<div align="center">

The Department of Homeland Security
Notice of Funding Opportunity
Fiscal Year 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks

</div>

NOTE: If you are going to apply for this funding opportunity and have **not** obtained a Data Universal Numbering System (DUNS) number and/or **are not** currently registered in the System for Award Management (SAM), please take immediate action to obtain a DUNS Number, if applicable, and then register immediately in SAM. It may take 4 weeks or more after you submit your SAM registration before your registration is active in SAM, then an additional 24 hours for Grants.gov to recognize your information. Information on obtaining a DUNS number and registering in SAM is available from Grants.gov at http://www.grants.gov/web/grants/register.html. You can find detailed information regarding DUNS and SAM in Section D of this Notice of Funding Opportunity (NOFO), subsection, Content and Form of Application Submission.

A. Program Description

Issued By
U.S. Department of Homeland Security (DHS) Federal Emergency Management Agency (FEMA), Protection and National Preparedness (PNP), Office of Counterterrorism and Security Preparedness (OCSP)

Catalog of Federal Domestic Assistance (CFDA) Number
97.133

CFDA Title
Preparing for Emerging Threats and Hazards

Notice of Funding Opportunity Title
Program to Prepare Communities for Complex Coordinated Terrorist Attacks

NOFO Number
DHS-16-NPD-133-00-01

Authorizing Authority for Program
Section 102(b)(2) of the *Homeland Security Act of 2002*, as amended (Pub. L. No. 107-296) and Section 543 of the *Department of Homeland Security Appropriations Act, 2016* (Pub. L. No. 114-113).

Appropriation Authority for Program
Section 543 of the *Department of Homeland Security Appropriations Act, 2016* (Pub. L. No. 114-113).

Program Type
New

Program Overview, Objectives, and Priorities

Overview

Preparedness is the shared responsibility of our entire Nation. Each community contributes to achieving the National Preparedness Goal by assessing and preparing for the risks that are most relevant and urgent for them individually, which in turn strengthens our collective security and resilience as a Nation. As new threats and hazards emerge, communities need to assess their risk and take the necessary steps to prepare.

From 2008 to present, recent terrorist incidents, such as those in Boston, Massachusetts; Nairobi, Kenya; San Bernardino, California; Paris, France; and Brussels, Belgium, highlight the emergence of a more recent threat known as complex coordinated terrorist attacks. Complex coordinated terrorist attacks are acts of terrorism that: involve synchronized and independent team(s) at multiple locations sequentially or in close succession, initiated with little or no warning, and employing one or more weapon systems: firearms, explosives, fire as a weapon, and other non-traditional attack methodologies which are intended to result in large numbers of casualties. These attacks represent an evolving and dynamic terrorist threat, shifting from symbolic, highly planned and structured Al Qaeda-style attacks (terrorist-directed) focused on high-visibility targets to threats that are more diffuse, difficult to detect, and less costly to implement (terrorist-inspired). The emergence of these types of threats represent a need for communities to work towards strengthening their capabilities in order to prepare for, prevent, and respond to a complex coordinated terrorist attack.

The Fiscal Year (FY) 2016 Program to Prepare Communities for Complex Coordinated Terrorist Attacks (CCTA Program) provides funding to local, state, tribal, and territorial jurisdictions of different types, sizes, and capabilities to improve their ability to prepare for, prevent, and respond to complex coordinated terrorist attacks in collaboration with the whole community. The whole community approach should aim to include individuals and communities, the private and nonprofit sectors, faith-based organizations, and all levels of government (local, regional/metropolitan, state, tribal, territorial, insular area, and Federal). The FY 2016 CCTA Program also focuses on developing regional partnerships intended to strengthen the applicant's capacity for building and sustaining capabilities specific to identifying gaps, planning, training, and exercising associated with preparing for, preventing, and responding to a complex coordinated terrorist attack.

Program Objective

The FY 2016 CCTA Program objective is to build and sustain capabilities of local, state, tribal, and territorial jurisdictions to enhance their preparedness for complex coordinated terrorist attacks by achieving the following activities:

- Identifying capability gaps related to preparing for, preventing, and responding to a complex coordinated terrorist attack.
- Developing and/or updating plans, annexes, and processes to address the identified gaps.
- Training personnel and the whole community to implement the plans and processes and build needed capabilities.
- Conducting exercise(s) to validate capabilities and identify opportunities for additional corrective action.

Program Priorities
The FY 2016 CCTA Program will prioritize project**s** that incorporate the following factors:
- Develop comprehensive and sustainable approaches to enhance preparedness for complex coordinated terrorist attacks.
- Develop and advance regional partnerships and whole community collaboration.
- Promote creative, innovative, and replicable approaches to preparing for complex coordinated terrorist attacks.
- Develop and share lessons learned and best practices associated with preparing for complex coordinated terrorist attacks between jurisdictions.

B. Federal Award Information

Award Amounts, Important Dates, and Extensions

Available Funding for the NOFO:	$35,940,000
Maximum Funding per Applicant:	$2,500,000

Awarded funds under the FY 2016 CCTA Program are competitive-based. Applicants applying for grant funds are eligible to apply for up to, but no more than, $2,500,000.

Projected number of Awards:	25 – 30
Period of Performance:	Thirty-six (36) months

FEMA will not grant extensions to the period of performance.

Projected Period of Performance Start Date(s):	06/08/2017
Projected Period of Performance End Date(s):	06/07/2020
Funding Instrument	Grant

C. Eligibility Information

Eligible Applicants
- Local governments (as defined by 2 C.F.R. § 200.64)
- State governments (includes all 56 states and territories, which includes any state of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, and the Commonwealth of the Northern Mariana Islands)
- Federally-recognized Tribal governments

Eligibility Criteria

1. Eligible applicants may submit only one application. Applicants may choose and are encouraged to partner with multiple jurisdictions. Applications must include:

    -   Names of all jurisdiction(s) partnering on the project.
    -   A letter of support from the primary applicant's appropriate senior executive official (e.g., Governor, Mayor, County Executive, City Manager) that supports the project and participation of additional jurisdictions for completing the full program and providing the necessary resources.
    -   If applicable, information on the relationship between the applicant and partnering jurisdictions, *e.g.* existing letters of cooperation/support or administrative agreements, such as Memoranda of Understanding (MOU).

2. Applications must conform to the guidance provided in *Appendix A – Project Narrative Template* of this NOFO. Applicants that do not meet eligibility and application submission requirements will not be evaluated and scored by the review panel.

Other Eligibility Criteria

National Incident Management System (NIMS) Implementation
Prior to allocation of any FY 2016 Federal preparedness awards, recipients must ensure and maintain adoption and implementation of NIMS. Emergency management and incident response activities require carefully managed resources (personnel, teams, facilities, equipment, and/or supplies) to meet incident needs. Use of the standardized resource management concepts such as typing, credentialing, and inventorying promotes a strong national mutual aid capability needed to support delivery of core capabilities. Additional information on resource management and NIMS resource typing definitions and job titles/position qualifications is available on DHS/FEMA's website under http://www.fema.gov/resource-management-mutual-aid.

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

Although local, state, tribal, territorial, and private sector partners—including nongovernmental organizations—are not required to credential their personnel in accordance with NIMS guidelines, DHS/FEMA strongly encourages them to do so in order to leverage the Federal investment in the Federal Information Processing Standards (FIPS) 201 infrastructure and to facilitate interoperability for personnel deployed outside their home jurisdiction. Additional information is available at *http://www.fema.gov/nims-doctrine-supporting-guides-tools*.

Maintenance of Effort (MOE)
Maintenance of effort is NOT required under this program.

Cost Share or Match
Cost share or match is NOT required under this program.

D. Application and Submission Information

DHS/FEMA will only accept one application from each applicant. Any applicant who submits two or more applications for this program may be disqualified.

Key Dates and Times

Date Posted to Grants.gov: December 7, 2016

Application Submission Deadline: February 10, 2017 at 11:59:59 PM ET

Applicants are required to submit their applications to DHS/FEMA by the established deadline. The Non-Disaster (ND) Grants System has a date stamp that indicates when an application is submitted. Applicants will receive an electronic message confirming receipt of the full application. In general, DHS/FEMA will not review applications submitted after the deadline or consider them for funding. DHS/FEMA may, however, extend the application deadline on request for any applicant who can demonstrate good cause exists to justify extending the deadline. Good cause for an extension may include technical problems outside of the applicant's control that prevent submission of the application by the deadline, or other exigent or emergency circumstances. If applicants experience technical issues, they must notify the FEMA Help Desk as soon as possible.

