban Areas. For additional information see FY 2015 Homeland Security Grant Program NOFO.
- Identification and substantiation (e.g., police reports or insurance claims) of prior threats or attacks against the non-profit organization or closely related organizations (within or outside the U.S.) by a terrorist organization, network, or cell;
- The symbolic value of the site(s) as a highly recognized national or historical institution that renders the site a possible target of terrorism; and
- Findings from previously conducted threat and/or vulnerability assessments.

Other Eligibility Criteria

National Incident Management System (NIMS) Implementation

Prior to allocation of any Federal preparedness awards in FY 2015, SAAs must ensure and maintain adoption and implementation of NIMS. Emergency management and incident response activities require carefully managed resources (personnel, teams, facilities, equipment and/or supplies) to meet incident needs. Utilization of the standardized resource management concepts such as typing, credentialing, and inventorying promote a strong national mutual aid capability needed to support delivery of core capabilities. Additional information on resource management and NIMS resource typing definitions and job titles/position qualifications is available on DHS/FEMA's website under [National Integration Center Resource Management](#).

DHS/FEMA developed the NIMS Guideline for Credentialing of Personnel to describe national credentialing standards and to provide written guidance regarding the use of those standards. This guideline describes credentialing and typing processes, and identifies tools which Federal Emergency Response Officials (FEROs) and emergency managers at all levels of government may use both routinely and to facilitate multijurisdictional coordinated responses.

Although state, local, tribal, and private sector partners—including nongovernmental organizations—are not required to credential their personnel in accordance with these guidelines, DHS/FEMA strongly encourages them to do so in order to leverage the Federal investment in the Federal Information Processing Standards (FIPS) 201 infrastructure and to facilitate interoperability for personnel deployed outside their home jurisdiction. Additional information is available from the [NIMS Guideline for the Credentialing of Personnel](#).

Non-profit subrecipients are not required to maintain adoption and implementation of NIMS.

Maintenance of Effort

Maintenance of effort is not required under this program.

Cost Share or Match

Cost share or cost match is not required under this program.

D. Application and Submission Information

Submission Date and Other Key Dates and Times

Date Posted to [Grants.gov](#):

April 2, 2015

Application Submission Deadline: SAA Deadline: May 19, 2015 at 11:59:59 PM EDT

All applications **must** be received by the established deadline. The Non-Disaster (ND) Grants System has a date stamp that indicates when an application is submitted. Applicants will receive an electronic message confirming receipt of the full application.

Due to the competitive nature of the NSGP, DHS/FEMA will not review applications that are not received by the deadline or consider them for funding. DHS/FEMA may, however, extend the application deadline on request for any applicant who can demonstrate that good cause exists to justify extending the deadline. Good cause for an extension may include technical problems outside of the applicant’s control that prevent submission of the application by the deadline, or other exigent or emergency circumstances. If you experience technical issues, the SAA must notify the respective Headquarters Program Analyst as soon as possible.

Non-profit Organization Deadline:

Non-profit applications are due to the SAA before the application submission deadline for SAAs of May 19, 2015.

SAAs establish all requirements and deadlines to manage their non-profit sub-application process in support of their submissions to DHS/FEMA. Deadlines and state requirements may vary from state to state. Contact the SAA for additional information.

Anticipated Award Date: No later than 09/30/2015

Other Key Dates

The chart below outlines suggested/estimated deadlines for completing the five steps required for a successful application submission prior to the deadline. These dates are only recommendations as applicants are responsible for planning far enough in advance to complete their application. The requirements outlined in the chart below are outside of FEMA’s purview. Therefore, FEMA does not guarantee the timeframes for completing those processes. Failure of an applicant to comply with any of the required steps before the deadline for submitting their application may disqualify their application from funding.

Applicants are encouraged to register early for Authorized Organizational Representative (AOR) authorization. The registration process can take four weeks or more to be completed. Therefore, registration should be done in sufficient time to ensure it does not impact your ability to meet required submission deadlines.

Task	Suggested timeframe for completion of task to meet submission deadline
Obtaining DUNS Number	April 21, 2015
Obtaining a valid EIN	April 21, 2015
Updating SAM registration	April 21, 2015
Submitting application in Grants.gov	May 9, 2015

Address to Request Application Package

Application forms and instructions are available at [Grants.gov](http://www.grants.gov). To access these materials, go to <http://www.grants.gov>, select “Applicants” then “Apply for Grants,” read the registration requirements and register if necessary (**Allow up to 7-10 business days after you submit before your registration is active in SAM, then an additional 24 hours for [Grants.gov](http://www.grants.gov) to recognize your information**). In order to obtain the

application package select “Download a Grant Application Package.” Enter the CFDA and/or the funding opportunity number located on the cover of this NOFO, select “Download Package,” and then follow the prompts to download the application package.

If you experience difficulties accessing information or have any questions please call the Grants.gov customer support hotline at (800) 518-4726.

Hard copies of the NOFO are not available.

In addition, the following Telephone Device for the Deaf (TDD) and/or Federal Information Relay Service (FIRS) number available for this Notice is: (800) 462-7585.

Applications will be processed through the Grants.gov portal and DHS/FEMA’s Non Disaster (ND) Grants System.

Content and Form of Application Submission

Applying for an award under this program is a multi-step process and requires time to complete. To ensure that an application is submitted on time applicants are advised to start the required steps well in advance of their submission. Please review the table above under “Submission Dates and Other Key Dates and Times” for estimated deadlines to complete each of the six steps listed below. Failure of an applicant to comply with any of the required steps before the deadline for submitting their application may disqualify their application from funding.

The steps involved in applying for an award under this program are:

1. Applying for, updating or verifying their Data Universal Numbering System (DUNS) Number;
2. Applying for, updating or verifying their Employer Identification Number (EIN) Number;
3. Updating or verifying their System for Award Management (SAM) Registration;
4. Establishing an Authorized Organizational Representative (AOR) in Grants.gov;
5. Submitting an initial application in Grants.gov; and
6. Submitting the complete application in ND Grants system.

For additional information regarding the DUNS Number, EIN Number, SAM Number, and AOR requirements, please see the section below entitled [Dun and Bradstreet Universal Numbering System \(DUNS\) Number, System for Award Management \(SAM\), and Authorized Organizational Representative \(AOR\).](#)

Submitting an Initial Application in Grants.gov

All applicants must submit their initial application through Grants.gov. Applicants may need to first create a Grants.gov user profile by visiting the Get Registered section of the Grants.gov website. Successful completion of this step is necessary for DHS/FEMA to determine eligibility of the applicant. Applicants should complete this initial step on-line which requires completing:

- Standard Form 424 (SF-424), Application for Federal Assistance, and

- Grants.gov (GG) Form Certification Regarding Lobbying Form.

Both forms are available in the Forms tab under SF-424 Family. The initial application cannot be started or submitted in Grants.gov unless the applicant's registration in SAM is confirmed.

Application forms and instructions are available at Grants.gov by selecting *Apply for Grants*. Enter the CFDA number or the Opportunity ID Number noted in this NOFO, select *Download Application Package*, and follow the prompts to download the application package. The information submitted in Grants.gov will be retrieved by ND Grants, which will allow DHS/FEMA to determine if an applicant is eligible. **Applicants are encouraged to submit their initial application in Grants.gov at least ten days before the May 19, 2015, 11:59:59 PM (EDT) application deadline.**

If you need assistance applying through Grants.gov, please go to the [Grant Application page](#), contact support@grants.gov, or call 800-518-4726. *FEMA cannot assist applicants with questions related to registering with Grants.gov.*

Submitting the Complete Application in Non Disaster Grants System (ND Grants).

Eligible applicants will be notified by DHS/FEMA and asked to proceed with submitting their complete application package in [ND Grants](#). Applicants can register early with ND Grants and are encouraged to begin their ND Grants registration at the time of this announcement. Early registration will allow applicants to have adequate time to start and complete their application.

In ND Grants applicants will be prompted to submit all of the information contained in the following forms. Applicants should review these forms before applying to ensure they include all information required.

- Standard Form 424A, Budget Information (Non-construction);
- Standard Form 424B, Standard Assurances (Non-construction); and
- Standard Form LLL, Disclosure of Lobbying Activities.

In addition applicants must submit copies of the following in ND Grants:

- Investment Justifications from eligible nonprofits;
- Standard Form 424D, Standard Assurances (Construction) if applying for funds to use for construction;
- Standard Form 424 C Budget Information (Construction) if applying for funds to use for construction;
- SAA Prioritization of Investment Justifications (in rank order) in DHS/FEMA-provided template (OMB Control Number: 1660-0110/FEMA Form 089-24); and
- Indirect Cost Agreement if applicable.

If you need assistance registering for the ND Grants system, please contact ndgrants@fema.gov or (800) 865-4076.

