

**The Department of Homeland Security
Notice of Funding Opportunity (NOFO)
Fiscal Year 2020 Homeland Security National Training Program
Continuing Training Grants**

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

A. Program Description

1. Issued By

U.S. Department of Homeland Security Federal Emergency Management Agency (FEMA), National Preparedness Directorate (NPD), National Training and Education Division (NTED)

2. Assistance Listings (formerly Catalog of Federal Domestic Assistance (CFDA) Number)

97.005

3. Assistance Listings Title (formerly CFDA Title)

State and Local Homeland Security National Training Program

4. Funding Opportunity Title

FY 2020 Homeland Security National Training Program (HSNTP) – Continuing Training Grants (CTG)

5. Funding Opportunity Number

DHS-20-NPD-005-00-01

6. Authorizing Authority for Program

Department of Homeland Security Appropriations Act, 2020 ([P.L. 116-93](#))

7. Appropriation Authority for Program

Department of Homeland Security Appropriations Act, 2020 ([P.L. 116-93](#))

8. Announcement Type

Initial

Program Overview, Objectives, and Priorities

Through its Continuing Training Grants (CTG) program, the Department of Homeland Security Fiscal Year (FY) 2020 Homeland Security National Training Program (HSNTP) plays an important role in the National Preparedness System. The CTG program supports building, sustaining, and delivering core capabilities through the development and delivery of training to achieve the National Preparedness Goal (the Goal), which is “a secure and resilient Nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk”.

Specifically, the CTG program provides funding for eligible applicants to support and target training solutions for state, local, tribal, and territorial (SLTT) partners, which supports the objective of the National Preparedness System to facilitate an integrated, whole community, risk-informed, capabilities-based approach to preparedness.

Training solutions must meet the following criteria:

1. Available and accessible to a nationwide audience; and
2. Address emerging threats (specifically cybersecurity; and/or
3. Address Community Lifelines (Lifelines), specifically for the Food, Water and Sheltering and Communications and Transportation Lifelines. For more Lifelines information use the following link: [Community Lifelines Implementation Toolkit](#).

The FY 2020 CTG program’s purpose is to address emerging threats and Lifelines through the development and delivery of training and facilitate a national whole community approach to focus on the challenges with the greatest impact on the Nation’s preparedness. FEMA, through CTG recipients, will concentrate on developing training to address long-term gaps—including rising disaster costs, new technology, an older and more diverse population, cybersecurity – and operating in a pandemic environment.

The CTG program addresses three of the five basic missions of DHS as specified in the Quadrennial Homeland Security Review through SLTT partners to:

- Prevent terrorism and enhance security;
- Safeguard and secure cyberspace; and
- Ensure resilience to disasters.

The CTG program addresses the below Presidential Policy Directives through development and delivery of training for SLTT partners:

- Presidential Policy Directive 8: National Preparedness
- Presidential Policy Directive 21: Critical Infrastructure Security and Resilience

Innovation: Applications should include innovative training and technical assistance ideas and concepts that can help to solve the tough problems that the Nation’s emergency responders are expected to confront. These innovations should be replicable, satisfy a specific need, and include processes where new ideas result in useful products.

Incorporating Community Lifelines into the FY 2020 CTG Program

The FY 2020 CTG program priority areas consist of select emerging threats and Community Lifelines that represent the strategic priorities that recipients are expected to incorporate into products and activities funded through the CTG program to build training capability to reduce risk to Lifelines before a disaster and support rapid stabilization and restoration during and after a disaster.

Community Lifelines: Through the CTG program, FEMA places significant emphasis on development and delivery of training programs that enable Lifelines. Lifelines enable the continuous operation of critical business and government functions and are critical to human health and safety or national economic security. The seven Community Lifelines are:

- Safety and Security
- Food, Water, and Sheltering
- Health and Medical
- Energy (Power and Fuel)
- Communications
- Transportation
- Hazardous Material

WHY A LIFELINES CONSTRUCT?

- Decision-makers must rapidly determine the scope, complexity and interdependent impacts of an incident. Applying the lifelines construct allows decision-makers to:
 - Rapidly determine whether an incident is large (complicated) or complex
 - Prioritize and focus response efforts to maintain or restore the most critical services and infrastructure
 - Ensure limited resources can go toward a common goal that requires involvement across the whole community (root cause analysis vs. cascading impacts)
 - Promote a response that fosters better integration and communication across the whole community since lifeline management transcends public and private sector boundaries

The FY 2020 CTG Community Lifeline Priority Areas

The FY 2020 CTG Program targets training solutions that address gaps in capabilities that contribute to reducing risk and supporting rapid stabilization and restoration of the following:

Community Lifeline Priority Area	Primary Lifeline Component
Food, Water, and Sheltering	Shelter
The Food, Water, and Sheltering Lifeline contains the “Sheltering” component. To reduce impacts in disaster to the Shelter component by moving displaced survivors quickly into more permanent housing, FEMA invites applicants to submit applications that identify current and emerging gaps and corresponding training solutions to address the development and management of temporary housing and permanent housing construction programs.	
Transportation and Communications	All Components
Components of the Transportation and Communications Lifelines are key to ensuring that a community can swiftly move from immediate response actions and on towards longer term recovery. Most important to restore the economic lifeblood of a community are effective, early actions to stabilize all components of Transportation to restore the movement of goods and services and swiftly stabilize the Communications infrastructure that enables financial services , particularly access to cash and access to electronic payment capabilities. FEMA invites applicants to submit applications that identify current and emerging gaps and corresponding training solutions in community transportation vulnerability assessments, capital access and insurance, economic diversification, small business and entrepreneurship, supply chain issues, asset based economic development, and economic resiliency.	
All Lifelines	All Components
Tribal and Rural Preparedness are congressionally directed training topics that contribute to all Community Lifelines and their components .	

9. Performance Metrics

The Kirkpatrick Model is used for analyzing and evaluating the results of training and educational programs. It considers any style of training, both informal or formal, to determine aptitude based on four levels of criteria. If possible, individuals take the test or evaluation prior to the training (pre-test) and following training (post-test) to determine the transfer of knowledge for a student.

The Kirkpatrick levels used include level I: the student's assessment of the training setting, material, and instruction; and level II: a comparison of pre-course knowledge and skills with post-course knowledge and skills (note: for level II evaluation: FEMA training partners use a standard twenty-six-point increase in knowledge as a measure of effective knowledge transfer).

10. Sustainment

FEMA has the option to sustain any training course created under the HSNTF/CTG at the end of the award period of performance. Once FEMA determines to sustain a course, after consulting with the award recipient, FEMA may transfer any or all course material to another organization or entity to ensure program sustainability and to continue training delivery. FEMA will coordinate the orderly transition of courses between organizations.

In FY 2020, FEMA is exploring options to improve sustainment of courses developed under the CTG program. At present, the majority of sustained CTG courses are delivered by the award recipient who developed the course. Some CTG courses will be appropriate for sustainment by other members of the NTED training enterprise, including the Center for Domestic Preparedness (CDP), the Emergency Management Institute (EMI), the National Domestic Preparedness Consortium (NDPC), the Center for Homeland Defense and Security (CHDS), and the Higher Education Program. FEMA will collaborate with CTG partners and other members of the NTED training enterprise in the development and implementation of a plan to improve CTG sustainment.

B. Federal Award Information

- | | |
|--|------------------------------|
| 1. Available Funding for the NOFO: | \$8,000,000 |
| 2. Projected number of Awards | 4-5 |
| 3. Period of Performance: | 36 |
| 4. Projected Period of Performance Start Date(s): | 09/01/2020 |
| 5. Projected Period of Performance End Date(s): | 08/31/2023 |
| 6. Funding Instrument Type: | Cooperative Agreement |

a. Cooperative Agreements

The CTG program, prescribed by this NOFO, is awarded through separate cooperative agreements, as defined by 2 C.F.R. §200.24, and consistent with the Federal Grant and Cooperative Agreement Act of 1977 (P.L. No. 95-224), (31 U.S.C. §§6301-6308). FEMA maintains substantial involvement with all non-federal entities in carrying out the activities under each CTG award to include financial monitoring and all training development and delivery activities, including the creation and approval of course content, arrangement of learning objectives, establishment of training delivery modes and methods, and use of Kirkpatrick's evaluation model.

FEMA program managers and training specialists provide approval and disapproval for all activities over the life cycle of the award.

C. Eligibility Information

1. Eligible Applicants

- State governments, the District of Columbia, and U.S. territory governments
- City or township governments
- County governments
- Federally recognized Indian tribal governments (tribal governments)
- Nonprofits with 501(c)(3) Internal Revenue Service (IRS) status
- Nonprofit private institutions of higher education
- Nonprofit national associations and organizations
- Public and State controlled institutions of higher education

2. Applicant Eligibility Criteria

Training Expertise. Applicants must currently administer an existing training program, consistent with the National Incident Management System (NIMS), relevant to the selected Training Topic(s), or have demonstrable expertise to create and administer a training program capable of developing and delivering training for a national whole community audience, relevant to the selected Training Topic(s).

For the purposes of the CTG program, the minimum standard for training expertise is defined as the principal activities that an organization conducts which are primarily focused on the development and delivery of training for an external audience, but may include an internal audience, resulting in a change or increase of knowledge, skills, and/or abilities.

Training types/modes that meet this definition include web-based training, instructor-led courses conducted in classrooms and/or training areas (to include mobile courses), and seminars and workshops that measure a change in knowledge, skill, and/or abilities. Drill and exercise-only type activities, without a learning component, do not meet the definition of training expertise for the CTG program. Organizations that do not describe suitable expertise in training are ineligible.

Organizational Partnerships. Eligible applicants may apply individually or as the submitting member (e.g., executive agent) of a partnership such as a consortium. However, only one organization may serve as the applicant.

3. Cost Share or Match

There is no Cost Share or Cost Match requirement for this program.

D. Application and Submission Information

1. Key Dates and Times

- | | |
|--|---------------------------------|
| a. Application Start Date: | 06/08/2020 |
| b. Application Submission Deadline: | 07/09/2020 at 12:00:AM EST |
| c. Anticipated Funding Selection Date | No later than 09/01/2020 |
| d. Anticipated Award Date | No later than 09/30/2020 |

Other Key Dates

Event	Suggested Deadline For Completion
Obtaining DUNS Number	Four weeks before actual submission deadline
Obtaining a valid EIN	Four weeks before actual submission deadline
Updating SAM registration	Four weeks before actual submission deadline
Starting application in Grants.gov	One week before actual submission deadline
Submitting complete application in ND grants	One week before actual submission deadline

2. Agreeing to Terms and Conditions of the Award

By submitting an application, applicants agree to comply with the requirements of this NOFO and the terms and conditions of the award, should they receive an award.

3. Address to Request Application Package

Initial Applications will be processed through the Grants.gov portal and the complete application will be processed through the ND Grants System.

Hardcopies of the NOFO and associated application materials are not available.

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

Applications in hard copy are not accepted.

4. Steps Required to Submit an Application, Unique Entity Identifier, and System for Award Management (SAM)

To apply for an award under this program, all applicants must:

- Apply for, update, or verify their Data Universal Numbering System (DUNS) Number from Dun & Bradstreet (D&B) and Employer ID Number (EIN)
- In the application, provide a valid Data Universal Numbering System DUNS number, which is currently the unique entity identifier;
- Have an account with login.gov;
- Register for, update, or verify their SAM account and ensure the account is active before submitting the application;
- Create a Grants.gov account;
- Add a profile to a Grants.gov account;
- Establish an Authorized Organizational Representative (AOR) in Grants.gov;
- Submit an initial application in Grants.gov;

- i. Submit the final application in the ND Grants; and
- j. Continue to maintain an active SAM registration with current information at all times during which it has an active federal award or an application or plan under consideration by a federal awarding agency.

