



# STATE HOMELAND SECURITY PROGRAM GRANT

## BACKGROUND

The State Homeland Security Program Grant application consists of investment justifications (initiatives or projects) that are prioritized based on the state, regional, and local stakeholder input. Each year, FEMA releases the grant guidance after the federal budget process is completed (usually in the spring). Virginia issues guidance to first responders and stakeholders across the Commonwealth through email announcements, correspondence, and seven regional stakeholder meetings where the grant availability and target capability areas are addressed and discussed. These meetings provide an opportunity for local input through a project proposal submission on all facets of the grant priorities. Project proposals are due at the end of the 60-day period to ensure ample time to develop their requests.

## CHANGES IN 2015 GRANT CYCLE

In May 2015, the Virginia Department of Emergency Management (VDEM) hosted a Public Safety Stakeholders Workshop. The purpose of the 1 ½-day conference was to promote the improvement of the homeland security program grant allocation process. Stakeholders redefined the criteria that expanded from five categories to 18 and recommended several grant policies.

Under this new system, 155 projects totaling more than \$17 million were submitted. In August 2015, a peer review process was continued from 2014 to ensure stakeholder involvement. This was a voluntary process that was opened to all professional groups, state agencies and local Government officials from different disciplines. These reviewers evaluated and scored projects that were outside of their own region.

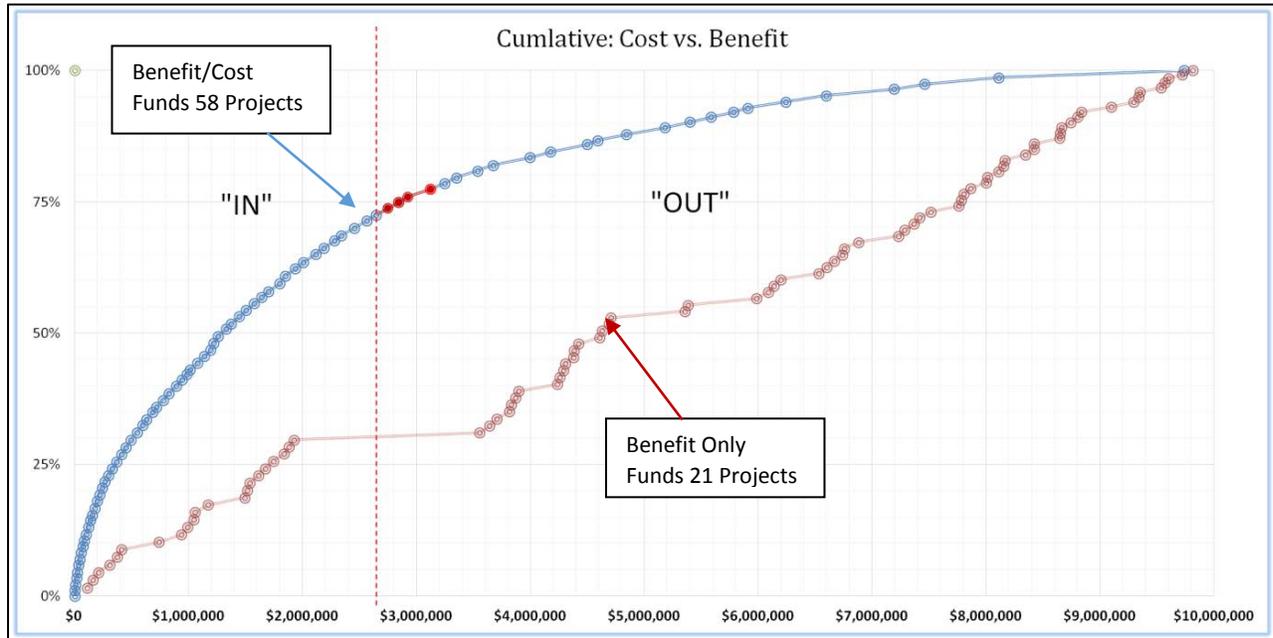
The reviewers used the same online scoring tool as in the past, but added newly established weights for each of the 18 established criteria. More detailed information regarding the actual data set can be found at <http://www.vaemergency.gov/content/grants>.