Anticipated Funding Selection Date: April 10, 2017

Anticipated Award Date: No Later Than September 30, 2017

Other Key Dates

Event	Suggested Deadline For Completion
Obtaining a Data Universal Number System (DUNS) Number	Four weeks before actual submission deadline
Obtaining a valid Employer Identification Number (EIN)	Four weeks before actual submission deadline
Updating System for Award Management (SAM registration	Four weeks before actual submission deadline
Becoming an Authorized Organizational Representative (AOR)	Four weeks before actual submission deadline
Starting application in Grants.gov	One week before actual submission deadline
Submitting complete application in Non-Disaster Grants	One week before actual submission deadline

Address to Request Application Package
Application forms and instructions are available at Grants.gov. To access these materials, go to http://www.grants.gov, select "Applicants," then "Apply for Grants." In order to obtain the application package select "Download a Grant Application Package." Enter the CFDA and/or the funding opportunity number located on the cover of this NOFO, select "Download Package," and then follow the prompts to download the application package.

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

DHS/FEMA will process initial applications through the Grants.gov portal and the complete application through the ND Grants System.

Content and Form of Application Submission
Applying for an award under this program is a multi-step process and requires time to complete. **To ensure that DHS/FEMA will consider your application for funding, applicants should start the prerequisite steps required to submit an application well in advance of the submission deadline, leaving enough time to submit an application by the deadline in the event a technical or other issue arises. The registration process can take four weeks or longer to complete. Please review the table above under "Submission Dates and Other Key Dates and Times" for estimated deadlines to complete each of the prerequisite steps listed below.** Failure of an applicant to comply with any of the required steps before the application deadline may disqualify their application from funding.

Unique Entity Identified and System for Award Management (SAM)
The following prerequisite steps are required to apply for an award under this program:
1. Applying for, updating, or verifying their DUNS Number
2. Applying for, updating, or verifying their EIN Number
3. Updating or verifying their SAM Number
4. Create a user name and password with grants.Gov to become an AOR
5. Submitting an initial application in Grants.gov, and
6. Submitting the complete application in Non-Disaster Grants.

DHS/FEMA will only accept electronic applications. It will not accept hard copy applications.

1. **Data Universal Number System** (**DUNS) number.** Instructions for obtaining a DUNS number are available at the following website: http://www.grants.gov//web/grants/applicants/organization-registration/step-1-obtain-duns-number.html. The DUNS number must be included in the data entry field labeled "Organizational DUNS" on the Standard Forms (SF)-424 forms submitted as part of this application.

2. **Employer Identification Number (EIN)**
   DHS/FEMA requires both the EIN and a DUNS number prior to the issuance of a financial assistance award and for grant award payment; both EIN and DUNS are also required to register with SAM (see below). The EIN base for an organization is the

Internal Revenue Service (IRS) Tax ID number, and for individuals it is their social security number, (both the EIN and social security number are nine-digit numbers). Organizations and individuals submitting their applications must correctly differentiate the EIN from the DUNS, as both are nine-digit numbers. Please differentiate your EIN number from your DUNS number or this may result in a delay in the issuance of the funding award or incorrect payment to a recipient organization.

Organizations applying for an EIN should plan on a minimum of two full weeks to obtain an EIN. For assistance in registering an EIN, please contact the IRS helpline. DHS/FEMA cannot assist applicants with questions related to obtaining a current EIN.

3. **System for Award Management (SAM)**
   Step-by-step instructions for registering with SAM can be found at http://www.grants.gov/web/grants/applicants/organization-registration/step-2-register-with-sam.html. Failure to register with SAM will result in the rejection of your application by Grants.gov during the submissions process.

4. **Authorized Organizational Representative (AOR).** The next step in the registration process is to create a username and password with Grants.gov to become an AOR. AORs will need to know the DUNS number of the organization for which they will be submitting applications to complete this process. Applicants must register the individual who is able to make legally binding commitments for the applicant organization as the AOR. Applicants often miss this step; however, it is crucial for valid submissions. To read more detailed instructions for creating a profile on Grants.gov visit http://www.grants.gov/web/grants/applicants/organization-registration/step-3-username-password.html.

   AOR Authorization. After creating a profile on Grants.gov, the E-Biz Point of Contact (POC), who is a representative from your organization listed as the contact for SAM, will receive an email to grant the AOR permission to submit applications on behalf of their organization. The E-Biz POC will then log in to Grants.gov and approve an individual as the AOR, thereby giving him or her permission to submit applications. After receiving his or her approval, the AOR will be able to submit an application online. To learn more about AOR Authorization, visit http://www.grants.gov/web/grants/applicants/organization-registration/step-4-aor-authorization.html. To track AOR status, visit http://www.grants.gov/web/grants/applicants/organization-registration/step-5-track-aor-status.html.

   Electronic Signature. Applications submitted through Grants.gov constitute a submission as electronically signed applications. When you submit the application through Grants.gov, the name of your AOR on file will be inserted into the signature line of the application.

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

The Federal awarding agency will not grant a Federal award to an applicant until the applicant has complied with all applicable DUNS and SAM requirements. If an applicant has not fully complied with the requirements by the time the Federal awarding agency is ready to make a Federal award, the Federal awarding agency may determine that the applicant is not qualified to receive a Federal award and use that determination as a basis for making a Federal award to another applicant.

5. **Submitting an Initial Application in Grants.gov**
   All applicants must submit their initial application through Grants.gov. If do you not already have a user profile on grants.gov, you will need to create one by visiting the *Get Registered* section of the Grants.gov website. Successful completion of this step is necessary for DHS/FEMA to determine eligibility of the applicant. Applicants should complete this initial step on-line, which requires completing:

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

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

   ND Grants will retrieve the information submitted in Grants.gov, which will allow DHS/FEMA to determine if an applicant is eligible.

   Applicants experiencing difficulties accessing information should call the *Grants.gov* customer support hotline at 800-518-4726 or email Grants.gov at support@grants.gov. *DHS/FEMA cannot assist applicants with questions related to registering with* Grants.gov.

6. **Submitting the Complete Application in the ND Grants System**
   DHS/FEMA will notify eligible applicants after the initial application is submitted in Grants.gov and asked to proceed with submitting their complete application package in ND Grants. Applicants can register early with ND Grants and are encouraged to begin their ND Grants registration at the time of this announcement. Early registration will allow applicants to have adequate time to start and complete their application.

   ND Grants will prompt applicants to submit all of the information contained in the following forms. Applicants should review these forms before applying to ensure they include all required information. Forms are located at:
   http://www.grants.gov/web/grants/forms/sf-424-mandatory-family.html#sortby=1.

   - Standard Form 424A, Budget Information (Non-construction)
   - Standard Form 424B, Standard Assurances (Non-construction)
   - Standard Form LLL, Disclosure of Lobbying Activities
   - Indirect Cost Rate Agreement, if applicable

In addition, applicants must submit copies of the following in ND Grants:
- **Project Narrative** that describes the applicant's proposed project and how it aligns with the FY 2016 CCTA Program Objectives. (Refer to *Appendix A – Project Narrative Template* for additional details.)
- **Budget Detail Worksheet** that identifies all project costs and provides justification for the costs identified (including management and administration [M&A]). (Refer to *Appendix B – Budget Detail Worksheet and Template* for additional details.)
- **Letter of Support** from the primary applicant's appropriate senior executive official (e.g., Governor, Mayor, County Executive, City Manager) that supports the project and participation of additional jurisdictions for completing the full program and providing the necessary resources.

Applicants needing assistance registering for the ND Grants system should contact ndgrants@fema.gov or (800) 865-4076.

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

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

Management and Administration (M&A) Costs
M&A activities are those directly relating to the management and administration of the FY 2016 CCTA Program funds, such as financial management and monitoring. Recipients may retain up to a maximum of five percent (5%) of the FY 2016 CCTA Program funds awarded solely for M&A purposes associated with the FY 2016 CCTA Program award. Recipients may not retain funds for any purpose other than to cover M&A costs. Sub-recipients may also retain up to a maximum of five percent (5%) of funding passed through by the recipient solely for M&A purposes associated with the FY 2016 CCTA Program award.

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

Pre-award Costs
Pre-award costs are allowable only with the prior written approval of DHS/FEMA and if they are included in the award agreement. To request pre-award costs, an applicant must include a written request signed by the Authorized Representative of the entity in his or her application. The letter must outline the purpose of the pre-award costs, including a detailed budget breakout distinguishing pre-award costs from the post-award costs and a justification for approval.

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

Personnel
Personnel hiring, overtime, and backfill expenses, including related fringe benefits, are permitted under this program in order to perform allowable identifying gaps, planning, training, and exercise activities. Overtime costs for backfill and overtime to allow personnel to train or participate in exercises are allowed under this program only as described in this NOFO. Personnel costs for routine patrols or interdiction operations are **not an allowable cost** under this program.