Applicants are advised that DHS may not make a federal award until the applicant has complied with all applicable DUNS and SAM requirements. Therefore, an applicant's SAM registration must be active not only at the time of application, but also during the application review period and when DHS is ready to make a federal award.

Further, as noted above, an applicant's or recipient's SAM registration must remain active for the duration of an active federal award. If an applicant's SAM registration is expired at the time of application, expires during application review, or expires any other time before award, DHS may determine that the applicant is not qualified to receive a federal award and use that determination as a basis for making a federal award to another applicant.

5. Electronic Delivery

DHS is participating in the Grants.gov initiative to provide the grant community with a single site to find and apply for grant funding opportunities. DHS encourages or requires applicants to submit their applications online through Grants.gov, depending on the funding opportunity. For this funding opportunity, the DHS/FEMA requires applicants to submit initial applications through Grants.gov and the final and complete application through the ND Grants System.

6. How to Register to Apply

- a. Instructions: Registering in Grants.gov is a multi-step process. Read the instructions below about registering to apply for DHS funds. Applicants should read the registration instructions carefully and prepare the information requested before beginning the registration process. Reviewing and assembling the required information before beginning the registration process will alleviate last-minute searches for required information.

The registration process can take up to four weeks to complete. Therefore, registration should be done in sufficient time to ensure it does not impact your ability to meet required application submission deadlines.

Organizations must have a Data Universal Numbering System (DUNS) Number, active System for Award Management (SAM) registration, and Grants.gov account to apply for grants. If individual applicants are eligible to apply for this grant funding opportunity, then you may begin with step 3, Create a Grants.gov account, listed below.

Creating a Grants.gov account can be completed online in minutes, but DUNS and SAM registrations may take several weeks. Therefore, an organization's registration should be done in sufficient time to ensure it does not impact the entity's ability to

meet required application submission deadlines. Complete organization instructions can be found on Grants.gov here:

<https://www.grants.gov/web/grants/applicants/organization-registration.html>

- 1) *Obtain a DUNS Number:* All entities applying for funding, including renewal funding, must have a DUNS number from Dun & Bradstreet (D&B). Applicants must enter the DUNS number in the data entry field labeled "Organizational DUNS" on the SF-424 form.

For more detailed instructions for obtaining a DUNS number, refer to:

<https://www.grants.gov/web/grants/applicants/organization-registration/step-1-obtain-duns-number.html>

- 2) *Register with SAM:* All organizations applying online through Grants.gov must register with the System for Award Management (SAM). Failure to register with SAM will prevent your organization from applying through Grants.gov. SAM registration must be renewed annually.

For more detailed instructions for registering with SAM, refer to:

<https://www.grants.gov/web/grants/applicants/organization-registration/step-2-register-with-sam.html>

- 3) *Create a Grants.gov Account:* The next step is to register an account with Grants.gov. Follow the on-screen instructions or refer to the detailed instructions here: <https://www.grants.gov/web/grants/applicants/registration.html>

- 4) *Add a Profile to a Grants.gov Account:* A profile in Grants.gov corresponds to a single applicant organization the user represents (i.e., an applicant) or an individual applicant. If you work for or consult with multiple organizations and have a profile for each, you may log in to one Grants.gov account to access all of your grant applications. To add an organizational profile to your Grants.gov account, enter the DUNS Number for the organization in the DUNS field while adding a profile.

For more detailed instructions about creating a profile on Grants.gov, refer to:

<https://www.grants.gov/web/grants/applicants/registration/add-profile.html>

- 5) *EBiz POC Authorized Profile Roles:* After you register with Grants.gov and create an Organization Applicant Profile, the organization applicant's request for Grants.gov roles and access is sent to the EBiz POC. The EBiz POC will then log in to Grants.gov and authorize the appropriate roles, which may include the AOR role, thereby giving you permission to complete and submit applications on behalf of the organization. You will be able to submit your application online any time after you have been assigned the AOR role.

For more detailed instructions about creating a profile on Grants.gov, refer to:

<https://www.grants.gov/web/grants/applicants/registration/authorize-roles.html>

6) *Track Role Status*: To track your role request, refer to:
<https://www.grants.gov/web/grants/applicants/registration/track-role-status.html>

7) *Electronic Signature*: When applications are submitted through Grants.gov, the name of the organization applicant with the AOR role that submitted the application is inserted into the signature line of the application, serving as the electronic signature. The EBiz POC **must** authorize people who are able to make legally binding commitments on behalf of the organization as a user with the AOR role; **this step is often missed, and it is crucial for valid and timely submissions.**

7. How to Submit an Initial Application to DHS via Grants.gov

Standard Form 424 (SF-424) is the initial application for this NOFO.

Grants.gov applicants can apply online using Workspace. Workspace is a shared, online environment where members of a grant team may simultaneously access and edit different webforms within an application. For each NOFO, you can create individual instances of a workspace.

Below is an overview of applying on Grants.gov. For access to complete instructions on how to apply for opportunities using Workspace, refer to:

<https://www.grants.gov/web/grants/applicants/workspace-overview.html>

- a. *Create a Workspace*: Creating a workspace allows you to complete it online and route it through your organization for review before submitting.
- b. *Complete a Workspace*: Add participants to the workspace to work on the application together, complete all the required forms online or by downloading PDF versions, and check for errors before submission. The Workspace progress bar will display the state of your application process as you apply. As you apply using Workspace, you may click the blue question mark icon near the upper-right corner of each page to access context-sensitive help.
- c. *Adobe Reader*: If you decide not to apply by filling out webforms you can download individual PDF forms in Workspace. The individual PDF forms can be downloaded and saved to your local device storage, network drive(s), or external drives, then accessed through Adobe Reader.

NOTE: Visit the Adobe Software Compatibility page on Grants.gov to download the appropriate version of the software at:

<https://www.grants.gov/web/grants/applicants/adobe-software-compatibility.html>

- d. *Mandatory Fields in Forms*: In the forms, you will note fields marked with an asterisk and a different background color. These fields are mandatory fields that must be completed to successfully submit your application.

- e. *Complete SF-424 Fields First:* The forms are designed to fill in common required fields across other forms, such as the applicant name, address, and DUNS number. To trigger this feature, an applicant must complete the SF-424 information first. Once it is completed, the information will transfer to the other forms.
- f. *Submit a Workspace:* An application may be submitted through workspace by clicking the Sign and Submit button on the Manage Workspace page, under the Forms tab. Grants.gov recommends submitting your application package at least 24-48 hours prior to the close date to provide you with time to correct any potential technical issues that may disrupt the application submission.
- g. *Track a Workspace Submission:* After successfully submitting a workspace application, a Grants.gov Tracking Number (GRANTXXXXXXXX) is automatically assigned to the application. The number will be listed on the Confirmation page that is generated after submission. Using the tracking number, access the Track My Application page under the Applicants tab or the Details tab in the submitted workspace.

For additional training resources, including video tutorials, refer to:
<https://www.grants.gov/web/grants/applicants/applicant-training.html>

Applicant Support: Grants.gov provides applicants 24/7 support via the toll-free number 1-800-518-4726 and email at support@grants.gov. For questions related to the specific grant opportunity, contact the number listed in the application package of the grant you are applying for.

If you are experiencing difficulties with your submission, it is best to call the Grants.gov Support Center and get a ticket number. The Support Center ticket number will assist DHS with tracking your issue and understanding background information on the issue.

8. Submitting the Final Application in ND Grants

After submitting the initial application in [Grants.gov](https://www.grants.gov), eligible applicants will be notified by DHS/FEMA and asked to proceed with submitting their complete application package in ND Grants. Applicants can register early with [ND Grants](#) and are encouraged to begin their ND Grants registration at the time of this announcement. Early registration will allow applicants to have adequate time to start and complete their application.

In ND Grants applicants will be prompted to submit all the information contained in the following forms:

- Application Narrative (Appendix D of this NOFO)
- Standard Form 424A, Budget Information (Non-construction)
- Grants.gov Lobbying Form
- Standard Form LLL, Disclosure of Lobbying Activities (if the grantee has engaged or intends to engage in lobbying activities)

These forms can be found [online](#).

If you need assistance registering for the ND Grants system, please contact ndgrants@fema.gov or (800) 865-4076.

For program-specific application submission requirements, please refer to the subsection titled “Content and Form of Application Submission” under Section D of this NOFO or to other program documents.

9. Timely Receipt Requirements and Proof of Timely Submission

As application submission is a two-step process, the applicant with the Authorized Organizational Representative (AOR) role who submitted the application will receive an acknowledgment of receipt. This notification does not serve as proof of timely submission as the application is not complete until it is submitted in the ND Grants System. All applications must be received in ND Grants by **5:00 PM Eastern Time on 07/10/2020**.

Proof of timely submission is automatically recorded by ND Grants. An electronic date/time stamp is generated within the system when the application is successfully received by ND Grants. Additionally, the applicant(s) listed as contacts on the application will receive a system-generated email to confirm receipt. Applications received after the deadline will be deemed ineligible.

10. Content and Form of Application Submission

Applying for an award under this program is a multi-step process and requires time to The following forms or information are required to be submitted in either Grants.gov or ND Grants. The Standard Forms (SF) are submitted either through Grants.gov, through forms generated in ND Grants, or as an attachment in ND Grants. Applicants may also access the SFs at <https://www.grants.gov/web/grants/forms/sf-424-family.html>.

a. Grants.gov

- SF-424, Application for Federal Assistance (Initial Application)
- Grants.gov Lobbying Form, Certification Regarding Lobbying

b. ND Grants: Standard Forms or Information

- SF-424A, Budget Information (Non-construction)
- SF-424B, Standard Assurances (Non-construction)
- SF-LLL, Disclosure of Lobbying Activities
- Indirect Cost Agreement, if the budget includes indirect costs and the applicant is required to have an indirect cost rate agreement. If the applicant is not required to have an indirect cost rate agreement but will charge indirect costs and is required to have an indirect cost rate proposal, the applicant must provide a copy of their indirect cost rate proposal with the application. See the section below on indirect costs for more information or contact the relevant Program Analyst or Grants Management Specialist for further instructions.

c. ND Grants: Program-Specific Forms or Information

In addition, applicants are also be required to submit the following in ND Grants:

- Program Narrative
- Detailed Budget

d. Intergovernmental Review

An intergovernmental review may be required. Applicants must contact their state's Single Point of Contact (SPOC) to comply with the state's process under Executive Order 12372.(See <https://www.archives.gov/federal-register/codification/executive-order/12372.html>; <https://www.whitehouse.gov/wp-content/uploads/2019/02/SPOC-February-2019.pdf>).

11. Funding Restrictions

Federal funds made available through this award are restricted to the purpose set forth in this award and must be consistent with the statutory authority for the award. Recipients may not use award funds for matching funds on any other Federal award, lobbying, or intervention in Federal regulatory or adjudicatory proceedings. In addition, recipients cannot use Federal funds to sue the Federal government or any other government entity.

