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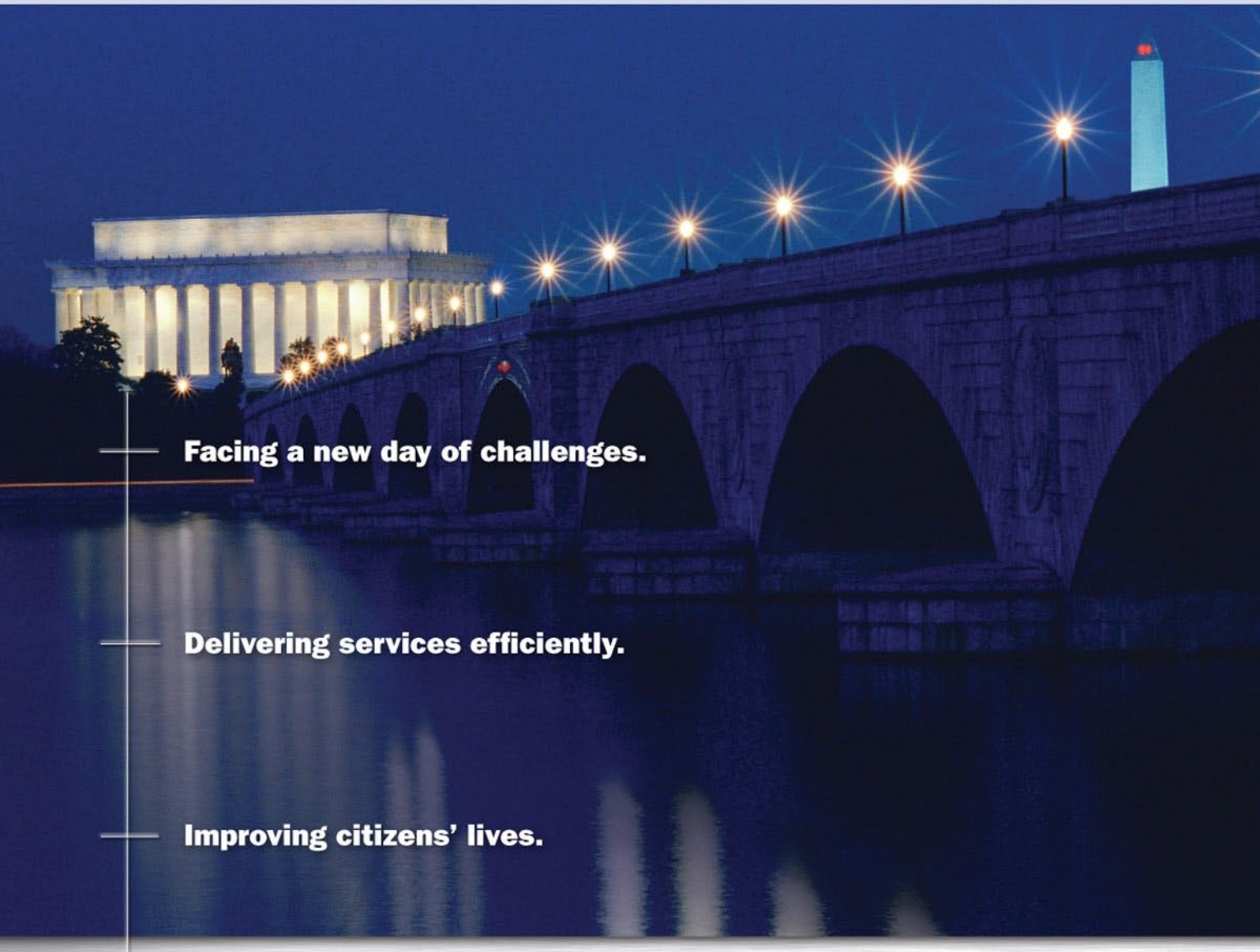

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Business Office
517 Benfield Road, Suite 303
Severna Park, MD 21146 USA
www.DomesticPreparedness.com
(410) 518-6900

Staff
Martin Masiuk
Publisher
mmasiuk@domprep.com

James D. Hessman
Editor in Chief
JamesD@domprep.com

John Morton
Strategic Advisor
jmorton@domprep.com

Susan Collins
Creative Director
scollins@domprep.com

Catherine Feinman
Customer Service Representative
cfeinman@domprep.com

Carole Parker
Database Manager
cparker@domprep.com

Advertisers in This Issue:

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Editor's Notes

By James D. Hessman, Editor in Chief

Many federal, state, and local agencies, organizations, and foundations are deeply involved, in various ways, in the grants process, as are an untold number of private-sector businesses, companies, and conglomerates. As the 18 authors who contributed to this special "Grants Issue" of the DomPrep Journal point out, grants of one type or another, and of varying amounts, have already been awarded to thousands of successful grant applicants.

Regardless of whether grant funding is increasing or decreasing, there are four key concepts to keep in mind.

(1) Plan – Before applying for grants or developing a grant program, the priorities of a federal, state, or local entity must be to review internal goals and necessities. Decide what is needed now or in the future and develop a plan on how to achieve those goals.

(2) Manage – Grant funds received must be spent wisely. Managing those funds as well as non-grant funds will help sustain current operating procedures and keep the public safe under many adverse conditions.

(3) Think – Nobody knows what the future holds. Every agency and organization must think about its own resiliency plans and try to make the best possible decisions, not just for itself, but for all citizens throughout the community who rely on the organization to keep them safe.

(4) Strategize – Develop a strategy of networking within and among jurisdictions, building coalitions, and aligning products and services to make the best use of the grant funding provided.

By planning, managing, thinking, and strategizing, individual agencies and organizations, and the nation as a whole, will be able to sustain the services and products the nation needs, protect the general public, and still be better prepared for a terrorist attack – or a new pandemic, or an earthquake or tsunami, or a Katrina-sized hurricane.

FYI: In planning this special printable issue of DomPrep Journal, Publisher Martin (Marty) Masiuk and Associate Editor Catherine Feinman asked the 18 distinguished authors of the broad spectrum of topics covered to contribute their personal (but also highly professional) views on various aspects of the overall grantsmaking/review/awards process from the earliest stages of planning and preparation through test, validation, and implementation to the follow-up reports and recommendations that also are essential to continued progress. The entire staff thanks them for their knowledgeable and extremely valuable contributions.

About the Cover: Is a puzzlement! That famous Yul Brynner line from "The King and I" aptly describes the myriad, sometimes confounding, and frequently frustrating intricacies of the current U.S. grant-seeking and awards process. But patience, planning, and careful preparation -- plus a few prayers on occasion -- eventually pay off.

***PLEASE NOTE:** Every effort has been made to ensure that the grant-source lists and related information on pages 43-59 of this issue are as complete and as comprehensive as possible. Please email revisions, additions, and other recommended changes to: subscriber@domprep.com*


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Now Hiring: Grant Seekers May Apply

By Catherine Feinman, Associate Editor

Coalition building, interagency integration, and grant alignments seem to be the main themes when discussing the future of grants. This year has marked a turning point for many organizations and jurisdictions as U.S. federal agencies reevaluate their grant programs. Although many grant recipients already have solid resiliency plans for previously spent grant funds, others may have to reevaluate their past, current, and future spending to ensure that their plans do not weigh heavily on the receipt of future grants. The federal government is aligning grant funds to continue providing necessary aid to the highest-risk areas of the nation; grant recipients must therefore also align their plans and funds to do the same for their jurisdictions.

Funding for many existing grant programs may have decreased, but opportunities still exist for grant seekers who know what type of funding they need, where to find announcements, how to write proposals, when to submit applications, and why planning is so important to effective grantsmanship. Becoming familiar with current laws, thoroughly reviewing guidelines, collaborating with others, and taking the time needed to properly formulate a plan will increase the chances of a successful outcome. Applying for grants is much like applying for a job – a grantor has a "task" or "project" it wants to get done (e.g., training, research, interoperability, personal protective equipment, medical surge response); grant applicants therefore must market themselves to prove that they are best suited for the "position."

Some agencies hire outside professional grant writers or consultants to improve their odds of receiving the funds needed, while others have internal grant offices, or individual experts, assigned to the task. Whoever or whatever the agency or jurisdiction chooses, the individual or agency selected must have a basic understanding of the different components of a grant, a general idea of the steps in the grant process, and be familiar with a few key concepts for success.

The Common Anatomy of Grant Proposals

Grantors determine grant requirements, which can vary significantly among different grant programs, so it is critical that applicants read all instructions carefully, and thoroughly address all necessary aspects of the proposal. Failing to provide all required information, in the format requested, could spell disaster. Following are the common sections that make up a typical grant proposal. Please note that some funding agencies may have special forms that applicants will be required to use, and the agencies' own special names for each of the sections or components itemized below.

Cover Letter – Applicants need to make a good first impression in the cover letter. By understanding the funding agency's mission and tying the proposal to that agency's plans and goals, the applicant can satisfy the needs of the agency – and of those who review the proposal. Applicants should emphasize the special qualifications and areas of expertise that will enable them to meet the needs specified in the grant.

Executive Summary or Abstract – The grant application should begin with a brief overview summarizing the enclosed proposal.

Statement of Need or Problem Statement – This section describes a program or project that offers a recommended solution to a known problem or need that can be fulfilled through the grant. Also necessary for inclusion is an explanation of why the project is needed and how the applicants will use their own special experience, research capabilities, and professional expertise to address the needs postulated.

Project Description – Details are outlined to describe the proposed goals, objectives, method, strategy, and program design. The answers to the who, what, where, when, and why questions about the project will address each and all of the various aspects of the project, processes, collaborators, location, timing, and necessary resources.

Evaluation/Outcomes – Explanations are required to demonstrate how progress and accomplishments will be evaluated, and by whom. The benchmarks and goals that define success as well as the data and records that will be maintained during the project to track progress should also be included.

Organizational information – A brief history of the applicant's organization – as well as its structure, mission, main activities, audiences, services, and programs – helps demonstrate why this applicant should be chosen for the funding. Information about collaborative partners and their proposed roles in the project show how their inclusion would improve the delivery model that best meets the needs spelled out in the grant.

Budget – Applicants need to demonstrate their understanding of cost estimates, including such mundane but important (and sometimes overlooked) items as administrative, personnel, and overhead expenses. Among the other important line items to include in the projected budget are additional funding possibilities and other assets that will or might be required by the applicant, and expense management and accountability, as well as sustainability plans.

Conclusion – At the end of the grant packet, summarize the entire proposal. No new information should be provided in the conclusion, but the most important key points mentioned earlier can and should be reiterated.

To grab the attention of reviewers and encourage them to read further into a grant proposal, applications need to be well organized and meet all of the numerous requirements specified in the grant program announcement. In other words, in addition to knowing what goes into the proposal, it is important to be familiar with the grant process as a whole.

Opportunities still exist for grant seekers who know what type of funding they need, where to find announcements, how to write proposals, when to submit applications, and why planning is so important to effective grantsmanship – but applying for grants is much like applying for a job; grant applicants therefore must market themselves to prove that they are best suited for the "position"

A Step-by-Step Overview of the Grant Process

The grant process begins with evaluating the goals, objectives, and needs of the applicant's organization or jurisdiction. Rather than trying to find a use for a particular grant, applicants should look for grants that fit their own already known ideas, capabilities, and/or needs. Upon completion of the evaluation, it is time to start developing a plan – usually by researching what other communities or organizations have done, learning about current laws and restrictions, reviewing previous grants that have been funded – particularly those of a similar nature – and finding out what has worked and what has not. Following are the most important general steps included in the usual grant process.

Determine the type of grant. Block or general-purpose grants offer state and local governments more authority for determining how the funds are spent (within the federal guidelines), whereas program development, or project, grants are awarded for a specific purpose and can be used only to meet that need.

Identify the best sources for the grant. Grants are offered by a wide variety of agencies, institutions, and organizations. Searches should not be limited to a single source. Research on

different grantors should focus particular attention on funding purposes, grantors' objectives, and applicant eligibility criteria to determine if a particular grant aligns well, and comfortably, with the applicant's own goals and priorities. Reading and carefully analyzing grant program announcements is probably the most effective way to begin the voyage of discovery to determine the grantor's mission.

Collect information and data for application. Preparing early, researching grant requirements and deadlines, and asking questions when necessary all help applicants develop realistic grant strategies. Depending on the grantor, certain software, browsers, or website registration may be required. After an authorized representative and other key grant team members are assigned, required registration numbers, such as the DUNS (Data Universal Number System) number, may also have to be obtained.

Review the application kit of the funding agency. Before writing a proposal, applicants must have a firm understanding of the grant guidelines and requirements – but, if that understanding is lacking, or not clear, they should contact the funding agency for clarification and, possibly, additional information. Having a colleague outside the discipline offer feedback can help to ensure that the proposal and its components are clearly written, especially for reviewers who may not possess the same expertise or knowledge as the applicant. Input on clarity as well as merit will assist with these pre-application revisions.

Submit the grant application. The applicant's organization, institution, or agency submits the grant application packet with all necessary documentation and relevant attachments. A review panel evaluates the application packet for scientific, technical, and/or general merit and makes a recommendation based on the data provided by the applicant. The funding agency then uses those recommendations to help arrive at a final decision.

Follow all recommendations, suggestions, and guidelines. Some grantors allow revisions and resubmissions. If reviewers provide advice about the proposal and/or the supporting material submitted, these comments should be used constructively to improve future submissions. For remaining questions or clarification, applicants should contact the grant administrator.

Keep records and reports updated. After an applicant has been awarded a grant, the process is still not finished. It is important to maintain accurate documentation about the progress of the project from the time the grant is awarded until the grant funding comes to an end. Regular reporting and submissions, as specified in the grant guidelines, also must be provided to the grantor in a timely fashion.

Creation & Organization – Plus Relationships, Research, and Rules

From concept to implementation, the grant process involves creating a plan, getting organized, developing relationships, doing research, and following rules. In a way similar to the process followed in job applications, the use of some basic yet key tips, including the following, will help grant seekers write a successful proposal:

- Read announcements and requirements carefully
- Get organized and do the necessary research
- Form a grants team to develop a well-rounded grant proposal
- Make the proposal easy to read and understand
- Address both short- and long-term goals
- Request a reasonable amount of funds (clearly based on project expenses)
- Edit carefully to eliminate grammatical and typographical errors
- Have others review and critique the proposal
- Meet all deadlines, and address all requirements

Finally, remember at all times that grant writing can and probably will be extremely difficult because the applications submitted are based on uncertainties, speculation, and intentions rather than hard facts. Creating a concept that is understandable to a broad audience, developing credibility through experience, collaborating with others, and communicating with grant staff, however, will make the process somewhat easier. For many, grant writing is a necessary yet time-consuming and often frustrating task. However, applicants who take the time needed to plan, organize, and professionally prepare a grant proposal will have a much better chance of "landing the position."

Acknowledgment: *The author wishes to thank Dr. Anthony M. Coelho Jr. for his generous assistance during the preparation and production of this issue of* DomPrep Journal.

Catherine Feinman is Associate Editor of the DomPrep Journal. She joined the DomPrep team in January 2010. With over 20 years of experience in publishing, she previously served as Journal Production Manager and Subscription Manager for Bellwether Publishing, Ltd.. She received a bachelor's degree from the University of Maryland, College Park, in International Business/French.

Making Funds Count: Developing a Grant-Making Program

By Michele Mindlin, Funding Strategies

Whether agencies are applying for grants or choose to develop grant programs of their own, they can all benefit from understanding the grant-making process. Becoming a grants-maker can occur under many circumstances. For a public agency: (a) funds may be received from a grant and must be distributed to other organizations within its jurisdiction; (b) a new program may be established in which the agency is charged with carrying out certain actions or supporting services in the community; or (c) an on-going program may be entering a new funding cycle and/or taking a new direction.

For a foundation, major additional funds may have been donated – or the board may have decided to develop different approaches to achieving its core mission. For a corporate-giving program, funding availability or changes in company priorities may have similar effects. Regardless of the specific circumstances involved, similar approaches and challenges are inherent in establishing an effective grants program.

Nonetheless, creating a grants program is not a simple undertaking and requires that important decisions be made every step of the way. By approaching the process systematically, examining each of the four principal phases of the process – development; application; review and award; and post-award – and addressing the external "drivers" that direct the grants program, the internal "shapers" that determine the specifics, and the "influencers" that factor into the final approach a helpful roadmap begins to emerge. Following are brief comments on how each of these factors contributes to a successful outcome.

Drivers: Federal Funds – Plus Federal Rules & Regulations

The source of funds, and the circumstances surrounding funds distribution, are two primary drivers of grants-making decisions. For organizations involved in emergency preparedness and response, the primary funding sources are the U.S. Department of Homeland Security (DHS) and the U.S. Department of Health and Human Services (HHS). When federal grant programs are carried out by state and local agencies, these agencies must comply with a myriad of federal policies and regulations that pass down, along with the funds, to any agency that receives support.

Additional layers of requirements are often added as funds move from the federal to the state and local levels. Such requirements have the force of law and cannot be disregarded. Foundation and corporate grants may be less legalistic in the language used, but they are still governed by certain formalities. Thus, the first rule of grants-making is to gain a complete understanding of overall directions, policies, and laws – as well as the numerous detailed rules and regulations that accompany any funds provided – in order to incorporate these requirements into the grants solicited and eventually awarded.

The other principal driver for a grants program involves the distribution of funds. Very different types of decisions are made in the overall design of a program: (a) when an agency is developing community infrastructure and services, which usually are implemented over an extended time period; as opposed to (b) when an agency (or community) is responding to a crisis – which generates greater urgency (and often increases expectations). Therefore, understanding the overall environment and integrating the grants into that environment are essential to the applications requested and grants made to successful applicants.

Shapers: Needs Assessment & Sensible Decisions, Anchored in Reality

To undertake the major decisions that must be made during the grants-making process, the overall framework for the grants program must first be established. Building this framework begins with a needs assessment that: (a) identifies the issues confronting the community or service delivery system that the grants will address; (b) determines the key players involved to engage them as partners, stakeholders, and/or potential grant recipients; and (c) assesses the strengths and opportunities as well as weaknesses and threats that the grants requested can and must address.

The missions of the funding agency and the decision-maker directives from funders, the board, and agency leadership provide the first level of decisions about the types of program to be funded – e.g., related to health, education, disaster response, public safety, housing and/or other national or community needs. The assessment by staff members – working closely with agency leadership, key stakeholders, and/or community members from the target group – shapes the strategies required to form the core of the grants program.

A major prerequisite in strategy development is to maintain a clear and continuing focus on the purpose of the grants: for service delivery, training, or research, for example; or for planning or operations; for equipment purchase or ongoing expenses; and/or to expand existing programs, pilot new programs, or start major new initiatives. The target audience and geographic areas that will be served are also part of the thorough preparation process needed to set the parameters of the grants program. This step is often short-circuited, unfortunately, because of time pressures and/or a lack of awareness of its critical importance. If and when that happens, the result will probably be a grants program without an anchor securing it in the broader dynamics of the community served – or, to use a different analogy, the compass required to navigate a community's complex environment.

