



U.S. DEPARTMENT OF HOMELAND SECURITY

**FISCAL YEAR 2009**

**STATE HOMELAND SECURITY PROGRAM**

**TRIBAL INVESTMENT JUSTIFICATION REFERENCE  
GUIDE**

**NOVEMBER 2008**



U.S. DEPARTMENT OF HOMELAND SECURITY

# CONTENTS

Contents.....	1
Part I. OVERVIEW.....	2
A.    Investment Justification in FY 2009.....	2
Part II. ENHANCEMENTS FROM FY 2008 TO FY 2009.....	3
A.    Feedback from Preparedness Stakeholders and Partners.....	3
B.    Updates Made to the FY 2009 Investment Justification.....	3
Part III. INVESTMENT JUSTIFICATION SUBMISSION.....	4
A.    General Considerations for Completing the Investment Justification.....	4
B.    Additional References.....	5
Part IV. INVESTMENT JUSTIFICATION QUESTIONS.....	6
A.    Overall Investment Justification Section.....	7
B.    Baseline.....	9
C.    Strategy.....	10
D.    Implementation.....	11
E.    Impact.....	14
Part V. SCORING.....	15
APPENDIX A. ACRONYMS AND DEFINITIONS.....	17
APPENDIX B. TARGET CAPABILITIES AND NATIONAL PRIORITIES.....	19

## PART I. OVERVIEW

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

### A. Investment Justification in FY 2009

Eligible tribes requesting FY 2009 SHSP Tribal funding are **required** to use the Tribal Investment Justification Template. The Investment Justification may include up to 3 Investments and must account for all SHSP Tribal funds requested by the applicant. Eligible tribes are encouraged to coordinate with their State and surrounding Urban Areas to present an overall application that represents a collaborative, integrated approach.

For FY 2009 SHSP Tribal, there is an optional cost sharing opportunity that will provide a bonus in the effectiveness analysis. Applicants that identify optional cash and /or in-kind cost sharing funds may receive up to a 5 point bonus to their effectiveness score.

Per the requirements in the *FY 2009 SHSP Tribal Guidance and Application Kit*, at least 25 percent of the total award must be allocated to the Strengthening Preparedness Planning Priority through planning, training and exercise activities.

## PART II.

# ENHANCEMENTS FROM FY 2008 TO FY 2009

### A. Feedback from Preparedness Stakeholders and Partners

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

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

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

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

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

## PART III.

# INVESTMENT JUSTIFICATION SUBMISSION

In order to request FY 2009 SHSP Tribal funds, eligible tribes are required to:

1. Use the Tribal Investment Justification Template, which can be found at <http://www.fema.gov/grants>
2. Submit a copy of the completed Tribal Investment Justification Template to each State within which any part of the tribe is located for review before submitting it to grants.gov
3. Submit the completed Tribal Investment Justification Template to <http://www.grants.gov> no later than **11:59 p.m. Eastern Daylight Time, March 20, 2009**

Additional information regarding grants.gov requirements, the FY 2009 SHSP Tribal grant program, funding priorities, and allowable cost information can be found in Part IV of the *FY 2009 SHSP Tribal Guidance and Application Kit*.

Questions regarding the Investment Justification and the Investment Justification submission process should be directed to the Centralized Scheduling and Information Desk (CSID). CSID can be contacted at 1-800-368-6498 or [askcsid@dhs.gov](mailto:askcsid@dhs.gov). CSID hours of operation are from 8:00 a.m. to 6:00 p.m. (EST), Monday through Friday.

### **A. General Considerations for Completing the Investment Justification**

- ✓ Only the information included in the Tribal Investment Justification Template will be scored in the review process. All other information is considered supplementary and contextual. As such, responses in the Investment Justification should be self-sufficient and self-contained. Applicants should not rely on references to other sources of information to explain their response.
- ✓ Applicants are encouraged to minimize the use of acronyms, proper nouns (e.g., names of service providers or contractors) and highly-technical terms specific to their Investment. If these acronyms, names, or terms must be used, they should be clearly defined.
- ✓ Applicants have the option to include attachments, such as organizational charts, when submitting their Tribal Investment Justification Template to grants.gov.
- ✓ Applicants must read the *FY 2009 SHSP Tribal Guidance and Application Kit* prior to completing their Tribal Investment Justification Template.