Using this scoring system, peer reviewers scored each project assigned to them. Using these criteria and then factoring in the benefit-cost ratio of the project (the assessed score divided by the requested amount of the project equals the benefit-cost), the projects reaching the total amount available were selected for funding.

## 2015 STATE HOMELAND SECURITY PROGRAM GRANT RESULTS

Since 2009, there has been a consistent effort to establish, refine and build upon a risk-based formula to allocate funds from Homeland Security programs. Each year, VDEM, under the leadership of the governor's office, allocates an average of \$7 million to enhance homeland security and emergency

management across the Commonwealth. It is the goal of the governor's office to promote transparency and public safety stakeholder involvement in the decision-making process for the allocation of these critical grant funds. To achieve an objective and transparent decision rationale and to give decision makers confidence that public funds are being well spent; VDEM uses **portfolio decision analysis** methodology for grant allocation.



Federal grants for emergency management and homeland security to Virginia have been cut nearly 70 percent since 2008, requiring us to be more strategic in how money is allocated in order to sustain the basic response capability that has been built up since 9/11,” said Dr. Jeff Stern, Virginia’s state coordinator for emergency management. “We asked our public safety partners from around the state to determine the priorities for this year’s grant process, and over 110 local leaders from emergency management, law enforcement, fire and rescue, and EMS participated as peer-reviewers to grade and rank projects.”

This process was carried out in two phases:

1) August 3<sup>rd</sup> through August 14<sup>th</sup> peer-reviewers individually reviewed and scored projects outside of their own regional boundaries.

2) Subject matter experts reviewed projects within their region as a group.

- August 25 – Southwest Region held in Wytheville
- August 25 - Hampton Roads Region held at the Virginia Emergency Operation Center
- August 26 – Roanoke Region held in Roanoke
- August 28 – Richmond Region held in held at VDEM HQ
- September 4 – Central Virginia Region held at VDEM HQ
- September 4 - Northern Virginia Region held via conference call
- September 11 - Culpeper Region held via conference call

Old Dominion University’s Virginia Modeling and Simulation Center (VMASC) provided the analysis for the proposals calculating the benefit-cost ratio, as requested by the public safety stakeholders. To assess the overall benefit score, the scoring model utilized the 18 criteria developed by the Commonwealth public safety during the stakeholders’ workshop. The project overall benefit score and cost ration were used to generate a ranking of all projects based on benefit-cost ratio.

**TABLE 1 18 CRITERIA WERE USED IN THE BENEFIT SCORING MODEL.**

Project Management Accountability - The PM provides timeline from grant award to completion. For SHSGP projects funded in the past three years, were they <b>completed</b> ?
Efficacy - The proposal describes how the project will be managed; how contracts will be managed; how accountability to timelines and grant rules will be monitored and deficiencies corrected.
Capability Linkage - The proposal identifies and links to core capabilities that are currently unavailable in the region/jurisdiction(s).
Vetted - The proposal has been vetted and/or endorsed regionally, and documented.
Scope - The degree to which the proposal identifies the specific jurisdiction(s), the impact to the jurisdiction(s) & how the interaction occurs.
Resource sharing - The degree to which the proposal describes a credible plan to share resources.
Multi-disciplined - The degree to which the proposal includes multiple disciplines: <b>Fire, LE, EMS</b> , etc.
Whole of Community - Does the proposal address for example - PPP, SLP, access, and functional needs?
Review/Screened - Proposal is regionally screened; example - interoperability, sustainability, addresses special challenges, public institution of higher education.
Cross-coordination - Letters of engagement included to demonstrate effective coordination <b>with affected stakeholders</b> .
De-conflicted - If applicable, T&E is de-conflicted with State-level plan.
Asset Availability - Is the asset available state wide?
Portability - Can the Project be easily duplicated beyond the initial scope or area of initial concern
Benefit - The proposal describes the benefits to the jurisdiction, region and State.
Collaboration - The proposal has documentation (MOUs, contracts, etc.) that demonstrates collaboration and/or agreement for multiple jurisdictions and/or regions.
Risk - Describe how this project addresses risk in the terms of threat, vulnerability and consequence. Describe how the project fits state, region, local, and tribal priorities and/or established documented risk. Provide documentation as appropriate (THIRA, Risk Assessments, EOP, etc.) (Links to known/emerging risk).
Sustainment - Does this project sustain or enhance current project or is it a new project? If the project is new, how will any equipment, licenses, training and other feature be maintained and upgraded after the period of performance? If this is sustainment of a current project, what were the outcomes of the previous period(s) of performance?
Results Evaluation - How will the project's results be evaluated and who will evaluate them? Describe the overall results that the project is expected to accomplish in qualitative and / or quantitative terms. Some descriptions could include performance measures, national standards, and core capabilities.