NSGP Non-profit Application

As part of the FY 2015 NSGP application each non-profit sub-applicant must submit the following three documents to the SAA:

- ***NSGP Investment Justification (IJ)***
Each sub-applicant, must develop a formal IJ that addresses each investment proposed for funding. The IJ must address an identified risk, including threat and vulnerability, and build or sustain a core capability identified in the Goal. The IJ must demonstrate the ability to provide enhancements consistent with the purpose of the program and guidance provided by DHS/FEMA. NSGP projects must be: 1) both feasible and effective at reducing the risks for which the project was designed; and 2) able to be fully completed within the 3-year period of performance. Applicants must ensure that the IJ is consistent with all applicable requirements outlined in the NOFO.
- ***Vulnerability/Risk Assessment***
Each sub-applicant must include its vulnerability/risk assessment on which the request in the IJ is based.
- ***Mission Statement***
Each sub-applicant must include its Mission Statement. Recognizing the impact an organization's ideology, beliefs, or mission may have on their risk of potential terrorist threats, SAA's will use the Mission Statement along with information provided in the applicant's IJ in order to validate the organization type. The central purpose of the organization described in the Mission Statement will be used to validate the organization type identified in the IJ, as either 1) Ideology-based/Spiritual/Religious; 2) Educational; 3) Medical; or 4) Other.

The organization type is a factor when calculating the final score of the application; see Section *E. Application Review Information – Final Score*.

The Vulnerability/Risk Assessment and the Mission Statement are **not** to be submitted in ND Grants but should be maintained by the SAA and must be made available to DHS/FEMA upon request.

Applicants will find additional information regarding the NSGP IJ template, DHS/FEMA Form 089-24 (OMB Control Number: 1660-0110), in [Appendix D –NSGP Investment Justification and Scoring Criteria](#).

Dun and Bradstreet Universal Numbering System (DUNS) Number, System for Award Management (SAM), and Authorized Organizational Representative (AOR)
Before you can apply for a DHS grant at Grants.gov, you must have a DUNS number and must be registered in the System for Awards Management (SAM).

Obtain a Dun and Bradstreet Data Universal Numbering System (DUNS) Number
The DUNS number must be included in the data entry field labeled "Organizational DUNS" on the SF-424 form. Instructions for obtaining a DUNS number can be found at

the following website: <http://www.grants.gov/web/grants/applicants/organization-registration/step-1-obtain-duns-number.html>

The applicant must provide a DUNS number with their application. This number is a required field for all subsequent steps in the application submission. Applicants should verify they have a DUNS number, or take the steps necessary to obtain one.

Applicants can receive a DUNS number at no cost by calling the DUNS number request line at (866) 705-5711. DHS/FEMA cannot assist applicants with questions related to obtaining a current DUNS number.

Obtain an Employer Identification Number (EIN)

DHS/FEMA requires both the EIN and a DUNS number prior to the issuance of a financial assistance award and for grant award payment; both the EIN and a DUNS number are required to register with SAM (see below). The EIN base for an organization is the IRS Tax ID number; for individuals it is their social security number. The social security and IRS Tax ID numbers are both nine-digit numbers. Organizations and individuals submitting their applications must correctly identify the EIN from the DUNS since both are 9-digit numbers. If these numbers are not correctly identified in the application, this may result in a delay in the issuance of the funding award and/or incorrect payment to a recipient organization.

Organizations [applying for an EIN](#) should plan on a minimum of 2 full weeks to obtain an EIN. If you need assistance registering an EIN please contact the [IRS helpline](#). DHS/FEMA cannot assist applicants with questions related to obtaining a current EIN.

Register with the System for Award Management (SAM)

Applicants applying for grant funds electronically through [Grants.gov](#) must register with the Federal System for Award Management (SAM). Step-by-step instructions for registering with SAM can be found here: <http://www.grants.gov/web/grants/applicants/organization-registration/step-2-register-with-sam.html>. All applicants must register with SAM in order to apply online. Failure to register with the SAM will result in your application being rejected by [Grants.gov](#) during the submissions process.

Payment under any DHS/FEMA award is contingent on the recipient's having a current [SAM](#) registration. The SAM registration process must be completed by the applicant. It is imperative that the information provided by the applicant is correct and current. Please ensure that your organization's name, address, DUNS number and EIN are up to date in SAM and that the DUNS number used in SAM is the same one used to apply for all other DHS/FEMA awards.

SAM registration is a multi-step process including validating your EIN with the Internal Revenue Service (IRS) to obtain a Commercial and Government Entity (CAGE) code. The CAGE code is only valid for one year after issuance and must be current at the time of application.

SAM sends notifications to the registered user via email 60, 30, and 15 days prior to expiration of the SAM registration for the Entity. SAM registration may lapse due to

inactivity. To update or renew your Entity records(s) in SAM you will need to create a SAM User Account and link it to your migrated Entity records.

If you need assistance registering, please go to [SAM](#) or call 866-606-8220. DHS/FEMA cannot assist applicants with questions related to registering in SAM or obtaining a current CAGE code.

Authorized Organization Representative (AOR)

The next step in the registration process is creating a username and password with [Grants.gov](#) to become an AOR. AORs will need to know the DUNS number of the organization for which they will be submitting applications to complete this process. To read more detailed instructions for creating a profile on [Grants.gov](#) visit: <http://www.grants.gov/web/grants/applicants/organization-registration/step-3-username-password.html>.

AOR Authorization

After creating a profile on [Grants.gov](#), the E-Biz Point of Contact (E-Biz POC), a representative from your organization who is the contact listed for SAM, will receive an email to grant the AOR permission to submit applications on behalf of their organization. The E-Biz POC will then log in to [Grants.gov](#) and approve an applicant as the AOR, thereby giving him or her permission to submit applications. To learn more about AOR Authorization visit:

<http://www.grants.gov/web/grants/applicants/organization-registration/step-4-aor-authorization.html>. To track an AOR status visit:

<http://www.grants.gov/web/grants/applicants/organization-registration/step-5-track-aor-status.html>.

Applicants are encouraged to register early. The registration process can take four weeks or more to be completed. Therefore, registration should be done in sufficient time to ensure it does not impact your ability to meet required submission deadlines. After you have been approved as an AOR you will be able to submit your application online.

Electronic Signature

Applications submitted through [Grants.gov](#) constitute a submission as electronically signed applications. The registration and account creation with [Grants.gov](#), with E-Biz POC approval, establishes an AOR. When you submit the application through [Grants.gov](#), the name of your AOR on file will be inserted into the signature line of the application. Applicants must register the individual who is able to make legally binding commitments for the applicant organization as the AOR; this step often is overlooked and it is crucial for valid submissions.

DHS/FEMA may not make a NSGP award to an applicant until the applicant has complied with all applicable DUNS and SAM requirements and, if an applicant has not fully complied with the requirements by the time DHS/FEMA is ready to make an award, DHS/FEMA may determine that the applicant is not qualified to receive an award and use that determination as a basis for making an award to another applicant.

Intergovernmental Review

An intergovernmental review may be required. Applicants must contact their State's Single Point of Contact (SPOC) to comply with the state's process under Executive Order 12372 (see <http://www.fws.gov/policy/library/rgeo12372.pdf>). Name and addresses of the SPOCs are maintained at the Office of Management and Budget's home page at http://www.whitehouse.gov/omb/grants_spoc to ensure currency.

Funding Restrictions

Federal funds made available through this award may only be used for the purpose set forth in this award and must be consistent with the statutory authority for the award. Award funds may not be used for matching funds for any other Federal award, lobbying, or intervention in Federal regulatory or adjudicatory proceedings. In addition, Federal funds may not be used to sue the Federal government or any other government entity.

Environmental Planning and Historic Preservation (EHP) Compliance

As a Federal agency, DHS/FEMA is required to consider the effects of its actions on the environment and/or historic properties to ensure that all activities and programs funded by the agency, including grants-funded projects, comply with Federal EHP regulations, laws and Executive Orders as applicable. Recipients and subrecipients proposing projects that have the potential to impact the environment, including but not limited to construction of communication towers, modification or renovation of existing buildings, structures and facilities, or new construction including replacement of facilities, must participate in the DHS/FEMA EHP review process. The EHP review process involves the submission of a detailed project description that explains the goals and objectives of the proposed project along with supporting documentation so that DHS/FEMA may determine whether the proposed project has the potential to impact environmental resources and/or historic properties. In some cases, DHS/FEMA is also required to consult with other regulatory agencies and the public in order to complete the review process. The EHP review process must be completed before funds are released to carry out the proposed project. DHS/FEMA will not fund projects that are initiated without the required EHP review.

Additionally, all recipients are required to comply with DHS/FEMA EHP Policy Guidance. This EHP Policy Guidance can be found in FP 108-023-1, [*Environmental Planning and Historic Preservation Policy Guidance*](#), and FP 108.24.4, [*Environmental Planning and Historical Preservation Policy*](#).

