



U.S. DEPARTMENT OF HOMELAND SECURITY

**FISCAL YEAR 2009**

**HOMELAND SECURITY GRANT PROGRAM**

**INVESTMENT JUSTIFICATION REFERENCE GUIDE**

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U.S. DEPARTMENT OF HOMELAND SECURITY

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## PART I. OVERVIEW

This Homeland Security Grant Program (HSGP) Investment Justification Reference Guide will provide an overview of changes incorporated into the FY 2009 Investment Justification based on feedback received from stakeholders and partners, provide clarification for all Investment Justification questions, and provide an overview of the scoring criteria against which the Investment Justification questions will be evaluated. The FY 2009 HSGP Investment Justification Reference Guide complements the *FY 2009 HSGP Guidance and Application Kit*, developed by the Department of Homeland Security (DHS).

### A. Investment Justification in FY 2009

States, territories, and Urban Areas requesting FY 2009 HSGP funding are **required** to use the web-based IJ submission module provided by DHS in the Grants Reporting Tool (GRT). The Investment Justification may include up to 15 Investments and must account for all HSGP funds requested by the applicant. State and territory applications should only include State Homeland Security Program (SHSP), Metropolitan Medical Response System (MMRS), and Citizen Corps Program (CCP) funds. MMRS Steering Committees and Citizen Corps Councils should be involved in the development of MMRS and CCP Investments. Urban Area applications must account only for Urban Areas Security Initiative (UASI) funding. Similar to last year, States, territories, and Urban Areas may submit Multi-Applicant Investments, which represent a shared interest between two or more States and territories, or a shared interest between two or more Urban Areas.

Per the requirements in the *FY 2009 HSGP Guidance and Application Kit*, at least 25 percent of FY 2009 HSGP funding (SHSP, UASI, MMRS, and CCP) must be collectively allocated to the Strengthening Preparedness Planning Priority through planning, training and exercise activities.

In FY 2009, DHS is providing all States and Urban Areas with targeted allocations based on the Department's relative risk assessment in advance of the Investment Justifications for SHSP and UASI funding. The purpose of this information is to increase grantee program management effectiveness by identifying funding availability in the initial stages of the grant process as well as to increase grantee accountability. States and Urban Areas should focus their Investments based on the targeted allocation and submit applications for up to 110 percent (110%) of the targeted allocation. Subsequently, when determining the final allocation, DHS may increase or decrease the targeted SHSP and UASI allocations by up to 10 percent based on the results of the effectiveness analysis (see Part II of the *FY 2009 HSGP Guidance and Application Kit* for additional information). For FY 2009 HSGP, there is an optional cost sharing opportunity that will provide a bonus in the effectiveness analysis. Applicants that identify optional cash and /or in-kind cost sharing funds may receive up to a 5 point bonus to their effectiveness score.

## PART II.

# ENHANCEMENTS FROM FY 2008 TO FY 2009

### A. Feedback from Preparedness Stakeholders and Partners

Throughout the course of the FY 2008 HSGP review and scoring process, DHS collected and compiled recommendations from a variety of stakeholder and partner sources, including peer reviewer surveys following the peer review conference, participant surveys from the After Action Conference, as well as formal and informal stakeholder and partner discussions conducted throughout the year. The DHS-sponsored After Action Conference held in San Francisco, California on August 20, 2008 involved approximately 150 State, territory, Tribal, and local representatives from 40 States and territories and 5 Tribes.

The feedback and recommendations provided by the stakeholder and partner community were instrumental in refining the FY 2009 HSGP Investment Justification and peer review process.

### B. Updates Made to the FY 2009 Investment Justification

In updating the FY 2009 Investment Justification, DHS placed significant emphasis on the feedback and recommendations from stakeholders and partners. Several of the stakeholder and partner recommendations and actions implemented by DHS include:

- ✓ **Enhanced Milestones, Investment Challenges and Outputs/Outcomes.** Milestones, Investment Challenges, and outputs/outcomes have been consolidated into the new Accomplishments question. This question will allow applicants to more easily identify the major accomplishments they hope to achieve during the HSGP period of performance, the milestones that will mark their progress towards these accomplishments, and the challenges that may impede successful implementation of the Investment.
- ✓ **Expand Funding Plan Character Limit.** The character limit for each response area of the Funding Plan has been increased so that applicants may provide additional details about the planned expenditure of their allocated FY 2009 HSGP funds.
- ✓ **Project Management.** The Project Management question has been moved to the Overall section to allow applicants to outline the management team that will be used across all Investments within an Investment Justification rather than at the individual Investment level.

## PART III.

# INVESTMENT JUSTIFICATION QUESTIONS

Each Investment Justification will be evaluated by a panel of peer reviewers to determine the anticipated effectiveness of an applicant's plan to address national and local priorities (including the National Preparedness Guidelines and applicant-specific priorities), with the overall goal of managing risk and building preparedness capabilities.

DHS has defined *anticipated effectiveness* as:

- The extent to which the Investment supports the vision of the State, territory, Tribe, or Urban Area Homeland Security Strategy and program planning activities
- The ability to successfully execute and implement the Investment to achieve the planned Investment outputs and outcomes

The HSGP Investment Justification consists of an Overall Investment Justification section and up to 15 Investments. Each of the 15 individual Investments contains four individual Investment categories: Baseline, Strategy, Implementation, and Impact. Within these four categories there are a total of 12 individual Investment questions.

This section will provide additional details regarding each question in the Overall Investment Justification section and each of the four individual Investment categories, including helpful hints for responding to those questions. Additionally, in response to stakeholder and partner feedback, examples have been provided for those questions for which stakeholders and partners have requested additional information. These examples are for illustrative purposes only and do not reflect actual or recommended Investments for the enhancement of preparedness capabilities. They are intended to demonstrate the type and level of detail of information necessary to respond to the FY 2009 HSGP Investment Justification questions.

## A. Overall Investment Justification Section

Question	Scoring Criteria	Helpful Hints and Tips
<b>Overall Investment Justification Section</b>		
<p><b>Overall Investment Justification</b>  <b>Question:</b> Describe your understanding of the spectrum of terrorism and natural hazard risks your State/territory/Urban Area faces. Explain how this understanding influenced development of this Investment Justification.</p> <p>States applying for HSGP funding must also include a description of how they plan to allocate grant funds to local units of government within 45 days of award. (4,000 char. max)</p>	<ul style="list-style-type: none"> <li>The information provided is not scored as an individual section; however, it is considered in the Portfolio Score, and should demonstrate the relationship between the individual Investments and the applicant's understanding of risk</li> </ul>	<ul style="list-style-type: none"> <li>Describe the risks to your State/territory/Urban Area; remember to include:               <ul style="list-style-type: none"> <li>Terrorism risks</li> <li>Natural hazard risks; and</li> <li>Risk information from your own planning processes</li> </ul> </li> <li>Potential sources of information to assist with this response include:               <ul style="list-style-type: none"> <li>State/territory/Urban Area risk assessments and analyses</li> </ul> </li> </ul>
<p><b>Management &amp; Administrative Costs</b>  <b>Question:</b> States, territories and Urban Areas must provide a brief overall summary of planned management and administrative (M&amp;A) expenditures that support the implementation of the Investments proposed in this Investment Justification. (2,500 char. max)</p>	<ul style="list-style-type: none"> <li>The information provided is not scored as an individual section; however, it is considered in the Portfolio Score</li> </ul>	<ul style="list-style-type: none"> <li>Describe all M&amp;A costs required to implement the Investments proposed in this Investment Justification</li> <li>Potential sources of information to assist with this response include:               <ul style="list-style-type: none"> <li>Part VI. B of the <i>FY 2009 HSGP Guidance and Application Kit</i></li> </ul> </li> </ul>

