

North Dakota Department of Emergency Services
FUNDING OPPORTUNITY ANNOUNCEMENT (FOA)
Supplemental
FY 2014 State HOMELAND SECURITY GRANT PROGRAM (SHSP)

OVERVIEW INFORMATION

Issued By

North Dakota Department of Emergency Services (NDDDES) through the U.S. Department of Homeland Security (DHS): Federal Emergency Management Agency (FEMA)

Catalog of Federal Domestic Assistance (CFDA) Number

97.067

CFDA Title

Homeland Security Grant Program

Program Title

Homeland Security Grant Program (HSGP)

Authorizing Authority for Program

Section 2002 of *The Homeland Security Act of 2002*, as amended (Pub. L. No. 107-296), (6 U.S.C. § 603)

Appropriation Authority for Program

The Department of Homeland Security Appropriations Act, 2014 (Pub. L. No. 113-76)

Key Dates and Time

Application Start Date: 03/04/2016

Application Submission Deadline Date: 03/31/2016

Anticipated Funding Selection Date: 04/01/2016

Anticipated Award Date: No later than 04/01/2016

Other Key Dates

Period of Performance Start Date: 04/01/2016 approximately

Period of Performance End Date: 07/31/2016 approximately

FOA EXECUTIVE SUMMARY

The SUPPLEMENTAL FY 2014 SHSP plays an important role in the implementation of the National Preparedness System by supporting the building, sustainment, and delivery of core capabilities essential to achieving the National Preparedness Goal (the Goal) of a secure and resilient Nation. The building, sustainment, and delivery of these core capabilities are not exclusive to any single level of government, organization, or community, but rather, require the combined effort of the whole community. The SUPPLEMENTAL FY 2014 SHSP supports core capabilities across the two mission areas of Protection and Response based on allowable costs.

This grant program funds a range of preparedness activities, including planning, organization, equipment purchase, training, and exercises.

Application Process

The North Dakota Department of Emergency Services makes all funding opportunities available through the Internet at <http://www.nd.gov/des/homeland/grants/info/>.

Eligible Applicants

Local Governments as defined in 2 CFR Part 225.

Tribal Governments as defined in 2 CFR Part 225

Hospitals as defined in 2 CFR Part 215

Non-Profit Organizations as defined in 2 CFR Part 215 and 2 CFR Part 230

FULL FUNDING OPPORTUNITY ANNOUNCEMENT

I. Funding Opportunity Description

A. Program Summary

State Homeland Security Program (SHSP): SHSP supports the implementation of risk driven, capabilities-based State Homeland Security Strategies to address capability targets set in State Threat and Hazard Identification and Risk Assessments (THIRAs). The capability targets are established during the THIRA process, and assessed in the State Preparedness Report (SPR) and inform planning, organization, equipment, training, and exercise needs to prevent, protect against, mitigate, respond to, and recover from acts of terrorism and other catastrophic events.

The program is founded on risk-driven, capabilities-based strategic plans. These strategic plans outline capability requirements and inform how available funding may be applied to manage risk. For these plans to be effective, government officials and elected leaders, working with the whole community, must consider how to sustain current capability levels and address potential gaps to prevent, protect, mitigate, respond to, and recover from acts of terrorism and other disasters.

B. Program Priorities

The National Preparedness System is the instrument the Nation employs to build, sustain, and deliver core capabilities in order to achieve the National Preparedness Goal (the Goal) of a secure and resilient Nation. Complex and far-reaching threats and hazards require a collaborative and whole community approach to national preparedness that engages individuals, families, communities, private and nonprofit sectors, faith-based organizations, and all levels of government. The guidance, programs, processes, and systems that support each component of the National Preparedness System allows for the integration of preparedness efforts that build, sustain, and deliver core capabilities and achieve the desired outcomes identified in the Goal. *The purpose of the HSGP is to prevent terrorism and to prepare the Nation for the threats and hazards that pose the greatest risk to the security of the United States; therefore, HSGP funded investments must have a terrorism-nexus.*

To evaluate National progress in building, sustaining, and delivering the core capabilities outlined in the Goal, FEMA annually publishes the National Preparedness Report (NPR). Looking across all 31 core capabilities outlined in the Goal, the NPR provides a National perspective on critical preparedness trends for whole community partners to use to inform program priorities, allocate resources, and communicate with stakeholders about issues of shared concern.

National areas for improvement identified in the 2013 National Preparedness Report, include cybersecurity, recovery-focused core capabilities, the integration of individuals with access and functional needs, enhancing the resilience of infrastructure systems, and maturing the role of public-private partnerships.

The State is required to prioritize grant funding to address gaps identified through the annual SPR in achieving capability targets set through the annual THIRA. These assessments identify the jurisdictions' capability targets and current ability to meet those targets.

As such, the North Dakota Department of Emergency Services, has prioritized the following two core capabilities for SUPPLEMENTAL FY 2014 SHSP local, tribal, hospital, and non-profit organization projects.

- **Mission Area: Protection**
 - **Physical Protective Measures – Priority 1**
- **Mission Area: Response**
 - **Operational Communications – Priority 2**

Applicants should prioritize grant funds within their own jurisdiction to increase capability for these high-priority core capabilities with low capability levels. In addition, projects for these core capabilities should involve the integration of individuals with access and functional needs.

Appendix A also includes examples of where funding can be applied to strengthen these preparedness efforts.

II. Funding Information

A. Available funding for the FOA

As of February 29, 2016, approximately \$183,000 has been de-obligated and returned to NDDES for redistribution.

B. Period of Performance

Four (4) months

C. Extensions to the Period of Performance

There will be no extensions to the period of performance.

