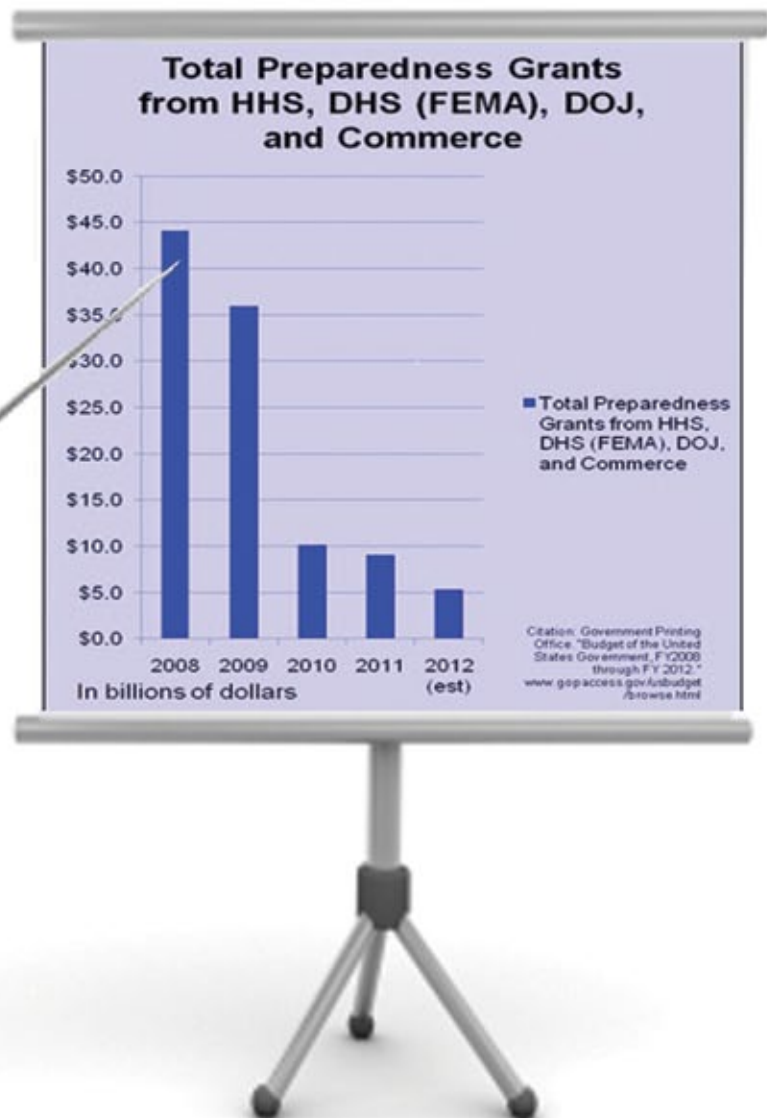


The Future of Grants in Domestic Preparedness



Special Report & Survey Results



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Publisher's Message

By Martin (Marty) Masiuk, Publisher



Greetings and Welcome!

On behalf of the entire staff, we are proud to host this DomPrep Executive Briefing. By design, these briefings are structured to be half-day, power-packed, by-invitation-only meetings that promote the exchange of ideas and provide networking opportunities. Your participation and response are greatly appreciated as our distinguished speakers shed light on the gaps discovered by the DomPrep40 surveys and spark discussions for possible solutions.

The important topic of this briefing is ***The Future of Grants in Domestic Preparedness***, headed by Marko Bourne, Principal, Booz Allen Hamilton (BAH). Marko, along with a panel of other experts, will discuss gaps and synergies evident from the survey. Topics to be addressed include:

- Stakeholders' responses to reductions in federal grant funding;
- How changes in grants may affect a multi-disciplinary approach;
- The importance of streamlining grant systems within and across all federal agencies;
- The effect of federal grant requirements on the willingness to apply for and accept grants.

Please take a moment to review the agenda, information about presenters and sponsor, and announcement about the forthcoming July issue of the DomPrep Journal.

Those who are unable to join us in person will have the opportunity to listen to the proceedings in the Webinar section of DomPrep's website: <http://www.domesticpreparedness.com/Webinars/>.

Your feedback and input on these briefings are always welcome as DomPrep strives to take preparedness to the next level.

Sincerely yours,

Marty

DomPrep Executive Team



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Marko G. Bourne

Principal, Booz Allen Hamilton (BAH) and DomPrep40 Advisor

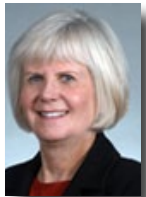
Marko G. Bourne is a Principal at Booz Allen Hamilton (BAH) and leads the Federal Emergency Management Agency's (FEMA) market team. He oversees the firm's support to several FEMA clients and provides strategic planning, transformation management, organizational strategy and design, and market positioning for the homeland security and emergency management market. Prior to joining BAH, he was Director of Policy and Program Analysis for FEMA, where he led the integration of the Department of Homeland Security (DHS) Preparedness Directorate into FEMA and the FEMA re-organization effort.



Robert C. Glenn

Executive Director & Homeland Security Advisor, Ohio Homeland Security Division, Ohio Department of Public Health

Robert C. Glenn was appointed Executive Director of the Ohio Division of Homeland Security in January 2011. He is also Homeland Security Advisor to Governor Kasich and the primary point of contact to the U.S. Department of Homeland Security for the state of Ohio. Prior to 2011, he held positions as: Lead Associate at Booz Allen Hamilton, where he served as a senior homeland security, preparedness, and emergency management subject-matter expert; Executive Officer, Readiness and Response Branch Chief, and Chief of Public Affairs for the Ohio Emergency Management Agency; Media Relations Director for the Ohio Bureau of Workers Compensation; and National Guard Infantry Officer and Intelligence Analyst for the U.S. Army.