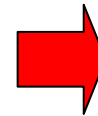
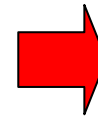
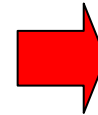
Question	Scoring Criteria	Helpful Hints and Tips
<b>Overall Investment Justification Section</b>		
<p><b>Project Management Question:</b> Describe the management team’s roles and responsibilities, governance structures, and subject matter expertise specifically required for all of the Investments included in this Investment Justification. (2,500 char. max)</p>	<ul style="list-style-type: none"> <li>The information provided is not scored as an individual section; however, it is considered in the Portfolio Score and should demonstrate the team’s ability to manage the Investments listed in the application</li> </ul>	<ul style="list-style-type: none"> <li>Identify the roles, responsibilities, and qualifications of the project manager responsible for implementing the Investments proposed in the Investment Justification</li> <li>Identify other operational roles and subject matter expertise necessary for managing the proposed Investments in the Investment Justification, including the responsibilities associated with each role</li> <li>Describe operational roles and responsibilities specific to the successful implementation of the Investments proposed in the Investment Justification</li> <li>Describe how the subject matter expertise will be used in the implementation of the Investment</li> <li>Subject matter expertise may include: <ul style="list-style-type: none"> <li>Homeland security related subject matters (e.g., biohazard, search and rescue, specialized training)</li> <li>Administrative functions necessary for implementing the Investment Justification (e.g., accounting, procurement)</li> </ul> </li> <li>The response should serve as supporting material for question III.C. of the Investment and should not be a description of the organizational structure of the homeland security agency</li> <li>If the management team differs for each Investment, the differences (e.g., roles, responsibilities, governance structure, subject matter expertise, etc.) should be outlined in question III.C. of the Investment</li> </ul>

## Individual Investment Questions

Individual Investment questions provide information regarding each Investment. There are 12 individual Investment questions, in addition to the Investment Heading. In order for an Investment to be considered complete, all questions, including the Investment Heading, must be addressed. For details on Multi-Applicant Investments, see Part V of this reference guide.

**B. Baseline**

Question	Scoring Criteria
<b>Baseline</b>	
<p><b>I.A. Baseline – Previous HSGP Request Name and Funding:</b> If the Investment was included in a previous HSGP request, please provide the name of the Investment and the total amount of HSGP funding that was dedicated to this Investment, if any.</p>	<ul style="list-style-type: none"> <li>The information provided is not scored as an individual section; however, it <i>is</i> considered in the Comprehensive Investment Score and should establish the Investment’s background and progress made to date</li> </ul>
<p><b>I.B. Baseline – Purpose Statement:</b> Describe, at a high-level, what activities will be implemented and what will be accomplished by this Investment. (1,000 char. max)</p>	
<p><b>I.C. Baseline – Description:</b> Provide a description of the current state of this Investment, its objectives, and any accomplishments that will be completed <u>prior</u> to the application of FY 2009 HSGP funds. Include in this description whether this is a new or ongoing Investment. Describe the capability gap(s) that this Investment is intended to address. (1,500 char. max)</p>	



- If this Investment was included in a previous HSGP Investment Justification submission, provide the Investment name and the total amount of HSGP funding **used** (not requested)
- Identify the goals of the Investment
- Identify, at a high-level, the key activities required to successfully implement the Investment
- Identify why the project is a necessary Investment for your State/territory/Urban Area

**All Investment Types (new and ongoing):**

- Describe the current state (baseline or starting point) of the Investment at the beginning of the FY 2009 HSGP period of performance
- Discuss Investment objectives expected to be accomplished over the FY 2009 HSGP period of performance
- Identify the capability gap(s) that this Investment is intended to address

**Ongoing Investment:** Include accomplishments to date, such as:

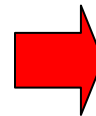
- Major milestones, purchases, training activities, or other implementation steps that have been or will be started and/or completed before the application of FY 2009 HSGP funds

**New Investment:** If the proposed Investment is new, please indicate that there are no accomplishments to date



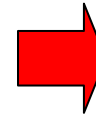
### C. Strategy

Question	Scoring Criteria
<b>Strategy</b>	
<p><b>II.A. Strategy – State Preparedness Report:</b> Explain how this Investment supports Initiatives in the State Preparedness Report. Please reference relevant page numbers in the State Preparedness Report. <i>(Part of overall Investment 15,000 char. max)</i></p>	<ul style="list-style-type: none"> <li>• Response provides linkage between the Investment and Initiatives from the State Preparedness Report</li> <li>• Response demonstrates how the Investment will contribute to reaching State Preparedness Report targets</li> </ul>
<p><b>II.B. Strategy – Homeland Security Strategy goals and objectives:</b> Explain how this Investment supports the State/territory/Urban Area Homeland Security Strategy goals and objectives. Please reference relevant goal and objective numbers in the State/territory/Urban Area Homeland Security Strategy. <i>(Part of overall Investment 15,000 char. max)</i></p>	<ul style="list-style-type: none"> <li>• Response provides linkage between the Investment and Homeland Security Strategy goals and objectives</li> <li>• Response demonstrates how the Investment will support the Homeland Security Strategy goals and objectives</li> </ul>



- Helpful Hints**
- Reference relevant Initiatives in the State Preparedness Report (SPR)
  - Identify specific, related page numbers from the SPR
  - Describe how the Investment contributes to achieving identified targets
  - Directly link the Investment and SPR targets discussed
  - Urban Area Investments should relate to targets in the State's SPR
  - NOTE: The SPR will only be used to provide context for the Investment and will not be scored
- 
- Identify relevant State/territory/Urban Area Homeland Security Strategy goals and objectives
  - Describe how the Investment directly supports the State/territory/Urban Area Homeland Security Strategy goals and objectives discussed
  - NOTE: The FY 2009 HSGP peer review process will use the most recent Homeland Security Strategy document that has been submitted through the Grants Reporting Tool (GRT) as March 20, 2009

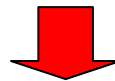
Question	Scoring Criteria
<b>Strategy</b>	
<p><b>II.C. Strategy – Target Capabilities:</b> From the drop-down boxes, select one primary and up to four secondary Target Capabilities that this Investment supports. For the primary Target Capability selected, provide an explanation of how it is supported by this Investment. (500 char. max)</p>	<ul style="list-style-type: none"> <li>• Response provides linkage between the Investment and the selected primary Target Capability</li> <li>• Response demonstrates how the Investment will support the selected primary Target Capability</li> </ul>
<p><b>II.D. Strategy – National Priorities:</b> From the drop-down boxes, select the National Priority(ies) that this Investment supports; up to four may be selected.</p>	<ul style="list-style-type: none"> <li>• The information provided is not scored as an individual section; however, it <i>is</i> considered in the Comprehensive Investment Score</li> </ul>



- The primary Target Capability should be the Target Capability that is most significantly and directly supported by the Investment
- Secondary Target Capabilities should include Target Capabilities that are directly supported by the Investment, but to a lesser extent than the primary Target Capability
- Target Capabilities selected should be relevant to the capability gap(s) described in Question I.C
  - The score for this question is not dependent upon the number of Target Capabilities identified, although responses should be comprehensive for the Investment
- The Investment should directly support the National Priorities selected from the drop-down list
- For a list of the current Target Capabilities and National Priorities, refer to <http://www.fema.gov/pdf/government/training/tcl.pdf>