Consultants/Contractors
Hiring of full-time or part-time contract planners or consultants to assist with identifying gaps, planning, training, and exercise activities is allowable under this program. Hiring public safety personnel fulfilling traditional public safety duties is **not an allowable cost** under this program.

Travel
Domestic travel costs are allowed under this program, as provided for in this NOFO. International travel is **not an allowable cost** under this program unless approved in advance by DHS/FEMA.

Equipment
Operational equipment, such as incident command vehicles, are not an allowable cost under this program. Some equipment costs are eligible but are specifically limited to testing and exercising response and preparedness plans safely and comprehensively (e.g., safety equipment, simunitions). This excludes equipment used for fulfilling traditional public safety duties.

Such equipment costs are only allowable under this program with the prior written approval of DHS/FEMA. To request equipment, the Authorized Representative must sign a written request that outlines the equipment costs.

Conferences
Rental of space/locations for conferences, meetings, workshops, and webinars are allowable under this program to perform gap identification, planning, training, and

exercise activities. Recipients are encouraged to use free public space/locations, whenever available, prior to the rental of space/locations.

Supplies
Materials or supplies are allowable under this program to conduct gap identification, planning, training, and exercise activities.

Construction and Renovation
Construction and renovation costs are **not an allowable cost** under this program.

E. Application Review Information

Application Evaluation Criteria
Prior to making a Federal award, the Federal awarding agency is required by 31 U.S.C. 3321 and 41 U.S.C. 2313 to review information available through any Office of Management and Budget (OMB)-designated repositories of government wide eligibility qualification or financial integrity information. Therefore, application evaluation criteria may include the following risk-based considerations of the applicant: (1) financial stability; (2) quality of management systems and ability to meet management standards; (3) history of performance in managing Federal awards; (4) reports and findings from audits; and (5) ability to implement effectively statutory, regulatory, or other requirements.

Applications must conform with the guidance provided in *Appendix A – Project Narrative Template* of this NOFO. Applicants that do not meet eligibility and application submission requirements will not be evaluated and scored by the review panel.

FEMA will evaluate applications based on the following criteria (see *Appendix D – Evaluation and Scoring Criteria* for additional details):

- **Need:** The applicant's demonstration of need for grant funds, including identification of their capability gaps related to complex coordinated terrorist attacks and an explanation of resource limitations to address the identified gaps.
  (Possible Points: 0 – 20 max)

- **Design and Implementation:** The applicant's demonstration of an effective and sustainable project approach for achieving the FY 2016 CCTA Program objectives within the 36-month period of performance, including the specific project implementation, project management, and regional and whole community approaches. Applicant's will also be evaluated based on their use of creative and innovative project approaches and plan to share project results with other jurisdictions to amplify the impact of their project.
  (Possible Points: 0 – 52 max)

- **Impact:** The applicant's demonstration of the proposed project's impact, including how the project will increase the jurisdiction's preparedness and resilience for complex coordinated terrorist attacks and how collaboration with identified regional

partners and whole community stakeholders will enhance project effectiveness.
(Possible Points: 0 – 16 max)

- **Budget:** The applicant's demonstration of a reasonable and cost-effective budget (based on the Budget Detail Worksheet and Project Narrative), including explanation of reasonable project costs across the requested categories and the project's relative cost effectiveness.
  (Possible Points: 0 – 12 max)

FEMA will not consider any letters of endorsement or support, submitted separately from an application. If statements of endorsement or support testimony are provided, they must be included in the Project Narrative.

Review and Selection Process

Review Process
The FY 2016 CCTA Program applications will receive an initial screening to verify applicant eligibility, prior to the application panel's review.

- **Eligibility Screening.** FEMA will conduct an initial review of all applications to verify applicant eligibility and ensure each application is complete. All eligible and complete applications will progress to the applicable program office for further review. FEMA staff will review the following during the eligibility screening:
  - Applicant is an eligible jurisdiction.
  - Applicant has submitted only one application.
  - Applicant has submitted a letter of support.
  - Applicant has submitted all required assurances and standard forms.
  - Application includes a Project Narrative that aligns with the format requirements specified in Appendix A – Project Narrative Template.
  - Application includes a Budget Detail Worksheet.

  FEMA will not process incomplete applications for further review and will not consider them for funding.

- **Review Panel.** Applications will be reviewed and scored by a review panel comprising personnel from FEMA, select other Federal Agencies, and external (non-Federal) subject matter experts (as necessary) representing organizations that have experience and/or advanced training in complex coordinated terrorist attacks. The review panel will score applications based on the aforementioned evaluation criteria, taking into consideration completeness, adherence to programmatic guidelines, and anticipated effectiveness of the proposed project.

Application Selection Process
FEMA senior leadership will review all scoring results in order to prioritize the top-scoring applications. The Administrator of FEMA will approve or disapprove the recommended selection of recipients for this program. The Secretary of Homeland Security retains the discretion to consider other factors and approves all final funding determinations.

Prior to making a Federal award with a total amount of Federal share greater than the simplified acquisition threshold, DHS is required to review and consider any information about the applicant that is in the designated integrity and performance system accessible through SAM (currently Federal Awardee Performance Integrity Information System).

An applicant may choose to review information in the designated integrity and performance systems accessible through SAM and comment on any information about itself that a Federal awarding agency previously entered and is currently in the designated integrity and performance system accessible through SAM.

DHS will consider any comments by the applicant, in addition to the other information in the designated integrity and performance system, when making a judgment about the applicant's integrity, business ethics, and record of performance under Federal awards when completing the review of risk posed by applicants as described in 2 CFR § 200.205.

F. Federal Award Administration Information

Notice of Award

The ND Grants system will notify applicants of award approval through an automatic electronic mail to the awardee-authorized official listed in the initial application. The "award date" for the FY 2016 CCTA Program will be the date that DHS/FEMA approves the award. The awardee should follow the directions in the notification to confirm acceptance of the award.

Recipients must accept their awards no later than 60 days from the award date. The recipient shall notify the awarding agency of its intent to accept and proceed with work under the award through the ND Grants system. For instructions on how to accept or decline an award in the ND Grants system, please see the *ND Grants Recipient Training Manual*.

Funds will remain on hold until the recipient accepts the award through the ND Grants system and satisfies all other conditions of award, or if the award is otherwise rescinded. Failure to accept the grant award within the 60-day timeframe may result in a loss of funds.

Administrative and National Policy Requirements

All successful applicants for DHS grant and cooperative agreements are required to comply with DHS Standard Administrative Terms and Conditions, which are available online at DHS Standard Terms and Conditions.

The applicable DHS Standard Administrative Terms and Conditions will be those in effect at the time in which the award is granted.

Before accepting the award, the AOR should carefully read the award package for instructions on administering the grant award and the terms and conditions associated with responsibilities under Federal Awards. Recipients must accept all conditions in this

NOFO, as well as any Special Terms and Conditions in the Notice of Award, to receive an award under this program.

Reporting

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

Federal Financial Reporting Requirements

Federal Financial Report (FFR)

Recipients must report obligations and expenditures on a quarterly basis through the FFR (SF-425) to DHS/FEMA. Recipients must file the FFR electronically using the Payment and Reporting System (PARS). An FFR must be submitted quarterly throughout the period of performance, including partial calendar quarters, as well as for periods where no grant award activity occurs. Future awards and fund drawdowns may be withheld if these reports are delinquent, demonstrate lack of progress, or are insufficient in detail.

Recipients may review the FFR Form (SF-425) here: https://www.whitehouse.gov/sites/default/files/omb/grants/approved_forms/SF-425.pdf.

Financial Reporting Periods and Due Dates

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

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

Financial and Compliance Audit Report

For audits of fiscal years beginning on or after December 26, 2014, recipients that expend $750,000 or more from all Federal funding sources during their fiscal year are required to submit an organization-wide financial and compliance audit report. The audit must be performed in accordance with the requirements of Government and Accountability Office's (GAO) Government Auditing Standards, located at http://www.gao.gov/govaud/ybk01.htm, and the requirements of Subpart F of 2 C.F.R. Part 200, located at http://www.ecfr.gov/cgi-bin/text-idx?node=sp2.1.200.f.

Program Performance Reporting Requirements

Performance Progress Reports

Recipients are responsible for providing updated performance reports on a quarterly basis.

The Performance Progress Report should include the following:
- Status Summary: The summary should

- Provide a brief narrative of the overall project status;
- Identify accomplishments and milestones achieved as they relate to the approved project (categorized by the following activities: (1) Identifying Gaps, (2) Planning, (3) Training, and (4) Exercises);
- Summarize expenditures (categorized by the following activities: (1) Identifying Gaps, (2) Planning, (3) Training, and (4) Exercises); and
- Describe any potential issues that may affect project completion.
- Best Practices / Lessons Learned Summary: The summary should describe any best practices or lessons learned identified to date through the program. The purpose of this information is to develop and enhance guidance materials, tools, templates, and lessons learned and best practices summaries. At the end of the period of performance, grantees will provide and in-person briefing to the Program Office to present a summary of their project accomplishments and lessons learned.
- Issues List: The list should identify any program-related challenges that may require assistance or impact successful and on time completion of the funded project.