SAFECOM

Recipients (including subrecipients) who receive awards under NSGP that wholly or partially provide funding for emergency communication projects and related activities must comply with the most recent version of the SAFECOM Guidance on Emergency Communications Grants. This guidance provides recommendations to recipients regarding interoperable emergency communications projects, including allowable costs, eligible activities, grants management best practices for emergency communications grants, and information on technical standards that ensure greater interoperability. The guidance is intended to ensure that Federally-funded investments are compatible,

interoperable, and support the national goals and objectives for improving emergency communications nationwide. Recipients (including subrecipients) investing in broadband-related expenditures should review [IB 386, Clarification on Use of DHS/FEMA Public Safety Grant Funds for Broadband-Related Expenditures and Investments](#), and consult their DHS/FEMA HQ Program Analyst on such investments before developing applications.

Pre-award Costs

Pre-award costs are allowable only with the prior written approval of DHS/FEMA and if they are included in the award agreement. To request pre-award costs a written request must be included with the application, signed by the Authorized Representative of the entity. The letter must outline what the pre-award costs are for, including a detailed budget break-out of pre-award costs from the post-award costs, and a justification for approval.

Direct Costs

Cost Principles

Costs charged to this award must be consistent with the Cost Principles for Federal Awards located at 2 C.F.R. Part 200, Subpart E.

Planning

Planning related costs are allowed under this program only as described in this NOFO.

Organization

Organization related costs are not allowed under this program.

Equipment

Equipment costs are allowed under this program only as described in this NOFO.

Training

Training related costs are allowed under this program only as described in this NOFO.

Exercise

Exercise related costs are not allowed under this program.

Travel

Travel costs are not allowed under this program.

Construction and Renovation

Construction and renovation costs are allowed under this program only as described in this NOFO.

Operational Overtime

Operational overtime costs are not allowed under this program.

For additional information on allowable costs and Funding Restrictions, see [Appendix C – Funding Guidelines](#).

Management and Administration (M&A)

M&A are costs for activities directly related to the management and administration of the award. M&A costs are allowed under this program.

State M&A:

The NSGP is a sub-component of the UASI program and states must ensure that 100% of each individual NSGP award is passed through to the non-profit organizations allocated funding by DHS/FEMA.

The state may use UASI funding for M&A purposes associated with administering the NSGP award. But, the State's overall M&A withholding for the NSGP and UASI programs may not exceed 5% of the sum total of the state's combined UASI and NSGP awards.

Non-profit M&A:

Non-profit organizations that receive an award under this program may use up to five percent (5%) of their FY 2015 NSGP funds for M&A purposes associated with the award.

Indirect (Facilities & Administrative (F&A)) Costs

Indirect costs are allowable under this program as described in 2 C.F.R. § 200.414. With the exception of recipients who have never received a negotiated indirect cost rate as described in 2 C.F.R. § 200.414(f), recipients must have an approved indirect cost rate agreement with their cognizant Federal agency to charge indirect costs to this award. A copy of the approved rate (a fully executed, agreement negotiated with the applicant's cognizant Federal agency) is required at the time of application and must be provided to DHS/FEMA before indirect costs are charged to the award.

See [Appendix C – Funding Guidelines](#) for additional details.

E. Application Review Information

FY 2015 NSGP applications are to be submitted by non-profit organizations to their respective SAA and the UAWG. FY 2015 NSGP applications will be reviewed through a two-phased State and Federal review process for completeness, adherence to programmatic guidelines, feasibility, and how well the Investment Justification (IJ) (project description and justification) addresses the identified risk.

Criteria

FY 2015 NSGP evaluation criteria:

- State verification that the non-profit organization is located within one of the designated FY 2015 UASI-designated Urban Areas, listed in [Appendix A](#)

- Identification and substantiation of prior threats or attacks (from within or outside the U.S.) by a terrorist organization, network, or cell against the applicant based on their ideology, beliefs, or mission
- Symbolic value of the site(s) as a highly recognized regional and/or national or historical institution(s) that renders the site a possible target of terrorism
- Role of the applicant non-profit organization in responding to or recovering from terrorist attacks
- Findings from previously conducted threat and/or vulnerability assessments
- Integration of non-profit preparedness with broader state and local preparedness efforts
- Complete, feasible IJ that addresses an identified risk, including the assessed threat, vulnerability, and consequence of the risk, and proposes building or sustaining a core capability identified in the Goal
- History of prior year funding under NSGP; Not having received prior year funding is a factor when calculating the state score of the application; see Section *E. Application Review Information* – Review and selection process for additional information.
- Subject matter expertise to determine feasibility of proposed project

For complete information on the criteria used to review and score IJs at the State and Federal levels, please refer to [Appendix D – NSGP Investment Justification and Scoring Criteria](#).

Grant projects must be: 1) both feasible and effective at reducing the risks for which the project was designed; and 2) able to be fully completed within the 3-year period of performance.

DHS/FEMA will use the information provided in the application, as well as any supporting documentation, to determine the feasibility and effectiveness of the grant project. Information that would assist in the feasibility and effectiveness determination includes the following:

- Scope of work (purpose and objectives of the project, identification of what is being protected)
- Desired outcomes, including expected long-term impact where applicable
- Summary of status of planning and design accomplished to date (e.g. included in a capital improvement plan)
- Project schedule
- Recipients are expected to conform, as applicable, with accepted engineering practices, established codes, standards, modeling techniques, and best practices.

Review and Selection Process

State Review

Application packages are submitted by the non-profit organization to the SAA and the UAWG based on the established criteria. Once the SAA conducts an eligibility review, the SAA, in coordination with the UAWG, will review and score all complete application

packages using the NSGP Scoring Worksheet provided by DHS/FEMA; see [Appendix E – NSGP Investment Justification Scoring Worksheet](#). A bonus point will be added to the state score for all organizations that have not received NSGP funding in previous years; this will be the final state score.

The SAA will also prioritize all NSGP IJs by ranking each IJ. Each IJ will receive a **unique rank** (#1 [one] being the highest ranked through the total number of applications the SAA scored).

Rankings will be based on the SAA’s subject matter expertise and discretion with consideration to the following factors:

- Need: The relative need for the non-profit organization compared to the other applicants; and
- Impact: The feasibility of the proposed project and how effectively the proposed project addresses the identified need. The SAA will validate and identify the non-profit’s organization type as either 1) Ideology-based/Spiritual/Religious; 2) Educational; 3) Medical; or 4) Other; as described in the [Section D – Application Submission Information Non-profit Organization Application – Mission Statement](#).

The SAA is required to provide the scores from the state review along with the prioritized list of NSGP projects to DHS/FEMA using the SAA Prioritization Tracker.

Federal Review

The highest-scoring IJs from each submitting Urban Area are reviewed by a panel made up of DHS/FEMA Headquarters and Regional Program Analysts or Grants Management Specialists. Two Federal reviewers will score each IJ using the NSGP Scoring Worksheet.

Determining the number of applications that will advance to the Federal Review:

- 1) DHS/FEMA will review highest scoring applications where the cumulative requested funding is equivalent to 150% of the available FY 2015 NSGP funding.

For example, if NSGP funding is \$13,000,000, then DHS/FEMA will multiply \$13,000,000 by 1.5 (150%), which equals \$19,500,000. In this scenario, DHS/FEMA will review the number of applications where the cumulative requested funding is equal to, at least, \$19,500,000.

- 2) DHS/FEMA will review the same percentage of applications from each Urban Area:

In order to give applications from all Urban Areas an opportunity for Federal Review, DHS/FEMA will review the same percentage of applications from each

Urban Area. The percentage is dependent on the number of submitting Urban Areas, the number of applications submitted by each Urban Area, and the Federal funding requested by each Urban Area, however, at least one application from each Urban Area will advance to Federal review. The highest scoring (final state score) applications from each Urban Area will advance to Federal review.

Final Score

To calculate the final score, the sum of the applicant's state score and the average of the two Federal reviewers' scores will be multiplied:

- By a factor of three for non-profit groups that are at a high risk of terrorist attacks due to their ideology, beliefs, or mission;
- By a factor of two for medical and educational institutions;
- By a factor of one for all other non-profit organizations.

All final application scores will then be sorted in descending order, regardless of Urban Area, and applicants will be selected from highest to lowest until available FY 2015 NSGP funding has been exhausted. In the event of a tie during the funding determination process, priority will be given to non-profit organizations that have not received prior year funding, then those ranked highest by their SAA. DHS/FEMA will use the final results to make funding recommendations to the Secretary of Homeland Security. All final funding determinations will be made by the Secretary of Homeland Security, who retains the discretion to consider other factors and information in addition to DHS/FEMA's funding recommendations.

Financial Review

The DHS/FEMA headquarters grants management specialists will conduct a financial risk assessment using the following criteria:

- Allowability, allocability, and financial reasonableness of the proposed budget and investment information.
- Whether the recipient meets the financial and legal requirements listed in 2 C.F.R. Part 200.

F. Federal Award Administration Information

Notice of Award

Notification of award approval is made through the ND Grants system through an automatic e-mail to the awardee point of contact (the “authorized official”) listed in the initial application. The “award date” for NSGP will be the date that DHS/FEMA approves the award. The awardee should follow the directions in the notification to confirm acceptance of the award.

Recipients must accept their awards no later than 90 days from the award date. The recipient shall notify the awarding agency of its intent to accept and proceed with work under the award through the ND Grants system. For instructions on how to accept or decline and award in the ND Grants system, please see pages 40-43 in the [ND Grants Grantee Training Manual](#).