12. Allowable Costs

a. Pre-Award Costs

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

b. Management and Administration (M&A) Costs

Management and Administration costs are activities directly related to managing and administering the award. Recipients may use up to 5 percent of the amount of the award for their M&A.

c. Indirect Facilities & Administrative (F&A) Costs

Indirect costs are allowable under this program as described in 2 C.F.R. Part 200, including 2 C.F.R. § 200.414. Applicants with a negotiated indirect cost rate agreement that desire to charge indirect costs to an award must provide a copy of their negotiated indirect cost rate agreement at the time of application. Applicants that are not required by 2 C.F.R. Part 200 to have a negotiated indirect cost rate agreement but are required by 2 C.F.R. Part 200 to develop an indirect cost rate proposal must provide a copy of their proposal at the time of application. Post-award requests to charge indirect costs will be considered on a case-by-case basis and based upon the submission of an agreement or proposal as discussed above.

d. Fringe Benefits

The cost of fringe benefits is allowable in a manner consistent with the Cost Principles for Federal awards at 2 C.F.R. § 200.431. The full text of 2 C.F.R. § 200.431 is at https://www.ecfr.gov/cgi-bin/text-idx?SID=2fbfda2c4f9b5952adfa67429facb2fb&mc=true&node=se2.1.200_1431&rgn=div8.

e. Direct Costs

Cost Principles

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

Equipment

This program allows equipment costs.

Travel

This program allows domestic travel costs, as provided for in this NOFO. This program does not allow international travel unless approved in advance by DHS/FEMA.

Construction and Renovation

This program does not allow construction and renovation costs.

E. Application Review Information

1. Application Evaluation Criteria

Prior to making a federal award, the DHS FAO is required by [31 U.S.C. § 3321](#) note, [41 U.S.C. § 2313](#), and [2 C.F.R. § 200.205](#) to review information available through any OMB-designated repositories of government wide eligibility qualification or financial integrity information. Therefore, application evaluation criteria may include the following risk-based considerations of the applicant:

- Financial stability.
- Quality of management systems and ability to meet management standards.
- History of performance in managing federal award.
- Reports and findings from audits.
- Ability to effectively implement statutory, regulatory, or other requirements.

a. Financial Integrity Criteria

Prior to making a federal award, the DHS/FEMA is required by 31 U.S.C. § 3321 note, 41 U.S.C. § 2313, and 2 C.F.R. § 200.205 to review information available through any OMB-designated repositories of government wide eligibility qualification or financial integrity information. Therefore, application evaluation criteria may include the following risk-based considerations of the applicant:

- 1) Financial stability.
- 2) Quality of management systems and ability to meet management standards.
- 3) History of performance in managing federal award.

- 4) Reports and findings from audits.
- 5) Ability to effectively implement statutory, regulatory, or other requirements.

b. Supplemental Financial Integrity Criteria and Review

Prior to making a federal award where the anticipated total federal share will be greater than the simplified acquisition threshold, currently \$250,000 (see Section 805 of the National Defense Authorization Act for Fiscal Year 2018, Pub. L. No. 115-91, OMB Memorandum M-18-18 at <https://www.whitehouse.gov/wp-content/uploads/2018/06/M-18-18.pdf>):

- 1) DHS/FEMA is required to review and consider any information about the applicant that is in the designated integrity and performance system accessible through SAM, which is currently the [Federal Awardee Performance and Integrity Information System](#) (FAPIIS) and is accessible through the [SAM](#) website.
- 2) An applicant, at its option, may review information in FAPIIS and comment on any information about itself that a federal awarding agency previously entered.
- 3) DHS/FEMA will consider any comments by the applicant, in addition to the other information in FAPIIS, in making a judgment about the applicant's integrity, business ethics, and record of performance under federal awards when completing the review of risk posed by applicants as described in 2 C.F.R. § 200.205.

2. Review and Selection Process

Subject-Matter Expert (SME) Review and Scoring. SMEs from federal, state, local, tribal, and territorial governments and agencies, along with SMEs from industry and academia, as appropriate for each Training Topic, will review and score eligible applications. SMEs will score (numerically) each application based on the criteria described in this NOFO. SMEs will review and score five categories (described in the evaluation criteria table in Appendix C) and may award a total of 90 points. An average of SME scores will result in the final SME score.

FEMA Review and Scoring. FEMA program managers, training specialists, and members of leadership from FEMA's National Preparedness Directorate will review and score applications that pass eligibility screening, as described in Section C Eligible Applicants and Eligibility Criteria. FEMA will review and score seven categories (described in the evaluation criteria table in Appendix C) and may award a total of 130 points. An average of FEMA scores will result in the final FEMA score.

All reviewers will utilize the guidance contained in this notice for evaluation; this includes all Training Topic objectives and referenced standards. Reviewers will provide narrative support (i.e., scoring comments) for each scored application.

FEMA senior leadership will review all scoring results and will then apply additional factors such as executive and legislative guidance, alignment with DHS and FEMA

strategic priorities, along with investment strategy and budgetary limits in order to prioritize the top-scoring applications.

Supplemental Financial Integrity Review

If the anticipated federal share of a federal award will be greater than the simplified acquisition threshold, currently \$250,000 (see Section 805 of the National Defense Authorization Act for Fiscal year 2008, Pub. L. No. 115-91, OMB Memorandum M-18-18 at <https://www.congress.gov/bill/110th-congress/house-bill/4986>:

- Prior to making a federal award with a total amount of federal share greater than the simplified acquisition threshold, DHS is required to review and consider any information about the applicant that is in the designated integrity and performance system accessible through SAM (currently FAPIIS).
- An applicant, at its option, may review information in the designated integrity and performance systems accessible through SAM and comment on any information about itself that a federal awarding agency previously
- DHS will consider any comments by the applicant, in addition to the other information in the designated integrity and performance system, in making a judgment about the applicant's integrity, business ethics, and record of performance under federal awards when completing the review of risk posed by applicants as described in 2 C.F.R. § 200.205 federal awarding agency review of risk posed by applicants.

F. Federal Award Administration Information

1. Notice of Award

Before accepting the award, the AOR and recipient should carefully read the award package. The award package includes instructions on administering the grant award and the terms and conditions associated with responsibilities under federal awards.

Recipients must accept all conditions in this NOFO as well as any special terms and conditions in the Notice of Award to receive an award under this program.

FEMA will notify recipients of awards through the ND Grants system using an automatic email to the recipient point of contact (the "authorized official") listed in the initial application. The date FEMA approves the award is the "award date". The recipient should follow the directions in the notification to accept the award.

Recipients must accept their awards no later than 90 days from the award date. The recipient shall notify FEMA of its intent to accept and proceed with work under the award or provide a notice of intent to decline through the ND Grants system. For instructions on how to accept or decline an award in the ND Grants system, please use the following link to access the [ND Grants Grantee Training Manual](#).

Funds will remain on hold until the recipient accepts the award through the ND Grants system and all other conditions of award have been satisfied. FEMA may rescind the award if the intended recipient does not accept the award or if conditions are not satisfied within a 90-day timeframe.

Before accepting the award, the authorized official should carefully read the award package. The award package contains instructions on administering the grant award, as well as terms and conditions with which the recipient must comply. Recipients must accept the conditions in this NOFO as well as Terms and Conditions in the Notice of Award to receive an award under this program.

Administrative and National Policy Requirements

All successful applicants for all DHS grant and cooperative agreements are required to comply with [DHS Standard Administrative Terms and Conditions](#), which are available online at: DHS Standard Terms and Conditions. The applicable DHS Standard Administrative Terms and Conditions will be those in effect at the time the award was made.

The applicable DHS Standard Terms and Conditions will be those in effect at the time the award was made. In that event, the terms and conditions in effect at the time the original award was made will generally apply. What terms and conditions will apply for the award will be clearly stated in the award package at the time of award.

2. Reporting

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

a. Federal Financial Reporting Requirements

The Federal Financial Report (FFR) form is available online at: [SF-425 OMB #4040-0014](#).

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

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

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

Financial and Compliance Audit Report

For audits of fiscal years beginning on or after December 26, 2014, recipients that expend \$750,000 or more from Federal funding sources during their fiscal year are required to submit an organization-wide financial and compliance audit report. The audit must be performed in accordance with the requirements of Government and Accountability Office's (GAO) Government Auditing Standards, located at: <http://www.gao.gov/govaud/ybk01.htm>, and the requirements of Subpart F of 2 C.F.R. Part 200, located at: <https://www.gpo.gov/fdsys/browse/collectionCfr.action?collectionCode=CFR>.

b. Programmatic Performance Reporting Requirements

Performance Progress Reports

Recipients are responsible for providing updated performance reports in Microsoft Word on a semi-annual basis. There is no prescribed government form for this report. The report is due within 30 days after the end of the reporting period. Recipients must submit it as an attachment to the ND Grants system.

The semi-annual Performance Progress Report must follow the guidance provided by FEMA's National Training and Education Division (NTED) in the NTED Monitoring Policy and Procedure Guide. FEMA/NTED will provide this guide to recipients of a FY 2020 CTG award as a post-award action.

Program Performance Reporting Periods and Due Dates

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

Reporting Period	Report Due Date
January 1 – June 30	July 30
July 1 – December 31	January 30

c. Closeout Reporting Requirements

Within 90 days after the end of the period of performance, or after an amendment has been issued to close out a grant, recipients must submit the following:

- 1) The final request for payment, if applicable;
- 2) The final FFR (SF-425);
- 3) The final progress report detailing all accomplishments;
- 4) A qualitative narrative summary of the impact of those accomplishments throughout the period of performance; and
- 5) Other documents required by this NOFO, terms and conditions of the award, or other DHS/FEMA guidance.

If applicable, an inventory of all construction projects that used funds from this program must be reported with the final progress report.

After these reports have been reviewed and approved by DHS/FEMA a closeout notice will be completed to close out the grant. The notice will indicate the period of

performance as closed, list any remaining funds that will be deobligated, and address the requirement of maintaining the grant records for three years from the date of the final FFR, unless a longer period applies, such as due to an audit or litigation, for equipment or real property used beyond the period of performance, or due to other circumstances outlined in 2 C.F.R. § 200.333.

In addition, any recipient that issues subawards to any subrecipient is responsible for closing out those subawards as described in 2 C.F.R. § 200.343. Recipients acting as pass-through entities must ensure that they complete the closeout of their subawards in time to submit all necessary documentation and information to <DHS FAO> during the closeout of their prime grant award.

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

d. Disclosing Information per 2 C.F.R. § 180.335

This reporting requirement pertains to disclosing information related to government-wide suspension and debarment requirements. Before a recipient enters into a grant award with DHS/FEMA, the recipient must notify DHS/FEMA if it knows if it or any of the recipient's principals under the award fall under one or more of the four criteria listed at 2 C.F.R. § 180.335:

- 1) Are presently excluded or disqualified;
- 2) Have been convicted within the preceding three years of any of the offenses listed in 2 C.F.R. § 180.800(a) or had a civil judgment rendered against it or any of the recipient's principals for one of those offenses within that time period;
- 3) Are presently indicted for or otherwise criminally or civilly charged by a governmental entity (federal, state or local) with commission of any of the offenses listed in 2 C.F.R. § 180.800(a); or
- 4) Have had one or more public transactions (federal, state, or local) terminated within the preceding three years for cause or default.

At any time after accepting the award, if the recipient learns that it or any of its principals falls under one or more of the criteria listed at 2 C.F.R. § 180.335, the recipient must provide immediate written notice to <DHS FAO> in accordance with 2 C.F.R. § 180.350.

e. Reporting of Matters Related to Recipient Integrity and Performance (

Per 2 C.F.R. Part 200, Appendix I § F.3, the additional post-award reporting requirements in 2 C.F.R. Part 200, Appendix XII may apply to applicants who, if upon becoming recipients, have a total value of currently active grants, cooperative agreements, and procurement contracts from all federal awarding agencies that exceeds \$10,000,000 for any period of time during the period of performance of an award under this funding opportunity. Recipients that meet these criteria must maintain current information reported in FAPIIS about civil, criminal, or administrative proceedings described in paragraph 2 of Appendix XII at the reporting frequency described in paragraph 4 of Appendix XII.

