U.S. DEPARTMENT OF HOMELAND SECURITY

FISCAL YEAR 2015

HOMELAND SECURITY GRANT PROGRAM

INVESTMENT JUSTIFICATION PLANNING GUIDE:
INSTRUCTIONS, IJ TEMPLATE AND PROJECT INFORMATION

MARCH 2015

U.S. DEPARTMENT OF HOMELAND SECURITY

CONTENTS

KEY CHANGES FOR FY 2015

Period of Performance
The period of performance for all awards made in FY 2015 has been changed from 24-months to 36 months. Applicants should plan for projects that can be completed within this time frame. Extensions will be granted only on a limited basis for those reasons stated in *Information Bulletin #379, which can be found at http://www.fema.gov/grants/grant-programs-directorate-information-bulletins#2013IB*.

Urban Areas
In the Explanatory Statement accompanying the FY 2015 appropriation for the Department of Homeland Security, Congress expressed its intent that the Secretary fund up to eighty-five percent (85%) of nationwide risk. In accordance with that intent, the Secretary designated twenty-eight (28) Urban Areas eligible for funding under the Urban Area Security Initiative. This is a decrease from the thirty-nine (39) Urban Areas eligible in FY 2014.

State and Urban Area Homeland Security Strategies
Updates to State and Urban Area Homeland Security Strategies are no longer required, However, the Department of Homeland Security (DHS)/Federal Emergency Management Agency (FEMA) does still encourage applicants to consider aligning propsed investments to capability gaps and targets outlined in State and Urban Area Security Strategies.

Uniform Administrative Requirements, Cost Principles, and Audit Requirements
DHS/FEMA adopted 2 C.F.R. Part 200. Now that DHS/FEMA has adopted 2 C.F.R. Part 200, these new regulations will apply to all new FEMA grant awards that are made on or after December 26, 2014. The new regulations will supersede 44 C.F.R. Part 13, and the Office of Management and Budget (OMB) Circulars A-21, A-87, A-89, A-102, A-110, A-122, A-133, and sections of A-50 for all FEMA awards made on or after December 26, 2014. Applicants and recipients should become familiar with 2 C.F.R. to ensure compliance. This means that recipients of HSGP funding must follow new administrative requirements and Cost Principles codified in 2 C.F.R. Part 200 instead of the previous regulations in 44 C.F.R. Part 13.

Application Submission

To ensure adequate time to complete the full application process, applicants are encouraged to submit their initial application in *http://www.grants.gov* at least ten (10) days before the application deadline. This involves submitting a complete Standard Form 424 to *http://www.grants.gov*. The Standard Form 424 will be retrieved by ND Grants and the system will automatically populate the relevant data fields in the application. Successful completion of this step is necessary for DHS/FEMA to determine eligibility of the applicant. Late submissions to grants.gov to complete

Step 1 could result in applicants missing the application deadline in Step 2. Once DHS/FEMA has determined an applicant to be eligible, applicants will receive notification for approval to proceed to Step 2 which involves submitting the full application package via the ND Grants system.

States, territories, and Urban Areas are required to use the web-based IJ submission module provided by DHS/FEMA in the Grants Reporting Tool (GRT) for their HSGP submission. Please allow enough time before (or no later than 11:59:59 p.m. EDT) **May 19, 2015,** to complete the IJ in the GRT. Urban Areas should work in accordance with their respective State's timelines and processes identified by the State Administrative Agency (SAA) to ensure the Urban Area IJ is submitted in compliance with and by the application deadline.

For instructions on how to log into the GRT and complete the IJ, please reference the *GRT Investment Justification Submission Technical User's Guide* located at *https://www.reporting.odp.dhs.gov/*. The *Guide* can be accessed on the first screen once a valid userid and password have been entered. After the application has been marked 'complete' in the GRT, SAAs on behalf of applicants must upload the IJs as attachments with the application in the ND Grants system located at *https://portal.fema.gov*. Please note that applicants should ensure that the IJ accounts for all funds requested by the applicant and the total funding requested does not exceed the funding allocations included in the FY 2015 HSGP Notice of Funding Opportunity (NOFO).