Dr. Bernadette McGuire-Rivera

Associate Administrator, National Telecommunications and Information Administration, U.S. Department of Commerce

Bernadette McGuire-Rivera is Associate Administrator of the National Telecommunications and Information Administration (NTIA), U.S. Department of Commerce, where she heads the Office of Telecommunications and Information Applications (OTIA). As such, she is the principal advisor to the Assistant Secretary on information infrastructure matters. OTIA is also the home of the Technology Opportunities Program and NTIA's Public Telecommunications Facilities Program. Before joining NTIA, she was the Vice President of Planning and Research for the National Association of Broadcasters and has held a number of positions in public broadcasting.



Jason Barnosky

Professional Staff Member, Senate Homeland Security and Governmental Affairs Committee

Jason Barnosky is a Professional Staff Member for the majority on the Senate Homeland Security and Governmental Affairs Committee. He is the chief advisor to Senator Lieberman for national preparedness and grants. Before joining the committee, he was an analyst for the U.S. Government Accountability Office's (GAO) homeland security and justice team. He has a doctorate degree in political science from Brown University and a bachelor's degree from New York University.



Elizabeth M. Harman

Assistant Administrator of Grant Programs Directorate, Federal Emergency Management Agency

The Honorable Elizabeth M. Harman was confirmed by the U.S. Senate as Assistant Administrator of the Federal Emergency Management Agency's Grant Programs Directorate in March 2010. She is responsible for the development, administration, implementation, award, and closeout of more than 50 disaster and non-disaster grant and financial assistance programs. With over 20 years of experience in the emergency management community, she has served as Director for the International Association of Fire Fighters (IAFF); Volunteer Firefighter in Maryland; Career Firefighter in Virginia; and State Administrator for Exercise and Training for the National Capital Region with the Maryland Emergency Management Agency.

18 July 2011 AGENDA



The purpose of this briefing is to discuss gaps that were uncovered in a recent DomPrep survey. This survey was created and taken by a panel of experts (DomPrep40 Advisors). Readers of the DomPrep Journal were then asked to take the same survey, the results of which were compared to uncover gaps that need to be addressed.

0800-0820	Registration & Continental Breakfast
0820-0825	Welcome, Marty Masiuk, Publisher, DomesticPreparedness.com Introduction of Industry Sponsor ◀ Opening Remarks
0825-0840	<i>The Future of Grants in Domestic Preparedness</i> Marko Bourne, Principal, Booz Allen Hamilton (BAH) and DomPrep40 Advisor ◀ Listen to Presentation
0840-0855	Robert Glenn, Executive Director & Homeland Security Advisor, Ohio Homeland Security Division, Ohio Department of Public Health ◀ Listen to Presentation
0855-0910	Dr. Bernadette McGuire-Rivera, Associate Administrator, National Telecommunications & Information Administration, U.S. Department of Commerce ◀ Listen to Presentation
0910-0930	Questions and Answers ◀ Listen to Q&A
0930-0945	Break and Networking
0945-1000	Jason Barnosky, Professional Staff Member, Senate Homeland Security and Governmental Affairs Committee ◀ Listen to Presentation
1000-1015	Elizabeth M. Harman, Assistant Administrator of Grant Programs Directorate, Federal Emergency Management Agency ◀ Listen to Presentation
1015-1040	Questions and Answers ◀ Listen to Q&A
1040-1100	Networking and Adjournment

DomPrep40 Advisors



James Augustine
Chair, EMS/Emergency
Department Physician



William Austin
Chief, West Hartford
(CT) Fire Department



Ann Beauchesne
Vice President, National
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Chamber of Commerce



Joseph Becker
Senior Vice President,
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American Red Cross



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Principal, Booz Allen
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Chem/Bio Defense, DoD



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Senior Vice President
of Homeland Security,
Michael Baker Jr. Inc.



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Former Northern Virginia
Regional Hazardous
Materials Officer



Jeff Runge
Former Chief Medical
Officer, Department of
Homeland Security



Richard Schoeberl
Former FBI Executive
and National
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Theodore Tully
Director, Trauma &
Emergency Services,
Westchester (NY)
Medical Center



Craig Vanderwagen
Former Assistant
Secretary for
Preparedness &
Response, HHS

DomPrep Journal, July 2011 Issue

Available for download 28 July 2011

http://www.domesticpreparedness.com/DomPrep_Journal

Responding to the many requests of its readers, DomPrep is compiling a comprehensive collection of resources for grant funding that will be relevant to emergency planners, responders, and receivers at all levels of government, and in the private sector, throughout the country. This is being done because the topic of grants can be a confusing, yet necessary, process for organizations that protect the safety, security, and resiliency of the public as a whole. Moreover, with local, state, and federal budgets being cut, the issue of grants has raised considerable concern at all levels of government.

Prominent among the many numerous questions related to grants that DomPrep has received from its readers are the following:

- What grant funding strategies should I (my agency or organization) follow?
- What agencies of the federal government offer grant programs?
- Where do I find information about these programs?
- When do I need to file for grants?
- How do I write a grant request?
- What technology needs are connected to current grants?
- Why are grants so difficult to figure out?



That last question is the principal reason why this special “Grant Issue” of *DPJ* is being created. When it comes to preparedness, response, and recovery professionals, time is valuable. DomPrep’s readers need a one-stop shop for understanding and navigating the grant process, so DomPrep took on the challenge of providing it, but not on a “One-and-Done” basis. This collection of grant information will be an ongoing project that DomPrep plans to continue, and to build upon, well into the future. Readers will hereby be requested to become an integral – indeed, essential – partner in the process by pointing out omissions or corrections and offering suggestions for additional content.

Because of the various and diverse industries, and professional communities, that make up DomPrep’s readership, no specific detail will be supplied for individual grants currently being offered. That information will be added, though, and updated on the Grants and Funding Strategies pages of www.DomesticPreparedness.com.