The other inevitable shaper is the amount of grant funding available. This becomes a key factor in determining many of the specifics of the program – including but not limited to the scope of the program, the size of the grant, and the number of grants awarded. The amount of funding available serves as the reality check needed to move a grants program from concept to actuality.

Creating a grants program requires that important decisions be made every step of the way: By approaching the process systematically, examining each of the four principal phases of the process – development; application; review and award; and post-award

Influencers: Asking the Right Questions; Answering Them the Right Way

After the framework has been determined, a grants-maker must focus on the numerous specific details needed for program implementation. This includes elements that are shaped by funding such as the scope of activities to be undertaken, the grant funding range, and the number of grants allocated. Funding may also be an important consideration in determining: (a) whether a grant will be for a one-time or an ongoing program; and/or (b) the length of the funding period.

Eligibility requirements for applications must also be decided. Those requirements include the type of organization eligible, whether it is public and/or non-profit, and its geographic location. Another matter for consideration is whether to seek community partnerships or collaborations in which several agencies with related missions join forces, perhaps, and jointly apply for a grant – with one agency serving as the lead or recipient agency but all of the agencies involved working together to undertake the project. A collaborative approach is strengthened and more realistic when the agencies involved can show a history of partnership and have a good track record for dealing with the more complex dynamics that collaborations entail.

Timing is another intangible factor that can affect the initiation of a grants program. With public funds, certain deadline requirements may impact the entire process, particularly if awards must be made by a certain date or activities undertaken within a given time period. Of course, external deadlines not only can control how much time is available for the grants-making planning process but also can help determine the set dates related both to the application process and implementation of project activities.

The Four Major Phases Of the Application Process

The application process itself consists of four major phases: (a) development; (b) application; (c) review and award; and (d) post-award. Following are brief explanations of each of these phases.

Development: During the development phase, the funding agency compiles all of the materials, the resources needed, and the procedures required for the application process itself. The most important tasks here are the design of the application (i.e., identifying all of the information necessary for the applicant to include), the development of clear and reasonable instructions, the determination of timelines and deadlines, and a decision on how the application will be submitted (i.e., electronic or hard copy). If an electronic application is used, web links and related material must also be created. In addition, a letter of intent – which may be requested from potential applicants – should be considered as it can serve two purposes: (a) help determine the number of respondents and, therefore, the reviewing resources needed; and (b) give advance information on who or what type of agency or organization might be applying for the grants.

Among the other pre-application decisions considered during development is whether technical assistance will be offered to applicants – and, if so, how it will be done (individually,

by the posting of FAQs (Frequently Asked Questions), and/or through webinars, teleconferences, and other types of meetings). The application review process also must be determined, along with the rating criteria used, so that applicants can adequately address these requirements as well. Finally, a review team – which may be internal, external, or a combination of the two – must be designated, ahead of time, to ensure availability of the reviewers.

Application: Generally, a grant application consists of the following: a cover letter or form with basic information and authorizing signatures, the body of the proposal, and whatever appendices are needed. The cover letter/form provides contact information and indicates that the applicant agrees to any requirements attached to the grant. The proposal "body" usually has at least five major components. The exact names of those components may vary, but they will include the following: (a) *a problem/issue analysis or statement of need*, which usually incorporates the background of the applicant and the reason for addressing the issue; (b) *objectives* to be achieved (these are often written as SMART – Specific, Measurable, Achievable, Realistic, Time-framed – components); (c) *methods,* which spell out in detail how a project will be carried out; (d) *evaluation,* describing how problems will be identified and success will be measured; and (e) *budget,* detailing projected expenditures for the resources being sought – and, not incidentally, establishing the fact that realistic costs have been determined that are appropriate to the scope and scale of the project.

The number and length of appendices will vary from one project to another, but usually will include such ancillary information as: biographical sketches or resumes and/or job descriptions of the personnel participating in the project; organization charts, work plans, timelines, and maps; and letters of support. Other information items may be included, depending on the particular application. Reasonable page limits should be set, though, for both the proposal and the appendices to facilitate both the application preparation and the review process.

Review and Award: A review process may be either objective or subjective – to varying degrees. An objective process is theoretically "blind," with the reviewers knowing little or nothing about the applicants and/or having any connection to them – excusing themselves, in fact, on conflict-of-interest grounds if they do have an existing relationship. A subjective process, in contrast, uses the knowledge of reviewers about the applicants as part of the assessment process. In many cases, a review will incorporate both objective and subjective components. Decisions related to objective-vs.-subjective review often rest on the nature of the funder, the type of proposal involved, and various practical circumstances. No matter what other circumstances are involved, though, clear review criteria and a sound rating scale are mandatory to support reviewers in their analyses and decisions.

The award notification should provide successful applicants with equally clear specifics – including the amount of the funds awarded and the starting date of the project, funder contact information, any reviewer concerns or comments that must be addressed, fiscal details on funding and cash flow, related start-up information, reporting requirements, and due dates. The award notification may also include, to be counter-signed by the award recipient, an acceptance letter that also details the grant requirements and expectations. (Common sense and common courtesy dictate that unsuccessful applicants also be promptly informed, of course, about their status and, if possible, the reasons their projects were not awarded funds.)

Post-Award: Grants-making does not end with the grant award, but continues throughout the grant funding period. The way in which the funding agency will interact with its grantees must be determined, and spelled out in clear detail, as part of the grants development process. From a programmatic perspective, this guideline covers – depending on the potential impact and scale of the grant – reporting requirements, monitoring, site visits, and evaluations. Such fiscal details as expenditure reporting requirements, schedules, and forms should be provided upfront, and financial review and auditing requirements also should be made clear. In short, the bottom line should be creation of a mutually supportive relationship between the funder and the grantee that is focused primarily, and on a continuing basis, on the success of the project.

One final observation: What might be called "The Golden Rule" of grants-making is simply to "Do unto others as you would have them do unto you." Achieving that goal is best accomplished by a thoughtfully planned, realistic, and reasonable process that centers on the intent, scope, and scale of the grant-funded projects.

Michele Mindlin is Associate Director, Research Projects at the Rollins School of Public Health, Emory University, in Atlanta, Ga. In this role, she coordinates a project examining the use of the Incident Command System and emergency operations centers in public health agencies. Prior to assuming her current position at Emory, she served as the grants director for the Georgia Division of Public Health and, prior to that, the New York City Department of Health. She has extensive management experience directing large, grant-funded human-service projects in both the public and non-profit sectors of the U.S. health care community.

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A Three-Question Approach to Grants

By Joseph Cahill, EMS

Grants provide opportunities for agencies to move in directions they might otherwise not have been able to because they lacked the resources needed to proceed on their own. However, grants require a significant planning effort in order to be successful. With that in mind, many grantors require a minimum level of planning to be disclosed during the application process – and may require additional planning efforts to be detailed in the associated deliverables.

The planning process for matching a grant to an agency usually falls into three stages, each of which can be represented by a question, worded more or less as follows:

Stage 1 – Is the Grant "a Good Fit"?

Every grant requires that minimum criteria be provided in terms of the type of agency requesting the grant, the specific area of government involved, and/or the mission to be accomplished. The agency has to "fit" the grant, of course. But of greater importance is the fact that the grant not only has to fit the agency but also should enhance the ability of that agency to carry out a specific mission. If the answer to this "Stage 1" question is "No," the agency probably should look elsewhere for a more appropriate grant.

Stage 2 – What Will It Take To Implement the Grant?

This stage is identical in many respects to the planning stage of any project. The agency requesting the grant should start with a well defined goal and draw a clear path or "road map" from the current status quo to that goal; obviously, though, the path may be broken into sections or milestones to make it more manageable. Using the path as a guide, the planning agency can and should prepare a budget and any other implementation documentation required by the granting agency. The implementation documents of a plan in the EMS (Emergency Medical Services) field, for example, would usually include some medical protocols – i.e., the specific rules and procedures that govern the ways, and limits, in which paramedics and emergency medical technicians must operate. Those protocols spell out the details that determine how and when a treatment can be used – and, not incidentally, provide the legal foundation that allows EMS staff to follow those rules. (Here it should be noted that, in addition to new plans and documents, all current plans and documents should be periodically updated to include new types of treatment and equipment items.)

One of the most important, but often overlooked, aspects of planning involves the "change" or "implementation" plan. This section details: (a) the steps that must be completed *prior* to full implementation of each milestone; (b) the training that is required; and (c) the specific guidelines that spell out not only the deadlines established for each milestone in the implementation process but also the evolution of the plan if those milestones are *not* met by the deadline(s) projected.

Stage 3 – What Are the Estimated Continuing Costs of the Project?

All grants have a functional end date after which the agency seeking the grant cannot or at least should not expect the allocation of additional funds. It is vitally important, therefore, that agency managers consider how to continue the "enhancements" after the original grant funding runs out. This is particularly true in the EMS field, which straddles a middle position between the emergency-response and medical communities. It is very difficult, after a specific treatment capability is implemented, to degrade the response provided back to what it was in the pre-grant state. In some cases, in fact, it may be better to turn down an upgrade that cannot be sustained rather than have to abandon it later.

A granting agency that is willing to provide equipment to an EMS agency is by any definition a boon to that agency. However, before accepting such a grant, consideration must be given to several planning concerns – e.g., the cost and maintenance of new equipment; the replacement of equipment at the end of its life span; and the purchase responsibility for the consumable products required for operation of the equipment needed. In this way, grants resemble donations in some but not all respects.

The bottom line is that grants are not and should not be considered simply as "free money." In order to successfully apply for, obtain, and properly use a grant, considerable hard work and careful planning are required. However, for planners who are willing to put in the necessary effort, grants can help agencies reach capabilities that might otherwise be unachievable.

Joseph Cahill, a medicolegal investigator for the Massachusetts Office of the Chief Medical Examiner, previously served as exercise and training coordinator for the Massachusetts Department of Public Health, and prior to that was an emergency planner in the Westchester County (N.Y.) Office of Emergency Management. He also served for five years as the citywide advanced life support (ALS) coordinator for the FDNY - Bureau of EMS, and prior to that was the department's Division 6 ALS coordinator, covering the South Bronx and Harlem.

Peer Review of Grant Applications: How to Succeed

By Anthony M. Coelho Jr., Funding Strategies

A major obstacle to success in obtaining grant awards is failing to understand the peer-review process. Many applicants' knowledge of peer review consists of: (a) knowing that it is a process by which applications are evaluated; (b) believing that reviewers decide which grant applications will be funded; and (c) trusting and/or hoping that a good idea and good luck are all that is needed to get funded. These beliefs are largely incorrect and result in applicants making poor decisions in preparing their applications. In other words, this misguided approach to the grant application and peer review process is much like playing the lottery – success is all a matter of chance.

In reality, grant success requires much more than a good idea and good luck. It requires not only understanding the peer-review process but also controlling, insofar as possible, the numerous elements that are the applicant's responsibility. The fact is that applicants control a great deal of the process and eventual outcome by, among other things, the decisions they make in preparing their applications, and how they present their ideas to the reviewers and funding agencies that make the critical go/no-go decisions. The peer-review *process* in U.S. federal government agencies is governed primarily by a series of laws, rules, regulations, and policies. However, peer-review practices also are based, at least to some extent, on the cultural and behavioral practices of the peer-review group performing the evaluations.

By law (the Federal Advisory Committee Act of 1972), peer reviewers advise agencies on the scientific and technical merits of the applications submitted, but do not make the funding decisions themselves. Those decisions are made by the funding agency. Here it should be noted that several essential and substantive aspects of managing the peer-review process are inherently governmental functions, including: (a) monitoring the entire review process to ensure it is not only both fair and thorough but also conforms to all laws, regulations, and policies applicable to the specific grant request being reviewed; (b) identifying and recruiting the most appropriate and knowledgeable persons available to serve as reviewers; (c) assigning those reviewers to focus on particular applications; and (d) summarizing the discussion at various review meetings and incorporating the reviewer recommendations in follow-on documentation of the review.

Fair, Equitable, Free of Bias And Loaded With Content

Understanding the peer-review process begins with the recognition that every funding agency, whether public or private, has a specific mission in mind (several missions, in fact, much of the time) – and improving the capability of carrying out that mission is the primary basis for awarding grant funds. Another peer-review goal is to ensure that the evaluation of grant applications is carried out in a fair and equitable manner and, a third goal, to ensure that the process is free of bias – thus helping the granting agency choose the best application capable of furthering the agency's mission. However, the "best application" may or may not be the best application as judged by peer review of the scientific and technical merits of competing proposals. The decision of what to fund, and/or not to fund, is and must be discretionary – and is in any case the responsibility not of the reviewers but of the funding agency staff. In order to obtain the funding requested, therefore, applicants must satisfy not only the needs of reviewers but also the needs of the funding agency.

The latter goal – determining the needs of the funding agency – begins with the agency's mission, which is more than simply a broad statement of goals and objectives. The mission includes the specific operational responsibilities (goals, objectives, instructions) that are articulated by an agency in a Funding Opportunity Announcement (FOA). FOAs are publicly available documents by which, among other things, agencies make known their intentions to award discretionary grants or cooperative agreements on particular topics or areas of mission need. The FOAs can take the form of Program Announcements, Requests for Applications, Notices of Funding Availability, Solicitations, etc., depending on the agency involved and the type of program under consideration. (FOAs for the National Institutes of Health [NIH] and other agencies, for example, can be found at *Grants.gov* and in the NIH Guide for Grants and Contracts.) To facilitate the process, government agencies are now standardizing their collective approach to peer review through the use of common application forms, the data requirements postulated, instructions for the preparation of documents, and similar review criteria.

Some applicants view FOAs, erroneously, as little more than descriptions of the program, the amount and duration of funds available, and a set of how-to instructions – related to page limits, for example, or the font size required – that must be followed for structuring an application. That view is totally misleading. The fact is that most if not quite all FOAs contain important information on the specific mission of the funding agency and the criteria that the reviewers will use to evaluate a grant application. Moreover, the instructions included in the FOAs usually provide information – in addition to the criteria needs of the reviewers – on the specific mission needs that grant applicants must directly address.

Rule #1: Please the Reader, Not the Writer!

The most common mistake that applicants make in preparing their grant applications is that they write the application to please themselves, thereby satisfying their own needs but not those of the funding agency. Writing an application to impress the applicants themselves (and/or their superiors, which is more likely) makes sense, though – but only if the applicants are going to fund the grant themselves. However, if they are *not* going to fund it themselves, then they will fail – because they prepared the application for the wrong audience. Success requires not only strict discipline but also a continuing focus on both the peer reviewers who evaluate the applications and the funding agencies that make the final decision on what projects are approved, and for what level of funding.

Applicants control a great deal of the process and eventual outcome by the decisions they make in preparing the applications and how they present their ideas to the reviewers and funding agencies that make the critical decisions; the peer-review process is governed primarily by a series of laws, rules, regulations, and policies

In short, funding applicants must always keep in mind that reviewers, in the public and private sectors alike, serve primarily as advisors to the funding agency, and are not the final decision makers. Agencies will and should of course consider the recommendations of review advisors, but may choose either to accept or not to accept those recommendations. The decision to fund or not to fund a particular application is based on several criteria, including: (a) the merit of the application as defined by peer review; (b) the "fit" of the proposed project or research to the mission of the funding agency; (c) the overall portfolio balance (the number of similar applications proposed for funding); and (d) most important of all, the availability of funds (the total of which may vary considerably from one year to the next).

Funding agencies carry out most peer reviews by recruiting knowledgeable professionals from outside their own agencies who possess the competence, experience, and depth of expertise required to evaluate not only the various subject matters contained in the applications but also the agency missions described in the FOAs. Reviewers evaluate applications to a large extent by using the review criteria published in the FOA so that the significance, importance, approach, and feasibility of each and all of the research projects proposed can be competently judged. Although the review criteria published by funding agencies are in the public domain, many applicants ignore their existence and do not write applications that are clearly and directly responsive to the review criteria postulated. When applicants ignore not only the mission of the funding agency but also the review criteria spelled out for them in public documents, they are writing the application primarily – as mentioned above – to please themselves and will almost surely fail to obtain the funding sought. Not because of bad luck, though, but because of poor decisions on the part of the applicants.

When focusing on the reviewers, therefore, it is particularly important to recognize that reviewers read applications because they are required to, not because they want to. They are, in fact, usually not compensated for their time and service as reviewers (although they may be provided a small stipend for their travel time to the meeting location and the expenses incurred en route). Most reviewers participate in the evaluation process as a matter of

professional responsibility, and want the review process to be as effective and efficient as possible – thus reducing the time required for evaluating each and every application. Applicants who make the job of reviewers more difficult and/or take longer than absolutely necessary make reviewers less likely to be favorably disposed toward them. Failure under this scenario would once again not be due to bad luck but, rather, to the misguided and ill-advised decisions made by the applicants themselves.

Five Questions: What, Why, How, and Two More Whats

To help simplify the process for reviewers, and increase their own odds of receiving grant approval, applicants should answer what are considered to be the five fundamental questions asked by most reviewers: (a) What does the applicant propose to do? (b) Why should this be done? (c) How will it be done? (d) What will be the probable outcome? (e) What will be the probable impact of what is being proposed? All of which can be boiled down to a separate all-important question: Why should this project/proposal be approved for funding? Failing to provide clear and direct answers to all of these questions, no matter how they are worded, will result in a lot of additional (and unnecessary) hard work for the reviewers as they try to figure out the answers (often incorrectly) for themselves. The most likely consequence is that the priority score (i.e., the average of reviewers' scores from 10 to 90, with 10 being the best) will suffer and the application will receive a score that will keep it from being recommended for funding consideration by the granting agency.

Expressed another way: Understanding the peer-review process means, above all, understanding that: reviewers are never wrong; reviewers are never right; reviewers simply provide an honest but expert evaluation of the material documentation provided in the application. To earn a different – i.e., more favorable – recommendation and evaluation outcome from reviewers, the application materials must be presented in a different, more logical, and more coherent manner – one that reviewers understand and can agree with in good conscience. If applicants want reviewers to know what they *intend* to say, they must present the information included in the application clearly enough to be understood without further explanation. Reviewers cannot read minds.

Some applicants believe – again, erroneously – that peer review is a hurdle or impediment that must be overcome on the way to funding. This belief will result in misguided decisions when preparing applications and will lead the applicant to make fundamental errors in the preparation process that will almost inevitably lead to failure rather than success. Peer review is, in short, actually an opportunity to persuade reviewers to serve as the applicant's advocates with the funding agency. Understanding peer review is above all, therefore, "good grantsmanship" – knowing and understanding what to do, how to do it, when to do it, what to do when the process does not go exactly as planned, being willing to do what is both needed and expected, therefore, and doing what is needed for final success.

