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The [U.S. Department of Justice](#) (DOJ), [Office of Justice Programs](#) (OJP) [Bureau of Justice Assistance](#) (BJA) is seeking applications for funding under the Violent Gang and Gun Crime Reduction Program, also known as Project Safe Neighborhoods. This program furthers the Department's mission and violent crime reduction strategy by providing support to state, local, and tribal efforts to reduce gun crime and gang-related violence.

## **Violent Gang and Gun Crime Reduction Program (Project Safe Neighborhoods) FY 2016 Competitive Grant Announcement Applications Due: May 17, 2016**

### **Eligibility**

Eligible applicants are PSN Task Force fiscal agents for the U.S. Attorney districts and federally recognized Indian tribal governments (as determined by the Secretary of the Interior). All fiscal agents must be certified by the relevant U.S. Attorney's Office (USAO). Eligible USAO-certified fiscal agents include states, units of local government, educational institutions, faith-based and other community organizations, private nonprofit organizations, and federally recognized Indian tribal governments (as determined by the Secretary of the Interior). For details on the fiscal agent certification process, see [www.bja.gov/programs/psn/cert\\_process.html](http://www.bja.gov/programs/psn/cert_process.html).

**NOTE: If an applicant is not a fiscal agent that has received the required certification by its local USAO, its application will be summarily rejected.**

There are categories for small, medium, and large districts as well as for federally recognized American Indian and Alaska Native tribes and/or tribal organizations. Applicants may only apply to one category. The categories are:

Category 1: USAO district populations of 5 million or more.

Category 2: USAO district populations of 2 million–4,999,999.

Category 3: USAO district populations under 2 million.

Category 4: Federally recognized American Indian tribes and Alaska Native tribes and/or tribal organizations. Tribes and tribal organizations must coordinate their application with the local USAO as well as provide a letter of certification from the local USAO for their application.

BJA may elect to make awards for applications submitted under this solicitation in future fiscal years, dependent on, among other considerations, the merit of the applications and on the availability of appropriations.

## Deadline

Applicants must register with [Grants.gov](http://Grants.gov) prior to submitting an application. All applications are due to be submitted and in receipt of a successful validation message in Grants.gov by 11:59 p.m. eastern time on May 17, 2016.

All applicants are encouraged to read this [Important Notice: Applying for Grants in Grants.gov](#).

For additional information, see [How To Apply](#) in section D. Application and Submission Information.

## Contact Information

For technical assistance with submitting an application, contact the Grants.gov Customer Support Hotline at 800-518-4726 or 606-545-5035, or via email to [support@grants.gov](mailto:support@grants.gov). The [Grants.gov](http://Grants.gov) Support Hotline hours of operation are 24 hours a day, 7 days a week, except federal holidays.

Applicants that experience unforeseen Grants.gov technical issues beyond their control that prevent them from submitting their application by the deadline must email the BJA contact identified below **within 24 hours after the application deadline** and request approval to submit their application. Additional information on reporting technical issues is found under "Experiencing Unforeseen Grants.gov Technical Issues" in the [How To Apply](#) section.

For assistance with any other requirement of this solicitation, contact the National Criminal Justice Reference Service (NCJRS) Response Center: toll-free at 800-851-3420; via TTY at 301-240-6310 (hearing impaired only); email [grants@ncjrs.gov](mailto:grants@ncjrs.gov); fax to 301-240-5830; or web chat at <https://webcontact.ncjrs.gov/ncjchat/chat.jsp>. The NCJRS Response Center hours of operation are 10:00 a.m. to 6:00 p.m. eastern time, Monday through Friday, and 10:00 a.m. to 8:00 p.m. eastern time on the solicitation close date.

**Grants.Gov number assigned to announcement: BJA-2016-9202**

Release date: February 16, 2016

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# **Violent Gang and Gun Crime Reduction Program (Project Safe Neighborhoods) (CFDA #16.609)**

## **A. Program Description**

### **Overview**

BJA's "Smart Suite" of programs invests in the development of practitioner-researcher partnerships that use data, evidence, and innovation to create strategies and interventions that are effective and economical. This data-driven approach enables jurisdictions to understand the full nature and extent of the crime challenges they are facing and to target resources to the highest priorities. The Smart Suite of programs, which includes Project Safe Neighborhoods (PSN), represents a strategic approach that brings more "science" into criminal justice operations by leveraging innovative applications of analysis, technology, and evidence-based practices with the goal of improving performance and effectiveness while containing costs.

PSN is designed to create safer neighborhoods through a sustained reduction in gang violence and gun crime. The program's effectiveness is based on the cooperation of local, state, and federal agencies engaged in a unified approach led by the U.S. Attorney (USA) in each district. The USA is responsible for establishing a collaborative PSN task force of federal, state, and local law enforcement and other community members to implement gang violence and gun crime enforcement, intervention, and prevention initiatives within the district. Through the PSN task force, the USA will implement the five design features of PSN—partnerships, strategic planning, training, outreach, and accountability—to address specific gun crime and gang violence, in the most violent neighborhoods. Details on the five design features (also referred to as core elements) can be found on pages 5-6 and online at <https://www.ncjrs.gov/html/bja/205263/bja1.html#2/>.

The PSN Program continues to be a competitive-based program. In a competitive environment, "need" and use of more effective, intelligence- and data-driven strategies will be key factors for funding selections, in addition to performance results and other factors. Therefore, grant awards for FY 2016 will be made through a competitive process to encourage and focus funding on high-performing and evidence-based programs where the need is greatest and where the most violent neighborhoods, within districts, are being addressed. Funding for this initiative is anticipated through the FY 2016 appropriation.

### **Program-Specific Information**

An evaluation of PSN, funded by the National Institute of Justice and conducted by Michigan State University (MSU),<sup>1</sup> found that:

- PSN target cities achieved a 4.1 percent decline in violent crime compared to 0.9 percent decline in non-target cities.

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<sup>1</sup> McGarrell, E.F., et al. February 2009. "Project Safe Neighborhoods—A National Program to Reduce Gun Crime: Final Project Report." Final Report submitted to the National Institute of Justice. Washington, D.C.: Office of Justice Programs, U.S. Department of Justice.

- Of the PSN sites for which case studies were conducted, 8 out of 10 experienced statistically significant reductions in violent crime, ranging from 2 percent to 42 percent.

In addition, the evaluation suggested that key factors for success included USAO leadership, cross-agency buy-in, and the flexibility of the program to adjust to the realities of individual jurisdictions.

Because there are significant differences among U.S. communities in the level and nature of gun crime and/or gang violence, PSN needs to be able to adapt to the unique circumstances of each local jurisdiction. The PSN evaluation findings suggest that the likelihood of success of the applicant's PSN strategy improves depending on the extent to which the following design features are incorporated and implemented.

### **Required PSN Design Features**

*There are five PSN design features that all PSN grant applicants must address in their application. The five design features are:*

**1. Partnerships:** The PSN Program is intended to increase partnerships among federal, state, and local agencies through the formation of a local PSN task force. Coordinated by the USAO, the PSN task force typically includes both federal and local prosecutors; federal, state, and local law enforcement agencies; and correctional agencies, including local probation and parole agencies. Nearly all PSN task forces include additional members, such as representatives of local governments, social service providers, neighborhood leaders, members of the faith community, nonprofit organizations, business leaders, educators, and healthcare providers. The PSN evaluation conducted by MSU suggested that in general, the involvement of more community stakeholders translated to better case selection and greater attention being paid to both prevention and deterrence as important parts of the strategic plan—that is, a better functioning task force. MSU's findings also suggested that the degree to which the district had a positive history of working collaboratively with state and local law enforcement agencies and community groups led to better PSN outcomes. Collaborative working relationships under strong leadership enhanced success.

**2. Strategic Planning, Crime Analysis, and Research Integration:** PSN is a problem-solving program, based on a strategic planning process in which jurisdictions should define the specific components of their gun crime and/or gang violence problem with the help of proactive crime analysis, and research data and design focused strategies to target these problem components through enforcement/ prosecution, deterrence, and prevention. Recognizing that crime problems, including gun crime and gang violence, illegal drug sales and distribution, as well as other related violent crime and violent offenders vary from community to community across the United States, PSN includes a commitment to tailor the program to the local crime issue and to be intelligence-led and data-driven.

Specifically, PSN requires the inclusion of a local research partner to work with the PSN task force to analyze the local crime problem and help develop a proactive plan for gun crime and gang violence reduction. The goal for the research partner is to assist the task force through analysis of crime patterns and trends that could help the task force focus resources on the most serious people, places, and contexts of gun crime and gang violence. The research partner should bring evidence-based practices to the task force discussions of gun crime and gang violence reduction strategies. The inclusion of the research partner is also intended to assist in the ongoing assessment of data in order to provide feedback to the task force. MSU's findings suggested that the extent to which a PSN task force integrated research partners and available

data into its decisionmaking matrix improved the effectiveness of the PSN strategy. MSU found that overall, PSN task forces appeared to operate more effectively when they consistently obtained quality data from reliable research partners. As such, applicants must set aside a minimum of 20 percent of their proposed budget to directly support the researcher's operations and activities (e.g., collecting data, analyzing data, salary, etc.) to support the PSN task force, as well as attend the PSN Orientation course currently conducted by MSU for BJA.

Note: George Mason University's Center for Evidence-Based Crime Policy (CEBCP), in collaboration with BJA, has formed an e-Consortium for University Centers and Researchers for Partnership with Justice Practitioners. The purpose of this e-Consortium is to provide a resource to local, state, federal, and other groups who seek to collaborate with nearby (or other) university researchers and centers on partnerships and projects that are mutually beneficial. Access the e-Consortium at <http://gmuconsortium.org/>.

Please see Appendix B for frequently asked questions regarding "Identifying and Working with a Research Partner."

**3. Training:** A core component of PSN is its provision of training opportunities to local district task forces to assist them in the effective implementation of all aspects of the program. Training topics include gun crime investigations, crime gun identification and tracing, and related law enforcement courses. Training on effective prosecution of gun and gang cases has been provided to state and local law enforcement and prosecutors. Additional training has focused on strategic problem-solving and community outreach and community engagement. Training for local law enforcement on community policing can also be beneficial.

