



PUBLIC SAFETY COMMITTEE MEETING AGENDA

Commission Chamber
Tuesday, May 28, 2024
1:10 PM

PUBLIC SAFETY

- 1.** **Ms. Jessica DuBois**, Best Friends Animal Society, relative to Augusta Animal Services Assessment and Offer of Support.
- 2.** Motion to approve the replacement of obsolete computer equipment (laptops, computers, servers, printers, scanners, switches, routers, VOIP phones, virtual environment, backup solutions, analog gateways, other telecommunication devices, security appliances, uninterrupted power supplies, radios, and MDTs) as well as the purchase of any related required computer software upgrades, cloud storage, and server resources.
- 3.** Discuss dispatch problems and malfunction of Purvis System related to the Fire Department and Fire Station 16 that involved two fatalities on October 14, 2023. **(Requested by Commissioner Catherine McKnight)**
- 4.** Motion to accept the FY2024 Emergency Operations Center Program in the amount of \$1,500,000 and authorize the mayor to execute all appropriate documentation.
- 5.** Motion to approve the acceptance of the third Amendment for Aramark Inmate Food Services.
- 6.** Motion to approve the minutes of the Public Safety Committee held on May 14, 2024.



Commission Meeting

May 7, 2024

Best Friends Animal Society

Department: N/A

Presenter: N/A

Caption: Ms. Jessica DuBois, Best Friends Animal Society, relative to Augusta Animal Services Assessment and Offer of Support.

Background: N/A

Analysis: N/A

Financial Impact: N/A

Alternatives: N/A

Recommendation: N/A

Funds are available in the following accounts: N/A

REVIEWED AND APPROVED BY: N/A

AGENDA ITEM REQUEST FORM

Commission meetings: First and third Tuesdays of each month – 2:00 p.m.

Committee meetings: Second and last Tuesdays of each month – 1:00 p.m.

Commission/Committee: (Please check one and insert meeting date)

<input checked="" type="checkbox"/>	Commission	Date of Meeting	May 7, 2024
<input type="checkbox"/>	Public Safety Committee	Date of Meeting	_____
<input type="checkbox"/>	Public Services Committee	Date of Meeting	_____
<input type="checkbox"/>	Administrative Services Committee	Date of Meeting	_____
<input type="checkbox"/>	Engineering Services Committee	Date of Meeting	_____
<input type="checkbox"/>	Finance Committee	Date of Meeting	_____

Contact Information for Individual/Presenter Making the Request:

Name: Jessica Dubois, Best Friends Animal Society
 Address: 2281 Akers Mill Rd. SE Atlanta, GA 30339
 Telephone Number: 404-788-4131
 Fax Number: N/A
 E-Mail Address: jdubois@bestfriends.org

Caption/Topic of Discussion to be placed on the Agenda:

Augusta Animal Services Assessment and Offer of Support

Please send this request form to the following address:

Ms. Lena J. Bonner
Clerk of Commission
Suite 220 Municipal Building
535 Telfair Street
Augusta, GA 30901

Telephone Number: 706-821-1820
Fax Number: 706-821-1838
E-Mail Address: nmorawski@augustaga.gov

Requests may be faxed, e-mailed or delivered in person and must be received in the Clerk’s Office no later than 9:00 a.m. on the Thursday preceding the Commission and Committee meetings of the following week. A five-minute time limit will be allowed for presentations.



Augusta Animal Services Offer of Support

Partnership Goals:

Augusta Animal Services has a history as a high-volume shelter with limited positive outcomes for animals. The shelter currently ranks #32 nationwide in shelters with the highest lifesaving gap, and it ranks #1 in Georgia. In 2023, 46.2% of animals entering the shelter did not make it out alive. During the shelter assessment completed by the National Shelter Support team in March 2024, several foundational issues were noted in the existing programs at Augusta Animal Services. Best Friends would like to utilize their resources to address those issues with the goal of closing the lifesaving gap of 554 cats and 1,295 dogs being killed at Augusta Animal Services, therefore achieving a save rate of at least 90%. Several programs were either lacking fundamental elements to make them successful, or were missing entirely, so Best Friends is extending an offer of training and staff to help address the concerns noted in the assessment and improve the overall operations of Augusta Animal Services.

How We Can Support You:

Best Friends can provide staff, training, and support to implement or level up programming that is designed to decrease length of stay and increase save rate for both cats and dogs in the shelter. This training and support would be offered to Augusta Animal Services through ongoing virtual and in-person support **at no cost to the shelter**.

Training and support would include the following:

- Staff embed
 - Best Friends would like to collaborate with city leadership through a project with our [National Embed Program](#). The Embed Project would place a Best Friends employee in a leadership position at Augusta Animal Services (AAS) for up to one year. This staff member, paid by Best Friends, would act in the role of overseeing all aspects of the agency's field and shelter operations to implement proven lifesaving strategies that would guide AAS toward achieving no-kill status. Agencies with the highest lifesaving gaps, like AAS, are eligible to receive this support to lead systemic change and coach the agency on sustaining new ways of working. The Project also is supported by a team of subject matter experts, and through the Project's agreement, we may also provide extra funding for operational expenses, and staffing grants. The



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Embed Project's support would help AAS achieve life-saving results in just a few months, which may normally take years to accomplish.

- Veterinary support
 - A lack of spay/neuter services was noted as a major bottleneck preventing animals from being ready for adoption in a timely manner. Best Friends, in partnership with the Humane Society of Northeast Georgia (HSNEGA), would like to provide a medical team of 5 (including a vet, medical coordinator, 2 vet techs, and an administrator) that would be responsible for providing the necessary medical care to prepare animals for positive outcomes such as adoption and return to field (e.g. vaccines and s/n). We would provide these staff for 18 months while also trying to help AAS recruit a new staff veterinarian to oversee the shelter population before the end of that timeframe.
- Community Cat Program
 - When the current TNVR program was launched in August of 2023 the goal was to reduce cat intake at the shelter and help AAS become a no-kill facility for cats. While intake was reduced, it was not as significant a change as anticipated, and in over 6 months the save rate still averaged 66.2%. Because we have failed to achieve the desired lifesaving goals in the program's current form, we propose a change.
 - Effective 6/1/24, AAS would pivot to SNR (shelter-neuter-return) and take on the community cat program in-house.
 - Best Friends would provide a grant of \$50,000 to cover the salary of a Community Cat Program Coordinator for a period of 12 months to oversee the program and help the shelter with this transition.
 - Best Friends will assist with designing and printing collateral to advertise the program and support AAS with any necessary press releases or advertising to alert the public to the change.
 - HSNEGA would continue to provide the s/n surgeries for the program through their contracted veterinarian and vet techs working in the shelter.
 - Best Friends will provide training through our National Shelter Support Team on community cat complaint mitigation to better equip officers, dispatch, and shelter staff to respond to complainant calls regarding community cats and nuisance behaviors.



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- To help ensure that methods highlighted in this training are implemented, Best Friends will provide an assortment of deterrents that can be given to the public to help deescalate complaint calls and better serve the community.
- Training and mentorships
 - Best Friends will provide in-person and virtual training on the following topics:
 - Managed and diverted intake with an emphasis on kitten diversion and supported self-rehoming/owner retention.
 - Dog body language, safe handling techniques, and enrichment
 - Customer service and adoptions
 - Return to owner (RTO) and in-field return to owner (F-RTO)
 - Pathway planning and daily population rounds
 - With more in-depth mentorships focused on helping AAS staff build out a foster program and expand/improve their existing volunteer program
- Compassionate end of life care
 - Euthanasia training with our National Veterinary Medical Team for any staff that assist with shelter euthanasia.
 - Best Friends will work with shelter leadership to help draft new euthanasia protocols and checklists to ensure consistent and transparent decision making.
 - Best Friends can help purchase the sedative recommended in our assessment to help improve the current euthanasia practices at the shelter.
- Scholarships
 - Best Friends would like to provide scholarships in the amount of \$3,000 to send at least two members of the AAS staff to Orlando to attend the Best Friends National Conference. At the Best Friends National Conference, staff will learn the latest actionable tools and data-driven techniques to take home and immediately start saving more dogs and cats in their community to reach or sustain a no-kill status in 2025.
- NACA membership and training
 - Best Friends would like to pay for all members of the field services team to receive membership to the National Animal Care and Control Association (NACA). This includes access to a library of webinars and other resources through Justice Clearinghouse for staff to utilize at their convenience to increase their breadth of knowledge and stay up to date on modern animal control policies and practices.



- Provide scholarships for officers to complete (virtual) ACO I certification. Best Friends will reimburse the shelter for the course's cost once presented with a certificate of completion for each officer participating.

How We Can Achieve These Goals Together:

Together we can achieve the programming goals above by working on the development of and committing to a training plan focused on implementing new lifesaving programs and SOPs to address gaps noted in the current operations of Augusta Animal Services. Once the offer is accepted, implementation can mirror the following timeline:

- Within the first 30 days
 - Identify which staff members you want to attend the Best Friends National Conference in July. Once they are registered, submit the receipts to BF staff for reimbursement. Travel and lodging arrangements will need to be made by AAS staff.
 - AAS will register for Shelter Pet Data Alliance (SPDA)
 - Leadership will work with Best Friends staff to schedule virtual and in-person training times for remaining topics of concern, prioritizing daily rounds and intake diversion so those programs can be implemented as soon as possible.
 - AAS will agree to monthly check-in calls with Best Friends staff to review the trainings being done, identify upcoming training still needed, discuss any issues encountered while trying to implement new programs, and problem solve as a team to address any issues.
 - Deterrents will be mailed to AAS and training for complaint mitigation will be scheduled.
 - All field services staff should register as NACA members and begin NACA I training. Once we receive certificates of completion, they will be reimbursed for the course.
 - AAS will stop behavior assessments and make the suggested changes to their current euthanasia process. Leadership will work with Best Friends staff to formalize new standard operating procedures (SOPs) and euthanasia checklists that will be implemented as soon as they are finalized.
 - AAS and any necessary city-level leadership will meet with the Best Friends Embed Team to discuss the possibility of embedding one or more staff members at the shelter to assist with implementing lifesaving programs and making the changes outlined in the Assessment.
 - AAS leadership will work with the veterinarian provided by HSNEGA to have them become the shelter vet of record and acquire the DEA license.



- Any AAS staff that assists with euthanasia should review the 2022 ASV (Association of Shelter Veterinarians) and AVMA (American Veterinary Medical Association) Guidelines relating to euthanasia.
- Within the first 60 days
 - Training will continue and AAS leadership will ensure that all appropriate staff are participating and employing the techniques being taught in the trainings.
 - Foster and volunteer mentorships will begin. AAS will identify the staff member who will be the point person for each program.
 - A CCP Coordinator will be hired and the existing TNVR program will transition to an SNR program operated by AAS.
 - The new shelter medicine team will begin spay/neuter surgeries on community cats and animals eligible for adoption.
 - AAS will work with Best Friends to request changes to the current ordinances to update the mandated stray hold from 5 business days to 72 hours.
 - AAS will extend their adoption hours/hours of operation to make the shelter more accessible to the public, namely, being open to the public on Sundays for adoptions.
 - Kennel staff will complete the Fear Free Shelters program.
- Within the first 90 days
 - Any remaining trainings will be completed.
 - Foster and volunteer mentorships will be ongoing.
 - Staff will complete the Fear Free Shelters training and ACOs will work to complete NACA I training.
 - Staff will remain committed to providing all animals in care with daily enrichment and making sure that all dogs get exercise outside of their kennels at least once per day.

What is Required from Augusta Animal Services:

- Monthly data submitted via Shelter Pet Data Alliance (SPDA).
- Monthly check-in calls with Best Friends staff to evaluate training being done and progress being made.
- Report on impacted programs (e.g. data relating to cat and dog lifesaving) and evaluating data by type of intake to help gauge success and inform any changes.
- Cooperation and transparency from shelter leadership and staff, including attending meetings and training as scheduled.

This offer of support expires on May 31, 2024



Best Friends is happy to extend timelines as necessary, provided that there is a path to move the offer forward.



City of Augusta Animal Services

Shelter Operational Assessment Report

March 2024



Introduction

Best Friends Animal Society's national shelter support team provides customized assessments and support for individual animal shelters and the communities they serve. Through Best Friends' municipal and shelter support program, each community (if applicable) receives a shelter operations and field services assessment designed to identify specific areas of need and help implement best practices in animal welfare. Ongoing support is also provided to ensure that new programs and practices are sustainable and successful. Our team uses a collaborative approach to shelter partnerships and believes that every shelter should have the opportunity to determine its own organizational needs based on lifesaving impact in that community. As a rule, we avoid a one-size-fits-all approach because, just like every individual animal, each shelter and its community has its own individual personality and needs.

From March 26-28, 2024, members of the Best Friends national shelter support team conducted a shelter assessment for City of Augusta Animal Services. This document provides the findings and recommendations for the operating programs at Augusta Animal Services (AAS) to ensure the shelter is operating in line with national best practices. Areas where improvement is needed was highlighted and followed by recommendations based on nationally recognized proven strategies for success in shelter operations.

Once the recommendations are accepted by city and shelter leadership, staff at Best Friends will work with shelter leadership to create an implementation plan and schedule periodic meetings to discuss progress and challenges. Funding and operational mentorships sufficient to support these changes will be provided by Best Friends Animal Society at no cost to the shelter, as outlined in the offer of support document provided.

About Best Friends Animal Society

Best Friends Animal Society is a leading animal welfare organization working to end the killing of dogs and cats in America's shelters and make the country no-kill in 2025. Founded in 1984, Best Friends is a pioneer in the no-kill movement and has helped reduce the number of animals killed in shelters from an estimated 17 million per year to around 400,000 last year. Best Friends runs lifesaving programs across the country, as well as the nation's largest no-kill animal sanctuary. Working collaboratively with a network of more than 4,700 animal welfare and shelter partners, and community members nationwide, Best Friends is working to Save Them All®. For more information, visit bestfriends.org.



Demographic Information

Augusta Animal Services provides sheltering and field services to Richmond County, Georgia. The total service area has a population of approximately 207,000 and covers an area of 329 square miles. Richmond County's median household income is \$50,605 with 18.4% of the population living below the poverty line. The 2024 budget for animal control and shelter fees is \$1,863,960, with annual per capita on animal control at \$9.02.

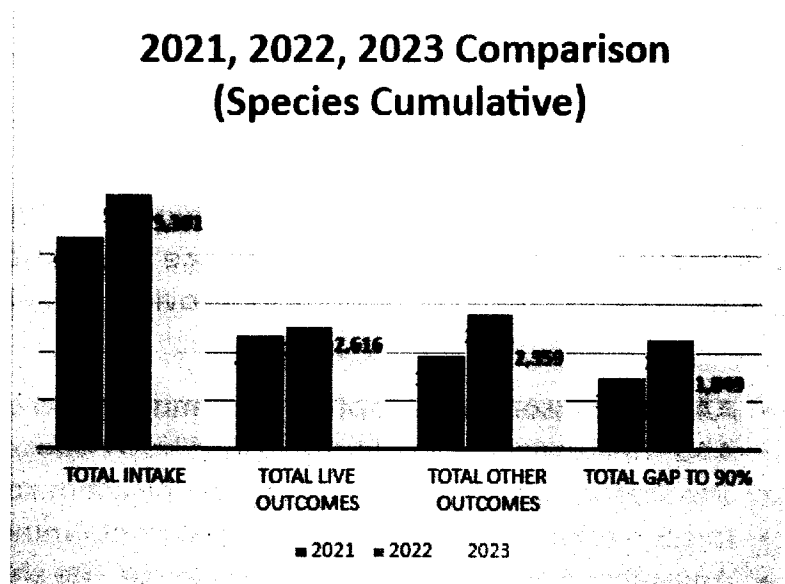


Defining the Opportunity

Augusta Animal Services has a history as a high-volume shelter with limited positive outcomes for animals. The shelter currently ranks No. 32 nationwide in shelters with the highest lifesaving gap, and it ranks No. 1 in Georgia.

However, there are ample opportunities to increase live outcomes for the animals in care and to improve operational programming to better support the community through programmatic and philosophical changes. These opportunities can help bring the shelter in line with industry best practices and help them achieve and maintain a save rate of 90% (the benchmark for no-kill).

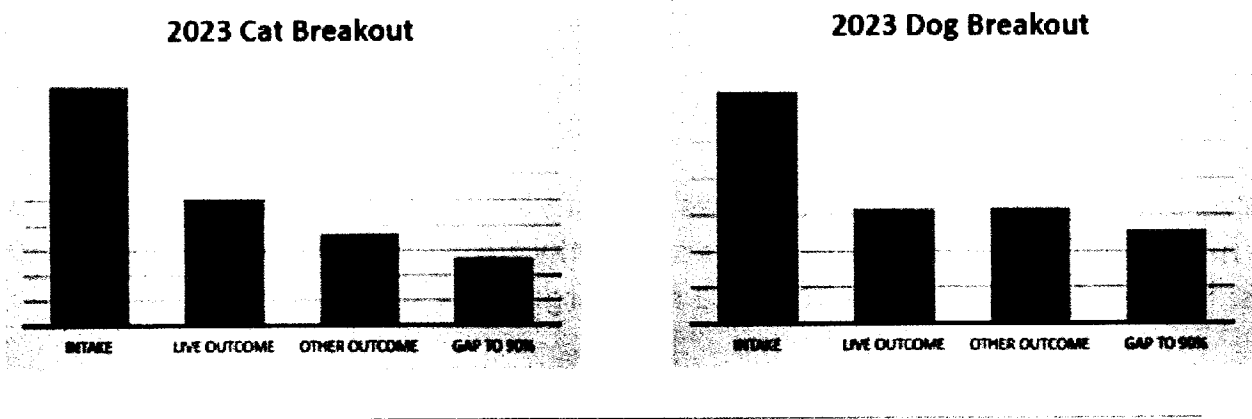
2021, 2022, 2023 Comparison
(Species Cumulative)



Shelter Data

Using 2023 as a full-year baseline, the agency took in 5,101 — 3,200 dogs and 1,901 cats. (These numbers represent an 8% increase in dog intake and an 18% decrease in cat intake from 2022.) The shelter occasionally takes in other species of animals (livestock, wildlife or other noncompanion animals). But for this assessment, Best Friends focused on dogs and cats.

Augusta Animal Services' overall 2023 save rate (the percentage of savable animals leaving the shelter alive) for dogs and cats was 53.8%. The nationally recognized benchmark to be a no-kill shelter is a 90% save rate, so this data shows a lifesaving gap of 1,849 dogs and cats who must be saved to achieve no-kill status. Broken down further by species, the save rate for dogs was 49.5% (with a lifesaving gap of 1,295 dogs), and the save rate for cats was 60.9% (with a lifesaving gap of 554 cats).



Kudos

Before diving into specific recommendations, we extend kudos to the Augusta Animal Services (AAS) team for work being done to reduce the numbers of animals being euthanized and for coming up with creative methods for providing live outcomes for animals.

- AAS has reasonable adoption fees and limited barriers to adoption.
- AAS runs specials on adoptions and hosts adoption events.
- The staff demonstrates a high level of trust in volunteers.
- Rescue relations are solid and pathway planning volunteers are a great asset.
- Animal control is working well alongside the shelter team.
- The staff is open to getting more information on training.
- AAS requires scheduled owner-surrender appointments to reduce unnecessary intake.
- AAS is willing to remove reclaim fees to ensure fees are not a barrier to lifesaving.
- Cat portals, which are in place, show initial steps to cat housing improvements.

Euthanasia protocol

We feel it is necessary to separately address current euthanasia practices at Augusta Animal Services from the rest of our assessment due to serious concerns we have the process observed. Euthanasia protocols at the shelter require immediate attention and refinement to ensure compassionate care for animals in their final moments. It's essential to address shortcomings in current practices, such as the lack of compassionate handling during euthanasia procedures. Measures should be taken to prioritize the comfort and dignity of animals, which include pre-euthanasia sedation options, choosing appropriately sized needles for patient size, proper handling, and ensuring staff awareness and respect during the process.

- We recommend that AAS leadership assess the effectiveness of the current dosing of euthanasia solution. If it appears that the staff must consistently administer additional doses, an adjustment must be made by adding an extra milliliter to the calculation. This adjustment, such as 1 milliliter per 10 pounds of body weight plus an additional milliliter, ensures a more humane, swift process for euthanasia, thereby prioritizing the animal's welfare. During our assessment, we observed one particular euthanasia where a dog was not given enough solution to be fully euthanized, which then required additional injections that caused undue stress to the dog.
- It is essential to adhere to American Veterinary Medical Association ([AVMA](#)) guidelines for ensuring that animals are not left alone at any time during the process and are closely monitored for confirmation of death. Staff members told us during our assessment that the animals are often moved to the outside sally port holding area prior to death during euthanasia procedures.
- We recommend the inclusion of signage on the door, "EUTHANASIA in Progress", for privacy and staff awareness.
- The table should be cleaned between each procedure because this helps to remove stress pheromones, which can be scary for the next pet on the table.

Please refer to Section 10 of the ASV (Association of Shelter Veterinarians) guidelines and ASV checklists for more specific, comprehensive euthanasia information.

A formalized process for euthanasia decision-making (that includes regular meetings to identify and intervene with at-risk animals) is lacking and must be developed in order to ensure that animals with the potential for a live outcome are not killed unnecessarily. This process should prioritize interventions based on the length of stay, with specific protocols for longer-stay animals to increase opportunities for live outcomes. Examples could include waiving the adoption fee, highlighting for social media exposure, prioritization for foster care, and prioritization for out-of-kennel enrichment opportunities with volunteers. We recommend a pre-euthanasia checklist to ensure all live outcome options are explored and meaningful euthanasia subtypes should be established to address at-risk populations.

Staff training on these subtypes and periodic reviews of euthanasia reports will facilitate the implementation of interventions and increase live outcomes. Additionally, proactive population management strategies should be employed to reduce the need for reactive euthanasia decisions when capacity is reached. By addressing these issues and implementing comprehensive euthanasia protocols, the shelter can ensure the humane treatment of animals and increase the chances of live outcomes.

Operational Assessment and Recommendations Item 1.

The following sections include on-site observations, common information from interviews with staff members, and our recommendations.. Recommendations are followed by a comprehensive list of resources to be used for implementation in conjunction with Best Friends' ongoing support. To increase the organization's lifesaving capacity, the recommendations are presented in order of priority:

1 Intake diversion and managed intake

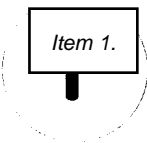
2 Animal flow and length of stay

3 Lifesaving programs

4 Biosecurity and medical processes

5 Staff training and communications

6 Access to spay and neuter



Intake diversion and managed intake

Due to the improper animal intake management at Augusta Animal Services, there is no relief from the constant flow of animals entering the facility. The staff, facility, and its lifesaving programs cannot adequately manage the current level of animal intake, which results in insufficient quality of care, staff burnout, and high rates of euthanasia. Controlling the flow of animals entering the facility will be crucial to the success of AAS lifesaving programs, as well as successful implementation of the recommendations listed in this report.

Intake policies

We recommend an evaluation of current intake practices and work to bring them in line with national best practices. Implementing a managed intake program, which involves regulating and scheduling all intake procedures, is crucial. While we applaud AAS for their current efforts to schedule owner surrenders, there is more that can be done to better serve the public and further reduce intake. Managed intake will allow the shelter to control the timing and method of intake and focus on the "how" and "when" rather than strictly on "who" is admitted. This is a cornerstone best practice that will give AAS the ability to implement other lifesaving programs to fully support their community and achieve no-kill status. For more information, refer to Best Friends Animal Society's Humane Animal Control manual in the chapters on [intake diversion](#) and [delayed or diverted intake](#).

At the present time, animal services officers accept owner surrenders in the field. This practice not only increases the number of animals entering the shelter (when other options may exist) but it also perpetuates the mentality that animals are disposable. Animal services officers should work with owners to find solutions outside of surrender by calling upon shelter and community resources as needed. If alternative options are not available, residents should seek surrender options through the shelter's managed intake program. Making it easy to surrender a pet decreases the likelihood that pet owners seek another alternative rather than surrender. Additionally, allowing owner surrender pickups takes up valuable time that otherwise could be spent on responding to priority calls or proactive field work.

Customer service

The current process for animal intake lacks consistency and personal engagement, with residents often left waiting at the back door without staff guidance or support. A consistent approach to client services, with appropriate counseling and an offer of resources, is essential to reducing unnecessary animal intake. We recommend AAS provide customer service training and managed intake training for all staff, as well as ensure public facing staff members have a good understanding of available public assistance resources.

Owner surrender support

We recommend adjusting current practices to ensure that the top priority for the client service staff is to keep the animal in the home whenever possible.