Program Performance Reporting Periods and Due Dates
The following reporting periods and due dates apply for the Program Performance Reports:

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

Close Out Reporting Requirements

Within 90 days after the end of the period of performance, or after an amendment has been issued to close out a grant, whichever comes first, recipients must submit a final FFR and final progress report detailing all accomplishments and a qualitative summary of the impact of those accomplishments throughout the period of performance. Recipients should use the provided template that captures milestones achieved and overall project outputs and outcomes.

After FEMA has reviewed and approved these reports, it will issue a close-out notice to close out the grant. The notice will indicate the period of performance as closed, list any remaining funds that will be deobligated, and address the requirement of maintaining the grant records for three years from the date of the final FFR.

The recipient is responsible for returning any funds that have been drawn down but remain as unliquidated on recipient financial records.

G. DHS Awarding Agency Contact Information

Contact and Resource Information

Program Office
The Program Office provides support in addressing specific programmatic questions or concerns regarding the FY 2016 CCTA Program. The Program Office can be reached by e-mail at FEMA-CCTA@fema.dhs.gov.

Centralized Scheduling and Information Desk (CSID)
CSID is a non-emergency comprehensive management and information resource developed by DHS/FEMA for grant stakeholders. CSID provides general information on all DHS/FEMA grant programs and maintains a comprehensive database containing key personnel contact information at the Federal, state, and local levels. When necessary, recipients will be directed to a Federal POC who can answer specific programmatic questions or concerns. CSID can be reached by phone at (800) 368-6498 or by e-mail at askcsid@dhs.gov, Monday through Friday, 9:00 a.m. – 5:00 p.m. EST.

Grant Programs Directorate (GPD) Grant Operations Division
GPD's Grant Operations Division Business Office provides support regarding financial matters and budgetary technical assistance. Additional guidance and information can be obtained by contacting the FEMA Call Center at (866) 927-5646 or via e-mail to ASK-GMD@dhs.gov.

Systems Information
- *Grants.gov.* For technical assistance with Grants.gov, please call the customer support hotline at (800) 518-4726.
- *Non-Disaster (ND) Grants.* For technical assistance with the ND Grants system, please contact ndgrants@fema.gov or (800) 865-4076.

GPD Environmental Planning and Historic Preservation (GPD EHP)
The DHS/FEMA GPD EHP Team provides guidance and information about the EHP review process to recipients and subrecipients. All inquiries and communications about GPD projects or the EHP review process, including the submittal of EHP review materials, should be sent to gpdehpinfo@fema.gov. EHP Technical Assistance, including the EHP Screening Form, can be found at https://www.fema.gov/media-library-data/1426531132431-a64f42cc0c60a3e6d65faff9b2d522bd/gpd_ehp_screening_form_31615.pdf

H. Additional Information

National Preparedness
The National Preparedness System is the instrument the Nation employs to build, sustain, and deliver core capabilities in order to achieve the National Preparedness Goal of a secure and resilient Nation. Complex and far-reaching threats and hazards require a collaborative and whole community approach to national preparedness that engages individuals, families, communities, private and nonprofit sectors, faith-based organizations, and all levels of government. The guidance, programs, processes, and

systems that support each component of the National Preparedness System allows for the integration of preparedness efforts that build, sustain, and deliver core capabilities and achieve the desired outcomes identified in the Goal. Information on the National Preparedness System can be found in the National Preparedness System Description at https://www.fema.gov/national-preparedness-system.

DHS/FEMA coordinates with local, state, territory, and tribal governments as well as the private and non-profit sectors to facilitate a whole community, risk driven, and capabilities-based approach to preparedness. This risk driven, capabilities-based approach is grounded in the identification and assessment of risk through the Threat and Hazard Identification and Risk Assessment (THIRA). For additional information on THIRA, please refer to http://www.fema.gov/threat-and-hazard-identification-and-risk-assessment.

FY 2016 CCTA Program grant recipients are encouraged to participate in the THIRA process by coordinating with the appropriate State Administrative Agency (SAA) or Urban Area Working Group (UAWG). Jurisdictions that that have previously completed a THIRA and/or a State Preparedness Report (SPR) should leverage the findings to help inform application submissions.

The SPR is an annual self-assessment of state preparedness submitted by the 56 States and territories to DHS/FEMA. The Post-Katrina Emergency Management Reform Act of 2006 (PKEMRA) requires an SPR from any state or territory receiving Federal preparedness assistance administered by DHS.

Payments

FEMA utilizes the PARS for financial reporting, invoicing and tracking payments.

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

Monitoring

DHS/FEMA staff will monitor recipients on an annual and as needed basis, both programmatically and financially, to ensure recipients meet project goals, objectives, performance requirements, timelines, milestone completion, budgets, and other related program criteria.

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

Evaluation

DHS will initiate a formal evaluation of programs, projects or activities supported by this grant. By accepting grant funds, grantees agree to participate in the evaluation, which may include analysis of the impact on individuals and providing access to program

operating personnel and participants, as specified by the evaluator(s) including after the period of performance.

Conflict of Interest

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

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

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

Appendix A - Project Narrative Template

A. <u>Required Format</u>

Applicants must format the application according to the following guidance.

- Document Type: The Project Narrative must be submitted in Microsoft Word or Adobe Portable Document Format (PDF).
- Spacing: Single
- Typeface:
  - Narrative: Times New Roman, Arial, Calibri, or Cambria; 12 pt. font size
  - Citations (in-text, endnote/footnote): Times New Roman, Arial, Calibri, or Cambria 10, 11, or 12 pt. font sizes
  - Spreadsheet or Table Data Figures, Notes, and Titles: Times New Roman, Arial, Calibri, or Cambria 10, 11, or 12 pt. font sizes
  - Graphics (such as pictures, models, charts, and graphs): Times New Roman, Arial, Calibri, or Cambria 10, 11, or 12 pt. font sizes
- Margins: 1 inch
- Indentation/Tabs: Applicant's discretion
- Page Orientation: Portrait; exception: landscape may be used for spreadsheets and tables
- Maximum number of pages, not including cover and indirect cost rate agreement: 15 (see the Project Narrative Template below for the maximum number of pages for each section)
- Graphics (e.g., pictures, models, charts, and graphs) will be accepted but are not required.
- Primary font color will be black; however, other colors such as red and blue may be used for emphasis as appropriate.
- Bold or italicized font may be used but is not required.
- Spreadsheet or table format is acceptable where appropriate (e.g., timelines and matrices) but not mandatory.

DHS/FEMA will not review or consider for funding any application that does not conform to the above criteria.

B. <u>Prescribed Template</u>

Applicants must present the contents of the application using the following arrangement.

Applicants should not include any Classified or Law Enforcement Sensitive information in their applications for this program.

Background *(Does not count toward the total page count limitation.)*

➢ Identify the primary applicant applying for the program and the POCs for this project, including the following:
  - Name of primary applicant
  - Name and title of the lead POC

- POC's full mailing address
- POC's telephone number
- POC's email address
- Name and title of the single authorizing official, or AOR, for the organization (i.e., the individual authorized to sign a grant award)
  - Authorizing official's full mailing address
  - Authorizing official's telephone number
  - Authorizing official's email address

➢ Names of any additional jurisdiction(s) participating on the project. The Project Narrative must include:
- A letter of support from the applicant's appropriate senior executive official (e.g., Governor, Mayor, County Executive, City Manager) that supports the project and participation of additional jurisdictions for completing the full program and providing the necessary resources.
- If applicable, information on the relationship between the applicant and partnering jurisdictions, *e.g.* existing letters of cooperation/support or administrative agreements, such as Memoranda of Understanding (MOU). ***Note: the letter will not count towards the total number of pages submitted with the Project Narrative.***

FEMA will not consider any letters of endorsement or support, submitted separately from an application. If statements of endorsement or support testimony are provided, they must be included in the Project Narrative.

Need *(three (3) pages maximum)*
Demonstrate the applicant's need for grant funds to enhance preparedness and build resilience for a complex coordinated terrorist attack by providing a description of potential vulnerabilities, consequences, and capability gaps, as outlined below.

1. Describe the applicant's vulnerabilities and the potential consequences to a complex coordinated terrorist attack. A vulnerability is a characteristic of design, location, security posture, operation, or any combination thereof, that renders an asset, system, network, or entity susceptible to disruption, destruction, or exploitation. A potential consequence is the effect of a complex coordinated terrorist attack.