**4. Outreach:** This PSN component involves both local and national outreach efforts. Locally, districts should be sending a deterrent message to would-be criminals with simultaneous promotion of educational, intervention/ prevention, reentry, and employment alternatives.

**5. Accountability and Data-Driven Efforts:** This element emphasizes that PSN will focus on outcomes—i.e., reduced gun crime and gang violence—as opposed to a focus on outputs such as arrests and cases prosecuted. That is, PSN's success is ultimately measured by the reduction in gun crime and gang violence. This accountability component is linked to strategic planning whereby PSN task forces, working with their local research partner, are asked to monitor crime data over time as related to the targeted problems and/or targeted areas.

#### **Leveraging Other Resources in FY 2016 and Beyond**

PSN should be a part of an overall comprehensive community, public safety strategy. Applicants are encouraged to leverage other federal grant dollars and existing grant resources already in the community, and to partner with a research partner to conduct an impact evaluation to determine the results of the PSN program which may help in securing longer-term funding and sustaining the program locally.

#### **Assistance of BJA's Training and Technical Assistance Provider**

Successful applicants will work closely with one of BJA's national PSN training and technical assistance (TTA) partners, to assist districts with incorporating intelligence-led, research-based policing as a fundamental element in their response to crime. A listing of current PSN TTA providers can be found at: [www.bja.gov/ProgramDetails.aspx?Program\\_ID=74](http://www.bja.gov/ProgramDetails.aspx?Program_ID=74).

## **Deconfliction and Officer Safety**

Consistent with the Department of Justice's priority on officer safety, PSN task forces should note that PSN funding can be used to address critical law enforcement officer safety concerns related to PSN target areas and activities. This includes identifying specific officer safety threats through improved analytic capabilities locally or through the relevant state and local fusion center, improved situational awareness and information sharing, providing needed training, and protective equipment<sup>2</sup> for state, local, and tribal officers not otherwise available.<sup>3</sup> Applicants must demonstrate a direct nexus to PSN in order for these expenses to be considered.

It is also strongly encouraged that PSN task force enforcement operations/events (e.g., surveillance, warrant service, undercover operations, take downs, and staging areas, etc.) be deconflicted through the DOJ-funded RISSafe Deconfliction System and other no-cost systems where applicable. More on RISSafe can be found at [www.riss.net/Resources/RISSafe](http://www.riss.net/Resources/RISSafe).

## **Goals and Objectives**

The purpose of PSN is to reduce gun crime and gang violence by the most violent offenders in the most violent neighborhoods by employing a research-driven, intelligence-led, and problem-solving approach to reduce firearms and gang violence through enforcement, deterrence, and prevention. BJA is seeking proposals from applicants interested in developing innovative, comprehensive, data-driven approaches to reduce chronic gun crime and/or gang violence in their jurisdiction. BJA expects agencies to work toward a result; a PSN result is defined as a plausible, scientifically-based finding that a solution had either an effect or no effect on the problem. The involvement of a research partner is indispensable to achieving this result

## **Evidence-Based Programs or Practices**

OJP places a strong emphasis on the use of data and evidence in policymaking and program development in criminal justice. OJP is committed to:

- improving the quantity and quality of evidence OJP generates;
- integrating evidence into program, practice, and policy decisions within OJP and the field; and
- improving the translation of evidence into practice.

OJP considers programs and practices to be evidence-based when their effectiveness has been demonstrated by causal evidence (generally obtained through one or more outcome evaluations). Causal evidence documents a relationship between an activity or intervention (including technology) and its intended outcome, including measuring the direction and size of a change, and the extent to which a change may be attributed to the activity or intervention. Causal evidence depends on the use of scientific methods to rule out, to the extent possible, alternative explanations for the documented change. The strength of causal evidence, based on the factors described above, will influence the degree to which OJP considers a program or practice to be evidence-based. OJP's [CrimeSolutions.gov](http://CrimeSolutions.gov) website is one resource that

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<sup>2</sup> Please review the Law Enforcement Equipment Working Group policies before including this request in your application, [https://www.bja.gov/ProgramDetails.aspx?Program\\_ID=118](https://www.bja.gov/ProgramDetails.aspx?Program_ID=118)

<sup>3</sup> In terms of information sharing, training and equipment, applicants should note that the DOJ-funded Regional Information Sharing Systems (RISS) Program provides state, local, tribal, and federal law enforcement agencies with secure methods for sharing criminal intelligence information, no-cost analytic services, training and loans of specialized investigative equipment and confidential funds. RISS membership fees are allowable costs under this program. More on RISS can be found at [www.riss.net](http://www.riss.net).

applicants may use to find information about evidence-based programs in criminal justice, juvenile justice, and crime victim services.

## B. Federal Award Information

BJA estimates that it will make approximately 12 awards of up to \$150,000-\$500,000 each for an estimated 24-month project period, beginning on October 1, 2016.

- Category 1 (Competition ID: BJA-2016-9341): USAO district populations of 5 million or more. Contingent upon the availability of funds, awards of up to \$500,000 will be made.
- Category 2 (Competition ID: BJA-2016-9342): USAO district populations of 2 million–4,999,999. Contingent upon the availability of funds, awards of up to \$300,000 will be made.
- Category 3 (Competition ID: BJA-2016-9343): USAO district populations under 2 million. Contingent upon the availability of funds, awards of up to \$150,000 will be made.
- Category 4 (Competition ID: BJA-2016-9344): Federally recognized American Indian tribes and Alaska Native tribes, and/or tribal organizations. Contingent upon the availability of funds, awards of up to \$150,000 may be made.

Applicants selected will have 3 months to fully develop their PSN Strategic Action Plan (SAP)<sup>4</sup> that describes their 2-year implementation and evaluation strategy. The SAP will be developed concurrently during the implementation period. An applicant's PSN project implementation and *access to all award funding* are contingent upon the BJA's approval of its SAP. Additionally, as part of the SAP development, all applicants selected should identify potential gaps or training needs associated with their project. Once the gaps or training needs are identified, a review of the PSN TTA Manual<sup>5</sup> and BJA National Training and Technical Assistance Center (NTTAC)<sup>6</sup> resources should be conducted to identify possible solutions to the gaps or training needs.

BJA may, in certain cases, provide supplemental funding in future years to awards made under this solicitation. Important considerations in decisions regarding supplemental funding include, among other factors, the availability of funding, strategic priorities, assessment of the quality of the management of the award (for example, timeliness and quality of progress reports), and assessment of the progress of the work funded under the award.

All awards are subject to the availability of appropriated funds and to any modifications or additional requirements that may be imposed by law.

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<sup>4</sup>Strategic Action Plans must address: problem analysis; violence reduction strategy; strategy development and modification; organizational changes, innovations, and improved practices; police agency-research relationships and integration.

<sup>5</sup> The PSN TTA Manual lists all of the providers as well as their specific missions and capabilities. The manual is available at: [https://www.bja.gov/Programs/PSN/PSN\\_TTA\\_manual.pdf](https://www.bja.gov/Programs/PSN/PSN_TTA_manual.pdf).

<sup>6</sup>The BJA NTTAC works to improve the criminal justice system by providing rapid, expert, coordinated, and data-driven TTA to support practitioners in the effort to reduce crime, recidivism, and unnecessary confinement in state, local, and tribal communities. The BJA NTTAC web site can be found at: <https://www.bjatrainng.org/>.



## **Type of Award<sup>7</sup>**

BJA expects that it will make any award from this solicitation in the form of a grant.

## **Financial Management and System of Internal Controls**

Award recipients and subrecipients (including any recipient or subrecipient funded in response to this solicitation that is a pass-through entity<sup>8</sup>) must, as described in the Part 200 Uniform Requirements set out at 2 C.F.R. 200.303:

- (a) Establish and maintain effective internal control over the federal award that provides reasonable assurance that the recipient (and any subrecipient) is managing the federal award in compliance with federal statutes, regulations, and the terms and conditions of the federal award. These internal controls should be in compliance with guidance in “Standards for Internal Control in the Federal Government” issued by the Comptroller General of the United States and the “Internal Control Integrated Framework,” issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).
- (b) Comply with federal statutes, regulations, and the terms and conditions of the federal awards.
- (c) Evaluate and monitor the recipient’s (and any subrecipient’s) compliance with statutes, regulations, and the terms and conditions of federal awards.
- (d) Take prompt action when instances of noncompliance are identified, including noncompliance identified in audit findings.
- (e) Take reasonable measures to safeguard protected personally identifiable information and other information the federal awarding agency or pass-through entity designates as sensitive or the recipient (or any subrecipient) considers sensitive consistent with applicable federal, state, local, and tribal laws regarding privacy and obligations of confidentiality.

In order to better understand administrative requirements and cost principles, applicants are encouraged to enroll, at no charge, in the Department of Justice Grants Financial Management Online Training available [here](#).

## **Budget Information**

### **Cost Sharing or Matching Requirement**

This solicitation does not require a match. However, if a successful application proposes a voluntary match amount, and OJP approves the budget, the total match amount incorporated into the approved budget becomes mandatory and subject to audit.

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<sup>7</sup> See *generally* 31 U.S.C. §§ 6301-6305 (defines and describes various forms of federal assistance relationships, including grants and cooperative agreements (a type of grant)).

<sup>8</sup> For purposes of this solicitation (or program announcement), “pass-through entity” includes any entity eligible to receive funding as a recipient or subrecipient under this solicitation (or program announcement) that, if funded, may make a subaward(s) to a subrecipient(s) to carry out part of the funded program.

### **Pre-Agreement Cost (also known as Pre-award Cost) Approvals**

Pre-agreement costs are costs incurred by the applicant prior to the start date of the period of performance of the grant award.