For additional information about:
The Federal Advisory Committee Act, see http://www.archives.gov/federal-register/laws/fed-advisory-committee

Finding grants (at Grants.gov) see http://www.grants.gov/applicants/find_grant_opportunities.jsp

The NIH Guide for Grants and Contracts, see http://grants.nih.gov/grants/guide/index.html

Presentations by Dr. Coelho on Scientific Peer Review and Grant Writing for Success, see http://ora.stanford.edu/ora/ratd/nih_04.asp

More information about Dr. Coelho, see http://www1.faseb.org/careers/CDSW/pages/page2d.htm

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Anthony M. Coelho Jr., Ph.D., is President of Grant Success Associates, which he founded after retiring as Senior Administrator at the National Institutes of Health (NIH). He is also Senior Associate with Health Research Associates, a consulting firm in Rockville, Md. During his 15 years at NIH, he served as NIH Review Policy Officer, Chief of the Clinical Studies and Training Review at the National Heart Lung and Blood Institute, and Acting Director of the Office of Federal Advisory Committee Policy (in 2005). Prior to joining NIH, he held various positions at the Southwest Foundation for Biomedical Research and University of Texas Health Sciences Center, both in San Antonio, Texas.

Evaluating the Effectiveness of Grants – The Anatomy of Success

By Dianne L. Thorpe & Kristen N. Koch, Funding Strategies

As legislators at all levels of government throughout the United States cut programs and budgets, all 50 states, local areas, urban areas, territories, and tribes (hereinafter, "jurisdictions") are becoming increasingly aware of their need to justify grant expenditures and articulate progress, efficiency, and improvements resulting from those grants in a defensible and consistent manner. Today, to ensure continued grant program support, jurisdictions must not only show grant-funded accomplishments but also provide a plausible and detailed road map for achieving program goals and objectives.

CNA, a not-for-profit company serving all levels of government, has created an aptly named Grant Effectiveness Model (GEM) to help all jurisdictions meet their respective goals. This logic model is basically an evaluation plan that helps jurisdictions determine the effectiveness of grants by using the performance measurement and evaluation terminology of the U.S. Government Accountability Office (GAO) – and borrows some additional performance measurement techniques and tools from the U.S. Department of Energy.

GEM provides a project-centered, performance-focused, outcome-based approach that captures the impact of grant dollars by identifying, measuring, and assessing both the purchases made with grant dollars and the related returns on those investments. Although GEM was originally designed as a primary working tool, and solution, for the grant evaluation and feedback problems of the Department of Homeland Security's Federal Emergency Management Agency (FEMA), its generic structure may be applied to any of the U.S. government's grant programs.

The Grant Effectiveness Model (GEM): A Four-Step Process

GEM is basically a four-step process that: (1) links strategic priorities to required capabilities; (2) identifies strategic goals and objectives; (3) provides guidance on selecting projects and establishing project targets; and (4) demonstrates the importance of collecting, analyzing, and reporting project inputs, outputs, outcomes, and program impact.

GEM does all this (and more) by facilitating the tracking of outputs, outcomes, and impact of grants to assess progress – and can also be used to develop strategies or improve/change program direction.

Step 1 – Assess Priorities and Gaps

Step 1 has two critical components: *assessing priorities;* and *determining capability gaps*. A jurisdiction should first conduct a risk assessment in an effort to prioritize risk/threats. A capability assessment and gap analysis identifying the deficiencies in capabilities associated with highly ranked risks are used to influence grant funding decisions.

Step 2 – Identify Goals and Objectives

The second step of the GEM process, *identifying strategic goals and objectives*, is essential to measuring a jurisdiction's progress. Jurisdictions identify goals that achieve their vision and long-term focus and identify the capabilities that support each goal. Strategic objectives reflect a jurisdiction's priorities and are thus a tangible, measurable target against which actual achievement can be compared. Each strategic goal encompasses at least one objective that can be used in tracking progress toward achieving goals. Moreover, each objective identifies a specific outcome. When these objectives are met, they achieve the jurisdiction's strategic purpose, vision, and goals.

Step 3 – Establish Projects And Project Targets

Step 3 involves selecting projects and establishing project targets. *Projects* enhance and sustain capabilities and achieve outcomes that are aligned with strategic doctrine. For that reason, jurisdictions should select projects that not only achieve strategic goals and objectives but also build and/or sustain the capabilities needed to meet strategic priorities.

Project targets help identify and provide a standard for comparing what is to be achieved with what has been accomplished. Project targets can reveal whether progress is satisfactory and whether the activities postulated are important

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and/or relevant. They also identify a specific output and a date for when a specific target will be achieved.

Project targets should: (a) be discrete – that is, represent a single project, rather than a group of projects or an initiative; and (b) support achievement of the strategic goals and reduction of capability gaps. To determine an accurate assessment of the goals that must be attained, project targets must be specific, measurable, realistic, attainable, and expressed in simple terms (preferably using specific numbers and units of measure).

Step 4 – Collect, Analyze, and Report

The final step involves collecting, analyzing, and reporting project and program *inputs, outputs, outcomes,* and *impacts* in order to improve the data quality without burdening grantees with additional reporting requirements. Following are brief summaries of why and how each of those abstractions contributes to overall success of the project:

Inputs are resources used to achieve project targets. These include the funding source (specific grant program), any cost-sharing data (source and funding amount) related to the project and, more important, any funding data related to achieving strategic goals and objectives.

Outputs are the goods and/or services produced as a result of the grant funding provided. This information is needed to determine whether the investment is in fact achieving project targets or strategic goals and objectives, and/or whether it has resulted in a measurable improvement. In GEM, grantees, at a minimum, report project outputs annually, focusing on quantitative results so that subsequent descriptions of completed activities can be compared with original project targets. This allows for the continuous monitoring of grant accomplishments and progress toward strategic goals and objectives. Reported data must be consistent, complete, and accurate. GEM provides a reliable method that can be used as a framework for any data collection system.

Outcomes are the end results that indicate achievement of the strategic goals and objectives. The Government Performance and Results Act of 1993, which is monitored and supervised by the Office of Management and Budget (OMB), states clearly that outcome measurement "cannot be done until the results expected from a [project] have been first defined … [or] … until a [project of fixed duration] is completed, or until a [project which is continuing indefinitely] has reached a point of maturity or steady-state operations." GEM can capture incremental progress toward the strategic goal if the results expected are observed during the execution of the grant. This is sometimes referred to as an intermediate outcome. A combination of data collection sources – e.g., surveys, interviews, focus groups, and performance monitoring – is also used to obtain outputs and outcomes.

Impact, according to the Office of Management and Budget, determines "the direct or indirect effects or consequences resulting from achieving program goals … [and] is generally done through special comparison-type studies, and not simply by using data regularly collected through program information systems." GEM assists jurisdictions in measuring the direct impact of preparedness grants in meeting a jurisdiction's vision and goals and its progress toward achieving preparedness. When grantees generate clear and measurable goals and objectives, GEM can be used to capture completion. The GEM dashboard (a CNA visualization tool that helps grantees and decision-makers make better, more informed decisions) shows a jurisdiction's progress toward fulfilling its vision and meeting its strategic goals. Here it should be noted that this type of impact analysis is traditionally conducted on mature programs with quantifiable strategic goals and objectives.

To briefly summarize: GEM is a systematic process for evaluating grants, improving program quality, and demonstrating a jurisdiction's success in meeting its strategic priorities. More importantly, GEM helps jurisdictions communicate accomplishments to grantors.

Dr. Dianne L. Thorpe (pictured) is a project director/research analyst on the Safety and Security Team at CNA. For the past decade, she has conducted research for DHS FEMA, the U.S. Navy, and the U.S. Marine Corps, as well as regional government entities specializing in homeland security, policy, training, program effectiveness, performance measurements, preparedness, and grants. She also served as the chemical program manager in DHS's Science and Technology Directorate, Homeland Security Advanced Research Projects Agency – managing programs to accelerate the prototyping and deployment of technologies to reduce homeland vulnerabilities. She may be contacted at thorped@cna.org.

Dr. Kristen N. Koch is a CNA research analyst. She has conducted analysis related to homeland security, specializing in planning, capabilities, and grant program investment analysis for: DHS FEMA, Grant Programs Directorate (GPD) and National Preparedness Directorate (NPD); the Department of Health and Human Services (HHS); and regional government entities. Over the past two years, she has conducted analysis for FEMA/GPD's Cost to Capability Initiative and FEMA/NPD's Comprehensive Assessment System (CAS). She also has supported the Quadrennial Homeland Security Review. She may be contacted at kochk@cna.org.

Federal Government Initiatives on Grant Alignment

By Clare Helminiak, Funding Strategies

The delivery of efficient and effective daily health care and public health across the nation is essential for a successful response to, and recovery from, a major public health and medical incident. Consistent with the fundamental concepts spelled out in the National Health Security Strategy – released by the Department of Health and Human Services (HHS) in December 2009 – and the Whole Community approach introduced by the Federal Emergency Management Agency (FEMA) in the agency's 2011-2014 Strategic Plan released in February 2011, optimal preparedness and response must be inclusive of a broad range of partners who maintain a high level of service excellence in their daily roles, which then enables their maximal participation in disaster response.

These partners include representatives of all levels of government, as well as many individual citizens, families, robust social networks, emergency management and response agencies, private sector entities, and medical and public health communities. Collectively, they serve as the building blocks of the foundation for healthy and resilient communities. A more effective response results from the participation of these partners when all entities understand their interdependent roles and are able to quickly transition from them into a coordinated and integrated response effort over the course of an incident. However, in an environment of increasingly constrained fiscal resources, fostering and maintaining truly integrated and scalable public health and health care response capacity across the nation challenges all of these partners in preparedness.

A more effective response results from the participation of these partners when all entities understand their interdependent roles and are able to quickly transition from them into a coordinated and integrated response effort over the course of an incident

Multiple federal departments and agencies currently distribute grant or cooperative agreement funds, and/or provide technical assistance and national strategies, in support of various emergency preparedness activities. This funding is usually awarded to state, local, tribal, and territorial public health and health care entities, organizations, and jurisdictions to foster resiliency in public health and health care. As the national preparedness strategies evolve to address existing and emerging threats, the long-term sustainability of these significant preparedness investments requires that the nation as a whole more clearly demonstrate how those investments have increased capabilities and operational efficiencies, and improved coordination and integration among government agencies at all levels, as well as with all preparedness partners and the public.

Responsible Stewardship And the Reduction of Administrative Burdens

To promote responsible stewardship of federal funds and reduce administrative burdens on awardees, several federal departments and agencies are cooperatively assessing current emergency preparedness grant programs. These federal departments and agencies have already begun to identify best practices, and innovatively streamline and coordinate the grants application, management, and reporting process. From HHS, this includes the Office of the Assistant Secretary for Preparedness and Response (ASPR), the Centers for Disease Control and Prevention (CDC), and the Health Resources and Services Administration (HRSA); HHS is joined by FEMA from the Department of Homeland Security (DHS), and the National Highway Traffic Safety Agency (NHTSA) from the Department of Transportation (DOT). The funds from these federal partners have separate authorizations, appropriations, applications, reporting, and measurement requirements but the interagency partners feel it is critical to the future success of national preparedness to emphasize and support the importance of collaboration and integration in preparedness across all public and private response disciplines – starting with the federal government itself.

The overarching goal of the interagency partners is to acquire a full understanding of the processes, procedures, and systems that all of the other agencies and departments

with public health and medical preparedness grants use to monitor and manage their grants and cooperative agreements, and to establish time benchmarks for alignment success in selected areas. Efforts to align the emergency preparedness grants, in conjunction with improved joint metrics, will offer a more clear return on federal investment and the opportunity to share a clear national preparedness success story with all stakeholders. In addition, these alignment efforts should enhance state and local customer service while reducing their administrative burden. Ultimately, the agencies participating in the grant alignment efforts hope to optimize the nation's investments in public health and health care preparedness that are consistent with national strategies and priorities, and improve preparedness outcomes.

The interagency partners are currently in the process of signing a Memorandum of Understanding (MOU) that creates a standing interagency body that will meet regularly and work to identify and discuss opportunities for grant coordination. This interagency body will support a framework for the joint federal planning needed for streamlining the grant mechanisms and maximizing the efficiency of grant funds. The MOU will also facilitate creation of a common pathway for the joint review of policies, coordination of program timelines, coordination of grant administration, management, and reporting mechanisms, identification of mutual and complementary targets and functional capabilities, as well as joint evaluation and metrics.

These activities will be undertaken in a manner consistent with the applicable laws and missions of the respective agencies. All activities must meet the three cardinal tenets of the interagency grant alignment effort, which are to reduce awardee burden, create federal efficiencies, and advance preparedness. An inclusive stakeholder engagement plan is envisioned for all aspects of grant alignment.

Rear Admiral Clare Helminiak, MD, MPH, is Deputy Director for Medical Surge in the Office of Preparedness and Emergency Operations (OPEO), a component of the Office of the Assistant Secretary for Preparedness and Response (ASPR), in the U.S. Department of Health and Human Services (HHS). In that post, she is responsible for directing and coordinating medical surge through the supervision of four programs: the National Disaster Medical System (NDMS); the Hospital Preparedness Program (HPP); the Emergency Care Coordination Center (ECCC); and the Emergency System for the Advance Registration of Volunteer Health Professionals (ESAR-VHP).

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Needed From DHS: An Institutional Commitment to Change

By Matt Mayer, Viewpoint

The last thing the United States probably needs during the current period of uncertainty is an additional entitlement program, especially in a field that prevents catastrophic attacks on the U.S. homeland itself. In 2003, the Bush Administration released Homeland Security Presidential Directive-8 (HSPD8), which outlined the role of the U.S. Department of Homeland Security (DHS) in establishing national standards for disaster preparedness. Unfortunately, HSPD8 never gained much traction. In the eight years since it was released, DHS has done a meager job of adhering to any real standards, a deficiency that has left the nation vulnerable in its ability to prevent and recover from other attacks, and/or from natural disasters.

In accordance with its HSPD8 role, DHS released an Interim National Preparedness Goal in April 2005 and a Target Capabilities List (TCL) in September 2007. The TCL was to be *the* resource for states and local communities to use as a blueprint in applying for and receiving homeland security grants. Unfortunately, DHS failed to adequately use the TCL capabilities to drive grant funding, and that failure resulted in a haphazard pork-barrel approach to building the capabilities needed for the nation to be prepared.

DHS released an Interim National Preparedness Goal in April 2005 and a Target Capabilities List (TCL) in September 2007 – the TCL was to be the resource for states and local communities to use as a blueprint in applying for and receiving homeland security grants

After HSPD8 and TLC failed to make significant progress in upgrading the nation's preparedness, the Obama Administration in April 2011 released Presidential Policy Directive-8 (PPD8), which is intended to update and improve national preparedness policies. The directive's aim to emphasize capabilities-based planning deserves applause. But what the directive fails to do is recognize the work done during the previous eight years. For instance, there is no mention of the TCL, which is more or less the template for the PPD8. Attempting to recreate the wheel is not an effective use of resources (time and money).

Today, almost ten years after the 9/11 terrorist attacks, DHS is still unable to state with any degree of certainty the preparedness capabilities that now exist, where they exist, the level of those capabilities, and the remaining capability gaps that still need to be filled. As the Government Accountability Office stated in a March 2011 report, "[I]f the problems regarding preparedness grant applications and capabilities are not addressed … [the Federal Emergency Management Agency] could spend billions of dollars without the ability to identify duplication of effort and prioritize the development and maintenance of the most important preparedness capabilities."

Since the 9/11 2001 terrorist attacks, DHS has allocated roughly $40 billion in homeland security grants to various agencies and organizations across the nation. But with no real accountability evident, DHS appears, to some, to be dedicated to primarily pork-barrel security.

Recently, through, DHS showed at least one sign of positive reform. Since the inception of the Urban Area Security Initiative (UASI) grant program, the number of cities eligible for UASI grants had more than doubled – from 30 to 63. This not fully documented, unexplained, and perhaps unjustified increase resulted in funding being spread too thinly, with many truly high-risk cities not receiving the funds needed to protect their citizens. In May 2011, DHS released the fiscal year 2011 allocations for UASI, which cut the number of eligible cities back to 31.

This development is undoubtedly a step in the right direction, but the problem is not limited to UASI grants. According to work carried out at The Heritage Foundation, one of the nation's largest public policy research organizations, recent budget requests allocate an estimated $3.8 billion to a broad spectrum of demonstrably ineffective grant programs – including $1 billion for State Homeland Security grants, $2 billion for state preparedness programs, and $670 million for the SAFER (Staffing for Adequate Fire and Emergency Response) and FIRE (Assistance to Firefighter) grant programs. DHS obviously should take a more pro-active role in reforming the entire grant system to prevent the needless spending of

taxpayer dollars and ensure that these programs are actually making the nation more secure.

To accomplish the twin goal of being fiscally sound and making the nation more secure, individual states, cities, and other jurisdictions must be heard by DHS as and when – preferably beforehand – its funding policies are developed and approved. The current process – whereby DHS issues grant requirements and sets policy with little or no input from state and local governments – is simply not working. As Los Angeles County Sheriff Lee Baca has pointed out in a 20 September 2010 Heritage Foundation report [co-authored by Matt Mayer]:

"Given the wide array of 21st-century risks, this structure makes no sense since it disconnects those with the primary responsibilities, personnel, resources, and, most critically, experience from developing the policies under which they will have to work. If Americans want a truly national homeland security enterprise, they must empower the state and local governments that largely make up that enterprise to fully partake in it."

DHS also must find a new way of allocating funds – with a greater use of cooperative agreements, to cite one already proven example. With cooperative agreements, the federal government and the states can sit down as equal partners and negotiate capability outcomes at the beginning of the process, and then direct funds to achieve those desired outcomes without the need for yearly applications and continued reviews. Allocating grants based on the rather subjective metric of "effectiveness" is, frankly, ineffective. For instance, from 2007 to 2008, the allocation of the funding provided to most of the cities receiving UASI grants decreased by exactly 3 percent – a result mathematically almost impossible if DHS had actually been using a defensible formula based on effectiveness and improved capabilities rather than a pre-fixed percentage.

Given the fact that homeland security grants are meant to close capability gaps, *not* knowing the existing capabilities – or the location of those capabilities, and/or the capability gaps remaining – does an enormous disservice to the security of the nation as well as to American taxpayers. DHS should therefore, once and for all, conduct an independent and verifiable audit of all state and local agencies and organizations that have received homeland security funds in the past. Such an audit should be mandatory, in fact, to ascertain: (1) the capabilities bought or created with those funds; and (2) the remaining capabilities that still need to be created in the nation's highest-risk jurisdictions.

Whether it is through better use of the TCL or another capabilities-centric template, DHS must attain the transparency and accountability it has lacked thus far. The accompanying audit that also should be required cannot be another self-reporting – self-serving, some critics would say – exercise such as those used in the Cost to Capabilities Program or the National Incident Management System Compliance Assistance Support Tool. After the steps outlined here have been completed, future funding must focus primarily on the capability gaps in the highest-risk cities.

Finally, DHS must show its own institutional commitment to change by permanently setting the number of UASI-eligible cities. For one unexplained reason or another, DHS made a decision to decrease the number of UASI-eligible cities for the current fiscal year – but that decision could easily be changed again, many times, in future years. Congress itself should take whatever legislative action is needed to limit the number of urban areas eligible for the UASI grant program in any given fiscal year, and at the same time ensure that only the highest-risk jurisdictions receive the funds allocated. This change alone would improve public confidence that the federal government is finally kicking its pork-barrel funding habits.