## B. Additional References

Additional sources of information that may be considered while developing the Investment Justification include:

- FY 2009 SHSP Tribal materials (<http://www.fema.gov/grants>)
- FEMA Headquarters Program Analysts (reached via CSID at 1-800-368-6498)

As outlined in section 1151 of title 18 US Code, Indian country is defined as:

- “Except as otherwise provided in sections 1154 and 1156 of this title, the term ‘Indian country’, as used in this chapter, means (a) all land within the limits of any Indian reservation under the jurisdiction of the United States Government, notwithstanding the issuance of any patent, and, including rights-of-way running through the reservation, (b) all dependent Indian communities within the borders of the United States whether within the original or subsequently acquired territory thereof, and whether within or without the limits of a state, and (c) all Indian allotments, the Indian titles to which have not been extinguished, including rights-of-way running through the same.”

## PART IV.

# INVESTMENT JUSTIFICATION QUESTIONS

Each Investment Justification will be evaluated through a national review process to assess the anticipated effectiveness of an applicant's plan to address national and local priorities (including the National Preparedness Guidelines and applicant-specific priorities), with the overall goal of managing risk and building preparedness capabilities. The national review will include both federal and tribal peer reviewers. Eligible tribes are strongly encouraged to participate as reviewers in the national review process.

DHS has defined *anticipated effectiveness* as:

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

The SHSP Tribal Investment Justification consists of an Overall section and up to 3 Investments. Each of the 3 individual Investments contains four individual Investment categories: Baseline, Strategy, Implementation, and Impact. Within these four categories there are a total of 11 individual Investment questions.

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

## A. Overall Investment Justification Section

Question	Scoring Criteria	Helpful Hints and Tips
<b>Overall Investment Justification Section</b>		
<p><b>Overall Investment Justification</b>  <b>Question:</b> Describe your understanding of the spectrum of terrorism and natural hazard risks your tribal area faces. Explain how this understanding influenced development of this Investment Justification. (4,000 char. max)</p>	<ul style="list-style-type: none"> <li>The information provided is not scored as an individual section; however, it is considered in the Portfolio Score, and should demonstrate the relationship between the individual Investments and the applicant's understanding of risk</li> </ul>	<ul style="list-style-type: none"> <li>Describe the risks to your tribal area; remember to include:               <ul style="list-style-type: none"> <li>Terrorism risks</li> <li>Natural hazard risks; and</li> <li>Risk information from your own planning processes</li> </ul> </li> <li>Potential sources of information to assist with this response include:               <ul style="list-style-type: none"> <li>Tribal risk assessments and analyses</li> </ul> </li> </ul>
<p><b>Management &amp; Administrative Costs</b>  <b>Question:</b> Provide a brief overall summary of planned management and administrative (M&amp;A) expenditures that support the implementation of the Investments proposed in this Investment Justification. (2,500 char. max)</p>	<ul style="list-style-type: none"> <li>The information provided is not scored as an individual section; however, it is considered in the Portfolio Score</li> </ul>	<ul style="list-style-type: none"> <li>Describe all M&amp;A costs required to implement the Investments proposed in this Investment Justification</li> <li>Potential sources of information to assist with this response include:               <ul style="list-style-type: none"> <li>Part VI. B of the <i>FY 2009 SHSP Tribal Guidance and Application Kit</i></li> </ul> </li> </ul>



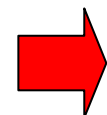
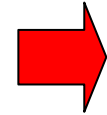
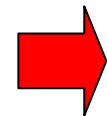
Question	Scoring Criteria	Helpful Hints and Tips
<b>Overall Investment Justification Section</b>		
<p><b>Project Management Question:</b> Describe the management team roles and responsibilities, governance structures, and subject matter expertise specifically required for all of the Investments included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

## Individual Investment Questions

Individual Investment questions provide information regarding each Investment. There are 11 individual Investment questions, in addition to the Investment Heading. In order for an Investment to be considered complete, all questions, including the Investment Heading, must be addressed.