3. Monitoring

Per 2 C.F.R. § 200.336, DHS/FEMA, through its authorized representatives, has the right, at all reasonable times, to make site visits to review project accomplishments and management control systems to review project accomplishments and to provide any required technical assistance. During site visits, DHS/FEMA will review grant recipients' files related to the grant award. As part of any monitoring and program evaluation activities, grant recipients must permit DHS/FEMA, upon reasonable notice, to review grant-related records and to interview the organization's staff and contractors regarding the program. Recipients must respond in a timely and accurate manner to DHS/FEMA requests for information relating to the grant program.

G. DHS Awarding Agency Contact Information

1. Contact and Resource Information

Grant Programs Directorate (GPD) Grant Operations Division

GPD's Grant Operations Division Business Office provides support regarding financial matters and budgetary technical assistance. Applicants and recipients can obtain additional guidance and information by contacting the FEMA Call Center at (866) 927-5646 from 9 a.m. to 6 p.m. Eastern Standard Time or via e-mail to ASK-GMD@dhs.gov.

FEMA National Training and Education Division (NTED)

NTED maintains programmatic responsibility for the CTG program and will maintain the program management function and responsibilities throughout the lifecycle of the awarded grant. Contact the NTED point of contact Ms. Jessica Sterling at (202) 212-3042 or via e-mail to jessica.sterling@fema.dhs.gov, or Mr. Terry Pruitt at (202) 786-9565 or via e-mail terry.pruitt@fema.dhs.gov, or email NTED at fema-ntes@fema.dhs.gov for additional information.

2. Systems Information

Grants.gov. For technical assistance with Grants.gov, please call the customer support hotline at (800) 518-4726; the hotline is open 24/7 except for Federal holidays.

ND Grants. For technical assistance with the ND Grants system, please email ndgrants@fema.gov or call (800) 865-4076 from 9 a.m. to 6 p.m. Eastern Standard Time.

For Financial and Administrative Questions

GPD's Grant Operations Division Business Office provides financial support and technical assistance, such as for password resets and registration requests, questions regarding Form 1199A, payment status, amendments, closeouts, and tracking de-obligation and award amounts. The FEMA Call Center at (866) 927-5646 from 9 a.m. to 6 p.m. Eastern Standard Time or via email at ASK-GMD@dhs.gov can provide additional guidance.

GPD Environmental Planning and Historic Preservation (GPD-EHP)

OEHP provides guidance and information about the EHP review process to FEMA programs and its recipients and sub-recipients. All inquiries and communications about EHP compliance for FEMA grant projects or the EHP review process should be sent to: Portia Ross, CFM, Integration and Technology Branch Chief, Office of Environmental Planning and Historic Preservation, FEMA / DHS, 500 C Street, SW, Washington, DC 20472, Desk: 202-212-5929, portia.ross@fema.dhs.gov.

Telephone Device for the Deaf (TDD)

The Telephone Device for the Deaf (TDD) and/or Federal Information Relay Service (FIRS) number available for this announcement is (800) 462-7585 between 8 a.m. to 8 p.m. Eastern Standard Time, Monday through Friday, except Federal holidays.

H. Additional Information

1. Period of Performance Extensions

Extensions to your period of performance are allowed. An award's period of performance must be active for a recipient to submit a proposed extension request to FEMA.

Recipients should request extensions sparingly and only under exceptional circumstances. Approval is not guaranteed. FEMA will only consider no-cost extensions to the initial period of performance identified in the award. FEMA will consider these requests for extensions made through formal, written requests to FEMA National Training and Education Division (NTED). Extension requests must contain specific and compelling justifications as to why an extension is required. FEMA advises recipients to coordinate with NTED as needed when preparing an extension request. Recipients must submit all proposed extension requests to DHS/FEMA for review and approval no later than 120 days prior to the end of the period of performance. Individual extension requests may not exceed 12 months.

All extension requests must address the following:

- Grant Program, Fiscal Year, and award number
- Reason for delay – this must include details of the legal, policy, or operational challenges being experienced that prevent the final outlay of awarded funds by the applicable deadline
- Current status of the activity/activities
- Approved period of performance termination date and new project completion date
- Amount of funds drawn down to date
- Remaining available funds
- Budget outlining how remaining funds will be expended
- Plan for completion including milestones and timeframes for achieving each milestone and the position/person responsible for implementing the plan for completion

- Recipients must provide assurance of task completion for the proposed extended period of performance. Applicants may not modify the original Statement of Work unless approved by FEMA

Payments

FEMA utilizes the Payment and Reporting System (PARS) for financial reporting, invoicing and tracking payments. For additional information, refer to

<https://isource.fema.gov/sf269/execute/LogIn?sawContentMessage=true>.

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

Conflict of Interest

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

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

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

Appendix A - Budget Template (Applicants may recreate and submit as a table or spreadsheet)

Personnel (Add rows as required and modify cell height and width as needed) % refers to the percent of time/labor planned per person									
Name	Position	Salary	Year 1 %	Total Yr. 1	Year 2 %	Total Yr. 2	Year 3 %	Total Yr. 3	Total
		\$	%	\$	%	\$	%	\$	\$
		\$	%	\$	%	\$	%	\$	\$
		\$	%	\$	%	\$	%	\$	\$
Total Personnel Costs (Salary)									\$
Explain salary changes (e.g., annual scheduled increases) here:									
Explain/clarify any figures here:									
Fringe Benefits (Add rows as required and modify cell height and width as needed)									
Name		Benefit		Year 1	Year 2	Year 3	Total Fringe		
				\$	\$	\$	\$		
				\$	\$	\$	\$		
				\$	\$	\$	\$		
Total Personnel Costs (Fringe Benefits)									\$
Travel (Add rows as required and modify cell height and width as needed)									
Name		# of Trips: From > To and Purpose		Year 1	Year 2	Year 3	Total Travel		
				\$	\$	\$	\$		
				\$	\$	\$	\$		
				\$	\$	\$	\$		
Equipment (Add rows as required and modify cell height and width as needed)									
Item		# of Items	Purpose				Cost		
							\$		
							\$		
Supplies (Add rows as required and modify cell height and width as needed)									
Item		# of Items	Purpose				Cost		
							\$		

Consultant Costs (Add rows as required and modify cell height and width as needed)						
Name	Purpose	Cost	Total Yr. 1	Total Yr. 2	Total Yr. 3	Total
		\$	\$	\$	\$	\$
		\$	\$	\$	\$	\$
		\$	\$	\$	\$	\$
Total Consultant Costs						\$
Explain consultant costs here:						
Other Expenses (Add rows as required and modify cell height and width as needed)						
Expense	Source and Purpose	Year 1	Year 2	Year 3	Total Cost	
		\$	\$	\$	\$	
		\$	\$	\$	\$	
		\$	\$	\$	\$	
Total Personnel Costs (Fringe Benefits)						\$
Explain other costs here:						
Total Direct Costs (Add rows as required and modify cell height and width as needed)						
Year 1	Year 2	Year 3	Total Direct			
\$	\$	\$	\$			
Total Indirect Costs (Add rows as required and modify cell height and width as needed)						
Year 1	Year 2	Year 3	Total Indirect			
\$	\$	\$	\$			

Grand Total Proposed Federal Government Cost	\$
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Cost Per Student (Add Rows for Courses with Varying Costs)	
Course Title:	\$
Course Title:	\$

Appendix B – Lifelines Training Topics, Training Objectives, and Other Training Requirements

Training Topics

Applicants may submit up to five applications – one application per Lifeline Priority Area; applicants will address only those training topics related to each Lifeline Priority Area in a single application. The objectives of the FY 2020 CTG program are to provide training solutions to address specific national preparedness gaps aligned to the Lifelines, and ensure training is available and accessible to a nationwide audience through the development and delivery of training in the following Training Topics.

The FY 2020 CTG Program focuses on training to address gaps within the following Training Topics that contribute to the Lifeline Priority Areas:

Community Lifeline Priority Area	Primary Lifeline Component	Training Topic Contributing to Community Lifeline Priority Area
Food, Water, and Sheltering	Shelter	Housing
The Food, Water, and Sheltering Lifeline contains the “Sheltering” component. To reduce impacts in disaster to the Shelter component by moving displaced survivors quickly into more permanent housing, FEMA invites applicants to submit applications that identify current and emerging gaps and corresponding training solutions to address temporary and permanent housing needs.		
Transportation	All Components	Economic Recovery
Communications	Financial Services	
Components of the Transportation and Communications Lifelines are key to ensuring that a community can swiftly move from immediate response actions and on towards longer term recovery. Most important to restore the economic lifeblood of a community are effective, early actions to stabilize all components of Transportation to restore the movement of goods and services and swiftly stabilize the Communications infrastructure that enables financial services , particularly access to cash and access to electronic payment capabilities. FEMA invites applicants to submit applications that identify current and emerging gaps and corresponding training solutions in community transportation vulnerability assessments, capital access and insurance, economic diversification, small business and entrepreneurship, supply chain issues, asset based economic development, and economic resiliency.		
All Lifelines	All Components	Tribal and Rural Preparedness
Tribal and Rural Preparedness are congressionally directed training topics that contribute to all Community Lifelines and their components .		
Food, Water, and Sheltering	All Components	Logistics and Supply Chain Management
Stabilization of the Food, Water, and Sheltering Lifeline relies on a strong logistics and supply chain management network. To reduce risks and response impacts to infrastructure that supports the Food, Water, and Shelter Lifeline, FEMA invites applicants to submit applications that identify current and emerging gaps and corresponding training solutions in planning for and establishing a disaster supply chain that is capable of rapidly sourcing, tracking, transporting, staging, and distributing critical emergency supplies to survivors during a disaster.		

Lifeline 1: Food, Water and Sheltering - Housing

FEMA invites applicants to submit applications that identify current and emerging gaps and corresponding training solutions to address temporary and permanent housing needs through disaster grants provided by FEMA as authorized by the Disaster Recovery Reform Act of 2018, Section 1211 *State Administered Housing*.

Pre-incident preparedness and capability-building should be addressed in the context of developing a Disaster Housing Task Force, an approved Housing Strategy, and plans for ensuring the State, Territory, or Indian Tribal Government’s implementation of direct temporary housing and permanent housing construction complies with federal laws, regulations, and policies in an integrated manner.

For Housing curriculum, the applicant is encouraged to consider how pandemic preparedness needs can be integrated into their broader catastrophic preparedness training proposals. For example, a proposed training that addresses the Housing capability should consider lessons learned from the current COVID-19 emergency and how housing and shelter needs would be impacted when dealing with both a major disaster and ongoing pandemic.

Needs Analysis. Housing recovery training proposals must present a needs analysis that defines gaps that could be addressed through innovative training development and delivery, distinct from other national training programs.

Target Audience. Target Audience: Housing training must result in well-informed and prepared communities by focusing training on the following audiences:

- State, Local, Tribal, and Territorial leadership and management;
- Emergency management agencies and offices;
- Councils of Government;

Standards. Proposed training must be consistent with the following policy, framework, and guidelines found in the following:

- [Presidential Policy Directive 8](#);
- [National Disaster Recovery Framework](#);
- [National Preparedness Report](#);
- [National Disaster Housing Strategy](#);
- [Individual Assistance Policy and Program Guide](#); and
- [State-Managed Direct Housing Grant Guidance](#)

Training Objectives. Applicants must describe the linkage between gaps identified in their needs analysis and proposed training while addressing the following training program topics:

- Describe learning objectives for establishing a Disaster Housing Task Force which coordinates the delivery of transitional sheltering, emergency repairs, temporary housing, case management services, long term housing recovery assistance from federal, state, local, and non-profit sector partners. Training should address the development of a Housing Strategy and implementation plan that meet the requirements of [DRRA](#) and [FEMA's State-Managed Direct Housing Grant Guidance](#). Learning objectives should include demonstrating the process of coordinating the collection, sharing and handling of sensitive, personally identifiable information from federal and non-federal sources, complying with grants management and procurement standards, and demonstrating knowledge and understanding of FEMA's direct temporary housing and permanent housing construction programs.
- Describe learning objectives for executing strategies to rapidly initiate direct temporary housing and permanent housing construction programs. Training should include actions to engage local and private sector stakeholders to increase

the efficiency of these programs, including the implications for code enforcement, permitting, and utility restoration.