We recommend engaging with members of the public who call to make an appointment to surrender their pets. This is the perfect opportunity to gather more information regarding the reason for surrender, which can result in solving problems that remove barriers to the owner keeping the animal. If that is still not possible, the shelter now has more information with which to work on creating a positive outcome path for the animal. Right now, the only information collected is name, address, breed of animal, etc., with no attempts made to solve problems or share resources that might help keep the animal in the home or enable the individual owner to rehome the animal. Training and additional materials related to supported self-rehoming, pathway planning, and intake diversion can be provided to support staff for making this change.

AAS staff members working on intake must be transparent with individuals about what relinquishing animals to the shelter really means. Drop-off forms should be updated to include a box to check off to be notified if their animal is in danger of being euthanized. This will drive home the fact that euthanasia is a potential outcome in addition to staff members verbalizing that it's a possibility. Any system in place must ensure that if the box is checked, the previous owner will be notified and given the option to reclaim the animal free of charge if the animal is in danger of being euthanized.

In addition, more resources for increasing owner retention should be made available to the public. These resources should include Adopt a Pet flyers to encourage finding a new home for pets without having them enter the shelter, materials to assist with behavior issues, and supplies such as food, vaccines, leashes, and collars (which can be acquired via donations). Other resources, including medical care, can be obtained by working with the local veterinarians to offer services at a reduced cost and/or offering them at the shelter, where and when appropriate. By offering resources and limiting the hours for stray intake, overall shelter intake at the shelter will drastically reduce, and more animals will be reunited with their families.

Return to owner programming

While AAS does have the ability to return animals to their owners, much more can be done to locate the owners of impounded stray animals and reunite pets with their owners. The national average return-to-owner (RTO) rate for dogs without a microchip is 22%.* In 2023, AAS' overall RTO rate for dogs was less than 12%.

*https://pubmed.ncbi.nlm.nih.gov/39601754/

Recommendations:

- Ensure that policies are supportive of return-to-owner programming and barriers are limited. [This playbook](#) and other resources that follow can be used to increase RTO efforts.
- Explore the option of creating a lost-and-found map to aid in return-to-owner efforts. [This article](#) details successful mapping programs and how to get started.
- An engaged volunteer program would also support an increase in RTO by finding matches on lost-and-found social media pages or canvassing neighborhoods from which stray dogs were impounded.
- With the current open hours of 12-5 p.m., Monday through Saturday, owners looking for lost pets are limited to a small window of time for reclaims. This leads to unnecessary extended shelter stays that risk spreading disease, causing undue stress on both the family and the animal, and resulting in additional costs to taxpayers. To keep the shelter population down, we recommend training all staff on conducting reclaims so that all staff members can perform this vital function (even when the shelter is closed to the public). In many agencies, on-call officers are brought in during on-call hours to conduct owner reclaims and adoptions.
- Appropriate RTO efforts should also be employed by animal services officers in the field. In addition to creating and implementing a field return-to-owner SOP for the field services team, we recommend all officers receive field return-to-owner training, which Best Friends is willing to provide.
- We recommend shoring up resources for informing people about what to do when they find a stray or lose a pet. With the size of the service area, impounding and then bringing a stray animal to the shelter is often an impediment to the animal going home. We recommend encouraging community members to help stray animals find their way home without bringing them to the shelter. Ways to do this include posting the animal's photo on social media, driving around the area where the animal was found and asking neighbors if they recognize the animal, and having the pet scanned for a microchip at a local animal hospital.
- We recommend implementing a [finder to foster program](#) and having staff members ask community residents to hold lost pets in their homes for the duration of their stray hold, instead of bringing them to the shelter. AAS can offer supplies such as crates and pet food for support. This gives the animal a better chance of making it home while it cuts down on unnecessary shelter intake.

Animal flow and length of stay

In addition to controlling the flow of animals to the shelter, it is imperative that AAS focus on pathway planning for each animal and then work to reduce average length of stay for impounded animals.

Stray hold period

We recommend implementing a county ordinance change to implement a 72-hour (three-day) stray animal hold. This is considered a standard stray hold period because the likelihood of owners reclaiming pets after this interval is low. While the current five-business-day hold may seem beneficial for maximizing the chances of reuniting lost pets with owners, it can inadvertently strain shelter resources and overcrowd facilities, leading to increased stress, potential health risks for the animals, and a higher loss of life. And, in spite of the current stray-hold period, the return-to-owner rate for dogs at AAS is still 10% below the national average, suggesting that programmatic changes (such as extending hours of operation and implementing more progressive return-in-field programs) would be more beneficial to reuniting lost pets with their families than an extended stray-hold period alone.

A 72-hour hold period creates a reasonable time frame for owner reclamation efforts while alleviating the burden on shelters and promoting more efficient animal care practices. This proposed amendment reflects a proactive approach to animal welfare management, and it emphasizes the importance of finding a balance between safeguarding the well-being of stray/lost animals and ensuring the effective operation of shelter facilities.

- To determine the success of a 72-hour stray hold in increasing live outcomes for pets, we recommend that AAS identify the median time to owner reclaim. Additionally, using systems like [Petco Love Lost](#) will enable AAS to facilitate quick reunions, a crucial step toward enhancing the welfare of shelter animals and increasing the chances of a live outcome for all stray animals.
- Removing stray holds entirely for unidentified stray cats (those without tags or microchips) is becoming more common across the industry. Stray holds for cats do not increase return-to-owner rates and they increase the likelihood of stress and disease for the cat population at the shelter. We recommend that AAS consider removing the stray hold for unidentified stray cats and move toward return-to-field or another live outcome as quickly as possible.

Hours of operation

Shelter hours for adoption are limited to just 24 hours a week, which includes being closed on Sundays. These hours are not conducive for a robust adoption program because many community members have traditional work or school schedules. The shelter closes at 5 p.m. daily, with adoptions ceasing at 4 p.m. so that the staff can perform closing duties. We encourage AAS to extend adoption hours into a few evenings a week, with the ultimate goal of being open for adoptions every night of the week, as well as on Sundays.

By being open on both weekend days, the shelter could significantly increase the number of adoptions and overall lifesaving. The shelter could then be closed on one or two weekdays to allow staff and volunteers to have days off. Staff and volunteers who care for the animals when the shelter is closed to the public should also be fully trained in processing reclaims and adoptions, so that animals can be reclaimed or adopted any time someone is in the building.

Behavior evaluations and handling: Canine behavior assessments

Behavior assessments are used in an attempt to quickly collect information; however, shelters are stressful, unnatural environments for animals, which often cause animals to display behavior that doesn't reflect their natural state. Because behavior assessments have often proven to be inaccurate, most shelters are discontinuing their use and, instead, relying on observation notes.

The ASPCA (American Society for the Prevention of Cruelty to Animals) has released a [position statement](#) on the use of behavior assessments for shelter dogs that states: "Behavior assessments have not been proven highly accurate or precise when used to predict aggression after adoption."

Current industry best practice is to utilize behavioral programs focused on enrichment, with priority placed on getting the animal out of the shelter as soon as possible. Utilizing a comprehensive enrichment program and strategic foster placements for animals with behavior concerns results in more successful predictions of their behavior outside of the shelter. Obtaining behavioral information through surrender forms and detailed observations from staff and volunteers in a variety of settings (play groups, vet clinic exams, walks, foster care, returns, etc.) would allow AAS to provide potential adopters with more accurate predictions of an animal's behavior. In addition, adopters should always be given a disclaimer that an animal's behavior in a home setting can be drastically different from behavior inside a shelter.

While some animals should not be adopted because of behavior, the number of dogs euthanized for behavior at AAS is substantial – 486 from August 16, 2023, through March 27, 2024. Euthanasia based on behavior accounted for 53% of all dog euthanasia during this time period. The ineffectiveness of the current process is the likely cause of many of these animals being killed unnecessarily. More positive outcomes for the animals entering the shelter can be generated by pivoting to a more organic information gathering process than the current pass/fail model of behavior assessment.

Behavior evaluations and handling: Animal handling

Observation sheets, conveniently placed under kennel cards, serve as valuable tools for capturing behavior and other information. By implementing the use of observation sheets or QR codes linked to an online platform, shelters can facilitate better continuity of care and communication between shelter and volunteer teams. This comprehensive insight aids in the tailoring of care and enrichment activities to suit animals' unique needs and enhances their overall well-being and prospects for adoption.

To address stress upon intake, AAS should prioritize low-stress handling techniques, such as using treats and towels to provide comfort and security. We recommend all staff complete training in Fear Free Shelters programs to further enhance their ability to minimize stress and anxiety in shelter animals, promote their well-being and support lifesaving.

When transporting cats, staff members should utilize dens or carriers to minimize stress and injury. Carriers should also be covered with a towel, blanket, or sheet. Staff and interested volunteers should receive training on fear-free cat handling to ensure the well-being of both cats and personnel during handling and cleaning procedures.

Pathway planning and daily rounds

From the time of intake, it is important that each animal has a plan in place that centers on the goal of a positive outcome. The goal is to move each animal toward a positive outcome as quickly as possible by considering all pathways (fostering, adoption, transfer, return-to-owner, etc.). We recommend that AAS implement daily population management rounds, which help to streamline animal flow, enhance department collaboration and communication, and reduce average length of stay. By engaging representatives from all departments, these rounds facilitate collaboration, communication, and proactive decision-making. Through streamlined animal flow and proactive population management, the shelter can significantly decrease the average length of stay for animals. This reduction not only minimizes stress and illness but also fosters more positive outcomes for shelter residents.

In conducting population rounds, it's crucial to address AAS's current housing practices, particularly dog housing. The predominant use of double compartment housing, not fully utilized during the assessment, poses challenges for staff efficiency and shelter capacity management. Housing dogs on both sides of guillotines does not allow for low-stress cleaning practices. This leads to decreased efficiency and potential overcrowding. Minimizing this practice without compromising lifesaving should be a priority. Furthermore, proactively focusing on reducing the average length of stay would enable AAS to operate with a lower daily inventory.

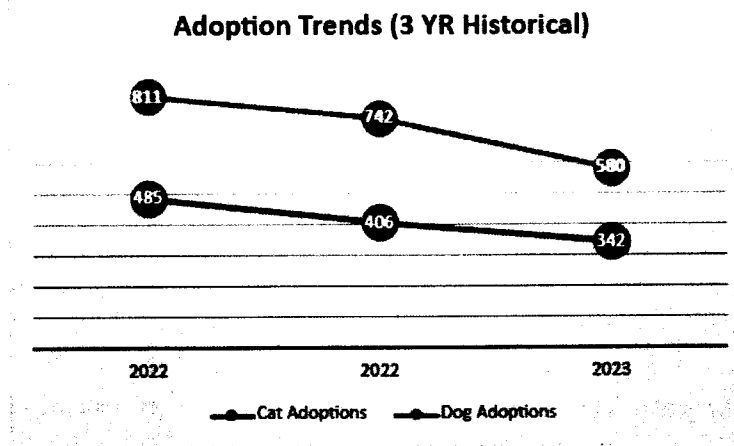
- Review the webinar presentation "Counting All Paws: Mastering Daily Population Rounds" and the Best Friends operational playbook for practical assistance.
- Consider on-site training workshops offered by the Best Friends national shelter medicine team to learn how to implement population management strategies.

Lifesaving programs

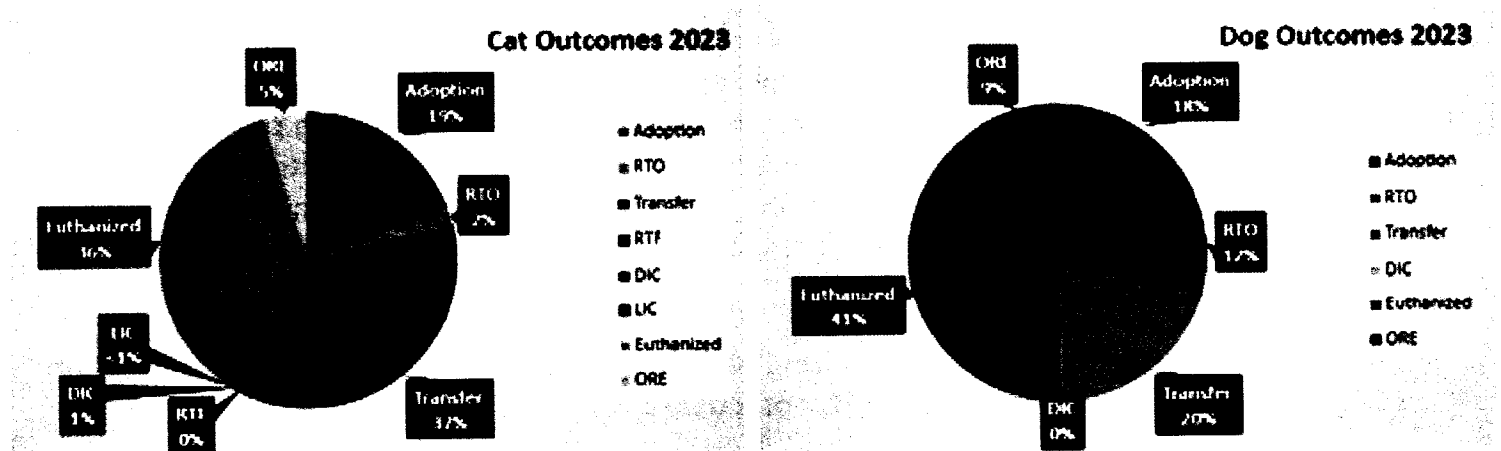
Due to leadership’s lack of awareness of national standards, Augusta Animal Services is not utilizing many nationally recognized best practices. Best Friends recommends in-depth, continued training for all staff on nationally proven best practices. A program should be developed at the county level to facilitate this learning.

Adoptions

We recommend that AAS work to increase local adoptions to support lifesaving at the shelter and engagement with the community. The following chart shows how adoptions at AAS have been decreasing each year.



Historically, AAS has relied heavily on rescue transfers and transport to secure positive outcomes. In 2023, transfers accounted for 49% of all live outcomes for dogs and cats. The following charts show a breakout of outcome types by species.



While we commend AAS' effort to find positive outcomes through transport, a heavy reliance on rescue transfers and transport is not a long-term, sustainable solution. Transporting animals outside of the local community, while a seemingly quick solution to a full shelter, can actually harm AAS' relationship with the community.

Transferring animals out of a community, rather than placing them back into it, results in residents obtaining pets (often unsterilized) from sources other than the shelter. Sterilizing, vaccinating, and microchipping pets entering the shelter and then offering them for adoption in the community is a more sustainable and long-term lifesaving strategy. AAS should seek to increase its community outcomes until such time that transports are no longer necessary.

Recommendations:

- We recommend placing a priority on increasing adoptions through fee-waived and off-site adoption events and marketing efforts. Contacting local radio and television stations combined with a focused strategy for social media, is an effective way to share information on available animals and drive more traffic to the shelter. Some agencies have begun holding targeted off-site adoption events in the communities from which the most animals are impounded. By placing animals back into those areas, AAS is supporting community engagement while ensuring the public has an opportunity to adopt sterilized, vaccinated, microchipped animals.
- The viewing and adopting of animals from AAS is limited to its adoption area, despite the fact that many animals in the stray area are eligible for adoption. We recommend that AAS allow viewing of all animals in the facility, except those on bite-holds and cruelty cases. Additionally, we recommend that AAS utilize reservations (pre-adoption holds) for pets not yet finished with their stray-hold time. In the case of isolated animals, even they can be adopted by allowing adopters to take their pets' medications home with them. All of this aids in reducing length of stay and increasing adoptions.
- To reduce length of stay, free up space, and allow families to take their new pets home the same day, we recommend allowing pets to go home as a "foster to adopt", where the adopter takes the pet to a spay/neuter appointment to avoid having the pet spend any more time in the shelter than necessary. This is especially important for pets remaining in the shelter over a weekend, which could potentially result in euthanasia for space. Many shelters in Georgia successfully allow foster to adopt programs with appropriate measures and agreements in place to ensure pets are spayed and neutered.
- Another avenue for increasing adoptions is a system to move easier to adopt animals out of the shelter more quickly. These "fast track" pets (those deemed highly adoptable by means of a customized matrix) would be spayed or neutered the day after the stray hold is up so that upon adoption they can leave the shelter immediately. These pets are also immediately placed into adoption areas as we know the "fast track" pets will get adopted much faster, freeing up a kennel space. The overall concept is to get the pets out we know will leave quickly in an effort to make more room for those who will likely have a longer length of stay.

Foster programming

A comprehensive foster program can help AAS reduce the on-site animal population, promote individual animal welfare, and reduce the burden on shelter staff. This can then allow staff to focus on improved care and enrichment for the pets on-site at the shelter. Foster for targeted populations (like neonatal kittens or medical cases) provides lifesaving care that might not be possible or feasible in the physical shelter. It is imperative that foster programs be properly supported and a structure be put in place to support foster caregivers.

Currently, Augusta Animal Services leverages relationships with rescue groups to manage foster homes. Best Friends recommends bringing a foster program in-house to the shelter in order to better manage bandwidth and lifesaving possibilities.

With a foster program, a system must also be in place to keep track of continued preventative care (or ongoing medical rechecks) and for foster pets to be promoted for adoption and transfer, so that they do not become “lost in the system.”. A system of remote rounds, ideally performed at least weekly, can help track all pets in foster care and function similar to physical daily population rounds, though the animals are listed in a report rather than observed in person.

Volunteer programming

A well-run volunteer program provides a shelter with an immense amount of help to support the staff and animals. Increasing volunteer support at AAS, through public communication efforts and formalization of the existing volunteer program, should be considered a priority to support the success of lifesaving programs and increase quality of care for shelter animals.

Currently, Augusta Animal Services has a small group of dedicated volunteers essential to the operation. We advise AAS to formalize this program, designate clear parameters, and assign a lead volunteer to help manage the program.

Further recommendations:

- Targeted marketing with skill-based volunteer position descriptions will help the recruitment of new volunteers, ensure needed support, and set expectations for new volunteers.
-
- Volunteer management software, such as [Volgistics](#) or [Better Impact](#), would be a great addition to help coordinate the program, volunteer engagement, and retention.
- Another strategy to increase volunteers is to include the volunteer coordinator in daily shelter rounds so that needs can be clearly communicated and the volunteer program can be leveraged in pathway planning. These daily rounds are crucial to ensure departments are working collaboratively to save the most lives possible.
- The resources at the end of this report, in conjunction with support from Best Friends, can be used to formalize the existing volunteer program and focus on increasing lifesaving impact.

Enrichment

At the present time, there isn't any formal enrichment program for dogs at AAS. Daily enrichment, including in-kennel and out-of-kennel activities, is as essential as food and water to an animal's overall well-being. It plays a key role in reducing fear and stress levels. Enrichment also supports the adoptability of the animals and the prevention of behavior problems. For those reasons, we recommend incorporating a simple and free enrichment program into the daily care routine for dogs and cats.

Recommendations:

- By integrating in-kennel enrichment into cleaning routines and establishing formalized schedules for playgroups and out-of-kennel time, shelters can ensure all animals receive adequate mental and physical stimulation. Volunteers play a crucial role in implementing enrichment programs, which fosters a sense of responsibility among all shelter staff for each animal's well-being.
- In promoting open adoptions for strays, shelters should prioritize visibility, interaction, and enrichment for these animals. Strays should receive equal promotion, walking opportunities, and enrichment as other shelter residents. Open adoptions, coupled with scheduled spay/neuter and a foster-to-adopt system, provide viable pathways for rehoming strays while ensuring transparency about potential reclaiming.
- Additionally, we recommend [Dogs Playing for Life \(DPFL\)](#) training to support positive interactions and outcomes for all shelter dogs. DPFL will be hosting a training session in Columbia, South Carolina, in May. Best Friends would be willing to cover the costs of having select AAS staff members participate.

The following resource section offers valuable guidance on implementing enrichment programs tailored to shelter dogs and cats, and it emphasizes the importance of mental and physical stimulation for their well-being. These resources complement the shelter's efforts to enhance organic behavior assessment, enrichment, and adoption processes to ultimately improve outcomes for shelter animals.

Housing

Item 1.

There is an immediate need for AAS to focus on ensuring basic comfort for all dogs in the shelter. Our assessment revealed a lack of beds or bedding and limited or no access to outdoor areas. This places significant stress on the animals, which can lead to anxiety and discomfort.

Installing timed lighting systems would be an ideal addition. At a minimum, all housing lights should be turned on immediately upon staff arrival and then turned off as a final duty before leaving for the day. We noticed that many dogs and cats remained in dark rooms until they were discovered during morning medication or cleaning routines.

Capacity for care, beyond just listing cage and kennel capacity, also refers to how many pets a shelter can house and still provide them with appropriate care, veterinary attention, adequate space, stress relief, and caregiver attention. Capacity for care goes beyond measuring physical space but is also dependent on the level of enrichment activities for the animals, how much they interact with humans, and the shelter's ability to deliver and maintain health and sanitation standards – all of which help to form quality of life.

To reduce euthanasia due to space, we encourage AAS to utilize cages that are being left empty to maximize capacity without compromising care. A critical factor in determining and maintaining capacity for care is maintaining and assessing population data. This includes being able to populate a daily census, and determine length of stay for every subpopulation of animal (dogs, puppies, cats, kittens) because this information is needed to calculate [adoption driven capacity](#).

We were excited to see the portals installed in cat rooms. In addition to this, all cats should have access to soft resting areas and hiding spots, such as [feral dens](#) or cardboard boxes. For comprehensive guidance on feline housing (including detailed recommendations), please refer to [this comprehensive article](#) on feline housing guidelines.

Client services and community support

In order to foster a more community-oriented approach, the shelter must address a lack of meaningful interaction and communication at various points of contact in the shelter. For instance, adoptions are hindered by front desk staff lacking knowledge about the animals available for adoption. By implementing population rounds, the staff would be familiarized with all animals available for adoption, ensuring they are not overlooked or forgotten.

One promising avenue for collaboration is tapping into the military community, as mentioned by both shelter staff and volunteers. Additionally, field officers can benefit by engaging more with the community, which fosters trust, encourages collaboration, and improves compliance rates. To facilitate these efforts, the shelter can draw upon resources from Best Friends Animal Society's [Humane Animal Control Manual](#) and the Humane Society of the United States' [Pets for Life Toolkit](#). Hosting regular vaccination clinics and making pet food available during normal business hours can further demonstrate the shelter's commitment to serving the community and addressing its needs.

Cat lifesaving

Item 1.

While AAS does have a community cat program in place with a third-party organization, the lifesaving effectiveness of this program can be increased. Taking into consideration staff bandwidth and surgery capacity, as well as keeping in line with best practices, we recommend that AAS immediately stop intake of all healthy outdoor cats (regardless of socialization level) and instead divert them through trap-neuter-vaccinate-return (TNVR). Cat impoundment should be limited to sick or injured stray cats and those involved in bite cases. The limited number of stray cats impounded by the shelter should be sterilized, vaccinated, and (whenever possible) be returned to their original location. This has a direct and immediate impact on lifesaving in the shelter, and it effectively addresses community complaints by offering humane solutions through nuisance mitigation.

Regardless of whether incoming stray cats are friendly or unsocial, leaving them in their outdoor homes is often the best course of action. By doing so, we secure a positive outcome for the cat and preserve the bonds formed between community cats and the individuals who love and care for them. Catching and removing cats from their outdoor environment has not proven to be a reliable form of population management. When cats are removed, resources become available for other cats and wildlife, who then enter the territory and exhibit what is best described as the vacuum effect, information on which can be found [here](#).

More specific recommendations follow:

- Best Friends recommends that field services officers and shelter staff immediately stop the intake of healthy outdoor cats and kittens. The position of the National Animal Care & Control Association (NACA) on the management of outdoor cats can be found [here](#).
- Part of comprehensive community cat programming involves community outreach to educate the public about the program and its effectiveness, as well as the ineffectiveness of less humane alternatives. We recommend that AAS prioritize public messaging around the community cat program that includes shareable print material in both English and Spanish.
- We recommend that AAS provide staff, volunteers, leadership, community members, and partners with comprehensive training on the benefits of and need for stray cat intake diversion as part of a full-scale community cat program. All staff should also receive training on outdoor cat nuisance mitigation and kitten diversion programming to increase successful conversations with the public. Best Friends has abundant resources and assistance available to help.
- We also recommend the updating of intake guidelines for staff and volunteers to include collection of relevant information from residents on cats that must be impounded. Collecting such information empowers shelter personnel to engage in productive conversation on why cats should not automatically be brought to the shelter, why they may be returned to the field, and the overall intentions behind community cat programs. Sample SOPs and intake forms can be provided.
 - Additionally, all shelter policies should be updated to prioritize return-to-field (RTF) programs for all eligible community cats and to emphasize that removing them from their outdoor homes is often not the best option.