In ND Grants, applicants will be prompted to submit all of the information contained in the following forms:
> Standard Form 424A, Budget Information (Non-construction)
> Standard Form 424B, Standard Assurances (Non-construction)
> Standard Form 424D, Standard Assurances (Construction)
> Standard Form LLL, Disclosure of Lobbying Activities (if the recipient has engaged or intends to engage in lobbying activities)
> Standard Form 424C, Budget Information (Construction) if applying for grants to support construction;
> Investment Justification
> Indirect Cost Agreement, *if applicable.*

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

Each state's IJ may contain up to **10** individual Investments, and each investment must include at least one, and up to 10 projects which describe the activities the state will implement with SHSP funds. Of the up to 10 Investments, applicants are required to propose at least one Investment to provide funding support to the state's primary fusion center, as designated by the Governor.

Each Urban Area's IJ may contain up to **10** individual Investments, and each investment must include at least one, and up to 10 projects, which describe the activities the Urban Area will implement with UASI funds. If applicable, of the up to 10 Investments, Urban Areas are required to propose at least one Investment in support of a DHS-recognized fusion center within the Urban Area. If UASI funds are used by the SAA in support of the Urban Area, the SAA must as part of the

up to 10 Investments under UASI, propose an Investment describing how UASI funds will be used by the SAA to directly support the Urban Area.

Lastly, applicants must ensure that the total estimated funding amounts across all Investments should not exceed the SHSP and UASI program allocations as published in the FY 2015 HSGP NOFO.

OVERVIEW OF THE IJ TEMPLATE AND PROJECT WORKSHEET

The FY 2015 HSGP IJ Template provides applicants with an optional, MS Word format, to assist in developing the first two sections of each Investment to be included as part of the final IJ. The IJ Project Worksheet is an MS Excel document that provides the applicants with a single table for organizing the information required for all projects.

The IJ Template and Project Worksheet are **only** preparatory tools. States, territories, and Urban Areas are **required** to use the web-based IJ submission module provided by DHS/FEMA in the Grants Reporting Tool (GRT) to submit their FY 2054 HSGP IJ submission. Each applicant's official IJ submission module is located on the GRT at *https://www.reporting.odp.dhs.gov/*.

GENERAL REMINDERS

The information in this Planning Guide only applies to State Homeland Security Program (SHSP) and Urban Area Security Initiative (UASI) applicants. Therefore, this is not applicable to the Operation Stonegarden (OPSG) program. For application instructions for the FY 2015 OPSG Program, applicants should refer to the FY 2015 HSGP NOFO.

Applicants can register early with ND Grants and are encouraged to begin their ND Grants registration at the time of publication of the FY 2015 NOFO. Early registration will allow applicants to have adequate time to start and complete their application. The application must be completed and final submission made through the ND Grants system located at *https://portal.fema.gov*.

Fusion Centers

Applicants are required to consolidate all fusion center related funding requests into a single investment per funding source (e.g., SHSP, UASI) in which recognized fusion centers reside. The consolidated fusion center Investment per funding source must address funding support for the recognized fusion center (for a list of recognized fusion centers, please refer to *http://www.dhs.gov/files/programs/gc_1301685827335.shtm*).

Recipient must coordinate with the fusion center when developing a fusion center investment prior to submission and the investment requests must directly align to and reference any target capabilities identified during the center's individual 2014 Fusion Center Assessment Report. For additional information, please refer to the FY 2015 HSGP NOFO.

