

FY 2010 INTERCITY BUS SECURITY PROGRAM (IBSGP)

Investment Justification Template

As part of the FY 2010 IBSGP application process, applicants must develop a formal Investment Justification that addresses each initiative being proposed for funding, including estimated Management and Administration (M&A) costs. These Investment Justifications must demonstrate how proposed projects address gaps and deficiencies in current programs and capabilities. The Investment Justification must demonstrate the ability to provide enhancements consistent with the purpose of the program and guidance provided by FEMA. Applicants must ensure that the Investment Justification is consistent with all applicable requirements outlined in the application kit.

Applicants must provide information in the following categories for each proposed Investment:

- I. Background
- II. Strategic and Program Priorities
- III. Impact
- IV. Funding and Implementation Plan

Applicants will find an Investment Justification Template below.

Investment Heading	
State	
Bus System Name	
Urban Area(s) Served	
Investment Name	
Investment Phase	
Requested Amount	\$

I. Background

Note: This section only needs to be completed once per application, regardless of the number of investments proposed. The information in this section provides background/context for the investment(s) requested, but does not represent the evaluation criteria used by DHS for rating individual investment proposals. It will also be used to confirm eligibility.

I.A. Identify the bus system and that system's point(s) of contact (POC) and Chief Executive Officer (CEO), as well as the POC and CEO for additional bus systems/partners.	
Word Limit	Not to exceed ½ page
Response Instructions	Identify the following: <ul style="list-style-type: none"> • POC's name and title; • POC's full mailing address; • POC's telephone number; • POC's fax number; • POC's email address; • CEO's name; • CEO's full mailing address; • CEO's telephone number;

	<ul style="list-style-type: none"> • CEO's email address; • POC and CEO information (as above) for additional bus systems/partners; and • Include the corresponding information for the single authorizing official for your organization—i.e., the individual authorized to sign a grant award
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I.B. Describe the extent of your operations in UASI jurisdictions. (Note – this response will help DHS determine your eligibility to participate in the FY 2010 IBSGP.)

Page Limit	Not to exceed ¼ page
Response Instructions	Provide: <ul style="list-style-type: none"> • A list of UASI jurisdictions serviced; • For charter services only, the number of trips annually to each UASI jurisdiction (must be a minimum of 50 trips); and • A source, such as a web site or brochure, which would allow DHS to verify service provided.

I.C. Describe the size of your fleet. (Note – this response will determine the Tier in which you will compete for funding as part of the FY 2010 IBSGP.)

Page Limit	Not to exceed ¼ page
Response Instructions	Provide: <ul style="list-style-type: none"> • The number of over-the-road buses in your fleet; and, • A source, such as a web site or brochure, which would allow DHS to verify fleet size.

I.D. Describe your system infrastructure and scope of operations for fixed-route services and/or charter services.

Page Limit	Not to exceed 2 pages
Response Instructions	<p>For fixed-route services, address each of the following factors:</p> <ul style="list-style-type: none"> ○ System Infrastructure; ○ Area of Operations; ○ Number of Passengers (Annually); ○ Number of Miles Driven (Annually); ○ Number of Employees (Specify categories, such as drivers, administration, management, and mechanics); ○ Description of Terminals/Bus Lots: <ul style="list-style-type: none"> ➤ Number of Terminals/Bus Lots (Owned/Leased and Operated); ➤ Location (street address and city) of each Terminal/Bus Lot (within which UASI jurisdiction it is located); ○ Passenger Traffic for Each Terminal; ○ Other tenants at Each Terminal (other bus companies);and ○ Any other important system features. <p>For charter services, address each of the following factors:</p> <ul style="list-style-type: none"> ○ Company Infrastructure; ○ Area of Operations; ○ Number of Passengers (Annually); ○ Number of Employees (Specify categories, such as drivers, administration, management, and mechanics); ○ Description of Bus Lots: <ul style="list-style-type: none"> ➤ Number of Bus Lots (Owned/Leased and Operated); ➤ Location of each Bus Lot (within which UASI jurisdiction it is located); and

	○ Any other important features of the charter service.
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II. Strategic and Program Priorities

II.A. Provide an abstract for this investment.	
Page Limit	Not to exceed 1 page
Response Instructions	<p>Provide a statement summarizing this investment, addressing the following questions:</p> <ul style="list-style-type: none"> ● What bus security risk will the project address? ● How will the investment address a transportation security need? ● How will the investment enhance overall system security?