Kitten intake diversion

Item 1.

While it is common for neonatal kittens to make up the most at-risk population in animal shelters, the problem can be reduced drastically by limiting the impounding of kittens to those who are sick, injured or truly orphaned. Community members who find kittens should be counseled (by shelter and field services staff) on how to determine if the kittens are truly orphaned, guided on how to reunite healthy kittens with their mother, and (if it is determined that the kittens should be impounded), encouraged to take part in a finder-to-foster program. Both kitten intake diversion programs (using [“Wait Until 8” protocols](#)) and finder-to-foster programming support positive outcomes for kittens and cats in the community and in the shelter system.

All staff and trained volunteers should speak with finders about returning the kittens to the location where they were found. If reunification with the mother cat is not possible, they should ask finders to foster the kittens. During kitten season, a successful technique is to station a staff member or volunteer at intake to provide this counseling. In [our neonatal kitten toolkit](#), you can find infographics (in both [English](#) and [Spanish](#)) that can guide finders through the process of determining if intervention is necessary. To increase the conversion rate of these conversations and reduce kitten intake, staff and volunteers should be provided with the training and physical resources to share with potential fosters.

To encourage fostering, kitten care kits, [such as these](#), can be provided, and they also should be available to field service officers to give to residents who find kittens in the field. Long before the residents arrive at the shelter with a cat or kittens, public-facing communications pieces and social media information should be in place to set expectations. In addition to a finder-to-foster program, developing a dedicated foster base for this population will provide further support.

Biosecurity and medical processes

Biosecurity

Biosecurity measures play a critical role in safeguarding the health of shelter animals and preventing the spread of contagious diseases. It is essential for staff to employ personal protective equipment (PPE) when handling animals, particularly high-risk populations such as pediatric animals and new intakes. During our assessment, we did not see any staff member or volunteer using PPE.

At a minimum, staff members handling animals should be wearing gloves, which should be changed between handling animals from different kennels. Additional PPE, including body coverings and foot protection, is recommended for higher-risk situations. Dedicated footwear or shoe covers are also advised, especially in areas where infectious disease is a concern. New intakes and young animals lacking vaccination history are particularly susceptible to infectious diseases, posing a risk to other animals, even if they appear healthy. Therefore, the use of PPE should be considered for all animals, especially during periods of infectious disease outbreaks or when there is concern about disease in the community.

Biosecurity encompasses various measures, including PPE, staff disease surveillance, animal movement, handling procedures, and sanitation protocols. It is crucial to implement biosecurity practices consistently, especially for high-risk populations, such as pediatric animals, animals with unknown vaccination history, or those arriving from areas with known infectious diseases. Prioritizing proactive population management strategies can help mitigate the risks associated with prolonged shelter stays and improve overall outcomes for shelter animals.

Additionally, observation periods should be established for animals with known disease exposure, with appropriate PPE utilized. To minimize disease transmission, animals should be handled in a specific order, from healthy to exposed to sick. By implementing comprehensive biosecurity measures and adhering to recommended protocols, AAS can effectively protect the health and well-being of the animal population.

Adherence to [AAHA vaccine guidelines](#) is crucial for mitigating infectious diseases in shelter animals. We recommend that AAS follow the following guidelines. Animals with unknown medical history should be vaccinated upon intake with (at minimum) FVRCP or DA2PP vaccines. Administer booster vaccinations of FVRCP and DA2PP every two weeks for pediatric animals less than 20 weeks old. Animals 18 weeks and older require a single booster at a two-week interval. Proper vaccine handling and storage in animal shelters are essential to safeguard animal health and prevent the spread of disease. We recommend that AAS ensure that the following metrics are being met at the shelter: For potency maintenance, vaccines require storage temperatures between 35°F to 45°F. Dedicated vaccine refrigerators, regular temperature monitoring, and organization of vaccines by expiration dates are recommended. See this [storage and handling guide](#).

Sanitation

In order to minimize chemical usage and enhance the health and well-being of shelter animals, AAS' sanitation practices must be reevaluated. Currently, the predominant use of bleach as a disinfectant poses several challenges. While bleach can be effective when properly diluted and used with appropriate contact time (10 minutes), bleach is rendered inactive in the presence of organic matter and may not effectively target certain viruses like parvovirus or ringworm. Additionally, alternative products such as enzymatic cleaners and trifectant have limitations and the odor can overwhelm animals, particularly cats.

Rescue/Accel (accelerated hydrogen peroxide) offers a more effective sanitation solution for all shelter areas. Rescue has demonstrated broad-spectrum efficacy against various pathogens, including bacteria, viruses, fungi, and spores, with a faster kill time (five minutes) and compatibility with organic material. Proper dilution and contact time are crucial for effective disinfection, and staff must be adequately trained on its application. Here is a [guideline](#).

Implementing the use of Rescue as the primary disinfectant will optimize sanitation protocols, reduce staff time, and increase disinfection efficacy. For instance, adjusting the parvovirus disinfection protocol to degreasing with Dawn, followed by three treatments with Rescue, and thorough drying, can expedite kennel turnover without compromising effectiveness. And when the process is complete, new animals can immediately be safely placed into kennels. Our parvovirus SOPs can be found [here](#).

To ensure consistent and effective disinfection with Rescue, staff must adhere to manufacturer guidelines for dilution and regularly monitor [dilutions](#) using [Precise-Indicators strips](#).

Comprehensive staff training and compliance with sanitation protocols are vital components of a successful infection control program. By transitioning to Rescue and ensuring proper implementation, the shelter can significantly improve sanitation practices, enhance the overall health and safety of its animal population, and gain back staff time for other needed duties.

Disease surveillance

Item 1.

Disease surveillance is a critical aspect of maintaining the health and safety of shelter animals. All staff must be proficient in recognizing the primary signs of common infectious diseases prevalent in shelter environments, such as diarrhea, vomiting, sneezing, coughing, and nasal discharge. Upon observing any of these signs, staff or volunteers should promptly notify the kennel supervisor or appropriate personnel. A standardized procedure outlining the timeline for notification and subsequent actions should be established and consistently adhered to by all staff members. Depending on the nature of the disease, isolation protocols may vary to include physical separation within the same space, utilization of designated isolation rooms, or implementation of signage and barriers.

Rapid identification and isolation of animals displaying signs consistent with disease are paramount. Animals demonstrating symptoms should be swiftly removed from the general population to minimize the risk of disease transmission. Ideally, these animals should be relocated to designated isolation areas or foster homes capable of providing appropriate care while mitigating risks to other animals. If feasible, rapid transfer to other organizations can also help safeguard the shelter population. In cases where isolation options are limited and rapid transfer is not feasible, humane euthanasia may be necessary to prevent disease spread.

It is imperative that AAS staff receive comprehensive training on disease recognition, isolation procedures, and the proper use of PPE. Clear communication channels and documented protocols facilitate swift and effective responses to disease outbreaks. Daily observation and monitoring sheets serve as invaluable tools for tracking animal health and identifying potential disease concerns. Additionally, standing orders and delegated responsibilities among veterinary technicians and assistants optimize the utilization of resources, ensuring efficient and effective care delivery while minimizing strain on professional staff. By implementing robust disease surveillance protocols and fostering a culture of accountability, shelters can proactively safeguard the health and well-being of their animal populations. Here is a highly-recommended webinar for staff training: [Disease Transmission and Prevention Webinar](#).

Respiratory disease

Though not witnessed during our evaluation, we were made aware that respiratory disease is a common occurrence at AAS. Stress directly correlates with the outbreak and severity of feline respiratory disease in animal shelters. Enrichment plays a key role in increasing feline health in shelters. When cats can't exhibit natural behaviors, the prevalence of stress and illness increases. Cats require a place to hide, scratch, and perch. Incorporating daily enrichment (which can be simple and free) into their routine supports their well-being in a significant way. Consistent in-kennel enrichment should be provided from the time of intake until departure.

We know that most upper respiratory infections in cats are spread more by fomites than droplets. Cats with mild clinical signs, including weepy eyes, mild ocular or nasal discharge, or the occasional sneeze, can be treated in their kennels with appropriate medications. This reduces stress by eliminating the need for the cat to become acclimated to a new environment or be transported. To reduce transmission of illness, this [provided chart](#) categorizes respiratory disease and minimizes movement accordingly. Staff are required to wear gloves and change between each animal to avoid carrying disease from one cat to another. Disposable gowns should be made available so that if a clinical cat is picked up, the staff member's clothes are not contaminated. These practices ensure that cats are not removed from public view and therefore still have the opportunity to be adopted. The adopter can be sent home with the remainder of the course of medication the cat would be receiving in the shelter. Additionally, a move toward intake diversion for stray cats, plus updates to the current community cat program, will keep the number of cats housed at the shelter low at any given time, which has the effect of reducing stress and illness.

Dogs, on the other hand, do transmit canine infectious respiratory disease complex (CIRDC) from one dog to another via droplets. We recommend that clinical dogs be moved to isolation, but as soon as they are no longer coughing and sneezing (a sign that their disease transmission risks go way down) they should be moved back to adoptions and they can finish their course of medications in their more permanent locations. If isolation in a separate room is not an option, every effort should be made to separate kennels, including putting barriers up as shields from droplets.

Staff training and communications

Training and onboarding

Providing a formal onboarding process and training program for staff will increase staff retention and lead to consistency in program implementation. We encourage AAS to implement a formal training program that includes specific training on programmatic efforts (managed intake, foster care, volunteers, adoptions, community cats, etc.), animal handling, customer service, and complaint mitigation. Ensuring that each new staff member receives consistent and comprehensive training will lead to more successful lifesaving programs and more knowledgeable staff.

Another strategy that agencies have found to be successful is using a tiered model of staff structure that allows for growth and upward mobility. For instance, having different levels of kennel techs (I, II and III) would provide staff with opportunities for professional growth and encourage a focus on training and development. Eligibility for promotion to the next tier gives staff a tangible upward path through the organization and supports retention rates and staff morale.

Internal communications

We recommend holding monthly all-staff meetings, not only to report changes to SOPs and programming, but to share successes and opportunities for improvement, relevant statistics surrounding organizational activities, and other updates. These meetings also give staff members an opportunity to hear about the priorities of each department and consider how they can better support each other in their daily work.

At these meetings, all staff should be encouraged to openly offer suggestions that could aid the organization in its lifesaving efforts, even if those suggestions are outside a staff member's "domain." This will help empower staff to think creatively and encourage personal and professional development.

Policies and procedures

Shelter protocols based on proven animal sheltering strategies are critical tools that ensure that daily operations stay consistent with organizational policies. Protocols must be developed and documented in sufficient detail to achieve and maintain the standards described in this document. They should be reviewed and updated regularly, and all personnel, including volunteers, must have access to them.

We strongly suggest a review of all shelter practices to ensure they are in accordance with the Association of Shelter Veterinarians (ASV) Guidelines 2nd edition. (The guidelines are scheduled to be published in Spanish.) Share them with all staff and ask everyone to read chapters involving their areas of work. Provide staff with these ASV videos, which further define some of the recommendations found in the guidelines. The ASV guidelines checklist is a good way to assess shelter operations. To guarantee compliance, ensure that staff are following the protocol as written when utilizing the checklist. Shelter management must routinely monitor and ensure compliance with protocols. We also recommend that AAS create a review policy to keep documents updated with the latest proven strategies.

Medical policies

We recommend that the medical team implement standing orders and train animal care staff to initially evaluate animals so veterinarians can focus solely on animals that require an elevated level of medical care. Veterinarian assistance need only be requested when cases are not progressing as expected or when cases fall outside of the guidelines. A guideline to follow is “highest and best use.” The term means utilizing staff members in ways that maximize their skills, talents, and potential, based on their licensing and allowable duties. Volunteers should be utilized for basic nonmedical procedures. Functioning in this way enables a shelter to offer care to the maximum number of animals while requiring fewer skilled professional staff resources, especially when they are limited.

The Best Friends national shelter medicine team has compiled a medical protocol template library that will help the AAS. These protocol templates, which are kept up to date with the latest shelter medicine research and evidence-based disease management in shelters, can be easily adapted. We recommend that AAS have the contract veterinarian read over the protocols and sign off on them for ease of use. Changes can be made as needed.

Daily monitoring sheets serve as vital records for tracking the health status of animals under the shelter's care. By systematically documenting observations such as appetite, hydration, and any signs of illness or discomfort, staff can promptly identify and address health concerns to ensure timely intervention and treatment (when necessary). Together, these tools form an integral part of the shelter's operational framework, facilitating effective management and compassionate care for the animals.

Access to spay and neuter

Access to spay/neuter services is extremely limited at Augusta Animal Services. Animals must be transported each week in small numbers to Athens Area Humane Society for surgery, a two-hour drive. In addition to there not being a high enough volume of surgical slots available, the travel time is a drain on staff time and resources. This also poses a significant challenge in addressing the need for population control and preventing unnecessary animal deaths. In response to the limited access to spay/neuter services, it is imperative to reassess existing ordinances to provide shelters with flexibility, particularly during challenging periods. Some ordinances may already include provisions for vouchers or deferred sterilization (which are often underutilized). However, in cases where such options are unavailable, shelters can employ alternative strategies, such as fostering-to-adopt placements until ordinances can be updated. Communities temporarily suspending sterilization-prior-to-adoption ordinances should use their alternate solutions as a pilot project to evaluate the impact on spay/neuter rates and assess the effectiveness of these alternative systems. Collecting and analyzing data will result in informed decisions regarding future animal welfare policies if resources continue to be limited.

Organizational leaders and city leadership should effectively communicate the current state of limited resources to community stakeholders, emphasizing the need for targeted efforts toward the most vulnerable animal populations. Ongoing program monitoring is essential to ensure its future effectiveness and success.

Strategic spay/neuter services, particularly for owned animals, are critical in reducing the population of homeless animals and shelter intake. Collaboration with nonprofits in and around the community for low-cost services is recommended, along with the potential establishment of a fund for individual donations to support this vital service. County funds invested in spay/neuter initiatives are likely to yield significant long-term benefits for animal welfare and community well-being. Additionally, to secure a much-needed full-time veterinarian for your shelter, it is imperative to offer a higher, competitive wage.

Euthanasia protocols

- [ASV position statement on euthanasia](#)
- [AVMA guidelines on euthanasia](#)
- [Canine pre-euthanasia sedation protocols](#)
- [Cat euthanasia guidelines and protocols](#)

Intake diversion and managed intake

- [Best Friends Managed Intake spotlight article](#)
- [Best Friends Managed Intake playbook](#)
- [Additional Intake and Community Services resource page](#)

RTO programming

- [Best Friends Beyond the Scanner: Advanced Field RTO webinar](#)
- [Best Friends Return to Owner playbook](#)
- [Best Friends Field Return to Owner playbook](#)
- [Humane Animal Control Manual Chapter on Return-to-owner strategies](#)

Animal flow and length of stay

- [Daily Rounds SOP template](#)
- [At-Risk Animals Training Playbook.](#)
- [Alternative Outcomes Training Playbook.](#)
- [Animal Flow Training Playbook](#)
- [Daily Rounds: Planning a Pathway Playbook.](#)
- [UCD: Daily monitoring of animal health and behavior](#)
- [Best Friends Length of Stay Manual](#)

Behavioral evaluations and handling

- [American Pets Alive! blog post on Behavior Assessments](#)
- [ASPCA statement on Shelter Dog Behavior Assessments](#)
- [Fear Free Pets article "Why Behavior Evaluations in Shelters Can Be Misleading"](#)
- [Journal of Veterinary Behavior study "What is the evidence for reliability and validity of behavior evaluations for shelter dogs? A prequel to "No better than flipping a coin"](#)
- [National Canine Research Council article "No better than flipping a coin: Reconsidering canine behavior evaluations in animal shelters"](#)
- [Maddies Fund® Dog Handling Handbook](#)

Lifesaving programs

Adoptions

- [Operational training playbook on Adoption.](#)
- [Removing Barriers to Adoption webinar](#)
- [Making the leap to fee-waived adoptions: Reduced fee adoptions and why they work](#)
- [PetSmart Charities' Rescue Writer™ AI tool for creating bios.](#)
- [Sample effective kennel cards](#)
- [Online learning course on Client Service and Barrier-Free Adoptions](#)

Foster and volunteer programming

- [Foundations of Volunteer Engagement](#)
- [Best Friends volunteer resources](#)
- [Foster Programs Training Playbook](#)
- **Best Friends Humane Animal Control manual chapter on [Foster Programs](#)**
- [Cat Foster Care Manual](#)
- [Kitten Foster Care Manual](#)
- [Dog Foster Care Manual](#)
- [HASS "Recruit More Fosters" Blog](#)

Enrichment

- [Enrichment for shelter dogs](#)
- [Kennel enrichment](#)
- [Enrichment on a Dime \(webinar\)](#)
- [Enrichment for shelter cats](#)
- [Hiding places for cats](#)
- **Best Friends Animal Society's Humane Animal Control manual, chapter on shelter cat enrichment**
- **Best Friends Animal Society's Humane Animal Control manual, chapter on shelter dog enrichment**
- [Links to Enrichment Resources \(DPFL\)](#)

Housing

- **University of Wisconsin: [Facility Design, Shelter Animal Housing and Shelter Population Management](#)**

Customer service and community support

- **Best Friends webinar on [Community Engagement: The Lifesaving Philosophy](#)**
- **Social Media 101 webinar from Best Friends**
- **[Managing Negativity in Social Media](#) playbook**
- **Best Friends Humane Animal Control manual chapters on:**
 - [The Role of Animal Control in Local Government](#)
 - [The Role of Local Government in Animal Control](#)
- **Article on [outdated policies](#)**

Cat lifesaving and kitten intake diversion

- **Best Friends [Kitten Lifesaving Resources](#)**
- **Dr. Kate Hurley's webinar on [Kitten Intake Decisions](#)**
- **[What to do if you find kittens](#) flyer**
- **Best Friends webinar on [mitigating nuisance cat complaints](#)**
- **[The Dilemma of the Friendly Outdoor Cat](#)**
- **Operational training playbook on [Feline Housing and Enrichment](#)**
- **ASPCA resource: [Hiding Places Mean Happier Cats](#)**

Resources (continued)

Item 1.

Biosecurity and medical processes

- [AAHA vaccination guidelines for shelter-housed dogs](#)
- [Association of Shelter Veterinarians Guidelines for Standards of Care in Animal Shelters](#)
 - [Checklist version](#)
- [Expanding Veterinary Capacity in Shelters](#)
- [2023 AAHA Technician Utilization Guidelines](#)
- [Operational training playbook on Disease Control: The Role of Sanitation Training Playbook](#)
- [Best Friends Cleaning and Sanitation Course](#)
- [Rescue brand cleaner reference sheet](#)
- [ASPCA Shelter Disinfectant Quick Reference](#)

Staff training and communications

- [Operational playbook on Culture Initiatives Playbook](#)
- [Jack Welch's Approach to Breaking Down Silos Still Works](#)
- [The Association for Animal Welfare Advancement's webinar "Building a Leadership Culture" of the series A Great Place to Work](#)
- [American Pets Alive Building a Positive Workplace Culture: Why It Matters and How to Do It](#) webinar
- ["Building a Leadership Culture"](#)
- [Best Friends Humane Animal Control manual appendix on Shelter Animal Data Collection](#)
- [Article on data mapping: Mapping Made Easy](#)

CONCLUSION

We believe that Augusta Animal Services has the potential to become a lifesaving resource to the community in a relatively short time. To do this, the recommendations in this assessment need to be strategically incorporated into the daily operations of AAS. Best Friends Animal Society stands by AAS ready to assist with strategy and implementation, provided that leadership and staff are all in full support.



Disclaimer: Best Friends' reports are based upon observations and information available at the time of the assessment of your operations. We do not claim (1) that we have discovered any or all existing or potential hazards or (2) that your business locations or operations are in compliance with any law, rule or regulation. We assume no responsibility for the control or correction of hazards and do not warrant that the implementation of any of our recommendations will result in (1) the elimination of any unsafe conditions or (2) compliance with any standards, codes, ordinances, regulations, statutes or laws.



Public Safety Committee Meeting

Meeting Date: 05/28/2024

Technology Equipment Replacements

Department:	Information Technology
Presenter:	Glenn Hall, Client Support Manager
Caption:	Motion to approve the replacement of obsolete computer equipment (laptops, computers, servers, printers, scanners, switches, routers, VOIP phones, virtual environment, backup solutions, analog gateways, other telecommunication devices, security appliances, uninterrupted power supplies, radios, and MDTs) as well as the purchase of any related required computer software upgrades, cloud storage, and server resources.
Background:	In an effort to provide the employees of Augusta Richmond County with current technology and to stay in line with the Information Technology Strategic Plan, the Information Technology Department (IT) schedules the replacement of end-of-life equipment that, due to age and capability, is not compatible with current standards and is unable to support current software requirements. Information Technology developed an IT Technology Replacement plan that replaces obsolete computer equipment every 5 to 8 years (the normal life expectancy for the equipment). The replacement of computer and communication equipment will consist of any devices that are not capable of meeting current software or business needs, along with the necessary software and virtual resources to support the equipment. Information Technology is also continuing with the standardization of current operating systems and Microsoft Office products throughout the organization. Therefore, required software and hardware upgrades may need to be purchased for computers and servers that are not scheduled to be replaced. Regardless of funding source, all technology equipment removed from production will be disposed of in accordance with the technology decommissioning policy. Inoperable equipment will be taken to the electronic recycling drop point at the Augusta Richmond County Landfill. Qualified equipment that meets determined specifications will either be sold in the Employee Lottery or redistributed to appropriate locations for use in Community Outreach Programs (i.e. Recreation Department Community Centers). All other functional equipment will be taken to the Fleet Department for sale at auction. All data will be erased from any devices using a DOD-certified method.
Analysis:	Currently, there are approximately 2000+ desktop computers, 500+ laptops and tablets, 400+ MDTs, and 1500+ radios deployed by the city. Life cycles are set for desktop equipment based on industry standards. In some cases, outdated computers, servers, printers, laptops, radios, and MDTs are incapable of operating the software required by the current business environment. In addition, critical infrastructure components in the Information Technology Data Center are also scheduled for replacement based on end-of-life dates. All items will be purchased according to current Procurement requirements,

typically through discounted Statewide contracts (managed by Georgia Department Administrative Services).

Financial Impact: The approximate estimated total cost for items scheduled to be replaced, upgraded, or purchased in 2024 is \$693,200. Funds for these replacements are included in the 2024 Information Technology Operating and Capital Budget.

Alternatives: Leave existing devices and equipment in place. However, this will increase the cost of replacements in future budgets and will affect other technology-related implementations, projects, and normal business processes. Supporting and maintaining this out-of-date equipment could result in unpredictable outcomes, reduced efficiency for certain departments, and an increased risk of failure.

Recommendation: Approve the replacement of obsolete computer equipment (laptops, computers, servers, printers, scanners, switches, routers, VOIP phones, virtual environment, backup solutions, analog gateways, other telecommunication devices, security appliances, uninterrupted power supplies, radios, and MDTs) as well as the purchase of any related required computer software upgrades, cloud storage, and server resources.

Funds are available in the following accounts: 272015410-5316220 (Desktops); 272015410-5316230 (Laptops); 272015410-5316260 (Printers); 272015410-5424210 (Servers); 272015410-5424910 (Other Computer Systems); 272015410-5316210 (Noncapitalized Equipment); 272015410- 5316250 (Peripherals); 272015410- 5424510 (Peripheral Equipment); 272015410-5424220 (Software); 272015410-5316120 (Telephones); 272015410-5316121 (Telephone Equipment); 272015410-5421110 (Machinery); 101015410-5311915 (Operating-Maintenance, Small Equipment)

REVIEWED AND APPROVED N/A

BY:



Public Safety Committee

May 28, 2024

Discuss dispatch problems and malfunction of Purvis System related to the Fire Department and Fire Station 16 that involved two fatalities on October 14, 2023

Department:	N/A
Presenter:	N/A
Caption:	Discuss dispatch problems and malfunction of Purvis System related to the Fire Department and Fire Station 16 that involved two fatalities on October 14, 2023. (Requested by Commissioner Catherine McKnight)
Background:	N/A
Analysis:	N/A
Financial Impact:	N/A
Alternatives:	N/A
Recommendation:	N/A
Funds are available in the following accounts:	N/A
<u>REVIEWED AND APPROVED BY:</u>	N/A

Lena Bonner

From: Commissioner Catherine Smith-McKnight
Sent: Friday, May 17, 2024 5:17 PM
To: Lena Bonner
Subject: Dispatch/ Fire Department

Ms Bonner,

I would like to put on Public Safety Committee to discuss dispatch problems and malfunction of Purvis System related to the Fire Department and Fire Station 16 that involved two fatalities on October 14,2023.