One cautionary note: Although every effort is being made to ensure the relevancy, accuracy, and timeliness of the articles included in this initial Grant Issue, DomPrep acknowledges that the initial compilation provided will not be perfect. Far from it, in fact. If any errors in text, dates, amounts, quantities, etc., are found, please forward them to the publisher’s attention for updating and/or revising. Also, please join this collaborative effort by also forwarding to the publisher and the *DPJ* staff any comments, critical or complimentary, and/or any additional information or suggestions that, in your opinion, would benefit the multi-jurisdictional, multi-discipline readership that DomPrep is proud to serve.

The Future of Grants in Domestic Preparedness

Prepared by Marko Bourne, Principal, Booz Allen Hamilton (BAH) and DomPrep40 Advisor



According to Grants.gov, a federal grant is an award of financial assistance from a federal agency to a recipient to carry out a public purpose of support or stimulation authorized by a law of the United States. Currently, 26 federal agencies offer over 1,000 grant programs annually in 21 different fields (e.g., disaster prevention and relief, education, community development, health, arts) serving a wide range of people and communities. It is estimated that almost 100 of these grant programs are considered preparedness-related and support the ability to build and improve the capabilities necessary to prevent, protect against, mitigate the effects of, respond to, and recover from threats that pose the greatest risk to national security.

Although the federal grants-in-aid system has significantly evolved since its inception, the past decade has resulted in a significant increase in grant-related preparedness assistance from several federal agencies. During that same time frame, state and local governments have come to rely more heavily on federal financial assistance than at any previous time in the past century. However, today's economic conditions have placed significant financial pressures on local, state, and federal budgets that have resulted in many budget reductions. Declining budgets have begun to adversely affect several of the largest preparedness grant programs (see Figure 1) and may reduce the government's capacity to meet prior demands for service and support of preparedness capabilities throughout the country. For example, funding reductions have affected such programs as the Department of Homeland Security's (DHS) Urban Area Security Initiative (UASI) and the Department of Education's School Emergency Response and Crisis Management Plan Discretionary Grant Program.

The survey posed a series of questions to DomPrep40 Advisors (DP40) and DomPrep readers to gather opinions on how the future of federal grant funding will impact program priorities, multi-jurisdictional and multi-disciplinary collaboration efforts, and the effective administration of grants.

Key Findings

Reduced federal grant funding could have significant implications on national preparedness through themes identified in the survey responses to include:

- Stakeholders may be less likely to use multi-disciplinary approaches;
- Stakeholders may be less likely to accept federal assistance unless the requirements are reduced;
- Stakeholders may be less likely to conduct training and exercises;
- Stakeholders would reduce personnel and administrative costs, which may lead to less efficient programs.

Survey Results

Results for Question 1 varied among and across readers and the DP40. Of those who responded approximately 32% of DomPrep readers stated that 76-100% of their organizations' programs – e.g., local, state, not for profit – rely on federal funding. About 20% and 19% said that 51-75% of their programs and 25-50% of their programs, respectively, rely on federal funding. Finally, approximately 29% of readers stated that less than 25% of their programs rely on federal funding. The DP40 showed slightly less reliance on federal funding as 15% of the responders stated that 76-100% of their programs rely on federal funding. About 35% and 5% of DP40 stated that 51-75% of their programs and 25-50% of their programs, respectively, rely on federal funds. Approximately 45% of DP40 stated that less than 25% of their programs

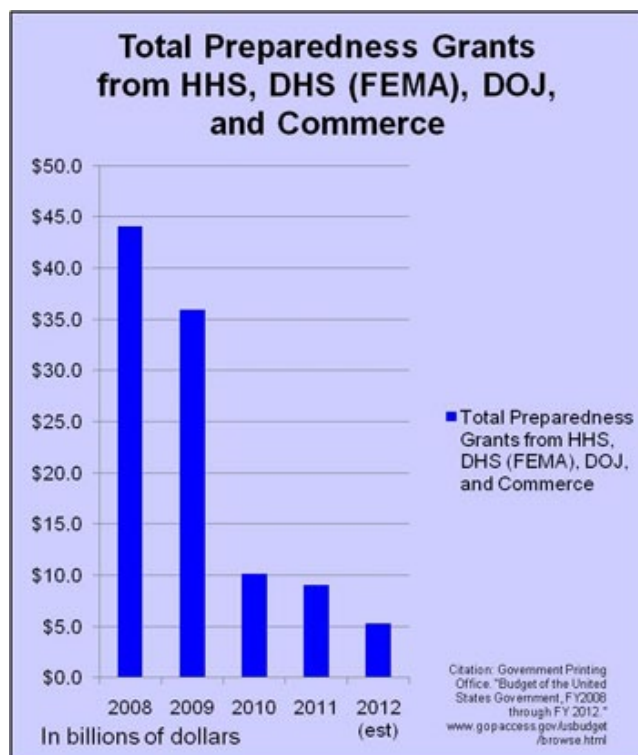
rely on federal funding. While answers varied, about half of readers and half of DP40 concluded that greater than 51% of their programs rely on federal funding, which confirms a significant level of reliance on federal funding for programs across stakeholder groups.

Both readers and DP40 stated that their organizations' most important preparedness program is a program that serves to enhance disaster response preparation (approximately 71% and 75%, respectively, Question 2). Both groups chose a program focusing on enhancing emergency management as the next most important program (approximately 16% and 20%, respectively). Increasing technology access and implementation was a far third and a few individuals provided written responses. The conclusion based on the responses is that enhancing disaster response preparation is of the highest priority to both readers and DP40.

When asked what they or their organization's are most likely to do as a result of reduced funding, both readers and DP40 who responded stated that they would redefine priorities to enhance only direct mission-critical activities (approximately 64% and 65%, respectively, Question 3). About 20% of DP40 said they would eliminate programs that do not closely align with national initiatives and/or federal priorities. The remaining 15% of DP40 responses were split between the other two choices (5% for keeping programs that serve the largest populations and 10% for cutting out programs that cost the most to administer) while the remaining 36% of readers' responses were split pretty evenly among the remaining three choices (all between 11% and 13%). Overall, the responses showed that, during a time of reduced funding or resources, program priorities are often refocused on enhancing direct mission-critical activities and activities that align with national initiatives or federal priorities.