## D. Implementation

Question	Scoring Criteria
<b>Implementation</b>	
<p><b>III.A. Funding Plan:</b> Provide the total estimated cost to implement this Investment during the three year, FY 2009 HSGP period of performance by completing the following table:</p> <ul style="list-style-type: none"> <li>For each solution area that has an associated FY 2009 HSGP cost, provide a brief summary of the planned expenditures (including personnel)</li> <li>If this Investment includes optional cost sharing funds, provide the cash or in-kind funding amounts in the appropriate section of the funding table and describe how those funds will be applied</li> <li>Other sources of funding should be identified and described appropriately <i>(1,500 char. max per solution area)</i></li> </ul>	<ul style="list-style-type: none"> <li>Response references the appropriate activities, services, or products for the solution area</li> <li>Response describes how the estimated HSGP costs will be used specifically towards this Investment</li> <li>The optional cash and in-kind cost sharing funds identified are considered in the effectiveness analysis</li> </ul>

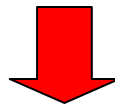


<b>Example</b>
<p><i>Building a House</i></p> <p><b>EQUIPMENT</b>  <i>Total Estimated Equipment Cost: \$150,000 from X funding source</i></p> <p>For the purpose of this Investment, our planned expenditures will include the purchase of lumber, insulation, construction tools, roofing and plumbing materials, concrete, and windows. Personnel expenses for procuring the equipment have been included in the estimated equipment cost as well. Purchasing this equipment will be critical to achieving the primary objective of building the house. Full funding for the equipment is expected to come entirely from X funding, as no other funding sources are available.</p>



- Provide the total estimated cost for the Investment
- Personnel costs should be included as a part of the estimated cost for a particular solution area
- Describe the planned expenditures, including products, services, and activities
- Planned expenditures should be appropriate for the solution area and grant program in which they are described; however, the list of planned expenditures does not need to be exhaustive
- In the solution area summaries describe how the estimated funding will be used
- NOTE: The total estimated funding amounts across all Investments submitted in the FY 2009 HSGP Investment Justification should not exceed 110% of your funding amount as published in the *FY 2009 Guidance and Application Kit*
- NOTE: Character limits have been increased for FY 2009; consequently, applicants should provide more details around POETE funds
- NOTE: At least 25 percent of FY 2009 HSGP funding (SHSP, UASI, MMRS, and CCP) across all Investments must be collectively allocated to the Strengthening Preparedness Planning Priority through planning, training and exercise activities

Question	Scoring Criteria
<b>Implementation</b>	
<p><b>III.B. Accomplishments:</b> Identify up to five accomplishments that will be achieved within the three year, FY 2009 HSGP period of performance. For each accomplishment:</p> <ul style="list-style-type: none"> <li>Identify the planned end date for when the accomplishment will occur</li> <li>Identify at least one milestone that will indicate the Investment is progressing towards the accomplishment</li> <li>Identify at least one challenge that may impede the achievement of the accomplishment within the period of performance</li> </ul> <p><i>(1,000 char. max solution area)</i></p>	<ul style="list-style-type: none"> <li>Each response provides a clear description of the Investment's accomplishments</li> <li>Milestones collectively present a clear sequence of events that will lead to the associated accomplishment</li> <li>Challenges should describe potential barriers to both the successful implementation of the proposed Investment and the completion of the associated accomplishments within the FY 2009 HSGP period of performance</li> </ul>



<b>Example</b>
<p><i>Building a House</i></p> <p><b>Accomplishment 1:</b></p> <ul style="list-style-type: none"> <li>The foundation of the house will be laid by 4/15/09</li> </ul> <p><b>Milestones for Accomplishment 1:</b></p> <ul style="list-style-type: none"> <li>Develop project management plan (3/01/09 – 3/08/09)</li> <li>Obtain permits and necessary inspections for each task area (3/01/09 – 3/08/09)</li> <li>Hire contractors/labor for each major task area (3/01/09 – 3/15/09)</li> <li>Buy materials for each specific task area (3/15/09 – 3/30/09)</li> <li>Perform work based on schedule developed in the project management plan (3/30/09 – 7/1/09)</li> </ul> <p><b>Challenges for Accomplishment 1:</b></p> <ul style="list-style-type: none"> <li>Permits and necessary inspections may take longer to acquire</li> <li>Inclement weather could delay laying foundation</li> <li>Inclement weather in other parts of the country could affect the ability to acquire lumber or other supplies, delaying completion dates</li> </ul>



- Planned accomplishments should show progress toward the overall objective of the Investment
- Milestones should illustrate a sequence of events that incrementally build up to the identified accomplishments
- Identify the planned end date for when each accomplishment will occur
- Identify at least two accomplishments should be identified
- Identify at least one milestone and at least one challenge should be identified for each accomplishment
- NOTE: The score for this question is not dependent upon the number of accomplishments, milestones, and challenges listed; however, responses must provide clear descriptions and sufficient detail
- NOTE: All accomplishments, milestones, and challenges should be specific to this Investment, and should be relevant within the FY 2009 HSGP period of performance

Question	Scoring Criteria
<b>Implementation</b>	
<p><b>III.C. Challenge Mitigation:</b> Explain how the management team described in the Overall section will mitigate challenges and ensure that the expected accomplishments and milestones for this Investment will be achieved within the three year, FY 2009 HSGP period of performance. <i>(Part of overall Investment 15,000 char. max)</i></p>	<ul style="list-style-type: none"> <li>• Response describes how the management team will mitigate challenges to meet milestones in order to achieve the accomplishments for the proposed Investment</li> </ul>



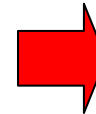
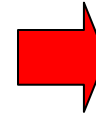
<b>Example</b>
<p><i>Building a House</i></p> <p>Our management team includes a procurement expert with extensive experience in overseeing construction quality and managing any delays in the delivery of materials and equipment. The project manager has overseen 40 housing construction projects over the past two years. For this reason, the project manager is qualified to lead the development of detailed project plans that account for inclement weather or acquisition delays, and to ensure completion of the project on time and within budget. The site manager and his team will meet with city officials and inspectors on a weekly basis to ensure that applications for permits and inspection schedules do not delay implementation.</p>



- Identify a mitigation strategy for each challenge listed, describing how challenges will be addressed and overcome
- If the management team differs from that identified in the Overall Investment Justification section, outline the differences in this response

## E. Impact

Question	Scoring Criteria
<b>Impact</b>	
<p><b>IV.A. Impact on Identified Risk:</b> Describe how achieving this Investment's accomplishments will reduce your identified risk as described in the Overall Investment Justification question. <i>(Part of overall Investment 15,000 char. max)</i></p>	<ul style="list-style-type: none"> <li>• Response describes how the accomplishments will reduce risks outlined in the Overall Investment Justification question</li> </ul>
<p><b>IV.B. Sustainability:</b> Describe the long-term approach to sustaining the capabilities created or enhanced by this Investment, or explain why this Investment will not be sustained. <i>(Part of overall Investment 15,000 char. max)</i></p>	<ul style="list-style-type: none"> <li>• Response describes how the capabilities developed by this Investment will be maintained/sustained beyond the three year FY 2009 HSGP period of performance, or</li> <li>• Response describes why the Investment will not be maintained/sustained long-term</li> </ul>