OVERVIEW OF THE LAW ENFORCEMENT TERRORISM PREVENTION ACTIVITIES (LETPA) FUNDING MINIMUM CALCULATION

Per section 2006 of the *Homeland Security Act of 2002*, as amended, (6 U.S.C. § 607), FEMA is required to ensure that at least 25 percent (25%) of grant funding appropriated for the Homeland Security Grant Program and Tribal Homeland Security Grant Program are used for law enforcement terrorism prevention activities. FEMA meets this requirement, in part, by requiring all SHSP and UASI recipients to ensure that at least 25 percent (25%) of the combined HSGP funds allocated under SHSP and UASI are dedicated towards law enforcement terrorism prevention activities, as defined in 6 U.S.C. § 607. The LETPA allocation can be from SHSP, UASI or both. This requirement does not include award funds from OPSG. The 25% LETPA allocation is in addition to the 80% pass through requirement to local units of government and Tribes referenced in the NOFO.

The National Prevention Framework describes those activities that should be executed upon the discovery of intelligence or information regarding an imminent threat to the homeland, in order to thwart an initial or follow on terrorist attack, and provides guidance to ensure the Nation is prepared to prevent, avoid, or stop a threatened or actual act of terrorism. Activities outlined in the *National Prevention Framework* are eligible for use of LETPA focused funds. In addition, where capabilities are shared with the protection mission area, the *National Protection Framework* activities are also eligible. Other terrorism prevention activities proposed for funding under LETPA must be approved by the FEMA Administrator.

ALIGNMENT TO CORE CAPABILITIES

Presidential Policy Directive 8: National Preparedness (PPD-8), signed on March 30, 2011, describes the Nation's approach to preparing for the threats and hazards that pose the greatest risk to the security of the United States. The objective of PPD-8 is to facilitate an integrated, all-of-Nation, risk informed, capabilities-based approach to preparedness. The core capabilities contained in the *National Preparedness Goal* (the "Goal") are the distinct critical elements necessary for our success. The core capabilities listed in the Goal are supported by the National Incident Management Systems (NIMS). NIMS ensures that the whole community is using common terminology.

FY 2015 HSGP applicants will be required to align each project in each investment to one of the core capabilities within the NPG. Applicants must also identify additional characteristics related to the specified capability, or the assets and activities within the project that support that capability.

Resource Typing
As part of the description for each project, the applicant must identify whether the project supports a NIMS typed resource. Applicants should refer to Resource Typing Library Tool located at *http://www.fema.gov/resource-management* to select specific typed resources. Resource typing is categorizing, by capability, the resources requested, deployed and used in incidents. Measurable standards identifying resource capabilities and performance levels serve as the basis for categories. Resource users at all levels use these standards to identify and inventory resources. Resource kinds may be divided into subcategories to define more precisely the capabilities needed to meet specific requirements.

Deployable
Identifies the availability and utility of an asset to multiple jurisdictions, regions, and the Nation; provides information on mobility of assets in an area. An asset that is physically mobile and can be used anywhere in the United States and territories via Emergency Management Assistance Compacts or other mutual aid/assistance agreements.

Shareable
Provides information on the utility of a non-deployable shared asset in a region; identifies the asset's ability to augment and sustain a reinforced response within a region. An asset that can be utilized as a local, state, regional, or national capability, but is not physically deployable (i.e., fusion centers).

Building Capability/Sustaining Capability
Building refers to activities that start a new capability or increase a capability. Sustaining refers to activities that maintain a capability at its current level. This project attribute contributes to the risk and gap analysis of the applicant and the Federal reviewers. It will assist DHS/FEMA in measuring progress towards National Preparedness Goal.

SUMMARY OF THE APPLICATION REVIEW PROCESS

Review Criteria
FY 2015 HSGP applications will be evaluated through a review process for completeness, adherence to programmatic guidelines, and anticipated effectiveness of the proposed investments. Applicants will be required to align all IJs to at least one core capability identified in the Goal. Descriptions of projects should be clear and concise and should include whether the project supports a NIMS typed resource and whether assets are deployable/shareable. The grant funded activities of every project must align to the HSGP solution areas: Planning, Organization, Exercises, Training and/or Equipment (POETE). A project may have activities in more than one solution area.