OJP does not typically approve pre-agreement costs; an applicant must request and obtain the prior written approval of OJP for all such costs. If approved, pre-agreement costs could be paid from grant funds consistent with a grantee's approved budget, and under applicable cost standards. However, all such costs prior to award and prior to approval of the costs are incurred at the sole risk of an applicant. Generally, no applicant should incur project costs *before* submitting an application requesting federal funding for those costs. Should there be extenuating circumstances that appear to be appropriate for OJP's consideration as pre-agreement costs, the applicant should contact the point of contact listed on the title page of this announcement for details on the requirements for submitting a written request for approval. See the section on Costs Requiring Prior Approval in the [Financial Guide](#), for more information.

### **Approval of Strategic Action Plan**

Each award recipient must submit a Strategic Action Plan (SAP) for review. Grantees and subgrantees should not incur costs until the SAP is approved.

### **Limitation on Use of Award Funds for Employee Compensation; Waiver**

With respect to any award of more than \$250,000 made under this solicitation, recipients may not use federal funds to pay total cash compensation (salary plus cash bonuses) to any employee of the award recipient at a rate that exceeds 110 percent of the maximum annual salary payable to a member of the Federal Government's Senior Executive Service (SES) at an agency with a Certified SES Performance Appraisal System for that year.<sup>9</sup> The 2016 salary table for SES employees is available at the Office of Personnel Management [website](#). Note: A recipient may compensate an employee at a greater rate, provided the amount in excess of this compensation limitation is paid with non-federal funds. (Any such additional compensation will not be considered matching funds where match requirements apply.) For employees who charge only a portion of their time to an award, the allowable amount to be charged is equal to the percentage of time worked times the maximum salary limitation.

The Assistant Attorney General for OJP may exercise discretion to waive, on an individual basis, the limitation on compensation rates allowable under an award. An applicant requesting a waiver should include a detailed justification in the budget narrative of the application. Unless the applicant submits a waiver request and justification with the application, the applicant should anticipate that OJP will request the applicant to adjust and resubmit the budget.

The justification should include the particular qualifications and expertise of the individual, the uniqueness of the service the individual will provide, the individual's specific knowledge of the program or project being undertaken with award funds, and a statement explaining that the individual's salary is commensurate with the regular and customary rate for an individual with his/her qualifications and expertise, and for the work to be done.

### **Prior Approval, Planning, and Reporting of Conference/Meeting/Training Costs**

OJP strongly encourages applicants that propose to use award funds for any conference-, meeting-, or training-related activity to review carefully—before submitting an application—the OJP policy and guidance on conference approval, planning, and reporting available at

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<sup>9</sup> OJP does not apply this limitation on the use of award funds to the nonprofit organizations listed at Appendix VIII to 2 C.F.R. Part 200.

[www.ojp.gov/financialguide/DOJ/PostawardRequirements/chapter3.10a.htm](http://www.ojp.gov/financialguide/DOJ/PostawardRequirements/chapter3.10a.htm). OJP policy and guidance (1) encourage minimization of conference, meeting, and training costs; (2) require prior written approval (which may affect project timelines) of most conference, meeting, and training costs for cooperative agreement recipients and of some conference, meeting, and training costs for grant recipients; and (3) set cost limits, including a general prohibition of all food and beverage costs.

### **Costs Associated with Language Assistance (if applicable)**

If an applicant proposes a program or activity that would deliver services or benefits to individuals, the costs of taking reasonable steps to provide meaningful access to those services or benefits for individuals with limited English proficiency may be allowable. Reasonable steps to provide meaningful access to services or benefits may include interpretation or translation services where appropriate.

For additional information, see the "Civil Rights Compliance" section under "Solicitation Requirements" in the [OJP Funding Resource Center](#).

## **C. Eligibility Information**

For additional eligibility information, see title page.

For additional information on cost sharing and match requirement, see Section [B. Federal Award Information](#).

### **Limit on Number of Application Submissions**

If an applicant submits multiple versions of the same application, BJA will review only the most recent system-validated version submitted. For more information on system-validated versions, see [How To Apply](#).

## **D. Application and Submission Information**

### **What an Application Should Include**

Applicants should anticipate that if they fail to submit an application that contains all of the specified elements, it may negatively affect the review of their application; and, should a decision be made to make an award, it may result in the inclusion of special conditions that preclude the recipient from accessing or using award funds pending satisfaction of the conditions.

Moreover, applicants should anticipate that applications that are determined to be nonresponsive to the scope of the solicitation, or that do not include the application elements that BJA has designated to be critical, will neither proceed to peer review nor receive further consideration. Under this solicitation, BJA has designated the following application elements as critical: Program Narrative, Budget Detail Worksheet, and Budget Narrative. The Budget Narrative and the Budget Detail Worksheet may be combined in one document. Please see page 17 for a list of additional attachments. However, if only one budget document is submitted, it must contain **both** narrative and detail information. Please review the "Note on File Names and File Types" under [How To Apply](#) to be sure applications are submitted in permitted formats.

OJP strongly recommends that applicants use appropriately descriptive file names (e.g., “Program Narrative,” “Budget Detail Worksheet and Budget Narrative,” “Timelines,” “Memoranda of Understanding,” “Résumés”) for all attachments. Also, OJP recommends that résumés be included in a single file.

## 1. Information to Complete the Application for Federal Assistance (SF-424)

The SF-424 is a required standard form used as a cover sheet for submission of pre-applications, applications, and related information. Grants.gov and OJP’s Grants Management System (GMS) take information from the applicant’s profile to populate the fields on this form. When selecting “type of applicant,” if the applicant is a for-profit entity, select “For-Profit Organization” or “Small Business” (as applicable).

**Intergovernmental Review:** This funding opportunity is subject to [Executive Order 12372](#). Applicants may find the names and addresses of their state’s Single Point of Contact (SPOC) at the following website: [www.whitehouse.gov/omb/grants\\_spoc/](http://www.whitehouse.gov/omb/grants_spoc/). Applicants whose state appears on the SPOC list must contact their state’s SPOC to find out about, and comply with, the state’s process under Executive Order 12372. In completing the SF-424, applicants whose state appears on the SPOC list are to make the appropriate selection in response to question 19 once the applicant has complied with their state’s E.O. 12372 process. (Applicants whose state does not appear on the SPOC list are to make the appropriate selection in response to question 19 to indicate that the “Program is subject to E.O. 12372 but has not been selected by the State for review.”)

## 2. Project Abstract

Applications should include a high-quality project abstract that summarizes the proposed project in 400 words or less. Project abstracts should be—

- Written for a general public audience
- Submitted as a separate attachment with “Project Abstract” as part of its file name
- Single-spaced, using a standard 12-point font (Times New Roman) with 1-inch margins

As a separate attachment, the project abstract will **not** count against the page limit for the program narrative.

All project abstracts should follow the detailed template available at [ojp.gov/funding/Apply/Resources/ProjectAbstractTemplate.pdf](http://ojp.gov/funding/Apply/Resources/ProjectAbstractTemplate.pdf).

**Permission to Share Project Abstract with the Public:** It is unlikely that BJA will be able to fund all applications submitted under this solicitation, but it may have the opportunity to share information with the public regarding unfunded applications; for example, through a listing on a web page available to the public. The intent of this public posting would be to allow other possible funders to become aware of such proposals.

In the project abstract template, applicants are asked to indicate whether they give OJP permission to share their project abstract (including contact information) with the public. Granting (or failing to grant) this permission will not affect OJP’s funding decisions, and, if the application is not funded, granting permission will not guarantee that abstract information will be shared, nor will it guarantee funding from any other source.

**Note:** OJP may choose not to list a project that otherwise would have been included in a listing of unfunded applications, should the abstract fail to meet the format and content

requirements noted above and outlined in the project abstract template.

### 3. Program Narrative

The program narrative must respond to the solicitation (see Program-Specific Information on pages 4-6) and the Selection Criteria (1-4). The program narrative should be double-spaced, using a standard 12-point font (Times New Roman is preferred) with 1-inch margins, and should not exceed 12 pages. Number pages “1 of 12,” “2 of 12,” etc.

If the program narrative fails to comply with these length-related restrictions, BJA may consider such noncompliance in peer review and in final award decisions. Applicants are encouraged to incorporate comprehensive strategies and promising practices to address gun and/or gang crime. For more on these innovative approaches, see the Appendix.

The following sections should be included as part of the program narrative:

- a. Statement of the Problem
- b. Project Design and Implementation
- c. Capabilities and Competencies
- d. Plan for Collecting the Data Required for this Solicitation’s Performance Measures

To demonstrate program progress and success, as well as to assist the Department with fulfilling its responsibilities under the Government Performance and Results Act of 1993 (GPRA), Public Law 103-62, and the GPRA Modernization Act of 2010, Public Law 111–352, applicants that receive funding under this solicitation must provide data that measure the results of their work done under this solicitation. OJP will require any award recipient, post award, to provide the data requested in the “Data Grantee Provides” column so that OJP can calculate values for the “Performance Measures” column. Performance measures for this solicitation are as follows:

Objective	Catalog ID	Performance Measures	Data Grantee Provides
To create safer neighborhoods by reducing gun crime, and sustaining that reduction.	437	Percentage of targeted PSN sites reporting a reduction over the previous year in the number of homicides with a firearm.	Number of homicides with a firearm experienced during the current reporting period within the targeted PSN site.
	437	Percentage of targeted PSN sites reporting a reduction in the combined number of homicides, aggravated assaults, and robberies that are committed with a firearm.	Number of targeted PSN sites. Combined number of homicides, aggravated assaults, and robberies that are committed with a firearm during the current reporting period within the targeted PSN site. Number of targeted PSN sites.