Funds will remain on hold until the recipient accepts the award through the ND Grants system and all other conditions of award have been satisfied, or the award is otherwise rescinded. Failure to accept the grant award within the 90 day timeframe may result in a loss of funds.

Pass through funding requirements

Pass through funding is required under this program.

Awards made to the SAA for the FY 2015 NSGP carry additional pass-through requirements. Pass-through is defined as an obligation on the part of the state to make subawards to selected non-profit organizations. The SAA must provide 100 percent of funds awarded under NSGP to successful non-profit applicants within 45 days of receipt of the funds. A letter of intent (or equivalent) to distribute funds is not sufficient. Award subrecipients that are selected for funding under this program must be provided with funding within 45 days from the date the funds are first made available to the recipient so that they can initiate implementation of approved investments.

For the SAA to successfully meet the pass-through requirement and provide funding to the subrecipients, the SAA must meet the following four requirements:

- There must be some action by the SAA to establish a firm commitment to award the funds to the selected non-profit organization;
- The action must be unconditional on the part of the SAA (i.e., no contingencies for availability of SAA funds);
- There must be documentary evidence of the commitment of the award of funding to the selected non-profit organization; and
- The SAA must communicate the terms of the subaward to the selected non-profit organization.

If a non-profit organization is selected for a FY 2015 NSGP award and elects to decline the award, the SAA must notify the Headquarters Program Analyst; the SAA may **not** obligate those funds.

Administrative and National Policy Requirements

Successful applicants for all DHS/FEMA grant and cooperative agreements are required to comply with DHS Standard Administrative Terms and Conditions, which are available online at: <http://www.dhs.gov/publication/fy15-dhs-standard-terms-and-conditions>.

Before accepting the award the authorized official should carefully read the award package. The award package contains instructions on administering the grant award, as well as terms and conditions with which the recipient must comply. Recipients must accept all the conditions in this NOFO as well as all Terms and Conditions in the Notice of Award to receive an award under this program.

Reporting

Recipients are required to submit various financial and programmatic reports as a condition of their award acceptance. Future awards and fund drawdowns may be withheld if these reports are delinquent.

Federal Financial Reporting Requirements

Federal Financial Report (FFR)

Recipients must report obligations and expenditures ported on a quarterly basis through the FFR (SF-425) to DHS/FEMA. Recipients must file the FFR electronically using the Payment and Reporting Systems (PARS)

<https://isource.fema.gov/sf269/execute/OnlineUserRegistration>. A FFR must be submitted quarterly throughout the period of performance, including partial calendar quarters, as well as for periods where no grant award activity occurs. Future awards and fund drawdowns may be withheld if these reports are delinquent, demonstrate lack of progress, or are insufficient in detail.

Recipients may review the Federal Financial Reporting Form (SF-425) here:

http://www.whitehouse.gov/sites/default/files/omb/grants/approved_forms/SF-425.pdf,
SF-425 OMB #00348-0061

Financial Reporting Periods and Due Dates

The following reporting periods and due dates apply for the FFR:

Reporting Period	Report Due Date
October 1 – December 31	January 30
January 1 – March 31	April 30
April 1 – June 30	July 30
July 1 – September 30	October 30

Financial and Compliance Audit Report

For audits of fiscal years beginning on or after December 26, 2014, recipients that expend \$750,000 or more from all Federal funding sources during their fiscal year are required to

submit an organization-wide financial and compliance audit report. The audit must be performed in accordance with the requirements of Government Accountability Office’s (GAO) Government Auditing Standards, located at <http://www.gao.gov/govaud/ybk01.htm>, and the requirements of Subpart F of 2 C.F.R. Part 200, located at <http://www.ecfr.gov/cgi-bin/text-idx?SID=55e12eead565605b4d529d82d276105c&node=2:1.1.2.1.1.6&rgn=div6>.

For audits of fiscal years beginning prior to December 26, 2014, recipients that expend \$500,000 or more from all Federal funding sources during their fiscal year are required to submit an organization-wide financial and compliance audit report. The audit must be performed in accordance with GAO’s Government Auditing Standards, located at <http://www.gao.gov/govaud/ybk01.htm>, and OMB Circular A-133, Audits of States, Local Governments, and Non-Profit Organizations, located at http://www.whitehouse.gov/omb/circulars/a133_compliance_supplement_2012.

Program Performance Reporting Requirements

Performance Progress Report (SF-PPR)

Recipients are responsible for providing updated performance reports to DHS/FEMA using the SF-PPR on a biannual basis. Recipients must complete the cover page of the [SF-PPR \(OMB Control Number: 0970-0334\)](#) and submit it as an attachment to the ND Grants system.

Recipients will be required to report on progress towards implementing plans described in their application, as well as progress made towards implementing performance measures.

Program Performance Reporting Periods and Due Dates

The following reporting periods and due dates apply for the PPR:

Reporting Period	Report Due Date
January 1 – June 30	July 30
July 1 – December 31	January 30

Biannual Strategy Implementation Reports (BSIR)

In addition to the quarterly financial and biannual performance progress reports, Recipients are responsible for completing and submitting BSIRs. The BSIR is due within 30 days after the end of the reporting period (July 30 for the reporting period of January 1 through June 30 (the summer BSIR report); and January 30 for the reporting period of July 1 through December 31 (winter BSIR report).

Closeout

DHS/FEMA will close out the grant award when it determines that all applicable administrative actions and all required work of the NSGP award have been completed by the recipient. This section summarizes the actions that the recipient must take to complete the closeout process in accordance with 2 C.F.R. § 200.343 at the end of the grant's period of performance or the issuance of a Grant Amendment Notice issued to close out the grant.

Within 90 days after the end of the period of performance, or after an amendment has been issued to close out a grant, whichever comes first, recipients must submit a final FFR and final progress report detailing all accomplishments and a qualitative summary of the impact of those accomplishments throughout the period of performance, as well as the following documentation:

- 1) Final request for payment, if applicable;
- 2) SF-425 –Final Federal Financial Report;
- 3) SF-PPR – Final Performance Progress Report;
- 4) A qualitative summary of the impact of accomplishments throughout the entire period of performance. Summary is submitted to the respective Regional Program Manager in a Word document;
- 5) SF-428 – Tangible Personal Property Report – Inventory of all tangible personal property acquired using funds from this award; and.
- 6) Other documents required by program guidance or terms and conditions of the award.

If applicable, an inventory of all construction projects that used funds from this program has to be reported using the Real Property Status Report (Standard Form SF 429) available at http://www.whitehouse.gov/sites/default/files/omb/grants/approved_forms/sf-429.pdf.

Additionally, the recipient must liquidate all obligations incurred under the NSGP award no later than 90 calendar days after the end date of the period of performance or issuance of a Grant Amendment Notice that closes out the award, whichever comes first. Recipients who do not liquidate their obligations within this time period may have the costs of their unliquidated obligations disallowed. Recipients are also responsible for promptly returning to DHS/FEMA the balance of any funds that have been drawn down, but remain unliquidated.

After these reports have been reviewed and approved by DHS/FEMA, a close-out notice will be completed to close out the grant. The notice will indicate the period of performance as closed, list any remaining funds the recipient has not drawn down that will be deobligated, and address requirements for record retention, and disposition and reporting requirements for any equipment or real property purchased using NSGP grant funding.

In addition, NSGP state-level recipients are responsible for closing out all subgrants made to individual non-profits as described in 2 C.F.R. § 200.343. NSGP recipients must ensure that they complete the closeout of these subawards in time to submit all necessary documentation and information to DHS/FEMA during the closeout of their own grant award.

G. DHS/FEMA Awarding Agency Contact Information

Contact and Resource Information

For Financial, Programmatic, or Administrative Questions Pre and Post-Award Centralized Scheduling and Information Desk (CSID)

CSID is a non-emergency comprehensive management and information resource developed by DHS/FEMA for grants stakeholders. CSID provides general information on all DHS/FEMA grant programs and maintains a comprehensive database containing key personnel contact information at the Federal, state, and local levels. When necessary, recipients will be directed to a Federal point of contact who can answer specific programmatic questions or concerns. CSID can be reached by phone at (800) 368-6498 or by e-mail at askcsid@dhs.gov, Monday through Friday, 8:00 a.m. – 5:30 p.m. EST.

Grant Programs Directorate Grant Operations Division

GPD's Grant Operations Division Business Office provides financial support and technical assistance. Additional guidance and information can be obtained by contacting the DHS/FEMA Call Center at (866) 927-5646 or via e-mail to ASK-GMD@dhs.gov. The Grant Operations division manages, administers, and conducts application budget review, creates the award package, approves, amends and closes out awards.

FEMA Regions

DHS/FEMA Regions may also provide fiscal support, including pre- and post-award administration and technical assistance such as conducting cash analysis, financial monitoring, and audit resolution to the grant programs included in this solicitation. GPD will provide programmatic support and technical assistance. A list of contacts in DHS/FEMA Regions is available online.