When asked if the reduction in grant funding at the national level increases or decreases their incentive to work collaboratively across jurisdictional and/or state lines and encourage regional collaboration, answers varied across and among readers and DP40 (Question 4). Of readers' 47% stated that incentive levels would remain the same because the regionalization and collaboration have already been established and do not change because of reductions in grant funds. Approximately 20% of readers stated their incentive would increase and 33% stated incentive would decrease. Alternatively, approximately 20% of the DP40 stated that their incentives would remain the same. Additionally, 50% said their incentive would increase while 30% said it would decrease. Based on the responses, the incentive levels to work collaboratively across jurisdictional or state lines may vary across the nation during a time of reduced grant funding at the national level. As there was a variety of responses from each group, incentives may increase, decrease, or remain the same, which may be due to experiences, relationships, agreements, or policies at the locale. Most notably, nearly half of readers stated their collaboration levels would remain the same while nearly half of DP40 stated that this would cause them to increase collaboration.

When asked if the reduction in grant funding at the national level increases or decreases their incentive to follow a multi-disciplinary approach, answers varied across and among readers and the DP40 (Question 5).



Approximately 46% of readers who responded, stated their incentive would remain the same because grant funding does not necessarily affect a multi-disciplinary approach. Approximately 23% said their incentive would increase, while about 31% said it would decrease. Alternatively, about 35% of the DP40 stated that their incentive would remain the same. Additionally, 40% said their incentive would increase while 25% said it would decrease. Based on the responses, the incentive levels to follow a multi-disciplinary approach may vary across the nation during a time of reduced grant funding at the national level. As there was a variety of responses from each group, incentives may increase, decrease, or remain the same, which may be due to experiences, relationships, agreements, or policies at the locale.

Both readers and the DP40 stated that reductions on training and exercise activities would be the most probable impact on their organization with a reduction in federal preparedness grants (approximately 48% and 40%, respectively, Question 6). Interestingly, for readers, the second most probable impact (23%) was listed as “other,” with the written comments clarifying that “all of the above” are equally important. The remaining responses from readers included 22% stating cutbacks on emergency personnel and about 7% stating a decrease in planning frequency as the most likely impacts. The remaining DP40 responses showed cutbacks on emergency management personnel as the second most probable impact (30%). The remaining 30% of DP40 responses were split evenly between “other” and a decrease in planning frequency. Overall, responses show that training and exercises would suffer the greatest if federal preparedness grants are cut. While training and exercises may not be necessary for day-to-day operations, they provide tremendous benefit through teaching/educating and practicing/validating capabilities or skills. A reduction in federal preparedness grants may indirectly lead to less informed and knowledgeable first responders, emergency managers, or officials.

When asked which strategies they are using to respond to the reduction of federal funds, answers varied across and among readers and DP40. While both agreed that reducing personnel and/or administrative costs was the most commonly used strategy (approximately 26% and 35%, respectively, Question 7), the remaining responses were distributed across the other choices with the following percentages. For readers, the second most commonly used strategy was reducing the number of programs (23%) followed by seeking funds from other sources to continue the same level of support (21%), consolidating programs (17%, “other” (12%), and requesting an extension to the grant Period of Performance (POP) (< 1%). For quotes the DP40, the second most commonly used strategy is consolidating programs (25%) followed by reducing the number of programs (15%), seeking funds from other sources to continue the same level of support (10%), “other” (10%), and requesting an extension to the grant POP (5%). The majority of “other” responses from both readers and the DP40 stated they use a combination of all of the choices, are decreasing equipment purchases, or paying for things out of their “own pocket.” Responses showed that most entities are likely to cut staff or administrative costs, or reduce or consolidate programs, when there is a reduction in federal funds, which could result in overworked staff and less effective/efficient programs.

Both readers and the DP40 stated that consolidating program initiatives to create a greater synergy of purpose would be the most likely strategy to use to seek relief from administering grants with less staff support (approximately 54% and 60%, respectively, Question 8). Both groups stated that partnering with like organizations to co-administer programs would be the second most likely strategy (29% and 35%, respectively) followed by “other.” Some of the written responses to “other” include cutting programs or having DHS reduce requirements. Based on the responses, a conclusion can be made that, if faced with reduced staff to administer grants, most entities would seek to consolidate program initiatives or co-administrator programs.

Both readers and the DP40 stated streamlining grant systems within and across all federal agencies would be the best way to reduce the burden on grant administration efforts given the reduction in funds (approximately 33% and

45%, respectively, Question 9). For readers, further streamlining application processes and requirements across programs and standardizing the reporting requirements so they serve a common purpose were close seconds (27% and 23%, respectively). For the DP40, further streamlining application processes and requirements across programs was a very close second (40%). Choices such as offering additional technical assistance in grants management and administration and “other” were not as commonly selected in either group. The responses showed that making the grant process more efficient – through streamlining grant systems and application processes and requirements across federal agencies – would be the best way to reduce grant administration burdens.

Both readers and the DP40 stated that the willingness of state and local entities to accept federal assistance would decrease assuming that reductions in grant funding coincide with stressed state and local budgets – without a corresponding drop in federal requirements (approximately 43% and 55%, respectively, Question 10). Additionally, both groups stated that the second most likely occurrence would be no change – state and local entities will continue to accept federal assistance (approximately 42% and 45%, respectively). While about 15% of readers said federal assistance would increase due to the probable revenue pressures, none of the DP40 selected this choice. Overall, the responses suggest that entities would more likely be reluctant to accept federal assistance during stressful budget periods unless there is a corresponding drop in federal requirements.