II.B. Describe how the investment will address one or more of the Intercity Bus Security Fundamentals.	
Page Limit	Not to exceed 1 page
Response Instructions	<ul style="list-style-type: none"> ● Describe how, and the extent to which, the proposed investment addresses one or more of the following: <ul style="list-style-type: none"> ○ Development of assessments or security plans ○ Operating and capital costs associated with over-the-road bus security awareness, preparedness, and response training, including training for front-line employees for potential security threats and conditions as well as training developed by institutions of higher education and by non-profit employee labor organizations, for over-the-road bus employees ○ Live or simulated exercises for the purpose of assessing and improving the capabilities of entities to prevent, prepare for, mitigate, respond to, and recover from acts of terrorism ○ Public awareness campaigns for enhanced over-the-road bus security ○ Operational costs to hire, train, and employ police and security officers, including canine units, assigned to full-time security or counterterrorism duties related to over-the-road bus transportation, including reimbursement of State, local, and tribal government costs for such personnel ○ Modifying over-the-road buses to increase their security ○ Installing cameras and video surveillance equipment on over-the-road buses and at terminals, garages, and over-the-road bus facilities ○ Constructing and modifying terminals, garages, and facilities, including terminals and other over-the-road bus facilities owned by State or local governments, to increase their security ○ Establishing and improving an emergency communications system linking drivers and over-the-road buses to the recipient's operations center or linking the operations center to law enforcement and emergency personnel. ○ Implementing and operating passenger screening programs for weapons and explosives ○ Protecting or isolating the driver of an over-the-road bus ○ Chemical, biological, radiological, or explosive detection, including canine patrols for such detection ○ Acquiring, upgrading, installing, or operating equipment, software, or accessorial services for collection, storage, or exchange of passenger and driver information through ticketing systems or

	<p>other means and for information links with government agencies, for security purposes</p> <ul style="list-style-type: none"> ○ Overtime reimbursement, including reimbursement of State, local, and tribal governments for costs, for enhanced security personnel assigned to duties related to over-the-road bus security during periods of high or severe threat levels, National Special Security Events, or other periods of heightened security as determined by the Secretary of DHS <p>Note: If this investment is for a facility security enhancement, you must identify the exact location of the facility.</p> <ul style="list-style-type: none"> • Regardless which priority above is addressed through the investment, ensure that your response includes a justification for your approach to accomplishing your goals and objectives. Provide an explanation that considers answering such questions as: <ul style="list-style-type: none"> ○ Has a security assessment been conducted? If so, identify who conducted the assessment, when it was completed, and summarize the results; ○ How does the proposed approach achieve the best possible balance of enhanced security and cost effectiveness available to your organization? ○ Other unique, organization-specific factors leading to this project investment?
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III. Impact

III.A. Describe how the project offers the highest risk reduction potential at the least cost.	
Page Limit	Not to exceed ½ page
Response Instructions	<ul style="list-style-type: none"> • Discuss how the project will reduce risk in a cost effective manner. <ul style="list-style-type: none"> ○ Discuss how this investment will reduce risk (e.g., reduce vulnerabilities or mitigate the consequences of an event) by addressing the needs and priorities identified in earlier analysis and review; and ○ Identify the nature of the risk, why you consider it a risk, and how the risk and need are related to show how addressing the need through this investment will also mitigate risk (e.g., reduce vulnerabilities or mitigate the consequences of an event).

III.B. Discuss the anticipated impacts of the investment in terms of outputs and outcomes.	
Page Limit	Not to exceed ½ page
Response Instructions	<ul style="list-style-type: none"> ▪ Outline the expected, high-level impacts this investment is expected to attain/ achieve if implemented. ▪ Explain at a high level how IBSGP funding will help achieve these impacts – briefly define your metrics of success in either: <ul style="list-style-type: none"> • <i>Outputs (i.e., X people will be trained as a result of this program), or</i> • <i>Outcomes (i.e., This training has been shown to increase X standard of preparedness by Y% and therefore we estimate that we will increase our baseline preparedness by Z% after the implementation of this project)</i>