2. Describe the applicant's capability gaps specific to preparing for, preventing, and responding to complex coordinated terrorist attacks. Refer to data from existing assessments or analyses that identify the capability gaps (if available) such as the jurisdiction's THIRA and SPR processes (refer to the Additional Information section for information on the National Preparedness System and core capabilities, THIRA and SPR).

3. Describe the applicant's resource limitations to addressing the identified capability gaps and why Federal funds are needed to further address those gaps. This may include details describing the applicant's financial distress, summarizing budget constraints, unsuccessful attempts to secure other funding, and proving the financial distress is out of their control.

- If applicable, provide a summary of efforts accomplished to date specific to complex coordinated terrorist attacks.
- List all Federal preparedness grant funding, training, and/or technical assistance received (DHS, the Department of Justice [DOJ], and from other Federal grant making authorities) in the past 3 years related to preparing for, preventing, or responding to a complex coordinated attack to include specific funding amounts, training names, and technical assistance topics. *(This list will not count towards the total number of pages submitted with the project narrative.)*

Design and Implementation *(eight (8) pages maximum)*
Describe how the applicant will design and implement the project to meet the requirements and activities identified in the NOFO, as outlined below.

Project Approach
4. Define the vision, goals, and objectives for the applicant's project, including the specific capability gaps that will be addressed. Describe how the identified vision, goals, and objectives align with the FY 2016 CCTA Program objectives identified in the NOFO, as well as how the project links to strategic efforts within or outside of the jurisdiction.

5. Describe the applicant's approach to executing the proposed project across the following four activity areas: (1) identifying gaps, (2) planning, (3) training, and (4) exercising, including the specific deliverables/outputs associated with each activity area. If the applicant does not need to conduct tasks within one of the activity areas, and/or has existing work that the applicant will build upon, please explain.

6. Describe the applicant's approach for capturing, disseminating and sharing project results such as best practices, lessons learned, and sample documents with other local, state, tribal, territorial, and federal jurisdictions.

7. Describe creative and innovative approaches (e.g., strategies, policies, or other activities) employed by the applicant for this project.

Regional Approach
8. Describe the applicant's regional approach to include the applicant's planned efforts to collaborate with jurisdictions across jurisdictional boundaries to implement the project. A regional approach is the applicant partnering with two or more jurisdictions on the project's implementation and should achieve cost effectiveness, support regional sustainment, efficiency, and resilience, and benefit more than one jurisdiction (state, urban area, county, tribe, parish, town, township, city, or village) directly from the activities implemented with the grant funds.

9. Identify regional partners and whole community stakeholders that will be engaged in the project and describe their roles and responsibilities.

Project Management
10. Describe the applicant's project management approach, including the following:
   - How the applicant will monitor progress to ensure on-time project completion within budget, and achievement of all objectives, including the performance measures and metrics the applicant will use to track effectiveness and progress of the project.
   - The applicant's long-term sustainability plans for the capabilities after these grant funds have been expended.

11. Provide an overall project plan and schedule including milestones that are critical to the success of the project and associated dates. Milestones should be aligned to the following four activity areas: (1) identifying gaps, (2) planning, (3) training, and (4) exercising.

Impact *(two (2) pages maximum)*
Describe the anticipated impacts that will increase the applicant's preparedness for a complex coordinated terrorist attack, as outlined below.

12. Based on the applicant's gaps (identified in the Need section), discuss the potential impacts the project approach will have on increasing the applicant's preparedness and resilience for a complex coordinated terrorist attack, including the potential negative impacts if the project is not implemented.

13. Explain how the regional approach (described in the Design and Implementation section) will enhance project effectiveness in preparing for, preventing, and responding to a complex coordinated terrorist attack.

Budget *(two (2) pages maximum)*
Describe the anticipated use of funds (identified by the applicant in the Budget Detail Worksheet), as outlined below.

14. Describe how the applicant intends to use the funds for the described project, including how the applicant will maximize cost effectiveness to the design and implementation of the project and how the applicant will use existing resources to conserve costs (e.g., funding, personnel).

15. Describe the applicant's plan for sustaining the capabilities developed through the FY 2016 CCTA Program, including the resources the applicant will use to support sustainment, such as other funding sources (e.g., grant programs, public or private agreements, future fiscal year grants, or state and local funding sources) after the grant funds and period of performance expires. If no other funding sources are necessary, please explain.

Appendix B - Budget Detail Worksheet and Template

The Budget Detail Worksheet Template (below) may be used as a guide to assist applicants in the preparation of their Budget Detail Worksheet. Applicants may submit the Budget Detail Worksheet using this template or in the format of their choosing (plain sheets, independently created forms, or a variation of this form). However, applicants must provide all of the requested information identified in the general instructions, as well as the instructions for each section, and categorize it by activity and allowable cost.

General Instructions

Populate the tables to identify the cost to implement the proposed project.

- The applicant should list and describe all activities and associated costs required to implement the project.
- Funds must be aligned to allowable cost categories (e.g., personnel, travel, supplies) within each of the four activity areas: (1) identifying gaps, (2) planning, (3) training, and (4) exercising.
- The Total Project Costs section should present a sum of the Management and Administration (M&A), Identifying Gaps, Planning, Training, and Exercising sections.
- A justification of costs for each section, including the identification of any cost savings measures, should be addressed in the Budget portion of the project narrative.

Total Project Costs

Provide a sum of the estimated project costs from the M&A, Identifying Gaps, Planning, Training, and Exercising sections.

Total Project Costs									
Personnel	Fringe Benefits	Consultants/ Contractors	Travel	Equipment	Conferences	Supplies	Other	Indirect	Total
$	$	$	$	$	$	$	$	$	**$**

Management and Administration

Identify costs that are directly related to the M&A of funds, such as financial management and monitoring.
Note: M&A costs may not exceed five percent (5%) of the total grant award.

Management and Administration	
Description	Total Costs
	$

Identifying Gaps

Identify planned activities and associated costs for identifying capability gaps related to preparing for, preventing, or responding to responding to complex coordinated terrorist attacks, as described in the applicant's project narrative.

- **Name/Description**: Provide the name and a brief description of the proposed activities related to identifying capability gaps.
- **Costs**: List cost estimates for each allowable cost category noted in the table.

Identifying Gaps Activities and Cost										
Name/Description	**Costs**									
	Personnel	**Fringe Benefits**	**Consultants/ Contractors**	**Travel**	**Equipment**	**Conferences**	**Supplies**	**Other**	**Indirect**	**Total**
	$	$	$	$	$	$	$	$	$	$
	$	$	$	$	$	$	$	$	$	$
	$	$	$	$	$	$	$	$	$	$
Total	$	$	$	$	$	$	$	$	$	$

Planning

Identify planned activities and associated costs for developing and updating plans, processes, and standard operating procedures, as described in the applicant's project narrative.

- **Name/Description**: Provide the name and a brief description of the proposed planning activities.
- **Costs**: List cost estimates for each allowable cost category noted in the table.

Planning Activities and Cost										
Name/Description	**Costs**									
	Personnel	**Fringe Benefits**	**Consultants/ Contractors**	**Travel**	**Equipment**	**Conferences**	**Supplies**	**Other**	**Indirect**	**Total**
	$	$	$	$	$	$	$	$	$	$
	$	$	$	$	$	$	$	$	$	$
	$	$	$	$	$	$	$	$	$	$
Total	$	$	$	$	$	$	$	$	$	$

Training

Identify planned activities and estimated costs for the development and delivery of training, as described in the applicant's project narrative.

- **Name/Description**: Provide the name and a brief description of the training, to include topic, intended audience, and any other pertinent information.
- **Format**: Identify the format of the requested training (e.g., classroom, virtual, instructor-led, train the trainer).
- **Number of Participants**: Identify the number of individuals that you intend to have receive the training.
- **Costs**: List cost estimates for each allowable cost category noted in the table.

Training Activities and Cost

Training Development

Name/Description	Format	Costs									
		Personnel	Fringe	Consultants/ Contractors	Travel	Equipment	Conferences	Supplies	Other	Indirect	Total
		$	$	$	$	$	$	$	$	$	$
		$	$	$	$	$	$	$	$	$	$
		$	$	$	$	$	$	$	$	$	$
Total		$	$	$	$	$	$	$	$	$	$

Training Delivery

Name/Description	Format	Number of Participants	Costs									
			Personnel	Fringe	Consultants/ Contractors	Travel	Equipment	Conferences	Supplies	Other	Indirect	Total
			$	$	$	$	$	$	$	$	$	$
			$	$	$	$	$	$	$	$	$	$
			$	$	$	$	$	$	$	$	$	$
Total			$	$	$	$	$	$	$	$	$	$

Total Training Costs

	Personnel	Fringe Benefits	Consultants/ Contractors	Travel	Equipment	Conferences	Supplies	Other	Indirect	Total
	$	$	$	$	$	$	$	$	$	$

Exercising

Identify planned activities and estimated costs for the design/development and implementation of exercises, as described in the applicant's project narrative. Implementation should include the development of any resultant products, such as the after action report.