DHS has taken the first step toward resolving the mismanagement and inefficiency problems associated with the homeland security grant process. That is an encouraging sign. The next step should be that the Obama Administration, working in close cooperation with Congress, begin to assess the current grant structure in its entirety and take whatever actions are needed to focus federal dollars exclusively on closing gaps in capabilities, thereby making the nation not only safer against terrorism but also much better prepared for any weather-related or other natural disasters as well. If progress is not made in fixing the current system, the country will remain in a compromised state.

Fortunately, there is no need to wait until another catastrophic attack occurs and an investigating commission once again documents the collective failures associated with it. What needs to be done has already been fully documented – and it is already past the time to "just do it."

Matt A. Mayer is President of the Buckeye Institute for Public Policy Solutions, Ohio's premier free market think tank, and a Visiting Fellow at The Heritage Foundation. Mayer served as a senior official at the U.S. Department of Homeland Security under its first leader, Tom Ridge, and his successor, Michael Chertoff. In that post he led the department's terrorism preparedness efforts and advised DHS leaders on policy and operational issues. He is the author of the 2009 book "Homeland Security and Federalism: Protecting America from Outside the Beltway," which features a Foreword by former U.S. Attorney General Edwin Meese III.

National Preparedness Grants – Strategies for Investment Reductions

By Dennis Schrader, Funding Strategies

Security is generally viewed as a cost to be minimized, when possible, and as much as possible. Americans want security, but are willing to pay only so much for the service – and certainly do not want it to intrude on their freedoms.

After the 9/11 passenger-aircraft attacks against the Pentagon and the World Trade Center Towers in 2001, followed in short order by several anthrax-laden letter attacks, there was an accelerated increase in funding for national preparedness, with allocations escalating rapidly from less than $100 million in 1998 to over $3 billion in 2003. Meanwhile, the Department of Health and Human Services (HHS) provided additional increases in the funding provided for bioterrorism grants for state and local governments, and hospitals; the HHS grants have averaged about $1.2 billion annually over the past decade.

These investment resources were destined from the start first to level out and then to gradually decline as the nation felt more secure and the destruction wrought by the 9/11 attacks became a less urgent memory (notwithstanding the 2005 Katrina flooding in Louisiana that briefly extended the focus on preparedness and resource investments). Those states and local jurisdictions that organized their efforts after 9/11 with the idea that the grants could be welcome seed investments to create capabilities for the long haul will probably be less seriously affected, therefore, as the grants begin to decline.

Four prudent strategies expected to be helpful in meeting the investment reductions anticipated already have been used, with varying degrees of success, by some states and regions: collaboration efforts; building on existing resources and structures; engineering resilience; and measuring preparedness. By adopting these strategies, other jurisdictions may be able to maintain most if not quite all of the gains that already have been achieved. Following are a few relevant comments about each of the four strategies.

Collaboration Efforts: A Focus on Mutual-Aid Agreements

The National Incident Management System (NIMS) of the Department of Homeland Security's (DHS) Federal Emergency Management Agency embraced a scalable concept, built on the principle of mutual aid, that should help keep a redundancy of resources to slightly above the bare minimum. Collaboration and cooperation serve as a firm foundation for the NIMS strategy and have been a national priority for almost a decade. In a resource-constrained environment, collaboration is obviously helpful, and frequently mandatory.

It is not yet certain, though, what the floor will be for various grants programs as the funding levels continue to decline, but it seems probable that at least a minimum level of funding will continue to be set aside for investments in high-risk urban areas. A recent UASI (Urban Areas Security Initiative) conference in San Francisco, in fact, focused considerable attention on the collaboration theme as the probable key to future success.

Building on Existing Resources And Structures: Police & FBI Tie-Ins

States and regions can create many of the capabilities required for an all-hazards system by focusing closer and continuing attention on intergovernmental structures and governance policies carried out in partnership with the private sector. High-priority structures such as fusion centers and the integrated capabilities they foster – critical-infrastructure analysis, for example – could be built through the use of existing resources.

States that have already built fusion centers – usually in collaboration with Federal Bureau of Investigation (FBI) field offices, DHS analysts, and DHS's Protective Security Advisors for Critical Infrastructure – will certainly be more cost-effective in the long run. Fusion centers that have adopted intelligence-led policing policies will also be more cost-effective. Some law-enforcement leaders have suggested, in fact, that crime-prevention capabilities be redesigned to integrate terrorism into routine police processes. One of DHS's training partners – the Memorial Institute for the Prevention of Terrorism (MIPT) in Oklahoma City, to cite one successful example – trains police officers to collect information that should be valuable in intelligence-led policing. This "train the trainer" program has been widely praised by police chiefs in other cities that have adopted it.

Engineering Resilience: Effective Planning + Plus Hard Work = Success

Security should be designed into the current infrastructure environment to provide lower-cost security options. Achieving

this goal can be facilitated by a regional resilience process – described in the *Regional Disaster Resilience Guide* and already available on The Infrastructure Security Partnership (TISP) website. The design and construction industry in each region should be engaged as a key element of the planning process, which can be and almost always is very hard work – but with a high payback in return.

Measuring Preparedness – The Key to Great Expectations

Perhaps the greatest continuing challenge in the grants-making field is the measurement of capability development. There has been resistance in some quarters to "measuring capabilities" – a sometimes tenuous goal – and that resistance has made it more difficult to justify appropriations. The use of operational planning to determine gap analysis is usually a reliable guide for justifying investments, however. Moreover, the DHS's Regional Catastrophic Grant Program investments in urban areas have dramatically improved the possibilities for, and successes resulting from, collaborative planning. Nonetheless, it is not yet fully clear if those investments have answered all of the "measurement questions" that have been raised.

Sometime in the near future, though, the multi-agency collaboration used in the Emergency Management Accreditation Program (EMAP) could provide the viable measurement framework needed to assess the NIMS components-preparedness, communications, and resource-management issues by using a streamlined version of target capabilities as the benchmark criteria. If nothing else, the U.S. public *expects,* reasonably enough, that the billions of taxpayer dollars already invested have been used wisely – but only the best and most cost-effective strategies and practices are likely to be well funded in future DHS budget requests.

For additional information on The Infrastructure Security Partnership (TISP), visit http://www.tisp.org

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Dennis R. Schrader is president of DRS International, LLC, and former deputy administrator of the Federal Emergency Management Agency's National Preparedness Directorate. Prior to assuming his NPD post he served as the State of Maryland's first director of homeland security, and before that served for 16 years in various leadership posts at the University of Maryland Medical System Corporation.

Reducing the Community's Risk – One Grant at a Time

By Anthony S. Mangeri Sr., Funding Strategies

Anyone who has ever taken a first aid class has learned that the best first aid is actually prevention. This is why one of the core functions of emergency management is reducing the risk and vulnerability to natural and manmade threats within the community. It is not enough to have the best resources, the most integrated response operations, or the most comprehensive and up-to-date emergency operations plan. Emergency managers also must work diligently with the State Hazard Mitigation Officer and the State Floodplain Manager on strategies to prevent or mitigate the potential impact on the community of known hazards.

For over two decades, the Federal Emergency Management Agency (FEMA) has had a pre-disaster mitigation planning program in place. However, it was not until the Disaster Mitigation Act of 2000 was enacted that the earlier Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1974 (better known as the Stafford Act) was revised to incorporate a strategic and dedicated funding mechanism for mitigation initiatives. In recent years, though, FEMA has focused a substantial part of its efforts toward reducing the risk and vulnerability of U.S. communities.

Over the past decade, FEMA has developed several programs designed to help local communities recognize the hazards faced and to develop the strategies needed to reduce risk and vulnerability to unacceptable threats. FEMA provides limited funding as an incentive for communities to develop these risk-reduction strategies and to initiate hazard mitigation projects that reduce the community's vulnerability to natural hazards. Many of these programs mandate that a local strategic plan be developed to reduce hazard risk to the jurisdiction. Some of these programs can be used to fund studies and/or planning initiatives that are needed both for project development and to calculate an acceptable benefit-cost ratio for possible FEMA funding.

The overall purpose for developing a local hazard mitigation plan is to have a comprehensive strategy in place for risk reduction, which should not be based on the availability of grant funds. Instead, developing

a comprehensive hazard mitigation plan focuses a community's efforts on identifying the steps needed to reduce risk and vulnerability within the jurisdiction(s) directly affected. Local emergency management and floodplain officials can use the strategies identified in the hazard mitigation plan to seek funding from various sources.

Currently, FEMA offers five risk reduction programs under its Hazard Mitigation Assistance initiative. The following programs are available to help communities build and implement a local risk reduction strategy:

- Hazard Mitigation Grant Program (HMGP)
- Pre-Disaster Mitigation Assistance Program (PDM)
- Flood Mitigation Assistance Program (FMA)
- Repetitive Flood Claims Program (RFC)
- Severe Repetitive Loss Pilot Program (SRL)

Over the past decade, FEMA has developed several programs designed to help local communities recognize hazards faced and to develop the strategies needed to reduce risk and vulnerability; FEMA also provides limited funding as an incentive for communities to develop these risk-reduction strategies and to initiate hazard mitigation projects that reduce the community's vulnerability to natural hazards

Under the Stafford Act, the HMGP is one of the disaster assistance programs that can be implemented following a Presidential Disaster Declaration. The HMGP grants are designed to provide funds for local governments to implement long-term risk reduction strategies following a major disaster. Eligible applicants can apply for grant funds to start projects that can demonstrate a value in reducing the risk of loss to life and/or property. Historically, HMGP funds have been used for the acquisition, retrofit, and/or relocation of property particularly vulnerable to natural hazards. These funds also can be used to develop and implement local land-use regulations designed to reduce or eliminate damages. In the past, one trend has been to develop warning systems connected to a comprehensive strategy. All HMGP projects must demonstrate cost-effectiveness while reducing risk and liability.

In contrast, the PDM Program provides limited funds to develop hazard mitigation strategies prior to a disaster. The program is competitive, but is designed to provide funds to those jurisdictions that are willing to commit to developing and implementing integrated risk reduction strategies.

The FMA Program is focused specifically on reducing repetitive claims to the National Flood Insurance Program (NFIP – approved by Congress in 1968) and is open only to participating NFIP communities. This program is divided into two types of grants: (a) *FMA Planning Grants*, which are used to develop flood mitigation plans that can help the community in developing an overall strategy for reducing the risk and vulnerability of flood-prone areas; and (b) *FMA Project Grants*, which provide resources that communities can use to implement strategies identified in their own Flood Mitigation Plans. Like the FMA Project Grants, the RFC and SRL programs are intended to provide resources that local communities can use to implement flood mitigation plans targeting repetitive and severe repetitive loss claims under the NFIP.

FEMA also has developed a unified guidance document covering all five of the hazard mitigation programs. According to FEMA's own "Unified Guidance" document, the annual PDM, FMA, RFC, and SRL programs are intended primarily to "reduce the risk to individuals and property from natural hazards while simultaneously reducing reliance on Federal disaster funds." In contrast, the HMGP is available only after the issuance of a formal Presidential Disaster Declaration.

Each program has its own unique requirements and standards, but all of the grants mentioned above are available to states, territories, Indian tribal governments, and local governments. Eligibility requirements should be

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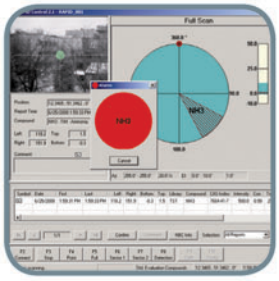

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very carefully read and analyzed, though, because many of the funding opportunities are available only through eligible applicants – usually a state, tribe, or territory that then manages the issuance of sub-grants to eligible communities and entities at the local level. Additional information on each program, including eligibility criteria, is available on the FEMA Hazard Mitigation Assistance website (see footnotes below).

However, jurisdictions should not solely rely on FEMA-based hazard mitigation programs for funding sources. The federal government also maintains a Catalog of Federal Domestic Assistance (CFDA) programs. According to a 2010 announcement by the U.S. General Services Administration, the CFDA provides a comprehensive catalog of all grants that are available to "State and local governments; federally recognized Indian tribal governments; Territories (and possessions) of the United States; domestic public, quasi-public, and private profit and nonprofit organizations and institutions; specialized groups; and individuals."

In short, there are many things a community can do, with relatively limited funds, to reduce risk and vulnerability. The enforcement of model life safety and building codes, for example – combined with designing a city master plan and a land-use management strategy that reduces development in high hazard areas – ensures the safety and operational capabilities of a sustainable and viable community. Working with local cable and cellular technology providers, jurisdictions can also develop alert and warning systems, which push threat warnings down to individuals and the community as whole. The broad dissemination of information is therefore an important key to hazard mitigation.

Communities seeking to implement their own hazard mitigation initiatives also should look for potential funding sources from other federal agencies. Resources such as the Community Development Block Grants (first authorized by Congress in 1974) may be used not only to assist local communities in meeting grant cost-sharing requirements but also to provide the resources needed to implement risk reduction strategies before disaster strikes.

Depending on the scope and focus of the initiative, other agencies that may provide services or funding for risk reduction initiatives include, but are not limited to: the U.S. Army Corps of Engineers; the Federal Highway Administration; the U.S. Geological Survey; the U.S. Fire Administration; and – most important of all, probably, the U.S. Department of Homeland Security.

The bottom line is simply this: To be eligible for many, probably most, of the grants now available, jurisdictions must first develop a risk reduction strategy that incorporates initiatives which are: (a) sustainable; (b) technologically feasible; (c) attainable – usually by using a variety of resources; and (d) in full compliance with all relevant federal, state, and local laws. After a strategy has been finalized and approved by FEMA, jurisdictions can focus greater attention on developing the resources necessary to implement hazard mitigation strategies in an efficient and effective manner.

For additional information on:
FEMA's "FY 2011 Hazard Mitigation Assistance (HMA) Unified Guidance," visit http://www.fema.gov/library/viewRecord.do?id=4225

Catalog of Federal Domestic Assistance programs, visit https://www.cfda.gov

U.S. General Services Administration's "Catalog of Federal Domestic Assistance," visit https://www.cfda.gov/

Anthony S. Mangeri Sr., MPA, CPM, CEM, has more than 25 years of experience in emergency management and public safety. Currently, he is Manager of Strategic Relations for Fire Services and Emergency Management and on the faculty at American Public University System. He served as the New Jersey State Hazard Mitigation Officer for over 10 years administering the HMGP, FMA, and PDM programs. During the terrorist attacks of 11 September 2001, he served as the operations chief at the New Jersey Emergency Operations Center, coordinating that state's response to the passenger-aircraft crashes into the World Trade Center. Professor Mangeri earned a Master of Public Administration degree from Rutgers University and is a Certified Public Manager. He was recently awarded the designation Certified Emergency Manager by the International Association of Emergency Managers.

Federal Domestic Preparedness Funding: Overview and Outlook

By Catherine Parker & Bobby Courtney, Funding Strategies

Organizations often describe federal grant funding as a necessary evil. Some have even elected to forego the application process altogether because of the regulations and delayed federal budgets involved as well as the steep competition. Fiscal year 2011 presented particular challenges, as passage of the federal budget resulted in decreased agency budgets, cancelled programs, and changes to eligibility guidelines.

Federal domestic preparedness funding has, however, enabled municipalities to prepare for, respond to, and recover from a variety of natural and man-made disasters. According to the U.S. Government Accountability Office, approximately $38 billion has been appropriated for U.S. Department of Homeland Security (DHS) grants over the past decade. Many of these federal programs predate the terrorist attacks of 11 September 2001, but funding increased significantly after the attacks in a national effort to, among other goals, create new and more effective regional and national response networks. DHS is the administering agency for most preparedness programs, including the following:

The State Homeland Security Program (SHSP), which provides funding to support the implementation of State Homeland Security Strategies designed to: (1) address identified planning, organization, equipment, training, and exercise needs at the state and local levels; and (2) help prevent, protect against, respond to, and recover from acts of terrorism and other catastrophic events.

The Metropolitan Medical Response System (MMRS), which was created in 1996 in response to the Tokyo, Japan, mass-transit Sarin gas attack and the terrorist bombing of the Alfred P. Murrah Building in Oklahoma City, both of which occurred in 1995. The MMRS Program provides funding to 124 relatively populous jurisdictions to support a larger and better-coordinated health and medical response system capable of responding to mass-casualty incidents caused by any and all types of hazards.

The Urban Areas Security Initiative (UASI), which has provided funding since 1993 to help address the unique needs of high-threat, high-density urban areas, allowing them to prevent, protect against, respond to, and recover from acts of terrorism. (The list of eligible cities is divided into Tier I (higher risk, more populous cities) and Tier II (lower risk) funding categories.)

The Citizen Corps Program (CCP), which engages everyday American citizens in numerous community preparedness, response, and recovery activities. All 50 states receive at least some CCP funding. The goal of the program is to bring community residents and government leaders closer; the principal emphasis is on the training and planning efforts needed prior to incident response and recovery efforts.

Cutbacks, Consequences, And "Continued Concerns"

On 19 May 2011, DHS Secretary Janet Napolitano announced the availability of fiscal year 2011 grant programs totaling $2.1 billion, nearly a 25 percent reduction from fiscal year 2010. Because of the loss in funding, the following cuts were announced:

- *SHSP* overall reductions declined from $842,000,000 to $526,874,000;
- *MMRS* funding declined from $321,221 to $281,693 per jurisdiction;
- A total of 33 cities were eliminated from the *UASI* list, including such major cities as: Tucson, Arizona; Sacramento, California; Jacksonville, Florida; Honolulu, Hawaii; Indianapolis, Indiana; Louisville, Kentucky; New Orleans, Louisiana; Columbus, Ohio; Oklahoma City, Oklahoma; and San Antonio, Texas;
- Overall *CCP* funding declined from $12,480,000 to $9,980,000.

The Near Future: Continued Cutbacks and Turmoil?

Although many states and localities are still adjusting to the fiscal year 2011 budget cuts, increased attention also should be given to the upcoming fiscal year 2012 budget, which allocates $40.6 million in discretionary resources for DHS – almost $3.0 million (6.9%) below the amount originally requested and not quite $1,1 million (2.6%) below the fiscal year 2011 enacted level. Approximately $1.0 billion of the fiscal year 2012 budget is allocated for grants, contracts, and cooperative

agreements to state and local grant programs, or $1.2 billion below the amount provided in fiscal year 2011.