III. Eligibility Information

A. Eligibility Criteria

Eligible sub-recipients under the SUPPLEMENTAL FY 2014 SHSP are local units of government, Federally-recognized Tribal governments, hospitals, and non-profit organizations as described above.

i. Cost Share/Match

A cost share/match is not required under this Program.

ii. Other Eligibility Requirements

Emergency Management Assistance Compact (EMAC) Membership

All assets supported in part or entirely with SUPPLEMENTAL FY 2014 SHSP funding must be readily deployable to support emergency or disaster operations per existing EMAC agreements. In addition, funding may be used for the sustainment of core capabilities that, while they may not be physically deployable, support national response capabilities.

National Incident Management System (NIMS) Implementation

Prior to allocation of any Federal preparedness awards in FY 2014, subrecipients 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, inventorying, and cataloging promote a strong national mutual aid capability needed to support delivery of core capabilities. Additional information on resource management and national Tier I NIMS Resource Types can be found at <http://www.fema.gov/resource-management>.

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, 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 can be found at http://www.fema.gov/pdf/emergency/nims/nims_alert_cred_guideline.pdf.

Threat and Hazard Identification and Risk Assessment (THIRA)

Subrecipients must participate in their county/tribal THIRA process. Counties and Tribes are required to complete Step 2 (Threats and Hazards Contexting) in the THIRA process in 2014. NDDDES staff will aid local jurisdictions by facilitating the THIRA process.

State Preparedness Report (SPR)

The SPR is an annual capability assessment. The *Post-Katrina Emergency Management Reform Act of 2006 (PKEMRA)* requires an SPR from any state/territory receiving federal preparedness assistance administered by DHS. Each state submits an annual SPR to FEMA. Subrecipients may be required to provide data to inform that SPR.

IV. Funding Restrictions

A. Restrictions on Use of Award Funds

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 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.

For additional details on restrictions of the use of funds, refer to **Appendix B – FY2014 HSGP Funding Guidelines**.

i. Direct Costs

Planning, Equipment, Training, Exercises

Planning, Training and Exercise related costs, as well as Equipment costs, are allowed under this program.

Travel

Domestic

Domestic travel costs are allowed under this program.

International

International travel is not an allowable cost under this program.

Maintenance and Sustainment

Maintenance and sustainment costs are allowed under this program.

ii. Other Cost Requirements

Environmental Planning and Historic Preservation (EHP) Compliance

Due to the short period of performance, any project that requires an EHP Compliance review will **not** be funded.

SAFECOM

Grantees (including sub-recipients) who receive awards under HSGP that wholly or partially provide funding for emergency communication projects and related activities should comply with the most recent version of the *SAFECOM Guidance on Emergency Communications Grants*, <http://www.safecomprogram.gov/grant/Default.aspx>. This guidance provides recommendations to grantees 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. Grantees (including sub-recipients) investing in broadband-related investments should review *IB 386: Clarification on Use of DHS/FEMA Public Safety Grant Funds for Broadband-Related Expenditures and Investments*, and consult their FEMA Headquarters Program Analyst on such Investments before developing applications.

V. Application Review Information and Selection Process

A. Application Review Information

SUPPLEMENTAL FY 2014 SHSP applications will be evaluated through a review process for completeness, adherence to programmatic guidelines, and anticipated effectiveness of the proposed project(s). The results from the review process may require applicants to provide additional information.

Note: Projects that involve enhancing the resilience of infrastructure systems (physical protective measures core capability) will have first priority.

The next priorities will be those projects involving improving the critical transportation and supply chain core capabilities.

Maturing the role of public-private partnerships (public and private services and resource core capability) will be the fourth priority.

The last priority will be the operational communication core capability.

SHSP

NDDES will verify compliance with all administrative and eligibility criteria identified in the application kit, to include the required submission of risk driven, capabilities-based projects by the established due dates and verification of alignment to State THIRA; SPR; and state and national priorities. Project narratives will also be examined for further context regarding current capability levels and how projects address potential gaps to protect and respond to acts of terrorism and other disasters.

VI. Federal and State Award Administration Information

A. Notice of Award

Notification of award approval is made through the mail to the awardee authorized official listed in the initial application. The date of approval of award is the “award date.” The awardee should follow the directions in the notification to accept the award.

Subrecipients must accept their awards no later than 15 days from the award date. The subrecipient shall notify the awarding agency (NDDES) of its intent to accept and proceed with work under the award, or provide a written notice of intent to decline. Funds will remain on hold until the subrecipient accepts the award by signed the Notice of Grant Award and returning it to NDDES, and all other conditions of award have been satisfied, or the award is otherwise rescinded. Failure to accept the grant award within the 15 day timeframe may result in a loss of funds.

B. Administrative, Federal, and State Financial Requirements

Before accepting the award, the authorized official should carefully read the award package for instructions on administering the grant award and terms and conditions associated with responsibilities under Federal awards issued by NDDES. Grantees must accept all conditions in this FOA as well as any Special Terms and Conditions in the Award package to receive an award under this program.

i. Standard Terms and Conditions

All successful applicants for all DHS grants are required to comply with DHS Standard Administrative Terms and Conditions available at: <https://www.dhs.gov/publication/fy14-dhs-standard-terms-and-conditions>.

ii. Payment

NDDES uses the Direct Deposit/Electronic Funds Transfer (DD/EFT) method of payment to recipients. To enroll in the DD/EFT, the recipient must complete a Direct Deposit Form.

C. Reporting Requirements

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

i. 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 GAO’s 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>.

ii. Reimbursement Requests

Reimbursement requests must be made at a minimum on a quarterly basis throughout the period of performance according to the chart below. The form is available at <http://www.nd.gov/des/uploads/resources/287/54169---financial-reimbursement-requested-detail---july-2005.pdf>. The final Reimbursement Request is due 15 days after the end date of the performance period. Future awards and fund drawdowns may be withheld if these reports are delinquent, demonstrate lack of progress, or are insufficient in detail.

iii. Program Performance Reporting Requirements

Performance Progress Report

Awardees are responsible for providing updated performance reports on a quarterly basis. The reporting forms can be accessed online at <http://www.nd.gov/des/forms/>.