- Describe learning objectives for operating in a COVID or other Pandemic environment. The training should include actions recognizing the value of all-hazards emergency preparedness planning that improves capability levels in the **Food, Water, and Sheltering Community Lifeline** as measured in the **Housing** core capabilities reported through the [Threat and Hazard Identification and Risk Assessment \(THIRA\)/Stakeholder Preparedness Review \(SPR\)](#).

Lifeline 2: Transportation and Communications – Economic Recovery

Restoration of the Transportation and Communications Lifelines are key to ensuring a community can swiftly move from immediate response actions towards longer term recovery. The economic lifeblood of a community depends on the stabilization and restoration of transportation systems to assist the movement of goods and services, supply chains, market commerce, and enables workers to return to work. The swift stabilization of Communications infrastructure assists the recovery of financial services, marketplace transactions, and access to cash and electronic payment capabilities. FEMA invites applicants to submit applications that identify current and emerging gaps, and corresponding training solutions, in economic recovery including community transportation vulnerability assessments, capital access and insurance, economic diversification, small business and entrepreneurship, supply chain issues, asset based economic development, business preparedness, and economic resiliency.

FEMA, in a partnership with the U.S. Economic Development Administration, invites applicants to submit applications for training solutions that address current and emerging gaps associated with post-disaster economic recovery. Economic recovery entails returning economic and business activities (including food and agriculture) to a healthy state and developing new business and employment opportunities that result in a sustainable, economically viable and more resilient community.

Needs Analysis. Economic recovery training proposals must present a needs analysis that defines gaps that could be addressed through innovative training development and delivery, distinct from other national training programs.

Target Audience. Economic recovery training must result in well-informed and prepared communities by focusing training on the following audiences:

- State, Local, Tribal, and Territorial Leadership and Management;
- Local and Regional Agencies;
- Economic Development Organizations;
- Emergency Managers;
- Agricultural Interests;
- Ranchers and Farmers;
- Economic Development Districts and Councils of Government;
- Regional Planning Districts;
- Non-Profits including Voluntary Organizations;
- Small Business Development Centers;
- Supply Chain Organizations;

- Planning Agencies and Organizations;
- Workforce Development Agencies or Associations;
- SCORE Association Representatives;
- Chamber of Commerce Representatives;
- Business Councils; and
- University Centers

Standards. Proposed training must be consistent with the following policy, framework, and guidelines found in the following:

- [Presidential Policy Directive 8](#);
- [National Disaster Recovery Framework 2nd edition](#);
- [National Preparedness Report](#);
- [FEMA's Pre-Disaster Recovery Planning Guide for Local Governments, 2017](#); and
- Economic Resilience principals.

Disaster Financial Management Resources

Recipients are encouraged to use the following resources to inform their disaster financial management planning efforts:

- **State Administrative Plan Template:** Recipients are recommended to use the State Administrative Plan template found on FEMA's Public Assistance webpage to inform their planning efforts. The template includes example structure and content as a model for states to create own Administrative Plan. The template can be found at <https://www.hsdl.org/?abstract&did=732819>.
- **Public Assistance Program and Policy Guide:** The Public Assistance Program and Policy Guide (PAPPG) combines all PA policy into a single volume and provides an overview of the PA program implementation process. The guide can be found at <https://www.fema.gov/media-library/assets/documents/111781>.
- **Public Assistance Frequently Asked Questions and Guidance:** Recipients are encouraged to view the Public Assistance Frequently Asked Questions and guidance found on the Public Assistance webpage to assist with disaster financial management planning efforts. The webpage provides information pertaining to documentation, Public Assistance grant funding eligibility, and hazard mitigation and can be found at <https://www.fema.gov/public-assistance-frequently-asked-questions>.

Training Objectives. Applicants must describe the linkage between gaps identified in their needs analysis and proposed training as well as how their training will address critical economic recovery concepts which include: community economic vulnerability assessments, continuity planning and preparedness, capital access and insurance, workforce development, economic diversification, small business and entrepreneurship, supply chain issues, asset based economic development, economic recovery financing, and economic resiliency. The training must address the roles of governmental and nongovernmental partners who are needed in disaster recovery, including economic development organizations, local and regional planning organizations, business and trade associations, organizations that work with traditionally underserved

populations. Applicants should also address how to manage and coordinate community-level economic recovery efforts in Stafford Act and Non-Stafford Act environments.

Applicants must give special emphasis to the following objectives:

- **Low Cost Preparedness and Resilience:** Describe learning objectives to encourage agricultural, business, and community disaster resilience planning as a cost savings measure and good business practice. Support disaster cost recovery objectives and disaster financial management planning. **Pre-disaster and resilience planning:** Describe learning objectives focusing on planning for disasters and increasing the resilience of businesses and local economies to future disasters, particularly in historically underserved and vulnerable communities. Coursework should include the benefits of developing plans pre-disaster and identifying what local hazard and risks exists (e.g., is a community in an area that is prone to tornadoes, hurricanes, flooding and/or fire or other types of disasters? Are business districts and/or workforce housing located in vulnerable area? What other vulnerabilities exist related to transportation, communications, or other assets that would affect economic recovery and resilience?). Learning objectives should address what is meant by economic resilience and local priorities for increasing resilience, demonstrate the process of coordinating with emergency management and economic development professionals to obtain information and data on local disaster hazard risks to integrate into their planning efforts, and highlight the collaborative partnerships that will need to be built with the private sector to achieve pre-disaster planning goals. Central to this objective is the integration of economic development planning efforts with regional and local comprehensive planning, hazard mitigation planning, and emergency response, resilience and recovery planning. Examples of plans to integrate include the Economic Development Administration's (EDA's) Comprehensive Economic Development Strategy (CEDS) and FEMA's Hazard Mitigation Plan.
- **Post-disaster planning:** Describe learning objectives focusing on entities developing post-disaster plans addressing intermediate and long-term recovery efforts including the sustaining of partnerships. Learning objectives should build the student's capacity to lead, coordinate, and manage a post-disaster economic recovery effort. This should include the coordination with Federal, state, local, tribal, and territorial partners, and the private sector. Identification and collaboration with key community stakeholders such as economic developers, housing developers, community planners, community service organizations, emergency managers and private sector business organizations and leaders, should be emphasized. Additionally, discussions should include the development of post-incident assessment capabilities, resource coordination, interagency coordination, and long-term recovery planning. This includes opportunities to retool local economies post-disaster for greater economic health.
- **Post-disaster economic impact assessment:** Describe learning objectives focusing on the steps needed to perform post-disaster economic assessments that consider quantitative and qualitative information to describe the post-disaster economic impact. Learning objectives should explore how the student can use measures such as tax revenue loss (e.g., sales, property, employment), job loss, loss of wages, business closures and interruption (e.g., loss of productivity), damage to infrastructure (e.g., including

roadways, waterways and railways), damage to property (e.g., commercial, industrial, residential), damage to natural resources (e.g., access to key tourism assets or access to extractive industry resources) and impacts to supply-chain and transportation modes in order to develop solutions. Qualitative objectives should also consider how the student could conduct focus groups, surveys, and other research methods to gather impact evaluations from area farmers, ranchers, businesses, residents, customers and community members.

- Post-disaster coordination and management: Describe learning objectives to design, develop, coordinate, and implement a comprehensive and flexible management plan to coordinate Federal, state, local, private, and philanthropic resources to recover and potentially diversify economic and business activities within a state, tribe, territory, and local jurisdiction to increase economic resilience. Learning should include information on the role of the Small Business Administration and resources such as the Disaster Loan Program, described through the Disaster Preparedness and Recovery Plan, the multiple U.S. Department of Agriculture resources that are available to ranchers, farmers, and others in the agricultural industry, and other disaster recovery resources available from the Economic Development Administration and other agencies. Training should highlight opportunities to incentivize entrepreneurial efforts.
- Describe learning objectives for operating in a COVID or other Pandemic environment. The training should include actions recognizing the value of all-hazards emergency preparedness planning that improves capability levels in the Transportation and Communication **Lifeline** as related to economic recovery.

Lifeline 3: All Lifelines - Tribal and Rural Preparedness

FEMA invites applicants to submit applications that identify current and emerging national gaps and training solutions to address the gaps in eight specific training objectives for tribal and rural communities. Competition in this Training Topic is restricted to applicants that have demonstrable experience and expertise in tribal and rural training as well as in developing and delivering FEMA-certified courses to tribal and rural communities across the nation. Eligible applicants must address all eight objectives in a single application; applications that do not address all eight objectives are ineligible. Evaluation criteria is in Section E and in Appendix D of this NOFO.

Under this Training Topic, FEMA applies the definition of “rural” utilized by the U.S. Census Bureau. In this context, “rural” encompasses all population, housing, and territory not included within an “urban area” delineated by the Census Bureau. The term “urban area” refers generically to urbanized areas of 50,000 or more population and urban clusters of at least 2,500 and less than 50,000 population. Additional information regarding urban and rural delineations by the Census Bureau can be found at <https://www.census.gov/programs-surveys/geography.html>.

Needs Analysis. Tribal and Rural training proposals must present a needs analysis that defines gaps addressed through innovative training development and delivery, distinct from other national training programs.

Target Audience. Tribal and Rural training must target the following volunteer and professional individuals and groups as appropriate:

- State, Local, Tribal, and Territorial leadership and management;
- Regional Planning Organizations;
- Councils of Government;
- Councils of Area Development Districts;
- Economic Development Districts;
- Emergency Management and Civil Defense;
- School officials, administrators, and staff members;
- Police/Law Enforcement;
- Fire Service and Hazardous Materials Response;
- Public Health;
- Environmental;
- Transportation;
- Emergency Medical Service and Hospital Systems;
- Agri-business; and
- Veterinary Medical Service.

Standards. Proposed training must be consistent with the following policy, framework, and guidelines found in the following:

- National Preparedness Goal;
- National Response Framework (NRF);
- National Incident Management System (NIMS);
- Incident Command System (ICS);
- Presidential Policy Directive – 8 (PPD-8);
- National Response Framework (NRF);
- National Disaster Recovery Framework (NDRF);
- National Preparedness Report (NPR); and
- Topic-specific guidelines and regulations (e.g., The Occupational Safety and Health Administration laws and regulations: Hazardous Waste Operations and Emergency Response (HAZWOPER) standard [\(29 CFR 1910.120\(q\)\(6\)\)](#)).

Training Objectives. Applicants must describe the linkage between gaps identified in their needs analysis and proposed training while considering interdependencies and strategies for integrating all sectors into community emergency preparedness and response efforts. Applications must address all the following training objectives:

- Environmental Health. Training in environmental health should address the issues regarding containing the spread of a disease to protect the health of the population and managing the health effects due to exposure to an environmental health hazard. Training should target the emergency response community and health care/public health disciplines.