In addition to these initial budget numbers, it also is important to note that:

- The Committee on Appropriations justified the budget cuts by citing a historical pattern of poor execution and management of the grants process, focusing particular attention on approximately $13 billion in unexpended funds dating back to fiscal year 2005.
- Members of the committee also noted their continued concern over the lack of metrics in the backup material provided for program activities.
- Requests for performance-period extensions may well be denied in future grant years.
- The FEMA (Federal Emergency Management Agency) administrator has been directed to submit, within 60 days after enactment, a plan to expend, by the end of fiscal year 2012, all balances from the funds appropriated prior to fiscal year 2008
- The FEMA administrator also is instructed to publish, "on the Agency's website ... [and] on a biannual basis, a summary of the quarterly financial status reports that grantees are required to submit to the Agency … [including] for each grant the name of the grantee; a brief description of the project carried out with the grant; the percentage of such project that is completed; and other relevant information at the discretion of the Director."
- Although fiscal year 2011 UASI funding is provided to 31 cities, fiscal year 2012 may see a major reduction, quite possibly to as few as 10 Tier I cities.

A Grim Outlook, Fraught With Difficult Challenges

With many local and states throughout the nation facing their own budget crises, many jurisdictions currently receiving federal domestic preparedness funds may and probably will have to deal with a number of financially unsustainable projects. However, although sustainability is an important issue facing all *state and local* grant-funded projects, homeland security is a truly *national* concern. So is protecting those assets and physical resources that all Americans care about – e.g., private-sector businesses, vibrant downtown areas, hazardous/toxic producing sites.

Federal funding has enabled municipalities to prepare for, respond to, and recover from a variety of natural and man-made disasters – approximately $38 billion has been appropriated for DHS grants; many of these programs predate the terrorist attacks of 11 September 2001, but funding increased significantly after the attacks in a national effort to, among other goals, create new and more effective regional and national response networks

In short, the nation as a whole is facing a period of major uncertainty. Federal funding cuts, the UASI grants in particular, may also effectively force discontinuation of the significant forward progress that has been made toward improved regional, state, and national preparedness.

Given these and other daunting challenges just over the horizon, it is critical that grant recipients demonstrate effective stewardship of public funds. Moreover, recipients must work hand in hand with federal partners to develop the metrics needed to more accurately depict the increases in community preparedness that have resulted from the federally funded activities and projects of the past decade.

Catherine Parker (pictured) is president of Parker Grant Solutions – a consulting company that offers grant-writing and post-award compliance services to grant applicants and recipients. She has written successful grant applications totaling over $25 million and has achieved a GPC (Grant Professional Certification) designation. An expert in federal and foundation grants, with an emphasis on health and public safety projects. She also has established three grants offices in organizations yielding an annual total of $40 million in funds and has managed several successful MMRS and UASI grant projects.

Bobby Courtney is the director of policy and planning at MESH Inc. and currently is responsible for MESH's collaborative, community-based planning programs and working groups, MESH policy efforts, and the MESH weekly News Brief – while also pursuing a joint professional degree in law and public health from Indiana University, where he currently serves as executive managing editor of the Indiana Health Law Review. His prior experience includes eight years in healthcare strategic planning at OSF St. Francis Medical Center in Peoria, Illinois. In 2010, he received both the Indiana University Health Law Faculty Award for Excellence in Health Studies and the Indiana State Bar Association Health Law Section Distinguished Writing Award.

Responder Funding: FEMA & Other Federal Preparedness Grants

By Cortney Streets, Viewpoint

In May 2011, the Federal Emergency Management Agency (FEMA) released 16 preparedness grants, which provide funding to states and territories throughout the country to help them prepare for natural disasters and acts of terrorism. FEMA's Homeland Security Grant Program (HSGP) suite consists of five sub-programs: (a) the State Homeland Security Program (SHSP); (b) the Urban Areas Security Initiative (UASI); (c) Operation Stonegarden (OPSG): (d) the Metropolitan Medical Response System (MMRS); and (e) the Citizen Corps Program (CCP). These programs provide first responders with some, but not always all, of the funds they need to develop, at state and local levels, the capabilities needed to implement the nation's homeland security strategies.

Among the other FEMA grants geared toward increasing safety and supporting communities during a time of need are: the Driver's License Security Grant Program (DLSGP); Emergency Management Performance Grants (EMPG); the Emergency Operations Center (EOC) Grant Program; the Freight Rail Security Grant Program (FRSGP); the Intercity Bus Security Grant Program (IBSGP); the Intercity Passenger Rail (IPR); the Nonprofit Security Grant Program (PSGP); the Port Security Grant Program (PSGP); the Regional Catastrophic Preparedness Grant Program (RCPGP); the Transit Security Grant Program (TSGP); and the Tribal Homeland Security Grant Program (THSGP).

An Authorized Equipment List (AEL) that is associated with each FEMA grant is available only on the Responder Knowledge Base (RKB). The AEL enables users to quickly determine the equipment that their organization will be able to purchase with specific grant funds. Here it is important to note that the AEL does not provide a list of authorized products; rather, it provides a list of authorized product *categories*. The AEL is organized functionally into 21 categories, as follows:

Personal Protective Equipment; Explosive Device Mitigation and Remediation Equipment; Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) Operational Search and Rescue Equipment; Information Technology; Cyber Security Enhancement Equipment; Interoperable Communications Equipment; Detection Equipment; Decontamination Equipment; Medical Equipment; and Power Equipment.

Also: CBRNE Reference Materials; CBRNE Incident Vehicles; Terrorism Incident Prevention Equipment; Physical Security Enhancement Equipment; Inspection and Screening Systems; Agriculture Terrorism Prevention, Response, and Mitigation Equipment; CBRNE Prevention and Response Watercraft; CBRNE Aviation Equipment; CBRNE Logistical Support Equipment; Intervention Equipment; and Other Authorized Equipment.

FEMA also sponsors a number of grants that directly address the needs of firefighters. The agency's Assistance to Firefighters Grants (AFG), Staffing for Adequate Fire and Emergency Response Grants (SAFER), Fire Prevention and Safety Grants (FPSG), and Station Construction Grants (SCG) – all of which are released annually – provide funding for equipment, training, fire prevention, staffing, and the construction/renovation of firehouses.

Also worthy of special mention is the Responder Knowledge Base (RKB – an online, integrated source of information on products, standards, certifications, grants, and equipment-related information). The RKB is funded by the Department of Homeland Security (DHS) through FEMA, and currently provides first responders with over 400 grants – which are offered by such organizations as DHS-FEMA, the U.S. Department of Justice (DOJ), the Environmental Protection Agency (EPA), the U.S. Department of Transportation (DOT), and the Centers for Disease Control and Prevention (CDC), to name just a few.

Of course, the grants addressed in this article are only a sampling of what is available on the RKB. (Additional information on the preceding lists, and other grants, can be found by logging into the RKB at www.rkb.us).

Cortney Streets is a Web Analyst for the Responder Knowledge Base (www.rkb.us) Web site, the U.S. Department of Homeland Security/Federal Emergency Management Agency's online source of information dedicated to First Responders. She received a Bachelor of Science degree in Business Administration from Towson University and is currently pursuing a Master of Arts Degree in Leadership and Management, with a concentration in Project Management, from the College of Notre Dame of Maryland.

Using Grant Data to Improve Communications Interoperability

By Nyla Beth Houser & Jessica Lance, Funding Strategies

Recent legislation – e.g., S. 911: Strengthening Public-safety and Enhancing Communications Through Reform, Utilization, and Modernization (SPECTRUM) – proposes more than $10 billion be allocated to modernize emergency communication systems. That total represents a significant investment in the nationwide U.S. public safety infrastructure. But in a time of constrained spending at all levels of government many critics question how much more funding is needed to "solve the problems" associated with non-interoperable communication systems.

Questions also have been asked about how the $4+ billion of federal funding already spent on communication grants since 2007 has been used. Obviously, some difficult decisions must be made related to future spending decisions, but those decisions will be better informed if policymakers look at the lessons learned from the National Telecommunications and Information Administration's (NTIA) Public Safety Interoperable Communications (PSIC) Grant Program.

In 2007, the Department of Homeland Security (DHS) and NTIA, an agency of the Department of Commerce (DoC), partnered to award nearly $1 billion in PSIC grant funding. Those grants, awarded in various totals to all 56 U.S. states and territories, represented a shift in federal funding norms – i.e., they were targeted to one specific purpose or capability, and were accompanied by more stringent rules than had ever before been imposed. Today, as those PSIC-funded projects near completion, the government can report specifically, and for the first time, what the $1 billion in taxpayer dollars has so far accomplished.

Through the strict reporting and oversight guidelines outlined in the Program Guidance and Application Kit, PSIC grant recipients were required to provide detailed project information to the NTIA/DHS program staff. That information would include but not be limited to application specifics, the project's alignment with statewide communications strategies and sustainability plans, and such ancillary information as the precautions taken to ensure that, when a project is fully implemented, it would be environmentally compliant with federal and state regulations.

Those requirements, and others, could have presented a burdensome challenge to successful implementation of the various grants. However, because most if not quite all recipients spent the time needed to provide the data required, the federal government itself gained a much better understanding of the anticipated national-level impacts of the grant funding provided.

In a time of constrained spending many critics question how much more funding is needed to "solve the problems" associated with non-interoperable communication systems – questions such as how the $4+ billion of federal funding already spent on communication grants since 2007 has been used

DHS and DoC interact closely, and on a continuing basis, with the more than 800 PSIC stakeholders – again, representing the 56 U.S. states and territories – to monitor the progress made in completing projects both on time and within budget. With the help of consultants such as Booz Allen and the Lafayette Group, the federal government maintains regular interactions and offers technical assistance to help State Administrative Agencies (SAAs) demonstrate the improved public-safety capabilities of their individual states (and of the cities, large and small, and other political communities in each state).

Checking the Data, Improving the System

Grant recipient data – including reports of how PSIC dollars have affected communities as well as programmatic, financial, and environmental decisions – is being compiled by the PSIC Program Office to demonstrate how the grant dollars provided have improved the interoperable communications landscape. In addition, commercial off-the-shelf tools (including Google Earth) are being used to: (a) visually depict project implementation; (b) illustrate the various localities that are directly or indirectly affected by PSIC funds; and (c) map the locations in which the nation's interoperable communications infrastructure has been expanded.

These efforts have helped DHS and DoC monitor and assess the progress of the almost 6,000 projects funded by PSIC across the nation. After all PSIC projects have been completed,

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the federal government plans to share, with grant recipients, the information compiled and the overall performance results to provide a clear picture of the program's success rate.

Although $1 billion may seem to be a relatively large infusion of grant dollars, it is relatively small compared to the estimated $15-57 billion the Federal Communications Commission has determined in its broadband network cost model published in May 2010 would be needed to modernize the nation's communications networks to meet all local and national communications needs in the foreseeable future. By understanding where PSIC funding has been used and what assets and new technology have been implemented, grant recipients will be able to analyze that data to assist with their future communications planning needs.

Moreover, by requiring, receiving, analyzing, and sharing such a great wealth of grantee information, the federal government itself will be much better equipped to share data showing: (a) how these one-time grants have contributed to the overall improvement of communications interoperability throughout the nation; and (b) how the grant recipients, at all levels of government, can be true and faithful stewards of taxpayer dollars.

For additional information on:
What it Takes to Transform Federal Aid, Ten Key Practices of Successful Fenderal Grant Programs visit http://www.boozallen.com/media/file/what-it-takes-to-transform-federal-aid.pdf

*Google Earth, visit "*http://www.google.com/earth/index.html*"*

*PSIC's Program Guidance and Application Kit, visit "*http://www.ntia.doc.gov/psic/PSICguidance.pdf*"*

Nyla Beth Houser (pictured), Senior Associate at Booz Allen Hamilton, specializes in providing strategic guidance and management to federal policy, grant, and research and development programs. As a senior advisor to Booz Allen's Grants Community of Practice and Cyber Center of Excellence, she has more than 11 years' experience working with federal technology assistance programs. Her special expertise is in the intersection of public safety, criminal justice, and infrastructure and technology development issues. She currently manages a portfolio of efforts that assist the government with the design and administration of the full grants life cycle – including program design, interagency policy coordination, and the development of technical guidance.

Jessica Lance, Lead Associate at Booz Allen Hamilton, has more than nine years of experience providing project management, communications policy, and strategy support to numerous federal government clients and, more specifically, has assisted with technology modernization, stakeholder coordination, public safety, and communications grants efforts. She currently manages an effort to assist the federal government in designing and administering interoperable communications grants, including those involving program development, interagency stakeholder coordination, post-award monitoring, and technical assistance. She is also a member of Booz Allen's Grants Community of Practice and Cyber Center of Excellence.

Funding the Responders: What Happens Next?

By Glen Rudner, Fire/HazMat

Although federal grants have served taxpayers well during the past decade by helping states, cities, and the nation as a whole improve their individual and collective readiness capabilities, it has been long recognized that such grants are not going to be available forever. The ebb and flow of grant offerings have, in fact, at least for the response community, been historically based on the reaction to events that far exceeded the abilities of a specific community (and sometimes an entire state and/or the nation) to respond both immediately and effectively. Among the more prominent examples of this funding roller coaster were the abrupt rise in concern after the Sarin nerve agent attacks in 1995 against the Tokyo subway system in Japan and the 9/11 terrorist attacks on the World Trade Center and Pentagon in 2001.

Partly because of other national budget problems, there are now growing predictions of less funding, fewer dedicated grant streams, and new ways in which grant funds are likely to be allocated. Fewer UASI (Urban Areas Security Initiative) cities will receive funding, for example, than in years past and a recommendation not to fund some states at all with State Homeland Security Program (SHSP) funds has been under consideration. But if there is another catastrophic "incident" such as the 9/11 attacks it could increase current funding expectations and possibly add new funding proposals to the mix of grants now available and/or anticipated in the near future. If such incident is of a CBRN (Chemical, Biological, Radiological/Nuclear) nature the United States would in all probability raise grant funding well above previous and currently anticipated levels.

If the response community plans properly, moreover, there might still be good news for the future. However, there must be a plan in place to incorporate reserve funding into annual budgets, with carryover, to support the sustainment of prior grant purchases (including payments to meet staffing requirements). It is important to remember, though, that initial purchases or acquisitions may be covered by the grant but sustainment funding probably would not be.

Many response agencies have become somewhat more dependent than they should on the blossoming world of technology, despite the fact that most grants will not be able to sustain or renew services or applications for at least some of the higher-cost technologies. Such agencies should, though, after something new has been purchased, be prepared, as a prudent rule of thumb, to purchase upgrades and/or replacements again and again because a new standard has been set and the new technologies involved are likely to be in demand for years to come. When working with the U.S. Department of Homeland Security (DHS) and accepting the various grants that DHS offers, therefore, the accepted and "best practices" recommended in the department's Authorized Equipment List (AEL) and Standardized Equipment List (SEL) should be followed in future purchasing decisions.

Ancillary Benefits And Program-Specific Grants

Many grants can be put to multiple uses, of course, providing cross benefits to the several agencies likely to be part of a greater, and interconnected, overall response system or network. For example, a countywide communications system would assist the fire department in responding to fires, hazardous materials incidents, emergency medical responses, and CBRNE situations. Even with current technology, additional information can be transmitted – e.g., aerial photography, which can assist in responding to unfamiliar areas. That same technology also could be used to assist local transportation, school administration, and parks and recreation agencies in identifying areas of responsibility to be developed or improved.

It is important to understand all aspects of a project that is proposed within a community so that its impact can be assessed and its benefits spread throughout a broader base. In addition, expanding the program's definition to include these ancillary benefits may sometimes even result in an increase in the amount of funding received.

In searching for non-governmental or private grants, there are two basic types that foundations and corporations typically award: general-purpose operating support grants; and program-development project support grants. These grants may be used to support the operating costs (sustainment) of equipment or they may be used for a stand-alone project or activity – for example, the purchase of a specific high-cost equipment item. Although there may be specific stipulations on how the money may be used, many of these grants are occasionally issued as basic financial contributions.

Program-specific grants – the most common type of non-governmental or private grants allocated in recent years – may include funds for training or other specific educational programs that focus on particular subject matters such as tactics, instrumentation, or management (e.g., incident command, safety). There also are some cross-benefits types of grants that can be funded focusing on specific multipurpose projects such as communications interoperability or EOC (Emergency Operations Center) support programs.

In today's difficult economy, there is an obvious need to carry out more research and to aggressively seek out non-government grant sources – each of which is likely to have its own modus operandi for assessing, communicating, and awarding grants. Many of these non-governmental grants have some unique characteristics, so it is particularly important to understand the various and frequently essential nuances involved and to integrate the most appropriate prospects into the grant-seeking process. In other words, there is usually little or no government boilerplate involved in such grants, so the applications must be very carefully "customized" to accommodate the requirements of the grantor.

There is a tremendous amount of gloom and doom forecasting for the funding streams that many emergency response agencies rely on to meet the preparedness goals that have been imposed. And there is the obvious DHS grant funding which is still available, and likely to continue (but perhaps at a lower scale). However, there also is a broad spectrum of other resources that should not be overlooked or forgotten. These other funding sources can greatly enhance the ability of the response community to protect their communities and provide the resources needed to implement and continue both current and future programs, projects, and equipment purchases.

Glen Rudner is the project manager for CRA-USA, where he works with senior management executives on major corporate issues; he is currently assigned to management of the Target Capabilities List project for the U.S. Department of Homeland Security. A recently retired Northern Virginia Regional Hazardous Materials Officer, he has been heavily involved during the past 32 years in the development, management, and delivery of numerous local, state, federal, and international programs for such organizations as the National Fire Academy, the FBI, and the Defense Threat Reduction Agency.

How to Cope With Reduced Federal Funding

Challenges and Opportunities for Emergency Response Agencies

By Melissa Roessler, Case Study

The current reduction in federal funding opportunities for emergency preparedness is of great concern to local and state agency personnel. For example, the Department of Health and Human Services reduced its Hospital Preparedness Program (HPP) funding from $390.5 million in fiscal year (FY) 2010 to $352.0 million in FY 2011 – a drop of almost 10 percent. Similarly, the Federal Emergency Management Agency (FEMA) awarded 4 percent less grant money in FY 2011 than it distributed during the previous fiscal year.

Adding to the financial heartburn faced by local and state officials charged with overseeing emergency preparedness activities is the reality that deficit-reduction efforts now under way in Washington, D.C., will probably pare federal grant monies even more in the foreseeable future. Yet the threat of an emergency that impacts thousands or even hundreds of thousands of lives – whether a health pandemic or a natural disaster, such as a flood or tornado – seems to loom larger than ever before.

Working Smarter, Not Harder

In this financial climate, emergency preparedness officials face the only option ever available when much-needed resources are declining: work smarter, not harder. For these professionals, working smarter translates into the following strategies for identifying and using ever-more-limited federal grant monies for emergency preparedness programs and activities:

Get up to speed on the latest technologies available to identify innovative products that will not only do the job better (perhaps at lower cost) but also fulfill a variety of requirements and/or work effectively in several preparedness scenarios. Gone are the days of single-purpose specialty items. New technologies and products – many of them several generations ahead of their predecessors – are constantly entering the marketplace.

Become an expert on all of the grants that can be tapped to acquire a particular product or service – and take advantage of all of the funding sources available. For example, triage tags are on the authorized equipment lists of 10 FEMA grant programs whereas some types of equipment are authorized for only one or two grant programs.