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

The following reporting periods and due dates apply:

Reporting Period	Report Due Date
April 1 – June 30	July 15
July 1 – August 31	September 15

D. Monitoring

Grant recipients will be monitored on an annual and as needed basis by NDDDES 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.

E. Closeout

Within 15 days after the expiration or termination of the grant, the grantee must submit all financial, performance, and other reports required as a condition of the grant.

Within 15 days after the end of the period of performance, grantees must submit the following:

- 1) Final request for payment, if applicable;
- 2) Final Performance Progress Report;
- 3) Equipment Inventory Report – Inventory of all tangible personal property acquired using funds from this award. The form is available at <http://www.nd.gov/des/forms/>.

4) Other documents required by program guidance or terms and conditions of the award.

In order to close an award, subrecipients must be current on, and have submitted, all required reports per the terms and conditions of the grant award. Once the grant has officially been closed, the subrecipient will receive a letter which will provide information regarding the amount of any deobligated funds, equipment disposition, and record retention requirements for closed awards.

If NDDDES has made reasonable attempts through multiple contacts to close out awards within 60 days, NDDDES may waive the requirement for a particular report and administratively close the award. If this action is taken, consideration for subsequent awards to the subrecipient may be impacted or restricted.

F. Extensions

No extensions to the initial period of performance identified in the award will be considered

VII. NDDDES Contact Information

A. For Financial, Programmatic, or Administrative Questions Pre-Award and Post Award

i. North Dakota Department of Emergency Services (NDDDES) Grants & Training Section

NDDDES's Grants and Training Section provides technical assistance. The Grants & Training section manages, administers, and conducts application budget review, creates the award package, approves, amends and closes out awards. Questions should be sent to dtrice@nd.gov.

VIII. Other Critical Information

National Preparedness

DHS coordinates with local, State, territory, Tribal, and Federal governments as well as the private and nonprofit sectors to facilitate an all-of-nation/whole community, risk driven, and capabilities-based approach to preparedness. This approach is grounded in the identification and assessment of risk through the THIRA. 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 subrecipients are required to participate in their local THIRA process. Information on the National Preparedness System can be found in the National Preparedness System Description (released November 2011), which is posted on the FEMA website at <http://www.fema.gov/national-preparedness/national-preparedness-system>. Additional details regarding how the National Preparedness System is supported by the HSGP can be found in Appendix A – Program Specific Priorities.

IX. How to Apply

A. Application Overview

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) Completing grant application;
- 3) Submitting the complete application to NDDDES by the **May 15, 2014 application deadline**.

1. Obtain a Data Universal Numbering System Number (DUNS)

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 DUNS number request line at (866) 705-5711. FEMA cannot assist applicants with questions related to obtaining a current DUNS number.

2. Completing Grant Application

3. Final Application Submission to NDDES

Applications will only be accepted electronically by email. The completed application, including the project detail worksheet should be attached to an email and sent to drice@nd.gov.

SHSP Program Specific Application Instructions

Project Narrative

As part of the FY 2014 HSGP application process for SHSP funds, applicants must develop a formal project narrative that addresses each category being proposed for funding. The project narrative must demonstrate how proposed projects support sustainment of existing core capabilities or address capability gaps and deficiencies in one or more core capabilities outlined above. The project narrative must also demonstrate alignment to the State, THIRA, national priorities, and applicable guidance provided by NDDES. Furthermore, the project narrative must clearly identify and explain the nexus to terrorism preparedness.

Note: Only projects that align with the five core capabilities listed above will be considered.

Additionally, applicants must utilize the Project Detail Worksheet to assemble the information required for each project.

Subrecipients investing in emergency communications must describe how activities align to the Statewide Communication Interoperable Plan (SCIP).

Note: Not all applicants are guaranteed to receive funding

Appendix A – Program Priorities

Alignment of HSGP 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. Complex and far-reaching threats and hazards require a collaborative and whole community approach to national preparedness that engages individuals, families, communities, private and nonprofit sectors, faith-based organizations, and all levels of government. 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 nonprofit sectors, faith-based organizations, and all levels of government (<http://www.fema.gov/whole-community>).

The FY 2014 HSGP 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 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 HSGP Program’s allowable costs support efforts to build and sustain core capabilities across the Prevention, Protection, Mitigation, Response, and Recovery mission areas.

To evaluate national progress in building, sustaining, and delivering the core capabilities outlined in the Goal, FEMA annually publishes the National Preparedness Report (NPR). Looking across all 31 core capabilities outlined in the Goal, the NPR provides a national perspective on critical preparedness trends for whole community partners to use to inform program priorities, allocate resources and communicate with stakeholders about issues of shared concern.

A key focus and requirement of the HSGP is to prevent terrorism and to prepare the Nation for the threats and hazards that pose the greatest risk to the security and resilience of the United State, and the greatest risks along the Nation’s borders; therefore, HSGP funded investments must have a terrorism-nexus. 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 EMAC.

Using the core capabilities, the FY 2014 HSGP 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.

Reporting on the Implementation of the National Preparedness System

Identifying and Assessing Risk and Estimating Capability Requirements

In order to qualify for HSGP Program funding, all subrecipients shall participate in the development of a local Threat and Hazard Identification and Risk Assessment (THIRA). A THIRA provides a comprehensive approach for identifying and assessing risks and associated impacts. It expands on existing local, Tribal, territorial, and State Hazard Identification and Risk Assessments (HIRAs) and other risk methodologies by broadening the factors considered in the process, incorporating the whole community throughout the entire process, and by accounting for important community-specific characteristics. Comprehensive Preparedness Guide 201, Second Edition: THIRA (CPG 201, Second Edition) is available at <http://www.fema.gov/national-preparedness/plan>.

For FY 2014 local THIRA's will concentrate on Step Two of the THIRA process, contexting threats and hazards.

Reporting

- Counties are required to submit an annual update to their THIRA to NDDDES.
Applicant's involvement in the local THIRA process should be documented. Further information will be forthcoming.