Reduce the occurrence of violent gang-related* incidents through both reactive and proactive efforts supported by enforcement planning coordinated with federal, state, and local law enforcement and informed by data and real-time intelligence.	79	The percentage of combined homicides, aggravated assaults, and robberies that are gang-related.*	<p>The total number of gang-related* homicides that occurred during the current reporting period.</p> <p>The total number of gang-related* aggravated assaults that occurred during the current reporting period.</p> <p>The total number of gang-related* robberies that occurred during the current reporting period.</p> <p>The total number (gang-related* and non- gang-related) of homicides, aggravated assaults, and robberies that occurred during the current reporting period.</p>
Reduce the occurrence of youth gang-related* incidents and increase positive outcomes for individuals at high risk for gang involvement through targeted, evidenced-based gang prevention (for grantees using funding for prevention programming).	193	Percentage of individuals who successfully complete the program.	<p>Total number of individuals participating in the program during the current reporting period.</p> <p>Number of individuals that completed the program during the current reporting period.</p> <p>Number of individuals that exited the program during the current reporting period without completing the program.</p>

**\*Note:** The operational definition for "gang-related" will be established by each local district at the outset of the project and included on all progress reports. Applicants should consider measuring performance based on the following definition of "gang" as adopted by DOJ:

- A. An association of three or more individuals; whose members collectively identify themselves by adopting a group identity which they use to create an atmosphere of fear or intimidation, frequently by employing one or more of the following: a common name, slogan, identifying sign, symbol, tattoo or other physical marking, style or color of clothing, hairstyle, hand sign, or graffiti;
- B. Whose purpose, in part, is to engage in criminal activity and which uses violence or intimidation to further its criminal objectives; and
- C. Whose members engage in criminal activity, or acts of juvenile delinquency that if committed by an adult would be crimes, with the intent to enhance or preserve the association's power, reputation, or economic resources.
- D. The association may also possess some of the following characteristics:
  1. The members may employ rules for joining and operating within the association
  2. The members may meet on a recurring basis
  3. The association may provide physical protection of its members from others
  4. The association may seek to exercise control over a particular geographic location or region, or it may simply defend its perceived interests against rivals

5. The association may have an identifiable structure

E. This definition is not intended to include drug trafficking organizations, terrorist organizations, traditional organized crime groups such as La Cosa Nostra, or groups that fall within the Department of Justice's definition of international organized crime.

BJA does not require applicants to submit performance measures data with their application. Performance measures are included as an alert that BJA will require successful applicants to submit specific data as part of their reporting requirements. For the application, applicants should indicate an understanding of these requirements and discuss how they will gather the required data, should they receive funding.

### **Note on Project Evaluations**

Applicants that propose to use funds awarded through this solicitation to conduct project evaluations should be aware that certain project evaluations (such as systematic investigations designed to develop or contribute to generalizable knowledge) may constitute "research" for purposes of applicable DOJ human subject's protection regulations. However, project evaluations that are intended only to generate internal improvements to a program or service, or are conducted only to meet OJP's performance measure data reporting requirements likely do not constitute "research." Applicants should provide sufficient information for OJP to determine whether the particular project they propose would either intentionally or unintentionally collect and/or use information in such a way that it meets the DOJ regulatory definition of research.

Research, for the purposes of human subjects protections for OJP-funded programs, is defined as, "a systematic investigation, including research development, testing, and evaluation, designed to develop or contribute to generalizable knowledge" 28 C.F.R. § 46.102(d). For additional information on determining whether a proposed activity would constitute research, see the decision tree to assist applicants on the "Research and the Protection of Human Subjects" section of the [OJP Funding Resource Center](http://ojp.gov/funding/Explore/SolicitationRequirements/EvidenceResearchEvaluationRequirements.htm) web page (<http://ojp.gov/funding/Explore/SolicitationRequirements/EvidenceResearchEvaluationRequirements.htm>). Applicants whose proposals may involve a research or statistical component also should review the "Data Privacy and Confidentiality Requirements" section on that web page.

## **4. Budget Detail Worksheet and Budget Narrative**

### **a. Budget Detail Worksheet**

A sample Budget Detail Worksheet can be found at <http://ojp.gov/funding/Apply/Resources/BudgetDetailWorksheet.pdf>. Applicants that submit their budget in a different format should include the budget categories listed in the sample budget worksheet. The Budget Detail Worksheet should be broken down by year.

For questions pertaining to budget and examples of allowable and unallowable costs, see the Financial Guide at <http://ojp.gov/financialguide/DOJ/index.htm>

### **b. Budget Narrative**

The Budget Narrative should thoroughly and clearly describe every category of expense listed in the Budget Detail Worksheet. OJP expects proposed budgets to be complete, cost effective, and allowable (e.g., reasonable, allocable, and necessary for project activities).

Applicants should demonstrate in their Budget Narratives how they will maximize cost effectiveness of grant expenditures. Budget Narratives should generally describe cost effectiveness in relation to potential alternatives and the goals of the project. For example, a Budget Narrative should detail why planned in-person meetings are necessary, or how technology and collaboration with outside organizations could be used to reduce costs, without compromising quality.

The narrative should be mathematically sound and correspond with the information and figures provided in the Budget Detail Worksheet. The narrative should explain how the applicant estimated and calculated all costs, and how they are relevant to the completion of the proposed project. The narrative may include tables for clarification purposes but need not be in a spreadsheet format. As with the Budget Detail Worksheet, the Budget Narrative should be broken down by year.

**c. Non-Competitive Procurement Contracts In Excess of Simplified Acquisition Threshold**

If an applicant proposes to make one or more non-competitive procurements of products or services, where the non-competitive procurement will exceed the simplified acquisition threshold (also known as the small purchase threshold), which is currently set at \$150,000, the application should address the considerations outlined in the [Financial Guide](#).

**d. Pre-Agreement Cost Approvals**

For information on pre-agreement costs, see Section [B. Federal Award Information](#).

**5. Indirect Cost Rate Agreement (if applicable)**

Indirect costs are allowed only under the following circumstances:

- (a) The applicant has a current, federally approved indirect cost rate; or
- (b) The applicant is eligible to use and elects to use the “de minimis” indirect cost rate described in the Part 200 Uniform Requirements as set out at 2 C.F.R. 200.414(f).

Attach a copy of the federally approved indirect cost rate agreement to the application. Applicants that do not have an approved rate may request one through their cognizant federal agency, which will review all documentation and approve a rate for the applicant organization, or, if the applicant’s accounting system permits, costs may be allocated in the direct cost categories. For the definition of Cognizant Federal Agency, see the “Glossary of Terms” in the [Financial Guide](#). For assistance with identifying your cognizant agency, please contact the Customer Service Center at 800-458-0786 or at [ask.ocfo@usdoj.gov](mailto:ask.ocfo@usdoj.gov). If DOJ is the cognizant federal agency, applicants may obtain information needed to submit an indirect cost rate proposal at <http://ojp.gov/funding/Apply/Resources/IndirectCosts.pdf>.

In order to use the “de minimis” indirect rate, attach written documentation to the application that advises OJP of both the applicant’s eligibility (to use the “de minimis” rate) and its election. If the applicant elects the “de minimis” method, costs must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both. In addition, if this method is chosen then it must be used consistently for all federal awards until such time as you choose to negotiate a federally approved indirect cost rate.<sup>10</sup>

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<sup>10</sup> See 2 C.F.R. § 200.414(f).



## **6. Tribal Authorizing Resolution**

Tribes, tribal organizations, or third parties proposing to provide direct services or assistance to residents on tribal lands should include in their applications a resolution, a letter, affidavit, or other documentation, as appropriate, that certifies that the applicant has the legal authority from the tribe(s) to implement the proposed project on tribal lands. In those instances when an organization or consortium of tribes applies for a grant on behalf of a tribe or multiple specific tribes, the application should include appropriate legal documentation, as described above, from all tribes that would receive services or assistance under the grant. A consortium of tribes for which existing consortium bylaws allow action without support from all tribes in the consortium (i.e., without an authorizing resolution or comparable legal documentation from each tribal governing body) may submit, instead, a copy of its consortium bylaws with the application.

## **7. Applicant Disclosure of High Risk Status**

Applicants are to disclose whether they are currently designated high risk by another federal grant making agency. This includes any status requiring additional oversight by the federal agency due to past programmatic or financial concerns. If an applicant is designated high risk by another federal grant making agency, you must email the following information to [OJPComplianceReporting@usdoj.gov](mailto:OJPComplianceReporting@usdoj.gov) at the time of application submission:

- The federal agency that currently designated the applicant as high risk;
- Date the applicant was designated high risk;
- The high risk point of contact name, phone number, and email address, from that federal agency; and
- Reasons for the high risk status.

OJP seeks this information to ensure appropriate federal oversight of any grant award. Disclosing this high risk information does not disqualify any organization from receiving an OJP award. However, additional grant oversight may be included, if necessary, in award documentation.

## **8. Additional Attachments**

### **a. Applicant Disclosure of Pending Applications**

Applicants are to disclose whether they have pending applications for federally funded grants or subgrants (including cooperative agreements) that include requests for funding to support the same project being proposed under this solicitation and will cover the identical cost items outlined in the Budget Narrative and Budget Detail Worksheet in the application under this solicitation. The disclosure should include both direct applications for federal funding (e.g., applications to federal agencies) and indirect applications for such funding (e.g., applications to state agencies that will subaward federal funds).

- b. Project Timeline and Task Plan
- c. Job Descriptions
- d. Resumes
- e. Letters of support and commitment
- f. Memoranda of Understanding
- g. Letter of certification

OJP seeks this information to help avoid any inappropriate duplication of funding. Leveraging multiple funding sources in a complementary manner to implement comprehensive programs or projects is encouraged and is not seen as inappropriate duplication.

Applicants that have pending applications as described above are to provide the following information about pending applications submitted within the last 12 months:

- The federal or state funding agency
- The solicitation name/project name
- The point of contact information at the applicable funding agency

Federal or State Funding Agency	Solicitation Name/Project Name	Name/Phone/Email for Point of Contact at Funding Agency
DOJ/COPS	COPS Hiring Program	Jane Doe, 202/000-0000; jane.doe@usdoj.gov
HHS/ Substance Abuse & Mental Health Services Administration	Drug Free Communities Mentoring Program/ North County Youth Mentoring Program	John Doe, 202/000-0000; john.doe@hhs.gov

Applicants should include the table as a separate attachment to their application. The file should be named “Disclosure of Pending Applications.”