- **Name/Description**: Provide the name and a brief description of the requested exercise(s), to include scope, intended audience, and any other pertinent information.
- **Format**: Identify the format of the requested exercise(s) (e.g., seminar, workshop, tabletop, functional, full-scale).
- **Number of Participants:** Identify the total number of individuals that you intend to have participate in the exercise(s).
- **Costs**: List cost estimates for each allowable cost category noted in the table.

Exercise Activities and Cost

Exercise Design and Development

Name/Description	Format	Costs									
		Personnel	Fringe Benefits	Consultants/ Contractors	Travel	Equipment	Conferences	Supplies	Other	Indirect	Total
		$	$	$	$	$	$	$	$	$	$
		$	$	$	$	$	$	$	$	$	$
		$	$	$	$	$	$	$	$	$	$
Total		$	$	$	$	$	$	$	$	$	$

Exercise Implementation

Name/Description	Format	Number of Participants	Costs									
			Personnel	Fringe Benefits	Consultants/ Contractors	Travel	Equipment	Conferences	Supplies	Other	Indirect	Total
			$	$	$	$	$	$	$	$	$	$
			$	$	$	$	$	$	$	$	$	$
			$	$	$	$	$	$	$	$	$	$
Total			$	$	$	$	$	$	$	$	$	$

Total Exercise Costs

	Personnel	Fringe Benefits	Consultants/ Contractors	Travel	Equipment	Conferences	Supplies	Other	Indirect	Total
	$	$	$	$	$	$	$	$	$	$

Appendix C - Funding Guidelines

The FY 2016 CCTA Program grant recipients may only use FY 2016 CCTA Program funds for a purpose set forth in this NOFO, and must be consistent with the statutory authority for the award. Funds may not be used for matching funds for other Federal grants/cooperative agreements, lobbying, or intervention in Federal regulatory or adjudicatory proceedings. In addition, Federal funds may not be used to sue the Federal Government or any other government entity.

Pre-award costs are allowable only with the prior written consent of FEMA if they are included in the award agreement.

A. Allowable Costs

The following pages outline general allowable FY 2016 CCTA Program costs guidance. Allowable costs generally fall into one of the following allowable expense categories:
- Management and Administration
- Personnel
- Fringe Benefits
- Consultants/Contractors
- Travel
- Equipment (Training and Exercises only)
- Conferences
- Supplies
- Indirect Costs
- Other

The following provides guidance on allowable costs associated M&A and each of the four CCTA Program activity areas of Identify Gaps, Planning, Training, and Exercising:

1. **Management and Administration (M&A).** M&A Activities are those costs directly relating to the management and administration of funds, such as financial management and monitoring. M&A costs may not exceed five percent (5%) of the total grant award. Any M&A costs associated with the project submitted for consideration of funding under the FY 2016 CCTA Program must be included in the project's budget. This includes
   - Hiring of full-time or part-time staff or contractors/consultants responsible for activities relating to the management and administration of funds, and
   - Meeting-related expenses directly related to M&A of funds.

2. **Identifying Gaps.** FY 2016 CCTA Program funds may be used to support the identification of specific capability gaps to inform planning, training, and exercise activities. Example activities include developing or conducting a capability assessment or multi-jurisdictional or regional risk/threat assessments to identify specific issues or gaps within capabilities. This may also include conducting a subject matter expert review or red team analysis (an independent group that challenges an organization to improve its effectiveness) of existing plans.

Allowable costs associated with identifying gaps include the following:

- **Personnel.** Hiring, overtime, and backfill expenses are allowable under this grant only to perform programmatic activities deemed allowable under this guidance. Recipients may hire staff only for program management functions, not the organization's normal routine operational duties, and not for hiring public safety personnel fulfilling traditional public safety duties. The following are definitions associated with the personnel costs eligible through this grant guidance:
    - **Hiring.** Recipients may use grant funding to cover the salary of newly hired personnel who are exclusively undertaking allowable FEMA program activities associated with identifying gaps. This may not include new personnel hired to fulfill any non-FEMA program activities unrelated to the purposes of this grant under any circumstances. Hiring will always result in a net increase of Full-Time Equivalent (FTE) employees in direct support of activities related to identifying gaps. Payment of salaries must be in accordance with the recipient's policies, terms of the award, and have the approval of FEMA.
    - **Overtime.** These expenses are limited to the additional costs that result from personnel working over and above 40 hours of weekly work time specifically related to approved activities specified in this NOFO. Overtime associated with any other activity is not eligible.
    - **Backfill-related Overtime.** Also called "Overtime as Backfill," these expenses are limited to overtime costs that result from personnel who are working overtime (as identified above) to perform the duties of other personnel, who are supporting approved activities specific to this NOFO, outside of their core responsibilities. Backfill-related overtime only includes the difference between the overtime rate paid and what would have otherwise been paid to the backfilling employee for regular time. Under no circumstances should the entire amount of backfill overtime expense be charged to an award. Neither overtime nor backfill expenses are the result of an increase of FTE employees.
- **Fringe Benefits.** Fringe benefits are for personnel and only for the percentage of time devoted to the project.
- **Consultants/Contractors.** Recipients may hire full-time or part-time contract planners or consultants to assist with identifying gaps activities (not for the purpose of hiring public safety personnel fulfilling traditional public safety duties).
- **Travel.** Domestic Travel costs (airfare, mileage, per diem, hotel, etc.) are allowable as expenses by employees who are on travel status for official business in direct support of identifying gaps activities. These costs must be in accordance with applicable state law and regulations International travel is not an allowable cost under the FY 2016 CCTA Program unless approved in advance by DHS/FEMA.
- **Conferences.** These costs may include the rental of space/locations for conferences, meetings, community workshops, and webinars to facilitate gap identification activities. Recipients are encouraged to use free public space/locations, whenever available, prior to the rental of space/locations.
- **Supplies.** Materials or supplies required to conduct gap identification activities such as paper for handouts and briefings.
- **Indirect Costs.** With the exception of those recipients who have never received a negotiated indirect cost rate as described in 2 C.F.R. § 200.414(f), indirect costs are

allowable only if the applicant has an approved indirect cost rate with its cognizant Federal agency. A copy of the approved rate (a fully executed, agreement negotiated with the applicant's cognizant Federal agency) is required at the time of application. Indirect costs will be evaluated as part of the application for Federal funds to determine if they are allowable and reasonable.

3. **Planning.** FY 2016 CCTA Program funds may be used for planning activities to prepare for, prevent, or respond to complex coordinated terrorist attacks. Examples of planning activities may include developing and/or enhancing plans, policies, protocols and support tools; planning and developing contingency agreements/emergency contracts that address logistics and prepositioning of commodities; and establishing, enhancing, or evaluating coordination with state and regional programs/groups/organizations for identifying methods and/or systems to collect, analyze, and share terrorism-related information and intelligence.

   These efforts must enable the prioritization of needs, building of capabilities such as prevention to disrupt, interdict, and disrupt complex coordinated terrorist attacks, updating of preparedness strategies, allocation of resources, and delivery of preparedness programs across disciplines (e.g., law enforcement, fire, emergency medical service [EMS], public health, private sector) and levels of government.

   Any jurisdiction-wide, all threats and hazards emergency operation plans (EOPs) developed or updated through this program should conform to the guidelines outlined in the [Comprehensive Preparedness Guide (CPG) 101: Developing and Maintain Emergency Operation Plans -v.2](#).

   Allowable costs associated with planning activities include the following:
   - **Personnel.** Hiring, overtime, and backfill expenses are allowable under this grant only to perform programmatic activities deemed allowable under this guidance. Recipients may hire staff only for program management functions, not the organization's normal routine operational duties, and not for hiring public safety personnel fulfilling traditional public safety duties. The following are definitions associated with the personnel costs eligible through this grant guidance:
     - **Hiring.** Recipients may use grant funding to cover the salary of newly hired personnel who are exclusively undertaking allowable FEMA program activities associated with completing planning activities. This may not include new personnel hired to fulfill any non-FEMA program activities unrelated to the purposes of this grant under any circumstances. Hiring will always result in a net increase of FTE employees in direct support of activities related to planning activities. Payment of salaries must be in accordance with the recipient's policies, terms of the award, and have the approval of FEMA.
     - **Overtime.** These expenses are limited to the additional costs that result from personnel working over and above 40 hours of weekly work time specifically related to approved activities specified in this NOFO. Overtime associated with any other activity is not eligible.
     - **Backfill-related Overtime.** Also called "Overtime as Backfill," these expenses are limited to costs that result from personnel who are working overtime (as

identified above) to perform the duties of other personnel, who are supporting approved activities specific to this NOFO, outside of their core responsibilities. Backfill-related overtime only includes the difference between the overtime rate paid and what would have otherwise been paid to the backfilling employee for regular time. Under no circumstances should the entire amount of backfill overtime expense be charged to an award. Neither overtime nor backfill expenses are the result of an increase of FTE employees.