Grant projects must be: 1) both feasible and effective at reducing the risks for which the project was designed; and 2) able to be fully completed within the 3-year period of performance.
FEMA will use the information provided in the application and after the submission of the first BSIR, to determine the feasibility and effectiveness of the grant project. Information that would assist in the feasibility and effectiveness determination includes the following:
- Scope of work (purpose and objectives of the project, identification of what is being protected, identification of core capability addressed and whether the core capability is identified in the SPR, where applicable, as a priority)
- Desired outcomes, including expected long-term impact where applicable, and discussion of which core capability gap it helps to close and how
- Summary of status of planning and design accomplished to date (e.g. included in a capital improvement plan)
- Project schedule

Grantees are expected to conform, as applicable, with accepted engineering practices, established codes, standards, modeling techniques, and best practices.

Review and Selection Process

Using a Reviewer Checklist, DHS/FEMA will verify compliance with all administrative and eligibility criteria identified in the NOFO and review the submission of risk-driven, capabilities-based IJs. Using previously submitted SPR data, DHS/FEMA will verify alignment of the proposed investments and projects to gaps identified through the THIRA/SPR process and national priorities identified in the NPR. IJs will be reviewed at both the investment and project level. The IJ will receive either an approval or conditional approval. Those IJs that are conditionally approved will be revised and must receive final approval prior to access to full funding.

Fusion Center investments will be jointly reviewed by FEMA and the DHS Office of Intelligence and Analysis for compliance with HSGP NOFO requirements to prioritize the alignment of requests with results from the annual Fusion Center Assessment Program. Investments that do not meet the requirements will be revised and must receive approval prior to accessing funds allocated to fusion center activities.

PART II.

FY 2015 HSGP INVESTMENT JUSTIFICATION
PLANNING TEMPLATE

The IJ Template is useful for the Portfolio and Investment Questions. For the project section, the applicant should use the Project Worksheet. The template allows applicants to take advantage of spelling and grammar as well as character count functions available in MS Word during the IJ development. To ensure adherence with formatting requirements, applicants are strongly encouraged to utilize these functions prior to copying text from MS Word to the GRT. Please note that character count limits include spacing and all forms of punctuation. To simplify the transfer of the narrative information section into NDgrants, it is also recommended that the applicant save a working copy of this document and delete pages 1-8 and pages 13-21.

PORTFOLIO INFORMATION

The portfolio provides the overall context for the investments and projects included in the application. The applicant must answer the two portfolio questions only once.

I.A. Discuss at a broad level the principle hazards, risk and capability gaps that the following investments will be addressing.

A 2500 character limit is allowed for this response.

Guidance for Completing this Section: Applicants should briefly describe the spectrum of all-hazard risks the applicant faces. The description should provide the framework for all Investments provided within the IJ. Per the Homeland Security Act of 2002, as ameneded, applicants must demonstrate how the IJ will contribute to building and/or sustaining core capabilities and assist in preventing, preparing for, protecting against, and responding to acts of terrorism. Applicants are also encouraged to align their IJ with their State and Urban Area homeland security strategies and priorities.

I.B. Identify the amount and percentage of funding that will be allocated for Management and Administration expenditures.

Note: The Total M&A Amount and Total M&A Percentage **will not** be automatically calculated in the table below. The GRT will automatically calculate the total when applicants transfer their answers. The total M&A percentage may not exceed five percent (5%) of the allocated funding. Please note that M&A should be calculated at the portfolio level per funding source (e.g., SHSP, UASI) and not at the individual Investment level.

Program	Request Amount	M&A Amount	M&A Percentage	Subtotal (Request Amount +
SHSP	$	$	%	$
UASI	$	$	%	$
Total:	**$**	**$**	**%**	**$**

SPECIFIC INVESTMENT INFORMATION

The applicant must answer the following questions for every investment.