Systems Information

Grants.gov

For technical assistance with Grants.gov, please call the Grants.gov customer support hotline at (800) 518-4726.

Non-Disaster (ND) Grants

For technical assistance with the ND Grants system, please contact ndgrants@fema.gov or (800) 865-4076.

GPD Environmental Planning and Historic Preservation (GPD-EHP)

The FEMA GPD-EHP Team provides guidance and information about the EHP review process to recipients and subrecipients. All inquiries and communications about GPD projects or the EHP review process, should be sent to gpdehpinfo@fema.gov. EHP Technical Assistance, including the EHP Screening Form, can be found at <http://www.fema.gov/media-library/assets/documents/90195>.

Telephone Device for the Deaf (TDD)

The Telephone Device for the Deaf (TDD) and/or Federal Information Relay Service (FIRS) number available for this Announcement is: (800) 462-7585.

Hard copies of the NOFO

Hard copies of the NOFO are not available.

H. Additional Information

Extensions

Extensions to this program are allowed.

Extensions to the initial period of performance identified in the award will be considered only through formal, written requests to the recipient's respective Headquarters Program Analyst and must contain specific and compelling justifications as to why an extension is required. Recipients are advised to coordinate with the Headquarters Program Analyst as needed, when preparing an extension. All extension requests must address the following:

- 1) Grant Program, Fiscal Year, and award number;
- 2) Reason for delay – this must include details of the legal, policy, or operational challenges being experienced that prevent the final outlay of awarded funds by the applicable deadline;
- 3) Current status of the activity/activities;
- 4) Approved period of performance termination date and new project completion date;
- 5) Amount of funds drawn down to date;
- 6) Remaining available funds, both Federal and non-Federal;
- 7) Budget outlining how remaining Federal and non-Federal funds will be expended;
- 8) Plan for completion including milestones and timeframes for achieving each milestone and the position/person responsible for implementing the plan for completion; and
- 9) Certification that the activity/activities will be completed within the extended period of performance without any modification to the original Statement of Work, as described in the investment justification and approved by DHS/FEMA.

Recipients must submit all proposed extension requests to DHS/FEMA for review and approval no later than 120 days prior to the end of the period of performance.

In accordance with GPD policy, extensions are typically granted for no more than a six month time period. For more details please review Information Bulletin 379 at <http://www.fema.gov/pdf/government/grant/bulletins/info379.pdf>.

Investment Modifications

NSGP is competitive, with applications recommended for funding based on the threat, vulnerability, and consequence to a specific facility/location. As a result, any change in scope of the grant-funded activity after the award is made has the potential to negatively impact the competitive process used to recommend NSGP awards. DHS/FEMA will generally not approve FY 2015 NSGP change of scope requests resulting from the following situations:

- Subrecipients that relocate their facilities after submitting their application who are requesting a change of scope to allow them to use NSGP funds towards projects at the new facility; or
- Subrecipients that renovate their facilities after submitting their application in cases where the subsequent renovations would affect the vulnerability/risk assessment upon which the IJ is based.

Furthermore, DHS/FEMA recommends individual FY 2015 NSGP projects for funding based on the ability of the proposed project to mitigate the risk factors mentioned above. For this reason, DHS/FEMA may reject requests to significantly change the physical security enhancements that are purchased with FY 2015 NSGP funding where DHS/FEMA believes approval of the request would change or exceed the scope of the originally approved project. DHS/FEMA will consider all requests to deviate from the security project as originally proposed on a case by case basis.

National Preparedness

DHS/FEMA coordinates with local, state, territory, Tribal, and Federal governments as well as the private and non-profit sectors to facilitate an all-of-nation/whole community, risk driven, and capabilities-based approach to preparedness. This risk driven, capabilities-based approach is grounded in the identification and assessment of risk through the Threat and Hazard Identification and Risk Assessment (THIRA). For additional information on THIRA, please refer to the following website: <http://www.fema.gov/threat-and-hazard-identification-and-risk-assessment>. Urban Areas and States must maintain and update their THIRAs, and States their SPRs, annually to ensure that the community's shared understanding of risk evolves to account for changes in the risk landscape, including successful mitigation efforts, emerging threats, hazards, and associated consequences. Information on the National Preparedness System can be found in the National Preparedness System Description (released Nov 2011), which is posted on the DHS/FEMA website at http://www.fema.gov/media-library-data/20130726-1828-25045-9792/national_preparedness_system_2011.pdf. Additional details regarding how the National Preparedness System is supported by the NSGP can be found in Appendix B – Program Specific Priorities.

Payments

DHS/FEMA utilizes the DHS/FEMA [Payment and Reporting System \(PARS\)](#) for financial reporting, invoicing and tracking payments.

DHS/FEMA uses the Direct Deposit/Electronic Funds Transfer (DD/EFT) method of payment to recipients. To enroll in the DD/EFT, the recipients must complete a Standard Form 1199A, Direct Deposit Form.

Monitoring

Recipients will be monitored on an annual and as needed basis by DHS/FEMA staff, both programmatically and financially, to ensure that the project goals, objectives, performance requirements, timelines, milestone completion, budgets, and other related program criteria are being met.

Monitoring may be accomplished through either a desk-based review or on-site monitoring visits, or both. Monitoring will involve the review and analysis of the financial, programmatic, performance, compliance and administrative processes, policies, activities, and other attributes of each Federal assistance award and will identify areas where technical assistance, corrective actions, and other support may be needed.

Conflict of Interest

To eliminate and reduce the impact of conflicts of interest in the subaward process, recipients and pass-through entities must follow their own policies and procedures regarding the elimination or reduction of conflicts of interest when making subawards. Recipients and pass-through entities are also required to follow any applicable state, local, or tribal statutes or regulations governing conflicts of interest in the making of subawards.

The recipient or pass-through entity must disclose to DHS/FEMA, in writing, any real or potential conflict of interest as defined by the Federal, state, local, or tribal statutes or regulations or their own existing policies, that may arise during the administration of the Federal award. Recipients and pass-through entities must disclose any real or potential conflicts to Program Analyst within five days of learning of the conflict of interest. Similarly, subrecipients must disclose any real or potential conflict of interest to the pass-through entity as required by the Recipient's conflict of interest policies, or any applicable state, local, or tribal statutes or regulations.

Conflicts of interest may arise during the process of DHS/FEMA making a Federal award in situations where an employee, officer, or agent, any members of his or her immediate family, his or her partner has a close personal relationship, a business relationship, or a professional relationship, with an applicant, subapplicant, recipient, subrecipient, or DHS/FEMA employees.

Appendix A – FY 2015 NSGP UASI- Designated Urban Areas

State/Territory	Funded Urban Area
Arizona	Phoenix Area
California	Anaheim/Santa Ana Area
	Bay Area
	Los Angeles/Long Beach Area
	Riverside Area
	San Diego Area
Colorado	Denver Area
District of Columbia	National Capital Region
Florida	Miami/Fort Lauderdale Area
	Tampa Area
Georgia	Atlanta Area
Hawaii	Honolulu Area
Illinois	Chicago Area
Maryland	Baltimore Area
Massachusetts	Boston Area
Michigan	Detroit Area
Minnesota	Twin Cities Area
Missouri	St. Louis Area
Nevada	Las Vegas Area
New Jersey	Jersey City/Newark Area
New York	New York City Area
North Carolina	Charlotte Area
Oregon	Portland Area
Pennsylvania	Philadelphia Area
	Pittsburgh Area
Texas	Dallas/Fort Worth/Arlington Area
	Houston Area
Washington	Seattle Area

Appendix B – NSGP Priorities

The Alignment of NSGP to the National Preparedness System

The Nation utilizes the National Preparedness System to build, sustain, and deliver core capabilities in order to achieve the National Preparedness Goal (the Goal). The Goal is “a secure and resilient Nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.” The objective of the National Preparedness System is to facilitate an integrated, all-of-Nation, risk informed, capabilities-based approach to preparedness. The guidance, programs, processes, and systems that support each component of the National Preparedness System enable a collaborative, whole community approach to national preparedness that engages individuals, families, communities, private and non-profit sectors, faith-based organizations, and all levels of government (<http://www.fema.gov/whole-community>).

The FY 2015 NSGP Program contributes to the implementation of the National Preparedness System by supporting the building, sustainment, and delivery of core capabilities. Core capabilities are essential for the execution of critical tasks identified in the National Planning Frameworks for each of the five mission areas outlined in the Goal. Delivering core capabilities requires the combined effort of the whole community, rather than the exclusive effort of any single organization or level of government. The NSGP Program’s allowable costs support efforts to build and sustain core capabilities across the Prevention, Protection, Mitigation, Response, and Recovery mission areas.

Emphasis is placed on capabilities that address the greatest risks to the security and resilience of the United States, and the greatest risks along the Nation’s borders. When applicable, funding should support deployable assets that can be utilized anywhere in the Nation through automatic assistance and mutual aid agreements, including but not limited to the Emergency Management Assistance Compact (EMAC).