Thank you.

Commissioner McKnight

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AED 104.1



Public Safety Committee

Meeting Date: May 28, 2024

Grant Award – FY2024 Emergency Operations Center Program

- Department:** Fire
- Presenter:** Antonio Burden, Fire Chief/EMA Director
- Caption:** Motion to accept the FY2024 Emergency Operations Center Program in the amount of \$1,500,000 and authorize the mayor to execute all appropriate documentation.
- Background:** Augusta, GA applied for federal assistance under the Emergency Operations Center Program to supplement funding for construction costs associated with building the Augusta Emergency Operations Center.
- Analysis:** Augusta, GA has been awarded federal funding in the amount of \$1,500,000 through the FY2024 Emergency Operations Center Program.
- Financial Impact:** Cost Share - \$500,000
- Alternatives:** None at this time.
- Recommendation:** Approve the motion to accept the FY2024 Emergency Operations Center Program in the amount of \$1,500,000 and authorize the mayor to execute all appropriate documentation.
- Funds are available in the following accounts:** SPLOST 7 - 329034510-54131360
- REVIEWED AND APPROVED BY:** Antonio Burden, Fire Chief/EMA Director

GEORGIA EMERGENCY MANAGEMENT AND HOMELAND SECURITY AGENCY

Item 4.

BRIAN P. KEMP
GOVERNOR



JAMES C. STALLINGS
DIRECTOR

May 6, 2024

Mr. Antonio Burden
Fire Chief & EMA Director
Augusta-Richmond County
3117 Deans Bridge Road,
Augusta, GA 30906

Dear Chief Burden,

Congratulations on receiving a federal award for the City of Augusta Emergency Operations Center (EOC). Your application for financial assistance submitted under the Fiscal Year (FY) 2024 Emergency Operations Center Program has been approved in the amount of \$1,500,000.00 of federal funds. I have attached a copy of the FY 2024 EOC Approved Award Package for the Augusta-Rochmond County EOC. The period of performance is August 1, 2024 to July 31, 2027.

However, Augusta-Richmond County must receive an Environmental and Historical Preservation (EHP) approval on your construction from the Federal Emergency Management Agency (FEMA). Please complete the EHP form and return it to Ms. LaVern Turner via email at lavern.turner@gema.ga.gov, and she will submit it to FEMA for approval. Also, please complete the investment justification and budget for submission of your application package. Your documents are due to Ms. Turner by close of business on May 30, 2024 so that we may submit them to FEMA for approval. Please let her know if you need any additional information.

Sincerely,

A handwritten signature in black ink, appearing to read "James C. Stallings".

James C. Stallings

/al
Enclosure

**The U. S. Department of Homeland Security (DHS)
Notice of Funding Opportunity (NOFO)
Fiscal Year 2024 Emergency Operations Center Grant Program**

All entities wishing to do business with the federal government must have a unique entity identifier (UEI). The UEI number is issued by the system. Requesting a UEI using System for Award Management (SAM.gov) can be found at: <https://sam.gov/content/entity-registration>.

Updates in Grant Application Forms:

The Data Universal Numbering System (DUNS) Number was replaced by a new, non-proprietary identifier requested in, and assigned by SAM.gov. This new identifier is the Unique Entity Identifier.

Additional Information can be found on Grants.gov: <https://www.grants.gov/forms/forms-development/planned-uei-updates>

Table of Contents	
Updates in Grant Application Forms:	1
A. Program Description.....	5
1. Issued By.....	5
2. Assistance Listings Number	5
3. Assistance Listings Title	5
4. Funding Opportunity Title	5
5. Funding Opportunity Number.....	5
6. Authorizing Authority for Program	5
7. Appropriation Authority for Program.....	5
8. Announcement Type.....	5
9. Program Category	5
10. Program Overview, Objectives, and Priorities	5
11. Performance Measures.....	6
B. Federal Award Information.....	7
1. Available Funding for the NOFO: \$103,189,080	7
2. Period of Performance: 36 Months.....	7
3. Projected Period of Performance Start Date(s): No later than 08/01/2024.....	7
4. Projected Period of Performance End Date(s): No later than 07/31/2027	7
5. Projected Budget Period(s)	7
6. Funding Instrument Type: Grant	7
C. Eligibility Information.....	7
1. Eligible Applicants.....	7
2. Applicant Eligibility Criteria	7
3. Subawards and Beneficiaries	7
4. Other Eligibility Criteria/Restrictions.....	8
a. National Incident Management System (NIMS) Implementation	8
5. Cost Share or Match.....	9
D. Application and Submission Information.....	9
1. Key Dates and Times	9
a. Application Start Date: 04/25/2024.....	9
b. Application Submission Deadline: 06/07/2024 at 5 p.m. ET.....	9
c. Anticipated Award Date: No later than 08/30/2024.....	10
d. Other Key Dates	10
2. Agreeing to Terms and Conditions of the Award.....	10
3. Address to Request Application Package	10
4. Requirements: Obtain a Unique Entity Identifier (UEI) and Register in the System for Award Management (SAM.gov)	10
5. Steps Required to Obtain a Unique Entity Identifier, Register in the System for Award Management (SAM), and Submit an Application	11
6. Electronic Delivery	12
7. How to Register to Apply	12
a. General Instructions:	12
b. Obtain an UEI Number:	12
c. Obtain Employer Identification Number.....	13
d. Create a login.gov account:	13

e.	Register with SAM:.....	13
f.	Register in FEMA GO, Add the Organization to the System, and Establish the AOR:	14
8.	Submitting the Application	14
9.	Timely Receipt Requirements and Proof of Timely Submission	15
10.	Content and Form of Application Submission.....	15
a.	Standard Required Application Forms and Information	15
b.	Program-Specific Required Forms and Information	15
11.	Intergovernmental Review	16
12.	Funding Restrictions and Allowable Costs.....	16
a.	Prohibitions on Expending FEMA Award Funds for Covered Telecommunications Equipment or Services	16
b.	Pre-Award Costs.....	18
c.	Management and Administration (M&A) Costs	18
d.	Indirect Facilities & Administrative (F&A) Costs	19
e.	Evaluation Costs.....	19
f.	Other Direct Costs	19
E.	Application Review Information.....	21
1.	Application Evaluation Criteria	21
a.	Programmatic Criteria	21
b.	Financial Integrity Criteria	21
c.	Supplemental Financial Integrity Criteria and Review	22
2.	Review and Selection Process	22
F.	Federal Award Administration Information.....	22
1.	Notice of Award.....	22
2.	Pass-Through Requirements	23
3.	Administrative and National Policy Requirements.....	23
a.	DHS Standard Terms and Conditions	23
b.	Ensuring the Protection of Civil Rights	23
c.	Environmental Planning and Historic Preservation (EHP) Compliance.....	24
d.	National Incident Management System (NIMS) Implementation	25
e.	Mandatory Disclosures.....	26
4.	Reporting.....	26
a.	Financial Reporting Requirements	26
b.	Programmatic Performance Reporting Requirements.....	27
c.	Closeout Reporting Requirements.....	27
d.	Additional Reporting Requirements.....	29
5.	Monitoring and Oversight.....	30
G.	DHS Awarding Agency Contact Information	31
1.	Contact and Resource Information	31
a.	Program Office Contact.....	31
b.	FEMA Grants News	31
c.	Grant Programs Directorate (GPD) Award Administration Division	32
d.	FEMA Regional Offices.....	32
e.	Equal Rights	32
f.	Environmental Planning and Historic Preservation	32

2.	Systems Information	32
a.	FEMA GO	32
H.	Additional Information	32
1.	Termination Provisions	32
a.	Noncompliance	33
b.	With the Consent of the Recipient	33
c.	Notification by the Recipient	33
2.	Program Evaluation	33
3.	Period of Performance Extensions	34
4.	Disability Integration	35
5.	Conflicts of Interest in the Administration of Federal Awards or Subawards	36
6.	Procurement Integrity	36
a.	Important Changes to Procurement Standards in 2 C.F.R. Part 200	37
b.	Competition and Conflicts of Interest	37
c.	Supply Schedules and Purchasing Programs	39
d.	Procurement Documentation	40
7.	Financial Assistance Programs for Infrastructure	41
a.	Build America, Buy America Act	41
b.	Waivers	42
c.	Definitions	42
8.	Record Retention	42
a.	Record Retention Period	42
b.	Types of Records to Retain	43
9.	Actions to Address Noncompliance	43
10.	Audits	45
11.	Payment Information	46
12.	Whole Community Preparedness	46
13.	Report issues of fraud, waste, abuse	46
14.	Hazard-Resistant Building Codes	47
15.	Procedures for Establishing Indirect Cost Rates	47
16.	Appendices	47
a.	FY 2024 EOC Grant Program Projects	47

A. Program Description

1. Issued By

U.S. Department of Homeland Security (DHS)/Federal Emergency Management Agency (FEMA)/Grant Programs Directorate

2. Assistance Listings Number

97.052

3. Assistance Listings Title

Emergency Operations Center (EOC) Grant Program

4. Funding Opportunity Title

Fiscal Year 2024 Emergency Operations Center (EOC) Grant Program

5. Funding Opportunity Number

DHS-24-GPD-052-01-99

6. Authorizing Authority for Program

Section 614 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5196c) as amended.

7. Appropriation Authority for Program

Department of Homeland Security Appropriations Act, 2024, Pub. L. No. 118-47, Title III, Protection, Preparedness, Response, and Recovery (2024 DHS Appropriations Act)

8. Announcement Type

Initial

9. Program Category

Preparedness: Community Security

10. Program Overview, Objectives, and Priorities

a. Overview

The fiscal year (FY) 2024 Emergency Operations Center (EOC) Grant Program is intended to improve emergency management and preparedness capabilities by supporting flexible, sustainable, secure, strategically located, and fully interoperable EOCs with a focus on addressing identified deficiencies and needs. Fully capable emergency operations facilities at the state and local levels are an essential element of a comprehensive national emergency management system and are necessary to ensure coordination and unity of effort among multiple emergency management organizations and across multiple jurisdictions during major disasters or emergencies caused by any hazard.

The FY 2024 EOC Grant Program will provide \$103,189,080 for equipping, upgrading, or constructing the EOC projects included in Appendix A of this NOFO.

Per the National Fire Protection Association, an EOC is defined as a “facility or capability from which direction and control is exercised in an emergency. This type of center or capability is designated to ensure that the capacity exists for leadership to direct and control operations from a centralized facility or capability in the event of an emergency.” “Construction,” as defined in this program, refers to building a new facility or any changes to the footprint of an existing facility, while “upgrading” refers only to internal improvements to an existing facility.

Only State Administrative Agencies (SAAs) (on behalf of state and local units of government) and Tribal governments with identified projects in Appendix A of this NOFO are eligible to apply for FY 2024 EOC Grant Program funding. See Section C of this notice for additional program eligibility information and Section D for detailed application instructions.

For FY 2023, Congress directed \$89.1 million to 69 emergency operations centers. For a full list of recipients, please see the [FY 2023 NOFO Appendix A](#).

b. Goals, Objectives, and Priorities

Goals: The goal of the FY 2024 EOC Grant Program is to promote fully operational EOCs to help ensure coordination and unity of effort among multiple emergency management organizations and across multiple jurisdictions during major disasters or emergencies caused by any hazard.

Objectives: The objective of the FY 2024 EOC Grant Program is to improve EOC operations through funding the EOC projects included in Appendix A of this NOFO. These projects fund equipping, upgrading, and/or construction of EOCs to provide fully capable facilities to support command, control, and coordination of multi-agency responses to major disasters or emergencies.

Priorities: The priorities of the FY 2024 EOC Grant Program are to fund equipping, upgrading, and/or construction of the emergency operations center projects identified in Appendix A of this NOFO.

c. Alignment to Program Purpose and the DHS and FEMA Strategic Plan

Among the five basic homeland security missions noted in the [DHS Strategic Plan for Fiscal Years 2020-2024](#), the EOC supports the goal to Strengthen Preparedness and Resilience.

The [2022-2026 FEMA Strategic Plan](#) outlines three bold, ambitious goals in order to position FEMA to address the increasing range and complexity of disasters, support the diversity of communities we serve, and complement the nation’s growing expectations of the emergency management community. The EOC Grant Program supports Goal 3 to Promote and Sustain a Ready FEMA and Prepared Nation.

11. Performance Measures

Performance metrics for this program are as follows:

- Percentage of funded projects that result in fully operational emergency operations centers
- Percentage of funded projects that provide an enhanced level of EOC services and capabilities

FEMA will calculate and analyze the above metrics through a review of recipient Performance Progress Reports and award monitoring to ensure that the funds are expended for their intended purpose and achieve the stated outcomes in the grant application.

B. Federal Award Information

1. Available Funding for the NOFO: \$103,189,080
2. Period of Performance: 36 Months

Extensions to the period of performance are allowed. For additional information on period of performance extensions, please refer to Section H of this NOFO.

3. Projected Period of Performance Start Date(s): No later than 08/01/2024
4. Projected Period of Performance End Date(s): No later than 07/31/2027

5. Projected Budget Period(s)

There will be only a single budget period with the same start and end dates as the period of performance.

6. Funding Instrument Type: Grant

C. Eligibility Information

1. Eligible Applicants

Only State Administrative Agencies (SAAs) (on behalf of state and local units of government) and Federally Recognized Tribes with identified projects in **Appendix A** of this NOFO are eligible to apply.

2. Applicant Eligibility Criteria

Eligible EOC projects are identified in the Joint Explanatory Statement accompanying the 2024 DHS Appropriations Act. Those EOC projects are listed in Appendix A of this NOFO.

3. Subawards and Beneficiaries

a. Subaward Allowability

Subawards are allowed under the EOC Grant Program.

b. Subrecipient Eligibility

Subawards are limited to those entities identified as eligible subrecipients as listed in Appendix A.

c. *Other Subaward Information*

Please see the following sections for additional information on requirements or restrictions related to subawards/subrecipients:

- Section D.4 “Requirements: Obtain a Unique Entity Identifier (UEI) and Register in the System for Award Management”;
- Section D.12 “Funding Restrictions and Allowable Costs”;
- Section F “Federal Award Administration Information”;
- Section G.1.f “Environmental Planning and Historic Preservation”;
- Section H “Additional Information”; and
- Appendix A “FY 2024 EOC Grant Program Projects”

d. *Beneficiaries or Participants*

This NOFO and any subsequent federal awards create no rights or causes of action for any participant or beneficiary. Third parties, such as construction contractors, may receive a direct benefit from an award under this program. There are no eligibility restrictions for such beneficiaries.

4. Other Eligibility Criteria/Restrictions

a. *National Incident Management System (NIMS) Implementation*

Prior to allocation of any federal preparedness awards, recipients must ensure and maintain adoption and implementation of NIMS. The list of objectives used for progress and achievement reporting is on FEMA’s website at <https://www.fema.gov/emergency-managers/nims/implementation-training>.

Emergency management and incident response activities require carefully managed resources (personnel, teams, facilities, equipment, and/or supplies) to meet incident needs. Utilization of the standardized resource management concepts such as typing, credentialing, and inventorying, promote a strong national mutual aid capability needed to support delivery of core capabilities. Additional information on resource management, NIMS resource typing definitions, job titles, and position qualifications is on FEMA’s website at <https://www.fema.gov/emergency-managers/nims/components>.

FEMA developed the [National Incident Management System Guideline for the National Qualification System](#) to describe national credentialing standards and to provide written guidance regarding the use of those standards. This guideline describes credentialing and typing processes and identifies tools that Federal Emergency Response Officials and emergency managers at all levels of government may use both routinely and to facilitate multijurisdictional coordinated responses.

Although state (including territorial), local, tribal, and private sector partners (including nongovernmental organizations) are not required to credential their personnel in accordance with these guidelines, FEMA strongly encourages them to do so to leverage the federal investment in the Federal Information Processing Standards 201 infrastructure and to facilitate interoperability for personnel deployed outside their home jurisdiction.

Additional information about NIMS in general is available on FEMA’s website at <https://www.fema.gov/emergency-managers/nims>.

5. Cost Share or Match

The FY 2024 EOC Grant Program has a cost share requirement. All award recipients must provide a non-federal entity contribution supporting 25% of the total project costs (federal amount plus cost share amount). The non-federal entity contribution can be cash (hard match) or third-party in-kind (soft match), with the exception of construction activities, which must be a cash (hard) match. In-kind contributions are defined as third-party contributions per 2 C.F.R. § 200.306. The required cost share amount, by project, is included in the project funding table in Appendix A.

All applicants are required to commit to the cost share requirement **for each activity under each project** at the time of application. The non-federal contribution should be specifically identified for each proposed activity. The non-federal contribution, whether cash or third-party in-kind match, must consist of eligible costs (i.e., same allowability as the federal share).

D. Application and Submission Information

1. Key Dates and Times

- a. *Application Start Date:* 04/25/2024
- b. *Application Submission Deadline:* 06/07/2024 at 5 p.m. ET

All applications **must** be received by the established deadline.

FEMA’s Grants Outcomes System (FEMA GO) automatically records proof of timely submission and the system generates an electronic date/time stamp when FEMA GO successfully receives the application. The individual with the Authorized Organization Representative (AOR) role that submitted the application will also receive the official date/time stamp and a FEMA GO tracking number in an email serving as proof of their timely submission. For additional information on how an applicant will be notified of application receipt, see the subsection titled “Timely Receipt Requirements and Proof of Timely Submission” in Section D of this NOFO.

FEMA will not review applications that are received after the deadline or consider these late applications for funding. FEMA may, however, extend the application deadline on request for any applicant who can demonstrate that good cause exists to justify extending the deadline. Good cause for an extension may include technical problems outside of the applicant’s control that prevent submission of the application by the deadline, other exigent or emergency circumstances, or statutory requirements for FEMA to make an award.

Applicants experiencing technical problems outside of their control must notify FEMA as soon as possible and before the application deadline. Failure to timely notify FEMA of the issue that prevented the timely filing of the application may preclude consideration of the

award. “Timely notification” of FEMA means the following: prior to the application deadline and within 48 hours after the applicant became aware of the issue.

A list of FEMA contacts can be found in Section G of this NOFO, “DHS Awarding Agency Contact Information.” For technical assistance with the FEMA GO system, please contact the FEMA GO Helpdesk at femago@fema.dhs.gov or (877) 585-3242, Monday through Friday, 9:00 AM – 6:00 PM Eastern Time (ET). For programmatic or grants management questions, please contact your Preparedness Officer or Grants Management Specialist. If applicants do not know who to contact or if there are programmatic questions or concerns, please contact fema-grants-news@fema.dhs.gov, Monday through Friday, 9:00 AM – 5:00 PM ET.

c. **Anticipated Award Date:** No later than 08/30/2024

d. **Other Key Dates**

Event	Suggested Deadline for Completion
Obtaining Unique Entity Identifier (UEI) number	Four weeks before actual submission deadline
Obtaining a valid Employer Identification Number (EIN)	Four weeks before actual submission deadline
Creating an account with login.gov	Four weeks before actual submission deadline
Registering in SAM or updating SAM registration	Four weeks before actual submission deadline
Registering Organization in FEMA GO	Prior to beginning application
Submitting complete application in FEMA GO	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

Applications are processed through the FEMA GO system. To access the system, go to <https://go.fema.gov/>.

Hard copies of the NOFO can be downloaded at [Grants.gov](https://www.grants.gov) or obtained via email from the Awarding Office points of contact listed in Section G of this NOFO, “DHS Awarding Agency Contact Information” or by TTY (800) 462-7585.

4. Requirements: Obtain a Unique Entity Identifier (UEI) and Register in the System for Award Management ([SAM.gov](https://www.sam.gov))

Each applicant, unless they have a valid exception under 2 CFR §25.110, must:

- a. Be registered in Sam.Gov before application submission.
- b. Provide a valid UEI in its application.
- c. Continue to always maintain an active SAM registration with current information during the federal award process. Note: Per 2 C.F.R. § 25.300, subrecipients are NOT

required to go through the full SAM registration process. First-tier subrecipients (meaning entities receiving funds directly from the recipient) are only required to obtain a UEI through SAM, but they are not required to complete the full SAM registration in order to obtain a UEI. Recipients may not make subawards unless the subrecipient has obtained and provided the UEI.

Lower-tier subrecipients (meaning entities receiving funds passed through by a higher-tier subrecipient) are not required to have a UEI and are not required to register in SAM. Applicants are also not permitted to require subrecipients to complete a full registration in SAM beyond obtaining the UEI.

5. Steps Required to Obtain a Unique Entity Identifier, Register in the System for Award Management (SAM), and Submit an Application

Applying for an award under this program is a multi-step process and requires time to complete. Applicants are encouraged to register early as the registration process can take four weeks or more to complete. Therefore, registration should be done in sufficient time to ensure it does not impact your ability to meet required submission deadlines. Please review the table above for estimated deadlines to complete each of the steps listed. Failure of an applicant to comply with any of the required steps before the deadline for submitting an application may disqualify that application from funding.

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

- a. Apply for, update, or verify their UEI number and Employer Identification Number (EIN) from the Internal Revenue Service;
- b. In the application, provide an UEI number;
- c. Have an account with login.gov;
- d. Register for, update, or verify their SAM account and ensure the account is active before submitting the application;
- e. Register in FEMA GO, add the organization to the system, and establish the AOR. The organization's electronic business point of contact (EBiz POC) from the SAM registration may need to be involved in this step. For step-by-step instructions, see <https://www.fema.gov/grants/guidance-tools/fema-go/startup>
- f. Submit the complete application in FEMA GO; and
- g. 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. As part of this, applicants must also provide information on an applicant's immediate and highest-level owner and subsidiaries, as well as on all predecessors that have been awarded federal contracts or federal financial assistance within the last three years, if applicable.

Applicants are advised that FEMA may not make a federal award until the applicant has complied with all applicable 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 FEMA 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, FEMA 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.

Per 2 C.F.R. § 25.110(c)(2)(iii), if an applicant is experiencing exigent circumstances that prevents it from obtaining an UEI number and completing SAM registration prior to receiving a federal award, the applicant must notify FEMA as soon as possible by contacting fema-grants-news@fema.dhs.gov and providing the details of the circumstances that prevent completion of these requirements. If FEMA determines that there are exigent circumstances and FEMA has decided to make an award, the applicant will be required to obtain an UEI number, if applicable, and complete SAM registration within 30 days of the federal award date.

6. 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, FEMA requires applicants to submit applications through FEMA GO.

7. How to Register to Apply

a. General Instructions:

Registering and applying for an award under this program is a multi-step process and requires time to complete. Read the instructions below about registering to apply for FEMA 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. To ensure an application meets the deadline, applicants are advised to start the required steps well in advance of their submission.

Organizations must have an UEI number, an EIN, and an active SAM registration to apply for a federal award under this funding opportunity.

b. Obtain an UEI Number:

All entities applying for funding, including renewal funding, must have a UEI number. Applicants must enter the UEI number in the applicable data entry field on the SF-424 form.

For more detailed instructions for obtaining a UEI number, refer to: [SAM.gov](https://www.sam.gov)

c. Obtain Employer Identification Number

All entities applying for funding must provide an Employer Identification Number (EIN). The EIN can be obtained from the IRS by visiting:

<https://www.irs.gov/businesses/small-businesses-self-employed/apply-for-an-employer-identification-number-ein-online>.

d. Create a login.gov account:

Applicants must have a login.gov account in order to register with SAM or update their SAM registration. Applicants can create a login.gov account here:

https://secure.login.gov/sign_up/enter_email?request_id=34f19fa8-14a2-438c-8323-a62b99571fd3.

Applicants only have to create a login.gov account once. For applicants that are existing SAM users, use the same email address for the login.gov account as with SAM.gov so that the two accounts can be linked.

For more information on the login.gov requirements for SAM registration, refer to:

<https://www.sam.gov/SAM/pages/public/loginFAQ.jsf>.

e. Register with SAM:

All applicants applying online through FEMA GO must register with SAM. Failure to register with SAM will prevent an applicant from completing the application in FEMA GO. SAM registration must be renewed annually. Organizations will be issued a UEI number with the completed SAM registration.

For more detailed instructions for registering with SAM, refer to

<https://apply07.grants.gov/help/html/help/Register/RegisterWithSAM.htm>

Note: Per 2 C.F.R. § 25.200, applicants must also provide the applicant's immediate and highest-level owner, subsidiaries, and predecessors that have been awarded federal contracts or federal financial assistance within the last three years, if applicable.