**B. Baseline**

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



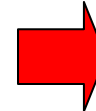
<ul style="list-style-type: none"> <li>If this Investment was included in the FY 2008 SHSP Tribal Investment Justification submission, provide the Investment name from the FY 2008 request and the total amount of FY 2008 SHSP Tribal funding <b>used</b> (not requested)</li> </ul>
<ul style="list-style-type: none"> <li>Identify the goals of the Investment</li> <li>Identify, at a high-level, the key activities required to successfully implement the Investment</li> <li>Identify why the project is a necessary Investment for your Tribe</li> </ul>
<p><b>All Investment Types (new and ongoing):</b></p> <ul style="list-style-type: none"> <li>Describe the current state (baseline or starting point) of the Investment at the beginning of the FY 2009 SHSP Tribal period of performance</li> <li>Discuss Investment objectives expected to be accomplished over the FY 2009 SHSP Tribal period of performance</li> <li>Identify the capability gap(s) that this Investment is intended to address</li> </ul> <p><b>Ongoing Investment:</b> Include accomplishments to date, such as:</p> <ul style="list-style-type: none"> <li>Major milestones, purchases, training activities, or other implementation steps that have been or will be started and/or completed before the application of FY 2009 SHSP Tribal funds</li> </ul> <p><b>New Investment:</b> If the proposed Investment is new, please indicate that there are no accomplishments to date</p>

### C. Strategy

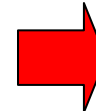
Question	Scoring Criteria
<b>Strategy</b>	
<p><b>II.A. Strategy – Homeland Security Plans:</b> Explain how this Investment supports homeland security plans, such as the State Preparedness Report. <i>(Part of overall Investment 15,000 char. max)</i></p>	<ul style="list-style-type: none"> <li>• Response provides linkage between the Investment and homeland security plans</li> <li>• Response demonstrates how the Investment will contribute to reaching any homeland security plan targets</li> </ul>
<p><b>II.B. Strategy – Target Capabilities:</b> Provide one primary and up to four secondary Target Capabilities that this Investment supports. For the primary Target Capability selected, provide an explanation of how it is supported by this Investment. <i>(500 char. max)</i></p>	<ul style="list-style-type: none"> <li>• Response provides linkage between the Investment and the selected primary Target Capability</li> <li>• Response demonstrates how the Investment will support the selected primary Target Capability</li> </ul>
<p><b>II.C. Strategy – National Priorities:</b> Identify the National Priority(ies) that this Investment supports; up to four may be selected.</p>	<ul style="list-style-type: none"> <li>• The information provided is not scored as an individual section, however, it <i>is</i> considered in the Comprehensive Investment Score</li> </ul>



### Helpful Hints



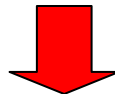
- Reference relevant initiatives in homeland security plans
- Describe how the Investment contributes to achieving identified targets
- Directly link the Investment and homeland security plan targets discussed
- If used, identify specific, related page numbers from the State Preparedness Report (SPR)
- NOTE: The SPR will only be used during the review process to provide context for the Investment and will not be scored



- The primary Target Capability should be the Target Capability that is most significantly and directly supported by the Investment
- Secondary Target Capabilities should include Target Capabilities that are directly supported by the Investment, but to a lesser extent than the primary Target Capability
- Target Capabilities selected should be relevant to the capability gap(s) described in Question I.C
  - The score for this question is not dependent upon the number of Target Capabilities identified, although responses should be comprehensive for the Investment
- The Investment should directly support the National Priorities provided
- For a list of the current Target Capabilities and National Priorities, refer to Appendix C of this guide

## D. Implementation

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



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



- Provide the total estimated cost for the Investment
- Personnel costs should be included as a part of the estimated cost for a particular solution area
- Describe the planned expenditures, including products, services, and activities
- Planned expenditures should be appropriate for the solution area and grant program in which they are described; however, the list of planned expenditures does not need to be exhaustive
- Describe in the solution area summaries how the funding will be used
- NOTE: Character limits have been increased for FY 2009; consequently, applicants should provide more details around POETE funds
- NOTE: At least 25 percent of FY 2009 SHSP Tribal funding across all Investments must be collectively allocated to the Strengthening Preparedness Planning Priority through planning, training and exercise activities

