



FY2020 NONPROFIT SECURITY GRANT PROGRAM (NSGP)

Application Orientation



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Grants Branch, Ohio Emergency Management Agency

**Ohio EMA is the designated State Administrative Agent (SAA)
for U.S. DHS/FEMA Preparedness Grants**





AGENDA

- **Funding Overview**
- **Notice of Funding Opportunity (NOFO) FY2020**
- **National Preparedness Goals**
- **Eligibility Criteria**
- **Grant Performance Period**
- **Allowable and Unallowable Costs**
- **Construction and Renovation**
- **Application Required Documents**
- **Investment Justification Application Walkthrough**
- **Application Scoring**
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- **Questions**
- **Useful Links and Resources**



Funding Overview

The U.S. Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA)

DHS/FEMA has announced the FY 2020 Nonprofit Security Grant Program (NSGP) in the amount of \$90 million, available nationwide for U.S. nonprofit organizations that are determined to be at high-risk of terrorist attack. The NSGP also seeks to integrate the preparedness activities of nonprofit organization with broader state and local preparedness efforts.

Of the \$90 million, \$50 million is available to nonprofits located in designated urban areas (NSGP-UA), and \$40 million is available to nonprofits located outside designated urban areas (NSGP-S).



Funding Overview

- Ohio has been awarded **\$1.6 million** in NSGP-S funding.
- Ohio has set the maximum amount of an individual funding request for the NSGP-S grant at **\$100,000**.
- There are no UASI regions in Ohio for FY2020, thus there is no NSGP-UA funding allocated to Ohio.



Notice of Funding Opportunity (NOFO) 2020

- FEMA released the Fiscal Year (FY) 2020 Nonprofit Security Grant Program (NSGP) Notice of Funding Opportunity (NOFO) in mid February.
- Each nonprofit organization must apply through their respective State Administrative Agency (SAA). For Ohio, this is The Ohio Emergency Management Agency (Ohio EMA).

THE DUE DATE FOR THE APPLICATION IS

TUESDAY, MARCH 31, 2020 AT 4:00 PM

ALL APPLICATION DOCUMENTS MUST BE SUBMITTED BEFORE THIS TIME

NO LATE SUBMISSION WILL BE ACCEPTED



National Preparedness Goal

The National Preparedness Goal (the GOAL) is “A secure and resilient nation with the capabilities required across the whole community to **prevent, protect against, mitigate, respond to, and recover from** the threats and hazards that pose the greatest risk.”

Using the Core Capabilities the National Preparedness Goal is achieved through five mission areas: **Prevention, Protection, Mitigation, Response, and Recovery.**

Core Capabilities: <https://www.fema.gov/core-capabilities>



ELIGIBILITY CRITERIA

1. Meet the description under section 501 (c) (3) of the Internal Revenue Code of 1986 (IRC) and be exempt from tax under section 501 (a) of such code.
2. Be at high-risk of foreign or domestic terrorist attacks due to their ideology, beliefs or mission, and which are located throughout the state.
3. Obtain a Data Universal Number System (DUNS) from Dun & Bradstreet (www.dnb.com). Call 1-800-700-2733.
4. Be located within Ohio.



Grant Performance Period

ALL GRANT FUNDS MUST BE EXPENDED DURING THE PERIOD OF PERFORMANCE

- Performance Period starts **September 1, 2020**.
- You cannot be Reimbursed for, or Advanced funds for activities begun before you receive notification of award and approval of all required documentation.
- Awardees will be required to attend grant orientation in the form of a mandatory webinar.
- **Subrecipients have until May 31, 2023** to complete approved projects and utilize all their grant funds.



ALLOWABLE COSTS

Equipment Costs:

Are focused on target hardening activities. Funding is limited to two categories of items on the [Authorized Equipment List](#) (AEL):

- Physical Security Enhancement Equipment (category 14).
- Inspection and Screening Systems (category 15).

Security Cameras	Alarm Systems
	



ALLOWABLE COSTS: EQUIPMENT EXAMPLES

Fencing & Bollards



Security Lighting



Access Control Systems



Blast Protection/Reinforcement





ALLOWABLE COSTS

Training:

Funds may support nonprofit organization security personnel to attend security-related training courses and programs.

- Allowable training topics are limited to physical and cybersecurity, target hardening, terrorism awareness, member/employee preparedness, including programs such as Community Emergency Response Team (CERT) training, Active Shooter training, and Emergency First Aid training.
- Overtime, backfill, and travel expenses are not allowable costs.
- If requesting training funds, you must be specific about the intended training and associated costs



ALLOWABLE COSTS

Exercise:

Funding may be used to conduct security-related exercises. This includes costs related to planning, meeting space and other meeting costs, facilitation costs, materials and supplies, and documentation.