Consider interoperability in the evaluation of products and services to eliminate unnecessary purchases, realize purchasing economies, and maximize the impact of every grant dollar. An important question to ask before buying is: Can this product be used throughout all (or most) stages of a rescue – e.g., from the disaster site to the emergency room?

Collaborate with sister agencies to identify products and services that will fulfill mutual needs. Think creatively about each agency's actual needs (rather than "wants"), then consider products and services that could mutually benefit all of the agencies involved. In addition, to achieve significant economies of scale, submit an application for a multi-agency grant. Several states and municipalities have used this collaborative strategy very effectively.

One Example: Modern Emergency Response Tags

For a better understanding of how some of these strategies work, consider the example of modern emergency response tags – a critical item in the emergency preparedness arsenal of any state or locality that is included in the authorized equipment lists of 10 different FEMA grant programs. Multipurpose emergency response tags allow patients to be processed, managed, and tracked from the disaster scene to the receiving facility, fulfilling the information needs of all the various members of the emergency response team.

To leverage this multi-discipline approach, advanced emergency response tags can be used by:

- *Emergency/triage responders* after securely applying tags to patients and their belongings to accurately scan the tags' barcodes to share information through a secure central database via the internet;
- *Emergency receivers* after scanning the tags to retrieve patient information upon their arrival at a hospital, shelter, or other receiving facility, thus reducing the admission time;

- *Public health officials*, after accessing the database, to track patient movement and discover areas of greatest concern; and
- *Other government officials* while monitoring the database to stay up to date on the status of an event, quickly locate patients, and keep concerned family members and friends better informed about the patients' whereabouts.

The previous generations of paper and plastic sleeve triage tags were attached to patients' limbs by uncomfortable string or rubber bands. The advanced tags now available are easier to apply to patients, more secure – they stay on throughout the entire patient processing route – and more comfortable than their predecessors.

StatBand advanced emergency response tags provide but one example of the items included in this category of FEMA's authorized equipment list. However, the promotion of a multidiscipline interagency approach during times of disaster makes newer-generation tags not only more cost-effective and more informative but also much more useful for all agencies and jurisdictions involved in disaster situations and surge activities.

Conclusion

In the current grant environment as well as for the foreseeable future, jurisdictions will be called upon to continue providing quality resources for emergency personnel and surge-capacity situations with far fewer dollars than in recent years. Unquestionably, additional funding cuts will create enormous challenges for state and local preparedness professionals. However, by capitalizing on new interoperable technologies with multiple uses, like StatBand, the professionals from various responder disciplines and jurisdictions will be able to maximize positive outcomes in future emergency situations.

For additional information on:
FEMA Preparedness Grants Authorized Equipment List, visit https://www.rkb.us/mel.cfm?subtypeid=549

HHS's FY2011 funding, visit http://www.hhs.gov/news/press/2011pres/07/20110701a.html

Statband emergency response tags, visit http://www.statband.com/

Melissa Roessler is the project manager for StatBand, a well-known producer of the response tags described above, and works closely with local and state officials in emergency management agencies, public health preparedness offices, hospitals, and other organizations to provide identification solutions that help responders tag, triage, and track multiple patients and their belongings/medical records both quickly and accurately. From hospital emergency departments to field responders, she has been involved over the past 10 years in helping health care providers and emergency responders advance patient safety through positive patient identification.

Not All Preparedness Grants Are Identical

By Randall C. Duncan, Funding Stratgies

As Congress is reviewing grants and funding for Fiscal Year 2012, it is important to remember that not all preparedness grants are the same – in purpose, history, or execution. The Emergency Management Performance Grant (EMPG), which has been called "the backbone of the nation's emergency management system" in the 2003 House/Senate Appropriations Conference Report, constitutes the only source of direct federal funding for state and local governments to provide basic emergency coordination and planning capabilities for all hazards, including those related to homeland security.

The EMPG program supports state and local initiatives for planning, training, exercise, mitigation, and public education, as well as response and recovery coordination during actual events. As emergency managers know, all disasters start and end at the local level, an operational fact of life which emphasizes the importance of building this capacity at the local level. Funding from EMPG frequently makes a difference as to whether or not a qualified person is present to perform these duties in a local jurisdiction.

In addition, EMPG – unlike the suite of relatively new Homeland Security Grants – was originally created with the Federal Civil Defense Act of 1950, and amended to be a 50-50 cost share between the federal government and state and local governments to ensure their participation in building strong emergency management programs. According to the National Emergency Management Association (NEMA) 2010 Biennial Report, this program has been underfunded for decades and remains so today.

EMPG also allows for the reimbursement of government employees working for the jurisdiction in providing the inherently governmental function of emergency management. The importance of this capacity at the state and local level has been repeatedly demonstrated this year.

In Alabama, local emergency managers – whose very presence could be problematic in the absence of EMPG funding – are working hard to help the communities ripped apart by tornadoes earlier this year begin the journey to recovery.

The local emergency managers in those communities have built effective programs by involving key partners and stakeholders in the creation of emergency plans and the simulation of disasters through a broad spectrum of training drills and exercises. Although it is empirically impossible to prove a link to negative consequences – i.e., that something did not happen because of a specific causative fact or circumstance – it is reasonable to suggest that the regrettably large number of fatalities in Alabama might have been significantly larger in the absence of these strong local emergency management programs.

Perhaps the best explanation of the local benefits derived from EMPG funding was provided by a local Cullman County Alabama Emergency Management Director, Phyllis Little, in her 14 July 2011 written statement describing her own personal tornado experience on 27 April 2011:

> "The city of Hanceville, Alabama, in Cullman County was struck at approximately 6:00 a.m. and the city of Cullman at approximately 3:00 p.m. Over a 12-hour period, we were under a total of 13 tornado warnings. The National Weather Service mapped five tornado touchdowns; two being rated as EF-4s with wind speeds of up to 200 miles per hour. Approximately 500 homes and 100 businesses were damaged or destroyed. … Emergency response in our county went well. One reason for this was that we started briefings about the potential for severe weather three days in advance of the tornadoes with information supplied by the National Weather Service (NWS). As we received information about how serious this outbreak was expected to be, we were in constant contact with our key emergency stakeholders – including our local school officials. This resulted in postponing the opening of school that day and delayed the school bus routes. Had we not been able to provide this vital information to school officials, emergency responders, and the public, I am positive we would have suffered more than the two fatalities we did experience. One clear example of this is that the school buses would have been beginning their routes in Hanceville at the time the tornado struck there."

The EMPG program supports state and local initiatives for planning, training, exercise, mitigation, and public education, as well as response and recovery coordination during actual events – as emergency managers know, all disasters start and end at the local level, an operational fact of life which emphasizes the importance of building this capacity at the local level

Little attributes a large portion of the credit for her county's response to "the strong system of local emergency management we have established in our county." That system, she continued, "has brought together key stakeholders to make sure plans are in place, trained on, and exercised in advance of an actual emergency or disaster. … [Most] of the credit for this belongs to funding supporting emergency management activities from EMPG. Cullman County received approximately $49,000 in EMPG funds for FY 2010. This funding (24 percent of the [county's] operational budget) allowed us to keep a two-person office operational, in addition to maintaining 22 of our 42 outdoor warning sirens. EMPG is truly the life blood of our EMA and others across the country."

The truth is that not all preparedness grants are the same in purpose, history, and execution. This is the story of the impact of EMPG in just one Alabama County, but the sentiment has been echoed tens of thousands of times in counties and municipalities across this great nation.

For additional information on: The National Emergency Management Association (NEMA) 2010 Biennial Report, visit http://www.nemaweb.org/index.php?option=com_pollybrowser&Itemid=201#

The quote by Phyllis Little, visit http://republicans.transportation.house.gov/Media/file/TestimonyEDPB/2011-07-14%20Little.pdf

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Randall C. Duncan is Director of Emergency Management for Sedgwick County (Wichita), Kansas, where he serves a population of nearly 500,000. He is a long-standing member and current Chairman of the Government Affairs Committee of the International Association of Emergency Managers (IAEM). Serving in local government since 1986, his past experience includes President and Regional President of IAEM as well as President of the Kansas Emergency Management Association (KEMA).

Vermont, Washington D.C., Texas, and Louisiana

By Adam McLaughlin, State Homeland News

Vermont
Awarded $1.2 Million For Flood Cleanup

A $1.2 million grant has been awarded to Vermont by the U.S. Department of Labor to fund 75 temporary jobs to help in the cleanup and recovery efforts in all counties throughout the state that were declared "disaster areas" by the federal government following severe storms and flooding this spring.

In late spring, a series of intense, slow-moving thunderstorms unleashed high winds and torrential rains in many areas throughout the northeast United States – and in Vermont caused widespread river flooding as well. The 26 May storm resulted in a loss of power for an estimated 9,500 homes throughout the state. The outage affected every county in Vermont, with Washington County heading the list with 2,600 homes and businesses left in the dark. Lamoille County had almost 1,400 outages, and Essex County an estimated 1,200 or so.

A preliminary damage assessment conducted in mid-June stated that the flooding in Vermont had caused at least $4.9 million worth of damage to roads, culverts, buildings, and other public property.

In a joint statement, U.S. Senators Patrick Leahy (D) and Bernie Sanders (I), U.S. Representative Peter Welch (D), and Vermont Governor Peter Shumlin (D) congratulated the Vermont Department of Labor for seeking innovative ways to help Vermonters by, among other things, obtaining the federal funding needed for the cleanup. "These jobs are timely, this help is practical, and it is on target for Vermont's needs right now in the flooding aftermath," they said. "This federal assistance will help put struggling Vermonters back to work while at the same time helping the state recover from this disaster."

The funds were approved on 30 June and will be used, officials said, to provide temporary employment on projects related to cleanup, demolition, and repair operations and to the renovation and reconstruction of public and non-profit structures, facilities, and lands that had been destroyed or severely damaged within Addison, Chittenden, Essex, Franklin, Grand Isle, Lamoille, and Orleans counties.

Some of the funds also may be used for work on the homes of economically disadvantaged citizens who are eligible for the federally funded "weatherization" program; the highest priority here will be given to services for the elderly and/or persons suffering from various disabilities, according to the state's Congressional delegation.

Just two days prior to the 30 June award announcement, the delegation sent a letter to President Barack Obama requesting that the incident period for aid to the state for the flood damage be extended from 7 May to 27 May. "Some of the most severe flooding damage happened in mid- to late May, when heavy rain fell on swollen rivers, saturated soil, and a lake that was well beyond flood stage," the letter said.

Washington D.C.
Metro Transit Police Chief Concerned Over DHS Grant Limitations

The police chiefs of the nation's top 50 transit agencies met in Denver, Colorado, during the last week of June to discuss an opportunity to give the U.S. Department of Homeland Security (DHS) some state and local feedback on grant funding limitations that sometimes hamper state and local operations.

Among the primary complaints identified by Michael Taborn, chief of the Metro Transit Police in Washington, D.C., are: (1) restrictions on procurements that could serve a dual purpose in combating crime as well as terrorism; and (2) the "bureaucratic red tape" involved in distributing grant funds.

"If we attack regular day-to-day crime, the spinoff is that it is going to make it difficult for terrorists to commit any other crimes," Taborn testified before a 24 June hearing of the House Oversight and Government Reform Committee on federal funding sought by the Washington Metropolitan Area Transit Authority (WMATA). The funding request for patrol dogs, Taborn pointed out, would be useful for fighting both criminals and terrorists – but DHS (the U.S. Department of Homeland Security) guidelines for transit security grants require that the funding provided for the purchase, training, and use of canines be limited to bomb-sniffing dogs.

WMATA remains very grateful, Taborn stressed, to DHS, to the Transportation Security Administration (TSA), and to the Federal Transit Administration (FTA) for their support – and that support

often pays major dividends, he added, in situations such as the upgrade of the Metro Transit camera surveillance system.

The Metro camera system, which is now 35 years old and previously lacked the capability to even record video – until about 10 years ago, following the death of a police officer in the subway system. Metro now receives funding for cameras through the federal government's Urban Areas Security Initiative (UASI) grants. The transit agency now has plans in place to upgrade cameras throughout its 86 metro stations with future funding, Taborn said. "We know cameras are not always the solution," he commented, "but they aid in investigations … [and in] letting us know what is going on at any given time."

The Metro transit system now has almost 7,100 closed-circuit cameras installed – more than 1,100 of them on the rail system and almost 5,600 watching buses, according to Taborn's written testimony. Approximately 80 percent of the cameras are operational. Additional DHS grant funds would be used to buy new cameras that would primarily be used at the entrances to each of the system's Metro stations. Moreover, new rail cars ordered by Metro will come already equipped with cameras – a major milestone marking the first time the transit agency's rail cars will have built-in surveillance capabilities from their first day of operational use.

Bureaucracy often slows the distribution of grant funding, according to Taborn and other police chiefs at the Denver meeting, making it frustrating for transit agencies – which in some circumstances often must resubmit spending plans for the grants. For example, if technologies change in the average 16.5 months it takes for WMATA to receive transit security grant funding, the agency must explain its new spending plans to the Department of Homeland Security's Federal Emergency Management Agency (FEMA), which disburses the grants.

Texas
Panhandle L-E Agencies Develop Regional Data-Sharing Initiative

The 26,000 square miles of the Texas Panhandle have for many years been a major challenge to law-enforcement agencies from the 67 cities and 26 counties that police that vast region, with officers from one jurisdiction often encountering, but without knowing it, persons wanted by another jurisdiction. Today, though, thanks to the help of Recovery Act and U.S. Department of Homeland Security (DHS) funding, those same law-enforcement agencies are building a regional data-sharing initiative that leading officials see as having the potential not only for improving cross-agency communications but also for enhancing officer safety and upgrading the efficiency of dispatcher operations.

"Even though we are all in the Texas Panhandle, we are … individual jurisdictions and we did not have a common platform where we shared local information other than meetings or by teletype, through dispatch centers, those kinds of things," said Randall County Sheriff Joel Richardson. "If we were looking for a particular group of thieves or a particular stolen item, the information [available] was very scattered and, quite frankly, very inefficient."

The Panhandle Regional Information and Data Exchange (PRIDE) program provides access to state and federal law-enforcement databases that "warehouse" the information stored on misdemeanor and higher warrants, wanted and missing person reports, stolen property reports, and a wealth of other valuable data.

To access the data, more than 40 law-enforcement agencies were equipped with more than 250 Panasonic Toughbook mobile data terminals (MDTs). Prior to installation of the MDTs, officers had to make a radio call to a dispatcher – who would look up the record required and radio back the information requested. Most officers now can do their own data searches, saving considerable time and reducing the overall dispatcher workload.

The MDTs also allow dispatchers to track the current locations of officers on patrol and to assign calls to those closest to a possible crime scene or dangerous incident. Officers can also see the specific locations of incidents mentioned in the calls and, with concurrence from headquarters, respond to those nearest to their own locations – after hitting a key on their MDT to let dispatch know the officer is responding to that call.

Now that officers are able to search databases from their cars and do not have to rely quite as much on dispatchers, Richardson said, the department may be able to get along, even on relatively busy nights, with fewer dispatchers – a possibility that could save money but also could mean less hiring.

One of the more important advantages of the new system, Richardson said, is that it gives the officer who stops a suspect

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vehicle the ability to "run the license plate" and find out, before encountering the driver person to person, considerable relevant information such as, in many cases, whether the driver is currently "wanted" by another jurisdiction.

Each of the local LE agencies in the region will decide what information it wants to make available through the system, but among the most likely examples of such information are records of previous driver bookings, field-interview reports from previous encounters, and/or information on whether an item found in the suspect's car has been previously pawned.

The sharing of warrant information also would increase the geographic "reach" of the agencies participating in searches for persons on the wanted list – and also, not incidentally, provide some additional revenue for the jurisdiction where a "secondary" arrest is made. State law allows the imposition of a $50 warrant service fee – small but welcome additional revenue – on the wanted person, Richardson noted, that would be paid to the agency whose officer makes the arrest.

Louisiana
Ouachita Parish Plans Extreme-Weather Alert System

Emergency officials in Ouachita Parish, Louisiana, are considering the installation of new high-tech warning sirens that would alert residents of the approach of dangerous weather. Authorities are currently seeking to determine if installation of the sirens would be both operationally practical and financially affordable. "Right now, we are conducting a feasibility study," said Tracy Hilburn, director of the Ouachita Parish Office of Homeland Security and Emergency Preparedness.

The plan now being considered consists of installing a total of sixty towers – fourteen in Monroe City, six in West Monroe, and the remaining 40 strategically positioned in other jurisdictions throughout the parish. Each warning tower would be composed of a siren, sitting atop a forty-foot pole, that most area residents living within a 2.2-mile radius would be able to hear.

"We need to find out what it's going to take to cover the parish, and then we need to look at the means to fund the project," Hilburn said. "We were looking at it prior to the storms hitting [in April], but that sort of escalated it." During those violent storms, which smashed through the parish on 26 and 27 April, more than 1,200 homes and at least 100 businesses were heavily damaged. The storms also dropped seven inches of rain – more in some locations – and created floods throughout the area that killed two people.

According to Hilburn, the exact cost of the warning system is not yet known, but the feasibility study will help to provide authorities with more precise numbers. Speaking before the Ouachita Parish Police Jury, Hilburn said he estimated that the project would cost roughly $2 million – in addition to maintenance fees (which have not yet been factored into the final cost estimates).

The cost of the project and availability of funds will be major factors to consider in determining if the parish will go ahead with the plan, police jurors said. "We are very interested in pursuing this," said West Monroe Mayor Dave Norris. "I think we can do it. We are mostly interested in the tornado aspect of it – and, of course, the violent thunderstorms themselves."

The system has several redundancies built in, Norris added, and would be able to survive harsh weather because the sirens have backup generators attached that would self-activate if and when the power goes out. Norris, a staunch supporter of the program, says that, if the project is not feasible for Ouachita Parish itself, or for the city of Monroe, he will push ahead in West Monroe.

Meanwhile, Monroe Mayor Jamie Mayo is already on record that, if the funds needed do become available, he would hope to install the weather warning system as well. "I think that having a parish-wide early alert system … [would be] a proactive approach to protecting our citizens," Mayo said. "There is no question when it comes to the value of protecting our citizens. It is definitely worth a study, and then we can review the actual cost and determine its feasibility."

Adam McLaughlin, CEM, MS, MPA, is the operations manager for Elizabethtown Gas, an AGL Resources Company that delivers service to approximately 273,000 residential, business, and industrial natural gas customers in New Jersey. He previously served, for over six years, as the manager of emergency readiness, Office of Emergency Management of the Port Authority of New York & New Jersey. His responsibilities in that post included the development and coordination of Port Authority interagency all-hazard plans, and the design and development of emergency preparedness exercises. Prior to assuming the Port Authority post, he served in the Army for 10 years as an infantry and military intelligence officer; he is a combat veteran of Afghanistan.