VDEM received 155 grant requests for approximately \$17 million. Only \$5.5 million was available to allocate to localities from this year’s State Homeland Security Program (SHSP). Fifty-eight projects valued at \$2.7 million will receive funding from the SHSP based on competitive assessment by peer reviewers. The benefit\cost (B\C) ratio was calculated in the following way. The equation for the B\C ratio is benefit divided by cost, multiplied by 1,000,000 so the scale would be easier to interpret (example:  $62/\$3,880 = 0.016094$ ). Then the ratio 0.016094 is multiplied by 1,000,000 to equal 16,094.

**TABLE 2 PROVIDES THE RESULTS OF THE ANALYSIS SORTED BY BENEFIT COST RATIO.**

Locality	Project Name	Cumulative Funding	Cost	Peer Benefit Score	B\C
Danville City	Community Emergency Response Team programs	\$2,643,109	\$ 3,880	62	16,094
Page County	Community Emergency Response Team programs	\$2,637,359	\$ 5,750	60	6,273
Albemarle County	Communications Equipment Maintenance	\$2,629,914	\$ 7,445	76	4,435
Richmond County	Public Alert and Warning System or Emergency Alert and Notification System	\$2,622,529	\$ 7,385	63	2,586
Hampton Roads	PPE – Respiratory Protection	\$2,611,679	\$ 10,850	84	2,383
Henrico County	Significant and High Risk Dam Facility Exercise Development Project	\$2,602,679	\$ 9,000	64	1,446
Roanoke City	Flammable Liquids Response and Control Training	\$2,589,179	\$ 13,500	76	1,319
City of Hampton	Shelter and Mass Care Communication Equipment	\$2,574,596	\$ 14,583	73	1,009
Halifax County	Community Emergency Response Team programs	\$2,563,454	\$ 11,142	60	719
Roanoke City	Community Emergency Response Team programs	\$2,547,954	\$ 15,500	70	708
Middle Peninsula Planning District	Develop THIRA’s for Mathews and Middlesex Counties in the Middle Peninsula of Virginia	\$2,526,954	\$ 21,000	83	694
Norfolk City	Workshop on Long-term Degradation of Interdependent Critical Infrastructures in Hampton Roads	\$2,506,854	\$ 20,100	79	565
Salem City	Equipment for Protection, Interdiction and Disruption	\$2,493,354	\$ 13,500	55	359
Roanoke City	CBRNE Capability Sustainment	\$2,472,354	\$ 21,000	77	443
Middle Peninsula Planning District	Develop Regional Shelter Partner List and MOU’s for Counties in the Middle Peninsula of Virginia	\$2,447,354	\$ 25,000	83	417
James City County	Community Emergency Response Team programs	\$2,428,934	\$ 18,420	67	307
Middle Peninsula Planning District	Amateur Radio Coordination and Workshops for The Middle Peninsula of Virginia	\$2,403,934	\$ 25,000	78	320