- All shortcomings or gaps found during the exercise, including those identified for children and individuals with access and functional needs—should be identified in an improvement plan. Improvement plans should be dynamic documents with corrective actions continually monitored and implemented as part of improving preparedness through the exercise cycle.



ALLOWABLE COSTS

Planning:

Funding may be used for security or emergency planning expenses and the materials required to conduct planning activities. Planning must be related to the protection of the facility and the people within the facility and should include access and functional needs as well as those with limited English proficiency. Examples of planning activities allowable under this program include:

- Development and enhancement of security plans and protocols;
- Development or further strengthening of security assessments;
- Emergency contingency plans;
- Evacuation/Shelter-in-place plans; and
- Other project planning activities with prior approval from DHS/FEMA.



ALLOWABLE COSTS

Contracted Security Personnel is an allowable cost.

NSGP funds may not be used to purchase equipment for contracted security.

The recipient must be able to sustain this capability in future years without NSGP funding, and a sustainment plan will be required as part of the closeout package for any award funding this capability.



ALLOWABLE COSTS

Management and Administration (M&A):

Subrecipients may use up to 5% of the amount subawarded to them solely for M&A purposes associated with the subaward.

- Hiring of full-time or part-time staff or contractors/consultants to assist with the management and administration of NSGP funds.

If you are requesting M&A, it must be included in your application with specific description of costs.



CONSTRUCTION AND RENOVATION

- NSGP funding may not be used for construction and renovation projects without prior written approval from DHS/FEMA.
- The total cost of any construction or renovation paid for using NSGP funds may not exceed 15 percent (15%) of the NSGP award.
- **Installation of *Equipment* is Not considered Construction/Renovation.**



UNALLOWABLE COSTS

- Organization costs, and operational overtime costs
- Hiring of public safety personnel
- General-use expenditures
- Overtime and backfill
- Initiatives that do not address the implementation of programs/initiatives to build prevention and protection-focused capabilities directed at identified facilities and/or the surrounding communities
- The development of risk/vulnerability assessment models
- Initiatives that fund risk or vulnerability security assessments or the development of the IJ
- Initiatives in which Federal agencies are the beneficiary or that enhance Federal property
- Initiatives which study technology development
- Proof-of-concept initiatives
- Initiatives that duplicate capabilities being provided by the Federal Government
- Organizational operating expenses
- Reimbursement of pre-award security expenses



APPLICATION REQUIRED DOCUMENTS

1. Investment Justification Excel Application
2. Vulnerability Assessment
3. Mission Statement

These documents are ALL required to be submitted at the time of your application submission. No other documents will be accepted.



APPLICATION REQUIREMENTS

Your Application-Investment Justification (IJ) document must be for:

- **One site; one IJ per site, and only one site per IJ;**
- **Site with a physical address (not a PO Box Number);**

and

- **For the location(s) that the nonprofit occupies at the time of application.**



APPLICATION PROCESS: MISSION STATEMENT

- An official Memorandum or Letter from the applicant on its own letterhead
- Provides the “Who, What, and Why” about the organization
- No official format, but should state the intent/purpose of the organization
- **Not scored** as part of the overall application
- Federal requirement



O U R C O N G R E G A T I O N

Date: April 21, 2017

From: Congregation of Congregates

Subject: Mission Statement

Our congregation prides itself on serving the community through outreach, charity, and support of our local programs. We congregate regularly to better the lives of our patrons and community. Through outreach we build a better, more cohesive community. Through charity, we assist those who are not as fortunate. Through support of our local programs, we give back to the community that congregates with us.

It is our congregation's honor to be a part of this community and remain a pillar of trust within it.

Sincerely,



APPLICATION PROCESS: VULNERABILITY ASSESSMENT

Obtain a Vulnerability Assessment (VA) for your organization's facility/site

- The VA defines, identifies, and prioritizes vulnerabilities of the organization's structure.
- The VA provides the organization with knowledge of what projects to invest in to make the organization safer.
- Align your proposed investments with your organization's risk, which are the threats you may face, your vulnerabilities, and the potential consequences of an attack.