II.A   Provide the FY 2015 Investment name: (100 character max)

II.B   Provide the applicant name: (State/territory or Urban Area) (100 character max)

II.C   What is the funding source for this investment: Each investment must identify a unique programmatic funding source. If a project will use multiple sources of funding, separate the amounts of funding from each source under different investments. If UASI funds are used by the SAA in support of the Urban Area, the SAA must, as part of the up to 10 UASI Investments, propose an Investment describing how UASI funds will be used by the SAA to directly support the Urban Area.

Funding Source		Funding Amount
Proposed Funding Source (*Select One*)	SHSP or UASI	$
FY 2015 Proposed Amount		**$**

II.D   Is this the consolidated fusion center investment? (Double-click to place an "X" in the corresponding box. Within the GRT, this will be a drop-down menu.)

☐ **Yes**   ☐ **No**

Please note that all fusion center-related funding requests **must be consolidated into a single investment per funding source** (e.g., SHSP, UASI) in which recognized fusion centers reside. The consolidated fusion center Investment per funding source must address funding support for the recognized fusion center (For a list of recognized fusion centers, please see *http://www.dhs.gov/files/programs/gc_1301685827335.shtm*).

II.E   How much of this Investment will be obligated towards Law Enforcement Terrorism Prevention Activities (LETPA):

$

Per section 2006 of the *Homeland Security Act of 2002*, as amended, (6 U.S.C. § 607), FEMA is required to ensure that at least 25 percent (25%) of grant funding appropriated for the Homeland Security Grant Program and Tribal Homeland Security Grant Program are used for law enforcement

terrorism prevention activities. FEMA meets this requirement, in part, by requiring all SHSP and UASI recipients to ensure that at least 25 percent (25%) of the combined HSGP funds allocated under SHSP and UASI are dedicated towards law enforcement terrorism prevention activities, as defined in 6 U.S.C. § 607. The LETPA allocation can be from SHSP, UASI or both. This requirement does not include award funds from OPSG.

II.F Describe how the THIRA, SPR, and Capabilities Estimation influenced the development of this investment.

A 2500 character limit is allowed for this response.

Guidance for Completing this Section:

At a high level, applicants should identify the relevant portions of their THIRA, SPR and Capability Estimation that the majority of the activities within this investment will address. The applicant should use page numbers and identify specific sections of the THIRA to aid the reviewer in the analysis of the response provided.

Then applicants must identify how the proposed investment will address one of the capability gaps identified in the most recent SPR. The specific capability gap and its priority as found in the SPR must be noted in the IJ. The applicant should then specifically describe why those proposed activities outlined within the IJ are a priority for the applicant.

PROJECT INFORMATION

All of the requested funding must be associated with specific projects. For each project several pieces of information, or attributes, must be provided in order to submit the project for consideration in the application. The tables below list each attribute, followed by a description and a set of instructions for the applicant to follow to provide the appropriate information.

To prepare for completing the IJ in the GRT, applicants should utilize the Project Worksheet (*fema.gov/grants*) to plan their applications and to record the necessary information for each project. The Project Worksheet is divided into two tabs: 'Baseline Project Information' and 'Project Implementation'. Once the applicant provides a name for a project on the 'Baseline Project Information' tab, the name will auto-populate on the 'Project Implementation' tab.

The Project Worksheet provides dropdown selections for several of the project attributes. The applicant may then use the information collected in the worksheet for rapid transfer to the GRT interface. Each project will be given a unique identifier as it is submitted via the GRT. Recipients should keep a record of the project identifiers as they will be required to report on each project using that identifier.

INDIVIDUAL PROJECTS

III.A. Project Alignment to Core Capability Gaps

The first section of project attributes contains basic information about how the projects support or build core capabilities. All of these attributes are required for every project. If an attribute is left blank in the GRT an error message will appear and the applicant will not be able to submit the application.