Grant Resource Sites

Grant Categories

Federal grant programs are divided into 21 categories. The following categories are linked to the related grant programs listed on the Grants.gov website. *To access links online, visit http://www.domprep.com/userfiles/grants/categories.html*

Agriculture

Arts

Business and Commerce

Community Development

Disaster Prevention and Relief

Education

Employment, Labor and Training

Energy

Environmental Quality

Food and Nutrition

Health

Housing

Humanities

Information and Statistics

Law, Justice and Legal Services

Natural Resources

Recovery Act

Regional Development

Science and Technology

Social Services and Income Security

Transportation

Additional Grant Information

Useful Information for Finding Grants

There is no shortage of websites that want to help grant seekers find "free money" or find grants within a particular discipline. These sites can be found with a simple web search, but many will direct the grant seeker back to one of the following government websites that list federal funding opportunities.

- Catalog of Federal Domestic Assistance (CFDA)
- DisasterAssistance.gov
- Grants.gov
- USA.Gov

Useful Information for Writing Grants

Grant writing takes time, practice, and lots of patience, but it is a skill that can be learned. The following websites provide lots of valuable information to help a new writer get started or to help an experienced writer hone their skills.

- Catalog of Federal Domestic Assistance (CFDA) – Writing Grants
- D-U-N-S Number Request Service
- The Foundation Center
- Government Grants Truth – Understanding How to Apply for Government Grants
- Grant Professionals Association
- Grant Professionals Certification Institute
- Grant Space – A Service of the Foundation Center
- Minnesota Council on Foundations – Writing a Successful Grant Proposal
- National Institutes of Health – Grant-Writing Tips
- Non-Profit Guides – Grant-Writing Tools for Non-Profit Organizations
- Office of Justice – Grants 101
- Stanford University – Anthony Coelho's "Scientific Peer Review" and "Grant Writing for Success"

Other Useful Grant Information

Here are just a few other places to look on the journey to grant success – tracking federal grants, researching grants, grant policies and management, grant statistics, etc.

- Federal Chief Financial Officers Council (CFO) – Grants Policy Committee
- Federal Demonstration Partnership – Research Grants
- FederalReporting.gov – For Recipients of Recovery Funds
- U.S. Government Printing Office (GPO) – GPO Access, Grants & Awards
- The National Grants Partnership
- U.S. Census Bureau
  - Consolidated Federal Funds Report – Tracking Federal Funds
  - Federal Assistance Awards Data System – Statistical Information
  - Federal Audit Clearinghouse – Results of Grantee Audits
  - Federal Aid to States – Tracking Federal Funds
- USAspending.gov – Tracking Federal Funds
- White House, Office of Management and Budget (OMB)
  - Grant Reform
  - Grants Management
  - Grants Management Forms
  - Grants Policy Statements
  - State Single Point of Contact (SPOC) List

To access links online, visit http://www.domprep.com/userfiles/grants/useful.html

FIRST RESPONDERS NEED TO BE PREPARED FOR ANYTHING...

SO DO OUR SUITS

For expert and informed discussion on how to face your CBRN threat contact:

USA **Tel:** +1 540 604 4478
Email: frontline@remploy.com

UK **Tel:** +44 (0)845 241 2990
Email: frontline@remploy.co.uk

www.remployfrontline.com

Remploy Frontline

SURVIVAL EVOLUTION

U.S. Federal Agencies that Offer Grant Programs and Information

The following government agencies offer grant assistance and/or information related to various programs that are offered by the federal government. Some programs are open for a limited time while others are ongoing, and some are offered only once while others are offered on a cyclical basis. For these reasons, it is important to visit the sites, sign up for mailing lists when possible, and review requirements so as not to miss important information, grant opportunities, or deadlines.

To access links online, visit http://www.domprep.com/userfiles/grants/federal.html

Corporation for National & Community Service (CNCS)
- AmeriCorps
- Learn and Serve America
- Senior Corps

Institute of Museum and Library Services (IMLS)

National Aeronautics and Space Administration (NASA)

National Endowment for the Arts (NEA)

National Endowment for the Humanities (NEH)

National Science Foundation (NSF)

U.S. Agency for International Development (USAID)
- Acquisition and Assistance
- U.S. Overseas Loans and Grants

U.S. Department of Agriculture (USDA)
- Community Facility Grants
- Disaster Assistance
- Emergency Watershed Protection (EWP) Program
- Federal Funding Database
- Food and Nutrition Service (FNS)
- Food Distribution (FD) Programs
- Foreign Agriculture Service (FAS)
- National Institute of Food and Agriculture (NIFA)
- Rural Development Disaster Assistance

U.S. Department of Commerce
- Federal Communications Commission (FCC)
- National Telecommunications and Information Administration (NTIA)

U.S. Department of Defense (DoD)
- Defense Advanced Research Projects Agency (DARPA)
- Office of Naval Research (ONR)
- U.S. Army Research Laboratory (ARL)

U.S. Department of Education (ED)
- Discretionary Grant Application Packages
- Federal Pell Grant Program
- Grants Forecast
- Readiness and Emergency Management for Schools (REMS)

U.S. Department of Energy (DOE)
- e-Center
- Homeland Defense Equipment Reuse (HDER) Program
- Office of Nuclear Energy (NE)
- Office of Science (SC)

U.S. Department of Health & Human Services (HHS)
- Centers for Disease Control and Prevention (CDC)
  - Funding Opportunity Announcements
  - General Grant Information
  - National Institute for Occupational Safety and Health (NIOSH), Office of Extramural Programs (OEP), Grants Process
  - Office of Public Health Preparedness & Response (PHPR)
- Children's Bureau (CB)
- Grant Information for Current and Prospective HHS Grantees
- Health Resources & Services Administration (HRSA)
- HHS Grants Forecast
- National Institutes of Health (NIH)
  - Center for Scientific Review (CSR)
  - National Institute of Allergy & Infectious Diseases (NIAID)
- Public Health Emergency (PHE)
  - Hospital Preparedness Program (HPP)
  - Office of Acquisition Management, Contracts & Grants
- U.S. Food and Drug Administration (FDA)

U.S. Department of Homeland Security (DHS)

- Center for Domestic Preparedness (CDP)
- Emergency Communications Grants (SAFECOM)
- Emergency Management Institute (EMI)
- Federal Emergency Management Agency (FEMA) Non-Disaster Grant Programs
  - Assistance to Firefighters Grant (AFG) Program
  - Driver's License Security Grant Program (DLSGP)
  - Emergency Management Performance Grant (EMPG) Program
  - Emergency Operations Center (EOC) Program
  - Freight Rail Security Grant Program (FRSGP)
  - Hazard Mitigation Assistance (HMA) Programs
  - Homeland Security Grant Program (HSGP)
- Citizen Corps Program (CCP)
- Metropolitan Medical Response System (MMRS) Grants
- Operation Stonegarden (OPSG)
- State Homeland Security Program (SHSP)
- Urban Areas Security Initiative (UASI)
  - Intercity Bus Security Grant Program (IBSGP)
  - Intercity Passenger Rail Security Grant Program (IPR)
  - Non-Profit Security Grant Program (NSGP)
  - Port Security Grant Program (PSGP)
  - Regional Catastrophic Preparedness Grant Program (RCPGP)
  - Transit Security Grant Program (TSGP)
  - Tribal Homeland Security Grant Program (THSGP)
- FirstResponder.gov
- National Incident Management System (NIMS) Integration Center
- National Training and Education Division (NTED)
- Responder Knowledge Base (RKB)
- State Contacts and Grant Award Information
- Transportation Security Administration (TSA)
- U.S. Computer Emergency Readiness Team (US-CERT)
- U.S. Fire Administration (USFA)

U.S. Department of Housing & Urban Development (HUD)

U.S. Department of the Interior (DOI)

- Bureau of Ocean Energy Management, Regulation and Enforcement
- Bureau of Reclamation, WaterSMART Program and Water & Energy Efficiency Grants
- National Center for Preservation Technology & Training (NCPTT)
- National Park Service (NPS)
- Office of Indian Energy and Economic Development (IEED)
- Office of Surface Mining Reclamation & Enforcement (OSM)
- Recovery Investments
- U.S. Geological Survey (USGS)

U.S. Department of Justice (DOJ)

- Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF)
- Bureau of Justice Assistance (BJA)
- Bureau of Justice Statistics
- Community Oriented Policing Services (COPS)
- Counter-Terrorism Training and Resources
- DNA Initiative
- Federal Bureau of Investigation (FBI)
- National Criminal Justice Reference Service (NCJRS)
- National Institute of Justice (NIJ)
- Office for Victims of Crime (OVC)
- Office of Justice Programs (OJP)
- Office on Violence against Women (OVW)

U.S. Department of Labor (DOL)

- Employment and Training Administration (ETA)
- Occupational Safety & Health Administration Grants (OSHA)

U.S. Department of State

- Bureau of Educational and Cultural Affairs (ECA)
- Department of State Terms and Conditions
- International Grant Programs

U.S. Department of Transportation (DOT)

- Federal Aviation Administration (FAA)
- Federal Highway Administration (FHWA)
- Federal Motor Carrier Safety Administration (FMCSA)

U.S. Department of the Treasury

U.S. Department of Veterans Affairs (VA)

U.S. Environmental Protection Agency (EPA)

U.S. National Archives & Records Administration (NARA)

U.S. Small Business Administration (SBA)

U.S. Social Security Administration (SSA)

State Offices for Grant Information

Within each state, various government departments and agencies offer preparedness, response, and recovery grants that are directed toward agencies residing in that state. To find these grants, grant seekers should search related state websites. State Administrative Agencies (SAA) and state Associations of Emergency Managers websites list key contacts that grant seekers may find useful. On many state library websites, past, current, and future grant information may be available. State grants that have already been awarded may be found in the state files of the U.S. National Archives and Records Administration.

To access links online, visit http://www.domprep.com/userfiles/grants/states.html

Alabama

- Grants
- Association of Emergency Managers
- Department of Agriculture & Industries
- Department of Conservation & Natural Resources
- Department of Economic and Community Affairs
- Department of Homeland Security
- Department of Public Health
- Department of Public Safety
- Department of Transportation
- Department of Veterans Affairs
- Emergency Management Agency
- Office of Justice
- Public Library Service
- State Administrative Agency
- U.S. National Archives and Records Administration

Alaska

- Grants
- Department of Natural Resources Division of Agriculture
- Department of Public Safety
- Department of Transportation & Public Facilities
- Department of Veterans Affairs
- Division of Health and Social Services
- Division of Homeland Security & Emergency Management
- State Administrative Agency
- State Library
- U.S. National Archives and Records Administration

Arizona

- Grants
- Criminal Justice Commission
- Department of Agriculture
- Department of Health Services
- Department of Library, Archives, and Public Records
- Department of Public Safety
- Department of Transportation
- Department of Veterans Affairs
- Division of Emergency Management
- Emergency Services Association
- Governor's Office of Highway Safety
- State Administrative Agency
- U.S. National Archives and Records Administration

Arkansas

- Agriculture Department
- Department of Emergency Management
- Department of Finance & Administration
- Department of Health
- Department of Rural Services
- Department of Veterans Affairs
- Fire Prevention Commission
- Highway and Transportation Department (AHTD)
- State Administrative Agency
- State Library
- State Police
- U.S. National Archives and Records Administration

California

- Grants
- Department of Corrections and Rehabilitation
- Department of Food & Agriculture
- Department of Forestry and Fire Protection
- Department of Health Services
- Department of Transportation
- Department of Veterans Affairs
- Emergency Management Agency
- Emergency Services Association
- Governor's Office of Emergency Services
- Office of Traffic Safety
- State Administrative Agency
- State Library
- U.S. National Archives and Records Administration

Colorado

- Grants
- Department of Agriculture
- Department of Public Health and Environment
- Department of Transportation
- Department of Veterans Affairs
- Emergency Management Agency
- Office of Adult and Juvenile Justice Assistance (OAJJA) - Colorado Division of Criminal Justice
- State Administrative Agency
- State Library
- State Patrol
- U.S. National Archives and Records Administration

Connecticut

Grants
Department of Agriculture
Department of Emergency Management and Homeland Security
Department of Energy & Environmental Protection
Department of Public Health
Department of Public Safety
Department of Transportation
Department of Veterans Affairs
Emergency Management Association
Office of Emergency Management
Office of Policy & Management
State Administrative Agency
State Library
U.S. National Archives and Records Administration

Delaware

Grants
Delaware State Police
Department of Agriculture
Department of Transportation
Department of Veterans Affairs
Emergency Management Agency
Health and Social Services
Office of Highway Safety
Public Library
State Administrative Agency
U.S. National Archives and Records Administration

District of Columbia

Grants
Department of Health
Department of Transportation
Department of Veterans Affairs
Homeland Security and Emergency Management Agency
Public Library
State Administrative Agency
U.S. National Archives and Records Administration

Florida

Grants
Department of Agriculture & Consumer Services
Department of Health
Department of Transportation
Department of Veterans Affairs
Division of Emergency Management
Division of Library & Information Services
Emergency Preparedness Association
State Administrative Agency
U.S. National Archives and Records Administration

Georgia

Criminal Justice Coordinating Council
Department of Agriculture
Department of Education
Department of Natural Resources
Department of Public Health
Department of Public Safety
Department of Transportation
Department of Veterans Affairs
Emergency Management Agency
Emergency Management Association
Governor's Office of Highway Safety
Office of Public Library Services
State Administrative Agency
U.S. National Archives and Records Administration

Hawaii

Department of Agriculture
Department of the Attorney General
Department of Defense
Department of Health
Department of Land and Natural Resources
Department of Public Safety
Department of Transportation
Pacific Disaster Center
State Administrative Agency
State Public Library System
U.S. National Archives and Records Administration

Idaho

Grants
Bureau of Homeland Security
Department of Agriculture
Department of Health and Welfare
Department of Veterans Affairs
State Administrative Agency
State Library
State Police
Transportation Department
U.S. National Archives and Records Administration

Illinois

Criminal Justice Information Authority
Department of Agriculture
Department of Natural Resources
Department of Public Health
Department of Transportation
Department of Veterans Affairs
Emergency Management Agency
Emergency Services Management Association
State Administrative Agency
State Fire Marshal
State Library
State Police
Terrorism Task Force
U.S. National Archives and Records Administration

Indiana
- Grants
- Department of Homeland Security
- Department of Natural Resources
- Department of Transportation
- Department of Veterans Affairs
- Emergency Management Alliance
- State Administrative Agency
- State Department of Health
- State Library
- State Police
- U.S. National Archives and Records Administration

Iowa
- Grants
- Department of Agriculture & Land Stewardship
- Department of Human Rights
- Department of Natural Resources
- Department of Public Health
- Department of Public Safety
- Department of Transportation
- Department of Veterans Affairs
- Emergency Management Agency
- Governor's Traffic Safety Bureau
- Homeland Security and Emergency Management
- State Administrative Agency
- State Library
- U.S. National Archives and Records Administration

Kansas
- Grants
- Bureau of Investigation
- Bureau of Waste Management
- Department of Health & Environment
- Department of Transportation
- Department of Veterans Affairs
- Division of Emergency Management
- Emergency Management Association
- State Administrative Agency
- State Library: Blue Skyways of Kansas
- U.S. National Archives and Records Administration

Kentucky
- Grants
- Department for Libraries and Archives
- Department for Public Health
- Department of Agriculture
- Department of Veterans Affairs
- Division of Emergency Management
- Emergency Management Association
- Justice and Public Safety Cabinet
- Office of Highway Safety
- Office of Homeland Security
- State Administrative Agency
- State Police
- Transportation Cabinet
- U.S. National Archives and Records Administration

Louisiana
- Department of Agriculture & Forestry
- Department of Health & Hospitals
- Department of Public Safety & Corrections
- Department of Transportation & Development
- Department of Veterans Affairs
- Emergency Preparedness Association
- Office of Homeland Security and Emergency Preparedness
- State Administrative Agency
- State Library
- State Police
- U.S. National Archives and Records Administration

Maine
- Grants
- Bureau of Highway Safety
- Bureau of Veterans Services
- Center for Disease Control and Prevention
- Department of Agriculture, Food & Rural Resources
- Department of Health and Human Services
- Department of Public Safety
- Department of Transportation
- Emergency Management Agency
- State Administrative Agency
- State Library
- U.S. National Archives and Records Administration

Maryland
- Grants
- Department of Agriculture
- Department of Health & Mental Hygiene
- Department of Natural Resources
- Department of Public Safety and Correctional Services
- Department of Transportation
- Department of Veterans Affairs
- Emergency Management Agency
- Emergency Management Association
- State Administrative Agency
- State Law Library
- State Police
- U.S. National Archives and Records Administration

Massachusetts
- Department of Agricultural Resources
- Department of Public Health
- Department of Transportation
- Department of Veterans Services
- Emergency Management Agency
- Highway Safety Division
- Office of Public Safety and Security
- State Administrative Agency
- State Library
- State Police
- U.S. National Archives and Records Administration

Michigan
- Grants
- Department of Agriculture & Rural Development
- Department of Community Health
- Department of Natural Resources
- Department of State Police
- Department of Transportation
- Department of Veterans Affairs
- Emergency Management Association
- Library of Michigan
- State Administrative Agency
- U.S. National Archives and Records Administration

Minnesota
- Grants
- Association of Emergency Managers
- Department of Agriculture
- Department of Health
- Department of Homeland Security & Emergency Management
- Department of Public Safety
- Department of Transportation
- Department of Veterans Affairs
- Legislative Reference Library
- Office of Justice
- State Administrative Agency
- U.S. National Archives and Records Administration

Mississippi
- Department of Agriculture & Commerce
- Department of Health
- Department of Public Safety
- Department of Transportation
- Department of Veterans Affairs Board
- Emergency Management Agency
- Library Commission
- Office of Homeland Security
- State Administrative Agency
- U.S. National Archives and Records Administration

Missouri
- Department of Agriculture
- Department of Conservation
- Department of Health and Senior Services
- Department of Public Safety
- Department of Transportation
- Emergency Management Agency
- Emergency Preparedness Association
- State Administrative Agency
- State Library
- U.S. National Archives and Records Administration
- Veterans Commission

Montana
- Grants
- Department of Agriculture
- Department of Public Health & Human Services
- Department of Transportation
- Department of Veterans Affairs
- Disaster & Emergency Services Division
- State Administrative Agency
- State Library
- U.S. National Archives and Records Administration

Nebraska
- Grants
- Association of Emergency Management
- Commission on Law Enforcement and Criminal Justice
- Department of Agriculture
- Department of Motor Vehicles
- Department of Veterans Affairs
- Emergency Management Agency
- Health and Human Services System
- Library Commission
- Office of Highway Safety
- State Administrative Agency
- U.S. National Archives and Records Administration

Nevada
- Department of Agriculture
- Department of Emergency Management
- Department of Health and Human Services
- Department of Public Safety
- Department of Transportation
- Office of Traffic Safety
- Office of Veterans Services
- State Administrative Agency
- State Library and Archives
- U.S. National Archives and Records Administration

New Hampshire
- Department of Agriculture, Markets & Food
- Department of Health & Human Services
- Department of Safety
- Department of Transportation
- Homeland Security Grants
- Homeland Security and Emergency Management
- Office of Veterans Services
- State Administrative Agency
- State Library
- U.S. National Archives and Records Administration