APPLICATION PROCESS: VULNERABILITY ASSESSMENT

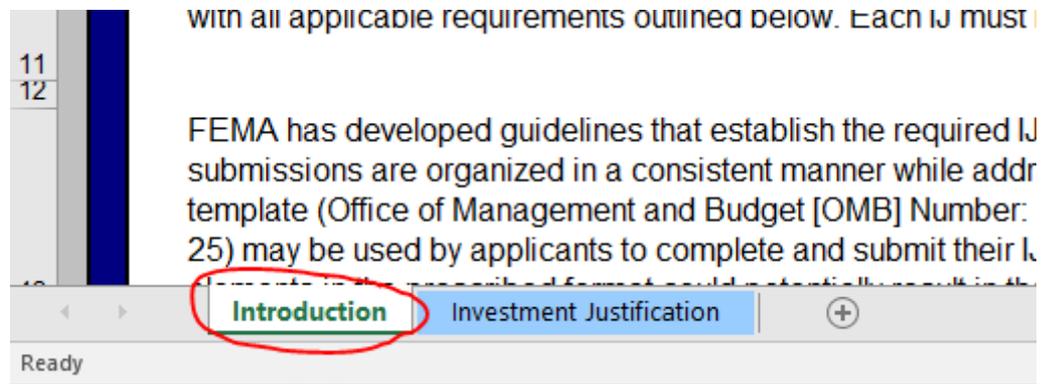
- The VA should be performed by a person with security, emergency services, military or law enforcement experience. This person may be active or retired.
- Previous assessments can be used if still current and applicable
- If a Security Company prepares your Vulnerability Assessment they are prohibited from Bidding or Contracting for the Equipment Installation in accordance with [2 CFR§ 215.43](#) [Competition](#).



INVESTMENT JUSTIFICATION

Investment Justification (Application)

Save the IJ form as an Excel document as described in Introduction tab





INVESTMENT JUSTIFICATION

NSGP Investment Justification

I. Nonprofit Organization Applicant Information

Identify the Following:

Legal Name of the Organization

Physical Address of the Facility

(One Investment Justification per facility; include city, state, and zip code)

County

Year the Original Facility was Constructed

Organization Type (Short description of organization's ideology, beliefs and mission)

(400 character max- not including spaces)

Membership and community served

501(c)(3) Tax-exempt designation

Dun and Bradstreet Number

Applications can only be submitted with a **current** and **valid** DUNS number; pending DUNS numbers will **not** be accepted.

Urban Area Security Initiative - designated Urban Area (if applicable)

NSGP Federal Funding Request

NSGP Total Project Cost

Any Current Contract with DHS (yes/no)

This does not include any DHS or NSGP grant funds previously awarded to the nonprofit organization.



INVESTMENT JUSTIFICATION

SECTION I: APPLICANT INFORMATION

- **Legal Name of the Organization:** This name should be the same legal name that corresponds with your DUNS number.
- **Physical Address of the Facility to include the City and/or County Name:** This is your project address; the address you are currently residing in at the time of the application.
- **Year the Original Facility was Constructed:** You should enter the year the project facility was constructed.
- **Organization Type:** Short description of organization's ideology, beliefs and mission. You can expound on this in your Mission Statement if you wish, but you must answer this question on the IJ. Do not say "See attached."



INVESTMENT JUSTIFICATION

SECTION I: APPLICANT INFORMATION

- **501(c)(3) Tax-exempt organization:** Yes or No
- **Dun and Bradstreet Number:** Call 1-800-700-2733 for information on how to obtain or update your organization's profile. (***Applications can only be submitted with a current and valid DUNS number, pending DUNS numbers will not be accepted***)
- **FY 2020 Urban Area:** "Not within a UASI-designated urban area"
- **FY 2020 NSGP Federal Funding Request:** Up to \$100,000
- **NSGP Total Project Cost:** This may be equal to, or greater than, the Funding Request. It should not be less.
- **Any Current Contract with DHS:** Yes or No – if yes, please describe (This does not include previously awarded NSGP Grant funds).
- **Investment Phase** – New or Ongoing.



INVESTMENT JUSTIFICATION

SECTION II: BACKGROUND INFORMATION

Describe the nonprofit organization including:

- Membership and community served.
- Symbolic value of the site(s) as a highly recognized national or historical institution that renders the site as a possible target of terrorism.
- Any role in responding to or recovering from terrorist attacks and your involvement in your community in emergency preparedness activities or response.