Applicants that do not have pending applications as described above are to include a statement to this effect in the separate attachment page (e.g., “[Applicant Name on SF-424] does not have pending applications submitted within the last 12 months for federally funded grants or subgrants (including cooperative agreements) that include requests for funding to support the same project being proposed under this solicitation and will cover the identical cost items outlined in the Budget Narrative and Budget Detail Worksheet in the application under this solicitation.”).

**h. Research and Evaluation Independence and Integrity**

If a proposal involves research and/or evaluation, regardless of the proposal’s other merits, in order to receive funds, the applicant must demonstrate research/evaluation independence, including appropriate safeguards to ensure research/evaluation objectivity and integrity, both in this proposal and as it may relate to the applicant’s other current or prior related projects. This documentation may be included as an attachment to the application which addresses BOTH i. and ii. below.

- i. For purposes of this solicitation, applicants must document research and evaluation independence and integrity by including, at a minimum, one of the following two items:
  - a. A specific assurance that the applicant has reviewed its proposal to identify any research integrity issues (including all principal investigators and subrecipients) and it has concluded that the design, conduct, or reporting of research and evaluation funded by BJA grants, cooperative agreements, or contracts will not be biased by any personal or financial conflict of interest on the part of part of its staff, consultants, and/or subrecipients responsible for the research and evaluation or on the part of the applicant organization.

OR

- b. A specific listing of actual or perceived conflicts of interest that the applicant has identified in relation to this proposal. These conflicts could be either personal (related to specific staff, consultants, and/or subrecipients) or organizational (related to the applicant or any subgrantee organization). Examples of potential investigator (or other personal) conflict situations may include, but are not limited to, those in which an investigator would be in a position to evaluate a spouse's work product (actual conflict), or an investigator would be in a position to evaluate the work of a former or current colleague (potential apparent conflict). With regard to potential organizational conflicts of interest, as one example, generally an organization could not be given a grant to evaluate a project if that organization had itself provided substantial prior technical assistance to that specific project or a location implementing the project (whether funded by OJP or other sources), as the organization in such an instance would appear to be evaluating the effectiveness of its own prior work. The key is whether a reasonable person understanding all of the facts would be able to have confidence that the results of any research or evaluation project are objective and reliable. Any outside personal or financial interest that casts doubt on that objectivity and reliability of an evaluation or research product is a problem and must be disclosed.
- ii. In addition, for purposes of this solicitation applicants must address the issue of possible mitigation of research integrity concerns by including, at a minimum, one of the following two items:
    - a. If an applicant reasonably believes that no potential personal or organizational conflicts of interest exist, then the applicant should provide a brief narrative explanation of how and why it reached that conclusion. Applicants **MUST** also include an explanation of the specific processes and procedures that the applicant will put in place to identify and eliminate (or, at the very least, mitigate) potential personal or financial conflicts of interest on the part of its staff, consultants, and/or subrecipients for this particular project, should that be necessary during the grant period. Documentation that may be helpful in this regard could include organizational codes of ethics/conduct or policies regarding organizational, personal, and financial conflicts of interest.

OR

- b. If the applicant has identified specific personal or organizational conflicts of interest in its proposal during this review, the applicant must propose a specific and robust mitigation plan to address conflicts noted above. At a minimum, the plan must include specific processes and procedures that the applicant will put in place to eliminate (or, at the very least, mitigate) potential personal or financial conflicts of interest on the part of its staff, consultants, and/or subrecipients for this particular project, should that be necessary during the grant period. Documentation that may be helpful in this regard could include organizational codes of ethics/conduct or policies regarding organizational, personal, and financial conflicts of interest. There is no guarantee that the plan, if any, will be accepted as proposed.

Considerations in assessing research and evaluation independence and integrity will include, but are not limited to, the adequacy of the applicant's efforts to identify factors that could affect the objectivity or integrity of the proposed staff and/or the organization in carrying out the research, development, or evaluation activity; and the adequacy of the applicant's existing or proposed remedies to control any such factors.

**i. Other**

- Project Time and Task Plan with each project goal, related objective, activity, expected completion date, and responsible person or organization.
- Job Descriptions that outline the roles, responsibilities, and qualifications for all key positions, including the research partner.
- Information regarding the research partner that includes the following: a contract, memoranda of understanding, or other agreement that clearly delineates the role and responsibilities of the research partner. This document should establish the authority of the research partner to access agency data, interview personnel, and monitor operations that are relevant to the evaluation of the initiative.
- Resumes for staff identified for these positions, if known.
- Letters of support and commitment of the PSN steering committee and other key partners, including the research partner.
- A Memorandum of Understanding for law enforcement and partner agencies that clearly outlines their roles and responsibilities. Because PSN task force membership is diverse and requires careful coordination to ensure success, member agencies' roles should be clearly defined. The extent to which the applicant is able to demonstrate a functional partnership among all key players to include the sharing of information and data, will be a key factor in assessing the strength of the application and its potential for success.
- Letter of certification of the fiscal agent from the local USAO.

**9. Financial Management and System of Internal Controls Questionnaire**

In accordance with the Part 200 Uniform Requirements as set out at 2 C.F.R. 200.205, federal agencies must have in place a framework for evaluating the risks posed by applicants before they receive a federal award. To facilitate part of this risk evaluation, **all** applicants (other than an individual) are to download, complete, and submit this [form](#).

**10. Disclosure of Lobbying Activities**

All applicants must complete this information. Applicants that expend any funds for lobbying activities are to provide the detailed information requested on the form Disclosure of Lobbying Activities (SF-LLL). Applicants that do not expend any funds for lobbying activities are to enter "N/A" in the text boxes for item 10 ("a. Name and Address of Lobbying Registrant" and "b. Individuals Performing Services").

**How To Apply**

Applicants must register in and submit applications through Grants.gov, a primary source to find federal funding opportunities and apply for funding. Find complete instructions on how to register and submit an application at [www.Grants.gov](http://www.Grants.gov). Applicants that experience technical difficulties during this process should call the Grants.gov Customer Support Hotline at **800-518-4726** or **606-545-5035**, 24 hours a day, 7 days a week, except federal holidays. Registering with Grants.gov is a one-time process; however, **processing delays may occur, and it can take several weeks** for first-time registrants to receive confirmation and a user password. OJP

encourages applicants to **register several weeks before** the application submission deadline. In addition, OJP urges applicants to submit applications 72 hours prior to the application due date to allow time to receive validation messages or rejection notifications from Grants.gov, and to correct in a timely fashion any problems that may have caused a rejection notification.

BJA strongly encourages all prospective applicants to sign up for Grants.gov email [notifications](#) regarding this solicitation. If this solicitation is cancelled or modified, individuals who sign up with Grants.gov for updates will be automatically notified.

**Note on Attachments.** Grants.gov has two categories of files for attachments: mandatory and optional. OJP receives all files attached in both categories. Please ensure all required documents are attached in the mandatory category.

**Note on File Names and File Types:** Grants.gov only permits the use of certain specific characters in names of attachment files. Valid file names may include only the characters shown in the table below. Grants.gov is designed to reject any application that includes an attachment(s) with a file name that contains any characters not shown in the table below.

Characters	Special Characters		
Upper case (A – Z)	Parenthesis ( )	Curly braces { }	Square brackets [ ]
Lower case (a – z)	Ampersand (&)	Tilde (~)	Exclamation point (!)
Underscore ( _ )	Comma ( , )	Semicolon ( ; )	Apostrophe ( ' )
Hyphen ( - )	At sign ( @ )	Number sign ( # )	Dollar sign ( \$ )
Space	Percent sign ( % )	Plus sign ( + )	Equal sign ( = )
Period ( . )	<b>When using the ampersand (&amp;) in XML, applicants must use the “&amp;amp;” format.</b>		

Grants.gov is designed to forward successfully submitted applications to OJP’s Grants Management System (GMS).

**GMS does not accept executable file types as application attachments.** These disallowed file types include, but are not limited to, the following extensions: “.com,” “.bat,” “.exe,” “.vbs,” “.cfg,” “.dat,” “.db,” “.dbf,” “.dll,” “.ini,” “.log,” “.ora,” “.sys,” and “.zip.” GMS may reject applications with files that use these extensions. It is important to allow time to change the type of file(s) if the application is rejected.

All applicants are required to complete the following steps:

OJP may not make a federal award to an applicant organization until the applicant organization has complied with all applicable DUNS and SAM requirements. Individual applicants must comply with all Grants.gov requirements. If an applicant has not fully complied with the requirements by the time the federal awarding agency is ready to make a federal award, the federal awarding agency 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.

Individual applicants should search Grants.gov for a funding opportunity for which individuals are eligible to apply. Use the Funding Opportunity Number (FON) to register. Complete the registration form at <https://apply07.grants.gov/apply/IndCPRRegister> to create a username and password. Individual applicants should complete all steps except 1, 2, and 4.

- 1. Acquire a Data Universal Numbering System (DUNS) number.** In general, the Office of Management and Budget (OMB) requires that all applicants (other than individuals) for federal funds include a DUNS number in their applications for a new award or a supplement to an existing award. A DUNS number is a unique nine-digit sequence recognized as the universal standard for identifying and differentiating entities receiving federal funds. The identifier is used for tracking purposes and to validate address and point of contact information for federal assistance applicants, recipients, and subrecipients. The DUNS number will be used throughout the grant life cycle. Obtaining a DUNS number is a free, one-time activity. Call Dun and Bradstreet at 866-705-5711 to obtain a DUNS number or apply online at [www.dnb.com](http://www.dnb.com). A DUNS number is usually received within 1–2 business days.
- 2. Acquire registration with the System for Award Management (SAM).** SAM is the repository for standard information about federal financial assistance applicants, recipients, and subrecipients. OJP requires all applicants (other than individuals) for federal financial assistance to maintain current registrations in the SAM database. Applicants must be registered in SAM to successfully register in Grants.gov. Applicants must **update or renew their SAM registration annually** to maintain an active status. SAM registration and renewal can take as long as 10 business days to complete.

Applications cannot be successfully submitted in Grants.gov until Grants.gov receives the SAM registration information. Once the SAM registration/renewal is complete, **the information transfer from SAM to Grants.gov can take up to 48 hours.** OJP recommends that the applicant register or renew registration with SAM as early as possible.

