

FFY 2019 SHSGP/UASI
Tips for Crafting a Successful Application

It is our hope this document serves as a valuable resource to you as you draft the responses to your online application. You will find the various sections of the application below. Each section will have thoughts to consider as you develop your application and, in some cases, an example narrative response. Happy applying!

Project Administration

Project Summary:

The response for this question should present an executive summary of your application in total. Note: should your application be recommended for funding this information will be included in Federal application. It should include in summary form, at a minimum, the following:

- The project title;
- The terrorism threat identified;
- What is being requested (POETE);
- Why the project is needed;
- How the project helps support prevention/protection/response/recovery/mitigation to the terrorism threat;
- The core capability and capability gap the project addresses; and
- Who – what other agencies and/or jurisdictions – will benefit from the project.

Example: This project, “Heresaplace Movable Security Barriers”, provides funding for the implementation of enhanced physical security measures at large-scale, high profile outdoor mass gathering through the purchase of movable barriers and increased exposure to concepts for conducting site-specific and process-specific risk assessments through attendance at industry conferences. The Heresaplace Police Department currently has limited personnel and resources available to provide security against vehicular threats at outdoor mass gatherings. The purchase of movable barriers would provide the Heresaplace Police Department capability to implement physical protective measures to reduce the risk of known threats to outdoor mass gatherings. Attendance at industry conferences that present information on site-specific and process-specific risk assessments will provide best practices for identifying potential threats and manners in which to mitigate identified threats. The equipment that is purchased will be made available to surrounding agencies for use at other large-scale, high profile outdoor mass gatherings that are held.

Threat Profile

Terrorism Threat

1. What is the terrorism threat your area faces that will be addressed by this project?

Be certain to pick a terrorism threat that corresponds with your project. These are based on the following scenarios from the Threat Hazard Identification Risk Assessment/State Preparedness Report (THIRA/SPR) process:

- Active Shooter: Due to established smuggling routes along the Southwest border, a known terrorist organization partners with a drug cartel to gain access into Arizona via an unsecured area on the Arizona/Mexico border. In late January, these individuals open fire in coordinated attacks at a high-profile golf tournament in Phoenix/Scottsdale and a large annual trade show in downtown Tucson. An estimated 200,000 people are attending the golf tournament and approximately 25,000 people are in attendance at the trade show. It is a cool day and attendees are wearing jackets impeding the search and identification of the attackers. Multiple fatalities/casualties occur at both locations.

- Explosive Devices: On an October Saturday evening, a large vehicle carrying Cobalt 60 (radioactive material) is hijacked on Interstate 17 (I-17). A short time later, the vehicle, rigged with explosives, is detonated on State Route 202 (SR202) within a mile of a stadium where a college football game is taking place. Radioactive material is carried downwind at 4-6 mph exposing the approximately 70,000 people in attendance at the game to the radioactive material. Immediate loss of life occurs at the explosion site. Nearby businesses and residences are affected. Football game attendees will incur both short-term and long-term health effects. Massive radiological decontamination operations will be necessary.
- Cyber Attack: During the summer months, an unknown actor with malicious intent compromises network credentials and uses elevated privileges to modify key network elements to manipulate a water treatment system. This renders water non-potable, causing a water-borne public health event affecting a large population.

As mentioned above, these three terrorism scenarios were derived from the State’s THIRA/SPR and we understand those terrorism threats might not reflect the threat that your area faces. We have provided you with the option of choosing “Other” to appropriately discuss what terrorism threat your area faces that this project will address. Should you select “Other,” you will want to include enough information regarding the scenario to ensure a link to terrorism can be established and/or identified.

Example of “Other”: The city of Heresaplace holds multiple large-scale special events throughout the year. There have been numerous threats of attack specifically made relative to a few of these events. The threats, if carried out, could result in a large number of casualties and fatalities.

Project Need

2. Explain how this project will assist your agency in preventing/protecting against/mitigating/responding to/recovering from all hazards events and threats including your chosen terrorism threat in question 1.

The response for this question should include information on the compelling need for your project, tying the need to the terrorism threat identified in question 1. It should also include relevant data that supports your agency’s request, such as number of incidents responded to that relate to the project.

Example: The city of Heresaplace hosts five large-scale, high publicity outdoor special events each year. One of the primary challenges Heresaplace encounters is securing thoroughfares that surround these events. It takes a significant number of law enforcement personnel at each intersection to create barriers to entering the event. In an effort to provide increased security and potentially slow down an incoming threat, Heresaplace is requesting movable barriers that cannot be penetrated by vehicular intrusion.

Capability Target

You should choose a capability target, POETE area, and gap for each POETE area you are requesting funding under. For example, if you are requesting funding for Equipment and Training, you should choose a minimum of two gaps: one under Equipment and one under Training. Additional gaps under each POETE area can be selected, if they apply.

Example:

The project in question will include requests for funding under both Equipment and Training. The following are applicable to the proposed project:

3. Mission Area > Core Capability: Protect>Physical Protective Measures

3a. Capability Target>POETE>Gap: Reduce or eliminate all risks from any known or unknown threat...>Equipment>Physical security measures

3. Mission Area > Core Capability: Protect>Physical Protective Measures
3a. Capability Target>POETE>Gap: Reduce or eliminate all risks from any known or unknown threat...>Training>Site-specific and process-specific risk assessments

Resources

4. *What resources does your agency have to meet the capability target selected above?*

The response for this question should include information on the existing resources and capabilities your agency currently has to support the selected capability target as it relates specifically to the terrorism threat that was selected.