II. Background

Describe the nonprofit organization including: (500 character max per text box - not including spaces)

Describe the symbolic value of the site as a highly recognized national or historic institution or significant institution within the community that renders the site as a possible target of terrorism

Describe any previous or existing role in responding to or recovering from terrorist attacks



INVESTMENT JUSTIFICATION SECTION III: RISK

DHS defines risk as the product of three principal variables: Threat, Vulnerability, and Consequences.

Threat: Applicant should discuss the identification and substantiation of prior threats or attacks on the organization or similar organizations.

Vulnerabilities: Applicant should discuss the organization's susceptibility to destruction, incapacitation or exploitation.

Potential Consequences: Consider potential consequences, the potential negative effects on an organization's assets, system, and/or network if damaged destroyed or disrupted by a terrorist.



INVESTMENT JUSTIFICATION SECTION III: RISK

In order to receive full points you must provide answers to all three categories.

A. Threat

B. Vulnerabilities

C. Potential Consequences

III. Risk

DHS defines risk as the product of three principal variables: *Threat, Vulnerability, and Consequences*. In the space below, describe specific findings from **previously conducted risk assessments**, including A) Threats, B) Vulnerabilities, and C) Potential Consequences of an attack.

A) Threat: In considering threat, the applicant should discuss the identification and substantiation of specific threats or attacks against the nonprofit organization or closely related organization by a terrorist organization, network, or cell. The applicant should also discuss findings from a risk assessment, police findings, and/or insurance claims specific to the location being applied for including dates and specific threats.

B) Vulnerabilities: In considering vulnerabilities, the applicant should discuss the organization's susceptibility to destruction, incapacitation, or exploitation by a terrorist attack.

C) Potential Consequences: In considering potential consequences, the applicant should discuss potential negative effects on the organization's asset, system, and/or network if damaged, destroyed, or disrupted by a terrorist attack.



INVESTMENT JUSTIFICATION SECTION III: RISK

What is Terrorism?

Terrorism is the use of force or violence against persons or property in violation of the criminal laws of the United States for purposes of intimidation, coercion, or ransom. Terrorists often use threats to:

- Create fear among the public.
- Try to convince citizens that their government is powerless to prevent terrorism.
- Get immediate publicity for their causes.

Acts of terrorism include threats of terrorism; assassinations; kidnappings; hijackings; bomb scares and bombings; cyber attacks (computer-based); and the use of chemical, biological, nuclear and radiological weapons.



INVESTMENT JUSTIFICATION

SECTION IV: TARGET HARDENING

Enter all the details regarding your funding request for Equipment, Training, Exercise, Planning, and/or Contracted Security in **Section IV Target Hardening.**

- **Describe the investment/activity**
- **Cite the estimated costs**



INVESTMENT JUSTIFICATION

SECTION IV: TARGET HARDENING

IV. Target Hardening (14 possible points out of 40)

In this section, describe each proposed activity or investment and the identified threat or vulnerability that it addresses as well as the associated cost with each activity or investment. Allowable costs are focused on target hardening activities as well as planning related costs, exercise related costs, contracted security personnel, and security-related training courses and programs limited to the protection of critical infrastructure key resources, including physical and cyber security, target hardening, and terrorism awareness/employee preparedness. Funding can also be used for the acquisition and installation of security equipment on real property (2,200 character max - not including spaces)

In this section, list all target hardening equipment being proposed. Include the Authorized Equipment List (AEL) number and description, the vulnerability the equipment addresses, and the funding requested.

Allowable equipment is limited to two categories of items on the AEL:

- AEL Section 14 - Physical Security Enhancement Equipment
- AEL Section 15 - Inspection and Screening Systems

The equipment categories are listed on the web based AEL on the FEMA website, <https://www.fema.gov/authorized-equipment-list>.

AEL Number	Description of Item to be Purchased	Vulnerability to be Addressed	Funding Requested
Ex. ALRM	Systems/Sensors, Alarm	Vulnerable entry	\$7,000
1.	<input type="text"/>	<input type="text"/>	<input type="text"/>
2.	<input type="text"/>	<input type="text"/>	<input type="text"/>
3.	<input type="text"/>	<input type="text"/>	<input type="text"/>
4.	<input type="text"/>	<input type="text"/>	<input type="text"/>



INVESTMENT JUSTIFICATION

SECTION IV: TARGET HARDENING

- Equipment listed in this section is the equipment your organization will be expected to install. Both equipment and installation costs should be estimated. Equipment must correlate to your Vulnerability/Risk Assessment.
- Bait and Switch Requests will be denied by DHS/FEMA. (This occurs when an organization is awarded grant funding but never intends to use the grant funding as awarded based on its IJ and vulnerability assessment.)
- Evaluation of your IJ application is based on how your proposal addresses the needs identified in the vulnerability assessment and your ability to complete the equipment installations within your budget and the grant performance period.