- **Hazardous Materials Incidents.** This objective includes training in the areas of Hazmat planning and response at plants and fixed sites, Hazmat transportation incident response, Hazmat pipeline incident response, and Hazmat port (waterways) incident response for rural first responders. Training should be appropriate to accommodate volunteer emergency responders and demonstrate an understanding of the challenges faced by volunteer forces.
- **Mass Fatality Planning and Response.** This objective includes training in the areas of mass fatality planning and response for rural emergency managers and first responders, and courses for rural morticians and funeral directors.
- **Crisis Management for School Based Incidents.** This objective includes crisis management training on all significant school-based incidents to include bomb threats, active shooter, severe weather, structural/mechanical failures, student demonstrations, and HazMat releases. Training should target rural law enforcement officials, fire and EMS professionals/volunteers, and school system administrators and staff.
- **Development of Emergency Operations Plans (EOP).** This objective includes training on emergency operations plan development and testing of EOPs in rural jurisdictions. Training should target rural emergency managers and coordinators, incident commanders, Emergency Operations Center (EOC) staff and any personnel or agencies serving or supporting an Incident Command System (ICS). Training must emphasize interagency communications and coordination and response planning for individuals with access and functional needs.
- **Rail Car Safety.** This objective includes recognizing and characterizing rail car hazards and courses of action for incidents involving the transportation of crude oil and other hazardous materials. Training objectives should include an overview of the rail industry, incident plan development, initial response, public safety measures, and recovery.
- **Agroterrorism and Food/Animal Safety.** Training in these objectives should focus on the risk of an intentional attack on agriculture and food systems and address Homeland Security Presidential Directive (HSPD) 9: Defense of United States Agriculture and Food. Training should target emergency managers, law enforcement, fire, and EMS professionals/volunteers, hospital providers and staff, agriculture community professionals and associations, veterinary medical service, and other appropriate emergency planners and responders in rural communities.
- **Media Engagement Strategies for First Responders.** Training in media engagement strategies should focus on dealing with the media in a variety of disaster situations. Training should target rural government officials, emergency managers, public information officers, incident commanders, and others as appropriate within rural communities.
- **Describe learning objectives that addresses operating in a COVID or other Pandemic environment.** Address preparedness planning activities for rural and/or tribal jurisdictions.

Lifeline 4: Food, Water and Sheltering – Logistics and Supply Chain Management

FEMA invites applicants to submit applications that identify current and emerging gaps and corresponding training solutions in planning for and establishing a disaster supply chain that is capable of rapidly sourcing, tracking, transporting, staging, and distributing critical emergency supplies to survivors during a disaster. Stabilization of the Food, Water, and Sheltering Lifeline

relies on a strong logistics and supply chain management network. Training solution should include “Critical Concepts of Supply Chain Flow and Resilience” Chapter 2 of the National Academy of Sciences, Engineering and Medicine Study, “Strengthening Post-Hurricane Supply Chain Resilience”, <https://www.nap.edu/catalog/25490/strengthening-post-hurricane-supply-chain-resilience-observations-from-hurricanes-harvey>.

FEMA invites eligible applicants to submit applications identifying current and emerging national gaps in logistics and supply chain management, as described under Training Objectives in this section, and training solutions to address these gaps. During large-scale disasters the supply chains for critical emergency supplies such as food, water, and fuel are often disrupted, resulting in the need for the establishment of temporary Disaster Supply Chains managed by SLTT agencies or Voluntary Organizations Active in Disasters (VOADs). Lessons learned during the unprecedented 2017 Hurricane Season reiterates the complexity of planning for and establishing a disaster supply chain that is capable of rapidly sourcing, tracking, transporting, staging, and distributing critical emergency supplies to survivors during a disaster, and illustrates the need to address the gaps presented in the training objectives below. Evaluation criteria is in Section E and in Appendix C of this NOFO.

For Logistics and Supply Chain Management curriculum, the applicant is encouraged to consider how pandemic preparedness needs can be integrated into their broader catastrophic preparedness training proposals. For example, a proposed Logistics and Supply Chain Management training should consider the COVID-19 emergency and the challenges associated with the acquisition and distribution of critical equipment and supplies.

Needs Analysis. Logistics and supply chain management training proposals must present a needs analysis that defines gaps that could be addressed through innovative training development and delivery that are distinct from other national training programs.

Target Audience. Logistics and supply chain management training must result in well-informed and prepared communities by focusing training on the following audiences:

- State, Local, Tribal, and Territorial leadership and management;
- Emergency management agencies and offices, particularly logistics and planning staff;
- Emergency management consortiums and associations;
- Councils of Governments;
- Non-Profits including voluntary organizations;
- Planning organizations representatives; and
- Public and private sector disaster logistics stakeholders.

Standards. Proposed training must be consistent with the following policy, framework, and guidelines found in the following:

- [Presidential Policy Directive 8](#);
- [Presidential Policy Directive 21](#);
- [National Mass Care Strategy 2018](#); and
- [FEMA IS-26 Guide to Points of Distribution](#).

- [Logistics Capability Assessment Tool2 \(LCAT2\) Flyer](#): The LCAT2 Flyer provides an overview of the LCAT2, how it is beneficial, how the LCAT process works, and how to obtain an LCAT2.
- [LCAT2 Content Guide](#): The LCAT2 Content Guide is designed to help recipients use the LCAT2 to assess current disaster response logistics capabilities.
- Points of Distribution (PODs) Training: FEMA Logistics developed a comprehensive POD training to assist states in developing actionable plans for emergency distribution and understanding associated challenges. Additional information, including an explanatory DVD, POD guide, and online exam, are available on the Emergency Management Institute's (EMI) website at <https://training.fema.gov/is/courseoverview.aspx?code=IS-26>.
- Interagency Logistics (IL) Training: This basic IL training course familiarizes participants with the IL concepts of planning and response. The course also provides an overview of IL Partner disaster response organizations, discusses parameters for logistics support coordination, and creates a whole community forum to exchange the best logistics practices. Recipients may find more information on the course by visiting: <https://training.fema.gov/emigrams/2018/1439%20-%20training%20opportunity%20-%2018540%20basic%20interagency%20logistics%20fy19.pdf?d=10/2/2018>.
- Using Comprehensive Preparedness Guide (CPG) for Logistics Planning: Recipients may find additional guidance in CPG 101 v2 on how to incorporate logistics into EOPs at <https://www.fema.gov/media-library/assets/documents/25975>.

Training Objectives. Applicants must describe the linkage between gaps identified in their needs analysis and proposed training while addressing the development of comprehensive Resource and Distribution Management strategies or plans for critical emergency supplies that includes:

- Critical Emergency Supply sourcing (Organic, Donations, Mutual Aid, Private, Federal);
- Typical and atypical multi-modal transportation solutions;
- Logistics Staging Area (LSA) planning and operations;
- Urban, Suburban, and Rural Point of Distribution (POD) planning and operations; and
- End-to-end resource tracking solutions and resource forecasting via burn-rates.
- Describe learning objectives for operating in a COVID or other Pandemic environment. The training should include actions recognizing the value of all-hazards emergency preparedness planning that improves capability levels in the Food, Water, and Sheltering Community Lifeline as measured in the Logistics and Supply Chain Management core capabilities reported through the Threat and Hazard Identification and Risk Assessment (THIRA)/Stakeholder Preparedness Review (SPR).

Emerging Threats: Cybersecurity

To reduce cybersecurity risks and response impacts to infrastructure, FEMA invites applicants to submit applications that identify current and emerging gaps and corresponding training solutions to empower professionals to successfully prevent attacks against devices connected to the Internet, enhance end user awareness, investigate cybercrime, and secure critical infrastructures. Increasing malicious cyber activity to our Nation's networks and information systems have made cybersecurity a national priority. Evaluation criteria is in Section C of this NOFO.

Needs Analysis. Cybersecurity training proposals must present a needs analysis that defines gaps that could be addressed through innovative training development and delivery that are distinct from other national training programs.

Target Audience. Cybersecurity training must empower professionals to successfully prevent attacks against devices connected to the Internet (i.e., the Internet of Things (IoT), enhance end user awareness, investigate cybercrime, and secure critical infrastructures.

Standards. Proposed training must be consistent with the following policy, framework, and guidelines found in the following:

- Executive Order 13800: Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure. More information is available at <https://www.whitehouse.gov/presidential-actions/presidential-executive-order-strengthening-cybersecurity-federal-networks-critical-infrastructure/>. ;
- DHS's Critical Infrastructure Cyber Community C³ Voluntary Program also provides resources to support critical infrastructure owners and operators in the adoption of the Framework to more effectively manage cyber risk. Additional information on the C³ Program can be found at <https://www.dhs.gov/ccubedvp>;
- Executive Order 13833: Enhancing the Effectiveness of Agency Chief Information Officers. More information is available at <https://www.whitehouse.gov/presidential-actions/executive-order-enhancing-effectiveness-agency-chief-information-officers/>;
- Presidential Policy Directive 21: Critical Infrastructure Security and Resilience. More information is available at <https://www.whitehouse.gov/the-press-office/2013/02/12/presidential-policy-directive-critical-infrastructure-security-and-resil>;
- Executive Order 13636: Improving Critical Infrastructure Cybersecurity. More information is available at <https://www.gpo.gov/fdsys/pkg/FR-2013-02-19/pdf/2013-03915.pdf>;
- Executive Order 13691: Promoting Private Sector Cybersecurity Information Sharing. More information is available at <http://www.gpo.gov/fdsys/pkg/DCPD-201600098/content-detail.html>;
- The National Institute of Standards and Technology (NIST) Framework for improving Critical Infrastructure Cybersecurity to better manage cybersecurity risk. This document is available at <http://www.nist.gov/cyberframework/upload/cybersecurity-framework-021214.pdf>;
- The National Cybersecurity Workforce Framework. This document is available at <https://niccs.us-cert.gov/training/tc/framework>; and

- The Nationwide Cyber Security Review (NCSR) findings and recommendations. The NCSR identifies the level of maturity and risk awareness of state and local government information. This document is available at <https://msisac.cisecurity.org/resources/ncsr/documents/NCSRFAQv3.0.pdf>;

Training Objectives. Applicants must describe the linkage between gaps identified in their needs analysis and proposed training while addressing the following training program topics:

- Describe learning objectives for preventing Internet of Things (IoT) based attacks. Training should provide an understanding of the foundational principles, architectures, applications, security and protocols that reinforce the IoT. Training should educate how IoT incorporates a wide range of devices from desktops to smartphones. Training should address applicable laws and policies, technologies, and emerging threats. Training should also address best practices for IoT technologies. Coursework should look at a variety of existing and developing technologies and architectural principles.
- Describe learning objectives for End- User Awareness. Training should address how to execute data security best practices and how to understand malware, ransomware, spam, social engineering, and phishing. Training should provide new and effective learning techniques that will drive cyber resilient behaviors. Training should also address how to identify and handle threats that prevent organizations from protecting themselves against cyberattacks or placing their customer trust, reputation, and financial resources at risk. Coursework should discuss and provide education on policies and procedures, information on who to contact if an employee believes he or she has identified a security threat or risk, and rules for how to handle confidential information. Coursework should also include how organization employees are the most effective security control but are typically one of their highest vulnerabilities.
- Describe learning objectives for Investigating Cybercrime. Training should provide participants with instruction to allow them to understand applicable laws, guidelines, and policies; perform the identification, collection, and examination of digital evidence and artifacts; and set up an analysis lab. Training should address best practices and industry standards for data security. Training should also address how to utilize data encryption methods and how to investigate malicious actors. Coursework should include the work of cybercrime investigation units such as computer forensics, child exploitation investigations, fraud investigation, and Internet Service Provider complaints.
- Describe learning objectives for Securing Critical Infrastructure (CI) and Supervisory Control and Data Acquisition Systems (SCADA). Training should address applicable laws, guidelines, and policies, types of vulnerabilities and threats (e.g., cyber, physical, human error), types of malicious activity and how to detect it, and the partnerships and resources available to support critical infrastructure security and resilience. Training should also address protective measures (e.g., firewalls, access control, and network monitoring systems) and incident response techniques to identify, monitor, and mitigate malicious cyber activity. Training should apply knowledge of industrial control systems (ICS) incidents and how collaboration between cybersecurity professionals, ICS support staff, and engineers can successfully address security challenges. Coursework should educate on continuity of operations for information systems and networks and provide up-to-date ICS knowledge and security skills needed to keep our critical systems safe.