Example: The Heresaplace Police Department has 100 sworn officers. Each shift is staffed with 33 sworn officers. Each sworn officer has personal protective equipment and is assigned a marked vehicle. Because staffing is strained, only one officer is assigned to each intersection surrounding a special event. While protection is afforded to an intersection in an effort to secure the event, it is limited. We currently have two mobile barriers; however, additional barriers are needed based on the threat picture.

5. *How will this project help your agency meet the capability target selected above?*

The response for this question should include information that addresses the following in relation to the terrorist threat you identified:

- How the project helps your agency to get closer to meeting the selected capability target; and
- How the project specifically helps your agency close the selected gap(s)

Example: This project will allow us to provide a greater level of security to a large-scale, special event held outdoors than is achieved through the positioning of personnel at an intersection. The movable barriers can be strategically placed in areas where vehicular access can be achieved if the barriers were not in place. This provides enhanced safety and security not only to those in attendance at the event but also to the response personnel who are staffing the event.

Maintenance/Sustainment of Capability

6. *Will your agency continue to maintain, support and sustain this capability with other funding sources if Homeland Security grant funds were no longer available?*

If no is selected, be prepared to provide information regarding why your agency will not continue to maintain this capability taking into consideration the fact that the capability is important to your agency or grant funds would not be requested to support it.

Example: If Homeland Security Grant Program funds were no longer available, our agency would maintain the capability at a significantly reduced capacity using general fund monies that are available. As a result of the loss of grant funding and an extremely limited general fund budget for specialized capabilities, the capability would diminish over time until it no longer exists.

If yes is selected, be prepared to provide information on how your agency will maintain the capability. Some common ways are:

- Assume expenses in general budget;
- Seek alternate funding sources/additional grant opportunities (include what these alternate sources are)

Example: If Homeland Security Grant Program funds were no longer available, alternate funding sources would be considered to ensure that the capability will be maintained. These funding sources include other grant

opportunities such as tribal gaming grants or corporate grants. If other grant opportunities are not available, our agency would consider exploring the possibility of cost-sharing agreements with partner agencies.

Benefitting Agencies

10. Describe which agencies will directly benefit from this project, aside from your own.

The response for this question should include, at a minimum:

- The name of the agencies who will directly benefit for the project;
- The number of times resources have been requested to assist these agencies; and
- Information on how agencies directly benefit.

Example: This project benefits multiple jurisdictions, to include Anytown, Somewhere, and Theresaplace. While the resources requested in this application will primarily be used to support response within Heresaplace, resources have been dispatched to assist with incidents in Anytown, Somewhere, and Theresaplace more than 60 times in the last year. Of these incidents, it was determined that the resources requested in this project would have benefitted incident operations on more than a quarter of the incidents. These agencies will be able to utilize the resources requested in this project to enhance their response capabilities to large-scale incidents, allowing for more quick and efficient resolution.

Milestones

There are spaces for four milestones, with each milestone corresponding to a quarterly reporting period (for example: Milestone #1 is for the period from October 1 – December 31). Each milestone should include the specific activities you anticipate will occur during the period of performance for your specific project. The bulleted lists below each milestone are simply ideas; DO NOT copy and paste them into your application as they may not be relevant to your project. Note: Should your project be funded, the milestones you include in your application will be communicated directly to FEMA/DHS as part of a statewide reporting requirement.

Milestone #1

Activities during this milestone may include:

- Obtaining board/council approval;
- Submission of EHP B review documentation (if applicable);
- Obtaining refreshed bids and/or quotes for approved equipment purchases;
- Make travel arrangements for approved training courses/conferences (include specific training course/conference name)

Milestone #2

Activities during this milestone may include:

- Obtain purchase order and submit orders for approved equipment purchases;
- Obtain EHP clearance
- Attend approved training courses/conferences (include specific training course/conference name)

Milestone #3

Activities during this milestone may include:

- Follow up on any pending matters related to project; obtain resolution
- Receive and inventory equipment that has been ordered
- Conduct training on equipment
- Attend approved training courses/conferences (include specific training course/conference name)

Milestone #4

Activities during this milestone may include:

- Receive and inventory equipment
- Conduct training on equipment

Equipment Request

The following items should be taken into consideration for equipment requests:

- Although not marked as required, AEL numbers must be included.
- Item descriptions need to be detailed so that we know what it is you're requesting. Do not use the generic descriptions found in the AEL.
- Do not use brand names or model numbers in your description.
- If requesting communications equipment under AEL #06CP-XX-XXXX, a Radio Equipment Questionnaire must be completed and uploaded to your equipment request as part of the application.

Training Request

The following items should be taken into consideration for training requests:

- Each training event must be listed separately.
- Each training event must include the training name and description.
- Conferences are considered training.
- Request amounts should take into consideration the State travel reimbursement rates.
- If requesting supplies, description must include an exhaustive list of what is expected to be purchased. If the item is not included in the application, it will not be reimbursed.

Planning/Organization/M&A Requests

The following items should be taken into consideration for training requests:

- Each activity must be listed individually.
- Needs must be clearly explained.
- If requesting supplies, description must include an exhaustive list of what is expected to be purchased.

Funding Priorities

The response for this section spells out your priorities should partial funding be recommended. A few things to keep in mind:

- Partial funding amounts should still allow for meaningful progress to be made in achieving project.
- Detailed information must be provided, to include:
 - Total amount of partial funding that is acceptable to make meaningful progress;
 - Quantities needed for each equipment item that comprises partial funding amount; and
 - Cost of items.

Example: A total of \$40,000 is needed to allow for meaningful progress to be made in this project. This amount includes the following: Equipment = \$30,000 (2 Widget X @ \$10,000/each and 2 Widget Y @ \$5,000/each); Training = \$10,000 (\$5,000 for Conference A and \$5,000 for Conference B).