The GRT will provide a list of sub-recipients from previous awards. Alternatively, the applicant will have the opportunity to add a new sub-recipient to the list. The attribute of 'Sub-recipient type' will be auto-populated based on the sub-recipient selection. The applicant must ensure that 80% of the award funds are passed through to local entities.

For additional information on the NPG and Core Capabilities, please visit *http://www.fema.gov/pdf/prepared/npg.pdf*.

Attribute Name	Description	Application Instructions
Project Name	Descriptive Identifier of the Project	Provide a title for specified project (100 character max). Title must reflect nature of work to be completed under the project.
Project Description	Descriptive Narrative of the Project	Provide a brief narrative describing the project at a high level. (1500 chars.) Identify the NIMS typed resource if any, that is supported by this project. Refer to the Resource Typing Library Tool at *http://www.fema.gov/resource-management*.
Sub-Recipient Name	Organization Name of the Sub-recipient who will be executing the project	Select the name of state agency or sub-organization receiving award funds or create a new sub-recipient.
Recipient Type	State or Local recipient for purposes of meeting the 80% pass through requirement	This attribute will auto populate in the GRT based on what state agency or sub-recipient is selected.
Project Location	Zip code of the primary location of the project	Provide the 5-digit zip code where the project will be executed. The project location could be distinct from the sub-recipient address.
Primary Core Capability	Primary Core Capability that the Project will impact	Every project must support a Core Capability. Select the primary core capability associated with this project.
Sustain or Build	Indicates whether the project will sustain or build a core capability	Select "build" if this project focuses on starting a new capability or the intent of the project is to close a capability gap (i.e. taking the core capability as a whole from an SPR score 1 to a 2), or "sustain" if the purpose of the project strictly maintains a core capability at its existing current level (i.e. the project does not move the core capability as a whole neither up nor down from its existing SPR score).
Deployable	Indicates if the assets or activities of the project are deployable to other states.	Is the core capability supported by this project deployable to other jurisdictions? (Yes/No)
Shareable	Indicates if the assets or activities of the project are shareable within the state or with other states because the activities assets are not physically deployable.	Is the core capability supported by this project shareable with other jurisdictions? (Yes/No)

III.B. Project Alignment to Solution Areas

The grant funded activities of every project must align to the HSGP solution areas: Planning, Organization, Exercises, Training and/or Equipment (POETE). A project may have activities in more than one solution area. For the POETE funding amounts the GRT will automatically calculate the Total Amount as you enter funding amounts. For additional information on the allowable cost categories, please refer to the FY 2015 HSGP NOFO.

Attribute Name	Description	Application Instructions
Planning	Dollar Amount of the Project supporting Planning	Identify the amount of funds in the project that will be for planning activities.
Organization	Dollar Amount of the Project supporting Organization	Identify the amount of funds in the project that will be for organization activities.
Equipment	Dollar Amount of the Project supporting Equipment	Identify the amount of funds in the project that will be for the purchase of equipment.
Training	Dollar Amount of the Project supporting Training	Identify the amount of funds in the project that will be for training activities.
Exercises	Dollar Amount of the Project supporting Exercises	Identify the amount of funds in the project that will be for exercise activities.
Total	Total dollar amount for the project.	Automatically generated by the GRT from the sum of the POETE cost categories.

III.C. Project Implementation and Management

For every project, identify the baseline for project implementation according to whether it builds on a previous investment. Not all projects will be linked to previous investments. Next, determine the appropriate project management phase. For new projects, this will likely be the 'initiate' or 'planning' phase. However, if the project builds on a previous investment, the project may be in a more advanced 'execution' or 'control' phase. As the project is implemented the recipient will be expected to report on the progress of the project through the management phases. Please reference Appendix A for a detailed description of the Project Management Lifecycle.

The applicant will then be required to provide start and end dates for the project, within the 36 month period of performance. Finally, indicate whether the activities of the project will require new construction or renovation, retrofitting, or modification of existing structures. This project attribute is required as some project activities may require extensive environmental review which can affect when implementation can begin.