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



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



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

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



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




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


## E. Impact

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



### Helpful Hints

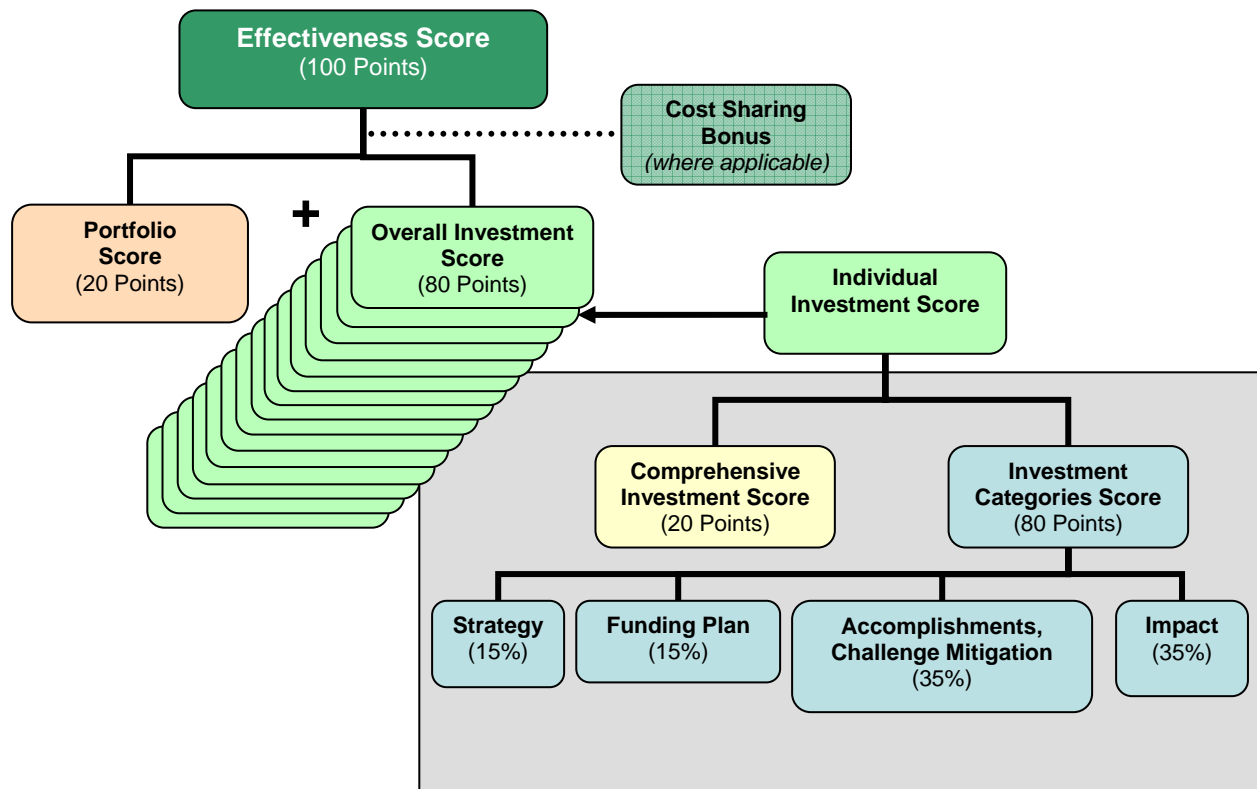
- 
- Response should reference accomplishments provided in Question III.B
  - Describe the linkage between the risks identified in the Overall Investment Justification question and the accomplishments identified in this Investment

- 
- Describe plans for maintaining the capabilities developed by the Investment, including:
    - Any additional sources of funding to be used, if necessary
    - Future plans for sustaining the Investment, if any
  - Describe how the Investment will continue to fill capability gaps beyond the FY 2009 SHSP Tribal period of performance
  - For sustainment Investments, describe how successful maintenance of the capabilities has been achieved to date and provide plans indicating how capabilities will be sustained in the long-term

## PART V. SCORING

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

### FY 2009 Anticipated Effectiveness Calculation



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

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



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

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

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

The sum of the Overall Investment Score and Portfolio Management Score make up the **Anticipated Effectiveness Score**, represented by the dark green box. Additionally, applicants that identify optional cash and /or in-kind cost sharing funds may receive up to a 5 point bonus to their effectiveness score.