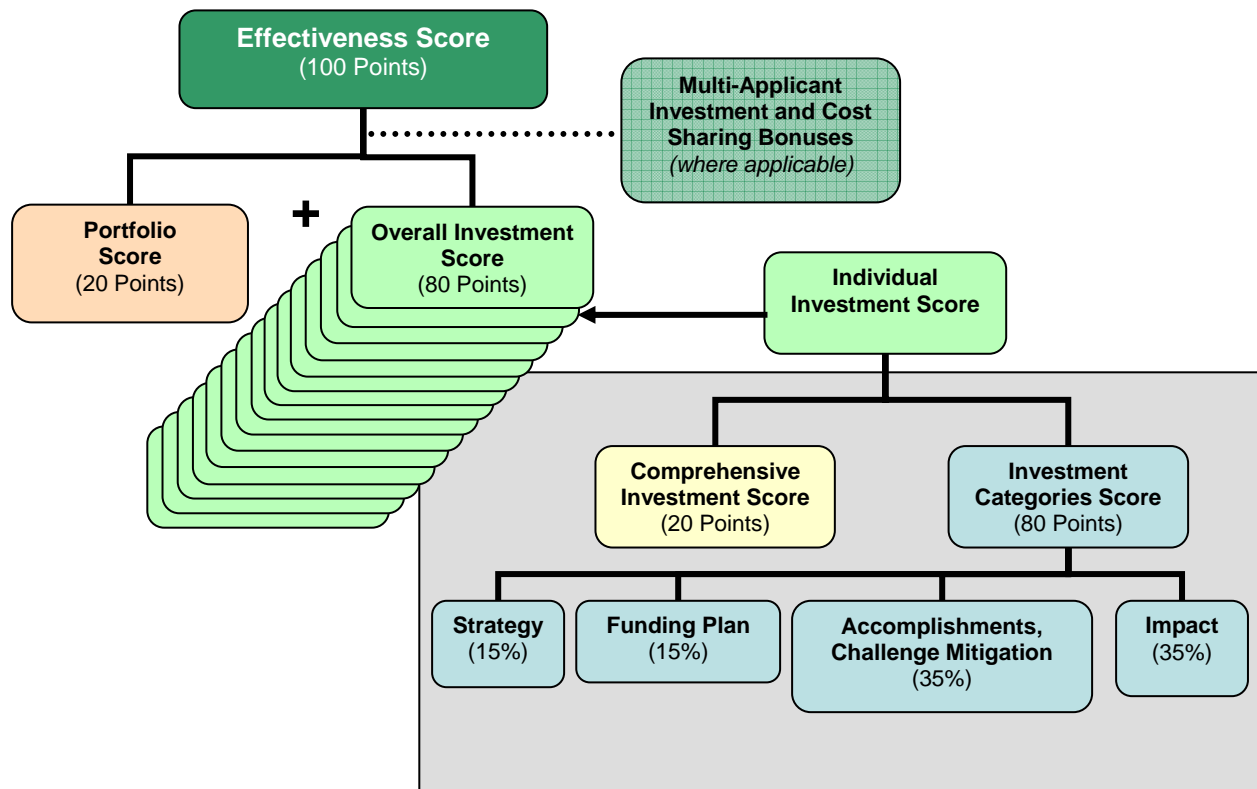


<ul style="list-style-type: none"> <li>• Response should reference accomplishments provided in Question III.B</li> <li>• Describe the linkage between the risks identified in the Overall Investment Justification question and the accomplishments identified in this Investment</li> </ul>
<ul style="list-style-type: none"> <li>• Describe plans for maintaining the capabilities developed by the Investment, including:               <ul style="list-style-type: none"> <li>○ Any additional sources of funding to be used, if necessary</li> <li>○ Future plans for sustaining the Investment, if any</li> </ul> </li> <li>• Describe how the implementation of the Investment will continue to fill capability gaps beyond the FY 2009 HSGP period of performance</li> <li>• For sustainment Investments, describe how successful maintenance of the capabilities has been achieved to date and provide plans indicating how capabilities will be sustained in the long-term</li> </ul>

## PART IV. SCORING

For FY 2009, the method for calculating an Investment Justification’s anticipated effectiveness score will generally remain the same as the method used in FY 2008. An illustration of how the FY 2009 anticipated effectiveness score is calculated has been provided below. Please note that the weights have been adjusted to reinforce new priority areas.

### FY 2009 Anticipated Effectiveness Calculation



The **Investment Categories Score** and its individual components are represented by the blue boxes. The weightings applied to the questions were determined by DHS.

The **Comprehensive Investment Score**, represented by the yellow box, assesses how well the individual responses collectively demonstrate the applicant’s vision (addressed by the Baseline and Strategy sections, and the Impact question) and the applicant’s

ability to execute the proposed Investment (addressed by the Implementation section and the Sustainability question).

The combination of the Investment Categories and Comprehensive Investment scores comprise the **Individual Investment Score**, represented by the light green box. All Individual Investment Scores are used to produce one **Overall Investment Score**.

Finally, a **Portfolio Score**, represented by the orange box, will be given to the Investment Justification submission as a whole. This score assesses how well the applicant's Investments collectively support homeland security plans, avoid duplication of efforts, and work towards reducing the applicant's risk as outlined in the Overall Investment Justification question.

The sum of the Overall Investment Score and Portfolio Management Score make up the **Anticipated Effectiveness Score**, represented by the dark green box. Additionally, all applicants that submit a Multi-Applicant Investment are eligible for up to a 5 point bonus to their anticipated effectiveness score for submitting one Multi-Applicant Investment and up to an 8 point bonus for submitting multiple Multi-Applicant Investments. Applicants that identify optional cash and /or in-kind cost sharing funds may receive up to a 5 point bonus to their anticipated effectiveness score as well.



## PART V.

# MULTI-APPLICANT SUBMISSIONS

For the FY 2009 HSGP submission process, States, territories, and Urban Areas may choose to submit Multi-Applicant Investments as part of their application. States and territories may only submit Multi-Applicant Investments with other States or territories, while Urban Areas may only submit Multi-Applicant Investments with other Urban Areas (either with an Urban Area in the same State or with an Urban Area in another State). For the purposes of this application, Urban Areas cannot submit a Multi-Applicant Investment in partnership with the State in which they are located. Working together with other eligible FY 2009 HSGP applicants, States, territories, and Urban Areas will be able to develop or enhance a capability by sharing the costs among a group of partners, strengthening and building partnerships within their region, benefiting from the experience of their peers, and increasing their region's overall preparedness.

All Multi-Applicant Investments will be reviewed by separate Multi-Applicant peer review panels. These review panels will use scoring criteria similar to those provided for other Investments. The review panel will also consider the degree to which the Multi-Applicant Investments demonstrate collaboration among partners and the overall merit of the Multi-Applicant Investments as a collective project that could not be accomplished by a single State, territory or Urban Area. Based on these criteria the Multi-Applicant review panels may provide a bonus to each partner's overall effectiveness score. Applicants that submit one Multi-Applicant Investment may receive up to a 5 point bonus to their effectiveness score. Applicants that submit more than one Multi-Applicant Investment may receive up to an 8 point bonus to their effectiveness score. Please note that partners may receive different bonus scores based on their individual contributions to the Multi-Applicant Investment.

The FY 2009 HSGP Multi-Applicant submission process will be similar to the FY 2008 process. Multi-Applicant partners will identify a submitting partner who will include responses to certain questions on behalf of all co-partners. These questions were chosen because they best reflect and require group effort, and the responses to them should be drafted by all participating co-partners and should not be the work of only one partner. Please note that the submitting partner will not receive any additional bonus, nor incur any additional responsibilities, by submitting the partnership's responses as a part of their Multi-Applicant Investment. A Multi-Applicant process flow has been provided below for reference.