<b>Locality</b>	<b>Project Name</b>	<b>Cumulative Funding</b>	<b>Cost</b>	<b>Peer Benefit Score</b>	<b>B\C</b>
Henrico County	Community Emergency Response Team programs	\$2,380,934	\$ 23,000	67	251
Colonial Heights City	Hazardous Materials Response, Mitigation, Detection to Reduce Risk in Transportation	\$2,351,934	\$ 29,000	72	245
Hampton City	Citizen Preparedness and Outreach	\$2,314,934	\$ 37,000	78	235
Hopewell City	Rescue Task Force Ballistic Protection	\$2,277,134	\$ 37,800	77	207
Hopewell City	Crater Technical Rescue Team Equipment	\$2,234,594	\$ 42,540	85	207
Chesterfield County	Interoperability/Communications Mobile Command Post Sustainability Program	\$2,196,794	\$ 37,800	75	168
Roanoke City	Community Resilience and Sheltering	\$2,152,794	\$ 44,000	80	162
Middle Peninsula Planning District	Regional Emergency Planner for the Middle Peninsula of Virginia	\$2,100,294	\$ 52,500	88	162
Tazewell County	RIOS/COMLINC Portable Kits - Standardization	\$2,047,168	\$ 53,126	85	141
Middle Peninsula Planning District	Develop THIRA's for King William, King and Queen, and Essex Counties in the Middle Peninsula of Virginia	\$2,016,168	\$ 31,000	59	94
Hopewell City	Tri-Cities Coordination Communications Equipment	\$1,960,168	\$ 56,000	85	123
Williamsburg City	Comprehensive Community Preparedness for Response, Safety, & Sustainability.	\$1,928,170	\$ 31,998	54	75
Hampton Roads	MCI and MASS CARE capability sustainment	\$1,870,170	\$ 58,000	82	106
Winchester City	Reducing Community Disaster Risk	\$1,822,350	\$ 47,820	72	87
Carroll, Dickenson, Grayson, Russell, and Wise Counties, and the City of Norton	Crisis Track Disaster Management System	\$1,756,554	\$ 65,796	86	96
Wise County	Wise County Sheriff's Tactical Team in response to terrorism.	\$1,707,484	\$ 49,070	69	73
City of Hampton	Cyber Security Recovery Plan and Exercise	\$1,662,484	\$ 45,000	64	65
Greene County, VA	Community Threat Recognition and Terrorism Awareness Initiative	\$1,631,484	\$ 31,000	48	47
Richmond City	Whole Community Outreach and Preparedness	\$1,566,484	\$ 65,000	80	74
Chesapeake City	Enhancing Waterborne Anti-Terrorist Activities	\$1,506,484	\$ 60,000	74	65
Henrico County	Replacement Trailer for the County of Henrico; Division of Fire Mass Casualty Incident Team	\$1,451,484	\$ 55,000	69	58
James City County	Shelter Assessment	\$1,428,984	\$ 22,500	75	62

<b>Locality</b>	<b>Project Name</b>	<b>Cumulative Funding</b>	<b>Cost</b>	<b>Peer Benefit Score</b>	<b>B\C</b>
James City County	Interregional Rail Emergency Plan	\$1,386,484	\$ 42,500	80	64
Newport News City	Sustainment of EOD Bomb Squad Response Capabilities	\$1,315,034	\$ 71,450	82	61
Chesapeake City	2015 All Hazards Citizen Preparedness	\$1,275,034	\$ 40,000	56	41
Tazewell County	Southwest Regional Portable Tower Trailer	\$1,200,034	\$ 75,000	83	57
Henrico County	Regional Swiftwater Instructor / Equipment program	\$1,140,034	\$ 60,000	72	48
Lancaster County	Regional Mass Care – Human Sheltering and Feeding	\$1,068,656	\$ 71,378	76	48
Poquoson City	Response equipment for evacuation from hazardous environments and incidents	\$1,003,656	\$ 65,000	70	43
Henrico County	Response equipment for evacuation from hazardous environments and incidents	\$943,656	\$ 60,000	65	38
Chesterfield County	Rail Hazard and Flammable Liquid Response	\$845,656	\$ 98,000	87	48
Richmond City	Rail Hazard and Flammable Liquid Response Training	\$799,006	\$ 46,650	88	48
Hopewell City	Shelter Enhancement: Shelter Supplies and Equipment	\$710,558	\$ 88,448	80	41
Galax - regional proposal of Twin County E911	Twin County E911 Regional Dispatch Console Furniture	\$641,559	\$ 68,999	71	35
Franklin County	Regional 800 MHz, P25 Trunked Interoperability Project.	\$532,686	\$ 108,873	91	43
Norfolk City	Community Sheltering Program	\$461,316	\$ 71,370	70	32
Chesterfield County	Raman/FTIR Handheld Chemical Analyzer Hazardous Incident Team (HIT)	\$366,316	\$ 95,000	81	36
Wise County	Robotic platform to support law enforcement operations, search & rescue, and surveillance/detection.	\$304,081	\$ 62,235	60	26
Wise County	Southwest Mass Notification System	\$189,500	\$ 114,581	84	34
Chesterfield County	Regional Emergency Management Planning Support	\$83,000	\$ 106,500	80	31
Fredericksburg City	Dragon Force Cloud-Based Collaboration System for Regional Incident Information Sharing and Real-Time Resource Tracking	\$0	\$ 83,000	69	26

Additionally, nearly \$1 million has been re-programmed from the National Capital Region Urban Area Security Initiative (UASI) grant for 12 projects involving Northern Virginia localities. The Commonwealth is a partner in the UASI grant program with Maryland and Washington, D.C.