The results of the 10 survey questions provide valuable insight into the significant impact that reduced federal grant funding has and will continue to have across a variety of stakeholder groups. General themes that emerged include: stakeholders are less likely to use multi-disciplinary approaches, they may be less likely to accept federal assistance, they will likely cut staff, and there would likely be an overall reduction in training and exercise activities. The result of these themes could have significant implications for overall national preparedness.

Post-Action Report

Because the future of grant funding levels for domestic preparedness does not look bright, speakers at the 18 July 2011 DomPrep Executive Briefing shared their perspectives on what is required in this new reality. The guiding principles discussed included the following: (a) setting strategies at the state and local government levels to help set, or reset, priorities for spending; (b) systemically quantifying the impact of grants; and (c) increasing efficiencies and effectiveness in reporting, especially important with the added complications related to the expenditure of American Reinvestment and Recovery Act (ARRA) grant program dollars.

With an expectation that lower funding levels will result in personnel reductions while grant audits will continue to increase – thereby causing an increase in the “cost of doing business” – the question arises as to whether grantees will choose to opt out. Examples were provided in which awardees had not yet accepted the grant funds. Considering the administrative burden of grants, several presenters shared the sentiment of grantees by asking the question “Am I an emergency manager, or a grants manager?”

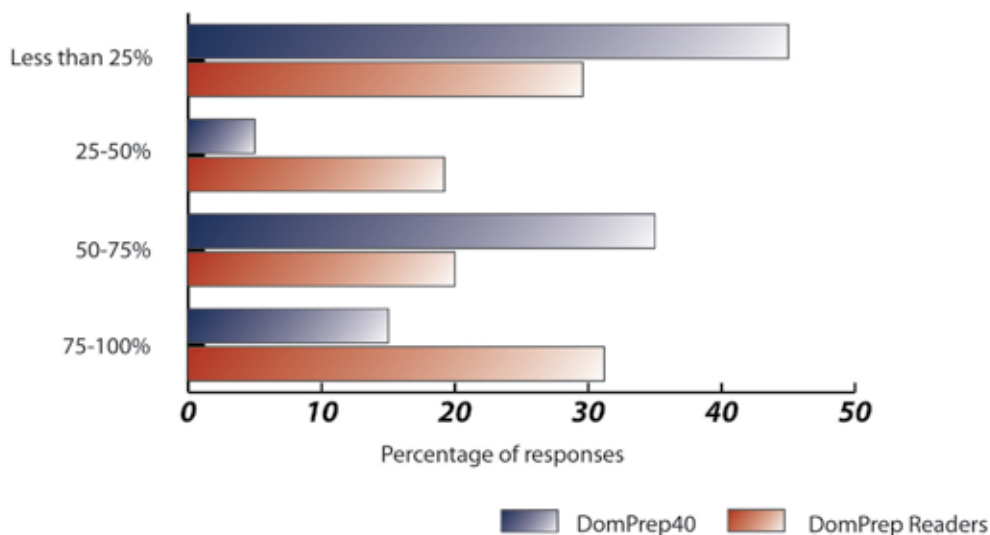
Among the several considerations, or predictions, about the future of grants, were important discussions related to the nation’s ability to fund the grants needed to address emerging threats, such as cyber security – while continuing to foster the ability to innovate; consolidating grant programs with similar purposes/intentions; and creating incentives for regional collaboration to support the “Whole of Nation” approach outlined in PPD-8 and thereby removing non-essential competition between states.

Because the future outlook of preparedness grants is now somewhat bleak, attendees focused the dialogue on the impacts and unintended consequences of possible future reductions. More specifically, concern was expressed over the potential for spending against the training and exercises that might be reduced, therefore lowering not only the nation’s degree of preparedness but also the ability to respond to disasters.

Survey Results

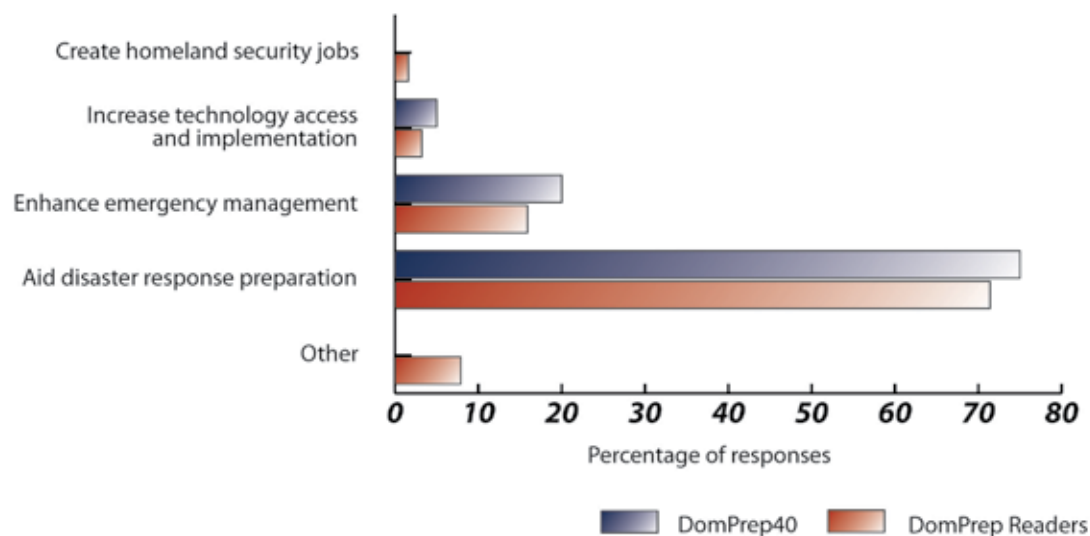
QUESTION ONE

What percentage of your organization's - e.g., local, state, not for profit - program(s) relies on federal funding?