Building and Sustaining Capabilities

SHSP subrecipients should ensure that grant funding is utilized to sustain critical core capabilities within the National Preparedness System that were funded by past HSGP funding cycles to include training of personnel and lifecycle replacement of equipment. New capabilities should not be built at the expense of maintaining current and critically needed core capabilities. If new core capabilities are being sought utilizing SHSP funding, subrecipients must ensure that the capabilities are deployable outside of their community to support regional and national efforts or otherwise shareable with regional partners and aligned with a capability gap identified in the THIRA/SPR. All capabilities being built or sustained must have a clear linkage to one or more core capabilities in the Goal.

NIMS Compliance

Grantees receiving HSGP funding are required to implement the National Incident Management System (NIMS). The NIMS uses a systematic approach to integrate the best existing processes and methods into a unified national framework for incident management. Incident management refers to how incidents are managed across all homeland security activities, including prevention, protection, and response, mitigation, and recovery. FY 2014 grantees must utilize standardized resource management concepts such as typing, inventorying, organizing, and tracking resources that facilitates the identification, dispatch, deployment, and recovery of their resources.

Planning to Deliver Capabilities

County, city, and tribal emergency management programs should maintain, or revise as necessary, jurisdiction-wide, all threats and hazards Emergency Operations Plans (EOPs) that are consistent

with CPG 101 v.2, which serves as the foundation for local and tribal emergency planning. It is recommended that the EOP be updated at least once every two years.

Validating Capabilities

Subrecipients should develop long-term training and exercise priorities that examine, validate and/or address the capability gaps identified through their annual THIRA by developing a multi-year Training and Exercise Plan (TEP). Grantees should also review and consider areas for improvement identified from real-world events and exercises, and national areas for improvement.

The TEP should consider the risks and capability requirements described in the THIRA along with the guidance provided by elected and appointed officials to identify and set training and exercise program priorities and develop a multi-year schedule of exercise events and supporting training activities to meet those priorities. These priorities help exercise planners design and develop a progressive program to build, sustain, and deliver core capabilities. Information related to TEPs can be found on the HSEEP website at <https://www.llis.dhs.gov/hseep>.

All subrecipients will develop and maintain a progressive exercise program consistent with Homeland Security Exercise and Evaluation Program (HSEEP) (<https://www.llis.dhs.gov/hseep>). A progressive, multi-year exercise program enables organizations to participate in a series of increasingly complex exercises, with each successive exercise building upon the previous one until mastery is achieved while also taking into account prior lessons learned. Regardless of the exercise type, each exercise within the progressive series is linked to a set of common program priorities and designed to test associated capabilities. Counties develop TEPs as a requirement of the EMPG program. Applicants should ensure that their priorities are identified in the county TEP.

Reporting

- All sub-grantees are required to develop a multi-year training and exercise plan that identifies combination of exercises, along with associated training requirements, that address the priorities. The training and exercise plan shall be submitted to NDDDES with the county EMPG grant application.
- Consistent with the national exercise program, grantees shall develop and maintain a progressive exercise program. Grantees must submit After Action Report/Improvement Plan (AAR/IP) that captures the lessons learned and corrective actions from each HSGP-funded exercise conducted within the HSGP Period of Performance. AAR/IPs should be submitted to blvossler@nd.gov or lregorrah@nd.gov and include a list of corrective actions and lessons learned, no later than 30 days after completion of the exercise. In accordance with HSEEP guidance grantees are reminded of the importance of implementing corrective actions iteratively throughout the progressive exercise cycle. Grantees are encouraged to use the HSEEP AAR/IP template located at <https://www.llis.dhs.gov/hseep> and utilize the Corrective Action Program (CAP) System at <https://hseep.dhs.gov/caps/>, as a means to track the implementation of corrective actions listed in the AAR/IP.

Reviewing and Updating

On a recurring basis, capabilities, resources, and plans should be reviewed to determine if they remain relevant or need to be updated as it relates to the HSGP. This review should be based on a current risk assessment and utilize information gathered during the validation process. These reviews will provide a means to examine preparedness analyses; determine priorities; direct preparedness

actions; and calibrate goals and objectives. The assessment and results support communities' strategic planning initiative and informs efforts needed to adapt to and manage the changing risk landscape, sustain strengths, and obtain or borrow resources from whole community partners.

Appendix B – Funding Guidelines

Grantees must comply with all the requirements in 44 CFR Part §13 and 2 CFR Part §215.

Funding guidelines established within this section support the five mission areas—Prevention, Protection, Mitigation, Response, and Recovery—and associated core capabilities within the Goal. Allowable Investments made in support of the HSGP priorities as well as other capability-enhancing projects must fall into the categories of planning, exercises, training, or equipment. Activities must be in support of the five core capabilities listed on four (4).

Planning

SHSP funds may be used for a range of emergency preparedness and management planning activities and such as those associated with the THIRA and other planning activities that support Goal.

Organization

- Development of whole community partnerships, through groups such as Citizen Corp Councils;
- Structures and mechanisms for information sharing between the public and private sector;
- Tools, resources, and activities that facilitate shared situational awareness between the public and private sectors
- Utilization of standardized resource management concepts such as typing, inventorying, organizing, and tracking to facilitate the dispatch, deployment, and recovery of resources before, during, and after an incident

Equipment

Only the equipment listed below is allowable. The equipment **descriptions & standards** for SHSP are listed on the web-based version of the Authorized Equipment List (AEL) on the Lessons Learned Information System at <http://llis.gov/>. Unless otherwise stated, equipment must meet all mandatory regulatory and/or DHS-adopted standards to be eligible for purchase using these funds. In addition, agencies will be responsible for obtaining and maintaining all necessary certifications and licenses for the requested equipment.

