

FFY 2021 State Homeland Security Grant Program Guidance

Guidance Released: January 5, 2021

MONTANA DISASTER AND EMERGENCY SERVICES



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PO Box 4789
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Application Due Date: 11:59 pm Friday, March 5, 2021

STATE HOMELAND SECURITY GRANT PROGRAM

TABLE OF CONTENTS

Overview	3
I. Purpose	4
II. Priorities.....	4
III. Eligibility Requirements for Applicants.....	5
IV. Project Categories and Activities.....	6
V. Unallowable Costs and Activities	9
VI. Procurement	10
VII. Application and Submission Information	11
VIII. Award Administration Information	12
IX. Reporting	13
X. Scope of Work, Budget Modifications, and Extensions.....	14
XI. Monitoring/Technical Assistance	14
XII. Project Closeout and De-Obligated Funds	14
XIII. MT DES Contact Information.....	14
Attachment A: FY21 Governors Funding Priorities.....	15
Attachment B: FY21 Senior Advisory Committee Priorities.....	16
Attachment C: FY21 Core Capability Priorities and Focus.....	17
Attachment D: Sample Letter of Support.....	19
Attachment E: Application Evaluation Criteria.....	20
Attachment F: Core Capability Definitions.....	24
Attachment G: Project Ranking Form for LEPCs/TERCs.....	28
Attachment H: National Priorities List	29
Attachment I: Commonly Referenced Websites.....	30

State Homeland Security Program (SHSP) Grant

Funding for this program is provided to Montana Disaster and Emergency Services (MTDES). MT DES is the state Administrative Authority for this program. Funding is provided by the U.S. Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), Grant Programs Directorate (GPD).

Catalog of Federal Domestic Assistance (CFDA) Number: 97.067
CFDA Title: Homeland Security Grant Program (HSGP)

Applications will only be accepted on-line through the AmpliFund system.

<https://mt.amplifund.com/account/Login.aspx>

If you have not been in Amplifund prior to this, you will need to choose “register” on the login page. If you have logged into Amplifund in the past, you may log in and start your application.

KEY DATES:

- **Open no later than January 7th, 2021**
- **Closes on Friday, March 5, 2021 at 11:59 PM MDT**
- **Projected period of performance (POP) is 1 October 2021 – 30 September 2022.**
Extensions to the period of performance may be granted with justification.

NOTE: Changes to FFY21 Notice of Funding Opportunity guidance may result in modifications to this document.

Overview

The purpose of the Federal Fiscal Year (FFY) 2021 State Homeland Security Program (SHSP) is to support state and local efforts to prevent terrorism and to prepare Montana for the threats and hazards that pose the greatest risk to its security. The SHSP grant provides funding to implement investments that build, sustain, and deliver FEMA’s 32 core capabilities essential to achieving the National Preparedness Goal of a secure and resilient Nation. Building, sustaining, and delivering core capabilities are not exclusive to any single level of government, organization, or community, but rather, require the combined effort of the whole community, inclusive of children, individuals with disabilities and others with access and functional needs, diverse communities, and people with limited English proficiency. The HSGP supports the core capabilities across the five mission areas of Prevention, Protection, Mitigation, Response, and Recovery based on allowable costs. The HSGP supports the Quadrennial Homeland Security Review Mission to Strengthen National Preparedness and Resilience.

SHSP funds a range of activities, including planning, organization, equipment purchase, training, exercises, and management and administration across all core capabilities and mission areas. Eighty percent (80%) of SHSP funds must be passed through to local or tribal units of government. At least twenty-five percent (25%) of the overall SHSP funds received by the state must be dedicated towards law enforcement terrorism prevention activities (LETPA). Twenty percent (20%) of SHSP funds must be used for National Priorities as described in the Notice of Funding Opportunity (NOFO).

At the date of publication of this document, the Department of Homeland Security has not yet released the FFY 2021 HSGP Notice of Funding Opportunity (NOFO). When released, the complete FFY 2021 HSGP NOFO will be posted at <http://readyandsafe.mt.gov/Home/Articles/homeland-security-grant-program>

The funding amount Montana will receive under the SHSP in FFY 2021 is currently unknown. MTDES estimates that federal funding will be available no later than September 30, 2021.

I. Purpose

The SHSP assists state, tribal, and local preparedness activities that address high-priority preparedness gaps across all core capabilities where a nexus to terrorism exists. All supported investments are based on capability targets and gaps identified during the Threat and Hazard Identification and Risk Assessment (THIRA) process and assessed in the Stakeholder Preparedness Review (SPR).

The program is based on risk-driven, capabilities based strategic plans that outline high-priority needs relating to terrorism preparedness. Many capabilities which support preparing for terrorism simultaneously support preparedness of other hazards. To ensure these plans are effective, government officials and elected leaders, work with the whole community to consider how to sustain current capability levels, while also addressing gaps.

II. Priorities

MT DES anticipates receiving more applications for projects than the SHSP grant will be able to support. In consultation with the Montana Homeland Security Advisor (HSA), the Governor has provided funding priorities for state projects. See Attachment A, Governors Funding Priorities, for additional details. The Senior Advisory Committee (SAC) in consultation with the HSA has set funding priorities for local projects that have a statewide or significant regional impact. See Attachment B, SAC Funding Priorities for additional details.

Additionally, guidance for prioritizing other Core Capability projects is included in Attachment C, FY21 Core Capability Priorities and Focus. SHSP Grant Applicants are encouraged to develop projects that address priority Core Capabilities.

NOTE: Applicants are not guaranteed to receive funding even if the project falls within a state or national priority capability.

MT DES collaborates with the SAC to develop guidance, core capability priorities, funding targets, application evaluation criteria, and methodology for reviewing SHSP Grant applications. The SAC ensures projects meet the intent of the State Homeland Security Program.

Federal program guidance requires at least twenty-five percent (25%) of the SHSP funds be dedicated to law enforcement terrorism prevention activities. MT DES staff will advise the Senior Advisory Committee (SAC) if the total approved projects do not meet the 25% threshold.