Information about SAM registration procedures can be accessed at [www.sam.gov](http://www.sam.gov).

- 3. Acquire an Authorized Organization Representative (AOR) and a Grants.gov username and password.** Complete the AOR profile on Grants.gov and create a username and password. The applicant organization's DUNS number must be used to complete this step. For more information about the registration process for organizations, go to [www.grants.gov/web/grants/register.html](http://www.grants.gov/web/grants/register.html). Individuals registering with Grants.gov should go to <https://apply07.grants.gov/apply/IndCPRegister>.
- 4. Acquire confirmation for the AOR from the E-Business Point of Contact (E-Biz POC).** The E-Biz POC at the applicant organization must log into Grants.gov to confirm the applicant organization's AOR. The E-Biz POC will need the Marketing Partner Identification Number (MPIN) password obtained when registering with SAM to complete this step. Note that an organization can have more than one AOR.
- 5. Search for the funding opportunity on Grants.gov.** Use the following identifying information when searching for the funding opportunity on Grants.gov. The Catalog of Federal Domestic Assistance number for this solicitation is CFDA #16.609, titled "Violent Gang and Gun Crime Reduction Program," and the funding opportunity number is BJA-2016-9202.
- 6. Select the correct Competition ID.** Some OJP solicitations posted to Grants.gov contain multiple purpose areas, denoted by the individual Competition ID. If applying to a solicitation with multiple Competition IDs, select the appropriate Competition ID for the intended purpose area of the application.

7. **Submit a valid application consistent with this solicitation by following the directions in Grants.gov.** Within 24–48 hours after submitting the electronic application, the applicant should receive two notifications from Grants.gov. The first will confirm the receipt of the application and the second will state whether the application has been successfully validated, or rejected due to errors, with an explanation. It is possible to first receive a message indicating that the application is received and then receive a rejection notice a few minutes or hours later. Submitting well ahead of the deadline provides time to correct the problem(s) that caused the rejection. **Important:** OJP urges applicants to submit applications **at least 72 hours prior** to the application due date to allow time to receive validation messages or rejection notifications from Grants.gov, and to correct in a timely fashion any problems that may have caused a rejection notification.

All applications are due to be submitted and in receipt of a successful validation message in Grants.gov by 11:59 p.m. eastern time on May 17, 2016.

Click [here](#) for further details on DUNS, SAM, and Grants.gov registration steps and timeframes.

#### **Note: Duplicate Applications**

If an applicant submits multiple versions of the same application, BJA will review only the most recent system-validated version submitted. See Note on File Names and File Types under [How To Apply](#).

#### **Experiencing Unforeseen Grants.gov Technical Issues**

Applicants that experience unforeseen Grants.gov technical issues beyond their control that prevent them from submitting their application by the deadline must contact the Grants.gov [Customer Support Hotline](#) or the [SAM Help Desk](#) to report the technical issue and receive a tracking number. Then the applicant must email the BJA contact identified in the Contact Information section on page 2 **within 24 hours after the application deadline** and request approval to submit their application. The email must describe the technical difficulties, and include a timeline of the applicant's submission efforts, the complete grant application, the applicant's DUNS number, and any Grants.gov Help Desk or SAM tracking number(s). **Note: BJA does not automatically approve requests.** After the program office reviews the submission, and contacts the Grants.gov or SAM Help Desks to validate the reported technical issues, OJP will inform the applicant whether the request to submit a late application has been approved or denied. If OJP determines that the applicant failed to follow all required procedures, which resulted in an untimely application submission, OJP will deny the applicant's request to submit their application.

The following conditions are generally insufficient to justify late submissions:

- Failure to register in SAM or Grants.gov in sufficient time. (SAM registration and renewal can take as long as 10 business days to complete. The information transfer from SAM to Grants.gov can take up to 48 hours.)
- Failure to follow Grants.gov instructions on how to register and apply as posted on its website.
- Failure to follow each instruction in the OJP solicitation.
- Technical issues with the applicant's computer or information technology environment, including firewalls.

Notifications regarding known technical problems with Grants.gov, if any, are posted at the top of the OJP funding web page at <http://ojp.gov/funding/index.htm>.

## E. Application Review Information

### Selection Criteria

The following five selection criteria will be used to peer review each application, with the different weight given to each based on the percentage value listed after each individual criterion. For example, the first criterion, "Statement of the Problem," is worth 25 percent of the entire score in the application review process.

#### 1. Statement of the Problem (25 percent)

Describe the gun crime and/or gang violence problem, gaps, and needs currently faced by the district; provide data to support the statement of the problem; provide Uniform Crime Reporting (UCR) or NIBRS data and population served data; and describe the serious or violent crime challenges of the jurisdiction and what has been done to date to address these challenges.

#### 2. Project Design and Implementation (25 percent)

Outline a design and implementation strategy, using an innovative analytical approach, to overcome the problem described in the statement of the problem. Goals should specifically address the problem identified above. Describe:

- How the five design features will be incorporated.
- Data and research that are being used to determine the jurisdiction's target area and/or target population as well as violent crime reduction strategy model.
- How other violent crime reduction strategy models (e.g., Boston Ceasefire, Drug Market Intervention, etc.) may be incorporated.
- How your jurisdiction will compile a list of priority offenders based upon information contributed by law enforcement, probation/parole in consultation with the USAO and local prosecutor's office.
- How your jurisdiction will prioritize outstanding warrants for the highest risk offenders.
- How your jurisdiction plans to vet priority offender cases to either federally or locally prosecute gun, gang, and the most violent offender crime cases.
- How all priority offenders and new offenders arrested for priority offenses are tracked through final court disposition.
- How information is exchanged among probation/parole, correctional facilities, and law enforcement.
- How your jurisdiction has used or plans to use data and research to focus resources on the most violent people and neighborhoods driving local gun crime and gang violence.
- How your jurisdiction has integrated, or will integrate, a research partner into your problem solving process, as well as assessment of strategies and interventions.
- How the program is innovative.
- Explain how often your site has site meetings and provide support (e.g. meeting minutes, sign in sheets, etc.).
- How the project will accomplish expected outcomes.



Also include a comprehensive timeline (as an attachment) that identifies milestones, numerically listed deliverables, and who is responsible for each activity.

Applicants must enlist a local research partner from the accredited criminal justice/social science educational community to assist in problem identification, description, and definition; participate in strategy development; and provide ongoing assessment of the strategy and program implementation impact.

Applicants are encouraged to incorporate comprehensive strategies and promising practices to address gun crime and/or gang violence. For more on these innovative approaches, see the Appendix.

### **3. Capabilities and Competencies (30 percent)**

Fully describe the applicant's capabilities to implement the project, including its ability to collect data to support the research component, and the competencies of the staff assigned to the project. In addition, applicants should demonstrate sound crime and criminal intelligence analysis capacity. Applicants should include memoranda of understanding or letters documenting support and participation from their designated research partner (as an attachment). Applicants should also address the following:

- The organizations and partners who will be involved in the planning, analysis, implementation, and assessment process.
- Please describe your proposed research partner's experience completing the following activities as a member of a task force or implementation team:
  - Developing logic models
  - Collecting and analyzing criminal justice and public safety data
  - Using data to identify criminal justice and public safety related problems
  - Identifying and proposing proven strategies/interventions to address problems
  - Documenting and measuring program operations and processes
  - Using data to determine program effectiveness
  - Assessing implementation fidelity
  - Regularly presenting findings and conclusions both orally and in written form to a task force/implementation team
  - Making recommendations for program improvement
  - Developing "real-time" products and resources for strategic decisionmaking
  - Working with the team to develop a sustainability plan
  - Communicating with a wide variety of public sector, private, and community individuals – for example, prosecutors, law enforcement leadership and line officers, community members, clergy representatives, funding agency representatives, legislators, city council members, and even offenders are some of the individuals research partners may be called upon to present their evaluation findings, conclusions, and recommendations.

### **4. Plan for Collecting the Data Required for this Solicitation's Performance Measures (10 percent)**

Describe the process for measuring project performance. Identify who will collect the data, who is responsible for performance measurement, and how the information will be used to guide and assess the program. Applicants must collect data relevant to the goals listed in their application. Identify how the data that is linked to the goals and objectives will be collected and used for future improvements or strategies. BJA will provide grantees with

specific performance measures to be used for semi-annual progress reports. Applicants must conduct an impact evaluation upon completion of the project and provide the results to BJA.

## **5. Budget (10 percent)**

Provide a proposed budget and Budget Narrative that are complete, cost effective, and allowable (e.g., reasonable, allocable, and necessary for project activities). Budget Narratives should generally demonstrate how applicants will maximize cost effectiveness of grant expenditures. Budget Narratives should demonstrate cost effectiveness in relation to potential alternatives and the goals of the project.<sup>11</sup> The budget must support the strategies and approaches outlined in the project design and include a narrative to describe the expenditures under each cost area and how it will contribute to the overall program goals.

The budget must support travel for a four-person team (project coordinator, research partner, and two individuals key to implementation) to attend the Smart Suite Researcher-Practitioner Fellows Academy. Washington, DC can be used as the host site to estimate the travel costs.

Applicants must set aside a minimum of 20 percent of their proposed budget to directly support the researcher's operations and activities (e.g., collecting data, analyzing data, salary, etc.) to support the PSN task force, as well as attend the PSN Orientation course conducted by MSU for BJA. For applicants that have received consecutive PSN competitive awards and are designated "mentor sites" must set aside 5 percent of their purposed budget to support "peer to peer mentoring activities" (e.g., sharing information regarding their law enforcement, intervention/prevention, research partner, outreach, reentry projects, etc.) with other PSN sites.

## **Review Process**

OJP is committed to ensuring a fair and open process for awarding grants. BJA reviews the application to make sure that the information presented is reasonable, understandable, measurable, and achievable, as well as consistent with the solicitation.