The AEL List is located on FEMA's website.

<https://www.fema.gov/authorized-equipment-list>



Investment Justification

Section V: Milestones

- Provide description and associated key activities that lead to the milestone event.
- Start dates should reflect the start of the associated key activities and end dates should reflect when the **MILESTONE EVENT WILL OCCUR**. (Note typo on form: *State* [sic!] = “Start”)
- **Item 1.** Could relate to the date you expect you will have submitted all your application documents.
- **Item 2.** Milestone should reflect considerations to Environmental Planning and Historic Preservation Review approval (EHP).
- **Item 3.** Could indicate when you expect to have obtained all of your bids/quotes and begin your first project.
- Milestone Considerations: time to complete bidding process, time to complete work, and the organization’s time involved with managing the projects, EHP approvals.



Investment Justification

Section V: Milestones

V. Milestones

Provide description and associated key activities that lead to the milestone event over the NSGP period of performance. Start dates should reflect the start of the associated key activities and end dates should reflect when the milestone event will occur. Milestones should reflect considerations to Environmental Planning and Historic Preservation reviews when applicable. (10 milestones maximum)

	Milestone	Start Date	Completion Date
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			



Investment Justification

Section VI: Project Management

- Who will manage the project? Include the name, phone number, and/or email address, and experience of the project manager(s). Who will manage the grant administration if different from the project manager?
- Any challenges to the effective implementation of the project?

VI. Project Management

Who will manage the project:

Include the name, phone number, and/or email address, and experience of the project manager(s)

Describe the project management, including:

- Description of any challenges to the effective implementation of this project
- Coordination of the project with State and local homeland security partners

(2,200 character max - not including spaces)



Investment Justification

Section VII: Impact

- Describe the measurable outputs and outcomes that will indicate that this Investment is successful at the end of the NSGP period of performance.
- What specific National Preparedness Goal is the investment trying to achieve? Which Core Capabilities does it enhance? <https://www.fema.gov/core-capabilities>
- How will your proposed investments make your facility a safer place?

VII. Impact

What measurable outputs and outcomes will indicate that this Investment is successful at the end of the period of performance?

(2,200 character max - not including spaces)

Which specific National Preparedness Goal (the Goal) core capabilities does this investment work to achieve? Explain how this Investment supports the building or sustaining of these Goal core capabilities. For more information on the Goal see: <http://www.fema.gov/national-preparedness-goal>.



Investment Justification

Bonus: Funding History

- **Previous NSGP Awards:** funding amount, funding year and investment type.
- *State security grants* are not NSGP and should not be included here. You are only indicating previous federal NSGP funding.
- FEMA adds an additional 5 points to nonprofit organizations that have not received prior NSGP funding.

Bonus: Funding History

Nonprofit applicants that have not received NSGP funding in the past will receive one bonus point to their final State score at the time of application submission to FEMA. If the nonprofit organization has received NSGP funding in the past, provide the funding source, funding amount, funding year, and the investment type.

NSGP Funding in the Past <i>(yes/no)</i>	<input type="text"/>
Year(s) NSGP Funding Received	<input type="text"/>
Funding Amount	<input type="text"/>
Investment Type	<input type="text"/>

Additional Information



WHAT MAKES A STRONG APPLICATION ?

A strong Investment Justification (IJ) includes:

- Clearly identified risks and vulnerabilities;
- Description of findings from a vulnerability assessment;
- Details of any incident(s) including description, dates etc.;
- Brief description of supporting documentation such as police reports or photographs, if applicable (do not use “See Attached” in place of an explanation or description);
- Explanation of how proposed investments will mitigate or address vulnerabilities identified from the vulnerability assessment;
- Establish a clear linkage with the investment(s) and core capabilities (See National Preparedness Goal and Core Capabilities information);
- Proposed activities that are allowable costs;
- Realistic milestones that consider Environmental Planning and Historic Preservation review process where applicable; and Brief description of the project manager(s) level of experience.