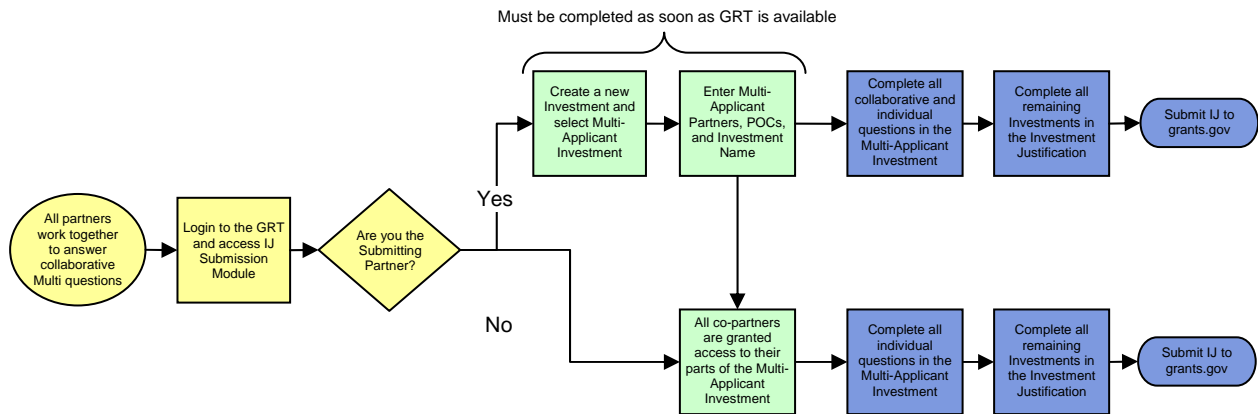


Figure 1. Multi-Applicant Process Flow

The Multi-Applicant Investment Outline below provides further information regarding the FY 2009 Multi-Applicant submission process, including Multi-Applicant Investment questions, scoring criteria, and details regarding specific partner roles and responsibilities when submitting Multi-Applicant Investments.

Please note that the roles and responsibilities of the submitting partner and each co-partner have changed from FY 2008. These changes have been reflected in the table below.

## Multi-Applicant Investment Outline

Question	Scoring Criteria	Completed By:	
		Submitting partner on behalf of all partners	Each co-partner
<b>MULTI-APPLICANT INVESTMENT HEADING</b>			
<p><b>Investment Heading:</b></p> <ul style="list-style-type: none"> <li>• Multi-Applicant Investment Name</li> <li>• Total FY 2009 HSGP estimated funding</li> <li>• Investment Phase – Ongoing or New</li> <li>• Submitting partner – the State, territory, or Urban Area submitting the responses to certain questions on behalf of all co-partners</li> <li>• Partners: <ul style="list-style-type: none"> <li>○ Listing of all co-partners participating in the Multi-Applicant submission, including a point of contact</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• This information will not be scored</li> </ul>	✓	
<b>BASELINE</b>			
<p><b>I.A. Baseline – Previous HSGP Request Name and Funding:</b> If the Multi-Applicant Investment was included in a previous HSGP request, please provide the name of the Multi-Applicant Investment and the total amount of HSGP funding that was dedicated to this Investment, if any.</p>	<ul style="list-style-type: none"> <li>• The information provided is not scored as an individual section; however, it <i>is</i> considered in the Comprehensive Investment Score and should establish the Multi-Applicant Investment's background and progress made to date</li> </ul>	✓*	✓
<p><b>I.B. Baseline – Purpose Statement:</b> Describe, at a high-level, what activities will be implemented and what will be accomplished by this Multi-Applicant Investment. Explain how this Multi-Applicant Investment will benefit the region as a whole.</p>		✓	
<p><b>I.C. Baseline – Description:</b> With respect to your State, territory, or Urban Area only, provide a description of the current state of this Multi-Applicant Investment, its objectives, and any accomplishments that will be completed <u>prior</u> to the application of FY 2009 HSGP funds. Describe the capability gap(s) that this Multi-Applicant Investment is intended to address within your State, territory, or Urban Area and why a collaborative effort will effectively address the capability gap(s) identified.</p>		✓*	✓

Question	Scoring Criteria	Completed By:	
		Submitting partner on behalf of all partners	Each co-partner
<b>STRATEGY (15%)</b>			
<p><b>II.A. Strategy – State Preparedness Report:</b> Explain how this Multi-Applicant Investment supports Initiatives in the State Preparedness Report. Please reference relevant page numbers in the State Preparedness Report.</p>	<ul style="list-style-type: none"> <li>Response provides linkage between the Multi-Applicant Investment and Initiatives from the State Preparedness Report</li> <li>Response demonstrates how the Multi-Applicant Investment will contribute to reaching State Preparedness Report targets</li> </ul>	✓*	✓
<p><b>II.B. Strategy – Homeland Security Strategy goals and objectives:</b> Explain how this Multi-Applicant Investment supports the State/territory/Urban Area Homeland Security Strategy goals and objectives. Please reference relevant goal and objective numbers in the State/territory/Urban Area Homeland Security Strategy.</p>	<ul style="list-style-type: none"> <li>Response provides linkage between the Multi-Applicant Investment and Homeland Security Strategy goals and objectives</li> <li>Response demonstrates how the Multi-Applicant Investment will support the Homeland Security Strategy goals and objectives</li> </ul>	✓*	✓
<p><b>II.C. Strategy – Target Capabilities:</b> From the drop-down boxes, select one primary and up to four secondary Target Capabilities that this Multi-Applicant Investment supports. For the primary Target Capability selected, provide an explanation of how it is supported by this Investment.</p>	<ul style="list-style-type: none"> <li>Response provides linkage between the Multi-Applicant Investment and the selected primary Target Capability</li> <li>Response demonstrates how the Multi-Applicant Investment will support the selected primary Target Capability</li> </ul>	✓	
<p><b>II.D. Strategy – National Priorities:</b> From the drop-down boxes, select the National Priority(ies) that this Multi-Applicant Investment supports; up to four may be selected.</p>	<ul style="list-style-type: none"> <li>The information provided is not scored as an individual section; however, it is considered in the Comprehensive Investment Score</li> </ul>	✓	

Question	Scoring Criteria	Completed By:	
		Submitting partner on behalf of all partners	Each co-partner
<b>FUNDING PLAN (15%)</b>			
<p><b>III.A. Funding Plan:</b> Provide the total estimated cost to implement the Multi-Applicant Investment for your State, territory, or Urban Area during the three year, FY 2009 HSGP period of performance by completing the following table:</p> <ul style="list-style-type: none"> <li>For each solution area that has an associated FY 2009 HSGP cost, provide a brief summary of the planned expenditures (including personnel)</li> <li>If this Multi-Applicant Investment includes optional cost sharing funds, provide the cash or in-kind funding amounts in the appropriate section of the funding table and describe how those funds will be applied</li> <li>Other sources of funding should be identified and described appropriately</li> </ul>	<ul style="list-style-type: none"> <li>The amount of funds requested by each State, territory, or Urban Area is consistent with the overall vision of the Multi-Applicant submission</li> <li>Response references the appropriate activities, services, or products for the solution area</li> <li>Response describes how the estimated HSGP costs will be used specifically towards this Multi-Applicant Investment</li> </ul>	✓*	✓
<b>ACCOMPLISHMENTS, CHALLENGE MITIGATION (35%)</b>			
<p><b>III.B. Accomplishments:</b> Identify up to five accomplishments that will be achieved within the three year, FY 2009 HSGP period of performance. For each accomplishment:</p> <ul style="list-style-type: none"> <li>Identify the planned end date for when the accomplishment will occur</li> <li>Identify at least one milestone that will indicate the Multi-Applicant Investment is progressing towards the accomplishment</li> <li>Identify at least one challenge that may impede the achievement of the accomplishment within the period of performance</li> </ul>	<ul style="list-style-type: none"> <li>Each response provides a clear description of the Multi-Applicant Investment's accomplishments</li> <li>Milestones collectively present a clear sequence of events that will lead to the associated accomplishment</li> <li>Challenges should describe potential barriers to both the successful implementation of the proposed Multi-Applicant Investment and the completion of the associated accomplishments within the FY 2009 HSGP period of performance</li> <li>Response includes milestones and associated activities that are conducted across States, territories, or Urban Areas</li> </ul>	✓*	✓