Using the core capabilities, the FY 2015 NSGP Program supports the achievement of the Goal by:

- Preventing a threatened or an actual act of terrorism;
- Protecting our citizens, residents, visitors, and assets against the greatest threats and hazards;
- Mitigating the loss of life and property by lessening the impact of future disasters;
- Responding quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of a catastrophic incident; and/or
- Recovering through a focus on the timely restoration, strengthening, and revitalization of infrastructure, housing, and a sustainable economy, as well as the health, social, cultural, historic, and environmental fabric of communities affected by a catastrophic incident.

The core capabilities contained in the Goal are highly interdependent and require the use of existing preparedness networks and activities, improve training and exercise programs, promote

innovation, and ensure that the appropriate administrative, finance, and logistics systems are in place.

To support building, sustaining, and delivering these core capabilities, recipients will use the components of the National Preparedness System, which are: Identifying and Assessing Risk; Estimating Capability Requirements; Building and Sustaining Capabilities; Planning to Deliver Capabilities; Validating Capabilities; and Reviewing and Updating. For more information on each component, read the National Preparedness System description available at <http://www.fema.gov/national-preparedness/national-preparedness-system>. Recipients are expected to use the components when using grant funds to address their capability gaps.

Building and Sustaining Capabilities

The FY 2015 NSGP focuses on the development and sustainment of core capabilities as outlined in the Goal. Particular emphasis will be placed on building and sustaining capabilities that address high consequence events that pose the greatest risk to the security and resilience of the United States and that can be utilized nationwide.

Capabilities are the means to accomplish a mission, function, or objective based on the performance of related tasks, under specified conditions, to target levels of performance. The most essential capabilities are the core capabilities identified in the Goal.

Working together, individuals, government officials, and elected leaders can develop plans to allocate resources effectively and reduce risk. For these plans to be effective, those involved must consider methods to reduce and manage risk as well as how to sustain appropriate levels of capability and address potential gaps in order to achieve the Goal.

Achieving the Goal will require participation and resources from the whole community. Not all capabilities can be addressed in a given local, state, or Federal funding cycle, nor can funding be expected to flow from any one source. Officials must prioritize the achievement of certain capabilities to most effectively ensure their security and resilience while understanding the effects of not addressing other identified needs. Building and sustaining capabilities will include a combination of organizational resources, equipment, training, and education. Consideration must also be given to finding, connecting to, and strengthening community resources by using the expertise and capacity of the whole community: individuals, communities, private and non-profit sectors, faith-based organizations, and all levels of government. Jurisdictions must also use mutual aid agreements to fill needs and work with partners to develop regional capabilities. Ultimately, a jurisdiction may need to rely on other levels of government or partners to address a particular need. This expectation should be communicated well before an event occurs when the capabilities are most urgently needed.

Strengthening Governance Integration

DHS/FEMA preparedness grant programs are intended to support the core capabilities across the five mission areas of Prevention, Protection, Mitigation, Response and Recovery that are necessary to prepare for incidents that pose the greatest risk to the Nation's security. Each program reflects the Department's intent to build and sustain an integrated network of national capabilities across all levels of government and the whole community. With declining Federal

funds available to support these capabilities, disparate governance structures must be integrated and refined to ensure resources are targeted to support the most critical needs of a community based on risk driven, capabilities-based planning. Strong and inclusive governance systems better ensure that disparate funding streams are coordinated and applied for maximum impact.

DHS/FEMA requires that all governance processes that guide the allocation of preparedness grant funds adhere to the following guiding principles:

- *Prioritization of Investments* – resources must be allocated to address the most critical capability needs.
- *Transparency* – stakeholders must be provided visibility on how preparedness grant funds are allocated and distributed, and for what purpose.
- *Substantive Local Involvement* – the tools and processes that are used to inform the critical priorities, which DHS grants support must include local government representatives. At the state and regional levels, local risk assessments must be included in the overarching analysis to ensure that all threats and hazards are accounted for.
- *Flexibility with Accountability* – recognition of unique preparedness gaps at the local level, as well as maintaining and sustaining existing capabilities.
- *Support of Regional Coordination* – recognition of inter/intra-state partnerships and dependencies at the state and regional levels, and within metropolitan areas.

Enhancing Cybersecurity Capabilities

Applicants are encouraged to propose projects to aid in implementation of all or part of the National Institute of Standards and Technology Cyber Security Framework (the Framework) when requesting funds for cybersecurity. The Framework is available at:

<http://www.nist.gov/cyberframework/upload/cybersecurity-framework-021214-final.pdf>.

The Framework gathers existing global standards and practices to help organizations understand, communicate, and manage their cyber risks. For organizations that don't know where to start, the Framework provides a road map. For organizations with more advanced cybersecurity, the Framework offers a way to better communicate with their leadership and with suppliers about management of cyber risks.

The Department of Homeland Security's Critical Infrastructure Cyber Community C³ Voluntary Program also provides resources to critical infrastructure owners and operators to assist in adoption of the Framework and managing cyber risks. For more information, visit <http://www.us-cert.gov/ccubedvp>.

Appendix C – Funding Guidelines

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

Pre-award costs are allowable only with the prior written approval of DHS/FEMA and if they are included in the award agreement. To request pre-award costs a written request must be included with the application, signed by the Authorized Representative of the entity. The letter must outline what the pre-award costs are for, including a detailed budget break-out of pre-award costs from the post-award costs, and a justification for approval.

The following pages outline general allowable and unallowable NSGP costs guidance.

1. Management and Administration (M&A). M&A Activities are those costs defined as directly relating to the management and administration of NSGP funds, such as financial management and monitoring. The amount of M&A is specified in each fiscal year's NOFO. M&A costs include the following categories of activities:

- Hiring of full-time or part-time staff or contractors/consultants responsible for activities relating to the management and administration of NSGP funds
- Meeting-related expenses directly related to M&A of NSGP funds

2. Indirect Costs. Indirect costs are allowable under this program as described in 2 C.F.R. § 200.414. With the exception of recipients who have never received a negotiated indirect cost rate as described in 2 C.F.R. § 200.414(f), recipients must have an approved indirect cost rate agreement with their cognizant Federal agency to charge indirect costs to this award. A copy of the approved rate (a fully executed, agreement negotiated with the applicant's cognizant Federal agency) is required at the time of application, and must be provided to DHS/FEMA before indirect costs are charged to the award.

3. Allowable Costs

Equipment

Allowable costs are focused on target hardening activities. Funding can be used for the acquisition and installation of security equipment on real property (including buildings and improvements) owned or leased by the non-profit organization, specifically in prevention of and/or protection against the risk of a terrorist attack. This equipment is **limited to select items in to two categories** of items on the Authorized Equipment List (AEL):

- Physical Security Enhancement Equipment (Category 14)
- Inspection and Screening Systems (Category 15)

The two allowable prevention and protection categories and equipment standards for the NSGP are listed on DHS AEL located on the DHS/FEMA site at <https://www.fema.gov/media-library/assets/documents/101566>. Unless otherwise stated, equipment must meet all mandatory regulatory and/or DHS-adopted standards to be eligible for purchase using these funds, including the Americans with Disabilities Act. In addition, agencies will be responsible for obtaining and maintaining all necessary certifications and licenses for the requested equipment. Costs associated with inclusive practices and the provision of reasonable accommodations and modifications to provide full access for children and adults with disabilities are allowable.

Applicants should analyze the cost benefits of purchasing versus leasing equipment, especially high cost items and those subject to rapid technical advances. Large equipment purchases must be identified and explained. For more information regarding property management standards for equipment, please reference 2 C.F.R. Part 200, including 2 C.F.R. §§ 200.310, 200.313, and 200.316.

Construction and Renovation

NSGP funding may not be used for construction and renovation projects without prior written approval from DHS/FEMA. All recipients of NSGP program funds must request and receive approval from DHS/FEMA before any NSGP Program funds are used for any construction or renovation. Additionally, recipients are required to submit a SF-424C Budget and budget detail citing the project costs. The total cost of any construction or renovation paid for using NSGP Program funds may not exceed the greater amount of \$1,000,000 or 15% of the NSGP award. Recipients and subrecipients are also encouraged to have completed as many steps as possible for a successful EHP review in support of their proposal for funding (e.g., coordination with their State Historic Preservation Office to identify potential historic preservation issues and to discuss the potential for project effects, compliance with all state and EHP laws and requirements). Projects for which the recipient believes an Environmental Assessment (EA) may be needed, as defined in 44 C.F.R. § 10.8, must also be identified to the Headquarters Program Analyst within six months of the award and completed EHP review materials must be submitted no later than 12 months before the end of the period of performance. EHP review packets should be sent to gpdehpinfo@fema.gov.

NSGP Program recipients using funds for construction projects must comply with the *Davis-Bacon Act* (40 U.S.C. § 3141 *et seq.*). Grant recipients must ensure that their contractors or subcontractors for construction projects pay workers no less than the prevailing wages for laborers and mechanics employed on projects of a character similar to the contract work in the civil subdivision of the state in which the work is to be performed. Additional information regarding compliance with the *Davis-Bacon Act*, including Department of Labor (DOL) wage determinations, is available from the following website: <http://www.dol.gov/compliance/laws/comp-dbra.htm>.