Attribute Name	Description	Application Instructions
Does the Project Support a Previously Awarded Investment?	Indicates if the project is related to an investment awarded in a previous year.	Select yes if the current project is a continuation of an existing investment that has used grant funds for implementation from previous DHS/FEMA awards.
If yes, from which year?	Fiscal Year of the previous award.	If the project is a continuation of a previous investment, select the award year of that investment. If not, proceed to the Project Management Step question.
If Yes, which investment?	The previously awarded investment that the project supports.	If the project is a continuation of a previous investment, select the specific investment from the list.
What is the Last Completed milestone of the previous investment?	A description of the last completed milestone from the previously awarded investment.	Please refer to the investment identified above and then identify the last completed milestone from that investment. (250 char.)
Project Management Step	The current Project Lifecycle phase of the previously awarded investment, or the new project.	Select the most applicable step. Refer to the appendices of the investment justification guide for a discussion of the standard project management steps and principles.
Start Date	Start Date of the Project/Previously Awarded Investment	Provide the approximate start date of the project, based on the expected notification of an award. If the project is a continuation of a previous investment, provide the approximate start date of that investment.
End Date	End Date of the Project/Previously Awarded Investment	Provide the approximate end date of the project. If the end date is the end of the expected period of performance, provide that.
Construction Activity	Indicates whether activities of the project will involve construction, renovation, retrofitting or modifications to an existing structure.	Select yes if the project may involve construction related activity.

APPENDIX A.
PROJECT MANAGEMENT LIFECYCLE

The standard definition of a project is a temporary endeavor with a defined beginning and end (usually time-constrained, and often constrained by funding or deliverables), undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value. Applying this standard to projects using preparedness grant funds, a project is a related set of activities and purchases supporting the building or sustaining of core capabilities, and is associated with a single entity responsible for execution.

This approach will allow DHS/FEMA and recipients to categorize the grant funded project as a discrete unit for post-award management, reporting, and monitoring purposes. The main steps and processes of the Project Management Lifecycle are summarized in this table:

Steps	Description	Process
Initiate	The authorization to begin work or resume work on any particular activity.	Involves preparing for, assembling resources and getting work started. May apply to any level, e.g. program, project, phase, activity, task.
Plan	The purposes of establishing, at an early date, the parameters of the project that is going to be worked on as well as to try to delineate any specifics and/or any peculiarities to the project as a whole and/or any specific phases of the project.	Involves working out and extending the theoretical, practical, and/or useful application of an idea, concept, or preliminary design. This also involves a plan for moving a project concept to a viable project.
Execute	The period within the project lifecycle during which the actual work of creating the project's deliverables is carried out.	Involves directing, accomplishing, managing, and completing all phases and aspects of work for a given project.
Control	A mechanism which reacts to the current project status in order to ensure accomplishment of project objectives. This involves planning, measuring, monitoring, and taking corrective action based on the results of the monitoring.	Involves exercising corrective action as necessary to yield a required outcome consequent upon monitoring performance. Or, the process of comparing actual performance with planned performance, analyzing variances, evaluating possible alternatives, and taking appropriate correct action as needed.
Close Out	The completion of all work on a project. Can also refer to completion of a phase of the project.	Involves formally terminating and concluding all tasks, activities, and component parts of a particular project, or phase of a project.

For additional information on the Project Management Lifecycle, please visit Project Management Institute's (PMI) *A Guide to the Project Management Body of Knowledge* (PMBOK Guide) at

http://www.pmi.org/PMBOK-Guide-and-Standards.aspx. Specifically, applicants are encouraged to reference Chapter three of the PMBOK Guide, *The Standard for Project Management of a Project.*

THIS WORKSHEET MAY NOT BE SUBMITTED TO *http://www.grants.gov*

Please transfer all responses completed in this worksheet to the IJ Submission module in the Grants Reporting Tool at *https://www.reporting.odp.dhs.gov*.