- Describe learning objectives that addresses operating in a COVID or other Pandemic environment. Address preparedness planning activities for cyber infrastructure in State, local tribal and territorial jurisdictions.

Other Training Requirements

Training Optimization. FEMA, through the National Training and Education System (NTES), is using a systematic, measurable, and capabilities-based approach to optimize training, ensuring resources are used to address gaps through the most effective and efficient means available. One of the ways of achieving optimization is through the use of a Training Needs Assessment, using the NTED-prescribed Unified Training Needs Assessment (UTNA) Directive. Through the assessment tool included with the directive, the CTG cooperative agreement award recipient will verify that the training solutions to-be-developed target the need, align with the FEMA mission, are not duplicative, and are cost effective in terms of content, modality, and delivery. This is a requirement for recipients only, and not an application requirement. For additional information concerning the UTNA, please send an email to firstrespondertraining@fema.dhs.gov.

Innovation. Applications should include innovative training and technical assistance ideas and concepts that can help to solve the tough problems that the nation's emergency responders are expected to confront. The innovations should be replicable, satisfy a specific need, and include processes where new ideas result in useful products.

One Application per Training Topic. An applicant may only submit one application per Training Topic and may not submit a single application to address multiple Training Topics. Applicants are not prohibited from submitting individual applications to address more than one Training Topic (i.e., one applicant may submit four applications to address all four Training Topics). Individual applications that address more than one Training Topic are ineligible.

Restriction on Type of Training. The CTG program does not provide funds to organizations to attend existing training; organizations submitting applications to this program that primarily request funding to attend existing training are ineligible. Additionally, the CTG program does not create degree-awarding courses; any submission that proposes a higher education type course(s) of study may be ineligible.

Non-Duplication of Training. Applicants should not propose the development of training or educational courses or materials that duplicate existing training courses or materials. Applicants must explain how proposed coursework is distinct from existing training. Applications that propose training that already exists within the scope and context of the CTG program are ineligible.

Training Topic Centered. Applications that address a topic or Training Topic other than those specifically presented and described in this NOFO, are ineligible.

Adult Learning. Applicants must describe their training development and delivery using adult learning principles, framed within the ADDIE (Assessment, Design, Development, Implementation, and Evaluation) model of the Instructional Systems Design (ISD). Applications

that do not address ADDIE are ineligible. For more information on Adult Learning, please refer to the information found online at <https://www.firstrespondertraining.gov/trdc/state/>.

Instructional System Design Specialist on Staff. Each CTG program grant recipient must have a staff member qualified in the field of Instructional System Design whose primary responsibilities are to design and develop instructional content for web-based and/or instructor-led courseware.

Whole Community Inclusive. Applicants should present proposals that are consistent with FEMA guidance on whole community preparedness as defined in FDOC 104-008-1 - *A Whole Community Approach to Emergency Management: Principles, Themes, and Pathways for Action*. This document is found using [this link](#).

Recipients will use the components of the National Preparedness System to support building, sustaining, and delivering these core capabilities. The components of the National Preparedness System are: Identifying and Assessing Risk; Estimating Capability Requirements; Building and Sustaining Capabilities; Planning to Deliver Capabilities; Validating Capabilities; and Reviewing and Updating. Additional information on the National Preparedness System is available online at <http://www.fema.gov/national-preparedness-system>.

The FY 2020 CTG supports investments that improve the ability of jurisdictions nationwide to:

- Protect citizens, residents, visitors, and assets against the greatest threats that pose the greatest risk to the security of the United States
- Mitigate the loss of life and property by lessening the impact of future catastrophic events
- Respond quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of a catastrophic incident
- Recover through a focus on the timely restoration, strengthening, accessibility and revitalization of infrastructure, housing, and a sustainable economy, as well as the health, social, cultural, historic, and environmental fabric of communities affected by a catastrophic incident; and do so in a manner that engages the whole community while ensuring the protection of civil rights.

The core capabilities contained in the Goal are highly interdependent and require the use of existing preparedness networks and activities, improved training and exercise programs, innovation, and appropriate administrative, finance, and logistics systems.

Pandemic environment. When developing training for all focus areas, emphasis should be placed on addressing the requirements associated with operating in a COVID-19 or other pandemic environment. Where applicable, training should address the validation of pandemic plans and associated capabilities. FEMA's evaluation of proposals will include consideration of pandemic preparedness measured against capability gaps identified through relevant Threat and Hazard Identification and Risk Assessment (THIRA)/Stakeholder Preparedness Review (SPR) reports and the potential impact the proposed training will have on improving those capabilities.

The decision to include pandemic preparedness as a training requirement is driven by initial lessons-learned from the novel coronavirus (COVID-19) public health emergency, which point

to a need for greater national collaboration in pandemic planning efforts. Although planning for worst-case scenarios is important, state and local planners must acknowledge that it may be impossible to acquire in advance all the resources needed to meet worst-case needs. Stockpiling of critical equipment and supplies may sufficiently address a jurisdiction's short-term needs, but for worst-case scenarios, this approach is generally cost-prohibitive and impractical. In addition, resorting to the global supply chain to address shortfalls is a risky and unreliable solution. Thus, to maximize efficient use of scarce resources, the sharing of non-consumable resources, such as medical equipment and supplies, is essential. This includes developing a just-in-time delivery approach that ensures resources are made available as soon as they are needed, without compromising the availability of resources for hot-spots. Recipients should address pandemic planning and other related challenges to promote unity of effort among pandemic stakeholders nationwide.

Recognizing the value of all-hazards emergency preparedness planning, and consistent with the objectives of the FY 2020 CTG, applicants may propose to develop training that improves capability levels in the Food, Water, and Sheltering Community Lifeline as measured in the Housing or Logistics and Supply Chain Management core capabilities reported through the Threat and Hazard Identification and Risk Assessment (THIRA)/Stakeholder Preparedness Review (SPR). These core capabilities were selected based on data-driven analyses of national preparedness data and key national-level guidance sources showing these focus areas as continuing gaps. Where Housing or Logistics and Supply Chain Management curriculum are proposed, the applicant is encouraged to consider how pandemic preparedness needs can be integrated into their broader catastrophic preparedness training proposals. For example, a proposed training that addresses the Housing capability should consider lessons learned from the current COVID-19 emergency and how housing and shelter needs would be impacted when dealing with both a major disaster and ongoing pandemic. Similarly, a proposed Logistics and Supply Chain Management training should consider the COVID-19 emergency and the challenges associated with the acquisition and distribution of critical equipment and supplies.

Appendix C – Review and Scoring Information

FEMA and Subject-Matter Experts (SMEs) will both score applications using the categories described in the following table. FEMA senior leadership will review all scoring results and will then apply additional factors such as executive and legislative guidance, alignment with DHS and FEMA strategic priorities, along with investment strategy and budgetary limits in order to prioritize the top-scoring applications.

Evaluation Criteria Table

Category and Subcategory	Total SME Review Points Possible	Total FEMA Review Points Possible
Technical Merit - Training Topic Objectives Addressed (10 pts possible) - Topic Comprehension (SME scores only) (10 pts possible) - Uniqueness of Approach/Innovations (5 pts possible)	25	25
Needs Analysis • Training Gaps Identified (including pandemic preparedness) (10 pts possible) • Link to Training Proposal (5 pts possible)	15	15
National in Scope • States/Local Jurisdictions/Tribes/Territories impacted (10 pts possible) • Capacity to Deliver Nationally (10 pts possible) • NIMS Consistent (5 pts possible)	25	25
Target Audience a. Training Topic Audience (5 pts possible) b. Student Throughput Goal (5 pts possible) c. Whole Community Disability Integration (5 pts possible)	15	15
Organizational Experience a. Relevance to Topic and Delivery (5 pts possible) b. Historical Success/Student Throughput (5 pts possible)	10	10
Training Development and Delivery Plan a. Instructional System Design/ADDIE Model (10 pts possible) b. Expertise of Staff (5 pts possible) c. Timeline (5 pts possible) d. Learning Objectives (5 pts possible)	Not Scored by SMEs	25
Budget a. Costs Reasonable/Supported (10 pts possible) b. Completeness (5 pts possible)	Not Scored by SMEs	15
Total Possible Points from SMEs and FEMA Review	90	130
Grand Total Possible Final Points	220	

Scoring Criteria Categories Defined

Technical Merit

Training Topic Objectives Addressed: FEMA will compare an applicant's proposal narrative to the objectives provided in this NOFO and will award a point value based on completeness and relevancy of content. Applications, which only restate training objective statements found in this NOFO without addressing them within the context of the applicant's proposed program, may receive zero points. Applicants should address all objectives listed for a selected Training Topic. An application that does not address all objectives will result in ineligibility; FEMA will score accordingly.

Topic Comprehension: Applications will be reviewed and judged on an applicant's understanding of the topic based upon statements provided in the narrative that describe knowledge of the topic to include an awareness of current and emerging issues.

Uniqueness of Approach/Innovations: FEMA will review and judge the unique and innovative attributes in terms of an applicant's approach to training for maximizing grant investment funding.

Needs Analysis

Training Gaps Identified: FEMA will review applications to determine if the applicant has presented a clear understanding of preparedness gaps relevant to the Training Topic determined through research of sources other than this NOFO. As a minimum, an applicant must:

- Identify and assess key stakeholders associated with the proposed solution;
- Explain how the proposed solution aligns with the FEMA mission;
- Describe how organizational, occupational, and individual needs are addressed by the proposed solution; and
- Identify and analyze any past or current solutions related to the training topic.

Link to Training Proposal: FEMA will review applications to determine if the proposed training has a direct linkage to the gaps identified by the applicant.

National in Scope

Impact on States, Local Jurisdictions, Tribes, and Territories: FEMA will review applications to determine the number and diversity of locations and communities directly and indirectly impacted according to each proposal. There are currently: 50 states, 573 federally recognized tribes, 6 territories, and numerous local jurisdictions such as cities, counties, towns, and townships. Applications that describe training to address only local, state, or regional preparedness needs and do not propose an appropriate nationwide approach will be ineligible.

Capacity to Deliver Nationally: FEMA will review applicant staffing and logistics plans to determine viability to meet national delivery goals.

NIMS Consistent: FEMA will review application content to determine consistency with NIMS, ensuring a common approach to all incidents, where applicable.

Target Audience

Training Topic Audience: FEMA will review applications to determine if the proposed training identifies and links to the target audience described in the Training Topic and to the applicant's needs assessment.

Student Throughput Goal: FEMA will review the total number of students planned, relevant to the type of delivery (e.g., instructor led mobile course or an online independent study) and level of training (e.g., awareness v. performance training).

Whole Community Disability Integration: FEMA will review the target student population to determine whole community inclusiveness as appropriate. The definition of whole community is in Appendix C, under *Other Training Requirements* in this NOFO. Disability Integration includes accessibility—defined and described within Section 508 of the Rehabilitation Act—found using this [link](#).