Peer reviewers will review the applications submitted under this solicitation that meet basic minimum requirements. For purposes of assessing whether applicants have met basic minimum requirements, OJP screens applications for compliance with specified program requirements to help determine which applications should proceed to further consideration for award. Although program requirements may vary, the following are common requirements applicable to all solicitations for funding under OJP grant programs:

- Applications must be submitted by an eligible type of applicant.
- Applications must request funding within programmatic funding constraints (if applicable).
- Applications must be responsive to the scope of the solicitation.
- Applications must include all items designated as "critical elements."
- Applicants will be checked against the System for Award Management (SAM).

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<sup>11</sup> Generally speaking, a reasonable cost is a cost that if, in its nature or amount, does not exceed that which would be incurred by a prudent person under the circumstances prevailing at the time the decision was made to incur the costs.

For a list of critical elements, see [What an Application Should Include](#) under [Section D. Application and Submission Information](#).

BJA may use internal peer reviewers, external peer reviewers, or a combination, to assess applications meeting basic minimum requirements on technical merit using the solicitation's selection criteria. An external peer reviewer is an expert in the subject matter of a given solicitation who is not a current DOJ employee. An internal reviewer is a current DOJ employee who is well-versed or has expertise in the subject matter of this solicitation. A peer review panel will evaluate, score, and rate applications that meet basic minimum requirements. Peer reviewers' ratings and any resulting recommendations are advisory only, although their views are considered carefully. In addition to peer review ratings, considerations for award recommendations and decisions may include, but are not limited to, underserved populations, geographic diversity, strategic priorities, past performance under prior BJA and OJP awards, and available funding.

OJP reviews applications for potential discretionary awards to evaluate the risks posed by applicants before they receive an award. This review may include but is not limited to the following:

1. Financial stability and fiscal integrity
2. Quality of management systems and ability to meet the management standards prescribed in the Financial Guide
3. History of performance
4. Reports and findings from audits
5. The applicant's ability to effectively implement statutory, regulatory, or other requirements imposed on award recipients
6. Proposed costs to determine if the Budget Detail Worksheet and Budget Narrative accurately explain project costs, and whether those costs are reasonable, necessary, and allowable under applicable federal cost principles and agency regulations

Absent explicit statutory authorization or written delegation of authority to the contrary, all final award decisions will be made by the Assistant Attorney General, who may consider factors including, but not limited to, peer review ratings, underserved populations, geographic diversity, strategic priorities, past performance under prior BJA and OJP awards, and available funding when making awards.

## **F. Federal Award Administration**

### **Federal Award Notices**

OJP sends award notification by email through GMS to the individuals listed in the application as the point of contact and the authorizing official (E-Biz POC and AOR). The email notification includes detailed instructions on how to access and view the award documents, and how to accept the award in GMS. GMS automatically issues the notifications at 9:00 p.m. eastern time on the award date (by September 30, 2016). Recipients will be required to log in; accept any outstanding assurances and certifications on the award; designate a financial point of contact; and review, sign, and accept the award. The award acceptance process involves physical signature of the award document by the authorized representative and the scanning of the fully-executed award document to OJP.

### **Administrative, National Policy, and other Legal Requirements**

If selected for funding, in addition to implementing the funded project consistent with the agency-approved project proposal and budget, the recipient must comply with award terms and conditions, and other legal requirements, including but not limited to OMB, DOJ or other federal regulations which will be included in the award, incorporated into the award by reference, or are otherwise applicable to the award. OJP strongly encourages prospective applicants to review the information pertaining to these requirements **prior** to submitting an application. To assist applicants and recipients in accessing and reviewing this information, OJP has placed pertinent information on its [Solicitation Requirements](#) page of the [OJP Funding Resource Center](#).

Please note in particular the following two forms, which applicants must accept in GMS prior to the receipt of any award funds, as each details legal requirements with which applicants must provide specific assurances and certifications of compliance. Applicants may view these forms in the Apply section of the [OJP Funding Resource Center](#) and are strongly encouraged to review and consider them carefully prior to making an application for OJP grant funds.

- [Certifications Regarding Lobbying; Debarment, Suspension and Other Responsibility Matters; and Drug-Free Workplace Requirements](#)
- [Standard Assurances](#)

Upon grant approval, OJP electronically transmits (via GMS) the award document to the prospective award recipient. In addition to other award information, the award document contains award terms and conditions that specify national policy requirements<sup>12</sup> with which recipients of federal funding must comply; uniform administrative requirements, cost principles, and audit requirements; and program-specific terms and conditions required based on applicable program (statutory) authority or requirements set forth in OJP solicitations and program announcements, and other requirements which may be attached to appropriated funding. For example, certain efforts may call for special requirements, terms, or conditions relating to intellectual property, data/information-sharing or -access, or information security; or audit requirements, expenditures and milestones, or publications and/or press releases. OJP also may place additional terms and conditions on an award based on its risk assessment of the applicant, or for other reasons it determines necessary to fulfill the goals and objectives of the program.

Prospective applicants may access and review the text of mandatory conditions OJP includes in all OJP awards, as well as the text of certain other conditions, such as administrative conditions, via the [Mandatory Award Terms and Conditions](#) page of the [OJP Funding Resource Center](#).

### **General Information about Post-Federal Award Reporting Requirements**

Recipients must submit quarterly financial reports; semi-annual progress reports; final financial and progress reports; and, if applicable, an annual audit report in accordance with the Part 200 Uniform Requirements. Future awards and fund drawdowns may be withheld if reports are delinquent.

Special Reporting requirements may be required by OJP depending on the statutory, legislative or administrative obligations of the recipient or the program.

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<sup>12</sup> See generally 2 C.F.R. 200.300 (provides a general description of national policy requirements typically applicable to recipients of federal awards, including the Federal Funding Accountability and Transparency Act of 2006 [FFATA]).

## G. Federal Awarding Agency Contact(s)

For Federal Awarding Agency Contact(s), see title page.

For contact information for Grants.gov, see title page.

## H. Other Information

### Provide Feedback to OJP

To assist OJP in improving its application and award processes, we encourage applicants to provide feedback on this solicitation, the application submission process, and/or the application review/peer review process. Provide feedback to [OJPSolicitationFeedback@usdoj.gov](mailto:OJPSolicitationFeedback@usdoj.gov).

**IMPORTANT:** This email is for feedback and suggestions only. Replies are **not** sent from this mailbox. If you have specific questions on any program or technical aspect of the solicitation, **you must** directly contact the appropriate number or email listed on the front of this solicitation document. These contacts are provided to help ensure that you can directly reach an individual who can address your specific questions in a timely manner.

If you are interested in being a reviewer for other OJP grant applications, please email your résumé to [ojpeerreview@lmsolas.com](mailto:ojpeerreview@lmsolas.com). The OJP Solicitation Feedback email account will not forward your résumé. **Note:** Neither you nor anyone else from your organization can be a peer reviewer in a competition in which you or your organization have submitted an application.

**Application Checklist  
FY 2016 Violent Gang and Gun Crime Reduction Program  
(Project Safe Neighborhoods)**

This application checklist has been created to assist in developing an application.

**What an Applicant (USAO-Certified Fiscal Agent) Should Do:**

*Prior to Registering in Grants.gov:*

- \_\_\_\_\_ Acquire a DUNs Number (see page 22)
- \_\_\_\_\_ Acquire or renew registration with SAM (see page 22)

*To Register with Grants.gov:*

- \_\_\_\_\_ Acquire AOR and Grants.gov username/password (see page 22)
- \_\_\_\_\_ Acquire AOR confirmation from the E-Biz POC (see page 22)

*To Find Funding Opportunity:*

- \_\_\_\_\_ Search for the Funding Opportunity on Grants.gov (see page 22)
- \_\_\_\_\_ Select the correct Competition ID (see pages 8 and 22)
- \_\_\_\_\_ Download Funding Opportunity and Application Package
- \_\_\_\_\_ Sign up for Grants.gov email notifications (optional) (see page 21)
- \_\_\_\_\_ Read [Important Notice: Applying for Grants in Grants.gov](#)
- \_\_\_\_\_ Read OJP policy and guidance on conference approval, planning, and reporting available at [ojp.gov/financialguide/DOJ/PostawardRequirements/chapter3.10a.htm](http://ojp.gov/financialguide/DOJ/PostawardRequirements/chapter3.10a.htm)

*After Application Submission, Receive Grants.gov Email Notifications That:*

- \_\_\_\_\_ (1) application has been received,
- \_\_\_\_\_ (2) application has either been successfully validated or rejected with errors (see page 23)

*If No Grants.gov Receipt, and Validation or Error Notifications are Received:*

- \_\_\_\_\_ contact BJA regarding experiencing technical difficulties (see page 23)

**General Requirements:**

- \_\_\_\_\_ Review the [Solicitation Requirements](#) in the OJP Funding Resource Center.

**Scope Requirement:**

- \_\_\_\_\_ The federal amount requested is within the allowable limit(s) of Category 1:\$150,000; Category 2: \$300,000; Category 3:\$150,000 and Category 4:\$150,000.

**Eligibility Requirement:** Eligible applicants are PSN Task Force fiscal agents for the U.S. Attorney districts and federally recognized Indian tribal governments as determined by the Secretary of the Interior. All fiscal agents must be certified by the relevant U.S. Attorney's Office (USAO). Eligible fiscal agents include states, units of local government, educational institutions, faith-based and other community organizations, private nonprofit organizations, and federally recognized Indian tribal governments as determined by the Secretary of the Interior.