The National Prevention Framework describes LEPTA activities as those that should be executed upon discovery of intelligence or information regarding an imminent threat to the homeland, in order to

thwart an initial or follow-on terrorist attack and provides guidance to ensure the Nation is prepared to prevent, avoid, or stop a threatened or actual act of terrorism. Activities outlined in the National Prevention Framework are eligible for use as LETPA funds. In addition, where capabilities are shared with the protection mission area, the National Protection Framework are also eligible. Other terrorism prevention activities proposed for funding under LETPA must be approved by the FEMA Administrator.

The SAC will prioritize local projects and provide a recommendation for funding to the Homeland Security Advisor for approval. Criteria for rating projects is included in Attachment E, Application Evaluation Criteria. MT DES will pre-screen applications to ensure projects are eligible and applications are complete. **The Senior Advisory Committee reserves the right to prioritize projects with the most benefit to meet the intent of the State Homeland Security Grant Program in reducing vulnerabilities or increasing capabilities.**

Projects for items considered standard equipment (handheld radios, ballistic vest, other eligible PPE, etc.) will be evaluated but not given as high a priority.

III. Eligibility Requirements for Applicants

Eligible Applicants

Eligible applicants (sub-recipients) are local units of government within Montana (county, city, town, special district, agency of a local government), state agencies, and federally recognized tribal governments within Montana. A local jurisdiction may act as a host on behalf of an entity, including non-profits and associations, to address critical needs.

Counties may submit a maximum of three (3) project applications from the entities in the eligible applicants listed above. This is in addition to applications submitted as Regional or Statewide projects as listed in Attachment B. Hosting an approved regional project will not restrict a County from submitting additional project for their jurisdiction. Applications are for a single project and all costs in the project application must be in support of the overall objective and outcome of the project. Applications that contain multiple projects may be returned for corrections or disqualified for evaluation.

Projects shall be ranked by their respective Local Emergency Planning Committee (LEPC) or Tribal Emergency Response Commission (TERC). Projects without a LEPC ranking will not be initially evaluated or considered for funding. See Attachment G, Project Ranking Form for LEPCs/TERCs.

National Incident Management System (NIMS)

Prior to allocation of any Federal preparedness awards in FFY 2021, sub-recipients must ensure and maintain adoption and implementation of NIMS. NIMS uses a systematic approach to integrate the best existing processes and methods into a unified national framework for incident management. Incident management refers to how incidents are managed across all homeland security activities, including prevention, protection, response, mitigation, and recovery. Additional information can be referenced in attachment I.

Emergency Management Assistance Compact (EMAC)

In support of the National Preparedness Goal, the State of Montana is a member of EMAC. Assets supported in part or entirely with HSGP funding must be readily deployable to support emergency or disaster operations per existing EMAC agreements. In addition, funding may be used for the sustainment of core capabilities that, while they may not be physically deployable, support national response capabilities such as interoperable communications systems, capabilities as defined under the mitigation mission area of the National Preparedness Goal, and identified fusion centers.

Cost Share or Match

Cost share or match is not required for the FFY 2021 SHSP.

IV. Project Categories and Activities

Federal funds made available through this award may only be used for the purpose set forth in this award and must be consistent with 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.

Sub-recipients must comply with all the requirements in 2 C.F.R. Part 200 (Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards) https://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl

Costs charged to SHSP must be consistent with the Cost Principles for Federal Awards, 2 C.F.R Part 200, Subpart E.

Applicants are encouraged to provide project and budget details related to Planning, Organization (including travel and personnel), Equipment, Training, Exercise, Construction and Renovation, and Management and Administration (M&A) activities. This list is not all-inclusive.

Planning

SHSP funds may be used for a range of emergency preparedness and management planning activities such as those associated with the update of the THIRA, SPR, continuity of operations plans and other planning activities that support the goal and placing an emphasis on updating and maintaining a current EOP that conforms to the guidelines outlined in CPG 101 v2.0.

Planning should include participation from all stakeholders in the community who are able to contribute critical perspectives and may have a role in executing the plan. Planning should be flexible enough to address incidents of varying types and magnitudes. Jurisdictions should focus planning efforts to enhance and expand capabilities through partnerships. All jurisdictions are encouraged to work through Citizen Corps Councils, nongovernmental entities, and the general public in planning activities.

Entities receiving SHSP funds to create a plan (EOP, annex, SOP, etc.) must validate the plan through no less than a table top-level exercise. The exercise must be facilitated and documented using the HSEEP process, and the After-Action Report and Improvement Plan submitted to MT DES.

Organization - Personnel

Personnel hiring, overtime, and backfill expenses are permitted under this grant in order to perform allowable SHSP planning, training, exercise, and equipment activities. SHSP funds may not be used to support the hiring of any personnel for the purpose of fulfilling traditional public health and safety duties or to supplant traditional public health and safety positions and responsibilities. Personnel may include but not limited to; training and exercise coordinators, program managers for activities directly associated with SHSP funded activities, intelligence analysts, and statewide interoperability coordinators.

Organizational - Travel

Domestic travel costs are allowed under this program. International travel is not an allowable cost under this program unless approved in advance by DHS/FEMA.

Equipment

The allowable equipment categories and equipment standards for SHSP are listed on the DHS Authorized Equipment List (AEL). Additional information can be referenced in attachment I. Additional information can be referenced in attachment I.

Unless otherwise stated, equipment must meet all mandatory regulatory and/or DHS/FEMA-adopted standards to be eligible for purchase using these funds. In addition, agencies will be responsible for, at their own expense, obtaining and maintaining all necessary certifications and licenses for the requested equipment. Installation and construction shall go under the construction and renovation budget line. Only the cost of equipment should be included in the equipment line.

The use of FEMA preparedness grant funds for maintenance contracts, warranties, repair or replacement costs, upgrades, and user fees are allowable under all active and future grant awards, unless otherwise noted. Federal guidance (FEMA Policy 205-402-125-1) also provides guidance on the support of equipment previously purchased with both federal grant and non-federal grant funding. While these activities may be submitted, they are not a priority for the state. General maintenance and repairs are not allowable.

Communications Equipment

SHSP funds to support emergency communications activities must comply with the SAFECOM Guidance for Emergency Communication Grants, including provisions on technical standards that ensure and enhance interoperable communications. Please see the web link in Attachment I with more information.

Subrecipients must ensure all telecommunication, video surveillance equipment or services obtained with homeland security funds are not China made or China affiliated. Reference FEMA policy #405-143-1 https://www.fema.gov/sites/default/files/documents/fema_prohibitions-expending-fema-award-funds-covered-telecommunications-equipment-services.pdf

Controlled Equipment

Grant funds may be used for the purchase of Controlled Equipment, however, because of the nature of the equipment and the potential impact on the community there are additional and specific requirements in order to acquire this equipment. Please contact your grant coordinator for more information.

Training

Allowable training-related costs under SHSP include the establishment, support, conduct, and attendance of training specifically identified under the SHSP programs and/or in conjunction with emergency preparedness training by other Federal agencies. Training conduct using SHSP funds should address a performance gap identified through the Montana State Preparedness Report, Training and Exercise Plan or other assessments and contribute to building a capability that will be evaluated through a formal exercise.

DHS/FEMA sponsored training programs or courses developed for and delivered by the Center for Domestic Preparedness (CDP), the Emergency Management Institute (EMI), and the National Training and Education Division's (NTED) training partner programs including, the Continuing Training Grants, the National Domestic Preparedness Consortium (NDPC) and the Rural Domestic Preparedness Consortium (RDPC) that are within the scope of the HSGP are generally eligible.

Attendance at non-DHS/FEMA training is allowable as long as the training is approved by MTDES and falls within the FEMA mission scope, the jurisdiction's Emergency Operation Plan (EOP), and the jurisdiction's Training and Exercise Plan (TEP). The only exception to this policy is for Countering Violent Extremism courses. DHS/FEMA will conduct periodic reviews of all training funded by SHSP. These reviews may include requests for all course materials and physical observation of, or participation in, the funded training. If these reviews determine that courses are outside the scope of this guidance, sub-recipients will be asked to repay grant funds expended in support of those efforts.

Exercise

Exercises conducted with grant funding should be managed and conducted consistent with the Homeland Security Exercise and Evaluation Program (HSEEP). There is a web link in Attachment I with more information to HSEEP guidance for exercise design, development, conduct, evaluation, and improvement planning.

SHSP scope of exercise scenarios should consider the jurisdiction's gap analysis, exercise or event After Action Reports, and plans. Acceptable scenarios for SHSP exercises include cyber, natural, or technological disasters, mass care, health and social services, and public information and warning. Exercise scenarios used in SHSP funded exercises must focus on validating existing capabilities, be large enough in scope and size to exercise multiple activities, and warrant involvement from multiple disciplines and non-governmental organizations.

County, Tribal, and/or city emergency management organizations are required to develop a Training and Exercise Plan (TEP) that identifies training and exercise priorities and activities. The Multi-year Training and Exercise Plan (TEP) is submitted to MTDES through a separate program.

Sub-recipients are required to submit an After-Action Report/Improvement Plan (AAR/IP) for each SHSP-funded exercise. AAR/IPs should be submitted to MT DES, through the quarterly Status Report, no more than 90 days after completion of the exercise. Recipients are reminded of the importance of implementing corrective actions. Sub-recipients are required to use the HSEEP AAR/IP template that can be found at <http://readyandsafe.mt.gov/Home/Articles/exercise-resources>. The AAR/IP must be submitted prior to requesting reimbursement.

Construction and Renovation

Construction and Renovation costs to achieve capability targets related to preventing, preparing for, protecting against, or responding to acts of terrorism are allowed under SHSP. For construction costs to be allowed, they must be specifically approved by DHS/FEMA in writing prior to the use of any program funds for construction or renovation. Installation and construction costs associated with equipment shall go under the construction and renovation budget line. Recipients using funds for construction projects must comply with the *Davis-Bacon Act* (40 U.S.C. § 3141 *et seq.*). Recipients must ensure that their contractors or subcontractors for construction projects pay workers no less than the prevailing wages for laborers and mechanics employed on projects of a character similar to the contract work in the civil subdivision of the state in which the work is to be performed.

Management and Administration

Management and Administration (M&A) activities are those directly relating to the management and administration of SHSP funds, such as financial management and monitoring. Sub-recipients may use a maximum of up to 5% of funding for M&A purposes. SHSP funds used for M&A must have supporting documentation (i.e. timecards (salary), invoices/receipts (goods), and general ledgers).

V. Unallowable Costs and Activities

Per FEMA policy, the purchase of weapons and weapon accessories is not allowed with SHSP funds. Grant funds may not be used for the purchase of Prohibited Equipment. Refer to IB 407 *Use of Grant Funds for Controlled Equipment* https://www.fema.gov/sites/default/files/2020-08/ib_407_controlled_equipment_03092016.pdf for a completed list of prohibited equipment.

Unauthorized exercise-related costs include costs for:

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

Other Unauthorized costs include, but are not limited to, the following:

- General-purpose vehicles (patrol cars, executive transportation, fire apparatus)
- General maintenance and repairs
- Parking tickets or other traffic tickets
- Hiring of sworn public safety officers or to supplant public safety positions and responsibilities
- Sole source contracts and procurements not pre-approved by MT DES
- Stand-alone working meals
- Supplanting any expense already budgeted
- Entertainment
- Laundry
- Late payment fees
- Pre-award costs
- **Activities unrelated to the completion and implementation of the State Homeland Security Program.**

Supplanting

Grant funds must supplement, not supplant, replace or offset State or local funds that have been appropriated for the same purpose. Applications for projects that fall under an enterprise fund or non-tax revenue source may be required to provide additional information on the project.

If supplanting is determined, sub-recipients will be required to repay grant funds expended in support of those efforts.

Telecommunication, Video Surveillance Equipment and Services

Subrecipients may not use any FEMA funds to procure or obtain China made or China affiliated telecommunication, video surveillance equipment or services. Reference FEMA policy #405-143-1 https://www.fema.gov/sites/default/files/documents/fema_prohibitions-expending-fema-award-funds-covered-telecommunications-equipment-services.pdf

Please reference the System for Award Management (SAM) for a consolidated exclusion list of subsidiaries of telecommunication companies <https://sam.gov/SAM/>. Please contact your grant coordinator to determine if equipment or services is eligible under this program.

VI. Procurement

When procuring property and services under a Federal award, sub-recipients must follow 2 CFR 200 sections 200.318 through 200.326.

The following documentation must be available upon request:

- Copy of entities **own documented procurement procedures** which reflect applicable state and local laws and regulations. Procurement procedures must conform to applicable Federal law and the standards identified in 2 CFR 200 section 200.318
- Procurement method followed (2 CFR 200 section 200.319)
 - *Procurement by micro-purchases method:* (The acquisition of goods or services whereby the aggregate dollar amount does not exceed \$10,000 for purchases made on or after June 20, 2018 (FAR 2.101.) If this method is used solicitation of competitive quotations is not required as long as price is reasonable.
 - *Procurement by small purchase procedures method:* The acquisition of goods or services whereby the aggregate dollar amount does not exceed \$50,000 for goods or \$25,000 for services (State of Montana Procurement Policy). If this method is used, price or rate quotations shall be obtained from an adequate number of viable sources. Adequate number means no less than three (3) sources.
 - *Procurement by sealed bids (formal advertising) method:* Aggregate dollar amount is expected to be more than \$50,000 for goods or \$25,000 for services (State of Montana Procurement Policy).
 - *Procurement by competitive proposals (RFP) method:* Aggregate dollar amount is expected to be more \$50,000 for goods or \$25,000 for services (State of Montana Procurement Policy). *This method is usually used for non-construction procurements.*
 - *Procurement by non-competitive proposals method:* This method may **only** be used when one or more of the following circumstances apply. **Prior to purchasing** by non-competitive method, subrecipient **must** contact MTDES for approval. Subrecipient must explain why full and open competition is not possible. Factual evidence, such as written

documents, reports, supporting data, affidavits, patent or copyright information, research, or other information, must be provided, sufficient for MTDES to independently determine that the justification is true and accurate. **Information must be provided to MTDES in written format via formal letter (letter can be emailed).**

- The item is available only from a single source. Specifying a brand name is not sufficient reason for using single source.
- After solicitation of a number of sources, competition is determined inadequate. Must be able to show that solicitation from an adequate number of sources occurred.
- Applicants selected for funding does not constitute award. Any costs incurred or obligated prior to the execution of an award are not allowed.

VII. Application and Submission Information

Key Dates and Times

Application Period Opens: Application will be available no later than January 7, 2021 on Amplifund

Application submission deadline: March 5, 2021 at 11:59 PM MDT

Applicants are asked to provide letters of support for their projects from their LEPC/TERC, City/Town council, or other entity that demonstrates whole-community support. To receive recognition as a multi-jurisdictional or regional project, letters of support from contiguous jurisdiction LEPC/TERC or organizations must be provided in the application. A sample letter of support is included in Attachment D.

Applicants are responsible for planning far enough in advance to complete their application prior to the established deadline.

The application will consist of the following sections that must be completed:

1. Opportunity Details
2. Project Information
3. Application Forms
4. Budget
5. Project Performance Plan/Milestone

Applications are for a single project and all the pieces of the project must be integral towards achieving one precise objective/outcome. Applications that combine projects into a single application will be moved to the bottom of the competitive pool or may be disqualified.

Examples of a single project are:

- Purchasing cots, blankets, and storage carts for mass care shelters
- Purchase and installation of a backup generator, including the switches and purchase and installation of a fuel tank
- Purchase and installation of video surveillance cameras on critical infrastructure
- Purchase and installation of a complete (multiple components) Public Alerting System

Examples of combined projects and may be disqualified are:

- Request for multiple generators at different locations

- Request for public alert system and cybersecurity software
- Request for video surveillance cameras and personnel protective gear

Data Universal Numbering System (DUNS)

DHS/FEMA requires a DUNS Number prior to the issuance of a financial assistance award and for grant award payment. The applicant must provide a valid DUNS number with their application. Applicants should verify they have a DUNS number or take the necessary steps to obtain one.

Applicants can receive a DUNS number at no cost by calling the DUNS number request line at (866) 705-5711. MT DES cannot assist applicants with questions related to obtaining a current DUNS number.

Applicant Agent or Authorized Representative

The applicant agent or authorized representative is the individual who is able or given authority to make legally binding commitments for the applicant organization.

Electronic Signature

Applications submitted through Amplifund constitute a submission as electronically signed applications. When submitting the application, the name of the applicant's authorized representative will be typed into the certification block.

Application Review and Selection

FY2021 SHSP applications will be evaluated through a review process to determine the application completeness and eligibility based on adherence to state and federal program guidance. The project applications will be reviewed for project relevance to the core capability, feasibility, sustainability, and impact to reducing vulnerability or increasing capability. Applications that meet all the elements are not guaranteed funding.

Eligible projects will be reviewed and prioritized by the Senior Advisory Committee (SAC) for final approval and funding allocations. Prioritization and rankings are used as recommendations but do not constitute an approval for funding. See Attachment E for a sample scoring matrix.

VIII. Award Administration Information

Notification of award approval is made through the sub-recipient's authorized representative in the application.

Awards will be made to the sub-recipients no later than 45 days following the State's acceptance of the Federal award. Sub-recipients who wish to decline the award must provide a written notice of intent to decline.

The Chief Elected Official with the legal authority to enter into an agreement and the Authorized Representative working on the project will be required to sign the Award Obligation Letter and email it back to their respective grant coordinator prior to any funds being reimbursed on the project.

Environmental and Historic Preservation Compliance: All projects which may have a potential impact to the environment require a FEMA EHP review. Ground-disturbing activities, new construction, including communication towers, or modification/renovation of existing buildings or structures must undergo a FEMA EHP review. Projects that require an EHP review, must have an approval from DHS/FEMA prior to

any work being started or funds being expended. Modifications or change of scope to a project with an approved EHP will require an amendment of the original EHP. The amendment must be approved by FEMA prior to any modified work being performed. Work done outside the approved EHP will not be eligible for reimbursement and jeopardizes the entire project funding. Sub-recipients must ensure the EHP is adhered to.

Nationwide Cybersecurity Review: All awarded sub-recipients will be required to complete the Nationwide Cybersecurity Review (NCSR), enabling agencies to benchmark and measure progress of improving their cybersecurity posture. The Chief Information Officer (CIO), Chief Information Security Officer (CISO), or equivalent for each sub-recipient should complete the NCSR. If there is no CIO or CISO, the most senior cybersecurity professional should complete the assessment. The NCSR is available at no cost to the user and takes approximately 2-4 hours to complete. The NCSR is expected to be open from October – December. Additional information will be provided in the award documents.

IX. Reporting

Quarterly Progress Reports

Sub-recipients are responsible for providing quarterly performance reports using the Performance Progress Report form in [Amplifund](#) detailing milestones and work accomplished during the reporting period. Progress reports must be completed and approved to request reimbursement.

The following reporting periods and due dates apply for the progress reports:

Reporting Period	Report Due Date
October 1 – December 31, 2021	January 10, 2022
January 1 – March 31, 2022	April 10, 2022
April 1 – June 30, 2022	July 10, 2022
July 1 – September 30, 2022	October 10, 2022

Additional reporting periods and due dates will apply for sub-recipients that are approved for an extension beyond September 30, 2022.

Financial Reporting (Payment Requests)

Sub-recipients must submit at least one payment request upon completion of the project to receive grant funds. However, quarterly payment requests as the project progresses are preferred. The payment request must be done through [Amplifund](#). All payment requests must include supporting documentation to substantiate claimed expenses. Supporting Documentation must include 1. proof of payment (i.e., general ledger or warrant check) 2. Invoices and receipts. Reimbursements are made only for expenditures made during the grant period of performance. Reimbursements requests will be rejected if any quarterly progress reports are outstanding. Projects with outstanding quarterly progress reports may be subject to termination of project funding.

Accruals

Sub-recipients with an open grant will be required to submit an accrual form prior to the end of the State Fiscal Year (SFY) to account for any expenditures or valid obligations that have occurred in the SFY and not been reimbursed prior to June 30. Sub-recipients that do not submit an accrual form and

supporting documentation and then request reimbursement for goods or services from the prior SFY are at risk of non-payment due to lack of accrual funds.

X. Scope of Work, Budget Modifications, and Extensions

Any changes to the scope of work, budget or period of performance extensions may be made by filling out an amendment request in the Amplifund system. Scope of work changes may be required to obtain approval by the Senior Advisory Committee (SAC) if the scope is outside the approved application.

XI. Monitoring/Technical Assistance

Sub-recipients will be monitored by MT DES staff, both programmatically and financially, to ensure that the project goals, objectives, performance requirements, timelines, milestone completion, budgets, and other related program criteria are being met.

Technical Assistance will be accomplished through desk-based reviews of financial reimbursement requests and project status reports. In addition, on-site technical assistance visits will be performed according to MT DES schedules, as requested, or as needed. Technical Assistance will involve the review of the financial, programmatic, performance, compliance, administrative processes, policies, activities, and other attributes of each Federal assistance award and will identify areas where further assistance, corrective actions or other support may be needed.

XII. Project Closeout and De-Obligated Funds

Closeout of State Homeland Security Grant projects will be administered by MT DES upon determination of grant completion in accordance with 2 C.F.R. § 200.343 and upon receipt of a signed sub-recipient letter requesting closeout. MT DES will complete a project and file review prior to closing out a project and provide the subrecipient with a closeout confirmation letter for the grant files.

Projects that are completed under budget will have funds de-obligated during the grant closeout process and will no-longer be available to the sub-recipient. De-obligated funds will be utilized during the grant period of performance to fund additional projects. The Senior Advisory Committee (SAC) will make recommendations for re-awarding grant funds to eligible and approved projects. The committee reserves the right to conduct an interim application process for de-obligated funds.

XIII. MT DES Contact Information

MT DES will provide programmatic support and technical assistance for the SHSP Grant.

Western District Grant Coordinator

Shari Pool
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Amanda Avar
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Central District Grant Coordinator

Jamie Mortimore
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Eastern District Grant Coordinator

ATTACHMENT A

Montana State Homeland Security Program Governor's Funding Priorities

The State of Montana has developed capabilities critical to the prevention, protection, response, recovery, and mitigation related to acts of terrorism and other terrorism related catastrophic events.

The new Governor in consultation with the State Homeland Security Advisor, will determine priorities for the FY21 State Homeland Security Program (SHSP) Grant. State DES will work with state agencies directly for the Governor/HSA priority projects.

State-Level Projects

Twenty percent of the total SHSP funds will be allocated to state-level projects. Remaining and reverted funds will be available for other state or local projects.

ATTACHMENT B

Montana State Homeland Security Program Senior Advisory Committee Funding Priorities

The State of Montana has developed capabilities critical to the prevention, protection, response, recovery, and mitigation related to acts of terrorism. The following priorities help sustain these capabilities while reducing identified gaps and vulnerabilities across the state.

In consultation with the State Homeland Security Advisor, the Senior Advisory Committee (SAC) has approved the following projects for FY21 State Homeland Security Program (SHSP) Grant. Projects will be funded in the priority order listed.

Local Projects with a Statewide or Regional Impact

Eighty percent of the total SHSP funds will be allocated to local projects. Projects listed below are hosted at the local level, however they have either a statewide or regional impact. Remaining funds will be available for local projects according to the guidance provided in Appendix C.

Priority	Project	Funding
1	MATIC Information Liaison Officer (Helena PD)	\$110,000
2	Regional EOD teams	\$150,000
3	Regional HAZMAT Teams - 2 years	\$200,000
4	MACO Statewide Cyber Project	\$100,000
5	Incident Management Development (total funding; not funding team)	\$50,000
6	National Mutual Aid System (NMAS)	\$30,000.00
7	Incident Management – Situation Analyst Montana	\$65,000.00
	Total	\$705,000

ATTACHMENT C

Montana State Homeland Security Program FY21 Core Capability Priorities and Focus

The following Core Capabilities categories have been identified as priority funding areas for the FY21 SHSP. Categories are not listed in priority order. This is a starting point for prioritizing applications and may be adjusted by the Senior Advisory Committee (SAC).

Category	Core Capability
A	Operational Coordination
B	Operational Communication
C	Cybersecurity
D	Public Information and Warning
F	Public Health, Healthcare, and EMS
G	Planning

Funding priorities are determined using information collected from the Threat and Hazard Identification and Risk Assessment and Stakeholder Preparedness Review submissions. Local projects must describe the intent to close Core Capability gaps and enhance capacity. Applicants can submit SHSP projects related to any of FEMA's 32 Core Capabilities, however preference will be given to priority funding areas. Additionally, the SAC is not obligated to fund all projects associated with Priority Core Capabilities.

The Senior Advisory Committee (SAC) will prioritize local projects and provide a recommendation for funding to the Homeland Security Advisor for approval. Criteria for rating projects is included in Appendix E. The Montana Disaster and Emergency Services Division (MT DES) will pre-screen applications to ensure projects are eligible and applications are complete.

As needed, the SAC will coordinate and gather input from subject matter experts associated with priority core capabilities.

A complete list of FEMA's 32 Core Capabilities is found in Attachment F. Additionally, a description and example of projects related to Priority Core Capabilities are listed below. **Applicants are not restricted to these example projects.**

FY 2021 State Core Capability Priorities:

- **Operational Coordination:**
 - **Description:** This capability includes establishing National Incident Management System (NIMS) compliant command, control, and coordination structures, integrating critical stakeholders to meet basic human needs, stabilize incidents, and transition to recovery.

- **Examples:** resources to enhance Incident Command Post (ICP) and Emergency Operation Centers (EOC); training and exercises for Incident Command System and Emergency Operations Center management
- **Operational Communication:**
 - **Description:** This capability ensures that public safety agencies and affected communities can exchange critical information when needed.
 - **Examples:** repeaters, amplifiers, interoperable communication infrastructure, training and exercises related to interoperable communication
- **Cybersecurity**
 - **Description:** This capability helps protect, and if needed, restore electronic communications systems, information, and services from damage, unauthorized use, and exploitation.
 - **Examples:** Dual Authentication Systems, cyber training, cyber assessments, cyber exercises.
- **Public Information and Warning:**
 - **Description:** This capability includes delivering timely and accurate information about a real or potential hazard to the community, as well as the actions being taken and the assistance being made available, as appropriate.
 - **Examples:** Alert notification systems, social media tools, public siren system, PIO training, Public Awareness Campaign(s); training and exercises to test Public Information and Warning Systems, development of messaging procedures
- **Public Health, Health Care, and EMS:**
 - **Description:** This capability for SHSP funding is focused on Emergency Medical Services. Provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury.
 - **Examples:** Licensing training, EMS focused planning, training and exercises
- **Planning**
 - **Description:** This capability includes strategic planning, preparedness assessments, operational and tactical planning with defined outcomes. Process involves the whole community including vulnerable populations.
 - **Examples:** Emergency Operations Plans compliant with CPG 101 v2; COOP/COG plans, evacuation plans, vulnerability assessments, economic recovery planning, shelter plans

ATTACHMENT D

Montana State Homeland Security Program FY21 Template Letter of Support

LEPC /AGENCY/JURISDICTION LETTERHEAD

Enter Date

Senior Advisory Committee
C/O MT DES
1956 Mt. Majo Street
Fort Harrison, MT 59636

Senior Advisory Committee Members:

[Your LEPC/Jurisdiction/Agency] is in support of [Agency/Organization Applying] application for the [Project name] under the FY 2021 State Homeland Security Program grant.

Briefly describe the project and how this project will benefit your jurisdiction/organization. For example:

The Example County LEPC approves and supports the Requesting County DES application for the Public Information and Warning System under the FY2021 State Homeland Security Program grant.

This project will upgrade the current Public Information and Warning System to bring it up to current standards. The Public Information and Warning System will increase coverage within the jurisdiction as well as improve the needed notification capacities needed within the community. With a population dispersed over a large area, having an updated Public Information and Warning system will allow emergency manager, law enforcement, responders, and jurisdiction officials to effectively provide information before, during, and after an incident.

For questions regarding this letter of support please contact [contact person information]

Typed name and title of signature

Whole-Community Support - 10 total points				
Applicant Demonstrates Whole Community Support	5	4	3	0
	LEPC Ranked the project the top priority for the jurisdiction	LEPC Ranked the project as the second priority	LEPC Ranked the project as the third priority	Project not ranked or outside the top 3 priority for the jurisdiction will not initially be evaluated further review

LEPC Membership	5	0 - 5 on a sliding scale
	LEPC Membership has been reviewed and accepted by the SERC. LEPC has at least 10 of the 11 required EPCRA fields represented. (Counties without a hospital will not be penalized)	LEPC Membership has been reviewed and accepted by the SERC. Points on a sliding scale from 0 - 9 based on the number of EPCRA required fields represented

Multi-jurisdictional Impact - 15 total points					
Multi-jurisdictional Impact and Support	10	8	6	4	0
	Project benefit has a statewide impact. Resource, training, or equipment can be shared or utilized with entities throughout the state. Letter of support was provided by multiple contiguous jurisdiction LEPCs chairpersons.	Project benefit has a statewide impact. Resource, training, or equipment can be shared or utilized with entities throughout the state. Letter of support was provided by one other contiguous jurisdiction LEPCs chairperson.	Project benefit has a broad impact. Resource, training, or equipment can be shared or utilized with multiple contiguous entities. Letter of support was provided by multiple entities or groups.	Project benefit has a limited impact. Resource, training, or equipment can be shared or utilized with one other entity. Letter of support was provided by one another entity or group.	Project only benefits the host entity and there is no letter of support from Other Jurisdictions, entity or group provided

5	4	3	2	0
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Dispersion of Resources	Project will not knowingly duplicate resources, training, or equipment currently available from a contiguous entity. Applicant provides strong justification for the project.		Project duplicates resources, training, or equipment currently available from a contiguous entity. Applicant provides strong justification for the project.	Project will not knowingly duplicate resources, training, or equipment currently available; applicant provides adequate justification for the project	Project will not knowingly duplicate resources, training, or equipment currently available; applicant provides limited justification for the project	Applicant does not know if project resources, training, or equipment are available from contiguous entities.
				Project duplicates resources, training, or equipment currently available from a contiguous entity. Applicant provides adequate justification for the project.	Project duplicates resources, training, or equipment currently available from a contiguous entity. Applicant provides limited justification for the project.	
Dispersion of Eligible Homeland Security Projects - 5 total points						
History of Homeland Security Award	5	4	3	2		
	Applicant has never, or received a Homeland Security Grant > 4 years ago.	Applicant received a Homeland Security Award > 3 years ago.	Applicant received a Homeland Security Award within the last 2 years.	Applicant received a Homeland Security Award last year.		
Identified Funding Priorities - 15 total points						
THIRA/SPR	10	6	2	0		
	Project supports a statewide priority funding area identified by the SAC. The funding area is also identified as a high priority locally. See jurisdictions SPR.		Project supports a statewide priority funding area identified by the SAC.	Project supports a funding area identified as a local priority. See jurisdictions SPR.	Project not identified as a priority at the state or local level.	
	5	4	1	0		

Locally Identified Gap	Through multiple training, exercises, real event, or needs assessments (other than SPR) the entity identified this project as a priority. Documentation is available in the form of multiple AAR/IPs, assessment results, or equivalent documentation.		Through training, exercising, real event, or needs assessment (other than SPR) the entity identified this project as a priority. Documentation is available in the form of one AAR/IP, assessment results, or equivalent documentation.		Through training, exercising, real event, or needs assessment (other than SPR) the entity identified this project as a priority. Documentation is not available.	No locally identified Gap identified
Project Sustainment and Milestones - 15 total points						
Sustainment Plan	5		3		2	0
	Detailed maintenance, support and sustainment plan has been developed and is likely to be implemented without using future State Homeland Security Program grant funding		Maintenance, support and sustainment plan has been developed and is likely to be implemented but may require State Homeland Security Program grant funds		Maintenance, support and sustainment plan is limited. May require State Homeland Security Program grant funds.	Maintenance, support and sustainment plan is not addressed
Milestones	10		6		2	0
	Milestones are clearly described and account for all project activities, can be realistically achieved within the period of performance, and have a detailed measurable outcome for the project		Milestones are clearly described and account for most of the project activities to be achieved within the period of performance and have a measureable outcome for the project		Milestones are described and account for some of the project activities to be achieved within the period of performance and outcome is vague	Milestones and outcome are vague.
Core Capability Narrative & Project Description - 40 total points						
Costs	Score 0 - 15 (Up to 3 points for each of the below areas)					
	0-3	0-3	0-3	0-3	0-3	
	Costs are reasonable , reflecting an accurate estimate for budget items.	Costs are allowable and necessary for the scope of project.	All costs to complete the project are included in the budget and are correctly categorized	Clear and concise description of budget items	Project is cost effective given the budget and project description	

Vision and Objective	Regular Project The following areas will be considered in this section. The tie to terrorism is more heavily weighted. Score 0-25				
	0-10	0-5	0-5	0-5	
	Applicant described how this project would prevent, protect, or reduce the impact to the community population from terrorism.	The objective of this project was clear and realistic.	Applicant illustrated clearly defined and quantified project benefits.	All aspects of the application are explained in a manner that is easily understood by persons outside of the applicants profession.	
OR					
Vision and Objective	Standard Equipment Project (SCBA, hand held radios, PPE, etc.) Projects falling within standard equipment are still eligible to receive funding, but are considered a lower priority for funding Score 0 - 7 The following areas will be considered in this section. The tie to terrorism is more heavily weighted.				
	Applicant described how this project would prevent, protect, or reduce the impact to the community population from terrorism.	The objective of this project was clear and realistic.	Applicant illustrated clearly defined and quantifying project benefits.	All aspects of the application are explained in a manner that is easily understood by persons outside of the applicants profession.	

ATTACHMENT F

Montana State Homeland Security Program Core Capability Definitions

1. **Planning** – Systematically engage the whole community, as appropriate, in the development of executable strategic, operational, and /or tactical-level approaches to meet defined objectives.
2. **Public Information & Warning** – Deliver coordinated, timely, reliable and actionable information to the whole community regarding any threat or hazard, actions being taken, and the assistance being made available. Distributed information must be clear, consistent, accessible, and culturally and linguistically appropriate.
3. **Operational Coordination** – Establish and maintain a unified and coordinated operational structure and process, integrating all critical stakeholders and supporting the execution of core capabilities.
4. **Forensics & Attribution** – Conduct forensic analysis and attribute acts to their source (including means and methods) in an effort to prevent initial or follow-on acts and/or develop counter-options.
5. **Intelligence & Information sharing** – Provide timely, accurate, and actionable information by gathering, analyzing, consolidating, and sharing raw data and information, from numerous sources, among Federal, State, Tribal, local and/or private sector entities, as appropriate.
6. **Interdiction & Disruption** – Delay, divert, intercept, halt, apprehend or secure threats and/or hazards. Activities include detection and investigation of potential terrorist activities.
7. **Screen, Search & Detection** – Discover, locate and identify threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, bio surveillance, sensor technologies, or physical investigation and intelligence.
8. **Access Control & Identity Verification**- Apply and support necessary physical, technological, and cyber measures to control admittance to critical locations and systems, limiting access to authorized individuals carrying out legitimate activities.

9. **Cyber Security** – Protect against damage to, unauthorized use of, and/or exploitation of electronic communications systems and services and the information contained therein, while allowing information and systems to be restored, if needed.
10. **Physical Protective Measures** – Implement and maintain risk-informed countermeasures and policies protecting people, borders, structures, materials, produces and systems associated with key operational activities and critical infrastructure sectors in order to reduce or mitigate risks.
11. **Risk Management for Protection Programs & Activities** – Identify, assess and prioritize risks prior to an event to prioritize Protection activities and investments.
12. **Supply Chain Integrity & Security** – Strengthen the security and resilience of the supply chain, which includes food and agricultural production, food processing facilities, laboratory surveillance, transportation, retail points, public notification, and domestic and international confidence in the US food supply.
13. **Community Resilience** – Enable the recognition, understanding, communication of, and planning for risk, and empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand and quickly recover from future events.
14. **Long-term Vulnerability Reduction** – Build and sustain resilient systems, communities, critical infrastructure and key resources to reduce vulnerability and lessen the likelihood, severity and duration of adverse consequences.
15. **Risk & Disaster Resilience Assessment** – Assess risk and disaster resilience so decision makers, responders, and community members can take informed action to reduce risk and increase resilience.
16. **Threats & Hazard Identification** – Identify threats and hazards that occur in the geographic area, determine the frequency and magnitude, and incorporate this information into analysis and planning processes in order to clearly understand the needs of a community or entity.
17. **Critical Transportation** – Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment and services.

18. **Environmental Response/Health & Safety** – Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all-hazards in support of responder operations and the affected communities. Provide protective guidance, training and resources to responders and affected communities. Minimize exposure to environmental public health hazards, i.e. contaminated food, air, water, waste, debris and hazardous waste. Manage the consequences of hazardous materials release, including conducting searches of suspected sources, testing and identifying substances, identifying isolation perimeters, decontamination procedures, and the notification of proper authorities.
19. **Fatality Management Services** – Provide services including decedent remains recovery and victim identification. Work with local, state, tribal and federal authorities to provide mortuary processes, temporary storage or permanent internment solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.
20. **Fire Management and Suppression** – Provide structural, wildland, and specialized firefighting capabilities to manage and suppress fires of all types, kinds and complexities while protecting lives, property, and the environment in the affected area.
21. **Infrastructure Systems** – Stabilize critical infrastructure functions, minimize health and safety threats, and restore systems to support a viable, resilient community. Stabilization activities include damage and safety assessments, and the repair of infrastructure for oil, gas, electric, telecommunications, drinking water, wastewater, and transportation systems.
22. **Logistics and Supply Chain Management** – Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.
23. **Mass Care Services** – Provide life-sustaining services, focusing on hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.
24. **Mass Search & Rescue Operations** – Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in needs, with the goal of saving the greatest number of endangered lives in the shortest time possible.
25. **On-scene Security, Protection & Law Enforcement** – Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for response personnel engaged in lifesaving and life sustaining operations.

26. **Operational Communications** – Ensure timely communications in support of security, situational awareness, and operations among and between affected communities and all response forces.
27. **Public Health, Healthcare & Emergency Medical Services** – Provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support, and products to all affected populations.
28. **Situational Assessment** – Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.
29. **Economic Recovery** – Return economic and business activities, including food and agriculture) to a healthy state and develop new business and employment opportunities that result in an economically viable community.
30. **Health & Social Services** – Restore and improve health and social services capabilities and networks to promote the resilience, independence, physical and behavioral health, and well-being of the whole community.
31. **Housing** – Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.
32. **Natural & Cultural Resources** – Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with applicable environmental and historical preservation laws and executive orders.

ATTACHMENT G

REQUIRED

Montana State Homeland Security Program FY21 Template LEPC Project Priority

AGENCY OR JURISDICTION LETTERHEAD

Enter Date

Senior Advisory Committee
C/O MT DES
1956 Mt. Majo Street
Fort Harrison, MT 59636

Senior Advisory Committee Members:

[Your LEPC/Jurisdiction/Agency] has reviewed and approved the following applications for consideration for funding under the FFY20 Homeland Security Grant.

Priority	Applicant Agency	Project Name	Funding Amount Requested
1			
2			
3			

Typed name
COUNTY XXX LEPC Chairperson

Attachment H

National Priorities - Notice of Funding Opportunity (NOFO)

The 2020 NOFO had new funding requirement priorities for the State Homeland Security Grant Program. We anticipate the 2021 NOFO to have similar requirements. Once the NOFO comes out next spring we will be able to confirm. To meet these requirements, a new section in the Homeland Security Applications funding – National Priority Projects, has been created.

Projects that fall within these priority areas will be competitive within each priority area listed below and will not require an LEPC Ranking. In the LEPC Ranking section of the application upload a letter that states which National priority your project falls under.

NATIONAL PRIORITY AREA	MINIMUM FUNDING REQUIREMENT
Enhancing Cybersecurity	\$214,375
Enhancing protection of soft targets /crowded places	\$214,375
Addressing emerging threats	\$214,375

Minimum funding is for all projects that fall within the National Priority Area, not individual projects

1) Enhancing cybersecurity (including election security) examples (not all inclusive):

- Cybersecurity risk assessments
- Projects that address vulnerabilities identified in cybersecurity risk assessments
 - o Improving cybersecurity of critical infrastructure to meet minimum levels identified by CISA
 - o Cybersecurity training and planning

2) Enhancing the protection of soft targets/crowded places examples (not all inclusive):

- Physical security enhancements – **Priority may be given for Schools and election security enhancements** -- buildings should have a vulnerability assessment
 - o Security cameras (CCTV)
 - o Security screening equipment for people and baggage
 - o Lighting
 - o Access controls
 - o Fencing, gates, barriers, etc.

3) Addressing emergent threats (e.g., unmanned aerial systems [UASs], etc.) examples:

- Sharing and leveraging intelligence and information
- UAS detection technologies
- Enhancing weapons of mass destruction (WMD) and/or improvised explosive device (IED) prevention, detection, response and recovery capabilities
 - o Chemical Biological Radiological Nuclear and Explosive (CBRNE) detection, prevention, response, and recovery equipment.

Applicants whose project is selected for inclusion in the state application, may be asked for additional information on effectiveness. Projects not chosen for these priorities will be moved to the statewide competitive pool and may have an opportunity to be awarded there. Projects are not guaranteed to be included in the state application for funding, even if they fall within the National Priorities.

ATTACHMENT I

Montana State Homeland Security Program

Commonly Referenced Websites

Department of Homeland Security (DHS) Authorized Equipment List (AEL):
<https://www.fema.gov/grants/guidance-tools/authorized-equipment-list>

Amplifund: <https://mt.amplifund.com/account/Login.aspx>

FEMA Policy #405-143-1, *Prohibitions on Expending FEMA Award Funds for Covered Telecommunications Equipment or Services*:
https://www.fema.gov/sites/default/files/documents/fema_prohibitions-expending-fema-award-funds-covered-telecommunications-equipment-services.pdf

Cybersecurity & Infrastructure Security Agency/SAFECOM: <https://www.dhs.gov/safecom>

System for Award Management (SAM): <https://sam.gov/SAM/>

Homeland Security Exercise and Evaluation Program (HSEEP) Guidance:
<https://www.fema.gov/emergency-managers/national-preparedness/exercises/hseep>

MT Ready and Safe: <http://readyandsafe.mt.gov/>

MT Ready and Safe, Homeland Security Grant Information:
<http://readyandsafe.mt.gov/Home/Articles/homeland-security-grant-program>

MT Ready and SAFE, Homeland Security Exercise and Evaluation Program (HSEEP) After Action Report/Improvement Plan (AAR/IP): <http://readyandsafe.mt.gov/Home/Articles/exercise-resources>

National Incident Management System (NIMS):
<https://www.fema.gov/emergency-managers/nims/components>

2 C.F.R. Part 200 (Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards): https://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title02/2cfr200_main_02.tpl