Training

Non-profit organization security personnel may only use NSGP funds to attend security-related training courses and programs within the United States. Allowable training-related costs under the NSGP are limited to attendance fees for training, and related expenses, such as materials, supplies, and/or equipment. Overtime, backfill, and/or travel expenses are not allowable costs. Allowable training topics are limited to the protection of critical infrastructure key resources, including physical and cyber security, target hardening, and terrorism awareness/employee preparedness. Training conducted using NSGP funds must address a specific threat and/or vulnerability, as identified in the non-profit organization's IJ. Training should provide the opportunity to demonstrate and validate skills learned, as well as to identify any gaps in these skills.

Proposed attendance at training courses and all associated costs leveraging the NSGP must be included in the non-profit organization's IJ.

4. Unallowable Costs. The following projects and costs are considered **ineligible** for award consideration:

- Hiring of Public Safety Personnel
- General-use Expenditures
- Overtime and Backfill
- Initiatives that do not address the implementation of programs/initiatives to build prevention and protection-focused capabilities directed at identified facilities and/or the surrounding communities
- The development of risk/vulnerability assessment models
- Initiatives that fund risk or vulnerability security assessments or the development of the IJ
- Initiatives in which Federal agencies are the beneficiary or that enhance Federal property
- Initiatives which study technology development
- Proof-of-concept initiatives
- Initiatives that duplicate capabilities being provided by the Federal government
- Organizational operating expenses
- Reimbursement of pre-award security expenses

Appendix D – NSGP Investment Justification and Scoring Criteria

Question	Scoring Criteria
I. APPLICANT INFORMATION	
<p>Identify the following:</p> <ul style="list-style-type: none"> • Legal Name of the Organization • Physical Address of the Facility the City and/or County Name. If multiple sites are included in this request, please provide all location addresses. • Year the Original Facility was Constructed • Organization Type (Short description of organization’s ideology, beliefs, or mission) • 501(c)(3) Number (If Applicable) • Current Dun and Bradstreet Number • Urban Area • NSGP Federal Funding Request • NSGP Total Project Cost • Any Current Contract with DHS (not including previously awarded DHS funding) (Yes/No – if yes, please describe) • Investment Phase – New or Ongoing <p>(1,500 character limit not including spaces)</p>	<p>This information will not be scored</p>
II. BACKGROUND	
<p>Background: Describe the non-profit organization including:</p> <ul style="list-style-type: none"> • Membership and community served • Symbolic value of the site(s) as a highly recognized national or historical institution that renders the site as a possible target of terrorism • Any role in responding to or recovering from terrorist attacks <p>(1,800 character limit not including spaces)</p>	<p>The information provided will be scored in terms of its contribution to setting context and its relationship to other questions. Out of 40 points, this section is worth 2 possible points.</p>

Question	Scoring Criteria
III. RISK	
<p>Risk: DHS defines risk as the product of three principal variables: <i>Threat</i>, <i>Vulnerability</i>, and <i>Consequences</i>. In the space below, describe findings from previously conducted risk assessments, including A) Threats, B) Vulnerabilities, and C) Potential Consequences of an attack.</p> <p>(2,200 character limit not including spaces)</p>	<p>The information provided will be scored based on the indication of an understanding of the organization’s risk, including threat and vulnerabilities, as well as potential consequences of an attack. Out of 40 points, this section is worth 12 possible points.</p>
<p>III.A. Threat: In considering threat, the applicant should discuss the identification and substantiation of prior threats or attacks against the non-profit organization or closely related organization by a terrorist organization, network, or cell. The applicant should also discuss findings from risk assessment, police findings, and/or insurance claims at the location where the physical security enhancements will be installed.</p>	
<p>III.B. Vulnerabilities: In considering vulnerabilities, the applicant should discuss the organization’s susceptibility to destruction, incapacitation, or exploitation by a terrorist attack.</p>	
<p>III.C. Potential Consequences: In considering potential consequences, the applicant should discuss potential negative effects on the organization’s asset, system, and/or network if damaged, destroyed, or disrupted by a terrorist attack.</p>	
IV. TARGET HARDENING	
<p>Target Hardening: In this section, describe the proposed target hardening activity, including the total Federal funds requested, that addresses the identified threat or vulnerability. Allowable costs are focused on target hardening activities as well as security-related training courses and programs limited to the protection of critical infrastructure key resources, including physical and cyber security, target hardening, and terrorism awareness/employee preparedness. Funding can also be used for the acquisition and installation of security equipment on real property (including buildings and improvements) owned or leased by the non-profit organization, specifically in prevention of and/or in protection against the risk of a terrorist attack. This equipment is limited to two categories of items on the Authorized Equipment List (AEL).</p> <ul style="list-style-type: none"> • Physical Security Enhancement Equipment (AEL Category 14) • Inspection and Screening Systems (AEL Category 15) <p>The two allowable prevention and protection categories and equipment standards for the NSGP are listed on DHS AEL located on the DHS/FEMA site at https://www.fema.gov/media-library/assets/documents/101566. The description must identify the respective AEL number, category, and funding amount for all requested equipment. For investments addressing multiple sites, this section must detail which security enhancements are proposed for each site.</p> <p>(2,200 character limit not including spaces)</p>	<p>Target hardening activity and impact address prevention of, protection against, and/or mitigation of the identified risk(s). Out of 40 points, this section is worth 8 possible points.</p>

V. MILESTONES	
<p>Milestones: Provide description and associated key activities that lead to the milestone event over the NSGP period of performance. Start dates should reflect the start of the associated key activities and end dates should reflect when the <u>milestone event will occur</u>.</p> <p>(1,000 character limit not including spaces)</p>	<p>Milestones collectively present a clear sequence of events that will allow the Investment to reach its objectives for this period of performance. Out of 40 points, this section is worth 9 possible points.</p>
VI. PROJECT MANAGEMENT	
<p>Describe the project management, including:</p> <ul style="list-style-type: none"> • Who will manage the project • Description of any challenges to the effective implementation of this project • Coordination of the project with State and local homeland security partners <p>(2,000 character limit not including spaces)</p>	<p>Response describes, at a high-level, the roles and responsibilities of the management team, governance structures, and subject matter expertise required to manage the Investment. Out of 40 points, this section is worth 5 possible points.</p>
VII. IMPACT	
<p>Impact: What measurable outputs and outcomes will indicate that this investment is successful at the end of the NSGP period of performance? Which specific National Preparedness Goal core capabilities does this investment work to achieve? Explain how this investment supports the building or sustaining of the National Preparedness Goal core capabilities.</p> <p>(2,200 character limit not including spaces)</p>	<p>Response describes how the outcomes will mitigate risks outlined in the Background and Risk sections, as well as how the investment supports building or sustaining the identified National Preparedness Goal core capabilities. Out of 40 points, this section is worth 4 possible points.</p>
BONUS	
FUNDING HISTORY	
<p>Funding History – Previous Request Name and Funding: If the non-profit organization has received NSGP funding in the past, provide the funding source, funding amount, funding year, and the investment type</p> <p>(700 character limit not including spaces)</p>	<p>Due to the competitive nature of this program, preference will be given to non-profit organizations that have not received prior years funding. Applicants that have not received NSGP funding in the past will receive an additional one bonus point to their total State application score at the time of submission to DHS/FEMA.</p>

Appendix E – NSGP Investment Justification Scoring Worksheet

FISCAL YEAR (FY) 2015 NONPROFIT SECURITY GRANT PROGRAM (NSGP) INVESTMENT JUSTIFICATION SCORING WORKSHEET	
State	<input style="width: 90%;" type="text"/>
Urban Area	<input style="width: 90%;" type="text"/>
Name of the Nonprofit Organization	<input style="width: 90%;" type="text"/>
FY 2015 NSGP Federal Funding Request	<input style="width: 90%;" type="text"/>
Scoring Legend	
Did Not	The applicant provided no response
Poor	The applicant's response is incomplete and does not address all of the required information
Partial	The applicant's response is complete but minimally addresses all of the required information
Adequate	The applicant's response is complete and moderately addresses all of the required information
Thorough	The applicant's response is complete and fully addresses all of the required information
I. Applicant Information (Unscored)	
1. Did the applicant provide all of the required information?	
No	The applicant did not provide all of the required information
Yes	The applicant did provide all of the required information
<input style="width: 30px; height: 20px;" type="checkbox"/>	<input style="width: 90%; height: 20px;" type="text"/>
II. Background (Total of 2 possible points)	
2. Did the applicant provide a description of their nonprofit organization to include:	
<ul style="list-style-type: none"> • Membership and community served • Symbolic value of the site as a highly recognized national or historical institution that renders the site as a possible target of terrorism • Any role in responding to or recovering from terrorist attacks 	
0 = The applicant did not provided any of the required information regarding their nonprofit organization	
1 = The applicant provided some of the required information regarding their nonprofit organization	
2 = The applicant provided all of the required information regarding their nonprofit organization	
Score	<input style="width: 90%; height: 20px;" type="text"/>
III. Risk (Total of 12 possible points)	
3. In considering threat, how well did the applicant address findings from previously conducted risk assessments, police reports, and/or insurance claims?	
0 = The applicant did not address findings from previously conducted risk assessments, police reports, and/or insurance claims	
1 = The applicant poorly addressed findings from previously conducted risk assessments, police reports, and/or insurance claims	
2 = The applicant partially addressed findings from previously conducted risk assessments, police reports, and/or insurance claims	
3 = The applicant adequately addressed findings from previously conducted risk assessments, police reports, and/or insurance claims	
4 = The applicant thoroughly addressed findings from previously conducted risk assessments, police reports, and/or insurance claims	
Score	<input style="width: 90%; height: 20px;" type="text"/>

FISCAL YEAR (FY) 2015 NONPROFIT SECURITY GRANT PROGRAM (NSGP)
INVESTMENT JUSTIFICATION SCORING WORKSHEET

4. In considering vulnerabilities, how well did the applicant address the organization's susceptibility to destruction, incapacitation, or exploitation by a terrorist attack?