Question	Scoring Criteria	Completed By:	
		Submitting partner on behalf of all partners	Each co-partner
<p><b>III.C. Challenge Mitigation:</b> Describe the collaborative management team’s roles and responsibilities, governance structure, and subject matter expertise required to implement this Multi-Applicant Investment.</p> <p>Explain how the management team will mitigate challenges and ensure that the expected accomplishments and milestones for this Multi-Applicant Investment will be achieved within the three year, FY 2009 HSGP period of performance.</p>	<ul style="list-style-type: none"> <li>Response describes how the management team will mitigate challenges across partners to meet milestones in order to achieve the proposed accomplishments in the Multi-Applicant Investment</li> </ul>	✓	
<b>IMPACT (35%)</b>			
<p><b>IV.A. Impact on Identified Risk:</b> Describe how achieving this Multi-Applicant Investment’s accomplishments will reduce overall regional risk and how the collaborative effort will make this possible.</p>	<ul style="list-style-type: none"> <li>Response describes how the accomplishments will reduce overall regional risks</li> <li>Response explains how the collaborative effort will have a greater impact than non-collaboration</li> </ul>	✓	
<p><b>IV.B. Sustainability:</b> Describe the long-term approach to sustaining the capabilities created or enhanced by this Multi-Applicant Investment, or explain why this Multi-Applicant Investment will not be sustained.</p>	<ul style="list-style-type: none"> <li>Response includes a strategy for continuing Multi-Applicant collaboration, or</li> <li>Response describes why the Multi-Applicant collaboration will not be maintained/ sustained long-term</li> </ul>	✓	

\* Denotes individual contribution by the submitting partner

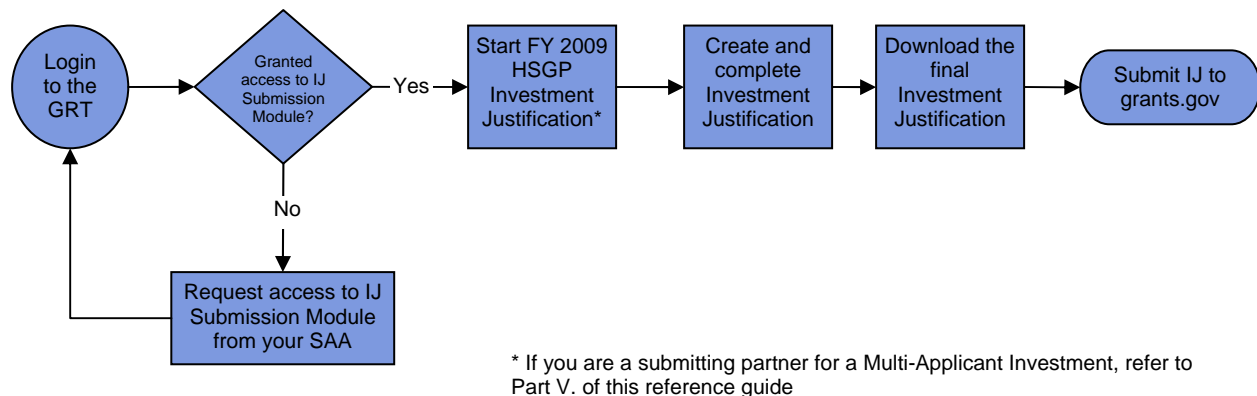
## PART VI.

# GRT IJ SUBMISSION MODULE

The FY 2009 Homeland Security Grant Program (HSGP) Investment Justification will be compiled via the IJ submission module in the Grants Reporting Tool, available January 1, 2009. An overview of the steps for submitting your Investment Justification through the GRT can be found in Part IV Section F of the *FY 2009 HSGP Guidance and Application Kit*. Additionally, a GRT IJ Submission technical user's guide will be provided to applicable users by January 1, 2009.

Although the IJ Submission module will not be available until January 1, 2009, applicants may use the Investment Justification and Multi-Applicant planning worksheets to begin the compilation process. Please note that for Multi-Applicant Investments, the identified submitting partner is **strongly** encouraged to create the Multi-Applicant Investment shortly after the GRT IJ Submission module is available to ensure all partners will have as much time as possible to complete their individual sections.

An Investment Justification submission process flow has been included below.



*Figure 2. General GRT IJ Submission Module Process Flow*

Please note that the State Administrative Agency (SAA) must submit all State, territory, and applicable Urban Area Investment Justification report files to <http://www.grants.gov> no later than **11:59 p.m. Eastern Daylight Time, March 20, 2009**. Urban Areas should work in accordance with their respective State's timelines and processes identified by the SAA to ensure the Urban Area Investment Justification is submitted by the SAA to Grants.gov in compliance with the application deadline.

## APPENDIX A. DEFINITIONS AND ACRONYMS

<b>Definitions</b>	
<b>Term</b>	<b>Definition</b>
Accomplishment	The end product or result of using Investment resources
Challenge	An uncertain event or condition that, if it occurs, will have a potentially negative impact on the ability of an Investment to achieve its planned accomplishments
FY 2009 HSGP Period of Performance	The three-year (36-month) period of grant implementation, beginning at the time of the grant award
Governance Structure	The organizational configuration that will manage the Investments
Impact	The (positive) effect that an Investment has on the population and geographic area(s)
Investment	The targeted use of FY 2009 HSGP funding, at the operational level, towards the achievement of one or more Initiatives that supports the development of National Priorities and Target Capabilities
Investment Justification	The FY 2009 HSGP grant application used by States, territories, and Urban Areas to request HSGP funding. The Investment Justification is composed of up to 15 Investments (including Multi-Applicant Investments). The collective Investments within an Investment Justification should demonstrate an applicant's ability to meet strategic goals and objectives aligned to the National Priorities and Target Capabilities
Milestone	A significant point or event in the Investment that leads to achieving an accomplishment
Multi-Applicant Investment	A Multi-Applicant Investment represents a shared interest between two or more States or territories, or two or more Urban Areas. Urban Areas cannot submit a Multi-Applicant Investment in partnership with the State in which they are located
Planned Expenditures	The products, services, and/or activities on which funding will be spent
Portfolio Management	The centralized management of one or more Investments, which includes identifying, prioritizing, authorizing, managing, and controlling the Investments to achieve specific strategic homeland security objectives
Role	A defined function to be performed by a project team member, such as coordinator, manager, operator, or trainer



<b>Acronyms</b>	
<b>Acronym</b>	<b>Definition</b>
CCP	Citizen Corps Program
CSID	Centralized Scheduling and Information Desk
GPD	Grant Programs Directorate
GRT	Grants Reporting Tool
HSGP	Homeland Security Grant Program
IJ	Investment Justification
LETPP	Law Enforcement Terrorism Prevention Program
M&A	Management and Administration
MMRS	Metropolitan Medical Response System
POETE	Planning, Organization, Equipment, Training, and Exercises
SAA	State Administrative Agency
SHSP	State Homeland Security Program
TCL	Target Capabilities List
UASI	Urban Areas Security Initiative