## APPENDIX A. ACRONYMS AND DEFINITIONS

<b>Definitions</b>	
Term	Definition
Accomplishment	The end product or result of using Investment resources
Challenge	An uncertain event or condition that, if it occurs, will have a potentially negative impact on the ability of an Investment to achieve its planned accomplishments
FY 2009 SHSP Period of Performance	The three-year (36-month) period of grant implementation, beginning at the time of the grant award
Governance Structure	The organizational configuration that will manage the Investments
Impact	The (positive) effect that an Investment has on the population and geographic area(s)
Investment	The targeted use of FY 2009 SHSP Tribal funding, at the operational level, towards the achievement of one or more Initiatives that support the development of National Priorities and Target Capabilities
Investment Justification	The grant application used by Tribes to request SHSP Tribal funding. For FY 2009, Tribes may include up to 3 Investments as part of their Investment Justification. The collective Investments within an Investment Justification should demonstrate an applicant's ability to meet strategic goals and objectives aligned to the National Priorities and Target Capabilities
Milestone	A significant point or event in the Investment that leads to achieving an accomplishment
Planned Expenditures	The products, services, and/or activities on which funding will be spent
Portfolio Management	The centralized management of one or more Investments, which includes identifying, prioritizing, authorizing, managing, and controlling the Investments to achieve specific strategic homeland security objectives
Role	A defined function to be performed by a project team member, such as coordinator, manager, operator, or trainer

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

## APPENDIX B.

# TARGET CAPABILITIES AND NATIONAL PRIORITIES

Target Capabilities	
<p><b><u>Common Capabilities</u></b>            Planning            Communications            Community Preparedness and Participation            Risk Management            Intelligence and Information Sharing and Dissemination</p> <p><b><u>Prevent Mission Capabilities</u></b>            Information Gathering and Recognition of Indicators and Warnings            Intelligence Analysis and Production            Counter-Terror Investigation and Law Enforcement            CBRNE Detection</p> <p><b><u>Protect Mission Capabilities</u></b>            Critical Infrastructure Protection            Food and Agriculture Safety and Defense            Epidemiological Surveillance and Investigation            Laboratory Testing</p>	<p><b><u>Respond Mission Capabilities</u></b>            On-Site Incident Management            Emergency Operations Center Management            Critical Resource Logistics and Distribution            Volunteer Management and Donations            Responder Safety and Health            Emergency Public Safety and Security            Animal Disease Emergency Support            Environmental Health            Explosive Device Response Operations            Fire Incident Response Support            WMD and Hazardous Materials                Response and Decontamination            Citizen Evacuation and Shelter-in-Place            Isolation and Quarantine            Search and Rescue (Land-Based)            Emergency Public Information and Warning            Emergency Triage and Pre-Hospital Treatment            Medical Surge            Medical Supplies Management and                Distribution            Mass Prophylaxis            Mass Care (Sheltering, Feeding and Related                Services)            Fatality Management</p> <p><b><u>Recover Mission Capabilities</u></b>            Structural Damage Assessment            Restoration of Lifelines            Economic and Community Recovery</p>
National Priorities	
<ul style="list-style-type: none"> <li>• Expand regional collaboration</li> <li>• Implement the National Incident Management System and the National Response Plan</li> <li>• Implement the National Infrastructure Protection Plan</li> <li>• Strengthen information sharing and collaboration capabilities</li> <li>• Strengthen communications capabilities</li> <li>• Strengthen CBRNE detection, response, and decontamination capabilities</li> <li>• Strengthen medical surge and mass prophylaxis capabilities</li> <li>• Strengthen planning and citizen preparedness capabilities</li> </ul>	