Physical Protective Measures Core Capability Equipment List

Category	Category #	AEL Number	AEL Title	EHP
Information Technology	4	04AP-03-GISD	Data, Geospatial	FALSE
Information Technology	4	04AP-03-GISS	System, Geospatial Information (GIS)	FALSE
Information Technology	4	04AP-04-RISK	Software, Risk Management	FALSE
Information Technology	4	04HW-01-HHCD	Computing Device, Handheld	FALSE
Information Technology	4	04MD-02-PROJ	Projector, Video	FALSE
Information Technology	4	04SW-04-NETW	Software, Network	FALSE
Information Technology	4	04SW-05-SCAD	System, SCADA (Supervisory Control and Data Acquisition)	FALSE
Cyber Security Enhancement Equipment	5	05AU-00-TOKN	System, Remote Authentication	FALSE
Cyber Security Enhancement Equipment	5	05EN-00-ECRP	Software, Encryption	FALSE
Cyber Security Enhancement Equipment	5	05EN-00-ETRN	Encryption, Data Transmission	FALSE
Cyber Security Enhancement Equipment	5	05HS-00-FRNS	Software, Forensic	FALSE

Category	Category #	AEL Number	AEL Title	EHP
Cyber Security Enhancement Equipment	5	05HS-00-MALW	Software, Malware Protection	FALSE
Cyber Security Enhancement Equipment	5	05HS-00-PFWL	System, Personal Firewall	FALSE
Cyber Security Enhancement Equipment	5	05NP-00-FWAL	Firewall, Network	FALSE
Cyber Security Enhancement Equipment	5	05NP-00-IDPS	System, Intrusion Detection/Prevention	FALSE
Cyber Security Enhancement Equipment	5	05NP-00-SCAN	Tools, Network Vulnerability Scanning	FALSE
Cyber Security Enhancement Equipment	5	05NP-00-SEIM	System, Security Event/Incident Management	FALSE
Cyber Security Enhancement Equipment	5	05PM-00-PTCH	System, Patch/Configuration Management	FALSE
Interoperable Communications Equipment	6	06CC-02-DSAD	Device, Data Service Access	FALSE
Power	10	10BC-00-BATT	Batteries, All Types, Sizes	FALSE
Power	10	10BC-00-FCEL	Cells, Fuel	FALSE
Power	10	10PE-00-BCON	Conditioners, Battery	FALSE
Power	10	10PE-00-GFCI	Equipment, Ground Fault Circuit Interruption	FALSE
Power	10	10PE-00-INVT	Inverters	FALSE
Power	10	10PE-00-PTSW	Switch, Power Transfer	FALSE
Power	10	10PE-00-RECT	Rectifiers	FALSE
Terrorism Incident Prevention Equipment	13	13IT-00-DACQ	Data Acquisition	FALSE
Terrorism Incident Prevention Equipment	13	13IT-00-DEXC	Data Exchange and Interoperability	FALSE
Terrorism Incident Prevention Equipment	13	13IT-00-DFSN	Data Fusion/Synthesis	FALSE
Terrorism Incident Prevention Equipment	13	13IT-00-FACE	Software, Facial Recognition	FALSE
Terrorism Incident Prevention Equipment	13	13IT-00-INTL	Systems, Intelligence Sharing	FALSE
Physical Security Enhancement Equipment	14	14CI-00-COOP	System, Information Technology Contingency Operations	FALSE
Physical Security Enhancement Equipment	14	14EX-00-BCAN	Receptacles, Trash, Blast-Resistant	FALSE
Inspection and Screening Systems	15	15IN-00-XRAY	System, Mobile Search & Inspection; X-Ray	FALSE
CBRNE Logistical Support Equipment	19	19GN-00-FUEL	Container, Fuel Storage	FALSE
Other Authorized Equipment	21	21GN-00-MAIN	Maintenance Contract with Equipment Purchase	FALSE
Other Authorized Equipment	21	21GN-00-SHIP	Shipping	FALSE
Other Authorized Equipment	21	21GN-00-STAX	Sales Tax	FALSE
Other Authorized Equipment	21	21GN-00-TRNG	Equipment Vendor-provided Training	FALSE

Operational Communications Core Capability Equipment List

Category	Category #	AEL Number	AEL Title	EHP
CBRNE Operational and Search and Rescue Equipment	3	03OE-03-MEGA	System, Public Address, Handheld or Mobile	FALSE
CBRNE Operational and Search and Rescue Equipment	3	03OE-03-SIGN	Signs	FALSE
Information Technology	4	04AP-02-DGPS	Device, Global Positioning System (GPS)	FALSE
Information Technology	4	04AP-02-OAPT	System, Operations Area Personnel Tracking and Accountability	FALSE
Information Technology	4	04AP-03-GISD	Data, Geospatial	FALSE
Information Technology	4	04AP-03-GISS	System, Geospatial Information (GIS)	FALSE
Information Technology	4	04AP-05-CDSS	Systems and Tools, ICS	FALSE
Information Technology	4	04AP-05-CRED	System, Credentialing	FALSE
Information Technology	4	04AP-05-SVIS	Software, Operational Space Visualization	FALSE
Information Technology	4	04AP-07-INVN	Software, Equipment Tracking and Inventory	FALSE
Information Technology	4	04HW-01-HHCD	Computing Device, Handheld	FALSE
Information Technology	4	04HW-01-MOBL	Computer, Mobile Data	FALSE
Information Technology	4	04HW-02-BARC	Equipment, Bar Code Reading and Printing	FALSE
Information Technology	4	04HW-02-RFID	Devices, Radio Frequency Identification	FALSE
Information Technology	4	04SN-01-XMIT	Transmission Device, Wireless, Remote Sensor	FALSE
Information Technology	4	04SW-04-NETW	Software, Network	FALSE
Cyber Security Enhancement Equipment	5	05AU-00-TOKN	System, Remote Authentication	FALSE
Cyber Security Enhancement Equipment	5	05EN-00-ECRP	Software, Encryption	FALSE
Cyber Security Enhancement Equipment	5	05EN-00-ETRN	Encryption, Data Transmission	FALSE
Cyber Security Enhancement Equipment	5	05HS-00-FRNS	Software, Forensic	FALSE
Cyber Security Enhancement Equipment	5	05HS-00-MALW	Software, Malware Protection	FALSE
Cyber Security Enhancement Equipment	5	05HS-00-PFWL	System, Personal Firewall	FALSE
Cyber Security Enhancement Equipment	5	05NP-00-FWAL	Firewall, Network	FALSE
Cyber Security Enhancement Equipment	5	05NP-00-IDPS	System, Intrusion Detection/Prevention	FALSE
Cyber Security Enhancement Equipment	5	05NP-00-SCAN	Tools, Network Vulnerability Scanning	FALSE
Cyber Security Enhancement Equipment	5	05NP-00-SEIM	System, Security Event/Incident Management	FALSE
Cyber Security Enhancement Equipment	5	05PM-00-PTCH	System, Patch/Configuration Management	FALSE
Interoperable Communications Equipment	6	06CC-02-DSAD	Device, Data Service Access	FALSE
Interoperable Communications Equipment	6	06CC-03-SATB	Phone, Satellite Base	FALSE
Interoperable Communications Equipment	6	06CC-03-SATM	Phone, Satellite Mobile	FALSE
Interoperable Communications Equipment	6	06CC-03-SATP	Phone, Satellite Portable	FALSE
Interoperable Communications Equipment	6	06CC-04-EQSD	Equipment, Satellite Data	FALSE
Interoperable Communications Equipment	6	06CC-04-SADS	Services, Satellite Data	FALSE