IV. Funding & Implementation Plan

IV.A. Investment Funding Plan.	
Page Limit	Not to exceed 1 page
Response Instructions	<ul style="list-style-type: none"> ▪ Complete the chart below to identify the amount of funding that is being requested for this investment only; ▪ Funds should be requested by allowable cost categories (as identified in the FY 2010 IBSGP Guidance and Application Kit);and ▪ Applicants must make funding requests that are reasonable and justified by direct linkages to activities outlined in this particular investment; and, ▪ Applicants must indicate whether additional funding (non-FY 2010 IBSGP) will be leveraged for this investment. <p><i>Note: Investments will be evaluated on the expected impact on security relative to the amount of the investment (i.e., cost effectiveness). An itemized Budget Detail Worksheet and Budget Narrative must also be completed for this investment. See Page 20 of this document for a sample format.</i></p>

	Federal IBSGP Request	Total Match (Cash or In-Kind)	Grand Total
<i>Facility Security Enhancements</i>			
<i>Enhanced Ticket Identification and Passenger Screening</i>			
<i>Vehicle and Driver Security Enhancements</i>			
<i>Emergency Communications</i>			
<i>Coordination with Local Police and Emergency Responders</i>			
<i>Training</i>			
<i>Exercises</i>			
<i>Development of Vulnerability Assessments/Security Plans</i>			
<i>M&A</i>			
Total			

IV.B. Identify up to five (5) potential challenges to the effective implementation of this investment (e.g., stakeholder buy-in, sustainability, aggressive timelines).	
Page Limit	Not to exceed ½ page
Response Instructions	<p>To identify potential challenges:</p> <ul style="list-style-type: none"> • Consider the necessary steps and stages that will be required for successful implementation of the investment; • Identify areas of possible concern or potential pitfalls in terms of investment implementation; and • Explain why those areas present the greatest challenge to a successful investment implementation. <p>Identify the top challenges (up to 5):</p> <ul style="list-style-type: none"> • For each identified challenge, provide a brief description of how the challenge will be addressed and mitigated, and indicate a probability of occurrence (high, medium, or low);and • The response should focus on the implementation only.

IV.C. Discuss funding resources beyond this fiscal year’s funding that have been identified and will be leveraged to support the implementation of this investment.	
Page Limit	Not to exceed ½ page

Response Instructions	<ul style="list-style-type: none"> • Discuss other funding sources (e.g., non-IBSGP grant programs, public or private agreements, future fiscal year grants) that you plan on utilizing for the implementation of this investment; and • If no other funding resources have been identified or if none are necessary, provide rationale as to why the requested FY 2010 IBSGP funding is sufficient for the implementation of this investment.
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IV.D. Provide a high-level timeline, milestones and dates, for the implementation of this investment. Up to 10 milestones may be provided.	
Page Limit	Not to exceed 1 page
Response Instructions	<p>Applicants should supply a timeline indicating the proposed milestones within the project keeping in mind the performance period on the grant is up to 36 months. The sample table below may aid the applicant.</p> <ul style="list-style-type: none"> • Only include major milestones that are critical to the success of the investment; • While up to 10 milestones may be provided, applicants should only list as many milestones as necessary to sufficiently describe the project; • Milestones are for this discrete investment – those that are covered by the requested FY 2010 IBSGP funds and will be completed over the 36-month grant period; • Milestones should be kept to high-level, major tasks that will need to occur; • Identify the planned start date associated with the identified milestone. The start date should reflect the date at which the earliest action will be taken to start achieving the milestone; • Identify the planned completion date when all actions related to the milestone will be completed and overall milestone outcome is met; and • List any relevant information that will be critical to the successful completion of the milestone (such as those examples listed in the question text above). • Examples of possible milestones: <ul style="list-style-type: none"> • Define kill switch implementation plan • Complete installation • Complete successful test of kill switches

Sample Milestones

Sample Project Milestones	Anticipated Dates
Grant is awarded	Award Date
Grantee works on EHP and Financial clearance	Award Date + 3 months
Grantee receives confirmation that special conditions are released	Release of Funds Date
Grantee works with vendors to obtain GPS Unit contract	Release Date + 1 month
Vendor equips GPS units onto buses	Release Date + 6 months
Grantee trains staff on new GPS units	Release Date + 7 months

GPS Project is complete	Release Date + 9 months
Grantee submits final closeout documents to FEMA GPD	Release Date + 12 months