QUESTION TWO

What do you consider to be your organization's most important preparedness programs? Programs that serve to (select one):

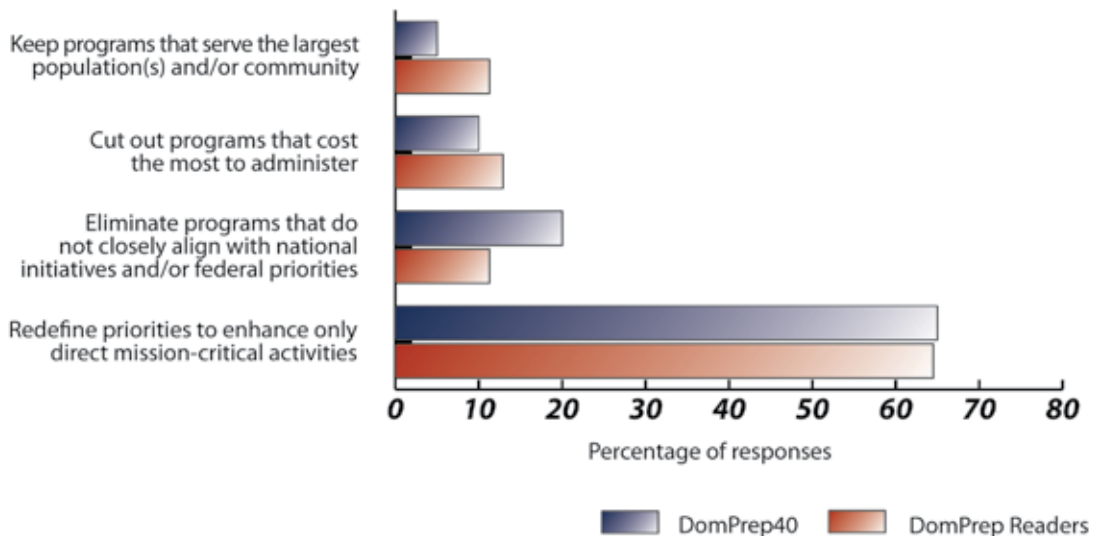


*DomPrep40 Advisors & DomPrep Readers believe that the following "other" programs are important to an organization's preparedness:

1. Create community awareness of self-reliance;
2. Planning and training with workshops and laboratory testing;
3. Maintain public health emergency preparedness and response & Hospital Preparedness Program;
4. Enhance the state's ability and capacity to respond to public health emergency and emergency situations;
5. Maintain hazardous material response, WMD preparedness, MCI & mass care, and Communications programs.

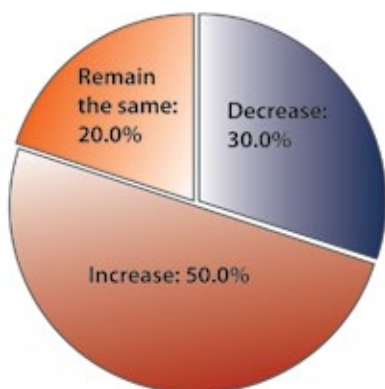
QUESTION THREE

What are you (and/or your organization) more likely to do as a result of reduced funding?

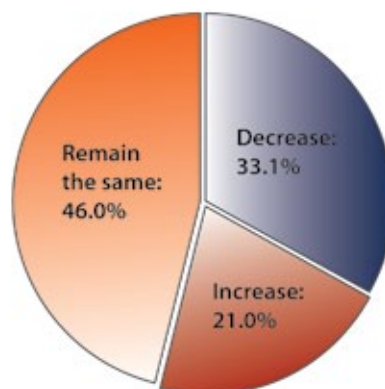


QUESTION FOUR

Does the reduction in grant funding at the national level increase or decrease your incentive to work collaboratively across jurisdictional and/or state lines and encourage regional collaboration?



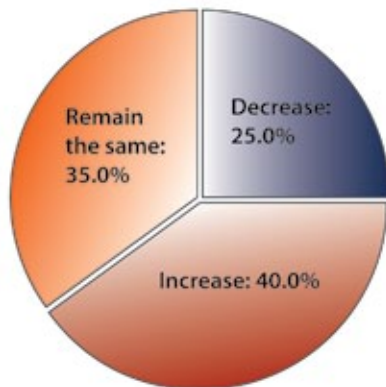
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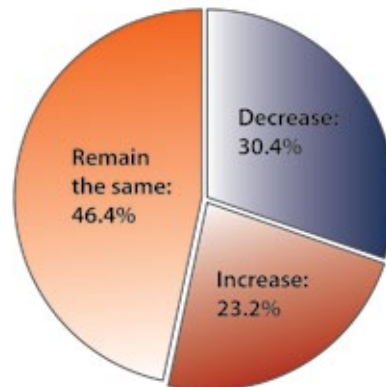
DomPrep Readers

QUESTION FIVE

Does the reduction in grant funding at the national level increase or decrease your incentive to follow a multi-disciplinary approach?



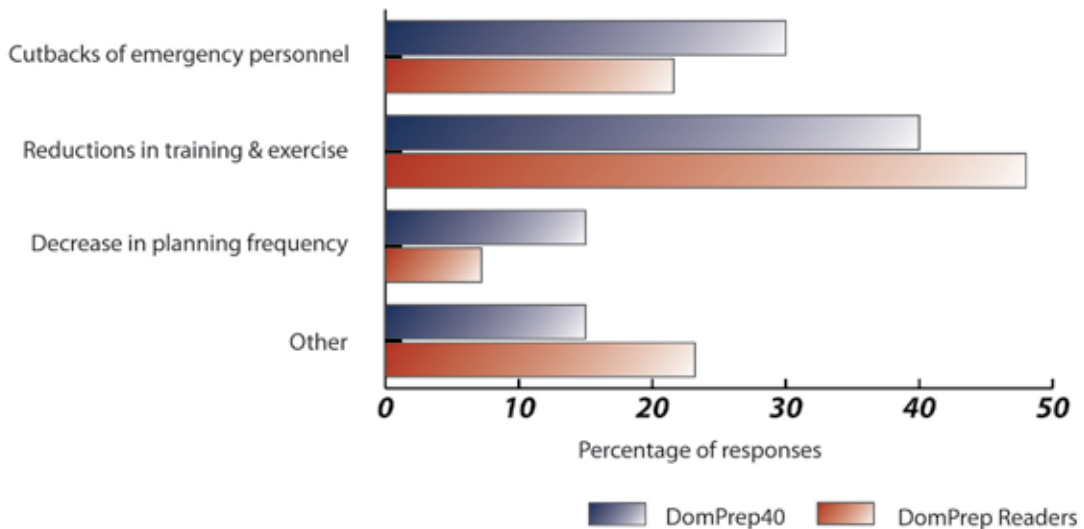
DomPrep 40



DomPrep Readers

QUESTION SIX

What do you foresee as the most probable impact on your organization of the reduction in federal preparedness grants?