- 0 = The applicant did not address the organization's susceptibility to destruction, incapacitation, or exploitation by a terrorist attack
- 1 = The applicant poorly addressed the organization's susceptibility to destruction, incapacitation, or exploitation by a terrorist attack
- 2 = The applicant partially addressed the organization's susceptibility to destruction, incapacitation, or exploitation by a terrorist attack
- 3 = The applicant adequately addressed the organization's susceptibility to destruction, incapacitation, or exploitation by a terrorist attack
- 4 = The applicant thoroughly addressed the organization's susceptibility to destruction, incapacitation, or exploitation by a terrorist attack

Score

5. In considering potential consequences, how well did the applicant address potential negative effects on the organization's asset, system, and/or network if damaged, destroyed, or disrupted by a terrorist attack?

- 0 = The applicant did not address potential negative effects on the organization's asset, system, and/or network if damaged, destroyed, or disrupted by a terrorist attack
- 1 = The applicant poorly addressed potential negative effects on the organization's asset, system, and/or network if damaged, destroyed, or disrupted by a terrorist attack
- 2 = The applicant partially addressed potential negative effects on the organization's asset, system, and/or network if damaged, destroyed, or disrupted by a terrorist attack
- 3 = The applicant adequately addressed potential negative effects on the organization's asset, system, and/or network if damaged, destroyed, or disrupted by a terrorist attack
- 4 = The applicant thoroughly addressed potential negative effects on the organization's asset, system, and/or network if damaged, destroyed, or disrupted by a terrorist attack

Score

IV. Target Hardening (Total of 8 possible points)

6. Did the applicant describe how the proposed target hardening activity will mitigate the identified risk(s)?

- 0 = The applicant did not provide a description of how the proposed target hardening activity will mitigate the identified risk(s)
- 1 = The applicant provided a poor description of how the proposed target hardening activity will mitigate the identified risk(s)
- 2 = The applicant provided a partial description of how the proposed target hardening activity will mitigate the identified risk(s)
- 3 = The applicant provided an adequate description of how the proposed target hardening activity will mitigate the identified risk(s)
- 4 = The applicant provided a thorough description of how the proposed target hardening activity will mitigate the identified risk(s)

Score

7. Did the applicant's proposed target hardening activity focus on the prevention of and/or protection against the risk of a terrorist attack?

- 0 = The applicant's target hardening activity did not focus on the prevention of and/or protection against the risk of a terrorist attack
- 1 = The applicant's target hardening activity poorly focused on the prevention of and/or protection against the risk of a terrorist attack
- 2 = The applicant's target hardening activity partially focused on the prevention of and/or protection against the risk of a terrorist attack
- 3 = The applicant's target hardening activity adequately focused on the prevention of and/or protection against the risk of a terrorist attack
- 4 = The applicant's target hardening activity thoroughly focused on the prevention of and/or protection against the risk of a terrorist attack

Score

FISCAL YEAR (FY) 2015 NONPROFIT SECURITY GRANT PROGRAM (NSGP)
INVESTMENT JUSTIFICATION SCORING WORKSHEET

V. Milestones (Total of 9 possible points)

8. Did the applicant provide specific milestones that present a clear sequence of events that will allow the Investment to reach its objectives during the FY 2015 NSGP period of performance?

0 = No, the applicant did not provide specific milestones that present a clear sequence of events that will allow the Investment to reach its objectives during the FY 2015 NSGP period of performance (please proceed to question 11)

1 = Yes, the applicant did provide specific milestones that present a clear sequence of events that will allow the Investment to reach its objectives during the FY 2015 NSGP period of performance (please proceed to question 9)

9. How well do the milestones collectively present a clear sequence of events that effectively build upon each other and would allow the applicants to reach its intended objectives during the FY 2015 NSGP period of performance?

0 = The milestones identified do not present a clear sequence of events that effectively build upon each other and would allow the applicant to reach its intended objectives during the FY 2015 NSGP period of performance

1 = The milestones present a poorly defined sequence of events that effectively build upon each other and would allow the applicant to reach its intended objectives during the FY 2015 NSGP period of performance

2 = The milestones present a partially defined sequence of events that effectively build upon each other and would allow the applicant to reach its intended objectives during the FY 2015 NSGP period of performance

3 = The milestones present an adequately defined sequence of events that effectively build upon each other and would allow the applicant to reach its intended objectives during the FY 2015 NSGP period of performance

4 = The milestones present a thoroughly defined sequence of events that effectively build upon each other and would allow the applicant to reach its intended objectives during the FY 2015 NSGP period of performance

Score

10. How well did the applicant describe the milestones as well as associated key activities that lead to the milestone event over the FY 2015 NSGP period of performance?

0 = The applicant did not provide a description of milestones and associated activities that lead to the milestone event over the FY 2015 NSGP period of performance

1 = The applicant provided a poor description of milestones and associated activities that lead to the milestone event over the FY 2015 NSGP period of performance

2 = The applicant provided a partial description of milestones and associated activities that lead to the milestone event over the FY 2015 NSGP period of performance

3 = The applicant provided an adequate description of milestones and associated activities that lead to the milestone event over the FY 2015 NSGP period of performance

4 = The applicant provided a thorough description of milestones and associated activities that lead to the milestone event over the FY 2015 NSGP period of performance

Score

FISCAL YEAR (FY) 2015 NONPROFIT SECURITY GRANT PROGRAM (NSGP)
INVESTMENT JUSTIFICATION SCORING WORKSHEET

VI. Project Management (Total of 5 possible points)

11. Has the applicant described, at high-level, the roles and responsibilities of the management team, governance structures, and subject matter expertise required in managing the Investment?

- 0 = No, the applicant did not describe the management team's roles and responsibilities, governance structure, or subject matter expertise required to manage the Investment
- 1 = Yes, the applicant did describe the management team's roles and responsibilities, governance structure, and subject matter expertise required to manage the Investment

Score

12. How well did the applicant justify the effectiveness of the proposed management team's roles and responsibilities and governance structure to support the implementation of the Investment?

- 0 = The applicant did not justify the effectiveness of the proposed management team's roles and responsibilities and governance structure to support the implementation of the Investment
- 1 = The applicant poorly justified the effectiveness of the proposed management team's roles and responsibilities and governance structure to support the implementation of the Investment
- 2 = The applicant partially justified the effectiveness of the proposed management team's roles and responsibilities and governance structure to support the implementation of the Investment
- 3 = The applicant adequately justified the effectiveness of the proposed management team's roles and responsibilities and governance structure to support the implementation of the Investment
- 4 = The applicant thoroughly justified the effectiveness of the proposed management team's roles and responsibilities and governance structure to support the implementation of the Investment

Score

VII. Impact (Total of 4 possible points)

13. Did the applicant provide a brief description of how the outcomes will mitigate risks outlined in the Background and Risk sections, as well as how the investment supports building or sustaining the identified Goal Core Capabilities?

- 0 = The applicant did not provide a brief description of how the outcomes will mitigate risks outlined in the Background and Risk sections, as well as how the investment supports building or sustaining the identified Goal Core Capabilities
- 1 = The applicant poorly provided a brief description of how the outcomes will mitigate risks outlined in the Background and Risk sections, as well as how the investment supports building or sustaining the identified Goal Core Capabilities
- 2 = The applicant partially provided a brief description of how the outcomes will mitigate risks outlined in the Background and Risk sections, as well as how the investment supports building or sustaining the identified Goal Core Capabilities
- 3 = The applicant adequately provided a brief description of how the outcomes will mitigate risks outlined in the Background and Risk sections, as well as how the investment supports building or sustaining the identified Goal Core Capabilities
- 4 = The applicant thoroughly provided a brief description of how the outcomes will mitigate risks outlined in the Background and Risk sections, as well as how the investment supports building or sustaining the identified Goal Core Capabilities

Score

Total Score

Total Investment Justification Score:

Based on a possible score of 40, this Investment Justification scored a: