



Homeland Security Advisory Council Grant Review Task Force

The Honorable Wilson “Bill” Livingood, Chair
Michael Masters, Vice-Chair

Overview

More than \$40 billion in grant funding to state and urban areas by the United States Department of Homeland Security since 2003.

Question Presented:

How can we ensure that we are enhancing homeland security and emergency management as efficiently and effectively as possible with federal grant funding?

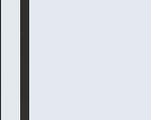




Tasking Focus Areas

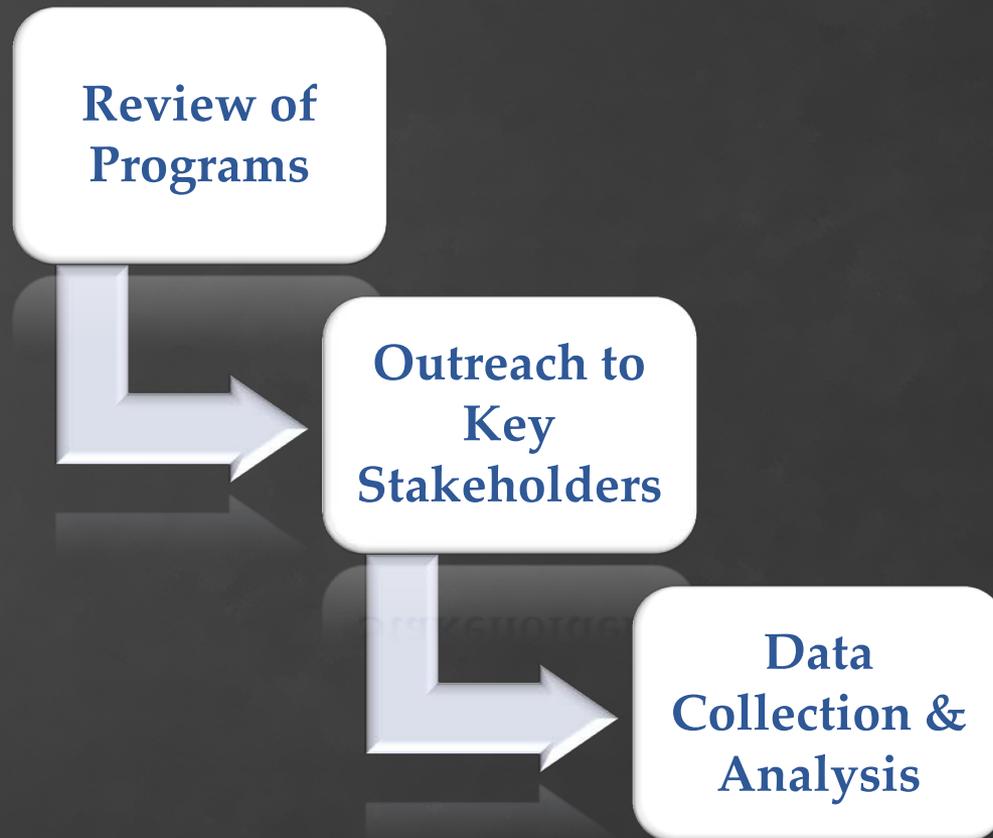
- What are the intended *outcomes* of the grants process?
 - Role of assessments in determining outcomes
 - Processes to achieve desired outcomes
- What are the *mechanisms* to achieve those outcomes?
 - Alternatives to the current mix of formula and competitive grants
- How can DHS best *support* a whole-community approach that is fundamentally rooted at the local level?
 - Creation of communities of practice
 - Analysis to support investment prioritization decisions
 - Role of national standards-setting bodies to define assessment criteria

Task Force Activities



- Beginning in December, the Task Force has coordinated five conference calls to include briefings from stakeholders and review of initial findings and questions.
- The Grant Review Task Force convened a two day, in-person meeting 17-18 March 2015, wherein the membership received informational briefings from numerous stakeholder organizations.

Approach





Review of Programs

- Urban Area Security Initiative (UASI)
- State Homeland Security Program (SHSP)
- Emergency Management Performance Grants (EMPG)
- Port Security Grant Program (PSGP)
- Transit Security Grant Program (TSGP)
- Operation Stonegarden (OPSG)
- Non Profit Security Grant Program (NSGP)
- Tribal Homeland Security Grant Program (THSGP)
- Intercity Passenger Rail (IPR) – Amtrak
- National Security Special Event (NSSE)

Program Expenditures

- Planning
- Organization
- Equipment
- Training
- Exercises



Grant Focus Areas

- Homeland Security
- Preparedness
- Fire
- Transportation



Outreach to Stakeholders



- FEMA Grant Programs Directorate
- FEMA Intergovernmental Affairs
- FEMA National Preparedness Assessment Division
- DHS External Engagement
- DHS Science and Technology Directorate
- Big City Emergency Managers
- International Association of Chiefs of Police
- International Association of Emergency Managers
- International Association of Fire Fighters
- International Association of Fire Chiefs
- State Homeland Security Advisors

Annotated Data Collection & Analysis Listing



- Presidential Policy Directive/ PPD-8
- National Preparedness Goal
- Implementation Plan for PPD-8
- National Preparedness Report
- National Response Framework
- National Disaster Recovery Framework
- National Infrastructure Protection Plan
- Various After Action Reports

Assessment



- Progress has been achieved in developing discreet policies and procedures so as to ensure that preparedness grants are better meeting their objectives
- There is still an overarching need for greater unity of vision and effort in the grants process
- This will guarantee that our nation is as safe and secure as possible.

End State Outcome



Achieve the highest level of unity of vision and effort in the grants process as possible so as to best ensure the safety and security of our nation through a whole community approach



Preparedness Goal

Capabilities

Prevention

Protection

Mitigation

Response

Recovery

Risk Assessments

Planning

Implementation

Execution

Inputs

Mechanisms

Outcomes

Grant Lifecycle





Risk Assessments

Initial Findings

- The Threat Hazard Identification and Risk Assessment is a four-step risk assessment process that helps communities understand their respective risks and estimate capability requirements; other local, state and federal efforts may compliment this effort
- Can be highly impactful
- Lack standardization, overarching metrics and goals nor are they explicitly tied to outcomes or investment justifications
- Bi-directional communication regarding data could be improved
- Duplication of effort between assessments may be obtainable

Planning



Initial Findings

- Lack of coordination between various DHS/FEMA grant programs
 - Frustrates the creation of Common Operating Pictures
 - Exacerbated when entities are in the same Area of Operation
- Multiple points of contact between grantees and FEMA and/or DHS;
 - Can lead to lack of clarity on policies, procedures or programs
 - Delays in information sharing
 - Inaccurate intelligence streams

Management



Initial Findings

- Various issues frequently reduce the period of performance for grantees
 - Impacts comprehensive planning for, training on, and execution of programming and preparedness efforts
- Local procurement processes often not seen by local stakeholders as a consideration in grant language or allowed performance periods by DHS/FEMA.
- Imposition of stand-alone – seemingly arbitrary – standards on grantees by State Administrative Authority's
- Grantees lack an objective voice that can provide clarification or mediate issues or concerns.



Policies & Procedures

Initial Findings

- Communities are often best qualified to determine their capabilities and gaps,
 - local stakeholders are often not in the best position to identify best practices related to planning, equipment or training
- DHS undertakes extensive research on best practice, new and emerging planning, equipment and training efforts as well as strategies
 - Often not accessible or known to local stakeholders

Evaluation



Initial Findings

- DHS and FEMA undertake multiple audit and monitoring efforts of each grant program and grant year
- Creates a constant effort that stretches limited resources

Intent



Intent

- Improve the ability of assessments to positively impact preparedness outcomes
- Determine how preparedness and resiliency is best achieved as well as sustained
- Provide analysis and detailed feedback on how desired outcomes can best be achieved
- Recognizing the primacy of local communities in preparedness efforts, recommend strategies to support the same, and enhance their ability to improve preparedness

Way Forward



Action Items

- Examine potential mechanisms to standardize assessments, and improve their ability to positively impact preparedness outcomes.
- Review breakdowns of grant life cycles, SAA management practices, procedures as well as policies, and accompanying drawdown data to develop comprehensive data sets.
- Develop a side-by-side comparison of the various grant programs, to include the purpose, statutory authority, and process flow of each, indicating how the grant is released, applied for, evaluated/reviewed and determined, as well as subsequently monitored and audited.
- Acquire a summary of the recommendations from the audits and monitoring by grant type to better formulate recommendations to effectively execute the grants process.
- Examine ways in which FEMA can mediate issues between grantees and sub-grantees
- Develop bi-directional communication models that will support a whole community approach.

Preliminary Recommendations

- Investigate mechanisms that would encourage as well as incentivize grantees to purchase off of existing federal contracts.
- Ensure resources regarding best practices, new or emerging efforts are made available to grantees, through both user-friendly online tools as well as published materials.

HSAC Grant Review Task Force Members



Wilson "Bill" Livingood (Chair)	President and Partner, Livingood Advisors, LLC
Michael Masters (Vice-Chair)	Executive Director, Department of Homeland Security and Emergency Management, Cook County, Illinois
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Harold Shaitberger	General President, International Association of Fire Fighters

Special Support and Assistance from:

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HSAC Subject Matter Experts

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Brian Kamoie, Assistant Administrator, Grant Programs Directorate, Federal Emergency Management Agency

Lieutenant Colonel David McBath, New York State Police and IACP Chair, Committee on Homeland Security

Chris Geldart, Director, Homeland Security and Emergency Management Agency, Washington D.C., and Big City Emergency Managers

Kevin Klein, Director, Colorado Division of Homeland Security and Emergency Management

Chief Kevin McGee, Fire and Rescue, Prince William County, Virginia, and International Association of Fire Chiefs

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HSAC Subject Matter Experts (cont.)



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