Organizational Experience

Relevance to topic and delivery: FEMA will review an applicant's history, as presented in the application narrative, to judge experience relevant to the applied Training Topic.

Historical success/student throughput: FEMA will review an applicant's history, as presented in the application narrative, to determine previous student throughput relevant to the applied Training Topic and judge for impact on preparedness or other requirements. FEMA will consider awards and honors in this category. FEMA will not consider any letters of endorsement or support, submitted separately from an application. Statements of endorsement or support testimony must be included in the application narrative within the Organizational Experience section only.

Training Development and Plan

ISD ADDIE Model: FEMA will review an applicant's submission to determine if the training plan correctly incorporates the ISD ADDIE model.

Expertise of Staff: FEMA will review an applicant's descriptions of staff qualifications to determine relevance to the applied Training Topic within the context of duties and responsibilities of each member in support of training development tasks. This may include detailed plans for recruiting and hiring staff members.

Timeline: FEMA will review an applicant's training development timeline to determine the feasibility of milestones. FEMA defines reasonable time as all development activities completed between 12 and 18 months from the start of the grant period.

Learning Objectives: FEMA will review an applicant's description of proposed enabling learning objectives to determine alignment with terminal objectives. FEMA will judge an applicant's terminal objectives to determine relevance to the applied Training Topic.

Delivery Method(s): FEMA will review an applicant's description of delivery to determine whether methods are appropriate for the proposed course(s) and whether the delivery mode(s) and method(s) are appropriate for the whole community.

Train the Trainer: FEMA will review applications that contain a train-the-trainer component to determine if the plan describes the second-tier training to students. Applicants must provide supporting data to justify/explain second tier student throughput goals (e.g., applications which state "for each train-the-trainer qualified, that person will in turn teach xx number of additional students" must include an explanation for this statement).

Expertise of Staff: FEMA will review the descriptions of staff qualifications to determine relevance to the applied Training Topic within the context of duties and responsibilities of each member in support of training delivery tasks.

Timeline: FEMA will review training delivery timelines to determine if student throughput goals are achievable within the 36-month grant timeline.

Evaluation Methods: FEMA will review an applicant's evaluation methods to judge relevance to the proposed course(s) and completeness of method(s). FEMA uses Kirkpatrick's Training Evaluation Model. More information is available through the following website:
<http://www.kirkpatrickpartners.com/OurPhilosophy/TheKirkpatrickModel>.

Budget

Costs Reasonable/Supported: FEMA will review an applicant's proposed cost to the government within individual categories/elements and overall costs. FEMA will judge costs by applying the following definition of reasonable cost, found in [2 CFR §200.404](#): A cost is reasonable if, in its nature and amount, it does not exceed costs incurred by a prudent person under the circumstances prevailing at the time the decision was made to incur the cost.

Completeness: FEMA will review an applicant's budget sheet, as prescribed by the template in Appendix A of this NOFO to determine if an applicant addressed all categories and elements with dollar amounts and justifications as appropriate.

Scoring Criteria Point Values Defined

Categories with 10 points possible: This scoring range (0 – 10) allows for points to be awarded for categories with complexity not found in categories with 5-point values.

Points	Definition
0	Does not address any required elements
1	<i>Identifies some</i> elements but <i>fails to address</i> any elements/objectives
2	Identifies <i>some</i> elements and <i>marginally</i> addresses the elements/objectives
3	<i>Marginally</i> addresses <i>most</i> elements/objectives
4	<i>Satisfactorily</i> addresses <i>most</i> elements/objectives
5	<i>Satisfactorily</i> addresses <i>all</i> elements/objectives
6	Addresses all elements/objectives with a <i>unique approach</i> or insight applied
7	Addresses all elements/objectives with an <i>additional unique approach</i> or insight applied, <i>well supported</i> by analysis or references
8	Addresses all elements/objectives with an <i>additional unique approach</i> or insight applied, <i>well supported</i> by analysis or references, with <i>specific application</i> to objectives and requirements described in this NOFO.
9	Addresses all elements/objectives with a <i>superior approach</i> or insight applied, <i>fully supported</i> by analysis or references, with <i>specific application</i> to <i>all</i> objectives and requirements described in this NOFO.
10	Addresses all elements/objectives with an <i>exceptionally superior approach</i> or insight applied, <i>fully supported</i> by analysis or references, with <i>specific application</i> to <i>all</i> objectives and requirements described in this NOFO.

Categories with 5 points possible: This scoring range (0 – 5) allows for points to be awarded for categories without complexity found in categories with 10-point values.

Points	Definition
0	Does not address any required elements/objectives
1	Identifies <i>some</i> elements and <i>marginally</i> addresses the elements/objectives
2	<i>Satisfactorily</i> addresses <i>most</i> elements/objectives
3	<i>Satisfactorily</i> addresses <i>all</i> elements/objectives
4	Addresses <i>all</i> elements/objectives with an <i>additional unique approach</i> or insight applied, <i>well supported</i> by analysis or references, <i>with specific application</i> to <i>most</i> objectives described in this NOFO.
5	Addresses <i>all</i> elements/objectives with an <i>exceptionally superior approach</i> or insight applied, <i>fully supported</i> by analysis or references, with <i>specific application</i> to <i>all</i> objectives and requirements described in this NOFO.

Appendix D – Application Narrative Format and Content

Submit the application narrative (proposal) and the proposed budget as one document through ND Grants as indicated in this NOFO. There is no government form for this document. If an application narrative does not follow the format rules, FEMA may reform the application narrative and will review only pages 1-15 (not counting the cover page or indirect cost rate agreement).

Format. Applicants must format pages according to the following guidance:

- Spacing: 1.5;
- Typeface: Times New Roman, Arial, Calibri, or Cambria; 12 pt. font size for most narrative; exceptions for citations and spreadsheet data follows;
- Margins: 1 inch. Indentation/Tabs: Applicant's discretion;
- Page Orientation: portrait; exception: landscape may be used for spreadsheets and tables;
- Citations (in-text, endnote/footnote): Allowed. Typeface allowed for citations: Times New Roman, Arial, Calibri, or Cambria 10, 11, or 12 pt. font sizes;
- Maximum number of pages not including cover and indirect cost rate agreement: 15;
- Graphics such as pictures, models, charts, and graphs will be accepted but are not required;
- Primary font color will be black; however, other colors such as red and blue may be used for emphasis as appropriate;
- Bold or italicized font may be used but is not required;
- Spreadsheet or table format is acceptable where appropriate (e.g., timelines and matrices) but not mandatory (exception: the budget section must follow the table template provided in Appendix A of this NOFO). If used, spreadsheet or table data figures, notes, and titles may only be Times New Roman, Arial, Calibri, or Cambria 10, 11, or 12 pt. font sizes.

Content. An applicant must present the contents of the narrative proposal using the following arrangement. Reduction of space in one section does not allow for additional space (rollover/carryover) in another section(s) (e.g., if *Training Delivery* only uses one page, the remaining one-page allowance cannot be applied to increase *Target Audience* from two to three pages). The cover page and indirect cost rate agreement do not count toward the total page count:

- Cover Page. The cover page must only display the title of the proposal (applicant's choice) such as a unique program or project name; the name of the organization submitting the application; and the Training Topic which is addressed by the application. The cover page does not count towards the total 15-page count limitation. FEMA does not allow other information such as training proposal introductions, highlights, summaries, or proposal-specific data on the cover page. However, FEMA allows unique organizational/institutional graphics and statements, typically found on organizational/institutional cover pages.
- Executive Summary and Summary of Proposed Training (two pages maximum). The applicant must present an executive summary of the proposal and must include the table

as shown in the figure below, with proposal information filled in, as part of the executive summary. The executive summary should be a combination of a narrative and the completed table.

Figure 1: Executive Summary Table (Applicants may recreate and submit in a similar format)

Column A: Information Requested	Column B: Information Entered by Applicant
Training Topic Addressed	
Number of Proposed Courses	
Total Proposed Cost	\$
Cost Per Student – Average of All Courses	\$
Total Proposed Student Throughput	Students
Type of Course(s)	Web based Resident ILT Mobile ILT Train-the-Trainer
Training Level(s) Proposed	Awareness Performance Management Executive Leadership
Submitting as an Executive Agent for a Partnership?	Yes N o
	Partners:
Current or Previous FEMA Training Partner?	Yes N o
	Funding Award Year(s):
All Training Development Staff Personnel Present or Retained?	Yes N o
	Number of Personnel to Hire if Awarded:
All Training Delivery Staff Personnel Present or Retained?	Yes N o
	Number of Personnel to Hire if Awarded:
Number of Months Proposed for Development	Months
Number of Months Proposed for Delivery	Months
Number of States Impacted through Delivery	States
Number of Tribes Impacted through Delivery	Tribes
Number of Territories Impacted through Delivery	Territories

- Needs Analysis (two pages maximum). The applicant must present a needs analysis that provides analytical details of preparedness gaps for the chosen Training Topic and

describe how their training proposal addresses and resolves gaps. In addition, through the needs analysis, an applicant must:

- Identify and assess key stakeholders associated with the proposed solution;
 - Explain how the proposed solution aligns with the FEMA mission;
 - Describe how organizational, occupational, and individual needs are addressed by the proposed solution; and
 - Identify and analyze any past or current solutions related to the training topic.
- Applicants may present this data and information in an arrangement of their choice and may use narrative, charts, or graphs or any combination of the three. The applicant must cite all sources. The application must describe the general target audience (students) in this section with a clear linkage described between the analyzed need and the targeted audience. The applicant will describe specific audience details in the section: Target Audience.
- National Scope (two pages maximum). The applicant must list the states, local jurisdictions, tribes, and territories impacted by the proposal with an explanation of the means to deliver nationally to include staffing plans, training venues, and other logistics details as appropriate. The applicant must also describe how their training will be consistent with the National Incident Management System (NIMS).
 - Target Audience (two pages maximum). The applicant must present a description of their intended audience and must explain and support student throughput goals (total number of students, rate of training per course, per month/year) and describe how whole community disability integration will be achieved. Information on disability integration is available at <https://www.fema.gov/office-disability-integration-and-coordination>.
 - Organizational Experience (one page maximum). The applicant must describe their experience as a training developer and provider using historical timelines; types of training provided to include topics/training objectives; number of students trained; methods used for development, delivery, and evaluations; communities impacted; awards and honors received; and accreditations and certifications past and current.
 - Training Development and Delivery (three pages maximum). The applicant must describe their training development process within the ADDIE model of ISD. The description should be Training Topic specific and include timeline and milestones, staff assignments (to include the timeline for hiring staff members), enabling and terminal objectives, and development of evaluation criteria and processes. The applicant must describe their training delivery plan to include delivery methods, staff assignments/arrangements (e.g., student-to-instructor or student-to-helpdesk/advisor ratio), use of materials (e.g., software, presentations, study guides, reference material), and course administration requirements and procedures.
 - Budget (three pages maximum). The applicant must present a budget that identifies and explains all direct and indirect costs and separates and details the costs for development versus delivery and cost per student. The applicant must present these costs and all other expenses in a spreadsheet/table format as prescribed in Appendix A of this NOFO. The applicant must address the categories in the template for a 36-month life cycle. The budget portion of the application narrative may be a combination of a narrative and completed spreadsheet. The template provided in Appendix A may be recreated or modified to create additional rows and columns, and may be submitted as a spreadsheet

(e.g., MS Excel) – applicants are not required to submit budget as a MS Word or Adobe PDF product only.

- Indirect Cost Rate Agreement. The applicant must attach an indirect cost rate agreement if the applicant has an agreement. Some applicants will not have an indirect cost rate agreement. The agreement does not count toward the total page count limitation.