New Jersey

- Grants
- Department of Agriculture
- Department of Health & Senior Services
- Department of Law & Public Safety
- Department of Transportation
- Department of Veterans Affairs
- Office of Emergency Management
- Office of Homeland Security & Preparedness
- State Administrative Agency
- State Library
- State Police
- U.S. National Archives and Records Administration

New Mexico

- Grants
- Department of Agriculture
- Department of Health
- Department of Homeland Security & Emergency Management
- Department of Public Safety
- Department of Transportation
- Department of Veterans Affairs
- Emergency Management Association
- State Administrative Agency
- State Library
- U.S. National Archives and Records Administration

New York

- Grants
- Department of Agriculture & Markets
- Department of Environmental Conservation
- Department of Health
- Department of Homeland Security and Emergency Services
- Department of Transportation
- Department of Veterans Affairs
- Division of Criminal Justice Services
- Emergency Management Association
- State Administrative Agency
- State Library
- State Police
- U.S. National Archives and Records Administration

North Carolina

- Department of Agriculture & Consumer Services
- Department of Crime Control and Public Safety
- Department of Health and Human Services
- Department of Transportation
- Department of Veterans Affairs
- Emergency Management Association
- State Administrative Agency
- State Library
- U.S. National Archives and Records Administration

North Dakota

- Department of Agriculture
- Department of Health
- Department of Transportation
- Department of Veterans Affairs
- Disaster Recovery and Mitigation
- Division of Emergency Services
- Emergency Management Association
- Homeland Security
- North Dakota U.S. National Archives and Records Administration
- State Administrative Agency
- State Library

Ohio

- Department of Agriculture
- Department of Health
- Department of Natural Resources
- Department of Public Safety
- Department of Transportation
- Department of Veterans Affairs
- Disaster and Preparedness Grants Division
- Emergency Management Association
- Grant Records and Application Network for Traffic Safety
- Homeland Security Division
- Office of Criminal Justice Services
- Preparedness Grants Branch
- State Administrative Agency
- State Library
- Traffic Safety Office
- U.S. National Archives and Records Administration

Oklahoma

- Department of Agriculture, Food & Forestry
- Department of Emergency Management
- Department of Libraries
- Department of Public Safety
- Department of Transportation
- Department of Veterans Affairs
- Emergency Management Association
- Emergency Preparedness and Response
- Highway Safety Office
- Office of Homeland Security
- State Administrative Agency
- State Department of Health
- U.S. National Archives and Records Administration

Oregon
- Department of Agriculture
- Department of State Police
- Department of Transportation
- Department of Veterans Affairs
- Emergency Management Association
- Health Authority
- Office of the State Fire Marshal
- Public Safety Standards and Training
- State Administrative Agency
- State Library
- U.S. National Archives and Records Administration

Pennsylvania
- Commission on Crime and Delinquency
- Department of Agriculture
- Department of Health
- Department of Military and Veterans Affairs
- Department of Transportation
- Emergency Management Agency
- Keystone Emergency Management Association
- State Administrative Agency
- State Library
- State Police
- U.S. National Archives and Records Administration

Rhode Island
- Department of Health
- Department of Public Safety
- Department of Transportation
- Division of Agriculture
- Emergency Management Agency
- Office of Library and Information Services
- State Administrative Agency
- State Police
- U.S. National Archives and Records Administration
- Veterans Services

South Carolina
- Grants
- Department of Agriculture
- Department of Health & Environmental Control
- Department of Natural Resources
- Department of Public Safety
- Department of Transportation
- Department of Veterans Affairs
- Emergency Management Association
- Emergency Management Division
- State Administrative Agency
- State Library
- U.S. National Archives and Records Administration

South Dakota
- Grants
- Department of Agriculture
- Department of Health
- Department of Military and Veterans Affairs
- Department of Public Safety
- Department of Transportation
- Emergency Management Association
- State Administrative Agency
- State Library
- U.S. National Archives and Records Administration

Tennessee
- Grants
- Department of Agriculture
- Department of Health
- Department of Safety & Homeland Security
- Department of Transportation
- Department of Veterans Affairs
- Emergency Management Agency
- Emergency Management Association
- State Administrative Agency
- State Library and Archives
- U.S. National Archives and Records Administration

Texas
- Grants
- Commission on Fire Protection
- Commission on State Emergency Communications
- Criminal Justice Division
- Department of Agriculture
- Department of Public Safety
- Department of State Health Services
- Department of Transportation
- Department of Veterans Commission
- Division of Emergency Management
- Emergency Management Association
- State Administrative Agency
- State Library and Archives
- U.S. National Archives and Records Administration

Utah
- Grants
- Department of Agriculture
- Department of Health
- Department of Public Safety
- Department of Transportation
- Department of Veterans Affairs
- Division of Emergency Management
- Emergency Management Association
- State Administrative Agency
- State Library
- U.S. National Archives and Records Administration

Vermont
- Agency of Agriculture
- Agency of Transportation
- Department of Health
- Department of Libraries
- Department of Public Safety
- Emergency Management
- Office of Veterans Affairs
- State Administrative Agency
- State Police
- U.S. National Archives and Records Administration

Virginia
- Department of Agriculture & Consumer Services
- Department of Emergency Management
- Department of Fire Programs
- Department of Health
- Department of Transportation
- Department of Veterans Services
- Emergency Management Association
- Library of Virginia
- Office of Public Safety
- State Administrative Agency
- State Police
- U.S. National Archives and Records Administration

Washington
- Grants
- Department of Agriculture
- Department of Health
- Department of Transportation
- Department of Veterans Affairs
- Emergency Management Association
- Emergency Management Division
- State Administrative Agency
- State Library
- State Patrol
- Traffic Safety Commission
- U.S. National Archives and Records Administration

West Virginia
- Grants
- Bureau for Public Health
- Department of Agriculture
- Department of Transportation
- Department of Veterans Affairs
- Division of Homeland Security and Emergency Management
- Division of Justice and Community Services
- Library Commission
- State Administrative Agency
- State Police
- U.S. National Archives and Records Administration

Wisconsin
- Department of Agriculture, Trade & Consumer Protection
- Department of Health Services
- Department of Natural Resources
- Department of Transportation
- Department of Veterans Affairs
- Division of Emergency Management
- Emergency Management Association
- Office of Justice Assistance
- State Administrative Agency
- State Law Library
- U.S. National Archives and Records Administration

Wyoming
- Department of Agriculture
- Department of Transportation
- Highway Patrol
- Office of Homeland Security
- State Administrative Agency
- State Library
- U.S. National Archives and Records Administration

American Samoa
- Public Library
- State Administrative Agency
- U.S. National Archives and Records Administration
- Federated States of Micronesia
- Government Contacts
- Office of the President

Guam
- Grants
- Department of Public Health & Social Services
- Homeland Security, Division of Civil Defense
- State Administrative Agency

Midway Islands
- Northern Mariana Islands
- Grants
- Department of Lands & Natural Resources
- Department of Public Health
- Department of Public Safety
- Emergency Management Office
- Office of Homeland Security
- State Administrative Agency

Puerto Rico
- Grants
- Department of Agriculture
- Department of Health
- Department of Transportation and Public Works
- State Administrative Agency
- U.S. National Archives and Records Administration

Republic of Palau
- Grants
- National Emergency Management Office

Republic of the Marshall Islands

U.S. Virgin Islands
- Grants
- Emergency Management Agency
- Public Library System
- State Administrative Agency
- U.S. National Archives and Records Administration

Other Entities that Offer Grant Programs

These non-government grantors offer a wide variety of community, public health, and security grants to local and state agencies. Of course, this is just a small percentage of non-government grantors. Individuals and agencies searching for grants should also check with other local organizations that may have a vested interest in helping local preparedness and emergency services.

To access links online, visit http://www.domprep.com/userfiles/grants/other.html

AED Grant

AgStar Financial Services

Alfred P. Sloan Foundation

Allstate Foundation

American Express

American Medical Association (AMA)

Asia Foundation

Bechtel Group Foundation

Ben & Jerry's Foundation

Blandin Foundation

Blue Mountain Community Foundation

Blue Shield of California

BNSF Foundation

Burroughs Welcome Fund

California Community Foundation

Commonwealth Fund, The

Community of Science

Cox Community Foundation

Dogs Against Drugs/Dogs Against Crime

Donner Canadian Foundation

Dunkin Brands Community Foundation

Eurasia Foundation, The

Farm Foundation

FedEx

Fireman's Fund

Fondation de France

Foundation for Research, Science & Technology (FRST)

Foundation for the Mid South

Gannett Foundation

General Motors Foundation

Getty Grant Program, The

Goldman Philanthropic Partnerships

Greater Cedar Rapids Community Foundation

Harold K.L. Castle Foundation

Health Research Board Ireland

Helen Bader Foundation

Hewlett Packard Philanthropy

IBM Community Relations

Jarden Consumer Solutions

Jay & Rose Phillips Family Foundation, The

Jimmy Ryce Foundation

John D. and Catherine T. MacArthur Foundation, The

K9 Working Dogs International, LLC

Lloyds TSB Foundation for England and Wales

Local Initiatives Support Corporation (LISC)

Louisiana Highway Safety Commission

Lubbock Area Foundation

Markle Foundation

Mary E. Bivins Foundation

Metlife Foundation

Meyer Foundation

Minnesota Council on Foundations

National Association of Drug Diversion Investigators

National Law Enforcement and Firefighters Childrens' Foundation Grants Program

National Rifle Association (NRA)

National Rifle Association Range Grants

National Tactical Officers Association

NEW AID Foundation

Northrop Grumman Foundation

Officer Down Memorial Page, Inc., The

Open Society Foundations

Palo Alto Community Fund

Partners Project

Paul & Daisy Soros Fellowships for New Americans, The

Peace and Security Funders Group

Ploughshares Fund

Public Welfare Foundation

RGK Foundation

Robert Wood Johnson Foundation Local Funding Partnerships

Rose Hills Foundation

Royal Hobart Hospital Research Foundation Inc.

Royal Society, The

Sara Lee Foundation

Shasta Regional Community Foundation

Shell Foundation

Smith Richardson Foundation

Social Venture Partners, Arizona

Social Venture Partners, Boulder

Social Venture Partners, Denver

Social Venture Partners, Seattle

State Farm Insurance

Target

Telecommunications Development Fund (TDF)

Toledo Community Foundation

Tri-State K9

United States Institute of Peace

UPS Foundation

Verizon Foundation

Vest For Life

Virtual Foundation, The

Wal-Mart Foundation

Wellmark Foundation, The

Wells Fargo

Winston-Salem Community Foundation, The

World Health Organization

Grant Acronyms

Below is just a sampling of the many acronyms used in grant announcements. This list was compiled from various government agencies, across multiple disciplines. Additional acronyms for the federal government departments and programs can be found in the Federal Government Resources section.

AA – Account Administrator

AAGP – American Association of Grant Professionals (see GPA)

AAR – After Action Review

ACH – Automated Clearing House

ADA – Americans with Disabilities Act

AEL – Authorized Equipment List

AHRQ – Agency for Healthcare Research and Quality

AO – Administrative Official

AOR – Authorized Organization Representative

AREA – Academic Research Enhancement Award

ARRA – The American Recovery and Reinvestment Act of 2009

ASPR – Assistant Secretary for Preparedness and Response

ASST – Assistant role in the NIH Commons

BAA – Broad Agency Announcement

BDW – Budget Detail Worksheet

BIDP – Border Interoperability Demonstration Project

BSC – Board of Scientific Counselors

BSIR – Biannual Strategy Implementation Report

CBP – Customs and Border Protection

CCR – Central Contractor Registration

CERT – Community Emergency Response Team

CFDA – Catalog of Federal Domestic Assistance

CFP – Call for proposals

CFR – Code of Federal Regulations

CGAP – Competitive Grant Application Process

CI/KR – Critical Infrastructure/Key Resource

CIT – Center for Information Technology

CMO – Committee Management Officer

COOP – Continuity of Operations Plan

CPEP – Community Protection and Evacuation Plan

CRI – Cities Readiness Initiative

CSID – Centralized Scheduling and Information Desk

DCO – Division of Communication and Outreach

DEA – Division of Extramural Activities

DEAS – Division of Extramural Activities Support

DFAS – Division of Financial Advisory Services

DIR – Division of Intramural Research

DPA – Domestic Preparedness Assessment

DRM – Disaster Recovery Manager

DSMB – Data Safety Monitoring Board

DSR – Damage Survey Report

DUNS – Data Universal Numbering System

EA – Emergency Assistance

EHP – Environmental Planning and Historic Preservation

EIS – Environmental Impact Statement

EMAC – Emergency Management Assistance Compact

EMD – Emergency Management Division

EO – Executive Orders

ERA – Electronic Research Administration

ESA – Extramural Scientist Administrator

ESAR-VHP – Emergency Systems for Advance Registration of Volunteer Health Professionals

eSNAP – Electronic Streamlined Non-competing Award Process

F&A – Facilities and Administration

FAC – Federal Audit Clearinghouse

FACA – Federal Advisory Committee Act

FAD – Foreign Animal Disease

FALD – Federal Assistance Law Division

FBO – Faith-Based Organization

FFO – Federal Funding Opportunity

FOA – Funding Opportunity Announcement

FOIA – Freedom of Information Act

FPO – Federal Program Officer

FRP – Federal Response Plan

FSR – Financial Status Report

FWA – Federal-Wide Assurance

FY – Fiscal Year

G&T – Grants & Training

GAN – Grant Adjustment Notice
GAO – Government Accounting Office
GMD – Grants Management Division, NOAA
GMO – Grants Management Officer
GMS – Grants Management Specialist
GOS – General Operating Support, or Grant Operations Section
GPA – Grant Professional Association (formerly known as AAGP)
GPCI – Grant Professionals Certification Institute
GPD –Grants Programs Directorate
GPO – Government Printing Office
GRP – Grants Reporting Portal
GSA – U.S. General Services Administration
HIPAA – Health Insurance Portability and Accountability Act
HR/HI – High Risk/High Impact
HSA – Health Scientist Administrator
HSARPA – Homeland Security Advanced Research Projects Agency
HSPD – Homeland Security Presidential Directive
IAB – InterAgency Board
IAR – Internet Assisted Review
IB – Information Bulletin
IC – Institute or Center
ICS – Incident Command System
IDeA – Institutional Development Awards
IJ – Investment Justification
IMOD – Immediate Office of the Director
INF – Immediate Needs Funding
IPF – Institutional Profile Number
IRB – Institutional Review Board
IRG – Initial Review Group
ISIP – Initial Strategy Implementation Plan
IT – Information Technology
JIC – Joint Information Center
LLIS – Lessons Learned Information Sharing
M&A – Management and Administration
MOA – Memorandum of Agreement
MOU – Memorandum of Understanding
MYF – Multi-Year Funding
NDPA – NIH Director's Pioneer Award
NECP – National Emergency Communications Plan
NED – National Exercise Division
NEPA – National Environmental Policy Act
NGO – Non-Government Organization
NIC – NIMS Implementation Center
NIEM 0.1 – National Information Exchange Model
NIMSCAST – NIMS Compliance Assistance Support Tool
NIPP – National Infrastructure Protection Plan
NoA – Notice of Award
NOFA – Notice of funds availability
NOI – Notice of Interest
NPG – National Preparedness Goal
NPP – National Priorities Project
NRF – National Response Framework
NRFC – Not Recommended for Further Consideration
NRP – National Response Plan
NRSA – National Research Service Award
NS – No Score (lower 50% of grants in study section)
NSS – No Study Section (in house)
OAMP – Office of Acquisition Management and Policy
OAO – Office of Administrative Operations
OD – Office of the Director
ODP – Office of Domestic Preparedness
OEAM – Office of Executive Assistance and Management
OEBAM – Office of Executive Budgeting and Assistance Management
OEC – Office of Emergency Communications
OER – Office of Extramural Research
OES – Office of Emergency Services
OFM – Office of Financial Management
OGC – Office of General Counsel
OGO – Office of Grants Operations
OGT – Office of Grants and Training
OHRP – Office for Human Research Protections
OHS – Office of Homeland Security
OIC – Office for Interoperability and Compatibility
OIG – Office of Inspector General
OLAW – Office of Laboratory Animal Welfare

OLIA – Office of Legislative and Intergovernmental Affairs
OMA – Office of Management Assessment
OMB – Office of Management and Budget
OPERA – Office of Policy for Extramural Research Administration
ORA – Office of Reports and Analysis
ORI – Office of Research Integrity
ORIS – Office of Research Information Systems
ORMH – Office of Research on Minority Health
ORMWH – Office of Research on Minority and Women's Health
ORWH – Office of Research on Women's Health
OSA – Office of Scientific Affairs
OSP – Office of Science Policy
OTMIR – Office of Tropical Medicine and International Research
PA – Program Announcement
PAC – Public Assistance Coordinator
PAO – Public Assistance Officer
PAR – Program Announcement Reviewed in an Institute
PAS – Program Announcement with Set-aside funds
PCC – Program Classification Code
PD – Program Director
PDA – Preliminary Damage Assessment
PECASE – Presidential Early Career Award for Scientists and Engineers
PHEP – Public Health and Emergency Preparedness
PHS – Public Health Service
PI – Principal Investigator
PIO – Public Information Officer
PMS – Payment Management System
PNP – Private Nonprofit
PO – Program Official
POC – Point of Contact
POETE – Planning, Organization, Equipment, Training, Exercises
PPD – Presidential Policy Directive
PPE – Personal Protective Equipment
PRRR – Program Review Report Record
PSC – Program Support Center
PSIC – Public Safety Interoperable Communications
PSST – Public Safety Spectrum Trust
PW – Project Worksheet
RFA – Request for Application
RFGP – Request for Grant Proposals
RFIP – Research Facilities Improvement Program
RFP – Request for Proposals
RM – Roadmap Initiative
RPG – Research Project Grant
S&T – Science and Technology Directorate
SAA – State Administrative Agency
SAVER – System Assessment and Validation for Emergency Responders
SBIR – Small Business Innovation Research
SCIP – Statewide Communications Interoperability Plan
SEMS – Standardized Emergency Management System
SEP – Special Emphasis Panel
SERT – State Emergency Response Team
SF – Standard Form
SFHA – Special Flood Hazard Area
SGA – Solicitation for Grant Applications
SIEC – Statewide Interoperability Executive Committee
SMSD – State Management of Small Disasters
SO – Signing Official
SOP – Standard Operating Procedure
SP – Special Project
SPARS – State Preparedness Assessment and Reporting Service
SPOC – Single Point of Contact
SPR – State Preparedness Report
SRA – Scientific Review Administrator
SREA – Scientific Review and Evaluation Award
SRG – Scientific Review Group
SRO – Scientific Review Officer
SSS – Special Study Section
STEM – Science, Technology, Engineering, and Math
STTR – Small Business Technology Transfer
TCL – Target Capabilities List
UAWG – Urban Area Working Group
UDC – Unified Disaster Council
UGMS – Uniform Grants and Management Standards
VOAD – Voluntary Organizations Assisting in Disasters

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