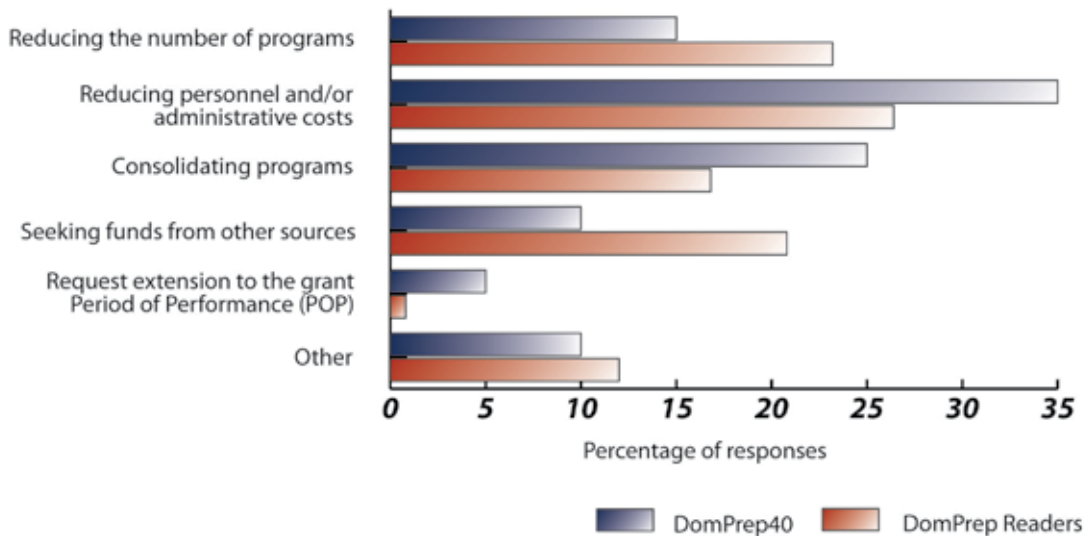


*DomPrep40 Advisors & DomPrep Readers foresee these "other" probable impacts on organizations with the reduction of federal preparedness grants:

1. Cutbacks on serving the field emergency responders in rural communities - regionalization for the big counties; response capabilities including training and exercises. Reduction in purchase of durable goods (i.e., radios, evacuation devices, PAPRs, etc.);
2. All of the above. Anticipate losing the Emergency Response Coordinator; homeland defense equipment maintenance and replacement will suffer;
3. A combination of lay-offs and reduction in training, travel dollars for face-to-face coordination meetings, fewer trained personnel, and will not be able to respond to a large emergency when needed;
4. If training is not available to show others the shortcomings within the existing preparedness programs and the systems being used, our preparedness will ultimately fail as some knew and others learned after 9/11.

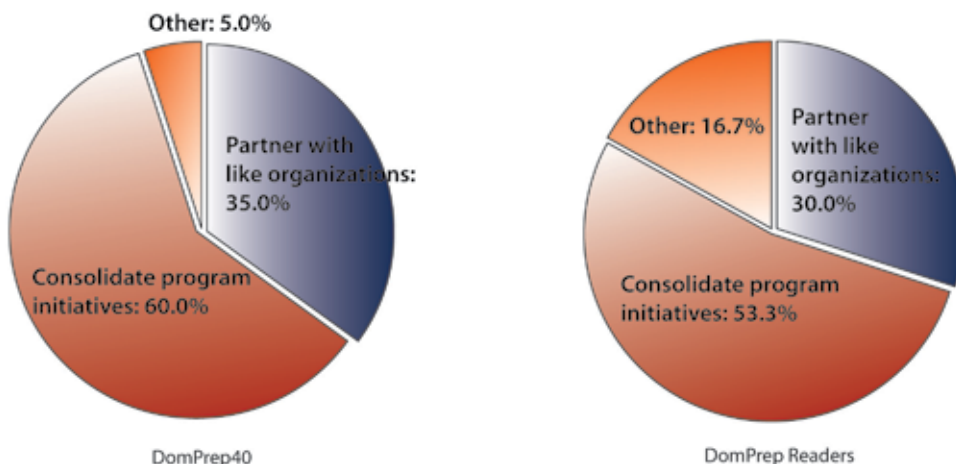
QUESTION SEVEN

Which strategies are you using to respond to the reduction of federal funds?



QUESTION EIGHT

What strategies would you be most likely to use to seek relief from administering grants with less staff support?