## APPENDIX B.

# INVESTMENT PLANNING WORKSHEET

*This Investment planning worksheet has been provided to help applicants in drafting their Investments prior to the January 1, 2009, release of the IJ Submission module in the Grants Reporting Tool (GRT). This planning worksheet allows applicants to take advantage of spell check and character count functionalities. All responses completed in this Investment planning worksheet **must** be transferred into the applicant's Investment Justification in the IJ submission module (<https://www.reporting.odp.dhs.gov/>), available January 1, 2009.*

### Helpful Tools

#### **Spell Check:**

1. Click on the [Tools] menu
2. Select [Spelling]
3. The Spelling box will appear, indicating misspelled words and suggested corrections

#### **Character Count:**

1. Highlight the response text that you would like to count; click on the [Tools] menu
2. Select [Word Count]
3. The Word Count box will appear; the Characters (with spaces) line indicates the number of characters for the highlighted response

**Investment Heading**

Investment #:  State/territory Name:

FY 2009 Urban Area:

FY 2009 HSGP Estimated Funding

Investment Name:

Investment Phase (*New or Ongoing*):

**I.A. Baseline – Previous HSGP Request Name and Funding**

*If the Investment was included in a previous HSGP request, please provide the name of the Investment and the total amount of HSGP funding that was dedicated to this Investment, if any. (500 char. max per Investment name)*

***FY 2006 Investment name:***

***FY 2006 HSGP funding:***

***FY 2007 Investment name:***

***FY 2007 HSGP funding:***

***FY 2008 Investment name:***

***FY 2008 HSGP funding:***

**I.B. Baseline – Purpose Statement**

***Describe, at a high-level, what activities will be implemented and what will be accomplished by this Investment. (1,000 char. max)***

**I.C Baseline – Description**

***Provide a description of the current state of this Investment, its objectives, and any accomplishments that will be completed prior to the application of FY 2009 HSGP funds. Include in this description whether this is a new or ongoing Investment. Describe the capability gap(s) that this Investment is intended to address. (2,500 char. max)***

**II.A. Strategy – State Preparedness Report**

***Explain how this Investment supports Initiatives in the State Preparedness Report. Please reference relevant page numbers in the State Preparedness Report. (Part of overall Investment 15,000 char. max)***

**II.B. Strategy – Homeland Security Strategy goals and objectives:**

***Explain how this Investment supports the State/territory/Urban Area Homeland Security Strategy goals and objectives. Please reference relevant goal and objective numbers in the State/territory/Urban Area Homeland Security Strategy. (Part of overall Investment 15,000 char. max)***

**II.C. Strategy – Target Capabilities:**

***From the drop-down boxes, select one primary and up to four secondary Target Capabilities that this Investment supports. For the primary Target Capability selected, provide an explanation of how it is supported by this Investment.***

***(For a list of the current Target Capabilities, refer to <http://www.fema.gov/pdf/government/training/tcl.pdf>)***

Primary Target Capability

Primary Target Capability Narrative (500 char. max)

Secondary Target Capability (1)	Secondary Target Capability (2)
Secondary Target Capability (3)	Secondary Target Capability (4)

**II.D. Strategy – National Priorities**

***From the drop-down boxes, select the National Priority(ies) that this Investment supports; up to four may be selected.***

***(For a list of the current National Priorities, refer to <http://www.fema.gov/pdf/government/training/tcl.pdf>)***

National Priority (1)	National Priority (2)
National Priority (3)	National Priority (4)



**III.A. Funding Plan**

*Provide the total estimated cost to implement this Investment during the three year, FY 2009 HSGP period of performance by completing the following table:*

- *For each solution area that has an associated FY 2009 HSGP cost, provide a brief summary of the planned expenditures (including personnel)*
- *If this Investment includes optional cost sharing funds, provide the cash or in-kind funding amounts in the appropriate section of the funding table and describe how those funds will be applied*
- *Other sources of funding should be identified and described appropriately (1,500 char. max per solution area)*

	FY 2009 Homeland Security Grant Program Estimated Costs				FY 2009 HSGP Estimated Total	Optional Cost Sharing		Other Funding Source	Grand Total
	SHSP	UASI	MMRS	CCP		Cash	In-kind		
Planning									
Organization									
Equipment									
Training									
Exercises									
Total									

<b>Planning (1,500 char. max)</b>

<b>Organization (1,500 char. max)</b>

<b>Equipment (1,500 char. max)</b>

**Training (1,500 char. max)**

--

**Exercises (1,500 char. max)**

--

**Optional Cost Sharing [Cash] (1,500 char. max)**

--

**Optional Cost Sharing [In-kind] (1,500 char. max)**

--

**Other Funding Sources (1,500 char. max)**

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**III.B. Accomplishments:**

**Identify up to five accomplishments that will be achieved within the three year, FY 2009 HSGP period of performance. For each accomplishment:**

- **Identify the planned end date for when the accomplishment will occur**
- **Identify at least one milestone that will indicate the Investment is progressing towards the accomplishment**
- **Identify at least one challenge that may impede the achievement of the accomplishment within the period of performance**

**(1,000 char. max per solution area)**

**Accomplishment 1**

<b>Accomplishment (1,000 char. max)</b>	
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<b>Milestones (1,000 char. max)</b>	
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<b>Challenges (1,000 char. max)</b>	
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**Accomplishment 2**

<b>Accomplishment (1,000 char. max)</b>	
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<b>Milestones (1,000 char. max)</b>	
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<b>Challenges (1,000 char. max)</b>	
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**Accomplishment 3**

<b>Accomplishment (1,000 char. max)</b>	
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<b>Milestones (1,000 char. max)</b>	
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<b>Challenges (1,000 char. max)</b>	
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**Accomplishment 4**

<b>Accomplishment (1,000 char. max)</b>	
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<b>Milestones (1,000 char. max)</b>	
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<b>Challenges (1,000 char. max)</b>	
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**Accomplishment 5**

<b>Accomplishment (1,000 char. max)</b>	
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<b>Milestones (1,000 char. max)</b>	
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<b>Challenges (1,000 char. max)</b>	
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**III.C. Challenge Mitigation**

***Explain how the management team described in the Overall section will mitigate challenges and ensure that the expected accomplishments and milestones for this Investment will be achieved within the three year, FY 2009 HSGP period of performance. (Part of overall Investment 15,000 char. max)***

**IV.A. Impact on Identified Risk**

***Describe how achieving this Investment's accomplishments will reduce your identified risk as described in the Overall Investment Justification question. (Part of overall Investment 15,000 char. max)***

**IV.B. Sustainability**

***Describe the long-term approach to sustaining the capabilities created or enhanced by this Investment, or explain why this Investment will not be sustained. (Part of overall Investment 15,000 char. max)***



## APPENDIX C.

# MULTI-APPLICANT INVESTMENT PLANNING WORKSHEET

*This Multi-Applicant Investment planning worksheet has been provided to help applicants in drafting their Multi-Applicant Investments prior to the January 1, 2009, release of the IJ Submission module in the Grants Reporting Tool (GRT). This planning worksheet allows applicants to take advantage of spell check and character count functionalities, as well as coordinate the overall efforts for their Multi-Applicant Investments. Several questions within the Multi-Applicant Investment will require that all partners work together to draft answers collaboratively; these questions have been colored red in this planning worksheet. Answers for all other questions should be drafted independently by each co-partner.*

*All responses captured in this Multi-Applicant Investment planning worksheet **must** be transferred into the applicant's Investment Justification in the IJ Submission module (<https://www.reporting.odp.dhs.gov/>), available January 1, 2009. For additional submission details, refer to Part V. Multi-Applicant Submissions.*

### Helpful Tools

#### **Spell Check:**

4. Click on the [Tools] menu
5. Select [Spelling]
6. The Spelling box will appear, indicating misspelled words and suggested corrections