I. ADDITIONAL SAM REMINDERS

Existing SAM.gov account holders should check their account to make sure it is "ACTIVE." SAM registration should be completed at the very beginning of the application period and should be renewed annually to avoid being "INACTIVE." **Please allow plenty of time before the grant application submission deadline to obtain an UEI number and then to register in SAM. It may be four weeks or more after an applicant submits the SAM registration before the registration is active in SAM, and then it may be an additional 24 hours before FEMA's system recognizes the information.**

It is imperative that the information applicants provide is correct and current. Please ensure that your organization's name, address, and EIN are up to date in

SAM and that the UEI number used in SAM is the same one used to apply for all other FEMA awards. Payment under any FEMA award is contingent on the recipient's having a current SAM registration.

II. HELP WITH SAM

The SAM quick start guide for new recipient registration and SAM video tutorial for new applicants are tools created by the General Services Administration (GSA) to assist those registering with SAM. If applicants have questions or concerns about a SAM registration, please contact the Federal Support Desk at <https://www.fsd.gov/fsd-gov/home.do> or call toll free (866) 606-8220.

f. Register in FEMA GO, Add the Organization to the System, and Establish the AOR:

Applicants must register in FEMA GO and add their organization to the system. The organization's electronic business point of contact (EBiz POC) from the SAM registration may need to be involved in this step. For step-by-step instructions, see <https://www.fema.gov/grants/guidance-tools/fema-go/startup>

Note: FEMA GO will support only the most recent major release of the following browsers:

- Google Chrome
- Internet Explorer
- Mozilla Firefox
- Apple Safari
- Microsoft Edge

Users who attempt to use tablet type devices or other browsers may encounter issues with using FEMA GO.

8. Submitting the Application

Applicants will be prompted to submit the standard application information and any program-specific information required as described in Section D.10 of this NOFO, "Content and Form of Application Submission." The Standard Forms (SF) may be accessed in the Forms tab under the <https://grants.gov/forms/forms-repository/sf-424-family> Applicants should review these forms before applying to ensure they have all the information required.

After submitting the final application, FEMA GO will provide either an error message or a successfully received transmission in the form of an email sent to the AOR that submitted the application. Applicants using slow internet connections, such as dial-up connections, should be aware that transmission can take some time before FEMA GO receives your application.

For additional application submission requirements, including program-specific requirements, please refer to the subsection titled "Content and Form of Application Submission" under Section D of this NOFO.

9. Timely Receipt Requirements and Proof of Timely Submission

All applications must be completed in FEMA GO by the application deadline. FEMA GO automatically records proof of timely submission and the system generates an electronic date/time stamp when FEMA GO successfully receives the application. The individual with the AOR role that submitted the application will also receive the official date/time stamp and a FEMA GO tracking number in an email serving as proof of their timely submission on the date and time that FEMA GO received the application.

Applicants who experience system-related issues will be addressed until 3:00 PM ET on the date applications are due. No new system-related issues will be addressed after this deadline. Applications not received by the application submission deadline will not be accepted.

10. Content and Form of Application Submission

a. Standard Required Application Forms and Information

Generally, applicants have to submit either the non-construction forms (i.e., SF-424A and SF-424B) or construction forms (i.e., SF-424C and SF-424D), meaning that applicants that only have construction work and do not have any non-construction work need only submit the construction forms (i.e., SF-424C and SF-424D) and not the non-construction forms (i.e., SF-424A and SF-424B), and vice versa. However, applicants who have both construction and non-construction work under this program need to submit both the construction and non-construction forms.

The following forms or information are required to be submitted via FEMA GO. The Standard Forms (SF) are also available at <https://grants.gov/forms/forms-repository/sf-424-family>

- **SF-424, Application for Federal Assistance**
- **Grants.gov Lobbying Form, Certification Regarding Lobbying**
- **SF-424A, Budget Information (Non-Construction)**
 - **For construction under an award, submit SF-424C, Budget Information (Construction),** in addition to or instead of SF-424A
- **SF-424B, Standard Assurances (Non-Construction)**
 - **For construction under an award, submit SF-424D, Standard Assurances (Construction),** in addition to or instead of SF-424B
- **SF-LLL, Disclosure of Lobbying Activities**

b. Program-Specific Required Forms and Information

The following program-specific forms or information are required to be submitted in [FEMA GO](#):

- As part of the FY 2024 EOC Grant Program application process, applicants must develop a formal Investment Justification (IJ) that addresses the construction, upgrading, or equipping activities and costs. FEMA has developed an Excel-based template that establishes the required IJ content and helps ensure that submissions are organized in a consistent manner while addressing key data requirements. Use of the template is not mandatory but recommended to ensure all appropriate

information is submitted. If applicants choose to not use the template, they must ensure their application submission includes all fields and data elements that are included in the template. All applications must use the following file naming convention when submitting required documents as part of the FY 2024 EOC Grant Program: “FY 2024 EOC <State Abbreviation> - <EOC Name>.”

11. 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>; [Intergovernmental Review \(SPOC List\) \(whitehouse.gov\)](#))

12. Funding Restrictions and Allowable Costs

All costs charged to federal awards (including both federal funding and any non-federal matching or cost sharing funds) must comply with applicable statutes, rules and regulations, and policies, this NOFO, and the terms and conditions of the federal award. They must also comply with the Uniform Administrative Requirements, Cost Principles, and Audit Requirements at 2 C.F.R. Part 200 unless otherwise indicated in the NOFO or the terms and conditions of the federal award. This includes, among other requirements, that costs must be incurred and products and services must be delivered within the budget period. 2 C.F.R. § 200.403(h). The following identifies a list of activities for which a recipient may not use federal funds and any cost sharing or matching funds under federal awards:

- Matching or cost sharing requirements for other federal grants and cooperative agreements (see 2 C.F.R. § 200.306)
- Lobbying or other prohibited activities under 18 U.S.C. § 1913 or 2 C.F.R. § 200.450
- Prosecuting claims against the federal government or any other government entity (see 2 C.F.R. § 200.435) See subsections below for information on any other funding restrictions.

a. *Prohibitions on Expending FEMA Award Funds for Covered Telecommunications Equipment or Services*

Recipients, subrecipients, and their contractors must comply with the prohibitions set forth in Section 889 of the [John S. McCain National Defense Authorization Act](#) for Fiscal Year 2019, Pub. L. No. 115-232 (2018) (FY 2019 NDAA) and 2 C.F.R. §§ 200.216, 200.327, 200.471, and Appendix II to 2 C.F.R. Part 200. The FY 2019 NDAA and these regulations, as they apply to recipients, subrecipients, and their contractors and subcontractors, provide for two distinct prohibitions: (1) prevent the use of federal award funds to procure or obtain covered telecommunications equipment or services; and (2) prevent the use of federal award funds to contract with an entity that uses such covered telecommunications equipment or services. Guidance is available at [FEMA Policy #405-143-1 - Prohibitions on Expending FEMA Award Funds for Covered Telecommunications Equipment or Services](#)

Additional guidance is available at [Contract Provisions Guide: Navigating Appendix II to Part 200 - Contract Provisions for Non-Federal Entity Contracts Under Federal Awards \(fema.gov\)](#).

FEMA recipients and subrecipients **may not** use any FEMA funds under open or new awards to:

- Procure or obtain any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology of any system;
- Enter into, extend, or renew a contract to procure or obtain any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology of any system; or
- Enter into, extend, or renew contracts with entities that use covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system.

I. REPLACEMENT EQUIPMENT AND SERVICES

FEMA grant funding may be permitted to procure replacement equipment and services impacted by this prohibition, provided the costs are otherwise consistent with the requirements of the NOFO.

II. DEFINITIONS

Per section 889(f)(2)-(3) of the FY 2019 NDAA and 2 C.F.R. § 200.216, covered telecommunications equipment or services means:

- i. Telecommunications equipment produced by Huawei Technologies Company or ZTE Corporation, (or any subsidiary or affiliate of such entities);
- ii. For the purpose of public safety, security of Government facilities, physical security surveillance of critical infrastructure, and other national security purposes, video surveillance and telecommunications equipment produced by Hytera Communications Corporation, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company (or any subsidiary or affiliate of such entities);
- iii. Telecommunications or video surveillance services provided by such entities or using such equipment; or
- iv. Telecommunications or video surveillance equipment or services produced or provided by an entity that the Secretary of Defense, in consultation with the Director of National Intelligence or the Director of the Federal Bureau of Investigation, reasonably believes to be an entity owned or controlled by, or otherwise connected to, the People's Republic of China.

Examples of the types of products covered by this prohibition include phones, internet, video surveillance, and cloud servers when produced, provided, or used by the entities listed in the definition of "covered telecommunications equipment or services." *See* 2 C.F.R. § 200.471.

b. *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 and be signed by the AOR. The request letter must include:

- an explanation of the pre-award costs incurred, including a justification for why the costs should be deemed allowable; and
- an itemized budget break-out that details all claimed pre-award costs, including dates incurred, to clearly distinguish them from post-award costs.

Recipients and subrecipients are cautioned that an Environmental Planning and Historic Preservation (EHP) review is required for all federally funded projects. Most projects funded under the EOC Grant Program that involve construction activities (including site prep and any ground disturbance activities) or modifications to existing buildings will require a full EHP review. Furthermore, the EHP review process usually must be completed before the project may begin. In some limited circumstances FEMA can conduct an after-the-fact (ATF) EHP review, which would retroactively provide approval for EHP-related activities and would allow grant funds to pay for pre-award costs for these activities. However, an ATF review may find EHP compliance issues that cannot be remedied because construction or installation had already begun. Such situations may compel FEMA to decline to provide pre-award costs, and even revoke federal funding for those portions of the project that fail to meet the EHP compliance requirements. See Section F of this NOFO for additional EHP guidance.

c. *Management and Administration (M&A) Costs*

M&A costs are allowed for activities directly related to the management and administration of the award, such as financial management, reporting, and program and financial monitoring. M&A costs are not operational costs but are necessary costs incurred in direct support of the federal award or as a consequence of it, such as travel, meeting-related expenses, and salaries of full/part-time staff in direct support of the program. As such, M&A costs can be itemized in financial reports.

Additional examples of M&A costs include grants management training for M&A staff, equipment and supplies for M&A staff to administer the grant award, travel costs for M&A staff to attend conferences or training related to the grant program, travel costs for the M&A staff to conduct subrecipient monitoring, contractual services to support the M&A staff with M&A activities, and auditing costs related to the grant award to the extent required or permitted by statute or 2 C.F.R. Part 200. Characteristics of M&A expenses can include the following: 1) direct costs that are incurred to administer a particular Federal award; 2) identifiable and unique to each Federal award; 3) charged based on the activity performed for that particular Federal award; and 4) not duplicative of the same costs that are included in the approved Indirect Cost Rate Agreement, if applicable.

A maximum of up to five percent (5%) of awarded FY 2024 EOC Grant Program funds may be retained by the Tribal governments and subrecipients with identified projects in Appendix A for M&A purposes associated with the award. **SAAs are not allowed to retain any EOC Grant Program funding for M&A purposes.**

d. *Indirect Facilities & Administrative (F&A) Costs*

Indirect (F&A) costs (IDC) mean those costs incurred for a common or joint purpose benefitting more than one cost objective and not readily assignable to the cost objectives specifically benefitted, without effort disproportionate to the results achieved. IDC are allowable by the recipient [and subrecipients] as described in 2 C.F.R. Part 200, including 2 C.F.R. § 200.414. Applicants with a current negotiated IDC rate agreement who desire to charge indirect costs to a federal award must provide a copy of their IDC rate agreement with their applications. Not all applicants are required to have a current negotiated IDC rate agreement. Applicants that are not required to have a negotiated IDC rate agreement but are required to develop an IDC rate proposal must provide a copy of their proposal with their applications. Applicants who do not have a current negotiated IDC rate agreement (including a provisional rate) and wish to charge the de minimis rate must reach out to FEMA for further instructions. Applicants who wish to use a cost allocation plan in lieu of an IDC rate proposal must reach out to the FEMA Point of Contact for further instructions. As it relates to the IDC for subrecipients, a recipient must follow the requirements of 2 C.F.R. §§ 200.332 and 200.414 in approving the IDC rate for subawards. See Section H of this NOFO for additional information on the procedures for establishing an indirect cost rate.

e. *Evaluation Costs*

Evaluation costs are allowable. See Section H.2 “Program Evaluation” for more details.

f. *Other Direct Costs*

I. PLANNING

Planning costs to support the EOC construction or upgrading activities are allowable. These planning activities include the following:

- i. Developing plans, protocols, or procedures for the operation and use related to new capabilities as a result of the construction or upgrading activities;
- ii. Conducting physical and cyber security assessments;
- iii. Ensuring EOC continuity of operations; and
- iv. Analyzing constructed or renovated space to support the design and implementation of protection systems (e.g., fire protection and suppression, atmospheric filtration, explosives mitigation).

II. EQUIPMENT

Only equipment integral to EOC construction and upgrading activities is allowable. The allowable equipment categories for the FY 2024 EOC Grant Program are listed on the [Authorized Equipment List \(AEL\)](#). Although an item

may be included within an allowable category on the list, the equipment must also directly support the function and operation of the EOC to be considered allowable.

The select allowable equipment includes equipment from the following AEL categories:

- Explosive Device Mitigation and Remediation (Category 2)
- Information Technology (Category 4)
- Cybersecurity Enhancement Equipment (Category 5)
- Interoperable Communications Equipment (Category 6)
- Power Equipment (Category 10)
- Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) Reference Materials (Category 11)
- Physical Security Enhancement Equipment (Category 14)
- CBRNE Logistical Support Equipment (Category 19)
- Other Authorized Equipment (Category 21)

If applicants have questions concerning the eligibility of equipment not specifically addressed in the AEL, they should contact their FEMA Regional EOC Grant Program Manager through FEMA Grants News by e-mail at fema-grants-news@fema.dhs.gov or by phone at (800) 368-6498, Monday through Friday, 9:00 AM – 5:00 PM ET, for clarification.

FEMA will consider requests to purchase equipment that is not listed in the AEL on a case-by-case basis. Such requests should be submitted in writing to the applicable FEMA Regional Grant Program Office. FEMA's review and approval of such requests will involve both the FEMA regional office and headquarters program staff to ensure nationwide consistency in the decision-making process and to support any necessary updates to the AEL.

Applicants should analyze the cost benefits of purchasing versus leasing equipment, especially high-cost items and those subject to rapid technological advances. Large equipment purchases must be identified and explained. For more information regarding property management standards for equipment, please reference 2 C.F.R. Part 200, including 2 C.F.R. §§ 200.310, 200.313, and 200.316. Also see 2 C.F.R. §§ 200.216, 200.471, and [FEMA Policy #405-143-1](#), or successor policy, regarding prohibitions on covered telecommunications equipment or services.

Recipients and subrecipients that are using FY 2024 EOC Grant Program funds to support emergency communications activities must comply with the SAFECOM Guidance on Emergency Communications Grants, including provisions on technical standards that ensure and enhance interoperable communications. This SAFECOM Guidance can be found at [Funding Resources | CISA](#).

Recipients and subrecipients are required to provide the AEL number for all communications equipment purchased with grant award funding (plus a description of the equipment and the quantity purchased of each item) to the FEMA GPD once items are procured as part of periodic programmatic grant reporting.

III. CONSTRUCTION AND UPGRADING

“Construction,” as defined in this program, refers to building a new facility or any changes to the footprint of an existing facility, while “upgrading” refers to internal improvements to an existing facility. For EOC projects that involve construction or upgrading of multipurpose facilities, such as public safety facilities, police/fire stations, etc., EOC Grant Program funding may only be used for those parts of the facility that are directly associated with the EOC. For new facility construction, the use of EOC Grant Program funds should be limited to the proportionate facility construction cost, generally based on the square footage (floor space) of the EOC compared to the square footage of the entire facility.

All proposed construction and upgrading activities must undergo an EHP review, including approval of the review from FEMA, prior to undertaking any action related to the project. Failure of a grant recipient to meet these requirements may jeopardize Federal funding. See Section F.3.c of this NOFO for more information.

E. Application Review Information

1. Application Evaluation Criteria

a. *Programmatic Criteria*

Applications will be reviewed to ensure completeness, adherence to programmatic guidelines, and cost allowability.

b. *Financial Integrity Criteria*

Prior to making a federal award, FEMA is required by 31 U.S.C. § 3354, as enacted by the Payment Integrity Information Act of 2019, Pub. L. No. 116-117 (2020); 41 U.S.C. § 2313; and 2 C.F.R. § 200.206 to review information available through any Office of Management and Budget (OMB)-designated repositories of governmentwide eligibility qualification or financial integrity information, including whether SAM.gov identifies the applicant as being excluded from receiving federal awards or is flagged for any integrity record submission. FEMA may also pose additional questions to the applicant to aid in conducting the pre-award risk review. Therefore, application evaluation criteria may include the following risk-based considerations of the applicant:

- i. Financial stability.
- ii. Quality of management systems and ability to meet management standards.
- iii. History of performance in managing federal award.
- iv. Reports and findings from audits.

- v. Ability to effectively implement statutory, regulatory, or other requirements.

c. *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:

- i. FEMA is required by 41 U.S.C. § 2313 and 2 C.F.R. § 200.206(a)(2) to review and consider any information about the applicant, including information on the applicant's immediate and highest-level owner, subsidiaries, and predecessors, if applicable, that is in the designated integrity and performance system accessible through the System for Award Management (SAM), which is currently the [Federal Awardee Performance and Integrity Information System](#) (FAPIIS).
- ii. An applicant, at its option, may review information in FAPIIS and comment on any information about itself that a federal awarding agency previously entered.
- iii. 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. § 200.206.

2. Review and Selection Process

Applications will be reviewed to ensure compliance with administrative application requirements, and that all proposed activities and budget line-items are allowable under this program.

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 specific terms and conditions in the Notice of Award to receive an award under this program.**

FEMA will provide the federal award package to the applicant electronically via FEMA GO. Award packages include an Award Letter, Summary Award Memo, Agreement Articles, and Obligating Document. An email notification of the award package will be sent through FEMA's grant application system to the AOR that submitted the application.

Recipients must accept their awards no later than 60 days from the award date. The recipient shall notify FEMA of its intent to accept and proceed with work under the award through the FEMA GO system.

Funds will remain on hold until the recipient accepts the award through the FEMA GO system and all other conditions of the award have been satisfied or until the award is otherwise rescinded. Failure to accept a grant award within the specified timeframe may result in a loss of funds.

2. Pass-Through Requirements

The SAA must pass-through 100% of funding to the subrecipients identified in Appendix A of this NOFO.

3. Administrative and National Policy Requirements

In addition to the requirements of in this section and in this NOFO, FEMA may place specific terms and conditions on individual awards in accordance with 2 C.F.R. Part 200.

a. *DHS Standard Terms and Conditions*

All successful applicants for DHS grant and cooperative agreements are required to comply with DHS Standard Terms and Conditions, which are available online at: [DHS Standard Terms and Conditions](#).

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

b. *Ensuring the Protection of Civil Rights*

As the Nation works towards achieving the [National Preparedness Goal](#), it is important to continue to protect the civil rights of individuals. Recipients and subrecipients must carry out their programs and activities, including those related to the building, sustainment, and delivery of core capabilities, in a manner that respects and ensures the protection of civil rights for protected populations.

Federal civil rights statutes, such as Section 504 of the Rehabilitation Act of 1973 and Title VI of the Civil Rights Act of 1964, along with DHS and FEMA regulations, prohibit discrimination on the basis of race, color, national origin, sex, religion, age, disability, limited English proficiency, or economic status in connection with programs and activities receiving [federal financial assistance](#) from FEMA, as applicable.

The DHS Standard Terms and Conditions include a fuller list of the civil rights provisions that apply to recipients. These terms and conditions can be found in the [DHS Standard Terms and Conditions](#). Additional information on civil rights provisions is available at <https://www.fema.gov/about/offices/equal-rights/civil-rights>.

Monitoring and oversight requirements in connection with recipient compliance with federal civil rights laws are also authorized pursuant to 44 C.F.R. Part 7 or other applicable regulations.

In accordance with civil rights laws and regulations, recipients and subrecipients must ensure the consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment.

c. *Environmental Planning and Historic Preservation (EHP) Compliance*

As a federal agency, FEMA is required to consider the effects of its actions on the environment and historic properties to ensure that all activities and programs funded by FEMA, including grant-funded projects, comply with federal EHP laws, Executive Orders, regulations, and policies, as applicable.

Recipients and subrecipients proposing projects that have the potential to impact the environment, including, but not limited to, the construction of communication towers, modification or renovation of existing buildings, structures, and facilities, or new construction including replacement of facilities, must participate in the FEMA EHP review process. The EHP review process involves the submission of a detailed project description along with any supporting documentation requested by FEMA in order to determine whether the proposed project has the potential to impact environmental resources including, but not limited to, threatened or endangered species and historic properties; and identify mitigation measures and/or alternative courses of action that may lessen any impact to those resources.

In some cases, FEMA is also required to consult with other regulatory agencies and the public in order to complete the review process. Federal law requires EHP review to be completed before federal funds are released to carry out proposed projects. FEMA may not be able to fund projects that are not in compliance with applicable EHP laws, Executive Orders, regulations, and policies. FEMA may recommend mitigation measures and/or alternative courses of action to lessen any impact to environmental resources and bring the project into compliance with EHP requirements.

Guidance on the EHP process is found at [Environmental Planning and Historic Preservation](#). The site contains links to various documents including those identifying agency EHP responsibilities and program requirements, such as implementation of the National Environmental Policy Act and other EHP laws, regulations, and Executive Orders. DHS and FEMA EHP policy is also found in the [EHP Directive & Instruction](#).

All FEMA actions, including grant-funded actions, must comply with National Flood Insurance Program criteria or any more restrictive federal, state, or local floodplain management standards or building code (44 CFR § 9.11(d)(6)).

All FEMA-funded non-critical actions in 1% annual chance floodplains (also known as 100-year floodplains) that involve new construction or substantial improvement of structures must be elevated, at a minimum, to the lower of:

- Two feet above the 1% annual chance flood elevation (also known as the base flood elevation), in accordance with the Federal Flood Risk Management Standard (FFRMS) “Freeboard Value Approach” (FVA); or
- The 0.2% annual chance flood elevation. Where 0.2% annual chance flood elevations are not available, such actions must be elevated to at least two feet above the 1% annual chance flood elevation.

All FEMA-funded critical actions in 1% annual chance floodplains or 0.2% annual chance floodplains (also known as 500-year floodplains) that involve new construction or substantial improvement of structures must be elevated, at a minimum, to the higher of:

- Three feet above the 1% annual chance flood elevation; or
- The 0.2% annual chance flood elevation. Where 0.2% annual chance flood elevations are not available, such actions must be elevated to at least three feet above the 1% annual chance flood elevation.

See Executive Order 11988, Floodplain Management, as amended by Executive Order 13690, Establishing a Federal Flood Risk Management Standard and a Process for Further Soliciting and Considering Stakeholder Input.

The GPD EHP screening form is located at

https://www.fema.gov/sites/default/files/documents/fema_ehp-screening_form_ff-207-fy-21-100_5-26-2021.pdf. Additionally, all recipients under this funding opportunity are required to comply with the FEMA GPD EHP Policy Guidance, FEMA Policy #108-023-1, available at https://www.fema.gov/sites/default/files/documents/fema_gpd-ehp-policy-guidance.pdf.

d. *National Incident Management System (NIMS) Implementation*

In expending funds under this program, recipients that are state, local, tribal, or territorial governments must ensure and maintain adoption and implementation of NIMS. The state, local, tribal, or territorial government must show adoption of NIMS during any point of the period of performance.

The list of objectives used for progress and achievement reporting is at

<https://www.fema.gov/emergency-managers/nims/implementation-training>.

Emergency management and incident response activities require carefully managed resources (personnel, teams, facilities, equipment, and/or supplies) to meet incident needs. Using standardized resource management concepts such as typing, credentialing, and inventorying, promote a strong national mutual aid capability needed to support delivery of core capabilities. Additional information on resource management, NIMS resource typing definitions, job titles, and position qualifications

is on FEMA's website at <https://www.fema.gov/emergency-managers/nims/components>.

FEMA developed the [National Incident Management System Guideline for the National Qualification System](#) to describe national credentialing standards and to provide written guidance regarding the use of those standards. This guideline describes credentialing and typing processes and identifies tools which Federal Emergency Response Officials and emergency managers at all levels of government may use both routinely and to facilitate multijurisdictional coordinated responses.

Although state, local, tribal, and private sector partners (including nongovernmental organizations) are not required to credential their personnel in accordance with these guidelines, FEMA strongly encourages them to do so to leverage the federal investment in the Federal Information Processing Standards 201 infrastructure and to facilitate interoperability for personnel deployed outside their home jurisdiction.