APPLICATION SUBMISSION: FILE NAMING-NON UASI, NSGP_S

Use the following Naming Convention for the organization's files:

FY2020_NS GP_S_OH_<Nonprofit Name>

Examples of naming your IJ, Mission Statement, and VA:

- **FY2020_NS GP_S_OH_NonprofitName**
- **FY2020_NS GP_S_OH_NonprofitName_Mission**
- **FY2020_NS GP_S_OH_NonprofitName_VA**

(You are encouraged to abbreviate long organization names. The full names will be in the text of the document. Use Capital letters to separate the names, not spaces. For example: OceanWave)

**When you apply, your email subject lines must include:
FY2020_NS GP_S_OH_<Nonprofit Name>**



APPLICATION SUBMISSION

NO LATER THAN 4:00 PM on March 31, 2020.

Attach all application documents listed below to an email and send them to:

rblaser@dps.ohio.gov

**Investment Justification Application - Excel
Mission Statement – PDF or Word or JPEG
Vulnerability Assessment – PDF or Word**



APPLICATION SUBMISSION

- U.S. DHS/FEMA makes **Award Determination (usually by the end of August)**
- Successful applicants receive a **notification of award** from Ohio EMA.
- Organizations that do not receive an award will be notified at that same time.
- Successful Applicants will then need to meet several other application requirements before Ohio EMA notifies them that they have final approval to proceed.



APPLICATION SCORING

This is a Competitive Grant Process, meaning that your applications will be ranked in comparison to all other applications received.

- Completeness of the Application to include all required documents.
- Associated Vulnerabilities/Risks with location.
- Do your requested projects correlate to your Vulnerability/Risk Assessment?
- What is the symbolic/social importance of your site as a possible target?
- Relative impact of investments on increasing safety.



APPLICATION SCORING

The SAA will develop a prioritized list of your Investment Justifications based on an initial review by Ohio EMA staff.

The Investment Justifications of all eligible organizations with complete application submissions will be forwarded to the Department of Homeland Security (DHS) for consideration.

Section	IJ Section Title	Points
I	Applicant Information	Not Scored
II	Background Information	2
III	Risk	12
IV	Target Hardening	14
V	Milestones	4
VI	Project Management	3
VII	Impact	5
	Total	40



GRANT TIMELINE

August/September 2020

FEMA announces FY 2020 Subrecipient Awardees. Ohio EMA will notify each applicant of the final outcome (award or no award). Neither Ohio EMA nor FEMA provide scoring information, feedback on results, or award lists to applicants.

September and/or October 2020

Ohio EMA Conducts Subrecipient Orientation Workshops.
– Required Documents are to be submitted to Ohio EMA *no later than 45 days after last workshop held.*

May 31, 2023 Grant Performance Period Ends



USEFUL LINKS

Ohio EMA Grants Branch Website:

<https://ema.ohio.gov/PreparednessGrantsBranch.aspx>

Ohio EMA NSGP Website:

https://ema.ohio.gov/PreparednessGrants_NSGP.aspx

Obtain a DUNS:

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

Direct Link to the Federal FY 2020 NSGP materials:

<https://www.fema.gov/media-library/assets/documents/185917>

Authorized Equipment List (Categories 14 and 15 only):

<https://www.fema.gov/authorized-equipment-list>



OTHER RESOURCES

DHS VIDEOS on YouTube

- [Protecting Houses of Worship](#)
- [Options for consideration Active Shooter Preparedness Video](#)
- [Vehicle Ramming Attack Mitigation](#)
- [Understanding the Insider Threat video](#)
- [UAS and Critical Infrastructure](#)
- [Pathway to Violence](#)
- [Active Shooter Emergency Action Plan Video](#)
- [Chemical Attacks – What You Should Know](#)



OTHER RESOURCES

Active Assailant Action Guides

- [Mass Gatherings – Take Charge of your Personal Safety](#)
- [Mass Gatherings - Security Awareness for Soft Targets and Crowded Places](#)
- [Vehicle Ramming - Security Awareness for Soft Targets and Crowded Places](#)
- [Complex Coordinated Attacks - Security Awareness for Soft Targets and Crowded Places](#)
- [Chemical Attacks - Security Awareness for Soft Targets and Crowded Places](#)
- [Active Shooter Attacks - Security Awareness for Soft Targets and Crowded Places](#)
- [Fire as a Weapon - Security Awareness for Soft Targets and Crowded Places](#)
- [Security of Soft Target and Crowded Places Resource Guide](#)
- For additional information about CISA resources please visit the Active Shooter Preparedness Website at: <https://www.cisa.gov/active-shooter-preparedness> and the Hometown Security Website at: <https://www.cisa.gov/hometown-security>
- Ohio EMA Exercise: https://ema.ohio.gov/Exercise_HousesWorshipToolkit.aspx