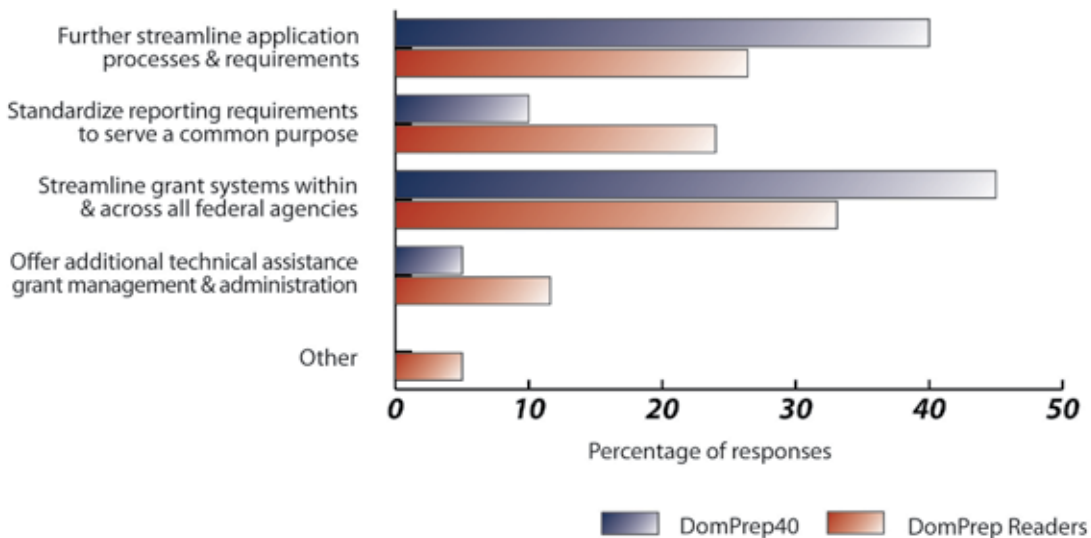


*DomPrep40 Advisors & DomPrep Readers would seek relief from "other" administrations such as:

1. All of the above;
2. Programs will be eliminated, program focus will change, use of grant funding will be reduced;
3. Use stakeholders for support;
4. Abandon programs that look to the future or have long term return on investment;
5. Push training and more traditional staff functions onto line or service providers;
6. As funds are going down, administrative burdens are going up, federal government and DHS need to reduce administrative burdens;
7. This item should be looked at by all federal agencies with similar grant requirements versus making the states solve what should be done at the federal level.

QUESTION NINE

Given the reduction in funds, what in your opinion would be the best way to reduce the burden on grant administration efforts?

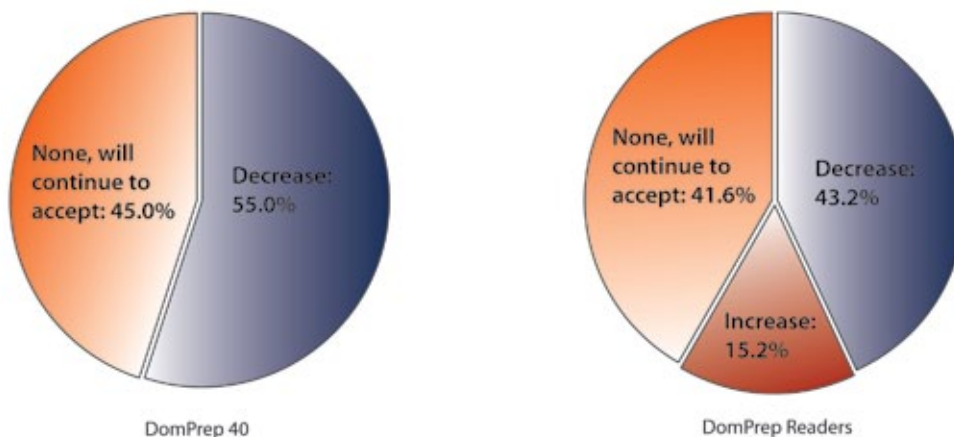


*DomPrep40 Advisors & DomPrep Readers offered the following "other" statement as another way to reduce the burden on grant administration efforts:

1. With reduction of funds has to be reduction of work. Stop grant mandates that are then supplanted by federal initiatives (e.g., HHS mandated tracking of evacuees and patients, then released JPATS after millions of funding dollars spent on the creation of systems).

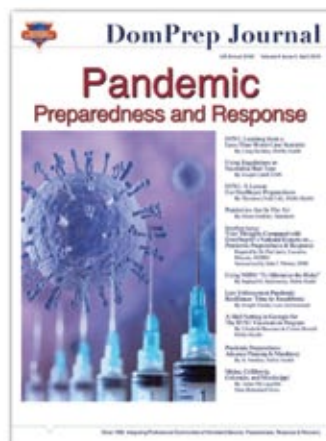
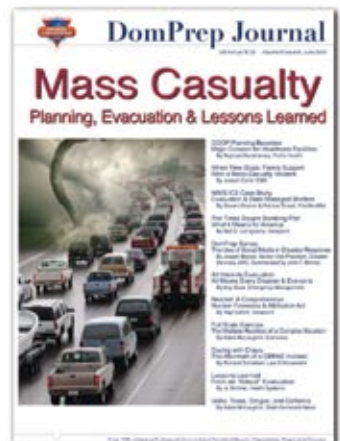
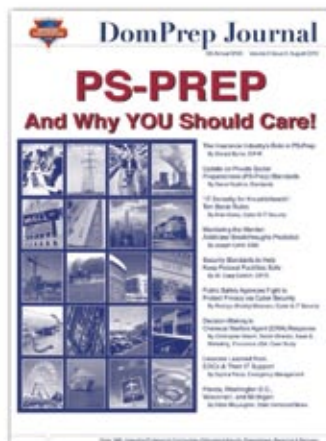
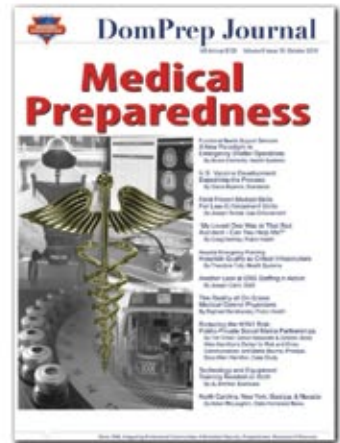
QUESTION TEN

Assuming that reductions in grant funding coincide with stressed state and local budgets - without a corresponding drop in federal requirements - what do you think will be the impact on the willingness of state and local entities to accept federal assistance?



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