Additional information about NIMS in general is available at <https://www.fema.gov/emergency-managers/nims>.

e. *Mandatory Disclosures*

The non-Federal entity or applicant for a Federal award must disclose, in a timely manner, in writing to the Federal awarding agency or pass-through entity all violations of Federal criminal law involving fraud, bribery, or gratuity violations potentially affecting the Federal award. (2 CFR 200.113)

Please note applicants and recipients may report issues of fraud, waste, abuse, and mismanagement, or other criminal or noncriminal misconduct to the [Office of Inspector General \(OIG\) Hotline](#). The toll-free numbers to call are 1 (800) 323-8603, and TTY 1 (844) 889-4357.

4. Reporting

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

a. *Financial Reporting Requirements*

I. FEDERAL FINANCIAL REPORT (FFR)

Recipients must report obligations and expenditures through the FFR form (SF-425) to FEMA.

Recipients may review the Federal Financial Reporting Form (FFR) (SF-425) at <https://apply07.grants.gov/apply/forms/sample/SF425-V1.0.pdf>

Recipients must file the FFR electronically using FEMA GO.

II. FFR REPORTING PERIODS AND DUE DATES

An FFR must be submitted quarterly throughout the POP, including partial calendar quarters, as well as in periods where no grant award activity occurs. The final FFR is due within 120 calendar days after the end of the POP. Future awards and fund drawdowns may be withheld if these reports are delinquent, demonstrate lack of progress, or are insufficient in detail.

Except for the final FFR due at 120 days after the end of the POP for purposes of closeout, 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

b. Programmatic Performance Reporting Requirements

I. PERFORMANCE PROGRESS REPORT (PPR)

Recipients are responsible for providing updated performance reports on a biannual basis as an attachment in FEMA GO. The PPR must include:

- A brief narrative of overall project(s) status;
- A summary of project expenditures; and
- A description of any potential issues that may affect project completion.

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

I. CLOSEOUT REPORTING

Within 120 calendar days after the end of the period of performance for the prime award or after an amendment has been issued to close out an award before the original POP ends, recipients must liquidate all financial obligations and must submit the following:

- i. The final request for payment, if applicable.
- ii. The final FFR (SF-425).
- iii. The final progress report detailing all accomplishments, including a narrative summary of the impact of those accomplishments throughout the period of performance. If applicable the recipient must include with the final progress report an inventory of all construction projects.
- iv. A qualitative narrative summary of the impact of those accomplishments throughout the entire POP; and

- v. Other documents required by this NOFO, terms and conditions of the award, or other FEMA guidance. If the final FFR and performance report periods coincide with the end of the period of performance, FEMA has discretion under 2 C.F.R. Part 200 to waive the last quarterly/semiannual/annual reports and only require the final FFR and performance report for closeout purposes. The recipient is responsible for returning any balances of unobligated or unliquidated funds that have been drawn down that are not authorized to be retained per 2 C.F.R. § 200.344(d).

In addition, pass-through entities are responsible for closing out their subawards as described in 2 C.F.R. § 200.344; subrecipients are still required to submit closeout materials within 90 calendar days of the period of performance end date. When a subrecipient completes all closeout requirements, pass-through entities must promptly complete all closeout actions for subawards in time for the recipient to submit all necessary documentation and information to FEMA during the closeout of the prime award.

After the prime award closeout reports have been reviewed and approved by 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 at least three years from the date of the final FFR. The record retention period may be longer, 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. § 200.334.

The recipient is responsible for refunding to FEMA any balances of unobligated cash that FEMA paid that are not authorized to be retained per 2 C.F.R. § 200.344(d).

II. ADMINISTRATIVE CLOSEOUT

Administrative closeout is a mechanism for FEMA to unilaterally move forward with closeout of an award using available award information in lieu of final reports from the recipient per 2 C.F.R. § 200.344(h)-(i). It is a last resort available to FEMA, and if FEMA needs to administratively close an award, this may negatively impact a recipient's ability to obtain future funding. This mechanism can also require FEMA to make cash or cost adjustments and ineligible cost determinations based on the information it has, which may result in identifying a debt owed to FEMA by the recipient.

When a recipient is not responsive to FEMA's reasonable efforts to collect required reports needed to complete the standard closeout process, FEMA is required under 2 C.F.R. § 200.344(h) to start the administrative closeout process within the regulatory timeframe. FEMA will make at least three written attempts to collect required reports before initiating administrative closeout. If the recipient

does not submit all required reports in accordance with 2 C.F.R. § 200.344, this NOFO, and the terms and conditions of the award, FEMA must proceed to administratively close the award with the information available within one year of the period of performance end date. Additionally, if the recipient does not submit all required reports within one year of the period of performance end date, per 2 C.F.R. § 200.344(i), FEMA must report in Contracting Performance Assessment Reporting System (CPARS) the recipient's material failure to comply with the terms and conditions of the award.

If FEMA administratively closes an award where no final FFR has been submitted, FEMA uses that administrative closeout date in lieu of the final FFR submission date as the start of the record retention period under 2 C.F.R. § 200.334.

In addition, if an award is administratively closed, FEMA may decide to impose remedies for noncompliance per 2 C.F.R. § 200.339, consider this information in reviewing future award applications, or apply special conditions to existing or future awards.

d. Additional Reporting Requirements

I. 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 FEMA, the recipient must notify 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:

- i. Are presently excluded or disqualified;
- ii. 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;
- iii. 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
- iv. 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 FEMA in accordance with 2 C.F.R. § 180.350.

II. REPORTING OF MATTERS RELATED TO RECIPIENT INTEGRITY AND PERFORMANCE

Appendix XII to 2 C.F.R. Part 200 sets forth a term and condition related to recipient integrity and performance matters that will apply to all federal awards

under this funding opportunity. If the total value of currently active grants, cooperative agreements, and procurement contracts from all federal awarding agencies exceeds \$10,000,000 for any period of time during the period of performance of a federal award under this funding opportunity, then a recipient must maintain the currency of information reported in the Contracting Performance Assessment Reporting System (CPARS) about civil, criminal, or administrative proceedings described in paragraph 2 of Appendix XII at the reporting frequency described in paragraph 4 of Appendix XII.

III. SINGLE AUDIT REPORT

A recipient that expends \$750,000 or more during the recipient's fiscal year in federal awards (as defined by 2 C.F.R. § 200.1) must have a single audit conducted in accordance with 2 C.F.R. § 200.514 except when it elects to have a program-specific audit conducted in accordance with 2 C.F.R. § 200.501. The audit must be conducted in accordance with 2 C.F.R. Part 200, Subpart F and, as required by 2 C.F.R. § 200.514, in accordance with the U.S. Government Accountability Office (GAO) Generally Accepted Government Auditing Standards, which can be found on the Yellow Book page of the GAO website.

5. Monitoring and Oversight

The regulation at 2 C.F.R. § 200.337 provides DHS and any of its authorized representatives with the right of access to any documents, papers, or other records of the recipient [and any subrecipients] that are pertinent to a federal award in order to make audits, examinations, excerpts, and transcripts. The right also includes timely and reasonable access to the recipient's or subrecipient's personnel for the purpose of interview and discussion related to such documents. Pursuant to this right and per 2 C.F.R. § 200.329, DHS may conduct desk reviews and make site visits to review project accomplishments and management control systems to evaluate project accomplishments and to provide any required technical assistance. During site visits, DHS may review a recipient's or subrecipient's files pertinent to the federal award and interview and/or discuss these files with the recipient's or subrecipient's personnel. Recipients and subrecipients must respond in a timely and accurate manner to DHS requests for information relating to a federal award.

Effective monitoring and oversight help FEMA ensure that recipients use grant funds for their intended purpose(s); verify that projects undertaken are consistent with approved plans; and ensure that recipients make adequate progress toward stated goals and objectives. Additionally, monitoring serves as the primary mechanism to ensure that recipients comply with applicable laws, rules, regulations, program guidance, and requirements. FEMA regularly monitors all grant programs both financially and programmatically in accordance with federal laws, regulations (including 2 C.F.R. Part 200), program guidance, and the terms and conditions of the award. All monitoring efforts ultimately serve to evaluate progress towards grant goals and proactively target and address issues that may threaten grant success during the period of performance.

FEMA staff will periodically monitor recipients to ensure that administrative processes, policies and procedures, budgets, and other related award criteria are meeting Federal

Government-wide and FEMA regulations. Aside from reviewing quarterly financial and programmatic reports, FEMA may also conduct enhanced monitoring through either desk-based reviews, onsite monitoring visits, or both. Enhanced monitoring will involve the review and analysis of the financial compliance and administrative processes, policies, activities, and other attributes of each federal assistance award, and it will identify areas where the recipient may need technical assistance, corrective actions, or other support.

Financial and programmatic monitoring are complementary processes within FEMA's overarching monitoring strategy that function together to ensure effective grants management, accountability, and transparency; validate progress against grant and program goals; and safeguard federal funds against fraud, waste, and abuse. Financial monitoring primarily focuses on statutory and regulatory compliance with administrative grant requirements, while programmatic monitoring seeks to validate and assist in grant progress, targeting issues that may be hindering achievement of project goals and ensuring compliance with the purpose of the grant and grant program. Both monitoring processes are similar in that they feature initial reviews of all open awards, and additional, in-depth monitoring of grants requiring additional attention.

Recipients and subrecipients who are pass-through entities are responsible for monitoring their subrecipients in a manner consistent with the terms of the federal award at 2 C.F.R. Part 200, including 2 C.F.R. § 200.332. This includes the pass-through entity's responsibility to monitor the activities of the subrecipient as necessary to ensure that the subaward is used for authorized purposes, in compliance with federal statutes, regulations, and the terms and conditions of the subaward; and that subaward performance goals are achieved.

In terms of overall award management, recipient and subrecipient responsibilities include, but are not limited to: accounting of receipts and expenditures, cash management, maintaining adequate financial records, reporting and refunding expenditures disallowed by audits, monitoring if acting as a pass-through entity, or other assessments and reviews, and ensuring overall compliance with the terms and conditions of the award or subaward, as applicable, including the terms of 2 C.F.R. Part 200.

G. DHS Awarding Agency Contact Information

1. Contact and Resource Information

a. *Program Office Contact*

For general questions about the EOC Grant Program, please contact FEMA Grants News by e-mail at fema-grants-news@fema.dhs.gov OR by phone at (800) 368-6498, Monday through Friday, 9:00 AM – 5:00 PM ET. Questions regarding specific EOC Grant Program awards and funded projects should be directed to the appropriate FEMA Regional Office (see below).

b. *FEMA Grants News*

FEMA Grants News is a non-emergency comprehensive management and information resource developed by FEMA for grants stakeholders. This channel provides general information on all FEMA grant programs and maintains a comprehensive database containing key personnel contact information at the federal,

state, and local levels. When necessary, recipients will be directed to a federal point of contact who can answer specific programmatic questions or concerns. FEMA Grants News can be reached by e-mail at fema-grants-news@fema.dhs.gov OR by phone at (800) 368-6498, Monday through Friday, 9:00 AM – 5:00 PM ET.

c. *Grant Programs Directorate (GPD) Award Administration Division*

GPD's Award Administration Division (AAD) provides support regarding financial matters and budgetary technical assistance. Additional guidance and information can be obtained by contacting the AAD's Help Desk via e-mail at ASK-GMD@fema.dhs.gov.

d. *FEMA Regional Offices*

FEMA Regional Offices manage, administer, and conduct the application budget review, create the award package, approve, amend, and close out awards, as well as conduct cash analysis, financial and programmatic monitoring, and audit resolution for the EOC Grant Program. The Regions also provide technical assistance to EOC Grant Program recipients.

FEMA Regional Office contact information is available at <https://www.fema.gov/fema-regional-contacts>.

e. *Equal Rights*

The FEMA Office of Equal Rights (OER) is responsible for compliance with and enforcement of federal civil rights obligations in connection with programs and services conducted by FEMA and recipients of FEMA financial assistance. All inquiries and communications about federal civil rights compliance for FEMA grants under this NOFO should be sent to FEMA-CivilRightsOffice@fema.dhs.gov.

f. *Environmental Planning and Historic Preservation*

GPD's EHP Team provides guidance and information about the EHP review process to recipients and subrecipients. All inquiries and communications about GPD projects under this NOFO or the EHP review process, including the submittal of EHP review materials, should be sent to gpdehpinfo@fema.dhs.gov.

2. Systems Information

a. *FEMA GO*

For technical assistance with the FEMA GO system, please contact the FEMA GO Helpdesk at femago@fema.dhs.gov or (877) 585-3242, Monday through Friday, 9:00 AM – 6:00 PM ET.

H. Additional Information

1. Termination Provisions

FEMA may terminate a federal award in whole or in part for one of the following reasons. FEMA and the recipient must still comply with closeout requirements at 2 C.F.R. §§ 200.344-200.345 even if an award is terminated in whole or in part. To the extent that

subawards are permitted under this NOFO, pass-through entities should refer to 2 C.F.R. § 200.340 for additional information on termination regarding subawards.

a. *Noncompliance*

If a recipient fails to comply with the terms and conditions of a federal award, FEMA may terminate the award in whole or in part. If the noncompliance can be corrected, FEMA may first attempt to direct the recipient to correct the noncompliance. This may take the form of a Compliance Notification. If the noncompliance cannot be corrected or the recipient is non-responsive, FEMA may proceed with a Remedy Notification, which could impose a remedy for noncompliance per 2 C.F.R. § 200.339, including termination. Any action to terminate based on noncompliance will follow the requirements of 2 C.F.R. §§ 200.341-200.342 as well as the requirement of 2 C.F.R. § 200.340(c) to report in FAPIIS the recipient's material failure to comply with the award terms and conditions. See also the section on Actions to Address Noncompliance in this NOFO.

b. *With the Consent of the Recipient*

FEMA may also terminate an award in whole or in part with the consent of the recipient, in which case the parties must agree upon the termination conditions, including the effective date, and in the case of partial termination, the portion to be terminated.

c. *Notification by the Recipient*

The recipient may terminate the award, in whole or in part, by sending written notification to FEMA setting forth the reasons for such termination, the effective date, and in the case of partial termination, the portion to be terminated. In the case of partial termination, FEMA may determine that a partially terminated award will not accomplish the purpose of the federal award, so FEMA may terminate the award in its entirety. If that occurs, FEMA will follow the requirements of 2 C.F.R. §§ 200.341-200.342 in deciding to fully terminate the award.

2. Program Evaluation

Federal agencies are required to structure NOFOs that incorporate program evaluation activities from the outset of their program design and implementation to meaningfully document and measure their progress towards meeting agency priority goal(s) and program outcomes.

[OMB Memorandum M-21-27](#), Evidence-Based Policymaking: Learning Agendas and Annual Evaluation Plans, implementing Title I of the Foundations for Evidence-Based Policymaking Act of 2018, Pub. L. No. 115-435 (2019) (Evidence Act), urges federal awarding agencies to use program evaluation as a critical tool to learn, improve equitable delivery, and elevate program service and delivery across the program lifecycle. Evaluation means “an assessment using systematic data collection and analysis of one or more programs, policies, and organizations intended to assess their effectiveness and efficiency.” Evidence Act, § 101 (codified at 5 U.S.C. § 311).

As such, recipients and subrecipients are required to participate in a DHS-, Component, or Program Office-led evaluation if selected, which may be carried out by a third-party on behalf of the DHS, its component agencies, or the Program Office. Such an evaluation may involve information collections including but not limited to surveys, interviews, or discussions with individuals who benefit from the federal award program operating personnel, and award recipients, as specified in a DHS-, component agency-, or Program Office-approved evaluation plan. More details about evaluation requirements may be provided in the federal award, if available at that time, or following the award as evaluation requirements are finalized. Evaluation costs incurred during the period of performance are allowable costs (either as direct or indirect). Recipients and subrecipients are also encouraged, but not required, to participate in any additional evaluations after the period of performance ends, although any costs incurred to participate in such evaluations are not allowable and may not be charged to the federal award.

3. Period of Performance Extensions

Extensions to the period of performance (POP) for this program are allowed. Extensions to the POP identified in the award will only be considered through formal, written requests to the recipient's FEMA Preparedness Officer and must contain specific and compelling justifications as to why an extension is required. Recipients are advised to coordinate with the FEMA Preparedness Officer as needed when preparing an extension request.

All extension requests must address the following:

- a. The grant program, fiscal year, and award number;
- b. Reason for the delay –including details of the legal, policy, or operational challenges that prevent the final outlay of awarded funds by the deadline;
- c. Current status of the activity(ies);
- d. Approved POP termination date and new project completion date;
- e. Amount of funds drawn down to date;
- f. Remaining available funds, both federal and, if applicable, non-federal;
- g. Budget outlining how remaining federal and, if applicable, non-federal funds will be expended;
- h. Plan for completion, including milestones and timeframes for achieving each milestone and the position or person responsible for implementing the plan for completion; and
- i. Certification that the activity(ies) will be completed within the extended POP without any modification to the original statement of work, as described in the Investment Justification and as approved by FEMA.

Extension requests will be granted only due to compelling legal, policy, or operational challenges. Extension requests will only be considered for the following reasons:

- Contractual commitments by the recipient or subrecipient with vendors prevent completion of the project, including delivery of equipment or services, within the existing POP;
- The project must undergo a complex environmental review that cannot be completed within the existing POP;

- Projects are long-term by design, and therefore acceleration would compromise core programmatic goals; or
- Where other special or extenuating circumstances exist.

Recipients should submit all proposed extension requests to FEMA for review and approval at least 120 days prior to the end of the POP to allow sufficient processing time. Extensions are typically granted for no more than a six-month period.

4. Disability Integration

Pursuant to Section 504 of the Rehabilitation Act of 1973, recipients of FEMA financial assistance must ensure that their programs and activities do not discriminate against qualified individuals with disabilities.

Grant and cooperative agreement recipients should engage with the whole community to advance individual and community preparedness and to work as a nation to build and sustain resilience. In doing so, recipients are encouraged to consider the needs of individuals with disabilities into the activities and projects funded by the grant or cooperative agreement.

FEMA expects that the integration of the needs of people with disabilities will occur at all levels, including planning; alerting, notification, and public outreach; training; purchasing of equipment and supplies; protective action implementation; and exercises/drills.

The following are examples that demonstrate the integration of the needs of people with disabilities in carrying out FEMA awards:

- Include representatives of organizations that work with/for people with disabilities on planning committees, work groups and other bodies engaged in development and implementation of the grant programs and activities.
- Hold all activities related to the grant in locations that are accessible to persons with physical disabilities and intellectual disabilities to the extent practicable.
- Provide auxiliary aids and services, including American Sign Language interpreters, that provide public information across the community and in shelters.
- Ensure shelter-specific grant funds are in alignment with FEMA's [Guidance on Planning for Integration of Functional Needs Support Services in General Population Shelters](#).
- If making alterations to an existing building to a primary function area utilizing federal funds, complying with the most recent codes and standards and making path of travel to the primary function area accessible to the greatest extent possible.
- Implement specific procedures used by public transportation agencies that include evacuation and passenger communication plans and measures for individuals with disabilities.
- Identify, create, and deliver training to address any training gaps specifically aimed toward whole-community preparedness. Include and interact with individuals with disabilities, aligning with the designated program capability.
- Establish best practices in inclusive planning and preparedness that consider physical access, needs of individuals with intellectual disabilities, and information access

FEMA grant recipients can fund projects towards the resiliency of the whole community, including people with disabilities, such as training, outreach and safety campaigns, provided that the project aligns with this NOFO and the terms and conditions of the award.

5. Conflicts of Interest in the Administration of Federal Awards or Subawards

For conflicts of interest under grant-funded procurements and contracts, refer to the section on Procurement Integrity in this NOFO and 2 C.F.R. §§ 200.317 – 200.327.

To eliminate and reduce the impact of conflicts of interest in the subaward process, recipients and pass-through entities must follow their own policies and procedures regarding the elimination or reduction of conflicts of interest when making subawards. Recipients and pass-through entities are also required to follow any applicable federal and state, local, tribal, or territorial (SLTT) statutes or regulations governing conflicts of interest in the making of subawards.

The recipient or pass-through entity must disclose to the respective Program Analyst or Program Manager, in writing, any real or potential conflict of interest that may arise during the administration of the federal award, as defined by the federal or SLTT statutes or regulations or their own existing policies, within five days of learning of the conflict of interest. Similarly, subrecipients, whether acting as subrecipients or as pass-through entities, must disclose any real or potential conflict of interest to the recipient or next-level pass-through entity as required by the recipient or pass-through entity's conflict of interest policies, or any applicable federal or SLTT statutes or regulations.

Conflicts of interest may arise during the process of 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, subapplicant, recipient, subrecipient, or FEMA employees.

6. Procurement Integrity

Through audits conducted by the DHS Office of Inspector General (OIG) and FEMA grant monitoring, findings have shown that some FEMA recipients have not fully adhered to the proper procurement requirements at 2 C.F.R. §§ 200.317 – 200.327 when spending grant funds. Anything less than full compliance with federal procurement requirements jeopardizes the integrity of the grant as well as the grant program. To assist with determining whether an action is a procurement or instead a subaward, please consult 2 C.F.R. § 200.331. For detailed guidance on the federal procurement standards, recipients and subrecipients should refer to various materials issued by FEMA's Procurement Disaster Assistance Team (PDAT), such as the [PDAT Field Manual](#) and [Contract Provisions Guide](#). Additional resources, including an upcoming trainings schedule can be found on the PDAT Website: <https://www.fema.gov/grants/procurement>.

The below highlights the federal procurement requirements for FEMA recipients when procuring goods and services with federal grant funds. FEMA will include a review of recipients' procurement practices as part of the normal monitoring activities. **All procurement activity must be conducted in accordance with federal procurement**

standards at 2 C.F.R. §§ 200.317 – 200.327. Select requirements under these standards are listed below. The recipient and any of its subrecipients must comply with all requirements, even if they are not listed below.

Under 2 C.F.R. § 200.317, when procuring property and services under a federal award, states (including territories) must follow the same policies and procedures they use for procurements from their non-federal funds; additionally, states must now follow 2 C.F.R. § 200.321 regarding socioeconomic steps, 200.322 regarding domestic preferences for procurements, 200.323 regarding procurement of recovered materials, and 2 C.F.R. § 200.327 regarding required contract provisions.

All other non-federal entities, such as tribes (collectively, non-state entities), must have and use their own documented procurement procedures that reflect applicable SLTT laws and regulations, provided that the procurements conform to applicable federal law and the standards identified in 2 C.F.R. Part 200. These standards include, but are not limited to, providing for full and open competition consistent with the standards of 2 C.F.R. § 200.319 and the required procurement methods at § 200.320.

a. *Important Changes to Procurement Standards in 2 C.F.R. Part 200*

States are now required to follow the socioeconomic steps in soliciting small and minority businesses, women’s business enterprises, and labor surplus area firms per 2 C.F.R. § 200.321. All non-federal entities should also, to the greatest extent practicable under a federal award, provide a preference for the purchase, acquisition, or use of goods, products, or materials produced in the United States per 2 C.F.R. § 200.322. More information on OMB’s revisions to the federal procurement standards can be found in [Purchasing Under a FEMA Award: OMB Revisions Fact Sheet](#).

The recognized procurement methods in 2 C.F.R. § 200.320 have been reorganized into informal procurement methods, which include micro-purchases and small purchases; formal procurement methods, which include sealed bidding and competitive proposals; and noncompetitive procurements. The federal micro-purchase threshold is currently \$10,000, and non-state entities may use a lower threshold when using micro-purchase procedures under a FEMA award. If a non-state entity wants to use a micro-purchase threshold higher than the federal threshold, it must follow the requirements of 2 C.F.R. § 200.320(a)(1)(iii)-(v). The federal simplified acquisition threshold is currently \$250,000, and a non-state entity may use a lower threshold but may not exceed the federal threshold when using small purchase procedures under a FEMA award. *See* 2 C.F.R. § 200.1 (citing the definition of simplified acquisition threshold from [48 C.F.R. Part 2, Subpart 2.1](#)).

See 2 C.F.R. §§ 200.216, 200.471, and Appendix II as well as Section D.12.a of the NOFO regarding prohibitions on covered telecommunications equipment or services.

b. *Competition and Conflicts of Interest*

Among the requirements of 2 C.F.R. § 200.319(b) applicable to all non-federal entities other than states, in order to ensure objective contractor performance and

eliminate unfair competitive advantage, contractors that develop or draft specifications, requirements, statements of work, or invitations for bids or requests for proposals must be excluded from competing for such procurements. FEMA considers these actions to be an organizational conflict of interest and interprets this restriction as applying to contractors that help a non-federal entity develop its grant application, project plans, or project budget. This prohibition also applies to the use of former employees to manage the grant or carry out a contract when those former employees worked on such activities while they were employees of the non-federal entity.