**TABLE 3 IS THE LIST OF PROJECTS THAT WERE RE-PROGRAMMED.**

<b>Locality</b>	<b>Project Name</b>	<b>Cost</b>
Alexandria	Northern Virginia regional hazardous materials team	\$35,121
Arlington	Whole community outreach - Citizen Corps program	\$36,100
Fairfax City	Emergency operations center equipment	\$7,500
Fairfax City	Community resilience - emergency preparedness training	\$12,000
Fairfax County	Citizen Corps program - training and/or equipment	\$9,100
Fairfax County	Hazardous materials response team technical advanced training	\$63,000
Fairfax County	Incident management team	\$200,000
Fairfax County	Radio Cache	\$150,000
Fairfax County	Division 7 technical rescue team equipment	\$75,000
Manassas	Citizen Corps program	\$18,500
Manassas Park	Communications - radio equipment	\$20,000
Virginia State Police	Fusion Center analysts (2)	\$339,000

# 2015 RAW DATA MATRIX FOR ALL SCORING DATA AND CRITERIA WEIGHT

As requested by the public safety stakeholders, an additional \$2.8 million has been allocated in non-competitive grants from both the UASI and SHSP to fund 30 projects sustaining 16 hazardous materials teams, six technical rescue teams, three incident management teams, four Virginia radio communications caches and the Virginia Fusion Center.

**TABLE 4 ARE THE PROJECTS CATEGORIZED FOR NON-COMPETITIVE GRANTS.**

Locality	Project Name	Cost
<b>Hazardous Materials Teams</b>		
Accomack County	Eastern Shore Regional hazardous materials team	\$43,138
Bristol	Bristol regional hazardous materials team	\$18,015
Chesapeake	Southside regional hazardous materials team	\$14,257
Danville	Danville regional hazardous materials team	\$31,033
Frederick County	Winchester regional hazardous materials team	\$23,900
Fredericksburg	Fredericksburg regional hazardous materials team	\$145,000
Henrico County	Henrico regional hazardous materials team	\$30,000
Newport News	Newport News regional hazardous materials team	\$38,500
Norfolk	Southside Tidewater regional hazardous materials team	\$32,600
Portsmouth	Southside Tidewater regional hazardous materials team	\$70,000
Radford	New River Valley regional hazardous materials team	\$102,000
Roanoke City	Roanoke Valley regional hazardous materials team	\$69,400
Rockingham County	Central Shenandoah Valley regional hazardous materials team	\$45,469
Salem	Roanoke Valley regional hazardous materials team	\$89,500
Winchester	Winchester regional hazardous materials team	\$28,000

<b>Locality</b>	<b>Project Name</b>	<b>Cost</b>
Wise County	Wise County regional hazardous materials team	\$86,000
<b>Technical Urban Search/Rescue Teams</b>		
Bristol	Division 4 Technical rescue team equipment	\$75,000
Chesterfield County	Division 1 Technical rescue team equipment	\$75,000
Harrisonburg	Division 2 technical rescue team equipment	\$75,000
Lynchburg	Division 3 Technical rescue team equipment	\$75,000
Roanoke City	Division 6 technical rescue team equipment	\$75,000
Virginia Beach	Division 5 technical rescue team equipment	\$75,000
<b>Fusion Center</b>		
Virginia State Police	Fusion Center analysts (6)	\$600,000
<b>Incident Management Teams</b>		
Chesapeake	Incident management team	\$200,000
Chesterfield County	Incident management team	\$150,500
Franklin County	Incident management team	\$50,000
<b>Virginia Communications Caches</b>		
Chesapeake	Radio Cache	\$150,000
Harrisonburg	Radio Cache	\$150,000
Lunenburg County	Radio Cache	\$75,000
Montgomery County	Radio Cache	\$150,000