Category	Category #	AEL Number	AEL Title	EHP
Interoperable Communications Equipment	6	06CC-04-SSBR	Services, Satellite, Brokered	FALSE
Interoperable Communications Equipment	6	06CC-04-SSFT	Space Segment, Full-Time, Leased	FALSE
Interoperable Communications Equipment	6	06CC-04-SSHB	Space Segment, Hourly, Brokered	FALSE
Interoperable Communications Equipment	6	06CC-05-PRTY	Priority Services, Communications	FALSE
Interoperable Communications Equipment	6	06CP-01-HFRQ	Radio, High Frequency (HF) Single Sideband	FALSE
Interoperable Communications Equipment	6	06CP-01-MOBL	Radio, Mobile	FALSE
Interoperable Communications Equipment	6	06CP-01-PORT	Radio, Portable	FALSE
Interoperable Communications Equipment	6	06CP-03-BAMP	Amplifiers, Bi-directional	FALSE
Interoperable Communications Equipment	6	06CP-03-ICOM	Intercom	FALSE
Interoperable Communications Equipment	6	06CP-03-PRAC	Accessories, Portable Radio	FALSE
Interoperable Communications Equipment	6	06CP-04-WADN	Network, Wide Area Digital	FALSE
Interoperable Communications Equipment	6	06CP-05-BRAC	Bridge, Audio Teleconferencing	FALSE
Interoperable Communications Equipment	6	06CP-05-LPBX	Exchange, Private Branch, Portable	FALSE
Interoperable Communications Equipment	6	06CP-05-VCNB	Bridge, Video Teleconferencing	FALSE
Interoperable Communications Equipment	6	06CP-05-VCON	Teleconferencing, Video	FALSE
Interoperable Communications Equipment	6	06CP-06-SAFE	Safe, GSA-Rated	FALSE
Power	10	10BC-00-BATT	Batteries, All Types, Sizes	FALSE
Power	10	10BC-00-FCEL	Cells, Fuel	FALSE
Power	10	10BC-00-SOLR	Chargers	FALSE
Power	10	10PE-00-BCON	Conditioners, Battery	FALSE
Power	10	10PE-00-GFCI	Equipment, Ground Fault Circuit Interruption	FALSE
Power	10	10PE-00-INV	Inverters	FALSE
Power	10	10PE-00-PCDS	System, Power Conditioning	FALSE
Power	10	10PE-00-PTSW	Switch, Power Transfer	FALSE
Power	10	10PE-00-RECT	Rectifiers	FALSE
Terrorism Incident Prevention Equipment	13	13IT-00-DACQ	Data Acquisition	FALSE
Terrorism Incident Prevention Equipment	13	13IT-00-INTL	Systems, Intelligence Sharing	FALSE
Physical Security Enhancement Equipment	14	14CI-00-COOP	System, Information Technology Contingency Operations	FALSE
Other Authorized Equipment	21	21GN-00-MAIN	Maintenance Contract with Equipment Purchase	FALSE
Other Authorized Equipment	21	21GN-00-SHIP	Shipping	FALSE
Other Authorized Equipment	21	21GN-00-STAX	Sales Tax	FALSE
Other Authorized Equipment	21	21GN-00-TRNG	Equipment Vendor-provided Training	FALSE
Other Authorized Equipment	21	21GN-00-XMLP	Programming for XML Compliance	FALSE

Training

Allowable training-related costs under HSGP include the establishment, support, conduct, and attendance of training specifically identified under the SHSP programs and/or in conjunction with emergency preparedness training by other Federal agencies (e.g., HHS and DOT). Training conducted using HSGP funds should address a performance gap identified through an After Action Report/Improvement Plan (AAR/IP) or other assessments and contribute to building a capability that will be evaluated through a formal exercise. Any training or training gaps, including those for vulnerable populations including children, the elderly, pregnant women, and individuals with disabilities or access and functional needs, should be identified in the AAR/IP and addressed in the local training cycle. Grantees are encouraged to use existing training rather than developing new courses. When developing new courses, grantees are encouraged to apply the Analysis, Design, Development, Implementation and Evaluation model of instructional design (Course Development Tool) located at <https://www.firstrespondertraining.gov>.

Exercises

Exercises conducted with FEMA support should be managed and executed in accordance with HSEEP. HSEEP guidance for exercise design, development, conduct, evaluation, and improvement planning is located at <https://www.llis.dhs.gov/hseep>.