### **What an Application Should Include:**

- \_\_\_\_\_ Application for Federal Assistance (SF-424) (see page 12)
- \_\_\_\_\_ Intergovernmental Review (see page 12)
- \_\_\_\_\_ Project Abstract (see page 12)
- \_\_\_\_\_ \*Program Narrative (see page 13)
- \_\_\_\_\_ \*Budget Detail Worksheet (see page 15)
- \_\_\_\_\_ \*Budget Narrative (see page 15)
- \_\_\_\_\_ Indirect Cost Rate Agreement (if applicable) (see page 16)
- \_\_\_\_\_ Tribal Authorizing Resolution (if applicable) (see page 17)
- \_\_\_\_\_ Applicant Disclosure of High Risk Status (see page 17)
- \_\_\_\_\_ Additional Attachments (see page 17)
  - \_\_\_\_\_ Applicant Disclosure of Pending Applications
  - \_\_\_\_\_ Research and Evaluation Independence and Integrity
  - \_\_\_\_\_ Project Time and Task Plan
  - \_\_\_\_\_ Job Descriptions
  - \_\_\_\_\_ Resumes
  - \_\_\_\_\_ Letters of support and commitment
  - \_\_\_\_\_ Memorandum of Understanding
  - \_\_\_\_\_ Letter of certification
- \_\_\_\_\_ Financial Management and System of Internal Controls Questionnaire (see page 20)
- \_\_\_\_\_ Disclosure of Lobbying Activities (SF-LLL) (see page 20)

\*These elements are the basic minimum requirements for applications. Applications that do not include these elements shall neither proceed to peer review nor receive further consideration by BJA.

## Appendix A

### Elements of Promising PSN Strategies

The following are some examples of promising elements of PSN strategies to reduce gun crime and gang violence that you could consider incorporating in your PSN strategy, if applicable to your jurisdiction.

- **Problem-Solving Approach:**<sup>13</sup> All successful strategies begin with a problem analysis of the local situation at hand. It is important for these analyses to be conducted by trained and qualified researchers, not police officers alone. Law enforcement and prosecutors can then tailor their response appropriately.
  - Districts should conduct network analyses of the street gang landscape using individual gang members as the unit of analysis and multiple layers of associations as the linkages within the networks.<sup>14</sup> The analysis should help the PSN team understand whether the groups in their district are loosely organized networks with pockets of cohesion or highly structured hierarchical organizations.
- **Directed Patrols and Field Interrogations:**<sup>15</sup> Identify high crime times, locations, and conduct. Increase police patrol to reduce violent crime in targeted areas and during peak times of the day (e.g., assign two police officers to conduct routine patrol activities involving a high number of personal contacts with the public, responding to any law violation that they detect during the operation).
  - This strategy can be general (saturate the whole area) or targeted (focus on specific individuals and behaviors). A patrol strategy that focuses on suspicious activities and locations is more effective than a strategy that just maximizes the number of vehicle stops.<sup>16</sup>
- **Offender Based Strategies:**<sup>17</sup> Deliver a strong, focused deterrence message through direct face-to-face communication with high-risk individuals.
  - Identify a subset of individuals, who are most likely to be involved in gun crime, e.g., the most violent members of a limited number of gangs.
  - Create a working group that includes (a) law enforcement, (b) social service providers, and (c) victim groups who can explain the impact upon the victim.
  - Encourage attendance through one or several ways: e.g., use probation or parole as levers; send letters from the local police chief to the individuals or their parents; send letters from school officials, local clergy, or community leaders; have invitees bring a friend.
  - Conduct the meetings in two parts:

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<sup>13</sup> Anthony A. Braga, Jack McDevitt & Glenn L. Pierce, *Understanding and Preventing Gang Violence: Problem Analysis and Response Development in Lowell, Massachusetts*, X Police Quarterly 1 (2004).

<sup>14</sup> Jean M. McGloin, *Policy and Intervention Considerations of a Network Analysis of Street Gangs*, 4 Criminology & Public Policy 607 (2005).

<sup>15</sup> John M. Macdonald, Jeremy M. Wilson & George E. Tita, *Data-Driven Homicide Prevention: An Examination of Five Project Safe Neighborhoods Target Areas*, RAND (2005).

<sup>16</sup> Leigh Culver & T. Hank Robinson, Research Brief: Lincoln Police Department (2004).

<sup>17</sup> Jack McDevitt & Scott H. Decker, Offender Notification Meetings: Case Study 2 (2006).



- Part warning: Let offenders know that law enforcement agencies have their names and photographs. Make clear that future violence will result in a highly coordinated effort to arrest and prosecute them. Emphasize that federal prosecution results in a longer sentence served farther away from the local community. To be effective, these messages must be short and sharp. The people running the meeting should show that they know the individuals names personally.
    - Part offer of assistance: Offer social service assistance, e.g., assistance in locating housing, vocational and employment services (job training or job placement programs), educational services, parenting skills programming, life skills programming, and substance abuse programming.
  - Follow-through on all levels—the warning of enforcement and sanctions as well as the offer of support and services. Also, conduct two types of follow-up face-to-face meetings:
    - Positive: when the target group has had no continued gun crime and gang violence, arrange a community-based meeting with family and community members invited. Convey a message of appreciation for the calm the neighborhood has experienced. Re-emphasize available services and support. Recognize the personal successes of individuals, e.g., those who have quit using drugs, found a job, gone to school.
    - Negative: when the gun crime and gang violence associated with the target group continues, conduct home visits, administer drug tests, and arrange a meeting with law enforcement. Explain that the offenders have been ordered back to court because of the continued violence.
  - Implement these meetings at the pre-release stage, as well (with jail and prison inmates who will be returning to their communities).
  - Home Visits:<sup>18</sup> Put together a permanent team of police and probation officers for this project (use the same team for each Home Visit operation). Conduct visits of probationers, parolees, and those with outstanding warrants. If resources are limited, focus on active crime areas with a history of gun violence. Prior to the visit, prepare case files or “jackets” for each targeted individual that contains criminal histories, probation information, and probationer’s photographs; distribute the jackets to the Home Visit team. During the visit, conduct compliance checks, test probationers for drug and alcohol use, and conduct searches for contraband. If a probationer is not found at the address, use joint intelligence and planning to follow up at potential points of contact to find him and confirm a current address.
  - Enforcement of Collective Responsibility and Lever Pulling:<sup>19</sup> Compile a list of vulnerabilities or “levers” for each gang member (e.g., outstanding warrants, seizure of assets, stringent enforcement of regulations regarding parole and probation, public housing residency, vehicle licensure, child support, or truancy). When any member of the gang commits a violent act, pull these levers for each of the other individuals of the gang. Let the gangs and

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<sup>18</sup> Leigh Culver & T. Hank Robinson, Research Brief: Lincoln Police Department (2004).

<sup>19</sup> John M. Macdonald, Jeremy M. Wilson & George E. Tita, *Data-Driven Homicide Prevention: An Examination of Five Project Safe Neighborhoods Target Areas*, RAND (2005).

groups know that they are held collectively responsible.

- **Criminal Incident Review:**<sup>20</sup> Implement a system in which practitioners examine recent homicides as well as other types of incidents including non-lethal shootings, shots-fired reports, assaults, and robberies. Include both open and closed cases.
  - Get a team together. The team should consist of front-line staff with street-level knowledge of the crimes being discussed. This includes law enforcement, prosecutors, probation and parole officers, gang and narcotic officers, youth gang workers, ballistics experts, jail staff, supervisors and managers, and researchers who can analyze and identify patterns.
- **Firearms Tracing:**<sup>21</sup> Assign one officer full-time to file trace requests on all firearms seized by the police, conduct follow-up investigations, and assist other agencies to prosecute. Have the officer track and compile the data to identify straw purchasers.
  - **Target Firearm Theft:**<sup>22</sup> Increase the number of gun owners who record serial numbers from their weapons. Increase the number of serial numbers and unique weapon information in reports from victims of firearm theft. Create a database to track palm prints from stolen weapons. Input and evaluate images for comparison of other known palm print images.
  - **Networking with Firearm Dealers to Identify and Stop Straw Purchasers:**<sup>23</sup> Develop partnerships with the local firearms dealers. Have firearm dealers immediately inform the ATF when they suspect a straw purchaser has tried to buy a gun in their store. Implement a straw purchase warning network among local dealers where a dealer who declines to sell a gun based on suspicions that the purported buyer is a straw purchaser notifies other dealers in the area to be on the lookout for the buyer. Ensure that dealers suspected of turning a blind eye to straw purchasers become targets of criminal investigations.
- **Public Education:**<sup>24</sup> (Background: Hispanic immigrants were being disproportionately targeted for robberies and were not reporting them in fear of deportation). Have police reach out to victimized communities. Work with community organizations to increase awareness of potential crimes. Create and distribute a helpful dual-language list of robbery prevention tips.

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<sup>20</sup> John Klofas & Natalie K. Hipple, *Crime Incident Reviews: Case Study 3* (2006).

<sup>21</sup> Leigh Culver, *Project Safe Neighborhoods District of Nebraska: Research Brief* (2005).

<sup>22</sup> Victoria B. Titterington, *Evaluation Report for the Southern District of Texas* (2006)

<sup>23</sup> Americans for Gun Safety Foundation, *The Enforcement Gap: Federal Strategy Neglects Sources of Crime Guns* (2004).

<sup>24</sup> Arizona Criminal Justice Commission, *Violence Impact Project: A Multi-Governmental Strategy Against Violence* (2004).

## Appendix B

### Resources

**BJA Project Safe Neighborhoods webpage**

[https://www.bja.gov/programdetails.aspx?program\\_id=74](https://www.bja.gov/programdetails.aspx?program_id=74)

**CrimeSolutions.gov**

<http://www.crimesolutions.gov/>

**Identifying and Working With a Research Partner:**

*Frequently Asked Questions and Answers*

<http://www.psnmsu.com/documents/ResearchPartnerQ&A.pdf>

**PSN Resources webpage (Michigan State University)**

<http://www.psnmsu.com/psn-resources/>

**Smart Policing Initiative (SPI) webinars/videos webpage**

<http://www.smartpolicinginitiative.com/webinar-videos>

**Violence Reduction Network webpage**

<https://www.vrnetwork.org/>

**Webinar: Analyzing your Crime Problem**

<https://www.bja.gov/programs/spi-webinar.html>

**Webinar: Research Partnerships in the Byrne Criminal Justice Innovation Program (BCJI)**

<https://cc.readytalk.com/cc/s/meetingArchive?eventId=kpfe2glz4jj5>

**Center for Research Partnerships and Program Evaluation**

<https://www.bja.gov/programs/crppe/index.html>