Under this prohibition, unless the non-federal entity solicits for and awards a contract covering both development and execution of specifications (or similar elements as described above), and this contract was procured in compliance with 2 C.F.R. §§ 200.317 – 200.327, federal funds cannot be used to pay a contractor to carry out the work if that contractor also worked on the development of those specifications. This rule applies to all contracts funded with federal grant funds, including pre-award costs, such as grant writer fees, as well as post-award costs, such as grant management fees.

Additionally, some of the situations considered to be restrictive of competition include, but are not limited to:

- Placing unreasonable requirements on firms for them to qualify to do business;
- Requiring unnecessary experience and excessive bonding;
- Noncompetitive pricing practices between firms or between affiliated companies;
- Noncompetitive contracts to consultants that are on retainer contracts;
- Organizational conflicts of interest;
- Specifying only a “brand name” product instead of allowing “an equal” product to be offered and describing the performance or other relevant requirements of the procurement; and
- Any arbitrary action in the procurement process.

Per 2 C.F.R. § 200.319(c), non-federal entities other than states must conduct procurements in a manner that prohibits the use of statutorily or administratively imposed SLTT geographical preferences in the evaluation of bids or proposals, except in those cases where applicable federal statutes expressly mandate or encourage geographic preference. Nothing in this section preempts state licensing laws. When contracting for architectural and engineering services, geographic location may be a selection criterion provided its application leaves an appropriate number of qualified firms, given the nature and size of the project, to compete for the contract.

Under 2 C.F.R. § 200.318(c)(1), non-federal entities other than states are required to maintain written standards of conduct covering conflicts of interest and governing the actions of their employees engaged in the selection, award, and administration of contracts. **No employee, officer, or agent may participate in the selection, award, or administration of a contract supported by a federal award if he or she has a real or apparent conflict of interest.** Such conflicts of interest would arise when the employee, officer or agent, any member of his or her immediate family, his or her

partner, or an organization that employs or is about to employ any of the parties indicated herein, has a financial or other interest in or a tangible personal benefit from a firm considered for a contract. The officers, employees, and agents of the non-federal entity may neither solicit nor accept gratuities, favors, or anything of monetary value from contractors or parties to subcontracts. However, non-federal entities may set standards for situations in which the financial interest is not substantial, or the gift is an unsolicited item of nominal value. The standards of conduct must provide for disciplinary actions to be applied for violations of such standards by officers, employees, or agents of the non-federal entity.

Under 2 C.F.R. 200.318(c)(2), if the recipient or subrecipient (other than states) has a parent, affiliate, or subsidiary organization that is not a state, local, tribal, or territorial government, the non-federal entity must also maintain written standards of conduct covering organizational conflicts of interest. In this context, organizational conflict of interest means that because of a relationship with a parent company, affiliate, or subsidiary organization, the non-federal entity is unable or appears to be unable to be impartial in conducting a procurement action involving a related organization. The non-federal entity must disclose in writing any potential conflicts of interest to FEMA or the pass-through entity in accordance with applicable FEMA policy.

c. *Supply Schedules and Purchasing Programs*

Generally, a non-federal entity may seek to procure goods or services from a federal supply schedule, state supply schedule, or group purchasing agreement.

I. GENERAL SERVICES ADMINISTRATION SCHEDULES

States, tribes, and local governments, and any instrumentality thereof (such as local education agencies or institutions of higher education) may procure goods and services from a General Services Administration (GSA) schedule. GSA offers multiple efficient and effective procurement programs for state, tribal, and local governments, and instrumentalities thereof, to purchase products and services directly from pre-vetted contractors. The GSA Schedules (also referred to as the Multiple Award Schedules and the Federal Supply Schedules) are long-term government-wide contracts with commercial firms that provide access to millions of commercial products and services at volume discount pricing.

Information about GSA programs for states, tribes, and local governments, and instrumentalities thereof, can be found at <https://www.gsa.gov/resources-for/programs-for-State-and-local-governments> and <https://www.gsa.gov/buying-selling/purchasing-programs/gsa-schedules/schedule-buyers/state-and-local-governments>.

For tribes, local governments, and their instrumentalities that purchase off of a GSA schedule, this will satisfy the federal requirements for full and open competition provided that the recipient follows the GSA ordering procedures; however, tribes, local governments, and their instrumentalities will still need to follow the other rules under 2 C.F.R. §§ 200.317 – 200.327, such as solicitation of

minority businesses, women's business enterprises, small businesses, or labor surplus area firms (§ 200.321), domestic preferences (§ 200.322), contract cost and price (§ 200.324), and required contract provisions (§ 200.327 and Appendix II).

II. OTHER SUPPLY SCHEDULES AND PROGRAMS

For non-federal entities other than states, such as tribes, local governments, and nonprofits, that want to procure goods or services from a state supply schedule, cooperative purchasing program, or other similar program, in order for such procurements to be permissible under federal requirements, the following must be true:

- The procurement of the original contract or purchasing schedule and its use by the non-federal entity complies with state and local law, regulations, and written procurement procedures;
- The state or other entity that originally procured the original contract or purchasing schedule entered into the contract or schedule with the express purpose of making it available to the non-federal entity and other similar types of entities;
- The contract or purchasing schedule specifically allows for such use, and the work to be performed for the non-federal entity falls within the scope of work under the contract as to type, amount, and geography;
- The procurement of the original contract or purchasing schedule complied with all the procurement standards applicable to a non-federal entity other than states under at 2 C.F.R. §§ 200.317 – 200.327; and
- With respect to the use of a purchasing schedule, the non-federal entity must follow ordering procedures that adhere to applicable state, tribal, and local laws and regulations and the minimum requirements of full and open competition under 2 C.F.R. Part 200.

If a non-federal entity other than a state seeks to use a state supply schedule, cooperative purchasing program, or other similar type of arrangement, FEMA recommends the recipient discuss the procurement plans with its FEMA Preparedness Officer.

d. *Procurement Documentation*

Per 2 C.F.R. § 200.318(i), non-federal entities other than states and territories are required to maintain and retain records sufficient to detail the history of procurement covering at least the rationale for the procurement method, selection of contract type, contractor selection or rejection, and the basis for the contract price. States and territories are encouraged to maintain and retain this information as well and are reminded that in order for any cost to be allowable, it must be adequately documented per 2 C.F.R. § 200.403(g).

Examples of the types of documents that would cover this information include but are not limited to:

- Solicitation documentation, such as requests for quotes, invitations for bids, or requests for proposals;
- Responses to solicitations, such as quotes, bids, or proposals;
- Pre-solicitation independent cost estimates and post-solicitation cost/price analyses on file for review by federal personnel, if applicable;
- Contract documents and amendments, including required contract provisions; and
- Other documents required by federal regulations applicable at the time a grant is awarded to a recipient.
- Additional information on required procurement records can be found on pages 24-26 of the [PDAT Field Manual](#).

7. Financial Assistance Programs for Infrastructure

a. *Build America, Buy America Act*

Recipients and subrecipients must comply with the Build America, Buy America Act (BABAA), which was enacted as part of the Infrastructure Investment and Jobs Act §§ 70901-70927, Pub. L. No. 117-58 (2021); and Executive Order 14005, Ensuring the Future is Made in All of America by All of America's Workers. See also 2 C.F.R. Part 184 and Office of Management and Budget (OMB) Memorandum M-24-02, Implementation Guidance on Application of Buy America Preference in Federal Financial Assistance Programs for Infrastructure.

None of the funds provided under this program may be used for a project for infrastructure unless the iron and steel, manufactured products, and construction materials used in that infrastructure are produced in the United States.

The Buy America preference only applies to articles, materials, and supplies that are consumed in, incorporated into, or affixed to an infrastructure project. As such, it does not apply to tools, equipment, and supplies, such as temporary scaffolding, brought to the construction site and removed at or before the completion of the infrastructure project. Nor does a Buy America preference apply to equipment and furnishings, such as movable chairs, desks, and portable computer equipment, that are used at or within the finished infrastructure project but are not an integral part of the structure or permanently affixed to the infrastructure project.

For FEMA's official policy on BABAA, please see FEMA Policy 207-22-0001: Buy America Preference in FEMA Financial Assistance Programs for Infrastructure available at https://www.fema.gov/sites/default/files/documents/fema_build-america-buy-america-act-policy.pdf To see whether a particular FEMA federal financial assistance program is considered an infrastructure program and thus required to include a Buy America preference, please see [Programs and Definitions: Build America, Buy America Act | FEMA.gov](#), and https://www.fema.gov/sites/default/files/documents/fema_build-america-buy-america-act-policy.pdf

b. Waivers

When necessary, recipients (and subrecipients through their pass-through entity) may apply for, and FEMA may grant, a waiver from these requirements.

A waiver of the domestic content procurement preference may be granted by the agency awarding official if FEMA determines that:

- Applying the domestic content procurement preference would be inconsistent with the public interest.
- The types of iron, steel, manufactured products, or construction materials are not produced in the United States in sufficient and reasonably available quantities or of a satisfactory quality.
- The inclusion of iron, steel, manufactured products, or construction materials produced in the United States will increase the cost of the overall project by more than 25%.

For FEMA awards, the process for requesting a waiver from the Buy America preference requirements can be found on FEMA's website at: ["Buy America" Preference in FEMA Financial Assistance Programs for Infrastructure | FEMA.gov.](#)

c. Definitions

For BABAA specific definitions, please refer to the FEMA Buy America website at: ["Programs and Definitions: Build America, Buy America Act | FEMA.gov."](#)

Please refer to the applicable DHS Standard Terms & Conditions for the BABAA specific term applicable to all FEMA financial assistance awards for infrastructure.

8. Record Retention

a. Record Retention Period

Financial records, supporting documents, statistical records, and all other non-Federal entity records pertinent to a Federal award generally must be maintained for at least three years from the date the final FFR is submitted. *See* 2 C.F.R. § 200.334. Further, if the recipient does not submit a final FFR and the award is administratively closed, FEMA uses the date of administrative closeout as the start of the general record retention period.

The record retention period **may be longer than three years or have a different start date** in certain cases. These include:

- Records for real property and equipment acquired with Federal funds must be retained for **three years after final disposition of the property**. *See* 2 C.F.R. § 200.334(c).
- If any litigation, claim, or audit is started before the expiration of the three-year period, the records **must be retained until** all litigation, claims, or audit findings involving the records **have been resolved and final action taken**. *See* 2 C.F.R. § 200.334(a).
- The **record retention period will be extended if the non-federal entity is notified in writing** of the extension by FEMA, the cognizant or oversight agency

for audit, or the cognizant agency for indirect costs, or pass-through entity. *See* 2 C.F.R. § 200.334(b).

- Where FEMA requires recipients to report program income after the period of performance ends, the **program income record retention period begins at the end of the recipient’s fiscal year in which program income is earned.** *See* 2 C.F.R. § 200.334(e).
- For indirect cost rate computations and proposals, cost allocation plans, or any similar accounting computations of the rate at which a particular group of costs is chargeable (such as computer usage chargeback rates or composite fringe benefit rates), the start of the record retention period depends on whether the indirect cost rate documents were submitted for negotiation. If the **indirect cost rate documents were submitted for negotiation, the record retention period begins from the date those documents were submitted** for negotiation. If indirect cost rate documents were **not submitted for negotiation, the record retention period begins at the end of the recipient’s fiscal year or other accounting period covered by that indirect cost rate.** *See* 2 C.F.R. § 200.334(f).

b. Types of Records to Retain

FEMA requires that non-federal entities maintain the following documentation for federally funded purchases:

- Specifications
- Solicitations
- Competitive quotes or proposals
- Basis for selection decisions
- Purchase orders
- Contracts
- Invoices
- Canceled checks

Non-federal entities should keep detailed records of all transactions involving the grant. FEMA may at any time request copies of any relevant documentation and records, including purchasing documentation along with copies of cancelled checks for verification. *See, e.g.,* 2 C.F.R. §§ 200.318(i), 200.334, 200.337.

In order for any cost to be allowable, it must be adequately documented per 2 C.F.R. § 200.403(g). Non-federal entities who fail to fully document all purchases may find their expenditures questioned and subsequently disallowed.

9. Actions to Address Noncompliance

Non-federal entities receiving financial assistance funding from FEMA are required to comply with requirements in the terms and conditions of their awards or subawards, including the terms set forth in applicable federal statutes, regulations, NOFOs, and policies. Throughout the award lifecycle or even after an award has been closed, FEMA or the pass-through entity may discover potential or actual noncompliance on the part of a recipient or subrecipient. This potential or actual noncompliance may be discovered through routine

monitoring, audits, civil rights complaint investigations and compliance reviews, closeout, or reporting from various sources.

In the case of any potential or actual noncompliance, FEMA may place special conditions on an award per 2 C.F.R. §§ 200.208 and 200.339, FEMA may place a hold on funds until the matter is corrected, or additional information is provided per 2 C.F.R. § 200.339, or it may do both. Similar remedies for noncompliance with certain federal civil rights laws are authorized pursuant to 44 C.F.R. Parts 7 and 19 or other applicable regulations.

In the event the noncompliance is not able to be corrected by imposing additional conditions or the recipient or subrecipient refuses to correct the matter, FEMA may take other remedies allowed under 2 C.F.R. § 200.339. These remedies include actions to disallow costs, recover funds, wholly or partly suspend or terminate the award, initiate suspension and debarment proceedings, withhold further federal awards, or take other remedies that may be legally available. For further information on termination due to noncompliance, see the section on Termination Provisions in the NOFO.

FEMA may discover and take action on noncompliance even after an award has been closed. The closeout of an award does not affect FEMA's right to disallow costs and recover funds as long as the action to disallow costs takes place during the record retention period. *See* 2 C.F.R. §§ 200.334, 200.345(a). Closeout also does not affect the obligation of the non-federal entity to return any funds due as a result of later refunds, corrections, or other transactions. 2 C.F.R. § 200.345(a)(2).

The types of funds FEMA may attempt to recover include, but are not limited to, improper payments, cost share reimbursements, program income, interest earned on advance payments, or equipment disposition amounts.

FEMA may seek to recover disallowed costs through a Notice of Potential Debt Letter, a Remedy Notification, or other letter. The document will describe the potential amount owed, the reason why FEMA is recovering the funds, the recipient's appeal rights, how the amount can be paid, and the consequences for not appealing or paying the amount by the deadline.

If the recipient neither appeals nor pays the amount by the deadline, the amount owed will become final. Potential consequences if the debt is not paid in full or otherwise resolved by the deadline include the assessment of interest, administrative fees, and penalty charges; administratively offsetting the debt against other payable federal funds; and transferring the debt to the U.S. Department of the Treasury for collection.

FEMA notes the following common areas of noncompliance for FEMA's grant programs:

- Insufficient documentation and lack of record retention.
- Failure to follow the procurement under grants requirements.
- Failure to submit closeout documents in a timely manner.
- Failure to follow EHP requirements.
- Failure to comply with the POP deadline.

10. Audits

FEMA grant recipients are subject to audit oversight from multiple entities including the DHS OIG, the GAO, the pass-through entity, or independent auditing firms for single audits, and may cover activities and costs incurred under the award. Auditing agencies such as the DHS OIG, the GAO, and the pass-through entity (if applicable), and FEMA in its oversight capacity, must have access to records pertaining to the FEMA award. Recipients and subrecipients must retain award documents for at least three years from the date the final FFR is submitted, and even longer in many cases subject to the requirements of 2 C.F.R. § 200.334. In the case of administrative closeout, documents must be retained for at least three years from the date of closeout, or longer subject to the requirements of 2 C.F.R. § 200.334. If documents are retained longer than the required retention period, the DHS OIG, the GAO, and the pass-through entity, as well as FEMA in its oversight capacity, have the right to access these records as well. *See* 2 C.F.R. §§ 200.334, 200.337.

Additionally, non-federal entities must comply with the single audit requirements at 2 C.F.R. Part 200, Subpart F. Specifically, non-federal entities, other than for-profit subrecipients, that expend \$750,000 or more in federal awards during their fiscal year must have a single or program-specific audit conducted for that year in accordance with Subpart F. 2 C.F.R. § 200.501. A single audit covers all federal funds expended during a fiscal year, not just FEMA funds. The cost of audit services may be allowable per 2 C.F.R. § 200.425, but non-federal entities must select auditors in accordance with 2 C.F.R. § 200.509, including following the proper procurement procedures. For additional information on single audit reporting requirements, see section F of this NOFO under the header “Single Audit Report” within the subsection 4.d. “Additional Reporting Requirements.”

The objectives of single audits are to:

- Determine if financial statements conform to generally accepted accounting principles (GAAP);
- Determine whether the schedule of expenditures of federal awards is presented fairly;
- Understand, assess, and test the adequacy of internal controls for compliance with major programs; and
- Determine if the entity complied with applicable laws, regulations, and contracts or grants.

For single audits, the auditee is required to prepare financial statements reflecting its financial position, a schedule of federal award expenditures, and a summary of the status of prior audit findings and questioned costs. The auditee also is required to follow up and take appropriate corrective actions on new and previously issued but not yet addressed audit findings. The auditee must prepare a corrective action plan to address the new audit findings. 2 C.F.R. §§ 200.508, 200.510, 200.511.

Non-federal entities must have an audit conducted, either single or program-specific, of their financial statements and federal expenditures annually or biennially pursuant to 2 C.F.R. § 200.504. Non-federal entities must also follow the information submission requirements of 2 C.F.R. § 200.512, including submitting the audit information to the [Federal Audit Clearinghouse](#) within the earlier of 30 calendar days after receipt of the auditor’s report(s) or

nine months after the end of the audit period. The audit information to be submitted include the data collection form described at 2 C.F.R. § 200.512(c) and Appendix X to 2 C.F.R. Part 200 as well as the reporting package described at 2 C.F.R. § 200.512(b).

The non-federal entity must retain one copy of the data collection form and one copy of the reporting package for three years from the date of submission to the Federal Audit Clearinghouse. 2 C.F.R. § 200.512; *see also* 2 C.F.R. § 200.517 (setting requirements for retention of documents by the auditor and access to audit records in the auditor’s possession).

FEMA, the DHS OIG, the GAO, and the pass-through entity (if applicable), as part of monitoring or as part of an audit, may review a non-federal entity’s compliance with the single audit requirements. In cases of continued inability or unwillingness to have an audit conducted in compliance with 2 C.F.R. Part 200, Subpart F, FEMA and the pass-through entity, if applicable, are required to take appropriate remedial action under 2 C.F.R. § 200.339 for noncompliance, pursuant to 2 C.F.R. § 200.505.

11. Payment Information

FEMA uses the Direct Deposit/Electronic Funds Transfer (DD/EFT) method of payment to recipients.

Payment requests are submitted through FEMA GO.

12. Whole Community Preparedness

Preparedness is a shared responsibility that calls for the involvement of everyone—not just the government—in preparedness efforts. By working together, everyone can help keep the nation safe from harm and help keep it resilient when struck by hazards, such as natural disasters, acts of terrorism, and pandemics.

[Whole Community](#) includes:

- Individuals and families, including those with access and functional needs
- Businesses
- Faith-based and community organizations
- Nonprofit groups
- Schools and academia
- Media outlets
- All levels of government, including state, local, tribal, territorial, and federal partners

The phrase “Whole Community” often appears in preparedness materials, as it is one of the guiding principles. It means two things:

1. Involving people in the development of national preparedness documents.
2. Ensuring their roles and responsibilities are reflected in the content of the materials.

13. Report issues of fraud, waste, abuse

Please note, when applying to this notice of funding opportunity and when administering the grant, applicants may report issues of fraud, waste, abuse, and mismanagement, or other

criminal or noncriminal misconduct to the Office of Inspector General (OIG) Hotline. The toll-free numbers to call are 1 (800) 323-8603, and TTY 1 (844) 889-4357.

14. Hazard-Resistant Building Codes

Hazard-resistant building codes are a foundational element of a more resilient nation, safeguarding communities and lives against natural disasters, with an estimated \$11:1 return on investment. The adoption, enforcement and application of modern building codes mitigates community vulnerabilities, reduces disaster recovery costs, and strengthens nationwide capability. FEMA is working to promote and support building codes in all areas of its work in support of the multi-agency National Initiative to Advance Building Codes. In the interest of building a stronger, more resilient nation, FEMA encourages all grant recipients and subrecipients to meet current published editions of relevant consensus-based building codes, specifications and standards, and to exceed them where feasible.”

15. Procedures for Establishing Indirect Cost Rates

The requirements and procedures for establishing indirect cost rates are the same for all the preparedness programs outlined in the FY 2024 [Preparedness Grants Manual](#). The process for establishing the indirect cost rate varies based on the type of entity and the amount of funding they receive:

- If the entity is a non-governmental entity, and is a subrecipient, indirect cost rate procedures are outlined in 2 CFR 200.332(a)(4). These types of entities may either use the de minimis rate or negotiate a rate with the pass-through entity.
- If the subrecipient is a state or local governmental entity, indirect cost rate procedures are established in 2 CFR 200, Appendix VII.
 - Per Paragraph D.1.b. of Appendix VII, state or local governmental entities receiving grant funds must develop an indirect cost rate proposal.
 - If the state or local entity receives more than \$35 million in grant funding, the proposal must be approved by the cognizant agency.
 - If a state or local entity receives \$35 million or less in grant funding, they have to develop an indirect cost rate proposal, but that indirect cost rate proposal does *not* need to be approved by the cognizant agency.
- If a state or local governmental entity wants to use the de minimis rate (instead of developing an indirect cost rate proposal), they can request a case-by-case exception from FEMA (per 2 CFR 200.102(b)).

16. Appendices

a. *FY 2024 EOC Grant Program Projects*

See the following pages for a list of eligible EOC projects under this grant program.