Maintenance and Sustainment (SHSP)

The use of FEMA preparedness grant funds for maintenance contracts, warranties, repair or replacement costs, upgrades, and user fees are allowable, as described in FEMA Policy FP 205-402-125-1 (<http://www.fema.gov/media-library/assets/documents/32474>) under all active and future grant awards, unless otherwise noted. With the exception of maintenance plans purchased incidental to the original purchase of the equipment, the period covered by a maintenance or warranty plan must not exceed the period of performance of the specific grant funds used to purchase the plan or warranty. Grant funds are intended to support the Goal by funding projects that build and sustain the core capabilities necessary to prevent, protect against, mitigate the effects of, respond to, and recover from those threats that pose the greatest risk to the security of the Nation. In order to provide grantees the ability to meet this objective, the policy set forth in GPD's IB 379 (Guidance to State Administrative Agencies to Expedite the Expenditure of Certain DHS/FEMA Grant Funding) allows for the expansion of eligible maintenance and sustainment costs which must be in 1) direct support of existing capabilities; (2) must be an otherwise allowable expenditure under the applicable grant program; (3) be tied to one of the core capabilities in the five mission areas contained within the Goal, and (4) shareable through the Emergency Management Assistance Compact. Additionally, eligible costs must also be in support of equipment, training, and critical resources that have previously been purchased with SHSP grant funding.

Law Enforcement Terrorism Prevention Allowable Costs (SHSP)

Activities eligible for use of LETPA focused funds are outlined in the National Prevention Framework (and where capabilities are shared with the protection mission area, the National Protection Framework) located at <http://www.fema.gov/national-planning-frameworks> and include:

- Training for countering violent extremism; development, implementation, and/or expansion of programs to engage communities that may be targeted by violent extremist radicalization; and the development and implementation of projects to partner with local communities to prevent radicalization to violence, in accordance with the Strategic Implementation Plan (SIP) to the National Strategy on Empowering Local Partners to Prevent Violent Extremism in the United States; and

- Increase physical security, through law enforcement personnel and other protective measures by implementing preventive and protective measures at critical infrastructure site or other at-risk nonprofit organizations.

Supplanting

Grant funds will be used to supplement existing funds, and will not replace (supplant) funds that have been appropriated for the same purpose.

Unallowable Costs

Per FEMA policy, the purchase of weapons and weapons accessories is not allowed with HSGP funds.

Per the Anti-Deficiency Act, federal government personnel, or representatives thereof, are prohibited from participation in projects awarded to sub grantees. This includes the solicitation, selection and monitoring of sub grantees.

Food, snacks, soda, etc. are not allowed.

Examples of Allowable Activities for SHSP

Training Activities

SUPPLEMENTAL FY 2014 SHSP and UASI funds may be used to support attendance to allowable training deliveries and programs, as described below. FEMA funds must be used to supplement, not supplant, existing funds that have been appropriated for the same purpose. **Due to the short period of performance, only class-room based training that does not require an EHP Compliance Review will be considered.** Allowable training-related costs include, but are not limited to, the following:

- *Developing, Delivering, and Evaluating Training.* Includes costs related to administering the training, planning, scheduling, facilities, materials and supplies, reproduction of materials, disability accommodations, and equipment.
- Training that promotes individual, family, or community safety and preparedness is encouraged, including: all-hazards safety training such as crime prevention and terrorism awareness, chemical facility incidents, light search and rescue skills, principles of NIMS/ICS, and terrorism awareness seminars.
- *Overtime and Backfill.* The entire amount of overtime costs, including payments related to backfilling personnel, which are the direct result of attendance at FEMA and/or approved training courses and programs, are allowable. These costs are allowed only to the extent the payment for such services is in accordance with the policies of the State and has the approval of NDDES. In no case is dual compensation allowable. That is, an employee of a unit of government may not receive compensation from their unit or agency of government and from an award for a single period of time (e.g., 1:00 p.m. to 5:00 p.m.), even though such work may benefit both activities.
- *Travel.* Costs (e.g., airfare, mileage, per diem, hotel) are allowable as expenses by employees who are on travel status for official business related to approved training.
- Training and exercises for the public or civilian volunteer programs support first responders, including CERTs, before, during and after disasters should address the needs of the Whole Community. Allowable training includes: all-hazards safety such as emergency preparedness, basic first aid, lifesaving skills, crime prevention and terrorism awareness, school preparedness, youth preparedness, public health issues, chemical facility incidents,

light search and rescue skills, principles of NIMS and ICS, volunteer management, serving and integrating people with disabilities, pet care preparedness, training necessary to participate in volunteer activities, fulfill surge capacity roles, integration and coordination of faith community roles, communication if disaster or promotes individual, family, or whole community safety and preparedness. Exercises that include members of the public or that are conducted for the public should be coordinated with local CERTs and/or Citizen Corps Councils as well as organizations outside of emergency management and focus on the importance of personal preparedness and protective actions.

Per FEMA Grant Programs Directorate Policy FP 207-008-064-1, *Review and Approval Requirements for Training Courses Funded Through Preparedness Grants*, issued on September 9, 2013, States, territories, Tribal entities and urban areas are no longer required to request approval from FEMA for personnel to attend non-FEMA training as long as the training is coordinated with and approved by the State Training Point of Contact (TPOC) and falls within the FEMA mission scope and the jurisdiction's Emergency Operations Plan (EOP). The only exception to this policy is for Countering Violent Extremism courses. The Policy can be accessed at <http://www.fema.gov/media-library/assets/documents/34856>.

FEMA will conduct periodic reviews of all State, territory, and Urban Area training funded by FEMA. These reviews may include requests for all course materials and physical observation of, or participation in, the funded training. If these reviews determine that courses are outside the scope of this guidance, grantees will be asked to repay grant funds expended in support of those efforts.