- **Fringe Benefits.** Fringe benefits are for personnel and only for the percentage of time devoted to the project.
- **Consultants/Contractors.** Recipients may hire full-time or part-time contract planners or consultants to assist with planning activities (not for the purpose of hiring public safety personnel fulfilling traditional public safety duties).
- **Travel.** Domestic travel costs (e.g., airfare, mileage, per diem, hotel) are allowable as expenses by employees who are on travel status for official business in direct support of planning activities. These costs must be in accordance with applicable state law and regulations. International travel is not an allowable cost under the FY 2016 CCTA Program unless approved in advance by DHS/FEMA.
- **Conferences.** These costs may include the rental of space/locations for conferences, meetings, workshops, and webinars to facilitate deliberate planning activities. Recipients are encouraged to use free public space/locations, whenever available, prior to the rental of space/locations.
- **Supplies.** Materials or supplies required to conduct planning activities such as handouts and briefings.
- **Indirect Costs.** With the exception of those recipients who have never received a negotiated indirect cost rate as described in 2 C.F.R. § 200.414(f), indirect costs are allowable only if the applicant has an approved indirect cost rate with its cognizant Federal agency. A copy of the approved rate (a fully executed, agreement negotiated with the applicant's cognizant Federal agency) is required at the time of application. Indirect costs will be evaluated as part of the application for Federal funds to determine if they are allowable and reasonable.

4. **Training.** FY 2016 CCTA Program funds may be used to support the development and implementation of training to enhance capabilities for preparing for, preventing, and responding to complex coordinated terrorist attacks. Training conducted using these funds should address a performance gap identified through a Training and Exercise Plan (TEP) or other assessments such as a gap analysis, and contribute to building a capability that will be evaluated through a formal exercise. Any training or training gaps, including those for children, older adults, pregnant women, and individuals with disabilities, individuals with limited English proficiency, and others who also have access and functional needs, should be identified in a TEP and addressed in the jurisdictions training cycle.

Allowable costs associated with training activities include the following:
- **Personnel.** Hiring, overtime, and backfill expenses are allowable under this grant only to perform programmatic activities deemed allowable under this guidance. Recipients may hire staff only for program management functions, not the organization's normal routine operational duties, and not for hiring public safety personnel fulfilling traditional public

safety duties. The following are definitions associated with the personnel costs eligible through this grant guidance:

   – **Hiring.** Recipients may use grant funding to cover the salary of newly hired personnel who are exclusively undertaking allowable FEMA program activities associated with completing training. This may not include new personnel hired to fulfill any non-FEMA program activities unrelated to the purposes of this grant under any circumstances. Hiring will always result in a net increase of FTE employees in direct support of activities related to training activities. Payment of salaries must be in accordance with the recipient's policies, terms of the award, and have the approval of FEMA.

   – **Overtime.** These expenses are limited to the additional costs that result from personnel working over and above 40 hours of weekly work time specifically related to approved activities specified in this NOFO. Overtime associated with any other activity is not eligible.

   – **Backfill-related Overtime.** Overtime and backfill costs associated with the design, development, and conduct of exercises specific to preparing for complex coordinated terrorist attacks are allowable expenses. Payment of overtime expenses will be for work performed in excess of the established workweek related to the planning and conduct of the exercise project(s). Further, overtime payments and backfill costs associated with sending personnel to exercises are allowable. Grant funds cannot be used for personnel or to pay salary costs for employees to attend exercises. Recipients seeking to claim overtime or backfill costs will be required to submit verification. Regular duty time costs are not eligible expenses.

- **Fringe Benefits.** Fringe benefits are for personnel and only for the percentage of time devoted to the project.
- **Consultants/Contractors.** Recipients may hire full-time or part-time contract planners or consultants to assist with training activities (not for the purpose of hiring public safety personnel fulfilling traditional public safety duties).
- **Travel.** Travel costs (e.g., airfare, mileage, per diem, hotel) are allowable as expenses by employees who are on travel status for official business in direct support of training activities including travel for participation in or evaluation of training. These costs must be in accordance with applicable state law and regulations.
- **Equipment.** Operational equipment, such as incident command vehicles, are not an allowable cost under FY 2016 CCTA Program. Some equipment costs are eligible, but are specifically limited to testing and exercising of response and preparedness plans safely and comprehensively (e.g., safety equipment, simunitions). This excludes equipment used for fulfilling traditional public safety duties. The equipment costs are only allowable under this program with the prior written approval of DHS/FEMA. To request equipment, a written request must be signed by the Authorized Representative that outlines the equipment costs.
- **Conferences.** These costs may include the rental of space/locations for training delivery. Recipients are encouraged to use free public space/locations, whenever available, prior to the rental of space/locations.
- **Supplies.** Materials or supplies required to conduct training activities such as brochures, handouts, and briefings.

- **Indirect Costs.** With the exception of those recipients who have never received a negotiated indirect cost rate as described in 2 C.F.R. § 200.414(f), indirect costs are allowable only if the applicant has an approved indirect cost rate with its cognizant Federal agency. A copy of the approved rate (a fully executed, agreement negotiated with the applicant's cognizant Federal agency) is required at the time of application. Indirect costs will be evaluated as part of the application for Federal funds to determine if they are allowable and reasonable.

5. **Exercises.** FY 2016 CCTA Program funds may be used for planning, coordinating, and executing multi-jurisdictional, tabletop, functional, and full-scale/force-on-force exercises that simulate preparing for, preventing, or responding to a complex coordinated terrorist attack in order to develop or validate plans developed through the program. Exercises conducted with grant funding should be managed and conducted consistent with Homeland Security Exercise and Evaluation Program (HSEEP). HSEEP guidance for exercise design, development, conduct, evaluation, and improvement planning is located at https://www.fema.gov/exercise.

   Allowable costs associated with exercise activities include the following:
   - **Personnel.** Hiring, overtime, and backfill expenses are allowable under this grant only to perform programmatic activities deemed allowable under this guidance. Recipients may hire staff only for program management functions, not the organization's normal routine operational duties, and not for hiring public safety personnel fulfilling traditional public safety duties. The following are definitions associated with the personnel costs eligible through this grant guidance:
     – **Hiring.** Recipients may use grant funding to cover the salary of newly hired personnel who are exclusively undertaking allowable FEMA program activities associated with completing exercise activities. This may not include new personnel hired to fulfill any non-FEMA program activities unrelated to the purposes of this grant under any circumstances. Hiring will always result in a net increase of FTE employees. Payment of salaries must be in accordance with the recipient's policies, terms of the award, and have the approval of FEMA.
     – **Overtime.** These expenses are limited to the additional costs that result from personnel working over and above 40 hours of weekly work time specifically related to approved activities specified in this NOFO. Overtime associated with any other activity is not eligible.
     – **Backfill-related Overtime.** Overtime and backfill costs associated with the design, development, and conduct of exercises specific to preparing for complex coordinated terrorist attacks are allowable expenses. Payment of overtime expenses will be for work performed in excess of the established workweek related to the planning and conduct of the exercise project(s). Further, overtime payments and backfill costs associated with sending personnel to exercises are allowable. Grant funds cannot be used for personnel or to pay salary costs for employees to attend exercises. Recipients seeking to claim overtime or backfill costs will be required to submit verification. Regular duty time costs are not eligible expenses.

- **Fringe Benefits.** Fringe benefits are for personnel and only for the percentage of time devoted to the project.
- **Consultants/Contractors.** Recipients may hire full-time or part-time contract planners or consultants to assist with exercise activities (not for the purpose of hiring public safety personnel fulfilling traditional public safety duties).
- **Travel.** Domestic travel costs (e.g., airfare, mileage, per diem, hotel) are allowable as expenses of by employees who are on travel status for official business in direct support of exercise activities. These costs must be in accordance with applicable state law and regulations. International travel is not an allowable cost under the FY 2016 CCTA Program unless approved in advance by DHS/FEMA.
- **Equipment.** Operational equipment, such as incident command vehicles, are not an allowable cost under the FY 2016 CCTA Program. Some equipment costs are eligible, but are specifically limited to testing and exercising of response and preparedness plans safely and comprehensively (e.g., safety equipment, simunitions). This excludes equipment used for fulfilling traditional public safety duties. Such equipment costs are only allowable under this program with the prior written approval of DHS/FEMA. To request equipment, a written request must be signed by the Authorized Representative that outlines the equipment costs.
- **Conferences.** These costs may include the rental of space/locations for exercise delivery. Recipients are encouraged to use free public space/locations, whenever available, prior to the rental of space/locations.
- **Supplies.** Materials or supplies required to plan and conduct exercise activities such as brochures, handouts, and briefings.
- **Indirect Costs.** With the exception of those recipients who have never received a negotiated indirect cost rate as described in 2 C.F.R. § 200.414(f), indirect costs are allowable only if the applicant has an approved indirect cost rate with its cognizant Federal agency. A copy of the approved rate (a fully executed, agreement negotiated with the applicant's cognizant Federal agency) is required at the time of application. Indirect costs will be evaluated as part of the application for Federal funds to determine if they are allowable and reasonable.