Recipient (State or Tribe)	Subrecipient	Project	Project Federal Amount	25% Project Cost Share Amount	Total Recipient Federal Amount	Total Recipient Federal + Cost Share	Tribal or Subrecipient M&A Maximum
Blue Lake Rancheria	N/A	Toma Resilience Campus	\$637,195	\$212,398	\$637,195	\$849,593	\$31,860
San Pasqual Band of Mission Indians	N/A	Combination Reservation Fire/Police Station and Emergency Operations Center	\$3,000,000	\$1,000,000	\$3,000,000	\$4,000,000	\$150,000
Tohono O'odham Nation	N/A	Tohono O'odham Nation Western Police & Fire Substation/Regional Emergency Operations Center	\$1,000,000	\$333,333	\$1,000,000	\$1,333,333	\$50,000
AK	Haines Borough	Haines Emergency Operations Center	\$1,000,000	\$333,333	\$1,000,000	\$1,333,333	\$50,000
AL	Alabama Emergency Management Agency	Alabama State Emergency Operations Center	\$750,000	\$250,000	\$1,387,195	\$1,849,593	\$37,500
	Pickens County E911 Board	E-911 Communications Facility— Pickens County	\$637,195	\$212,398			\$31,860
AZ	Coconino County Emergency Management	Coconino County Emergency Operations Center	\$637,000	\$212,333	\$2,144,000	\$2,858,667	\$31,850
	Maricopa County Department of Emergency Management	Maricopa County: New Emergency Operations Center Technology Installation	\$1,507,000	\$502,333			\$75,350
CA	City of Anaheim	City of Anaheim Emergency Operations Center Relocation	\$1,500,000	\$500,000	\$7,966,590	\$10,622,120	\$75,000
	City of Calimesa	City of Calimesa Emergency Operations Center	\$1,000,000	\$333,333			\$50,000

Recipient (State or Tribe)	Subrecipient	Project	Project Federal Amount	25% Project Cost Share Amount	Total Recipient Federal Amount	Total Recipient Federal + Cost Share	Tribal or Subrecipient M&A Maximum
	City of Chico	City of Chico Emergency Operations Center Upgrades	\$300,000	\$100,000			\$15,000
	City of El Segundo	El Segundo Emergency Operations Center Project	\$322,500	\$107,500			\$16,125
	City of La Verne	Emergency Operations Center Upgrades	\$169,000	\$56,333			\$8,450
	City of Palmdale	Emergency Operations Center Improvement Project	\$1,312,500	\$437,500			\$65,625
	City of Petaluma	City of Petaluma Emergency Operations Center	\$637,195	\$212,398			\$31,860
	City of San Gabriel Fire Department	City of San Gabriel Emergency Operations Center	\$225,000	\$75,000			\$11,250
	City of South Gate	City of South Gate Emergency Operations Center	\$1,226,000	\$408,667			\$61,300
	County of Solano	Solano County Emergency Operations and Emergency Communications Centers	\$637,195	\$212,398			\$31,860
	San Francisco Fire Department	San Francisco Fire Department Fire Training Facility	\$637,200	\$212,400			\$31,860
CO	Hinsdale County	Hinsdale County Emergency Operations Center	\$2,000,000	\$666,667	\$2,000,000	\$2,666,667	\$100,000
FL	City of Dania Beach	City of Dania Beach Emergency Operations Center	\$637,195	\$212,398	\$6,637,195	\$8,849,593	\$31,860
	Franklin County Board of County Commissioners	Franklin County Emergency Operations Center	\$1,500,000	\$500,000			\$75,000

Recipient (State or Tribe)	Subrecipient	Project	Project Federal Amount	25% Project Cost Share Amount	Total Recipient Federal Amount	Total Recipient Federal + Cost Share	Tribal or Subrecipient M&A Maximum
	Hillsborough County	Hillsborough County Emergency Operations Center Improvements	\$1,500,000	\$500,000			\$75,000
	Pasco County Board of County Commissioners	Design of Consolidated Public Safety Facility in Pasco	\$3,000,000	\$1,000,000			\$150,000
GA	Clayton County Board of Commissioners	Clayton County Emergency Operations Center	\$300,000	\$100,000	\$3,206,000	\$4,274,667	\$15,000
	Richmond County	Augusta Emergency Operations Center	\$1,500,000	\$500,000			\$75,000
	Warren County Board of Commissioners	Warren County Emergency Operations Center	\$1,406,000	\$468,667			\$70,300
HI	Honolulu Police Department	Honolulu Police—Emergency Preparations	\$1,550,000	\$516,667	\$1,550,000	\$2,066,667	\$77,500
IL	Board of Trustees of Western Illinois University	Western Illinois Emergency Operations Center	\$1,550,000	\$516,667	\$2,358,595	\$3,144,793	\$77,500
	Village of Buffalo Grove	Buffalo Grove Emergency Operations Center Communications Technology	\$171,400	\$57,133			\$8,570
	Village of Lansing	Village of Lansing Regional Emergency Operations Center	\$637,195	\$212,398			\$31,860
KS	Johnson County	Johnson County Emergency Operations Center Update	\$1,000,000	\$333,333	\$1,000,000	\$1,333,333	\$50,000
LA	Morgan City Harbor and Terminal District	Port of Morgan City Emergency Operations Center Upgrades	\$2,300,000	\$766,667	\$2,300,000	\$3,066,667	\$115,000

Recipient (State or Tribe)	Subrecipient	Project	Project Federal Amount	25% Project Cost Share Amount	Total Recipient Federal Amount	Total Recipient Federal + Cost Share	Tribal or Subrecipient M&A Maximum
MA	Town of Easton	Town of Easton Public Safety Public Works Facilities Replacement Project	\$200,000	\$66,667	\$700,000	\$933,333	\$10,000
	Town Of Sudbury	Town of Sudbury Emergency Operations Center	\$500,000	\$166,667			\$25,000
MD	Maryland Department of Emergency Management	City of Rockville Emergency Operations Center	\$592,500	\$197,500	\$592,500	\$790,000	\$29,625
ME	York County Fire/EMS Office	York County Fire/EMS Office—Emergency Operations Center Construction	\$1,063,000	\$354,333	\$1,063,000	\$1,417,333	\$53,150
MI	City of Westland	Westland Emergency Operations Center	\$98,000	\$32,667	\$3,848,000	\$5,130,667	\$4,900
	County of Berrien	Emergency Operations Center and 911 Communication Center Project	\$3,000,000	\$1,000,000			\$150,000
	Michigan State University	Renovation of Michigan State University's Emergency Operations Center	\$750,000	\$250,000			\$37,500
MN	City of Chaska	City of Chaska Emergency Operations Center	\$1,575,000	\$525,000	\$1,575,000	\$2,100,000	\$78,750
MS	DeSoto County Mississippi	DeSoto County Emergency Operations Center	\$3,000,000	\$1,000,000	\$3,750,000	\$5,000,000	\$150,000
	Greene County Board of Supervisors	Greene County Emergency Operations Center 911 Annex	\$750,000	\$250,000			\$37,500

Recipient (State or Tribe)	Subrecipient	Project	Project Federal Amount	25% Project Cost Share Amount	Total Recipient Federal Amount	Total Recipient Federal + Cost Share	Tribal or Subrecipient M&A Maximum
NC	Durham County Office of Emergency Services Emergency Management Division	Durham County Emergency Operations Center	\$637,195	\$212,398	\$637,195	\$849,593	\$31,860
NE	Grand Island-Hall County Emergency Management Department	Hall County/Grand Island P25 Radio Towers/Consoles	\$2,250,000	\$750,000	\$2,250,000	\$3,000,000	\$112,500
NH	City of Manchester Fire Department	City of Manchester Emergency Operations Center Security and ADA Compliant Access	\$1,455,000	\$485,000	\$1,702,000	\$2,269,333	\$72,750
	NH Department of Safety	NH State Emergency Operations Center Modernization Project	\$247,000	\$82,333			\$12,350
NJ	Atlantic City International Airport Fire Department	Atlantic City Airport Fire Department Emergency Operations Center	\$225,000	\$75,000	\$8,277,678	\$11,036,904	\$11,250
	Borough of Caldwell	Caldwell Emergency Operations Center Expansion	\$203,588	\$67,863			\$10,179
	Borough of Carteret	Carteret OEM Building Renovation and Expansion Project	\$637,195	\$212,398			\$31,860
	City of Clifton	Clifton Emergency Operations Center	\$637,195	\$212,398			\$31,860
	City of Orange Township	Orange Centralized Emergency Service Center	\$1,312,000	\$437,333			\$65,600
	County of Burlington	Burlington County Emergency Operations Center	\$637,195	\$212,398			\$31,860

Recipient (State or Tribe)	Subrecipient	Project	Project Federal Amount	25% Project Cost Share Amount	Total Recipient Federal Amount	Total Recipient Federal + Cost Share	Tribal or Subrecipient M&A Maximum
	Gloucester County	Upgrade to Emergency Operations Centers—Clayton and West Deptford	\$225,000	\$75,000			\$11,250
	Monmouth County Sheriff's Office	Monmouth County Emergency Operations Center Renovations	\$1,241,250	\$413,750			\$62,063
	Township of Raritan	Installation of New Diesel Generators for Municipal Buildings in Raritan Township	\$459,000	\$153,000			\$22,950
	Township of Scotch Plains	Scotch Plains Emergency Operations Center	\$2,700,255	\$900,085			\$135,013
NM	Bernalillo County	Bernalillo County Emergency Operations Center	\$750,000	\$250,000	\$1,387,195	\$1,849,593	\$37,500
	Sierra County	Sierra County Emergency Operations Center	\$637,195	\$212,398			\$31,860
NY	City of Utica	Joint Emergency Operations Center/ Fire Station Seven	\$1,200,000	\$400,000	\$4,058,000	\$5,410,667	\$60,000
	City University of New York	Emergency Operations Center	\$1,000,000	\$333,333			\$50,000
	Incorporated Village of Freeport	Village of Freeport Emergency Operations Center	\$1,350,000	\$450,000			\$67,500
	Livingston County	Livingston County— Emergency Operations Center Resilient Microgrid	\$250,000	\$83,333			\$12,500
	Town of Smithtown	Expansion and Modernization of the Town of Smithtown Emergency Operations Center	\$200,000	\$66,667			\$10,000

Recipient (State or Tribe)	Subrecipient	Project	Project Federal Amount	25% Project Cost Share Amount	Total Recipient Federal Amount	Total Recipient Federal + Cost Share	Tribal or Subrecipient M&A Maximum
	Wyoming County Office of Emergency Services	Wyoming County Emergency Operations Center	\$58,000	\$19,333			\$2,900
OH	City of Defiance	City of Defiance Fire and Rescue Division, Public Safety and Emergency Operations Complex	\$637,195	\$212,398	\$2,911,585	\$3,882,113	\$31,860
	Hamilton County	Emergency Operations Center project	\$1,000,000	\$333,333			\$50,000
	Ohio Emergency Management Agency	Franklin County Emergency Operations Center Technology and Hardening	\$637,195	\$212,398			\$31,860
	Sandusky County Auditor	EMS Facilities Upgrades Sandusky County	\$637,195	\$212,398			\$31,860
OR	Central Oregon Intergovernmental Council	CORE3 ECC Project	\$1,000,000	\$333,333	\$1,750,000	\$2,333,333	\$50,000
	Clackamas County	Clackamas 911 EOC Safety and Service Enhancements	\$750,000	\$250,000			\$37,500
PA	City of Scranton	City of Scranton Emergency Operations and Training Center	\$637,195	\$212,398	\$2,637,195	\$3,516,260	\$31,860
	Schuylkill County	Schuylkill County Emergency Operations Center	\$2,000,000	\$666,667			\$100,000
RI	Warwick Fire Department	Relocation of Warwick Fire Department Fire and Medical Services Emergency Operations Center	\$530,437	\$176,812	\$530,437	\$707,249	\$26,522

Recipient (State or Tribe)	Subrecipient	Project	Project Federal Amount	25% Project Cost Share Amount	Total Recipient Federal Amount	Total Recipient Federal + Cost Share	Tribal or Subrecipient M&A Maximum
SC	Colleton County	Colleton County Emergency Operations Center Construction	\$637,195	\$212,398	\$12,188,195	\$16,250,927	\$31,860
	SC Emergency Management Division	Cherokee County Emergency Operations Center	\$2,551,000	\$850,333			\$127,550
	SC Emergency Management Division	Dillon County Emergency Operations Center	\$2,000,000	\$666,667			\$100,000
	SC Emergency Management Division	SCEMD Emergency Operations Center	\$7,000,000	\$2,333,333			\$350,000
TN	Anderson County Government	Anderson County Emergency Operations Center	\$2,942,940	\$980,980	\$6,580,135	\$8,773,513	\$147,147
	Shelby County Emergency Management and Homeland Security Agency	Shelby County Health Department Emergency Operations Center and Safe Room	\$637,195	\$212,398			\$31,860
	Tennessee Emergency Management Agency	Sevier County Emergency Operations Center	\$3,000,000	\$1,000,000			\$150,000
TX	City of Baytown	Baytown Emergency Operations Center	\$2,250,000	\$750,000	\$4,500,000	\$6,000,000	\$112,500
	Uvalde County	Uvalde County Emergency Operations Center Facility Buildout	\$2,250,000	\$750,000			\$112,500
VA	City of Fredericksburg	Fredericksburg Emergency Operations Center Security and Equipment	\$637,195	\$212,398	\$3,637,195	\$4,849,593	\$31,860
	City of Virginia Beach	Virginia Beach Joint Operations Center	\$3,000,000	\$1,000,000			\$150,000

Recipient (State or Tribe)	Subrecipient	Project	Project Federal Amount	25% Project Cost Share Amount	Total Recipient Federal Amount	Total Recipient Federal + Cost Share	Tribal or Subrecipient M&A Maximum
VT	Town of St. Johnsbury	St. Johnsbury Armory Redevelopment	\$585,000	\$195,000	\$830,000	\$1,106,667	\$29,250
	Town of Stowe	Stowe Area Emergency Operations Center	\$245,000	\$81,667			\$12,250
WI	St. Croix County	St. Croix County Emergency Operations Center	\$412,000	\$137,333	\$937,000	\$1,249,333	\$20,600
	Wisconsin Emergency Management	Wisconsin Emergency Management State Emergency Operations Center Video Wall Replacement	\$525,000	\$175,000			\$26,250
WV	West Virginia Emergency Management Division	Kanawha County Emergency Operations Center	\$660,000	\$220,000	\$660,000	\$880,000	\$33,000
Totals:			\$103,189,080		\$103,189,080		



Public Safety Committee Meeting

Meeting Date: 5-14-2024

Motion to approve the acceptance of the third Amendment for Aramark Food Services

- Department:** Richmond County Sheriff’s Office
- Presenter:** N/A
- Caption:** Motion to approve the acceptance of the third Amendment for Aramark Inmate Food Services
- Background** On March 18, 2019, the evaluation team rated the qualified vendors that submitted bids and discussions included: inmate food services cost per day, staffing, benefits, and litigation. The Richmond County Sheriff’s Office selected Aramark food services. RCSO is requesting the approval of an amendment to the Aramark Inmate Food contract, resulting in a five (5) year extension of the contract.
- Analysis:** The annual operating budget of the Richmond County Sheriff's Office includes funding for the inmate Food Services contract each year. The Food services contract requires a signed amendment when changes are made to the contract. Effective January 1, 2025, the vendor will increase costs due to food services cost increases.
- Financial Impact:** There is no financial impact to FY2024 budget. FY2025 budget for Inmate Food Services is projected to increase \$267,750 due to higher meal costs.
- Alternatives:** N/A
- Recommendation:** The Richmond County Sheriff's Office recommends that the Food Services contract be amended for price adjustments and five-year extension.
- Funds are available in the following accounts:** Funding will be available in account 273032511-5317110.
- REVIEWED AND APPROVED BY:** N/A

Amendment No. 3 to Operating Agreement

THIS AMENDMENT No. 3 (the “**Amendment**”), is entered into this ___ day of April, 2024 by and between **Augusta, Georgia**, a consolidated government, with offices at 535 Telfair Street, Augusta, GA 30901 (“**County**”) and **Aramark Correctional Services, LLC**, a Delaware limited liability company, having its principal place of business located at 2400 Market Street, Philadelphia, Pennsylvania 19103 (“**Aramark**”). The County and Aramark are sometimes herein jointly referred to as the “**Parties**” and sometimes individually referred to as a “**Party**”.

WITNESSETH:

WHEREAS, the County and Aramark entered into an Operating Agreement – Food Service dated August 1, 2019, for the management of the food service operation at the Richmond County Sheriff’s Office Detention Center (as amended, the “**Agreement**”), which was extended by mutual agreement until December 31, 2023, and pursuant to which Aramark was granted the exclusive right to provide food service for the County’s inmates, staff and visitors at the Richmond County Sheriff’s Office Detention Center, located at 1941 Phinizy Road, Augusta, GA 30906 (the “**Facility**”);

WHEREAS, the County and Aramark now desire to amend the Agreement to, among other things, further extend the term, adjust the price per meal rate, provide for a capital investment and other financial considerations, as more particularly described herein; and

WHEREAS, the County and Aramark desire to amend the provisions of the Agreement as follows, effective January 1, 2024 (the “**Effective Date**”), unless otherwise noted herein.

NOW, THEREFORE, in consideration of the foregoing and of the mutual promises in the Agreement and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties agree as set forth below. Capitalized terms used but not defined in this Amendment have the meanings ascribed to such terms in the Agreement.

1. **Extension of Term:** The Parties mutually agree to extend the term of the Agreement through December 31, 2029. Accordingly, Section 6 of the Agreement (Term of Agreement) is hereby deleted and replaced with the following:

“6. **TERM OF AGREEMENT:** The term of this Agreement shall commence on August 1, 2019, and shall continue through December 31, 2029. Thereafter, the County and Aramark may extend this Agreement for additional periods of twelve (12) months each, provided that the services to be provided, and the prices thereof, for each extension period, have been mutually agreed upon by the County and Aramark.”

2. **2024 Pricing:** The Parties mutually agree that effective January 1, 2024, through December 31, 2024, the price per meal for inmate, therapeutic, trustee and staff/vendor/visitor meals shall be as set forth on Attachment A, attached hereto and shall supersede in all respects the price per meal set forth in Attachment A of the Agreement or in any other prior agreements between the Parties.

3. **Price Adjustments:** The Parties mutually agree that Section 3.B of the Agreement (Price Adjustments) is hereby deleted in its entirety and replaced with the following:

B. Price Adjustments: Unless as otherwise stated below, per meal prices shall be increased on each January 1, by an amount to be mutually agreed upon and set forth in an amendment to this Agreement; provided, however, that in the event no agreement is reached with respect to such increase, per meal prices shall be increased as further set forth below by the greater of the (a) yearly percentage change in the Consumer Price Index, All Urban Consumers, U.S. City Average, Food Away From Home Index (“**CPI-FAH**”), published by the U.S. Department of Labor and (b) the yearly percentage change in the Market Basket of Products (as defined below) which approximate the products served at the facilities covered by this Agreement (the “**Client Menu**”). The period for determining CPI-FAH and Market Basket of Products increases shall be February of the immediately preceding year to February of the then-current year (the “**Base Period**”).

A client statement shall be provided prior to implementing any price adjustments pursuant to this section. The “**Market Basket of Products**” represents categories or types of products that are generally used in the Client Menu. Such products are classified into the following six categories of food items (each, a “**Menu Category**”): beverage (composed of juice and non-alcoholic drinks other than milk); baked goods; produce (composed of fruits and vegetables); dairy; meat; and grocery items (composed of the food items in the menu that are not otherwise included in one of the preceding categories). Each Menu Category will be ascribed a percentage (the “**Category Weighting**”) representing the proportion of the Client Menu that such Menu Category approximately represents based on purchasing levels during the Base Period. Each Category Weighting will then be multiplied by the percentage change in the corresponding Bureau of Labor Statistics (“**BLS**”) category compiled by the U.S. Department of Labor and published at www.bls.gov for the Base Period, and the results of each such calculation will be added together to arrive at the overall percentage change which will represent the Market Basket of Products. For the avoidance of doubt, the BLS categories to be multiplied by the Category Weightings are (1) Beverage, All Urban Consumers, U.S. City Average; (2) Baked Goods, All Urban Consumers, U.S. City Average; (3) Produce, All Urban Consumers, U.S. City Average; (4) Dairy, All Urban Consumers, U.S. City Average; (5) Meat, All Urban Consumers, U.S. City Average; and (6) Food, All Urban Consumers, U.S. City Average. In the event that there are any changes in the method in which the BLS reports its annual statistics, including any changes or modifications to any of the applicable BLS categories, the parties agree to negotiate a mutually agreeable modification to the appropriate Market Basket of Products category or categories or the methodology described above. If the parties do not agree on such a modification, Aramark shall have the right to terminate the Agreement upon 90 days’ prior written notice. The Market Basket of Products is designed to approximate price adjustments with product cost increases at the facility or facilities covered by this Agreement. The Market Basket of Products is an estimate of food costs only and actual costs may vary. While the Menu Categories attempt to approximate the products served at the facility or facilities covered by this Agreement, they may not precisely parallel actual usage or the BLS categories listed above.

i. **2025 Price Adjustment:** Notwithstanding the foregoing, effective January 1, 2025, the price per meal shall be increased by the greater of the (a) yearly percentage

change in CPI-FAH, published by the U.S. Department of Labor and (b) the yearly percentage change in the Market Basket of Products, PLUS Seven and One-Tenth Percent (7.1%) (the “**2025 Price Adjustment Percentage**”). The period for determining CPI-FAH and Market Basket for the 2025 Price Adjustment Percentage shall be February 2023 to February 2024 (the “**2025 Base Period**”) which is 4.5%.

ii. 2026-2029 Price Adjustments: Per meal pricing for the periods of (1) January 1, 2026, through December 31, 2026; (2) January 1, 2027, through December 31, 2027; (3) January 1, 2028, through December 31, 2028; and (4) January 1, 2029, through December 31, 2029, shall be adjusted in accordance with Section 3.B (Price Adjustments), above.”

4. **Micro-Market:** Aramark will install and operate a micromarket concept within the staff dining area of the Facility (the “**Micromarket**”), upon mutual agreement regarding the equipment components to be installed by Aramark as part of the Micromarket and any improvements to the location(s) required for installation of the Micromarket. Aramark will stock the Micromarket on a regular basis with a selection of pre-packaged beverages, snacks, and other grab-and-go items. The Micromarket will be available to the County’s staff to purchase products using credit or debit cards. Aramark will provide all equipment necessary to provide the Micromarket concept at the Facility. Aramark is and will remain the owner of all such equipment and will, at its own expense, make all necessary repairs to the equipment in order to maintain it in reasonable working order and appearance, except where such repairs are required due to the negligent or willful acts or omissions of the County. Also, should Aramark suffer a loss due to vandalism, riot, or forcible entry at a Facility, then the County shall be responsible for the total amount of any such loss (including cash, value of product inventory, and cost of equipment repairs and/or replacement). Unless otherwise expressly provided herein, upon termination or expiration of this Agreement for any reason whatsoever, the County immediately will return to Aramark, or allow Aramark to remove, all of the Micromarket equipment. The County agrees to provide all utilities necessary for Aramark to provide the Micromarket including a high-speed internet connection to be used for payment processing and security monitoring. The County will be responsible for paying the cost of such utilities. All products consumed or used in connection with the Micromarket equipment will be stocked by and purchased from Aramark. The Micromarket products shall be sold to County staff at retail cost. All receipts from the Micromarket will belong to Aramark. All Micromarket equipment is Aramark’s and Aramark will maintain the same. Aramark will price competitively as compared to local convenience stores.

5. **Food Service Improvement Grant:** Beginning January 1, 2025, Aramark shall make a restricted grant to County in an amount up to two hundred fifty thousand dollars (\$250,000.00) (the “**Food Service Improvement Grant**”). The County agrees to invest the Food Service Improvement Grant in new kitchen equipment and to be used at and other improvements to the Facility’s kitchen. The Food Service Improvement Grant shall be amortized on a straight-line basis over a period of sixty (60) months, beginning January 1, 2025. Upon expiration or termination of the Agreement by either party for any reason whatsoever prior to the complete amortization of the Food Service Improvement Grant, the County shall reimburse Aramark for the unamortized balance of the Food Service Improvement Grant as of the date of expiration or termination, plus all accrued but unbilled interest as of the date of expiration or termination. Such interest shall accrue from the date Aramark provided the Food Service Improvement Grant at the Prime Rate plus two (2) percentage points per annum, computed each

accounting period on the declining balance. In the event such amounts owing to Aramark are not paid to Aramark within thirty (30) days of expiration or termination, the County agrees to pay interest on such amounts at the Prime Rate plus two (2) percentage points per annum, compounded monthly from the date of expiration or termination, until the date paid. The right of Aramark to charge interest for late payment shall not be construed as a waived of Aramark’s right to receive payment of invoices within thirty (30) days of invoice date.

6. Except as specifically set forth herein, all other terms and provisions of the Agreement shall remain unaffected by this Amendment and continue in full force and effect.

IN WITNESS WHEREOF, the parties hereto have caused this Amendment No. 3 to be signed by their duly authorized representatives the day and year first written above.

Aramark Correctional Services, LLC

Augusta, Georgia

By: _____
Name: Stephen Yarsinsky
Title: Vice President, Finance

By: _____
Name:
Title:

Attachment A

**Richmond County Sheriff's Office Detention Center
Augusta, GA**

Effective January 1, 2024 through December 31, 2024

Type of Meal	Price per Meal*
Inmate Meals	\$1.192
Therapeutic Meals	\$1.192
Trustee Meals	\$1.789
Staff/Vendor/Visitor Meals	\$2.08

*The price per meal is based on the County's 28-day Cycle Menu



Public Safety Committee

May 28, 2024

Minutes

Department:	N/A
Presenter:	N/A
Caption:	Motion to approve the minutes of the Public Safety Committee held on May 14, 2024.
Background:	N/A
Analysis:	N/A
Financial Impact:	N/A
Alternatives:	N/A
Recommendation:	N/A
Funds are available in the following accounts:	N/A
<u>REVIEWED AND APPROVED BY:</u>	N/A



PUBLIC SAFETY COMMITTEE MEETING MINUTES

Commission Chamber
 Tuesday, May 14, 2024
 1:10 PM

PUBLIC SAFETY

PRESENT

Commissioner Catherine Smith-McKnight
 Commissioner Bobby Williams
 Commissioner Brandon Garrett

ABSENT

Mayor Garnett Johnson
 Commissioner Alvin Mason

1. Motion to approve the acceptance of a \$50,000 Learning Loss Grant from the United Way of Greater Atlanta.
 Motion to approve.
 Motion made by Williams, Seconded by Garrett.
 Voting Yea: Smith-McKnight, Williams, Garrett
 Motion carries 3-0.
2. Motion to approve the renewal of existing maintenance contract for software related to communication equipment. This is a state contract. State Contract 99999-SPD-T201205501-0006.
 Motion to approve.
 Motion made by Williams, Seconded by Garrett.
 Voting Yea: Smith-McKnight, Williams, Garrett
 Motion carries 3-0.
3. Approve No-Cost Amendment to the Master Services Agreement with ADP for the HRIS and Payroll System.
 Motion to approve.
 Motion made by Williams, Seconded by Garrett.
 Voting Yea: Smith-McKnight, Williams, Garrett
 Motion carries 3-0.
4. Motion to approve the minutes of the Public Safety Committee held on April 30, 2024.
 Motion to approve.

Motion made by Williams, Seconded by Garrett.
Voting Yea: Smith-McKnight, Williams, Garrett
Motion carries 3-0.