Additional Training Information

FEMA Provided Training. These trainings include programs or courses developed for and delivered by institutions and organizations funded by FEMA. This includes the Center for Domestic Preparedness (CDP), the Emergency Management Institute (EMI), and the National Training and Education Division's (NTED) training partner programs including, the Continuing Training Grants, the National Domestic Preparedness Consortium (NDPC) and the Rural Domestic Preparedness Consortium (RDPC).

Approved State and Federal Sponsored Course Catalogue. This catalogue lists State and Federal sponsored courses that fall within the FEMA mission scope, and have been approved through the FEMA course review and approval process. An updated version of this catalog can be accessed at <http://www.firstrespondertraining.gov>.

Training Not Provided by FEMA. These trainings includes courses that are either State sponsored or Federal sponsored (non-FEMA), coordinated and approved by the SAA or their designated TPOC, and fall within the FEMA mission scope to prepare State, local, Tribal, and territorial personnel to prevent, protect against, mitigate, respond to, and recover from acts of terrorism or catastrophic events.

- *State Sponsored Courses.* These courses are developed for and/or delivered by institutions or organizations other than Federal entities or FEMA and are sponsored by the SAA or their designated TPOC.
- *Joint Training and Exercises with the Public and Private Sectors.* These courses are sponsored and coordinated by private sector entities to enhance public-private partnerships for training personnel to prevent, protect against, mitigate, respond to, and recover from acts

of terrorism or catastrophic events. Overtime pay for first responders and emergency managers who participate in public-private training and exercises is allowable. In addition, States, territories, Tribes, and Urban Areas are encouraged to incorporate the private sector in government-sponsored training and exercises.

Additional information on both FEMA provided training and other federal and state training can be found at <http://www.firstrespondertraining.gov>.

Exercise Activities

Due to the short period of performance only tabletop exercises that do not require an EHP Compliance Review will be considered.

Allowable exercise-related costs include:

- *Funds Used to Design, Develop, Conduct, and Evaluate an Exercise.* Includes costs related to planning, meeting space and other meeting costs, facilitation costs, materials and supplies, travel, and documentation. Grantees are encouraged to use government or free public space/locations/facilities, whenever available, prior to the rental of space/locations/facilities. Exercises should provide the opportunity to demonstrate and validate skills learned, as well as to identify any gaps in these skills. Any exercise or exercise gaps, including those for children and individuals with disabilities or access and functional needs, should be identified in the AAR/IP and addressed in the exercise cycle.
- Subrecipients must follow their state's formal written procurement policies.
- *Overtime and Backfill.* The entire amount of overtime costs, including payments related to backfilling personnel, which are the direct result of time spent on the design, development, and conduct of exercises are allowable expenses. These costs are allowed only to the extent the payment for such services is in accordance with the policies of the State and has the approval of NDDES. In no case is dual compensation allowable. That is, an employee of a unit of government may not receive compensation from their unit or agency of government AND from an award for a single period of time (e.g., 1:00 p.m. to 5:00 p.m.), even though such work may benefit both activities.
- *Travel.* Travel costs are allowable as expenses by employees who are on travel status for official business related to the planning and conduct of exercise project(s) or HSEEP programmatic requirements as described in the HSEEP (e.g., Training and Exercise Plan).
- *Supplies.* Supplies are items that are expended or consumed during the course of the planning and conduct of the exercise project(s) (e.g., gloves, non-sterile masks, and disposable protective equipment).
- *Disability Accommodations.* Materials, services, tools and equipment for exercising inclusive of people with disabilities (physical, programmatic and communications access for people with physical, sensory, mental health, intellectual and cognitive disabilities).
- *Other Items.* These costs include the rental of equipment and other expenses used specifically for exercises, costs associated with inclusive practices and the provision of reasonable accommodations and modifications to provide full access for children, adults with disabilities, and those with access or functional needs

Additional Exercise Information

If a subrecipient decides to use HSGP funds to conduct an exercise(s), it is encouraged they complete a progressive exercise series.

- *Exercise Scenarios.* The scenarios used in HSGP-funded exercises must be based on the State’s THIRA. The scenarios used in HSGP-funded exercises must focus on testing capabilities, must be large enough in scope and size to exercise multiple activities and warrant involvement from multiple jurisdictions and disciplines and non-governmental organizations, and take into account the needs and requirements for individuals with disabilities. Exercise scenarios should align with priorities and capabilities identified in the Multi-year Training and Exercise Plan.
- *Exercise Evaluation and Improvement.* Exercises should evaluate performance of capabilities against the level of capabilities required. Guidance related to exercise evaluation and improvement is defined in the HSEEP located at <https://www.llis.dhs.gov/hseep>.
- *HSEEP Fundamental Principles.* Local jurisdictions are expected to develop an exercise program based on the following principles:
 - Guided by Elected and Appointed Officials;
 - Capability-based, Objective-driven;
 - Progressive Planning Approach;
 - Whole Community Integration;
 - Informed by Risk; and
 - Common Methodology
- *The Role of Non-Governmental Entities in Exercises.* Non-governmental participation in all levels of exercises is strongly encouraged. Leaders from non-governmental entities should be included in the planning, conclusion, and evaluation of an exercise. Local jurisdictions are encouraged to develop exercises that test the integration and use of non-governmental resources provided by non-governmental entities, defined as the private sector and private non-profit, faith-based, community, disability, volunteer, and other non-governmental organizations. Non-governmental participation in exercises should be coordinated with the local Citizen Corps Council. The scenarios used in HSGP-funded exercises must focus on validating existing capabilities, must comply with and be large enough in scope and size to exercise multiple activities and warrant involvement from multiple jurisdictions and disciplines and non-governmental organizations, and take into account the needs and requirements for individuals with disabilities.

Unauthorized Exercise Costs

Unauthorized exercise-related costs include:

- Reimbursement for the maintenance and/or wear and tear costs of general use vehicles (e.g., construction vehicles), medical supplies, and emergency response apparatus (e.g., fire trucks, ambulances).
- Equipment that is purchased for permanent installation and/or use, beyond the scope of the conclusion of the exercise (e.g., electronic messaging signs).