B. Unallowable Costs.

The following projects and costs are ineligible for award consideration:
- Hiring of Public Safety Personnel fulfilling traditional public safety duties (e.g., private police, facility security guards).
- General-use expenditures, including facility backup or emergency generators.
- Overtime and Backfill for routine patrols or interdiction operations, except for backfill costs and overtime to allow law enforcement officers to train or/participate in exercises related to the FY 2016 CCTA Program.
- Activities and initiatives that do not address the implementation of FY 2016 CCTA Program initiatives.
- Initiatives in which Federal agencies are the beneficiary or that enhance Federal property.
- Purchases of Information Technology equipment (e.g. hardware, software)
- Initiatives that duplicate capabilities being provided by the Federal Government.
- Other indirect costs not otherwise allowable as described above (e.g., property purchase, depreciation, or amortization expenses that are not part of an approved indirect cost rate agreement).
- Operational equipment, such as incident command vehicles, are not an allowable cost under the FY 2016 CCTA Program. Some equipment costs are eligible, but are specifically limited to testing and exercising of response and preparedness plans safely and comprehensively (e.g., safety equipment, simunitions).
- Community engagement initiatives designed to counter radicalization, and the development of mechanisms to assess and prevent radicalization, such as in detention facilities.
- New hiring of law enforcement officers, except as described in this Appendix above.

Appendix D - Evaluation and Scoring Criteria

The review panel will score applications based on specific criteria aligned to the Project Narrative requirements. The table below details the specific criteria aligned to each of the Project Narrative requirements, and the maximum number of points an application can receive for each criteria. Each question will be scored from 0-4 points, 0-6 points, or 0-8 points based on the complexity within the requirement and priority to the program. Additionally, some requirements include differentiating factors, which will not be scored but may be used by the Program Office to differentiate between similar scoring applications.

Project Narrative Requirement	Evaluation Criteria	Possible Points
Need (0 – 20 Points)		
1. Describe the applicant's vulnerabilities and the potential consequences to a complex coordinated terrorist attack. A vulnerability is a characteristic of design, location, security posture, operation, or any combination thereof, that renders an asset, system, network, or entity susceptible to disruption, destruction, or exploitation. A potential consequence is the effect of a complex coordinated terrorist attack. 2. Describe the applicant's capability gaps specific to preparing for, preventing, and responding to complex coordinated terrorist attacks. Describe the data from existing assessments or analyses that identify the capability gaps (if available,) such as the jurisdiction's THIRA and SPR processes (refer to the Additional Information section for information on the National Preparedness System and core capabilities, THIRA and SPR). 3. Describe the applicant's resource limitations to addressing the identified capability gaps and why Federal funds are necessary to fill those gaps. This may include details describing the applicant's financial distress, summarizing budget constraints, unsuccessful attempts to secure other funding, and proving the financial distress is out of their control. • If applicable, provide a summary of efforts accomplished to date specific to complex coordinated terrorist attacks. • List all Federal preparedness grant funding, training, and/or technical assistance received (DHS, DOJ, and from other Federal grant making authorities) in the past 3 years related to preparing for, preventing, or responding to a complex coordinated attack to include specific funding amounts, training names, and technical assistance topics.*(This list will not count towards the total number of pages submitted with the project narrative.)*	Does the applicant demonstrate an understanding of complex coordinated terrorist attacks and the associated vulnerabilities and potential impacts within their jurisdiction?	0 – 4
	Did the applicant describe specific capability gaps related to preparing for, preventing, and responding to a complex coordinated terrorist attack?	0 – 8
	Does the applicant have limited resources to address complex coordinated terrorist attacks without this program?	0 – 8

Project Narrative Requirement	Evaluation Criteria	Possible Points
Design and Implementation (0 – 52 Points)		
Project Approach		
4. Define the vision, goals, and objectives for the applicant's project, including the specific capability gaps that will be addressed. Describe how the identified vision, goals, and objectives align with the FY 2016 CCTA Program objectives identified in the NOFO, as well as how the project links to strategic efforts within or outside of the jurisdiction.	Does the applicant have a clearly defined vision, goal, and objectives for the project?	0 – 4
	How well do the applicant's vision, goal, and objectives align with the CCTA Program and other strategic efforts?	0 – 4
5. Describe the applicant's approach to executing the proposed project across the following four activity areas: (1) identifying gaps, (2) planning, (3) training, and (4) exercising, including the specific deliverables/outputs associated with each activity area. If the applicant does not need to conduct tasks within one of the activity areas, and/or has existing work that the applicant will build upon, please explain.	How well did the applicant describe the activities their project?	0 – 8
6. Describe the applicant's approach for capturing, disseminating and sharing project results such as best practices, lessons learned, and sample documents with other local, state, tribal, territorial, and Federal jurisdictions.	Did the applicant describe a specific and reasonable approach for capturing and sharing project results?	0 – 4
7. Describe creative and innovative approaches (e.g., strategies, policies, or other activities) employed by the applicant for this project.	Does the applicant's project include creative/innovative approach(es)?	0 – 4
Regional Approach		
8. Describe the applicant's regional approach to include the applicant's planned efforts to collaborate with jurisdictions across jurisdictional boundaries to implement the project. A regional approach is the applicant partnering with two or more jurisdictions on the project's implementation and should achieve cost effectiveness, support regional efficiency and resilience, and benefit more than one jurisdiction (state, county, tribe, parish, town, township, city, or village) directly from the activities implemented with the grant funds.	Did the applicant include a regional approach plan and identify regional partners?	0 – 6
	Is the applicant engaging relevant whole community partners?	0 – 4
9. Identify regional partners and whole community stakeholders that will be engaged in the project and describe their roles and responsibilities.	Did the applicant describe a clear approach for how they will engage partners?	0 – 6

Project Narrative Requirement	Evaluation Criteria	Possible Points
Project Management		
10. Describe the applicant's project management approach, including the following • How the applicant will monitor progress to ensure on-time project completion within budget, and achievement of all objectives, including the performance measures and metrics the applicant will use to track effectiveness and progress of the project. • The applicant's long-term sustainability plans for the capabilities after these grant funds have been expended.	Did the applicant provide a clear and comprehensive project management approach?	0 – 4
	Did the applicant identify performance measures that they can use to measure project progress and effectiveness?	0 – 4
11. Provide an overall project plan and schedule including milestones that are critical to the success of the project and associated dates. Milestones should be aligned to the following four activity areas: (1) identifying gaps, (2) planning, (3) training, and (4) exercising.	Did the applicant provide a clear, logical, and realistic project plan?	0 – 4
Impact (0 – 16 Points)		
12. Based on the applicant's gaps (identified in the Need section), discuss the potential impacts the project will have on increasing the applicant's preparedness and resilience for a complex coordinated terrorist attack, including the potential negative impacts if the project is not implemented. 13. Explain how the regional approach (described in the Design and Implementation section) will enhance project effectiveness.	How impactful would the project be to enhancing the applicant's preparedness for complex coordinated terrorist attacks?	0 – 8
	How beneficial is the regional approach to enhancing regional preparedness for complex coordinated terrorist attacks?	0 – 4
	How relevant are the activities identified in the project approach to addressing the applicant's identified gaps?	0 – 4

Project Narrative Requirement	Evaluation Criteria	Possible Points
Budget (0 – 12 Points)		
14. Describe how the applicant intends to use the funds for the described project, including how the applicant will maximize cost effectiveness to the design and implementation of the project and how the applicant will use existing resources to conserve costs (e.g., funding, personnel). 15. Describe the applicant's plan for sustaining the capabilities developed through the FY 2016 CCTA Program, including the resources the applicant will use to support sustainment, such as other funding sources (e.g., grant programs, public or private agreements, future fiscal year grants) after the grant funds and period of performance expires. If no other funding sources are necessary, please explain.	Did the applicant provide a budget narrative and detailed budget worksheet that are clear, comprehensive, and identify reasonable and cost effective items?	0 – 8
	Did the applicant identify a specific plan and the resources necessary to sustain the program/capabilities developed through this effort?	0 – 4