#### **Character Count:**

4. Highlight the response text that you would like to count; click on the [Tools] menu
5. Select [Word Count]
6. The Word Count box will appear; the Characters (with spaces) line indicates the number of characters for the highlighted response



**I.A. Baseline – Previous HSGP Request Name and Funding**

*CONTENT PROVIDED SEPARATELY BY INDIVIDUAL CO-PARTNERS*

***If the Multi-Applicant Investment was included in a previous HSGP request, please provide the name of the Multi-Applicant Investment and the total amount of HSGP funding that was dedicated to this Multi-Applicant Investment, if any. (500 char. max per Investment name)***

***FY 2006 Investment name:***

***FY 2006 HSGP funding:***

***FY 2007 Investment name:***

***FY 2007 HSGP funding:***

***FY 2008 Investment name:***

***FY 2008 HSGP funding:***

**I.B. Baseline – Purpose Statement**

*CONTENT DRAFTED BY ALL PARTNERS IN COLLABORATION*

***Describe, at a high-level, what activities will be implemented and what will be accomplished by this Multi-Applicant Investment. Explain how this Multi-Applicant Investment will benefit the region as a whole. (1,000 char. max)***

**I.C Baseline – Description**

*CONTENT PROVIDED SEPARATELY BY INDIVIDUAL CO-PARTNERS*

***With respect to your State, territory, or Urban Area only, provide a description of the current state of this Multi-Applicant Investment, its objectives, and any accomplishments that will be completed prior to the application of FY 2009 HSGP funds. Describe the capability gap(s) that this Multi-Applicant Investment is intended to address within your State, territory, or Urban Area and why a collaborative effort will effectively address the capability gap(s) identified. (2,500 char. max)***

**II.A. Strategy – State Preparedness Report**

*CONTENT PROVIDED SEPARATELY BY INDIVIDUAL CO-PARTNERS*

***Explain how this Multi-Applicant Investment supports Initiatives in the State Preparedness Report. Please reference relevant page numbers in the State Preparedness Report. (Part of overall Investment 15,000 char. max)***

**II.B. Strategy – Homeland Security Strategy goals and objectives:**

*CONTENT PROVIDED SEPARATELY BY INDIVIDUAL CO-PARTNERS*

***Explain how this Multi-Applicant Investment supports the State/territory/Urban Area Homeland Security Strategy goals and objectives. Please reference relevant goal and objective numbers in the State/territory/Urban Area Homeland Security Strategy.***

***(Part of overall Investment 15,000 char. max)***

**II.C. Strategy – Target Capabilities:**

*CONTENT DRAFTED BY ALL PARTNERS IN COLLABORATION*

*From the drop-down boxes, select one primary and up to four secondary Target Capabilities that this Multi-Applicant Investment supports. For the primary Target Capability selected, provide an explanation of how it is supported by this Multi-Applicant Investment.*

*(For a list of the current Target Capabilities, refer to <http://www.fema.gov/pdf/government/training/tcl.pdf>)*

Primary Target Capability

Primary Target Capability Narrative (500 char. max)

Secondary Target Capability (1)	Secondary Target Capability (2)
Secondary Target Capability (3)	Secondary Target Capability (4)

**II.D. Strategy – National Priorities**

*CONTENT DRAFTED BY ALL PARTNERS IN COLLABORATION*

*From the drop-down boxes, select the National Priority(ies) that this Multi-Applicant Investment supports; up to four may be selected.*

*(For a list of the current National Priorities, refer to <http://www.fema.gov/pdf/government/training/tcl.pdf>)*

National Priority (1)	National Priority (2)
National Priority (3)	National Priority (4)



**III.A. Funding Plan**

**CONTENT PROVIDED SEPARATELY BY INDIVIDUAL CO-PARTNERS**

**Provide the total estimated cost to implement this Investment during the three year, FY 2009 HSGP period of performance by completing the following table:**

- **For each solution area that has an associated FY 2009 HSGP cost, provide a brief summary of the planned expenditures (including personnel)**
- **If this Multi-Applicant Investment includes optional cost sharing funds, provide the cash or in-kind funding amounts in the appropriate section of the funding table and describe how those funds will be applied**
- **Other sources of funding should be identified and described appropriately (1,500 char. max per solution area)**

	FY 2009 Homeland Security Grant Program Estimated Costs				FY 2009 HSGP Estimated Total	Optional Cost Sharing		Other Funding Source	Grand Total
	SHSP	UASI	MMRS	CCP		Cash	In-kind		
Planning									
Organization									
Equipment									
Training									
Exercises									
Total									

<b>Planning (1,500 char. max)</b>

<b>Organization (1,500 char. max)</b>

<b>Equipment (1,500 char. max)</b>

**Training (1,500 char. max)**

--

**Exercises (1,500 char. max)**

--

**Optional Cost Sharing [Cash] (1,500 char. max)**

--

**Optional Cost Sharing [In-kind] (1,500 char. max)**

--

**Other Funding Sources (1,500 char. max)**

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**III.B. Accomplishments:**

*CONTENT PROVIDED SEPARATELY BY INDIVIDUAL CO-PARTNERS*

*Identify up to five accomplishments that will be achieved within the three year, FY 2009 HSGP period of performance. For each accomplishment:*

- Identify the planned end date for when the accomplishment will occur*
- Identify at least one milestone that will indicate the Multi-Applicant Investment is progressing towards the accomplishment*
- Identify at least one challenge that may impede achievement of the accomplishment within the period of performance.*

*(1,000 char. max per solution area)*

**Accomplishment 1**

<b>Accomplishment (1,000 char. max)</b>	
---	--

<b>Milestones (1,000 char. max)</b>	
---	--

<b>Challenges (1,000 char. max)</b>	
---	--

**Accomplishment 2**

<b>Accomplishment (1,000 char. max)</b>	
---	--

<b>Milestones (1,000 char. max)</b>	
---	--

<b>Challenges (1,000 char. max)</b>	
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**Accomplishment 3**

<b>Accomplishment (1,000 char. max)</b>	
---	--

<b>Milestones (1,000 char. max)</b>	
---	--

<b>Challenges (1,000 char. max)</b>	
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**Accomplishment 4**

<b>Accomplishment (1,000 char. max)</b>	
---	--

<b>Milestones (1,000 char. max)</b>	
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<b>Challenges (1,000 char. max)</b>	
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**Accomplishment 5**

<b>Accomplishment (1,000 char. max)</b>	
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<b>Milestones (1,000 char. max)</b>	
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<b>Challenges (1,000 char. max)</b>	
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**III.C. Challenge Mitigation**

*CONTENT DRAFTED BY ALL PARTNERS IN COLLABORATION*

- *Describe the collaborative management team’s roles and responsibilities, governance structure, and subject matter expertise required to implement this Multi-Applicant Investment.*
- *Explain how the management team will mitigate challenges and ensure that the expected accomplishments and milestones for this Multi-Applicant Investment will be achieved within the three year, FY 2009 HSGP period of performance. (Part of overall Investment 15,000 char. max)*

**IV.A. Impact on Identified Risk**

*CONTENT DRAFTED BY ALL PARTNERS IN COLLABORATION*

*Describe how achieving this Multi-Applicant Investment's accomplishments will reduce overall regional risk and how the collaborative effort will make this possible. (Part of overall Investment 15,000 char. max)*

**IV.B. Sustainability**

*CONTENT DRAFTED BY ALL PARTNERS IN COLLABORATION*

*Describe the long-term approach to sustaining the capabilities created or enhanced by this Multi-Applicant Investment, or explain why this Multi-Applicant Investment will not be sustained. (Part of overall Investment 15,000 char. max)*